Analysis of State of Vermont

Employee Engagement Survey Results – 2019

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VERMONT
DEPARTMENT OF HUMAN RESOURCES

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Introduction

In 2013, the Department of Human Resources (DHR) implemented the first statewide survey assessing employee engagement to address the goal of developing workforce excellence using meaningful performance targets and measures. The State of Vermont Employee Engagement Survey has been conducted annually since and provides important information for DHR to stay current on the status of employee engagement in Vermont State Government. This survey process allows us to measure how employees feel about their daily work and about the State of Vermont as an employer. In addition, results can be compared to prior years to examine trends and establish goals for improved engagement.

For 2019 the survey, usually conducted in the fall, was moved to early in the calendar year to better align the survey to the calendar year and shorten the period between conducting the survey and publishing the results.

While there are several ways to define employee engagement, simply stated it is the degree to which an individual is committed to an organization and the extent to which he/she works to fulfill and advance a stated mission. The 2019 survey contained questions in the areas of:

- The relationship between job duties and the organization's mission/goals;
- Communication and input;
- Relationships and morale within the organization;
- The employee's relationship with supervisor;
- The impact of workload, staffing and resources; and
- Compensation and benefits.

In addition, for 2019 a special section was added to assess perceptions of issues related to diversity and inclusion.

Using the Report

The 2019 Engagement Survey provides a great deal of data from which stakeholders can glean information to improve organizational practices.

The first section of this report - Employee Engagement Survey Items: Summary of Key Findings - presents and discusses a high-level summary of key findings – results of all respondents to survey statements in each of the six engagement areas. It also provides the overall job satisfaction results. Results are also cross tabulated by department.

The second section looks at Engagement Survey Items – Summary and Trends. Here we examine the changes in agreement to survey items from 2014 to 2019.

The third section examines results of Engagement Survey Items cross tabulated by the demographic questions.

The fourth section examines Employment Engagement Results. Using an employee engagement model (See Table 31) employee engagement and its components are examined statewide and by department.

Finally, we provide a qualitative analysis of the responses to the survey's open-ended question.

Various Appendices contain demographic cross tabulations, results from 2014 to 2019 by department and statewide to department comparisons.

The analysis provided in this report is designed to be used by Agencies and Departments, as well as by DHR, as a guide to identify areas of success and improvement, and areas that may require additional investigation for next steps. It is meant to begin a process of discussion and dialogue that can result in improving staff relations, service to customers, organizational communication processes, and supervisory practices. The primary audiences for this report are all DHR stakeholders: DHR Divisions whose purpose is to provide leadership in employee hiring, retention and development; and Agency and Department leadership and managers, who can work with DHR to determine how best to use this information.

Methodology

Survey Instrument

The 2019 State of Vermont Employee Engagement Survey was designed to measure engagement across the Executive Branch of Vermont State Government.

The core survey structure remained the same as the 2017 survey. (After a review of the 2013 results in 2014 several new items were added, and others were revised for clarity). The 2019 survey contained questions in the areas of:

- Relationship of job duties to the mission and goals of the agency/department (6 items)
- Communication and input with the organization (4 items)
- Relationships and morale in the organization (9 items)
- Relationship with supervisor (12 items)
- Workload, staffing and resources (7 items)
- Compensation and benefits (6 items)

- Diversity and Inclusion (7 items)

The items selected for this survey are standard employee satisfaction and/or engagement items and track substantially with the questions and categories studied in the far-reaching landmark Gallup employee engagement poll. The survey also assessed overall job satisfaction.

In addition, for 2019 a special section was added to assess perceptions of issues related to diversity and inclusion.

Survey items appeared as statements for which respondents were instructed to select from a five-point scale of agreement: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, and Strongly Disagree.

In this 2019 survey two new demographic questions were added: identification as a member of a protected class and management level. This was in addition to employment type, age group, type of occupation, and agency/department.

See Appendix A for a list of all survey items.

Survey Administration

The survey was administered electronically via Survey Monkey. An email invitation was sent to all Executive Branch classified and exempt employees[1] using their "preferred" email address as

[1] The Department of State's Attorneys and Sheriffs was not including in the sample.

indicated in VTHR on February 4, 2019. The survey was active from February 4 through February 15, 2019.

The survey sample included all classified and exempt employees of the Executive Branch employed during the survey period, 8,110 employees.

Of the 8,110 employees surveyed, 4,493 employees responded to the survey for an overall response rate of 55.4%. While this was a robust sample, since survey participation was voluntary it should be noted that this survey was based on a "convenience" sample of employees who chose to respond. Therefore, the reader should keep this in mind when interpreting results.

Data Analysis

The original survey instructed respondents to select from a five-point scale of agreement: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, and Strongly Disagree. For purposes of presentation in this report these were recoded to: Agree (combined Strongly Agree, Agree), Neutral (Neither Agree nor Disagree), and Disagree (Disagree, and Strongly Disagree).

Employee Engagement

An index of employee engagement was calculated – an "Employee Engagement Score." This score is the average of six components of employee engagement. The model is presented in Table 31.[2]

It is important that each of the components or subscales has a level of "internal consistency" or reliability of the items that that make up the component or subscale. In order to assess the degree to which a set of items measures a single construct we use a measure of internal consistency. This measure looks at how closely related (intercorrelated) a set of items are as a group. Cronbach's Alpha is a statistical index of internal consistency. Cronbach's alpha coefficients were calculated for all components. High internal consistency would be represented by a coefficient of .90 to 1.00. Good internal consistency is seen in the range of .70 to .90.

The following are the individual components or subscales, questions making up that component and the reliability of the scale as measured by Cronbach's Alpha. All have high internal consistency.

Growth (Alpha=.90)
Q26. My supervisor provides the help I need to improve my job performance.
Q27. I have an opportunity to learn and grow professionally
Q28. I receive the training I need to perform my job.
Q29. My supervisor and I discuss and plan my career development.

Balance (Alpha=.79)
Q33. The amount of work I am expected to perform is reasonable.
Q34. My job allows a good balance between work and my personal life.

[2] Based on research reported in Vance, R.J. (2006) Employee Engagement and Commitment. Alexandria, VA: SHRM Foundation.

Supervisor (Alpha=.94)
Q20. My supervisor clearly explains my job performance expectations.
Q21. My supervisor regularly provides me with timely and useful feedback.
Q22. My supervisor gives me an opportunity to do my best work.
Q23. I am satisfied with the recognition I receive from my supervisor for my work.
Q24. My supervisor treats employees fairly and respectfully.
Q25. My supervisor seems to care about me as a person.

Communication (Alpha=.90)
Q7. Management and senior leadership communicates important information effectively.
Q8. I have an opportunity to provide feedback to management and senior leadership.
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.
Q16. I feel I can communicate honestly and openly in my workplace.

Peers (Alpha=.88)
Q12. The people I work with treat each other respectfully.
Q13. The people I work with care about me.
Q14. My fellow employees are committed to doing good work.
Q15. The employees in my work group work well together as a team.

Alignment (Alpha=.85)
Q1. I understand my job duties and responsibilities.
Q2. I understand the work, goals, and mission of my department or agency.
Q3. The work I perform is linked to my department or agency meeting its goals and mission.

Satisfaction (Alpha=.88)
Q4. I enjoy performing the day to day work of my job.
Q5. The work I perform is meaningful and rewarding.
Q6. I would recommend the State of Vermont to others as a great place to work
Q41. I feel that working for the State of Vermont provides me with a solid career path.
Q45. In general, I am satisfied with my job.

Response Rates

Table 1 shows response rate by department. With an overall response rate of 55.4%, department response rates varied considerably. Note that Human Services Agency had a response rates greater than 100%. This can be attributed to respondents' uncertainty about department affiliation.

Characteristics of Survey Sample

To further understand the survey sample, the number of completed surveys and percent were compared with the percent in the employee population (data from the 2018 Workforce Report). These results are shown in Tables 2 to 6.

Most demographic results showed a relatively close match between survey representation and the employee population.

Table 1 Response Rate by Department

Department	Number	Competed Surveys	Response Rate
Administration Agency	17	17	100%
Agriculture, Food & Markets	121	73	60%
Attorney General	84	67	80%
Auditor of Accounts	14	12	86%
Buildings & General Services	313	144	46%
Children & Families	979	565	58%
Commerce & Community Development Agency	76	51	67%
Corrections	982	443	45%
Criminal Justice Training Council	11	9	82%
DAIL	279	215	77%
Defender General	69	38	55%
Digital Services	339	153	45%
Education	136	80	59%
Enhanced 911 Board	10	4	40%
Environmental Conservation	294	189	64%
Finance & Management	28	27	96%
Financial Regulation	92	62	67%
Fish & Wildlife	140	59	42%
Forests, Parks & Recreation	119	67	56%
Governor's Office	13	3	23%
Green Mountain Care Board	30	19	63%
Health	489	354	72%
Human Resources	96	92	96%
Human Rights Commission	5	2	40%
Human Services Agency	55	62	113%
Labor	216	161	75%
Labor Relations Board	2	3	150%
Libraries	17	15	88%
Liquor & Lottery	65	36	55%
Mental Health	246	93	38%
Military	104	39	38%
Natural Resources Agency	20	18	90%
Natural Resources Board	25	12	48%
Other		109	
Public Safety	577	130	23%
Public Service Department	43	36	84%
Public Utilities Commission	26	12	46%
Secretary of State	74	47	64%
State Ethics Commission	1	0	0%
State Treasurer	35	19	54%
Taxes	143	84	59%
Transportation	1195	605	51%
Vermont Commission on Women	3	1	33%
Vermont Health Access	348	222	64%
Veterans' Home	178	44	25%
VOSHA Review Board	1	0	0%
Grand Total	**8110**	**4493**	**55%**

Table 2 Job Type

Job Type	Completed Surveys	Percent	Percent in Employee Population
Classified	3,481	79.7%	92.4%
Exempt	370	8.5%	7.6%
Don't Know	514	11.8%	
Grand Total	**4365**		

Table 3 Age Group

Age Group	Completed Surveys	Percent	Percent in Employee Population
34 or younger	810	18.6%	22.5%
35-51	1860	42.6%	42.5%
52 or older	1,381	31.6%	35.0%
Prefer not to answer	314	7.2%	
Grand Total	**4365**		

Table 4 Protected Class Identification

Protected Class	Completed Surveys	Percent	Percent in Employee Population
Yes	1,770	41.0%	Not Known
No	1,845	42.8%	Not Known
Prefer not to answer	697	16.2%	
Grand Total	**4312**		

Table 5 Management Level

Management Level	Completed Surveys	Percent	Percent in Employee Population
Manager	428	9.9%	5.5%
Supervisor	660	15.2%	13.7%
Not a Manager or Supervisor	2,973	68.6%	80.7%
Other	272	6.3%	
Grand Total	**4333**		

Table 6 Occupational Group

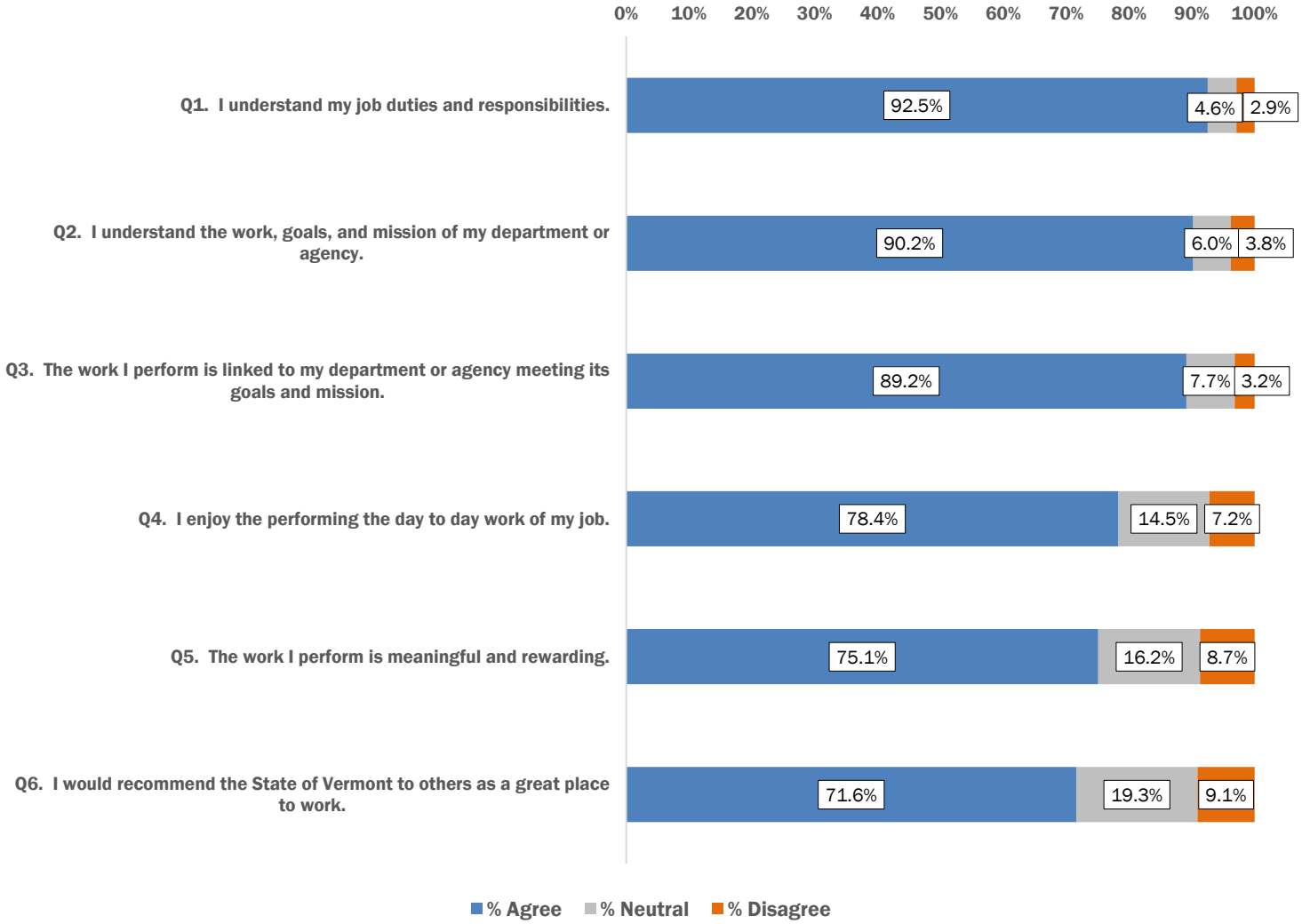
Occupational Group	Completed Surveys	Percent	Percent in Employee Population
Administrative Support	618	14.7%	4.8%
Service Maintenance, or Skilled Craft	283	6.7%	8.4%
Paraprofessional, or Technical	363	8.6%	12.9%
Professional	2,043	48.5%	53.3%
Protective Services	391	9.3%	12.5%
Managerial, or Administration	518	12.3%	7.3%
Grand Total	**4216**		

Employee Engagement Survey Items: Summary of Key Findings

Job Duties and their Relationship to the Mission and Goals of Your Agency or Department

Table 7 displays percent agreement for all respondents to survey statements for "Job Duties and their Relationship to the Mission and Goals of your Agency or Department."

Table 7 Job Duties and their Relationship to the Mission and Goals of your Agency or Department – All Respondents



More than 90% of respondents agreed that they understand their job duties and responsibilities (92.5%). A high level of agreement was also seen when asked if they understood the work, goals, and mission of their department or agency (90.2%) and that the work they perform is linked to their department or agency meeting its goals and mission (89.2%).

To a lesser extent, respondents agreed that they enjoy performing the day to day work of their job (78.4%) and that the work they perform is meaningful and rewarding (75.1%).

The lowest agreement was found among all respondents when asked if they would recommend the State of Vermont to others as a great place to work (71.6%). The relatively high level of "neutral" as a response shows the ambivalence respondents felt about this statement (19.3%).

Table 8 displays percent agreement for respondents by department to survey statements for "Job Duties and their Relationship to the Mission and Goals of your Agency or Department." A "heat map" of responses is used to visually represent levels of agreement that are either equal to or greater than the average for that question or less than the average for that question. This is a visual tool to make both within and cross department comparisons.

Table 8 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Department

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department						
Department	Q1. % Agree	Q2. % Agree	Q3. % Agree	Q4. % Agree	Q5. % Agree	Q6. % Agree
Agency of Administration	94.1%	82.4%	94.1%	88.2%	70.6%	70.6%
Agency of Human Services	95.2%	95.2%	96.8%	85.5%	87.1%	79.0%
Agency of Natural Resources	100.0%	94.4%	88.9%	88.9%	83.3%	88.9%
Agriculture, Food & Markets	93.2%	86.3%	93.1%	79.5%	87.7%	86.3%
Attorney General	91.0%	88.1%	91.0%	79.1%	82.1%	80.6%
Auditor of Accounts	100.0%	100.0%	72.7%	90.9%	72.7%	100.0%
Buildings & General Services	93.8%	89.6%	91.0%	79.9%	69.7%	68.5%
Children & Families	94.3%	94.5%	92.2%	81.3%	79.4%	75.3%
Commerce & Community Dev.	86.3%	80.4%	70.6%	78.4%	70.6%	62.7%
Corrections	90.5%	82.5%	78.3%	64.6%	53.8%	55.7%
Criminal Justice Training Council	88.9%	100.0%	100.0%	66.7%	88.9%	88.9%
Defender General	100.0%	100.0%	100.0%	94.7%	97.4%	94.7%
Disabilities, Aging & Ind. Liv.	95.3%	97.2%	95.3%	88.3%	90.1%	83.6%
Digital Services	83.7%	78.2%	78.9%	65.3%	63.3%	59.9%
Education	77.5%	58.2%	62.5%	62.5%	58.2%	36.3%
Enhanced 911 Board	100.0%	100.0%	100.0%	50.0%	50.0%	75.0%
Environmental Conservation	91.5%	92.6%	91.5%	79.9%	75.9%	76.2%
Finance & Management	92.6%	92.6%	96.3%	81.5%	77.8%	88.9%
Financial Regulation	98.4%	96.8%	96.8%	90.3%	87.1%	90.3%
Fish & Wildlife	96.6%	94.9%	93.2%	81.4%	84.7%	74.6%
Forests, Parks & Recreation	92.5%	92.5%	95.5%	86.6%	86.4%	76.1%
Governor's Office	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Green Mountain Care Board	100.0%	94.7%	100.0%	89.5%	78.9%	84.2%
Health	93.5%	94.3%	94.9%	79.6%	80.9%	78.3%
Human Resources	97.8%	92.3%	91.2%	84.6%	70.3%	82.4%
Average	92.5%	90.2%	89.2%	78.4%	75.1%	71.6%

Heat Map
Above Average Agreement for Question
Below Average Agreement for Question

KEY:

Q1. I understand my job duties and responsibilities.

Q2. I understand the work, goals, and mission of my department or agency.

Q3. The work I perform is linked to my department or agency meeting its goals and mission.

Q4. I enjoy performing the day to day work of my job.

Q5. The work I perform is meaningful and rewarding.

Q6. I would recommend the State of Vermont to others as a great place to work.

Table 8 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Department (Cont.)

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department						
Department	Q1. % Agree	Q2. % Agree	Q3. % Agree	Q4. % Agree	Q5. % Agree	Q6. % Agree
Human Rights Commission	100.0%	100.0%	100.0%	100.0%	100.0%	50.0%
Labor	90.0%	88.8%	90.6%	78.1%	75.0%	74.4%
Labor Relations Board	100.0%	100.0%	100.0%	66.7%	33.3%	66.7%
Libraries	100.0%	100.0%	100.0%	93.3%	86.7%	73.3%
Liquor Control	93.3%	83.3%	89.7%	80.0%	80.0%	73.3%
Lottery Commission	100.0%	83.3%	100.0%	83.3%	100.0%	83.3%
Mental Health	88.0%	89.1%	86.0%	75.0%	70.0%	65.6%
Military	97.4%	97.4%	94.9%	89.7%	84.6%	84.6%
Motor Vehicles	96.8%	91.7%	92.7%	82.1%	75.0%	71.9%
Natural Resources Board	91.7%	58.3%	75.0%	83.3%	75.0%	66.7%
Other	93.6%	87.2%	85.3%	76.9%	67.9%	59.6%
Public Safety	93.1%	92.2%	87.5%	81.4%	82.0%	74.4%
Public Service Department	75.0%	90.9%	81.8%	50.0%	50.0%	58.3%
Public Utilities Commission	94.4%	88.6%	91.4%	74.3%	74.3%	71.4%
Secretary of State	91.5%	95.7%	87.0%	68.1%	70.2%	72.3%
State Treasurer	100.0%	100.0%	100.0%	94.7%	94.7%	94.7%
Taxes	95.2%	96.4%	91.7%	82.1%	76.2%	75.0%
Transportation (not DMV)	92.1%	90.3%	88.6%	77.3%	72.7%	64.4%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Vermont Health Access	91.4%	92.8%	91.4%	81.5%	81.0%	79.3%
Veterans' Home	90.7%	86.4%	90.9%	72.7%	84.1%	52.3%
Average	**92.5%**	**90.2%**	**89.2%**	**78.4%**	**75.1%**	**71.6%**

Heat Map
Above Average Agreement for Question
Below Average Agreement for Question

KEY:

Q1. I understand my job duties and responsibilities.

Q2. I understand the work, goals, and mission of my department or agency.

Q3. The work I perform is linked to my department or agency meeting its goals and mission.

Q4. I enjoy performing the day to day work of my job.

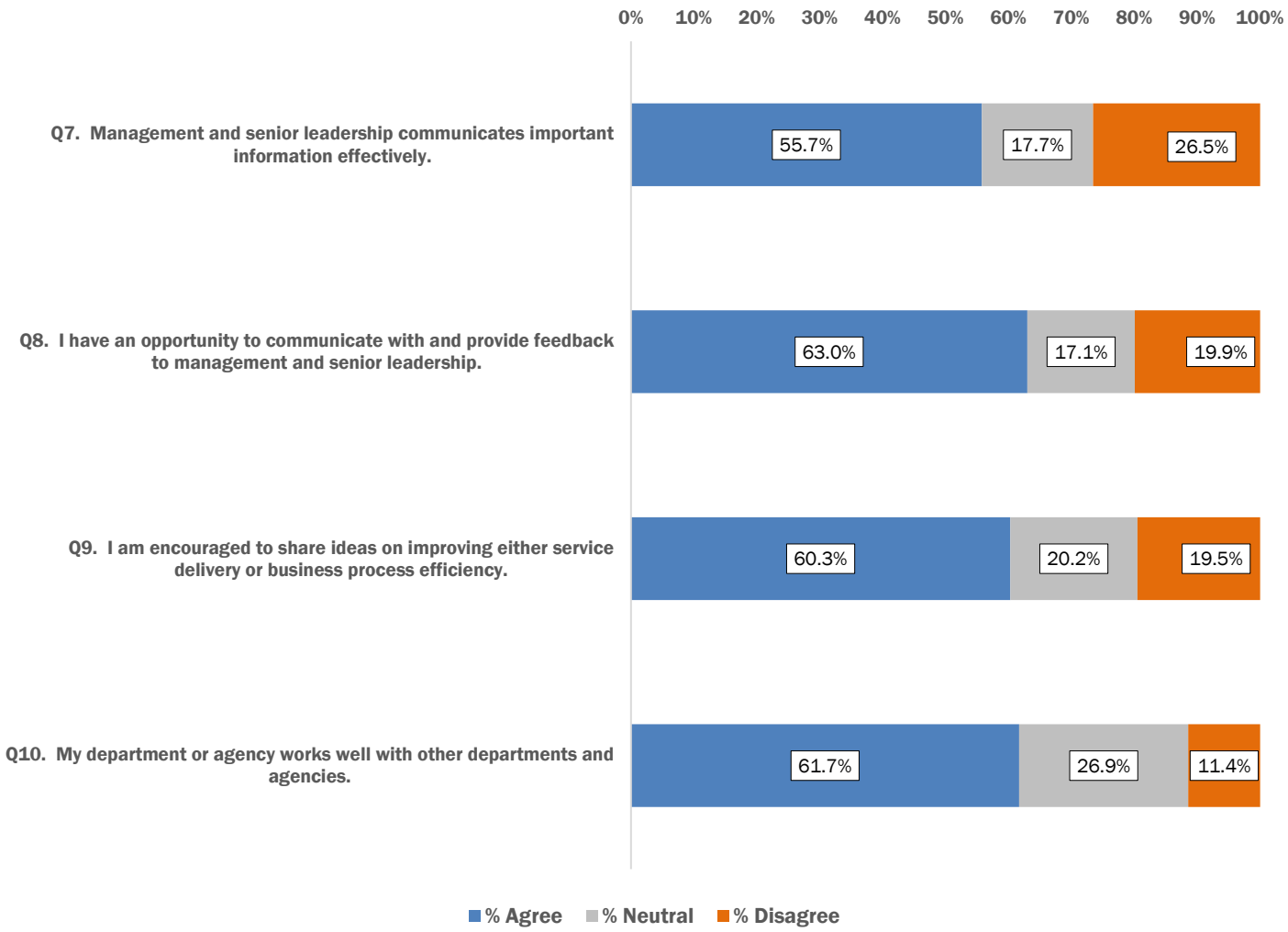
Q5. The work I perform is meaningful and rewarding.

Q6. I would recommend the State of Vermont to others as a great place to work.

Communication and Input within your Organization

Table 9 displays percent agreement for all respondents to survey statements for "Communication and Input within your Organization."

Table 9 Communication and Input within your Organization – All Respondents



More than half of respondents agreed that management and senior leadership communicates important information in an effective manner (55.7%). However, over a quarter of respondents disagreed with this statement (26.5%).

More respondents felt they had an opportunity to communicate with and provide feedback to management and senior leadership (63.0%), were encouraged to share ideas on improving either service delivery or business process efficiency (60.3%), and that their department or agency works well with other departments and agencies (61.7%).

However, there was a relatively high level of "neutral" and "disagree" responses (all approximately 40%), which shows respondents' ambivalence about these statements.

Table 10 displays percent agreement for respondents by department to survey statements for "Communication and Input within your Organization." A "heat map" of responses is used to visually represent levels of agreement that are either equal to or greater than the average for that question or less than the average for that question. This is a visual tool to make both within and cross department comparisons.

Table 10 Communication and Input within your Organization by Department

Survey Items: Communication and Input within Your Organization	Q7.	Q8	Q9	Q10
Department	% Agree	% Agree	% Agree	% Agree
Agency of Administration	52.9%	70.6%	64.7%	47.1%
Agency of Human Services	61.3%	66.1%	71.0%	69.4%
Agency of Natural Resources	61.1%	66.7%	77.8%	66.7%
Agriculture, Food & Markets	64.4%	83.6%	72.6%	66.7%
Attorney General	64.2%	70.1%	58.2%	67.2%
Auditor of Accounts	81.8%	81.8%	81.8%	90.9%
Buildings & General Services	54.9%	59.7%	57.6%	66.0%
Children & Families	63.5%	66.4%	63.9%	63.4%
Commerce & Community Dev.	33.3%	47.1%	51.0%	52.9%
Corrections	44.4%	52.8%	43.3%	51.3%
Criminal Justice Training Council	62.5%	87.5%	87.5%	100.0%
Defender General	78.9%	78.9%	73.7%	73.7%
Disabilities, Aging & Ind. Liv.	73.2%	77.5%	76.5%	80.3%
Digital Services	41.5%	54.4%	51.7%	44.2%
Education	27.5%	36.3%	33.8%	27.5%
Enhanced 911 Board	75.0%	75.0%	75.0%	75.0%
Environmental Conservation	51.3%	57.1%	65.1%	42.0%
Finance & Management	63.0%	77.8%	70.4%	74.1%
Financial Regulation	79.0%	80.6%	79.0%	87.1%
Fish & Wildlife	59.3%	69.5%	58.6%	71.2%
Forests, Parks & Recreation	61.2%	79.1%	74.6%	71.6%
Governor's Office	100.0%	100.0%	100.0%	100.0%
Green Mountain Care Board	63.2%	84.2%	73.7%	78.9%
Health	57.3%	65.4%	65.4%	67.2%
Human Resources	59.8%	65.2%	67.4%	67.4%
Human Rights Commission	100.0%	100.0%	100.0%	100.0%
Average	**55.7%**	**63.0%**	**60.3%**	**61.7%**

Heat Map
Above Average Agreement for Question
Below Average Agreement for Question

Key:

Q7. Management and senior leadership communicates important information effectively.

Q8. I have an opportunity to provide feedback to management and senior leadership.

Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.

Q10. My department or agency works well with other departments and agencies.

Table 10 Communication and Input within your Organization by Department (Cont.)

Survey Items: Communication and Input within Your Organization				
	Q7.	Q8	Q9	Q10
Department	% Agree	% Agree	% Agree	% Agree
Labor	56.3%	66.9%	55.6%	59.1%
Labor Relations Board	66.7%	66.7%	66.7%	66.7%
Libraries	66.7%	73.3%	80.0%	100.0%
Liquor Control	63.3%	66.7%	66.7%	80.0%
Lottery Commission	33.3%	50.0%	50.0%	66.7%
Mental Health	53.3%	62.4%	55.4%	53.8%
Military	61.5%	69.2%	71.8%	56.4%
Motor Vehicles	49.5%	49.0%	42.7%	52.1%
Natural Resources Board	33.3%	50.0%	33.3%	33.3%
Other	56.0%	55.0%	48.6%	56.0%
Public Safety	52.7%	58.9%	53.5%	65.9%
Public Service Department	58.3%	66.7%	66.7%	58.3%
Public Utilities Commission	52.8%	62.9%	68.6%	65.7%
Secretary of State	46.8%	57.4%	57.4%	55.3%
State Treasurer	84.2%	84.2%	89.5%	89.5%
Taxes	65.1%	67.9%	65.5%	60.7%
Transportation (not DMV)	47.8%	59.6%	59.6%	65.3%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%
Vermont Health Access	63.3%	66.2%	66.7%	64.0%
Veterans' Home	39.5%	46.5%	48.8%	44.2%
Average	**55.7%**	**63.0%**	**60.3%**	**61.7%**

Heat Map
Above Average Agreement for Question
Below Average Agreement for Question

Key:

Q7. Management and senior leadership communicates important information effectively.

Q8. I have an opportunity to provide feedback to management and senior leadership.

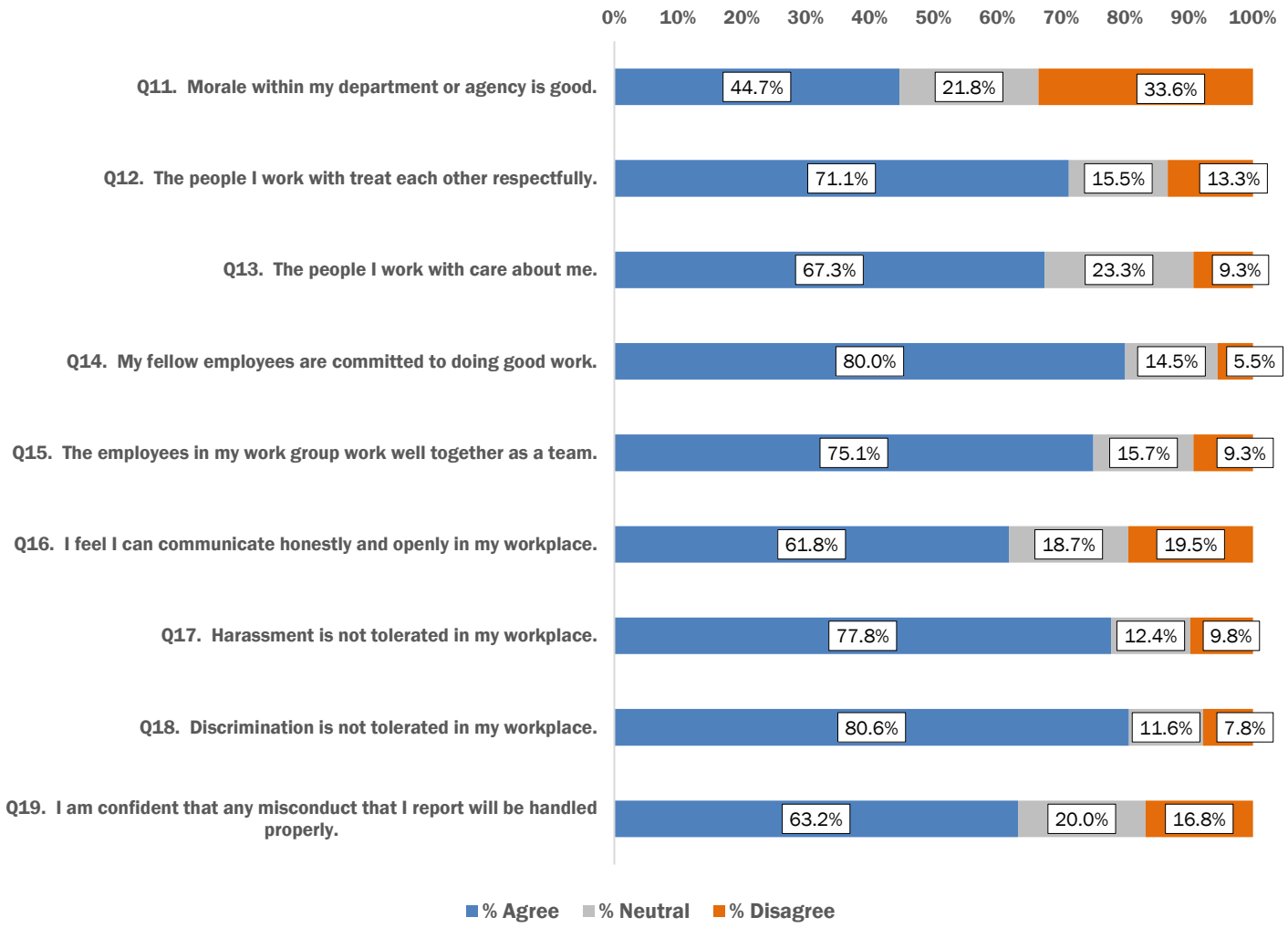
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.

Q10. My department or agency works well with other departments and agencies.

Relationships and Morale in your Organization

Table 11 displays percent agreement for all respondents to survey statements for "Relationships and Morale in your Organization."

Table 11 Relationships and Morale in your Organization – All Respondents



Less than half of respondents agreed that morale within their department or agency is good (44.7%); the majority (55.4%) were either neutral or disagreed.

Over 70% of all respondents agreed that the people they work with treat each other respectfully (71.1%) and to a slightly lesser extent that the people they work with care about them (67.3%).

80% agreed that their fellow employees are committed to doing good work and approximately three out of four of respondents agreed that employees in their work group work well together as a team (75.1%).

A little over 60% of respondents felt they can communicate honestly and openly in their workplace (61.8%), which had a relatively high percent disagreeing with the statement (19.5%).

More than three out of four of all respondents agreed that harassment is not tolerated in their workplace (77.8%) and discrimination is not tolerated in their workplace (80.6%). Fewer respondents agreed that they were confident that any misconduct that they report will be handled properly (63.2%), which had a relatively high percent disagreeing with the statement (16.8%).

Table 12 displays percent agreement for respondents by department to survey statements for "Relationships and Morale in your Organization." A "heat map" of responses is used to visually represent levels of agreement that are either equal to or greater than the average for that question or less than the average for that question. This is a visual tool to make both within and cross department comparisons.

Table 12 Relationships and Morale in your Organization by Department

Survey Items: Relationships and Morale in Your Organization									
Department	Q11. % Agree	Q12. % Agree	Q13. % Agree	Q14. % Agree	Q15. % Agree	Q16. % Agree	Q17. % Agree	Q18. % Agree	Q19. % Agree
Agency of Administration	47.1%	58.8%	52.9%	64.7%	52.9%	52.9%	70.6%	70.6%	52.9%
Agency of Human Services	56.5%	87.1%	80.6%	95.2%	85.5%	71.0%	82.3%	80.6%	67.7%
Agency of Natural Resources	44.4%	83.3%	70.6%	88.9%	77.8%	77.8%	83.3%	83.3%	66.7%
Agriculture, Food & Markets	58.9%	83.6%	83.6%	84.9%	76.7%	75.3%	90.4%	90.3%	74.0%
Attorney General	53.7%	86.6%	76.1%	91.0%	85.1%	65.7%	85.1%	83.3%	71.6%
Auditor of Accounts	63.6%	90.0%	54.5%	100.0%	90.9%	81.8%	81.8%	72.7%	81.8%
Buildings & General Services	43.1%	67.4%	56.9%	71.3%	63.2%	54.9%	77.1%	80.4%	60.1%
Children & Families	41.5%	68.7%	70.5%	79.6%	74.1%	59.4%	77.5%	81.4%	60.5%
Commerce & Community Dev.	39.2%	70.6%	66.7%	88.2%	70.6%	56.9%	82.4%	75.5%	54.9%
Corrections	22.0%	54.5%	54.0%	63.8%	68.4%	45.7%	64.5%	71.5%	55.5%
Criminal Justice Training Council	50.0%	100.0%	88.9%	100.0%	100.0%	88.9%	100.0%	100.0%	100.0%
Defender General	76.3%	84.2%	86.8%	97.4%	81.6%	78.9%	84.2%	86.8%	81.6%
Disabilities, Aging & Ind. Liv.	73.1%	86.8%	78.7%	91.0%	84.0%	76.4%	89.6%	88.6%	77.8%
Digital Services	31.3%	74.1%	61.2%	78.9%	77.6%	66.7%	81.5%	84.9%	65.3%
Education	13.8%	58.8%	53.2%	80.0%	67.5%	44.3%	54.4%	56.3%	35.0%
Enhanced 911 Board	75.0%	75.0%	75.0%	100.0%	75.0%	75.0%	100.0%	100.0%	100.0%
Environmental Conservation	48.1%	78.8%	68.8%	87.3%	80.4%	67.0%	77.1%	75.7%	59.3%
Finance & Management	63.0%	85.2%	77.8%	92.6%	88.9%	77.8%	88.5%	88.9%	74.1%
Financial Regulation	74.2%	82.3%	80.6%	93.5%	85.5%	79.0%	90.3%	91.9%	82.3%
Fish & Wildlife	61.0%	78.0%	78.0%	93.2%	84.7%	66.1%	79.7%	84.7%	69.5%
Forests, Parks & Recreation	71.6%	86.6%	79.1%	94.0%	82.1%	76.1%	91.0%	89.6%	82.1%
Governor's Office	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Green Mountain Care Board	47.4%	100.0%	100.0%	100.0%	94.7%	78.9%	94.7%	100.0%	94.7%
Health	54.8%	77.3%	78.5%	90.1%	76.8%	67.4%	85.2%	84.4%	68.9%
Human Resources	65.2%	69.6%	76.1%	89.1%	79.3%	72.8%	80.4%	84.8%	70.7%
Average	**44.7%**	**71.1%**	**67.3%**	**80.0%**	**75.1%**	**61.8%**	**77.8%**	**80.6%**	**63.2%**

Heat Map
Above Average Agreement for Question
Below Average Agreement for Question

Key:

Q11. Morale in my department or agency is good.

Q12. The people I work with treat each other respectfully.

Q13. The people I work with care about me.

Q14. My fellow employees are committed to doing good work.

Q15. The employees in my work group work well together as a team.

Q16. I feel I can communicate honestly and openly in my workplace.

Q17. Harassment is not tolerated in my workplace.

Q18. Discrimination is not tolerated in my workplace.

Q19. I am confident that any misconduct that I report will be handled properly.

Table 12 Relationships and Morale in your Organization by Department (Cont.)

Survey Items: Relationships and Morale in Your Organization									
	Q11.	Q12.	Q13.	Q14.	Q15.	Q16.	Q17.	Q18.	Q19.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Human Rights Commission	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Labor	38.8%	64.4%	53.1%	71.1%	66.3%	50.6%	68.6%	73.6%	52.5%
Labor Relations Board	66.7%	100.0%	100.0%	66.7%	66.7%	100.0%	100.0%	100.0%	66.7%
Libraries	60.0%	93.3%	86.7%	100.0%	93.3%	66.7%	86.7%	93.3%	60.0%
Liquor Control	56.7%	90.0%	83.3%	90.0%	93.3%	70.0%	90.0%	90.0%	73.3%
Lottery Commission	16.7%	83.3%	83.3%	66.7%	50.0%	66.7%	83.3%	83.3%	66.7%
Mental Health	33.3%	57.0%	67.4%	74.2%	71.7%	56.5%	73.1%	77.4%	52.7%
Military	61.5%	82.1%	71.8%	69.2%	71.8%	69.2%	79.5%	89.5%	66.7%
Motor Vehicles	38.9%	63.5%	58.9%	64.6%	72.9%	52.1%	75.0%	82.3%	48.4%
Natural Resources Board	25.0%	50.0%	66.7%	83.3%	75.0%	41.7%	66.7%	66.7%	33.3%
Other	45.0%	67.0%	59.6%	76.1%	71.3%	54.1%	73.4%	76.1%	54.1%
Public Safety	38.8%	69.0%	67.2%	79.8%	76.6%	61.2%	79.8%	85.3%	67.4%
Public Service Department	25.0%	66.7%	50.0%	58.3%	41.7%	58.3%	75.0%	75.0%	66.7%
Public Utilities Commission	27.8%	77.8%	66.7%	94.4%	72.2%	66.7%	72.2%	83.3%	69.4%
Secretary of State	36.2%	61.7%	55.3%	74.5%	66.0%	51.1%	71.7%	74.5%	57.4%
State Treasurer	84.2%	100.0%	89.5%	100.0%	100.0%	100.0%	89.5%	100.0%	84.2%
Taxes	54.8%	67.9%	64.3%	79.8%	73.8%	61.4%	76.2%	75.0%	67.9%
Transportation (not DMV)	37.2%	71.6%	62.1%	75.3%	77.2%	64.0%	79.8%	82.1%	65.3%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Vermont Health Access	54.1%	70.7%	71.9%	80.1%	73.4%	64.0%	77.4%	80.9%	62.2%
Veterans' Home	18.6%	30.2%	37.2%	64.3%	51.2%	30.2%	44.2%	57.1%	32.6%
Average	**44.7%**	**71.1%**	**67.3%**	**80.0%**	**75.1%**	**61.8%**	**77.8%**	**80.6%**	**63.2%**

Heat Map
Above Average Agreement for Question
Below Average Agreement for Question

Key:

Q11. Morale in my department or agency is good.

Q12. The people I work with treat each other respectfully.

Q13. The people I work with care about me.

Q14. My fellow employees are committed to doing good work.

Q15. The employees in my work group work well together as a team.

Q16. I feel I can communicate honestly and openly in my workplace.

Q17. Harassment is not tolerated in my workplace.

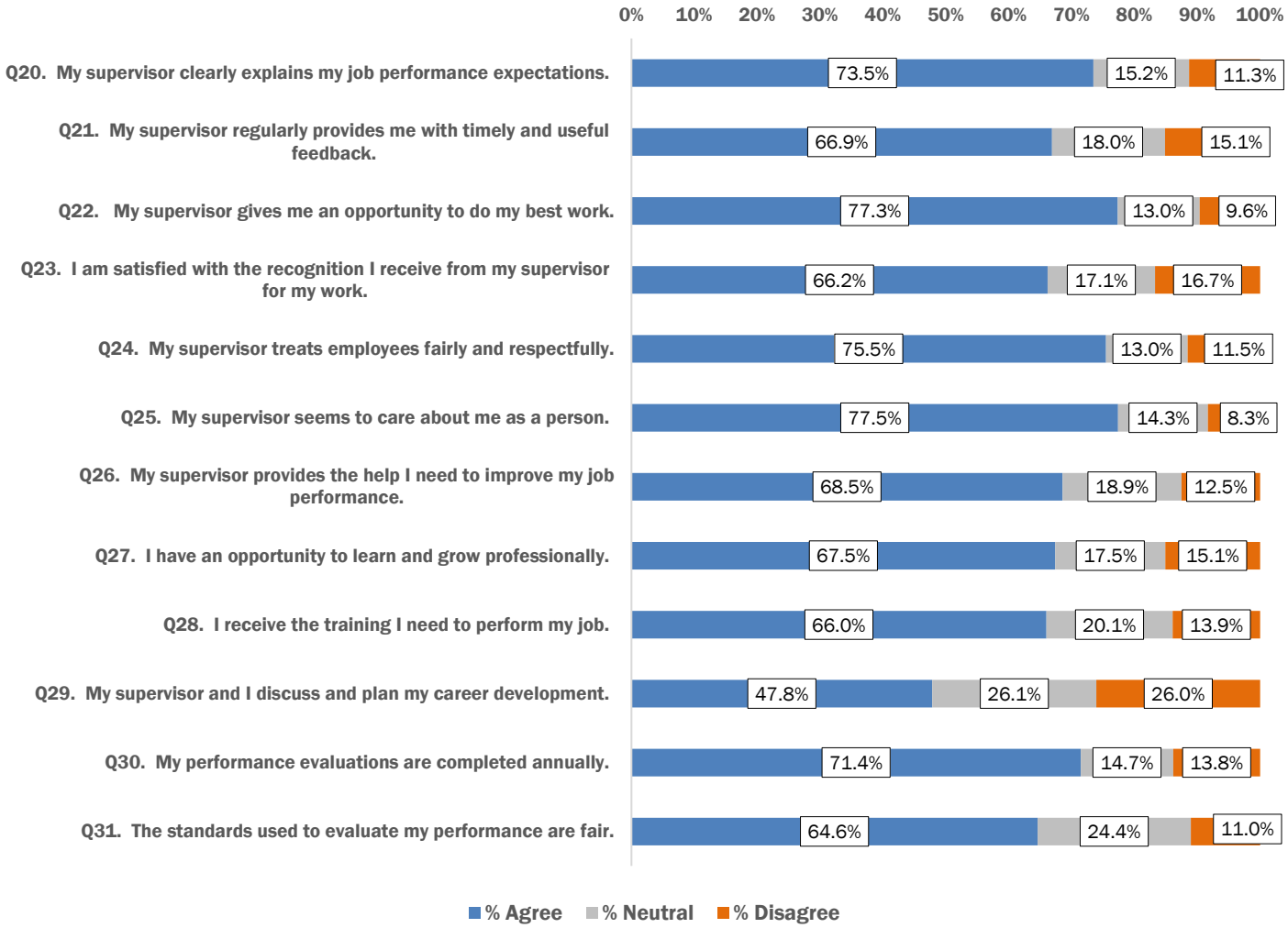
Q18. Discrimination is not tolerated in my workplace.

Q19. I am confident that any misconduct that I report will be handled properly.

Your Supervisor

Table 13 displays percent agreement for all respondents to survey statements for "Your Supervisor."

Table 13 Your Supervisor – All Respondents



On average, approximately 70% agreed to the range of statements regarding their supervisor (Q20 – Q26), but with relatively high levels of "neutral" and "disagree" responses (on average 30%), which shows that these supervisory items have variability based on other factors, such as across departments.

The lowest agreement among all respondents was when asked if their supervisor discussed and planned their career development with them (47.8%).

For all respondents, 71.4% agreed that their performance evaluations are completed annually. To a lesser extent, respondents agreed that the standards used to evaluate their performance were fair (64.6%), with a high level of "neutral" (24.4%), which shows respondents' ambivalence about this statement.

Table 14 displays percent agreement for respondents by department to survey statements for "Your Supervisor." A "heat map" of responses is used to visually represent levels of agreement that are either equal to or greater than the average for that question or less than the average for that question. This is a visual tool to make both within and cross department comparisons.

Table 14a Your Supervisor by Department (Q20 – Q25)

Survey Items: Your Supervisor						
Department	Q20. % Agree	Q21. % Agree	Q22 % Agree	Q23. % Agree	Q24. % Agree	Q25. % Agree
Agency of Administration	76.5%	58.8%	76.5%	70.6%	64.7%	70.6%
Agency of Human Services	85.5%	75.8%	85.5%	77.4%	82.3%	87.1%
Agency of Natural Resources	77.8%	61.1%	88.9%	55.6%	72.2%	76.5%
Agriculture, Food & Markets	74.0%	65.8%	78.1%	76.7%	86.3%	6.3%
Attorney General	74.6%	76.1%	82.1%	73.1%	89.6%	79.1%
Auditor of Accounts	90.9%	63.6%	72.7%	81.8%	81.8%	72.7%
Buildings & General Services	67.4%	61.8%	76.4%	56.9%	64.6%	65.7%
Children & Families	76.6%	71.0%	77.5%	67.0%	74.7%	79.8%
Commerce & Community Dev.	74.5%	68.6%	76.5%	70.6%	76.5%	80.4%
Corrections	68.4%	59.2%	69.5%	55.6%	67.3%	66.1%
Criminal Justice Training Council	75.0%	75.0%	100.0%	100.0%	100.0%	75.0%
Defender General	78.9%	68.4%	84.2%	73.7%	81.6%	89.5%
Disabilities, Aging & Ind. Liv.	80.8%	75.1%	84.0%	78.9%	85.0%	89.2%
Digital Services	70.7%	66.7%	76.9%	63.3%	79.6%	80.1%
Education	57.5%	56.3%	67.5%	56.3%	62.5%	75.0%
Enhanced 911 Board	100.0%	75.0%	75.0%	75.0%	75.0%	75.0%
Environmental Conservation	74.1%	65.1%	77.2%	68.8%	81.0%	82.4%
Finance & Management	81.5%	74.1%	81.5%	81.5%	81.5%	81.5%
Financial Regulation	87.1%	80.6%	87.1%	82.3%	85.5%	87.1%
Fish & Wildlife	91.5%	71.2%	89.8%	76.3%	81.4%	89.8%
Forests, Parks & Recreation	80.6%	82.1%	85.1%	83.6%	83.6%	88.1%
Governor's Office	66.7%	100.0%	100.0%	66.7%	100.0%	100.0%
Green Mountain Care Board	73.7%	68.4%	88.9%	89.5%	89.5%	94.7%
Average	**73.5%**	**66.9%**	**77.3%**	**66.2%**	**75.5%**	**77.5%**

Heat Map
Above Average Agreement for Question
Below Average Agreement for Question

Key:

Q20. My supervisor clearly explains my job performance expectations.

Q21. My supervisor regularly provides me with timely and useful feedback.

Q22. My supervisor gives me an opportunity to do my best work.

Q23. I am satisfied with the recognition I receive from my supervisor for my work.

Q24. My supervisor treats employees fairly and respectfully.

Q25. My supervisor seems to care about me as a person.

Table 14a Your Supervisor by Department (Q20 – Q25) (cont.)

Survey Items: Your Supervisor						
	Q20.	Q21.	Q22	Q23.	Q24.	Q25.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Health	74.3%	66.9%	81.4%	66.9%	76.3%	82.7%
Human Resources	80.4%	77.2%	83.7%	76.1%	83.7%	82.6%
Human Rights Commission	100.0%	50.0%	100.0%	100.0%	100.0%	100.0%
Labor	61.6%	54.7%	72.3%	56.6%	67.3%	69.8%
Labor Relations Board	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Libraries	80.0%	73.3%	93.3%	80.0%	80.0%	86.7%
Liquor Control	80.0%	73.3%	73.3%	66.7%	86.7%	79.3%
Lottery Commission	83.3%	50.0%	83.3%	66.7%	83.3%	83.3%
Mental Health	55.9%	54.8%	67.7%	59.8%	69.9%	69.9%
Military	76.9%	74.4%	82.1%	66.7%	79.5%	74.4%
Motor Vehicles	69.8%	57.3%	71.9%	54.2%	65.6%	75.0%
Natural Resources Board	41.7%	33.3%	41.7%	33.3%	66.7%	66.7%
Other	71.6%	63.3%	73.4%	61.5%	74.1%	66.1%
Public Safety	76.7%	63.6%	79.8.%	66.7%	76.7%	73.6%
Public Service Department	58.3%	58.3%	54.5%	75.0%	50.0%	75.0%
Public Utilities Commission	80.6%	72.2%	75.0%	80.6%	86.1%	83.3%
Secretary of State	66.0%	63.8%	68.1%	57.4%	61.7%	72.3%
State Treasurer	89.5%	89.5%	94.7%	78.9%	94.7%	94.7%
Taxes	69.0%	66.7%	73.8%	64.3%	72.6%	73.8%
Transportation (not DMV)	75.4%	68.1%	79.9%	65.3%	77.3%	77.2%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Vermont Health Access	73.0%	71.2%	76.6%	68.0%	74.8%	77.5%
Veterans' Home	55.8%	55.8%	58.1%	53.5%	55.8%	55.8%
Average	**73.5%**	**66.9%**	**77.3%**	**66.2%**	**75.5%**	**77.5%**

Heat Map
Above Average Agreement for Question
Below Average Agreement for Question

Key:

Q20. My supervisor clearly explains my job performance expectations.

Q21. My supervisor regularly provides me with timely and useful feedback.

Q22. My supervisor gives me an opportunity to do my best work.

Q23. I am satisfied with the recognition I receive from my supervisor for my work.

Q24. My supervisor treats employees fairly and respectfully.

Q25. My supervisor seems to care about me as a person.

Table 14b Your Supervisor by Department (Q26 – Q31)

Survey Items: Your Supervisor						
Department	Q26. % Agree	Q27. % Agree	Q28. % Agree	Q29. % Agree	Q30. % Agree	Q31. % Agree
Agency of Administration	68.8%	70.6%	64.7%	47.1%	52.9%	50.0%
Agency of Human Services	77.4%	66.1%	67.2%	54.8%	70.5%	75.0%
Agency of Natural Resources	50.0%	55.6%	50.0%	33.3%	94.4%	72.2%
Agriculture, Food & Markets	74.0%	83.6%	79.5%	54.9%	65.3%	76.4%
Attorney General	68.7%	71.6%	58.2%	43.3%	77.3%	72.7%
Auditor of Accounts	90.9%	63.6%	90.0%	27.3%	81.8%	72.7%
Buildings & General Services	64.6%	53.8%	68.8%	45.1%	72.9%	60.4%
Children & Families	68.3%	66.4%	66.1%	46.2%	75.4%	62.5%
Commerce & Community Dev.	64.7%	64.7%	60.8%	37.3%	72.5%	58.8%
Corrections	56.5%	68.5%	64.5%	37.8%	67.0%	57.2%
Criminal Justice Training Council	87.5%	75.0%	77.8%	37.5%	62.5%	62.5%
Defender General	76.3%	84.2%	81.6%	47.4%	21.1%	42.1%
Disabilities, Aging & Ind. Liv.	79.8%	76.1%	72.0%	60.6%	74.1%	75.1%
Digital Services	68.7%	57.1%	46.9%	41.8%	61.4%	58.6%
Education	60.0%	53.2%	42.5%	31.3%	60.0%	60.0%
Enhanced 911 Board	75.0%	50.0%	75.0%	50.0%	75.0%	75.0%
Environmental Conservation	70.9%	72.0%	63.1%	49.5%	77.7%	74.1%
Finance & Management	70.4%	81.5%	66.7%	48.1%	74.1%	77.8%
Financial Regulation	82.3%	87.1%	88.7%	75.8%	75.8%	77.0%
Fish & Wildlife	84.5%	79.7%	86.4%	59.3%	89.8%	84.7%
Forests, Parks & Recreation	80.6%	77.6%	73.1%	64.2%	81.8%	77.3%
Governor's Office	100.0%	100.0%	33.3%	66.7%	66.7%	100.0%
Green Mountain Care Board	78.9%	68.4%	57.9%	63.2%	55.6%	57.9%
Average	**68.5%**	**67.5%**	**66.0%**	**47.8%**	**71.4%**	**64.6%**

Heat Map
Above Average Agreement for Question
Below Average Agreement for Question

Key:

Q26. My supervisor provides the help I need to improve my job performance.

Q27. I have an opportunity to learn and grow professionally.

Q28. I receive the training I need to perform my job.

Q29. My supervisor and I discuss and plan my career development.

Q30. My performance evaluations are completed annually.

Q31. The standards used to evaluate my performance are fair.

Table 14b Your Supervisor by Department (Q26 – Q31) (cont.)

Survey Items: Your Supervisor						
	Q26.	Q27.	Q28.	Q29.	Q30.	Q31.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Health	68.6%	71.2%	68.6%	51.7%	82.6%	74.1%
Human Resources	71.7%	73.9%	59.8%	51.1%	81.3%	78.0%
Human Rights Commission	100.0%	100.0%	100.0%	50.0%	0.0%	0.0%
Labor	57.2%	57.2%	54.1%	36.5%	40.1%	43.7%
Labor Relations Board	100.0%	100.0%	100.0%	66.7%	66.7%	100.0%
Libraries	66.7%	86.7%	93.3%	53.3%	66.7%	73.3%
Liquor Control	70.0%	73.3%	73.3%	43.3%	66.7%	46.7%
Lottery Commission	66.7%	66.7%	50.0%	16.7%	33.3%	83.3%
Mental Health	58.7%	58.1%	57.0%	35.9%	41.3%	41.3%
Military	69.2%	68.4%	69.2%	53.8%	53.8%	66.7%
Motor Vehicles	65.6%	60.4%	60.4%	37.5%	83.3%	57.9%
Natural Resources Board	25.0%	41.7%	25.0%	16.7%	50.0%	16.7%
Other	66.1%	58.7%	58.3%	37.6%	67.3%	55.1%
Public Safety	73.6%	69.0%	65.9%	52.3%	52.7%	52.7%
Public Service Department	66.7%	66.7%	33.3%	16.7%	50.0%	58.3%
Public Utilities Commission	80.6%	72.2%	63.9%	61.1%	61.1%	69.4%
Secretary of State	57.4%	68.1%	61.7%	53.2%	70.2%	63.8%
State Treasurer	94.7%	100.0%	100.0%	63.2%	73.7%	78.9%
Taxes	65.1%	64.3%	59.5%	45.8%	49.4%	52.5%
Transportation (not DMV)	73.6%	74.0%	75.7%	54.7%	87.7%	70.4%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Vermont Health Access	70.1%	67.4%	64.9%	52.5%	74.5%	68.8%
Veterans' Home	48.8%	53.5%	58.1%	39.5%	65.1%	60.5%
Average	**68.5%**	**67.5%**	**66.0%**	**47.8%**	**71.4%**	**64.6%**

Heat Map
Above Average Agreement for Question
Below Average Agreement for Question

Key:

Q26. My supervisor provides the help I need to improve my job performance.

Q27. I have an opportunity to learn and grow professionally.

Q28. I receive the training I need to perform my job.

Q29. My supervisor and I discuss and plan my career development.

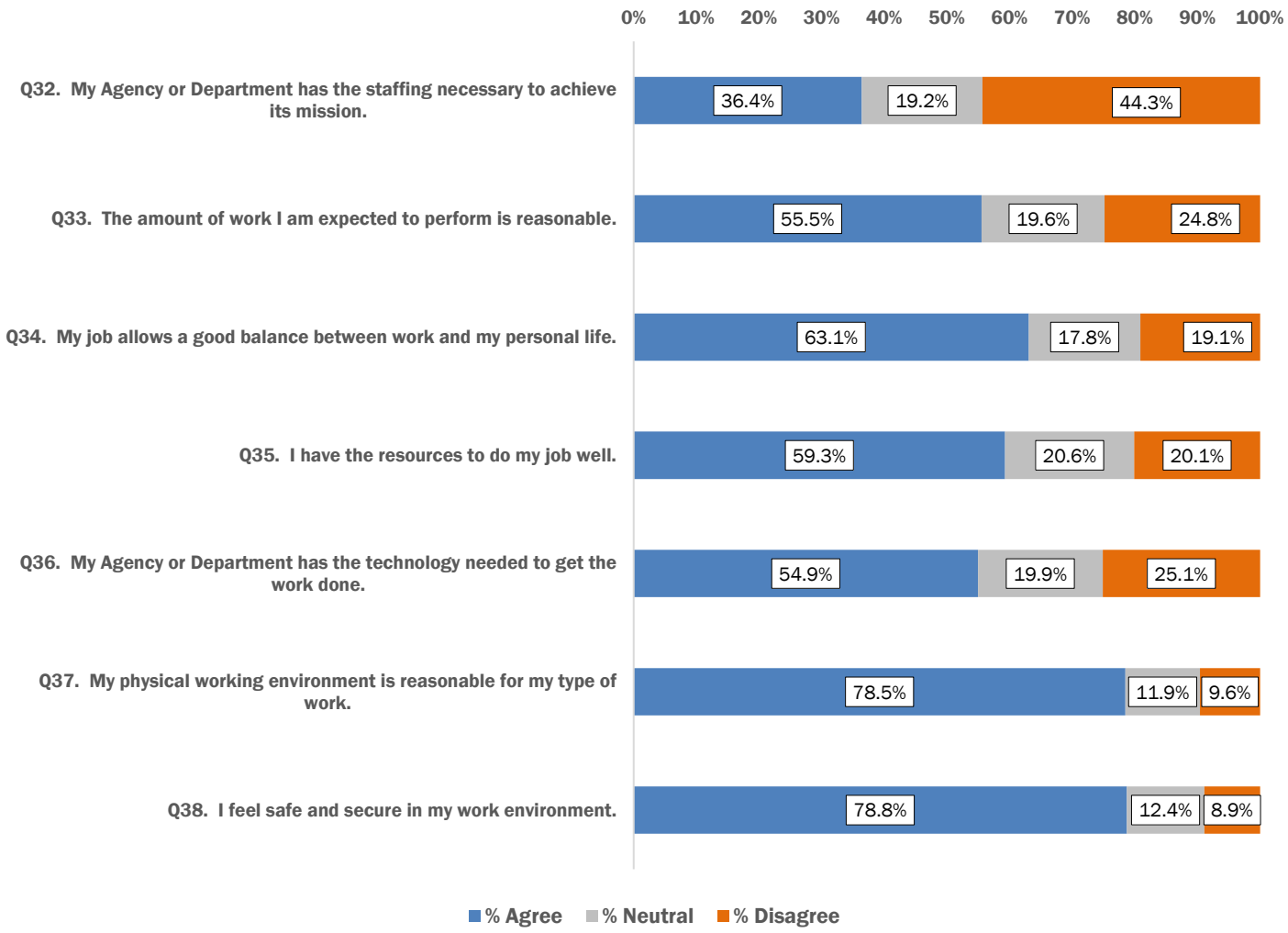
Q30. My performance evaluations are completed annually.

Q31. The standards used to evaluate my performance are fair.

Workload, Staffing and Resources

Table 15 displays percent agreement for all respondents to survey statements for "Workload, Staffing and Resources."

Table 15 Workload, Staffing and Resources – All Respondents



More respondents disagreed that their department or agency has the staffing and resources necessary to achieve its mission (44.3%) than agreed (36.4%).

While 55.5% of all respondents agreed that the amount of work, they are expected to perform is reasonable, almost a quarter (24.8%) disagreed. A higher percentage agreed that their job and work environment allow for a good balance between work and their personal life (63.1%).

A majority of all respondents agreed that they have the resources to do their job well (59.3%) and that their department or agency had the technology needed to get the work done (54.9%).

Over three out of four of all respondents agreed that their physical working environment is reasonable for their type of work (78.5%) and that they feel safe and secure in their work environment (78.8%).

Table 16 displays percent agreement for respondents by department to survey statements for "Workload, Staffing and Resources." A "heat map" of responses is used to visually represent levels of agreement that are either equal to or greater than the average for that question or less than the average for that question. This is a visual tool to make both within and cross department comparisons.

Table 16 Workload, Staffing and Resources by Department

Survey Items: Workload, Staffing and Resources							
Department	Q32. % Agree	Q33. % Agree	Q34. % Agree	Q35. % Agree	Q36. % Agree	Q37. % Agree	Q38. % Agree
Agency of Administration	47.1%	64.7%	70.6%	64.7%	58.8%	94.1%	94.1%
Agency of Human Services	41.9%	53.2%	66.1%	56.5%	53.2%	83.9%	85.5%
Agency of Natural Resources	27.8%	50.0%	61.1%	50.0%	55.6%	77.8%	94.4%
Agriculture, Food & Markets	56.2%	69.9%	76.7%	76.7%	63.9%	87.7%	90.4%
Attorney General	29.9%	46.3%	61.2%	49.3%	38.8%	79.1%	91.0%
Auditor of Accounts	72.7%	100.0%	90.9%	100.0%	90.9%	90.9%	81.8%
Buildings & General Services	33.6%	53.8%	68.3%	62.2%	63.6%	78.9%	78.9%
Children & Families	31.1%	45.6%	57.3%	55.6%	42.6%	75.7%	73.4%
Commerce & Community Dev.	27.5%	43.1%	64.7%	49.0%	52.9%	64.7%	78.4%
Corrections	23.0%	38.9%	39.4%	44.6%	38.9%	65.7%	57.1%
Criminal Justice Training Council	0.0%	33.3%	77.8%	33.3%	22.2%	77.8%	77.8%
Defender General	47.4%	60.5%	62.2%	78.9%	81.6%	84.2%	86.5%
Disabilities, Aging & Ind. Liv.	33.3%	55.9%	68.9%	65.3%	62.9%	85.9%	86.9%
Digital Services	17.7%	46.9%	70.7%	40.8%	54.4%	81.6%	89.1%
Education	17.7%	41.3%	48.8%	40.0%	32.5%	66.3%	70.0%
Enhanced 911 Board	25.0%	25.0%	75.0%	75.0%	75.0%	100.0%	100.0%
Environmental Conservation	30.7%	46.0%	77.8%	58.7%	50.3%	64.0%	77.2%
Finance & Management	70.4%	66.7%	63.0%	63.0%	70.4%	92.6%	88.9%
Financial Regulation	82.3%	88.7%	90.3%	82.3%	65.6%	88.7%	90.3%
Fish & Wildlife	45.8%	67.8%	59.3%	76.3%	67.8%	88.1%	78.0%
Forests, Parks & Recreation	16.4%	46.3%	65.7%	55.2%	58.2%	80.6%	88.1%
Governor's Office	100.0%	100.0%	33.3%	100.0%	100.0%	100.0%	100.0%
Green Mountain Care Board	36.8%	68.4%	84.2%	57.9%	68.4%	94.7%	100.0%
Average	**36.4%**	**55.5%**	**63.1%**	**59.3%**	**54.9%**	**78.5%**	**78.8%**

Heat Map
Above Average Agreement for Question
Below Average Agreement for Question

Key:

Q32. My agency or Department has the staffing necessary to achieve its mission.

Q33. The amount of work I am expected to perform is reasonable.

Q34. My job allows a good balance between work and my personal life.

Q35. I have the resources to do my job well.

Q36. My Agency or Department has the technology needed to get the work done.

Q37. My physical working environment is reasonable for my type of work.

Q38. I feel safe and secure in my work environment.

Table 16 Workload, Staffing and Resources by Department (Cont.)

Survey Items: Workload, Staffing and Resources							
Department	Q32. % Agree	Q33. % Agree	Q34. % Agree	Q35. % Agree	Q36. % Agree	Q37. % Agree	Q38. % Agree
Health	43.6%	63.5%	74.6%	66.0%	60.8%	88.4%	89.0%
Human Resources	45.7%	62.0%	73.9%	65.2%	55.4%	89.1%	87.0%
Human Rights Commission	0.0%	100.0%	100.0%	50.0%	50.0%	100.0%	100.0%
Labor	34.0%	56.9%	64.4%	54.4%	43.8%	75.6%	75.5%
Labor Relations Board	66.7%	100.0%	100.0%	100.0%	66.7%	100.0%	66.7%
Libraries	20.0%	80.0%	93.3%	66.7%	80.0%	100.0%	80.0%
Liquor Control	36.7%	60.0%	66.7%	73.3%	73.3%	80.0%	73.3%
Lottery Commission	33.3%	66.7%	66.7%	66.7%	83.3%	100.0%	100.0%
Mental Health	43.0%	69.9%	53.8%	53.8%	48.4%	68.5%	63.4%
Military	43.6%	71.8%	69.2%	56.4%	59.0%	76.9%	79.5%
Motor Vehicles	43.8%	63.5%	74.0%	69.8%	51.0%	77.1%	72.9%
Natural Resources Board	25.0%	58.3%	50.0%	50.0%	41.7%	91.7%	75.0%
Other	37.6%	55.6%	61.5%	60.6%	53.2%	75.2%	77.1%
Public Safety	27.1%	49.6%	55.8%	57.4%	49.6%	83.6%	79.8%
Public Service Department	41.7%	50.0%	58.3%	41.7%	58.3%	75.0%	83.3%
Public Utilities Commission	36.1%	58.3%	61.1%	66.7%	66.7%	88.9%	86.1%
Secretary of State	38.3%	61.7%	68.1%	61.7%	38.3%	74.5%	72.3%
State Treasurer	47.4%	63.2%	89.5%	94.7%	94.7%	100.0%	100.0%
Taxes	29.8%	65.5%	66.7%	56.0%	76.2%	86.9%	79.8%
Transportation (not DMV)	42.6%	64.2%	57.3%	64.6%	69.7%	81.1%	81.8%
Vermont Commission on Women	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	100.0%
Vermont Health Access	59.5%	69.8%	77.9%	72.5%	62.2%	78.4%	87.7%
Veterans' Home	25.6%	33.3%	39.5%	37.2%	48.8%	58.1%	62.8%
Average	**36.4%**	**55.5%**	**63.1%**	**59.3%**	**54.9%**	**78.5%**	**78.8%**

Heat Map
Above Average Agreement for Question
Below Average Agreement for Question

Key:

Q32. My agency or Department has the staffing necessary to achieve its mission.

Q33. The amount of work I am expected to perform is reasonable.

Q34. My job allows a good balance between work and my personal life.

Q35. I have the resources to do my job well.

Q36. My Agency or Department has the technology needed to get the work done.

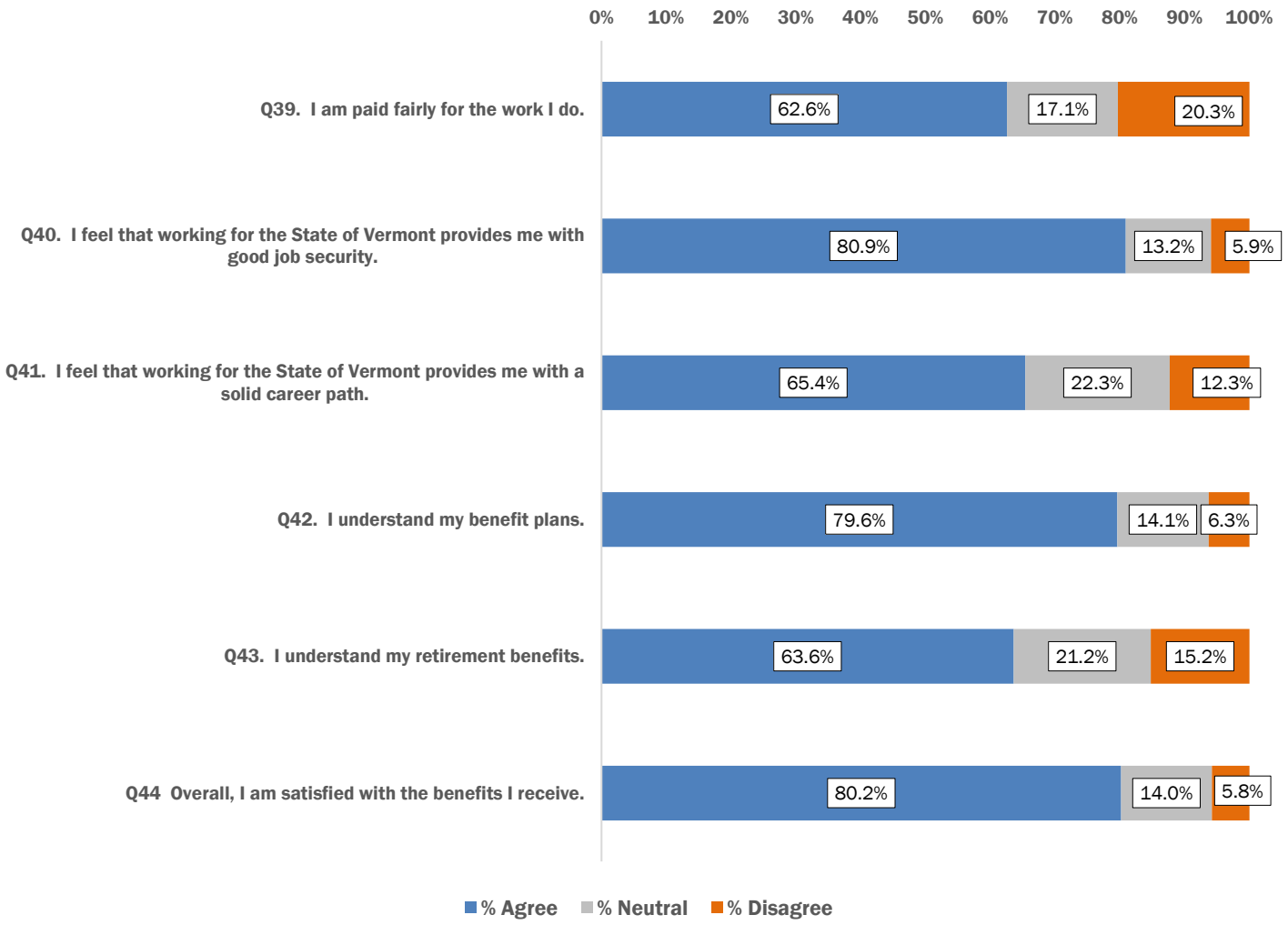
Q37. My physical working environment is reasonable for my type of work.

Q38. I feel safe and secure in my work environment.

Compensation and Benefits

Table 17 displays percent agreement for all respondents to survey statements for "Compensation and Benefits."

Table 17 Compensation and Benefits – All Respondents



Over 60% (62.6%) of all respondents agreed that they felt that they were paid fairly for the work they perform, while 20.3% disagreed.

Over 80% of all respondents agreed that working for the State of Vermont provides them with good job security (80.9%), while to a lesser extent 65.4% agreed that that working for the State of Vermont provided them with a solid career path.

Nearly four out of five respondents agreed that they understand their benefits plan (79.6%), and a lower percent agreed that they understand their retirement benefits (63.6%).

Overall, 80.2% agreed that they were satisfied with the benefits they received. Only 5.8% disagreed.

Table 18 displays percent agreement for respondents by department to survey statements for "Compensation and Benefits." A "heat map" of responses is used to visually represent levels of agreement that are either equal to or greater than the average for that question or less than the average for that question. This is a visual tool to make both within and cross department comparisons.

Table 18 Compensation and Benefits by Department

Survey Items: Compensation and Benefits						
Department	Q39. % Agree	Q40. % Agree	Q41. % Agree	Q42. % Agree	Q43. % Agree	Q44. % Agree
Agency of Administration	70.6%	94.1%	58.8%	87.5%	82.4%	94.1%
Agency of Human Services	69.4%	80.3%	68.9%	77.0%	60.7%	80.3%
Agency of Natural Resources	44.4%	66.7%	55.6%	77.8%	61.1%	77.8%
Agriculture, Food & Markets	80.8%	90.4%	76.7%	84.9%	68.5%	90.3%
Attorney General	50.7%	85.1%	58.2%	77.6%	65.7%	85.1%
Auditor of Accounts	90.9%	90.9%	63.6%	100.0%	100.0%	100.0%
Buildings & General Services	40.3%	79.0%	56.3%	81.9%	65.5%	71.5%
Children & Families	65.4%	82.9%	68.5%	76.1%	57.8%	77.4%
Commerce & Community Dev.	58.8%	70.6%	47.1%	70.6%	60.8%	74.5%
Corrections	53.3%	77.0%	64.5%	70.1%	53.9%	65.8%
Criminal Justice Training Council	88.9%	88.9%	77.8%	66.7%	44.4%	77.8%
Defender General	76.3%	94.7%	76.3%	84.2%	71.1%	84.2%
Disabilities, Aging & Ind. Liv.	83.1%	85.4%	72.8%	88.7%	66.7%	91.1%
Digital Services	49.7%	76.7%	51.7%	85.7%	70.1%	79.6%
Education	48.8%	71.3%	37.5%	77.5%	66.3%	80.0%
Enhanced 911 Board	50.0%	100.0%	50.0%	75.0%	50.0%	75.0%
Environmental Conservation	60.8%	78.3%	60.3%	80.4%	64.0%	82.5%
Finance & Management	59.3%	96.3%	70.4%	88.9%	70.4%	88.9%
Financial Regulation	82.3%	91.9%	83.9%	95.2%	87.1%	93.5%
Fish & Wildlife	62.7%	79.3%	76.3%	71.2%	52.5%	79.7%
Forests, Parks & Recreation	58.2%	76.1%	58.2%	77.6%	58.2%	89.6%
Governor's Office	100.0%	66.7%	66.7%	66.7%	66.7%	100.0%
Green Mountain Care Board	73.7%	68.4%	84.2%	100.0%	78.9%	94.7%
Average	**62.6%**	**80.9%**	**65.4%**	**79.6%**	**63.6%**	**80.2%**

Heat Map
Above Average Agreement for Question
Below Average Agreement for Question

Key:

Q39. I am paid fairly for the work I do.

Q40. I feel that working for the State of Vermont provides me with good job security.

Q41. I feel that working for the State of Vermont provides me with a solid career path.

Q42. I understand my benefit plans.

Q43. I understand my retirement benefits.

Q44. Overall, I am satisfied with the benefits I receive.

Table 18 Compensation and Benefits by Department (Cont.)

Survey Items: Compensation and Benefits	Q39.	Q40.	Q41.	Q42.	Q43.	Q44.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Health	67.5%	81.1%	60.5%	81.1%	62.0%	84.4%
Human Resources	69.6%	83.7%	70.7%	86.8%	69.6%	89.1%
Human Rights Commission	50.0%	50.0%	50.0%	100.0%	100.0%	100.0%
Labor	63.1%	76.3%	61.9%	82.5%	72.3%	83.8%
Labor Relations Board	100.0%	100.0%	66.7%	100.0%	66.7%	100.0%
Libraries	66.7%	80.0%	66.7%	93.3%	86.7%	100.0%
Liquor Control	63.3%	86.7%	73.3%	90.0%	76.7%	83.3%
Lottery Commission	33.3%	66.7%	66.7%	83.3%	50.0%	83.3%
Mental Health	64.5%	74.2%	60.2%	76.9%	54.8%	78.3%
Military	64.1%	87.2%	76.9%	76.9%	51.3%	76.9%
Motor Vehicles	55.2%	89.6%	71.9%	81.3%	63.5%	75.0%
Natural Resources Board	75.0%	75.0%	66.7%	91.7%	83.3%	75.0%
Other	61.5%	65.7%	54.6%	77.1%	62.0%	74.1%
Public Safety	61.2%	82.2%	68.2%	86.0%	72.1%	81.4%
Public Service Department	66.7%	75.0%	50.0%	83.3%	83.3%	83.3%
Public Utilities Commission	63.9%	58.3%	58.3%	69.4%	72.2%	72.2%
Secretary of State	66.0%	80.9%	68.1%	80.9%	70.2%	89.4%
State Treasurer	68.4%	89.5%	78.9%	78.9%	84.2%	89.5%
Taxes	65.5%	84.5%	71.1%	83.3%	69.0%	84.5%
Transportation (not DMV)	55.2%	82.6%	70.1%	78.3%	65.5%	78.7%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%
Vermont Health Access	78.4%	86.5%	72.1%	78.8%	57.2%	86.0%
Veterans' Home	58.1%	76.7%	55.8%	83.7%	72.1%	81.4%
Average	**62.6%**	**80.9%**	**65.4%**	**79.6%**	**63.6%**	**80.2%**

Heat Map
Above Average Agreement for Question
Below Average Agreement for Question

Key:

Q39. I am paid fairly for the work I do.

Q40. I feel that working for the State of Vermont provides me with good job security.

Q41. I feel that working for the State of Vermont provides me with a solid career path.

Q42. I understand my benefit plans.

Q43. I understand my retirement benefits.

Q44. Overall, I am satisfied with the benefits I receive.

Overall Job Satisfaction

Table 19 displays percent agreement for all respondents for "Overall Job Satisfaction."

Almost three quarters of respondents agreed that in general they were satisfied with their job (74.1%).

Table 19 Overall Job Satisfaction – All Respondents

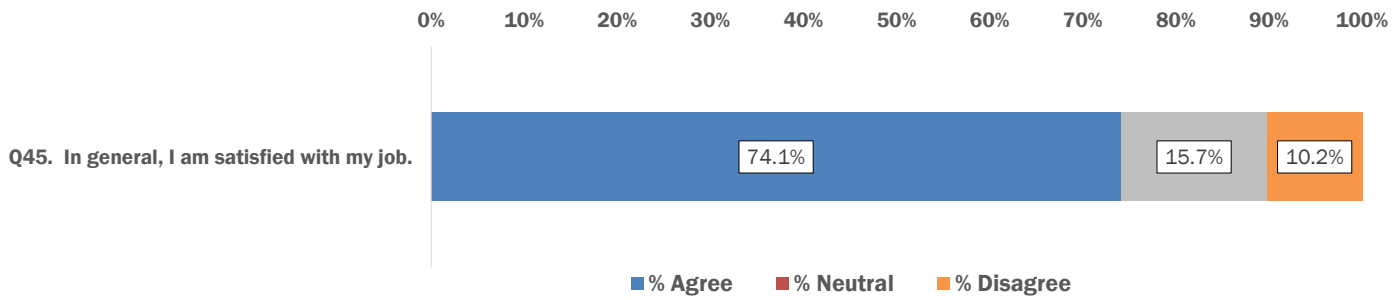


Table 20 displays percent agreement for respondents by department for "Overall Job Satisfaction." A "heat map" of responses is used to visually represent levels of agreement that are either equal to or greater than the average for that question or less than the average for that question. This is a visual tool to make both within and cross department comparisons.

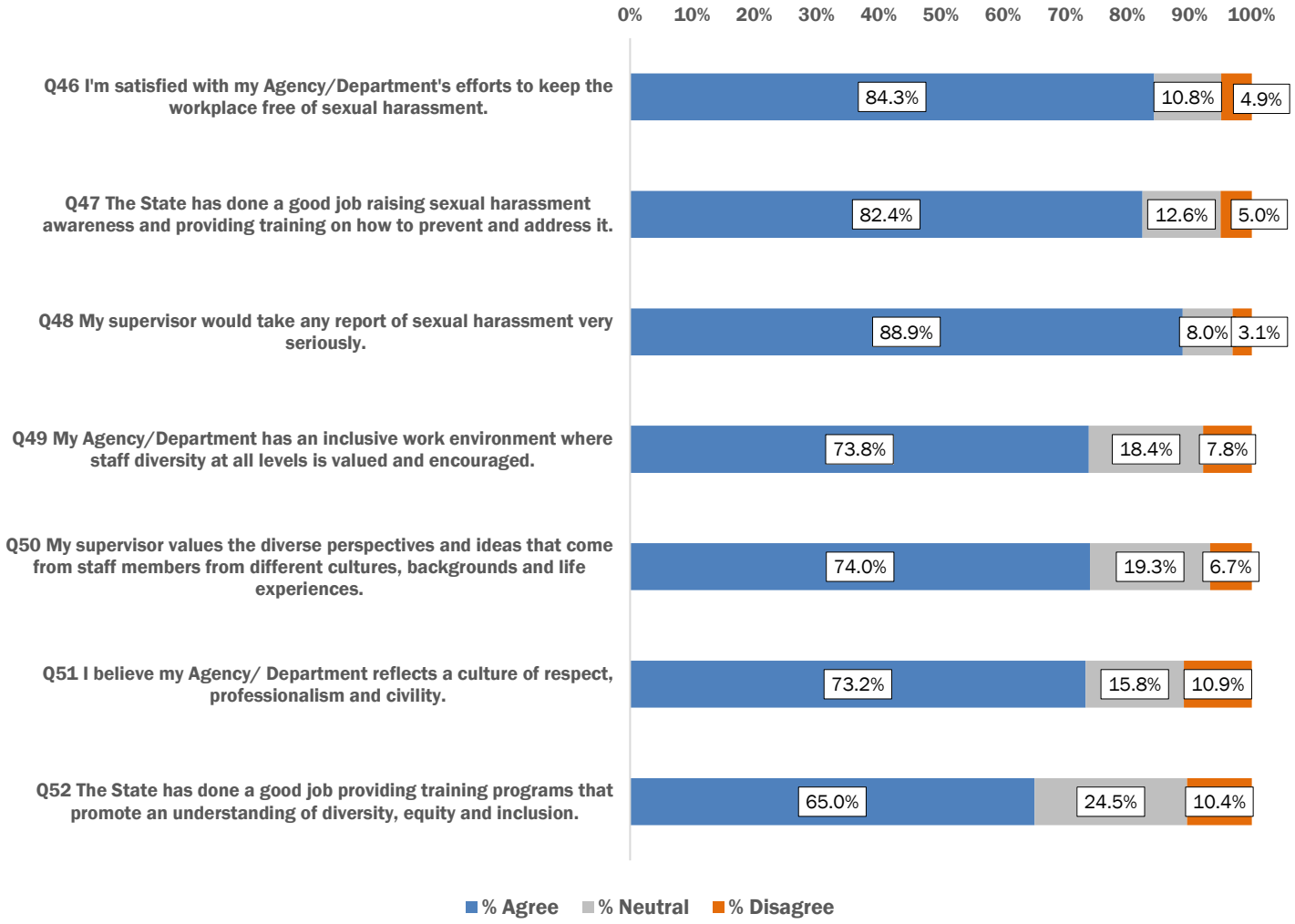
Table 20 Overall Job Satisfaction by Department

Survey Items: Q45. In general, I am satisfied with my job.			
Department	**% Agree**	**% Neutral**	**% Disagree**
Agency of Administration	75.0%	18.8%	6.3%
Agency of Human Services	83.6%	14.8%	1.6%
Agency of Natural Resources	77.8%	22.2%	0.0%
Agriculture, Food & Markets	84.9%	8.2%	6.8%
Attorney General	82.1%	7.5%	10.4%
Auditor of Accounts	81.8%	0.0%	18.2%
Buildings & General Services	65.7%	24.3%	10.0%
Children & Families	76.4%	14.0%	9.7%
Commerce & Community Dev.	74.0%	16.0%	10.0%
Corrections	60.6%	22.8%	16.6%
Criminal Justice Training Council	77.8%	22.2%	0.0%
Defender General	94.7%	5.3%	0.0%
Disabilities, Aging & Ind. Liv.	83.8%	11.0%	5.2%
Digital Services	63.4%	22.1%	14.5%
Education	50.0%	13.8%	36.3%
Enhanced 911 Board	75.0%	0.0%	25.0%
Environmental Conservation	77.1%	11.7%	11.2%
Finance & Management	81.5%	14.8%	3.7%
Financial Regulation	88.5%	4.9%	6.6%
Fish & Wildlife	89.7%	8.6%	1.7%
Forests, Parks & Recreation	89.6%	9.0%	1.5%
Governor's Office	100.0%	0.0%	0.0%
Green Mountain Care Board	89.5%	10.5%	0.0%
Health	77.3%	15.6%	7.1%
Human Resources	83.7%	12.0%	4.3%
Human Rights Commission	100.0%	0.0%	0.0%
Labor	73.4%	14.6%	12.0%
Labor Relations Board	100.0%	0.0%	0.0%
Libraries	80.0%	20.0%	0.0%
Liquor Control	83.3%	6.7%	10.0%
Lottery Commission	83.3%	16.7%	0.0%
Mental Health	71.4%	16.5%	12.1%
Military	87.2%	7.7%	5.1%
Motor Vehicles	74.0%	15.6%	10.4%
Natural Resources Board	50.0%	25.0%	25.0%
Other	61.5%	28.4%	10.1%
Public Safety	75.8%	16.4%	7.8%
Public Service Department	58.3%	8.3%	33.3%
Public Utilities Commission	77.8%	13.9%	8.3%
Secretary of State	69.6%	4.3%	26.1%
State Treasurer	100.0%	0.0%	0.0%
Taxes	73.8%	17.9%	8.3%
Transportation (not DMV)	73.4%	17.5%	9.1%
Vermont Commission on Women	100.0%	0.0%	0.0%
Vermont Health Access	74.4%	14.6%	11.0%
Veterans' Home	52.4%	26.2%	21.4%
Average	**74.1%**	**15.7%**	**10.2%**

Heat Map
Above Average Agreement for Question
Below Average Agreement for Question

Table 21 Supplemental Questions 2019 - Diversity and Inclusion – All Respondents

Table 21 displays percent agreement for all respondents to survey statements that were designed to assess perceptions of issues related to diversity and inclusion.



Over four out of five respondents agreed that they were satisfied with their Agency/Department's efforts to keep the workplace free of sexual harassment (84.3%), that the State has done a good job raising sexual harassment awareness and providing training on how to prevent and address it (82.4%), and that their supervisor would take any report of sexual harassment very seriously (88.9%).

To a lesser extent, respondents agreed that their Agency/Department has an inclusive work environment where staff diversity at all levels is valued and encouraged (73.8%), that their supervisor values the diverse perspectives and ideas that come from staff members from different cultures, backgrounds and life experiences (74.0%) and that they believed that their Agency/ Department reflects a culture of respect, professionalism and civility (73.2%).

The lowest agreement among all respondents was when asked if the State has done a good job providing training programs that promote an understanding of diversity, equity and inclusion (65.0%).

Table 22 Supplemental Questions 2019 – Diversity and Inclusion by Department

Table 22 displays percent agreement for respondents by department to survey statements that were designed to assess perceptions of issues related to diversity and inclusion. A "heat map" of responses is used to visually represent levels of agreement that are either equal to or greater than the average for that question or less than the average for that question. This is a visual tool to make both within and cross department comparisons.

Survey Items: 2019 Supplemental Questions	Q46.	Q47.	Q48.	Q49.	Q50.	Q51.	Q52.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	70.6%	76.5%	82.4%	52.9%	58.8%	64.7%	70.6%
Agency of Human Services	74.2%	62.9%	85.5%	66.1%	79.0%	74.2%	54.8%
Agency of Natural Resources	94.4%	83.3%	88.9%	83.3%	83.3%	88.9%	55.6%
Agriculture, Food & Markets	91.7%	89.0%	95.9%	82.2%	78.1%	83.6%	72.6%
Attorney General	76.1%	74.6%	89.6%	70.1%	76.1%	80.6%	53.7%
Auditor of Accounts	72.7%	90.9%	81.8%	63.6%	72.7%	90.9%	63.6%
Buildings & General Services	87.5%	90.3%	86.1%	69.4%	65.3%	65.3%	72.9%
Children & Families	85.4%	82.1%	89.9%	77.2%	78.6%	76.0%	68.0%
Commerce & Community Dev.	78.4%	76.5%	92.2%	68.6%	70.6%	72.5%	51.0%
Corrections	76.5%	77.9%	87.7%	66.7%	67.2%	58.7%	58.2%
Criminal Justice Training Council	100.0%	66.7%	100.0%	100.0%	100.0%	100.0%	66.7%
Defender General	84.2%	60.5%	89.5%	86.8%	84.2%	86.8%	52.6%
Disabilities, Aging & Ind. Liv.	90.1%	83.5%	90.1%	83.0%	81.7%	89.7%	62.3%
Digital Services	82.9%	77.4%	89.0%	73.3%	74.7%	72.6%	68.4%
Education	70.0%	67.5%	83.8%	52.5%	60.8%	41.3%	38.8%
Enhanced 911 Board	75.0%	100.0%	75.0%	75.0%	75.0%	100.0%	50.0%
Environmental Conservation	75.7%	68.3%	87.2%	63.8%	70.4%	69.8%	42.9%
Finance & Management	84.6%	88.5%	88.5%	73.1%	73.1%	88.5%	74.1%
Financial Regulation	91.9%	95.2%	93.4%	87.1%	85.5%	87.1%	85.5%
Fish & Wildlife	82.8%	84.7%	89.8%	78.0%	81.0%	82.8%	78.0%
Forests, Parks & Recreation	92.5%	83.6%	98.5%	80.6%	85.1%	88.1%	59.7%
Governor's Office	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Green Mountain Care Board	94.7%	84.2%	100.0%	84.2%	84.2%	89.5%	57.9%
Average	**84.3%**	**82.4%**	**88.9%**	**73.8%**	**74.0%**	**73.2%**	**65.0%**

Heat Map
Above Average Agreement for Question
Below Average Agreement for Question

Key

Q46 I'm satisfied with my Agency/Department's efforts to keep the workplace free of sexual harassment.

Q47 The State has done a good job raising sexual harassment awareness and providing training on how to prevent and address it.

Q48 My supervisor would take any report of sexual harassment very seriously.

Q49 My Agency/Department has an inclusive work environment where staff diversity at all levels is valued and encouraged.

Q50 My supervisor values the diverse perspectives and ideas that come from staff members from different cultures, backgrounds and life experiences.

Q51 I believe my Agency/ Department reflects a culture of respect, professionalism and civility.

Q52 The State has done a good job providing training programs that promote an understanding of diversity, equity and inclusion.

Table 22 Supplemental Questions 2019 – Diversity and Inclusion (Cont.)

Survey Items: 2019 Supplemental Questions							
	Q46.	Q47.	Q48.	Q49.	Q50.	Q51.	Q52.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Health	84.1%	83.6%	91.8%	78.1%	76.4%	82.2%	68.6%
Human Resources	87.9%	82.4%	93.4%	73.6%	75.8%	67.8%	57.1%
Human Rights Commission	100.0%	50.0%	100.0%	100.0%	100.0%	100.0%	50.0%
Labor	85.4%	85.0%	86.3%	76.7%	69.2%	68.8%	65.4%
Labor Relations Board	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	66.7%
Libraries	93.3%	86.7%	80.0%	80.0%	66.7%	80.0%	80.0%
Liquor Control	93.3%	90.0%	90.0%	83.3%	80.0%	86.7%	83.3%
Lottery Commission	50.0%	66.7%	83.3%	66.7%	66.7%	83.3%	33.3%
Mental Health	78.5%	79.6%	83.9%	71.0%	67.4%	67.7%	57.6%
Military	84.6%	84.6%	84.6%	79.5%	82.1%	82.1%	69.2%
Motor Vehicles	83.3%	86.5%	76.0%	63.5%	61.5%	62.5%	67.7%
Natural Resources Board	66.7%	75.0%	75.0%	50.0%	58.3%	50.0%	25.0%
Other	85.3%	82.6%	81.7%	66.1%	67.9%	66.1%	61.5%
Public Safety	88.4%	89.1%	89.9%	78.1%	74.4%	75.2%	75.2%
Public Service Department	75.0%	75.0%	66.7%	66.7%	58.3%	66.7%	58.3%
Public Utilities Commission	86.1%	72.2%	88.9%	80.6%	80.6%	75.0%	58.3%
Secretary of State	76.6%	76.6%	78.7%	74.5%	74.5%	72.3%	57.4%
State Treasurer	100.0%	100.0%	94.7%	89.5%	84.2%	100.0%	72.2%
Taxes	92.9%	94.0%	95.2%	73.5%	67.9%	69.0%	64.3%
Transportation (not DMV)	89.2%	88.6%	91.3%	74.9%	76.0%	74.0%	77.1%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Vermont Health Access	86.0%	85.1%	89.6%	75.1%	76.1%	72.5%	66.2%
Veterans' Home	83.7%	83.7%	81.4%	59.5%	51.2%	53.5%	46.5%
Average	**84.3%**	**82.4%**	**88.9%**	**73.8%**	**74.0%**	**73.2%**	**65.0%**

Heat Map

Above Average Agreement for Question

Below Average Agreement for Question

Key

Q46 I'm satisfied with my Agency/Department's efforts to keep the workplace free of sexual harassment.

Q47 The State has done a good job raising sexual harassment awareness and providing training on how to prevent and address it.

Q48 My supervisor would take any report of sexual harassment very seriously.

Q49 My Agency/Department has an inclusive work environment where staff diversity at all levels is valued and encouraged.

Q50 My supervisor values the diverse perspectives and ideas that come from staff members from different cultures, backgrounds and life experiences.

Q51 I believe my Agency/ Department reflects a culture of respect, professionalism and civility.

Q52 The State has done a good job providing training programs that promote an understanding of diversity, equity and inclusion.

Engagement Survey Items – Summary and Trends

With the 2019 survey we now have six years of data from the base 2013 survey and five years from 2014 when several new items were added, and others were revised for clarity. The following Tables 23 to 29 show results for all respondents for the six survey question areas as well as overall satisfaction for 2014 to 2019, with analysis of patterns and changes. Discussion will focus on trends and what we can learn from the data. It should be noted that differences of only several percentage points are probably not meaningful and are likely due to sampling differences.

A "heat map" is used to visually represent both levels of agreement and change year-to-year.

Heat Map Legend
Less Than 60% Agreement
60% to 75% agreement
Greater than 75% Agreement

Table 23 Job Duties and their Relationship to the Mission and Goals of your Agency or Department - 2014 – 2019 Trends

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department Question	2014 % Agree	2015 % Agree	2016 % Agree	2017 % Agree	2019 % Agree	Average	Percent Change FY '17 to FY '19	Percent Change FY '14 to FY '19
Q1. I understand my job duties and responsibilities.	91.4%	92.0%	92.9%	92.1%	92.5%	92.2%	0.4%	0.5%
Q2. I understand the work, goals, and mission of my department or agency.	88.7%	89.1%	90.5%	90.5%	90.2%	89.8%	-0.3%	1.2%
Q3. The work I perform is linked to my department or agency meeting its goals and mission.	88.2%	88.5%	89.7%	89.0%	89.2%	88.9%	0.2%	0.8%
Q4. I enjoy the performing the day to day work of my job.	78.9%	78.0%	78.8%	78.8%	78.4%	78.6%	-0.5%	0.6%
Q5. The work I perform is meaningful and rewarding.	77.5%	74.9%	77.2%	76.2%	75.1%	76.2%	-1.4%	0.3%
Q6. I would recommend the State of Vermont to others as a great place to work.	66.2%	65.4%	71.2%	74.3%	71.6%	69.8%	-3.6%	9.4%

Questions 1 - 3 have seen high agreement since the benchmark year and remained high with better that 90% agreement and with little variation. What this tells us is that employees feel they understand their job duties and department mission/goals.
While not as high, there is agreement above our 75% threshold for questions 4 and 5, again with little variation, that tells us that three out of four more of our employees enjoy performing the day to day work of their jobs and find their work meaningful and rewarding.

The one item in this category that has shown any significant improvement from 2014 to 2019 is Q6. From 66.2% to 71.6% (+8.1%). However, there was a drop of 3.6% from 2017 to 2019. This deserves further monitoring.

Heat Map Legend
Less Than 60% Agreement
60% to 75% agreement
Greater than 75% Agreement

Table 24 Communication and Input within your Organization - 2014 - 2019 Trends

Survey Items: Communication and Input within Your Organization Question	2014 % Agree	2015 % Agree	2016 % Agree	2017 % Agree	2019 % Agree	Average	Percent Change FY '17 to FY '19	Percent Change FY '14 to FY '19
Q7. Management and senior leadership communicates important information effectively.	49.3%	51.8%	54.5%	56.3%	55.7%	53.5%	-1.1%	7.6%
Q8. I have an opportunity to communicate with and provide feedback to management and senior leadership.	58.2%	59.6%	63.0%	63.2%	63.0%	61.4%	-0.3%	5.7%
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.	57.2%	58.6%	61.3%	62.6%	60.3%	60.0%	-3.7%	3.0%
Q10. My department or agency works well with other departments and agencies.	57.5%	60.4%	61.9%	63.4%	61.7%	61.0%	-2.7%	2.2%

These items relate to internal communication and have only seen modest change – only half or a bit more agree to these items – none exceed the 75% agreement threshold.

The notable question with positive change is Q7 - Management and senior leadership communicates important information effectively. From 49.3% to 55.7% (+12.9%).

Heat Map Legend
Less Than 60% Agreement
60% to 75% agreement
Greater than 75% Agreement

Table 25 Relationships and Morale in your Organization - 2014 - 2019 Trends

Survey Items: Relationships and Morale in Your Organization Question	2014 % Agree	2015 % Agree	2016 % Agree	2017 % Agree	2019 % Agree	Average	Percent Change FY '17 to FY '19	Percent Change FY '14 to FY '19
Q11. Morale within my department or agency is good.	40.7%	41.5%	46.3%	48.8%	44.7%	44.4%	-8.4%	7.6%
Q12. The people I work with treat each other respectfully.	66.2%	69.0%	70.4%	72.1%	71.1%	69.7%	-1.4%	3.0%
Q13. The people I work with care about me.	64.3%	65.5%	67.9%	68.2%	67.3%	66.6%	-1.3%	2.7%
Q14. My fellow employees are committed to doing good work.	77.0%	78.4%	80.2%	80.4%	80.0%	79.2%	-0.5%	2.0%
Q15. The employees in my work group work well together as a team.	71.4%	73.6%	74.5%	76.2%	75.1%	74.2%	-1.4%	2.1%
Q16. I feel I can communicate honestly and openly in my workplace.	59.7%	61.1%	63.0%	63.4%	61.8%	61.8%	-2.5%	1.2%
Q17. Harassment is not tolerated in my workplace.	72.4%	75.8%	77.6%	78.7%	77.8%	76.5%	-1.1%	2.6%
Q18. Discrimination is not tolerated in my workplace.	75.9%	78.8%	80.1%	80.9%	80.6%	79.3%	-0.4%	2.3%
Q19. I am confident that any misconduct that I report will be handled properly.	55.8%	59.5%	61.2%	63.4%	63.2%	60.6%	-0.3%	6.3%

While fewer than half of respondents agreed that morale within their department or agency is good (44.7%), this item has showed significant improvement from 2014 to 2017 (9.9%) but had a noticeable decline from 2017 to 2019 (-8.4%).

80% agreed that their fellow employees are committed to doing good work and approximately three out of four of respondents agreed that employees in their work group work well together as a team (75.1%). Since baseline these items have shown only modest change.

The labor relation/legal items have shown some improvement since baseline. Notably, Q19 - I am confident that any misconduct that I report will be handled properly went from 55.8% to 63.2% (+13.3%). Q17 and Q18 remain well above the 75% threshold.

Heat Map Legend
Less Than 60% Agreement
60% to 75% agreement
Greater than 75% Agreement

Table 26 Your Supervisor - 2014 - 2019 Trends

Survey Items: Your Supervisor Question	2014 % Agree	2015 % Agree	2016 % Agree	2017 % Agree	2019 % Agree	Average	Percent Change FY '17 to FY '19	Percent Change FY '14 to FY '19
Q20. My supervisor clearly explains my job performance expectations.	67.0%	68.5%	71.4%	72.0%	73.5%	70.5%	2.1%	7.3%
Q21. My supervisor regularly provides me with timely and useful feedback.	59.3%	60.9%	65.2%	65.5%	66.9%	63.6%	2.1%	9.8%
Q22. My supervisor gives me an opportunity to do my best work.	73.0%	73.7%	75.9%	77.2%	77.3%	75.4%	0.1%	4.9%
Q23. I am satisfied with the recognition I receive from my supervisor for my work.	60.9%	61.9%	64.6%	66.0%	66.2%	63.9%	0.3%	6.9%
Q24. My supervisor treats employees fairly and respectfully.	70.5%	70.8%	74.2%	75.3%	75.5%	73.3%	0.3%	6.6%
Q25. My supervisor seems to care about me as a person.	73.9%	75.0%	77.2%	77.2%	77.5%	76.1%	0.4%	3.4%
Q26. My supervisor provides the help I need to improve my job performance.	62.9%	63.8%	67.1%	68.3%	68.5%	66.1%	0.3%	7.3%
Q27. I have an opportunity to learn and grow professionally.	63.1%	64.5%	66.8%	67.8%	67.5%	65.9%	-0.4%	4.7%
Q28. I receive the training I need to perform my job.	59.6%	61.6%	65.4%	66.3%	66.0%	63.8%	-0.5%	7.2%
Q29. My supervisor and I discuss and plan my career development.	37.4%	41.0%	44.5%	46.3%	47.8%	43.4%	3.2%	16.6%
Q30. My performance evaluations are completed annually.	56.8%	62.8%	64.6%	66.2%	71.4%	64.4%	7.9%	13.7%
Q31. The standards used to evaluate my performance are fair.	53.1%	57.7%	59.9%	60.4%	64.6%	59.1%	7.0%	12.0%

On average, approximately 70% agreed to the range of statements regarding their supervisor (Q20 – Q26), but with relatively high levels of "neutral" and "disagree" responses (on average 30%), which shows that these supervisory items have variability based on other factors, such as across departments.

There are a group of questions that all show improvement that can reasonable be attributed to the emphasis on supervisory training, especially around performance management.

- Q20. My supervisor clearly explains my job performance expectations. From 67.0% to 73.5% (+9.8%).

- Q21. My supervisor regularly provides me with timely and useful feedback. From 59.3% to 66.9% (+12.7%).
- Q29. My supervisor and I discuss and plan my career development. From 37.4% to 47.8% (+27.9%).
- Q30. My performance evaluations are completed annually. From 56.8% to 71.4% (+25.7%).
- Q31. The standards used to evaluate my performance are fair. From 53.1% to 64.6% (+21.7%)

Of particular note is the increase in those reporting their evaluations completed annually to nearly 71.4% in 2019.

Heat Map Legend
Less Than 60% Agreement
60% to 75% agreement
Greater than 75% Agreement

Table 27 Workload, Staffing and Resources - 2014 – 2019 Trends

Survey Items: Workload, Staffing and Resources Question	2014 % Agree	2015 % Agree	2016 % Agree	2017 % Agree	2019 % Agree	Average	Percent Change FY '17 to FY '19	Percent Change FY '14 to FY '19
Q32. My Agency or Department has the staffing necessary to achieve its mission.	30.1%	26.9%	35.1%	36.4%	36.4%	33.0%	0.0%	35.2%
Q33. The amount of work I am expected to perform is reasonable.	49.3%	50.0%	54.2%	56.3%	55.5%	53.1%	-1.4%	11.0%
Q34. My job allows a good balance between work and my personal life.	56.9%	58.2%	61.7%	63.4%	63.1%	60.7%	-0.5%	8.4%
Q35. I have the resources to do my job well.	52.8%	54.7%	59.2%	59.6%	59.3%	57.1%	-0.5%	8.4%
Q36. My Agency or Department has the technology needed to get the work done.	48.8%	52.6%	56.5%	55.5%	54.9%	53.6%	-1.1%	4.4%
Q37. My physical working environment is reasonable for my type of work.	73.6%	76.8%	78.8%	78.1%	78.5%	77.2%	0.5%	2.2%
Q38. I feel safe and secure in my work environment.	76.7%	72.3%	77.6%	78.8%	78.8%	76.8%	0.0%	9.1%

In 2019 more respondents disagreed that their department or agency has the staffing and resources necessary to achieve its mission (63.6%) than agreed (36.4%). However, the percent agreement increased by 21.0% from 2014 to 2019.

While a little over a half (55.5%) of all respondents agreed that the amount of work they are expected to perform is reasonable, this is an increase (12.6%) from 2014. A higher percentage agreed that their job and work environment allow for a good balance between work and their personal life (63.1%), this is an increase of 10.9% from 2014.

Heat Map Legend
Less Than 60% Agreement
60% to 75% agreement
Greater than 75% Agreement

Table 28 Compensation and Benefits - 2014 – 2019 Trends

Survey Items: Compensation and Benefits Question	2014 % Agree	2015 % Agree	2016 % Agree	2017 % Agree	2019 % Agree	Average	Percent Change FY '17 to FY '19	Percent Change FY '14 to FY '19
Q39. I am paid fairly for the work I do.	55.9%	55.7%	60.6%	63.7%	62.6%	59.7%	-1.7%	12.5%
Q40. I feel that working for the State of Vermont provides me with good job security.	77.7%	71.4%	80.3%	82.1%	80.9%	78.5%	-1.5%	13.2%
Q41. I feel that working for the State of Vermont provides me with a solid career path.	59.0%	58.0%	63.7%	67.2%	65.4%	62.7%	-2.7%	12.7%
Q42. I understand my benefit plans.	78.1%	77.6%	78.4%	78.8%	79.6%	78.5%	1.0%	2.5%
Q43. I understand my retirement benefits.	60.1%	60.2%	61.5%	61.6%	63.6%	61.4%	3.2%	5.6%
Q44. Overall, I am satisfied with the benefits I receive.	76.5%	74.5%	78.8%	80.3%	80.2%	78.1%	-0.1%	7.6%

In 2019 over 60% (62.6%) of all respondents agreed that they felt that they were paid fairly for the work they perform. The percent agreeing has increased since the baseline year.

- Q39. I am paid fairly for the work I do. From 55.9% to 62.6% (+11.9%).

Over 80% of all respondents agreed that working for the State of Vermont provides them with good job security (80.9%), while to a lesser extent 65.4% agreed that that working for the State of Vermont provided them with a solid career path. While Q40 on job security has been relatively flat from 2014 to 2019, Q41 on career path has shown a 10.9% increase.

Nearly four out of five respondents agreed that they understand their benefits plan (79.6%), and a lower percent agreed that they understand their retirement benefits (63.6%). Overall, 80.2% agreed that they were satisfied with the benefits they received.

Heat Map Legend
Less Than 60% Agreement
60% to 75% agreement
Greater than 75% Agreement

Table 29 Overall Job Satisfaction - 2014 – 2017 Trends

Survey Items: Overall Job Satisfaction Question	2014 % Agree	2015 % Agree	2016 % Agree	2017 % Agree	2019 % Agree	Average	Percent Change FY '17 to FY '19	Percent Change FY '14 to FY '19
Q45. In general, I am satisfied with my job.	72.2%	72.1%	76.5%	76.5%	74.1%	74.3%	-3.1%	2.7%

General job satisfaction has increased from 2014 to 2017 (+6.0%) but declined 3.1% from 2017 to 2019. This deserves further monitoring.

Additional Resources

Appendix B contains responses for survey items by department for 2014 to 2019. Department results are too numerous to detail in this report. As with the responses for all respondents, differences of only several percentage points are probably not meaningful and are likely due to sampling differences. A careful review by key stakeholders is encouraged to identify areas that may require additional investigation for next steps.

Appendix C contains 2019 responses for survey items compared to the statewide average by department. Each item has a visual representation which is very useful in identifying areas that may require additional investigation for next steps.

Engagement Survey Items by Demographic Questions

Survey items were cross tabulated with the five demographic questions asked in the survey. While results are too numerous to detail in this report, some noteworthy finding are summarized below. Differences of only several percentage points are probably not meaningful and are likely due to sampling differences. The reader can find the complete cross tabulations in Appendix D.

Job Type

Respondents were asked to identify if they were a classified or an exempt employee. Job type showed frequent and significant differences, with exempt employees expressing greater agreement to many questions. Some examples (percent agreement shown):

- Q5. The work I perform is meaningful and rewarding (exempt, 83.9%; classified, 73.9%).
- Q7. Management and senior leadership communicates important information effectively (exempt, 70.5%; classified, 53.5%).
- Q8. I have an opportunity to provide feedback to management and senior leadership (exempt, 74.8%; classified, 61.8%).
- Q11. Morale in my department or agency is good (exempt, 56.6%; classified, 42.9%).
- Q12. The people I work with treat each other respectfully (exempt, 82.2%; classified, 70.8%).
- Q13. The people I work with care about me (exempt, 77.8%; classified, 66.8%).
- Q16. I feel I can communicate honestly and openly in my workplace (exempt, 74.1%; classified, 60.7%).
- Q23. I am satisfied with the recognition I receive from my supervisor for my work (exempt, 77.8%; classified, 64.9%).
- Q45. In general, I am satisfied with my job (exempt, 81.4%; classified, 76.4%).

Age Group

There were no meaningful differences among age groups for any survey questions. This is surprising given the typical generational differences one might expect.

Protected Class Identification

For the most part, there were no meaningful differences among protected class identification for any survey questions. One notable exception was that those who identified as a protected class were less likely to agree to the statement "The State has done a good job providing training programs that promote an understanding of diversity, equity and inclusion" (60.8% vs 71.4%).

Management Level

Respondents were asked to identify if they were a manager, supervisor or not a manager or supervisor. Much like job type, there were frequent and significant differences, with managers (and

often supervisors also) expressing greater agreement to many questions. Some examples (percent agreement shown):

- Q5. The work I perform is meaningful and rewarding (manager, 88.5%; supervisor, 79.1%, not manager or supervisor,73.8%).
- Q7. Management and senior leadership communicates important information effectively (manager, 67.8%; supervisor, 58.7%, not manager or supervisor, 54.9%).
- Q8. I have an opportunity to provide feedback to management and senior leadership (manager, 78.2%; supervisor, 69.3%, not manager or supervisor, 61.2%).
- Q11. Morale in my department or agency is good (manager, 55.6%; supervisor, 46.5%, not manager or supervisor, 44.0%).
- Q12. The people I work with treat each other respectfully (manager, 84.5%; supervisor, 77.2%, not manager or supervisor, 69.8%).
- Q13. The people I work with care about me (manager, 79.4%; supervisor, 74.1%, not manager or supervisor, 66.1%).
- Q16. I feel I can communicate honestly and openly in my workplace (manager, 79.9%; supervisor, 71.1%, not manager or supervisor, 59.2%).
- Q23. I am satisfied with the recognition I receive from my supervisor for my work (manager, 75.6%; supervisor, 68.2%, not manager or supervisor, 65.8%).
- Q45. In general, I am satisfied with my job (manager, 88.6%; supervisor, 78.5%, not manager or supervisor, 73.2%).

Occupational Group

Generally, there were no clear differences among the six occupational groups for the survey questions. However, there was a tendency for those indicating "Protective Services" to have lower agreement on several questions.

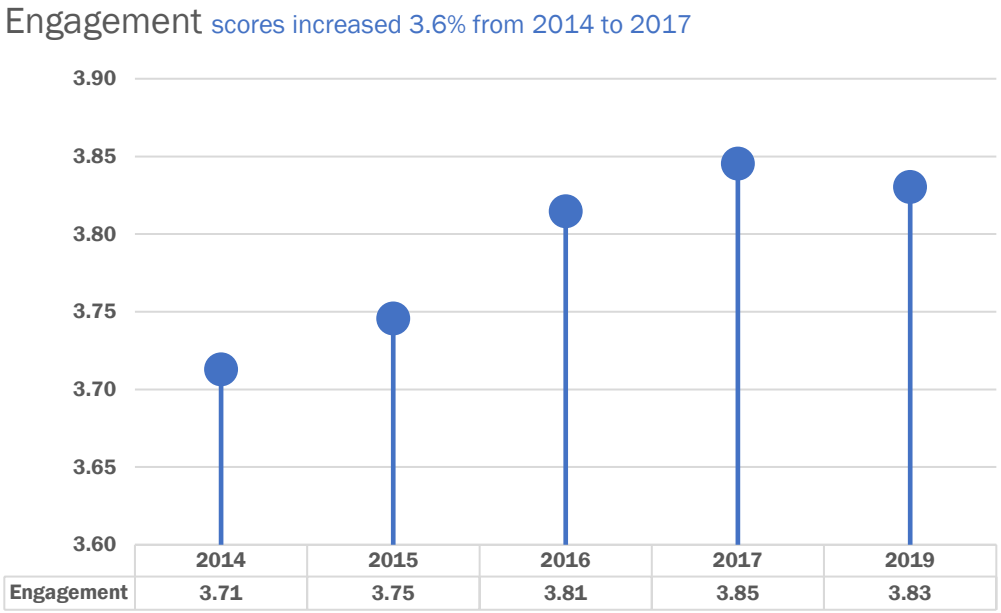
Employee Engagement Results

Overall employee engagement scores were calculated.[3] The score is the average of the seven components of engagement as outlined in the model illustrated in Table 31, which shows the components and the questions that make up each component.[4]

For 2019 the average employee engagement score was 3.83 out of a possible 5.0.

See Table 30 to compare employee engagement scores over time. Scores increased 3.6% from 2014 to 2017. There was a slight drop from 2017 to 2019.

Table 30- Engagement Scores - 2014 to 2019



	2014	2015	2016	2017	2019
Engagement	3.71	3.75	3.81	3.85	3.83

[3] See Methodology on page 6.
[4] Based on research reported in Vance, R.J. (2006) Employee Engagement and Commitment. Alexandria, VA: SHRM Foundation.

Table 31 – Employee Engagement Model

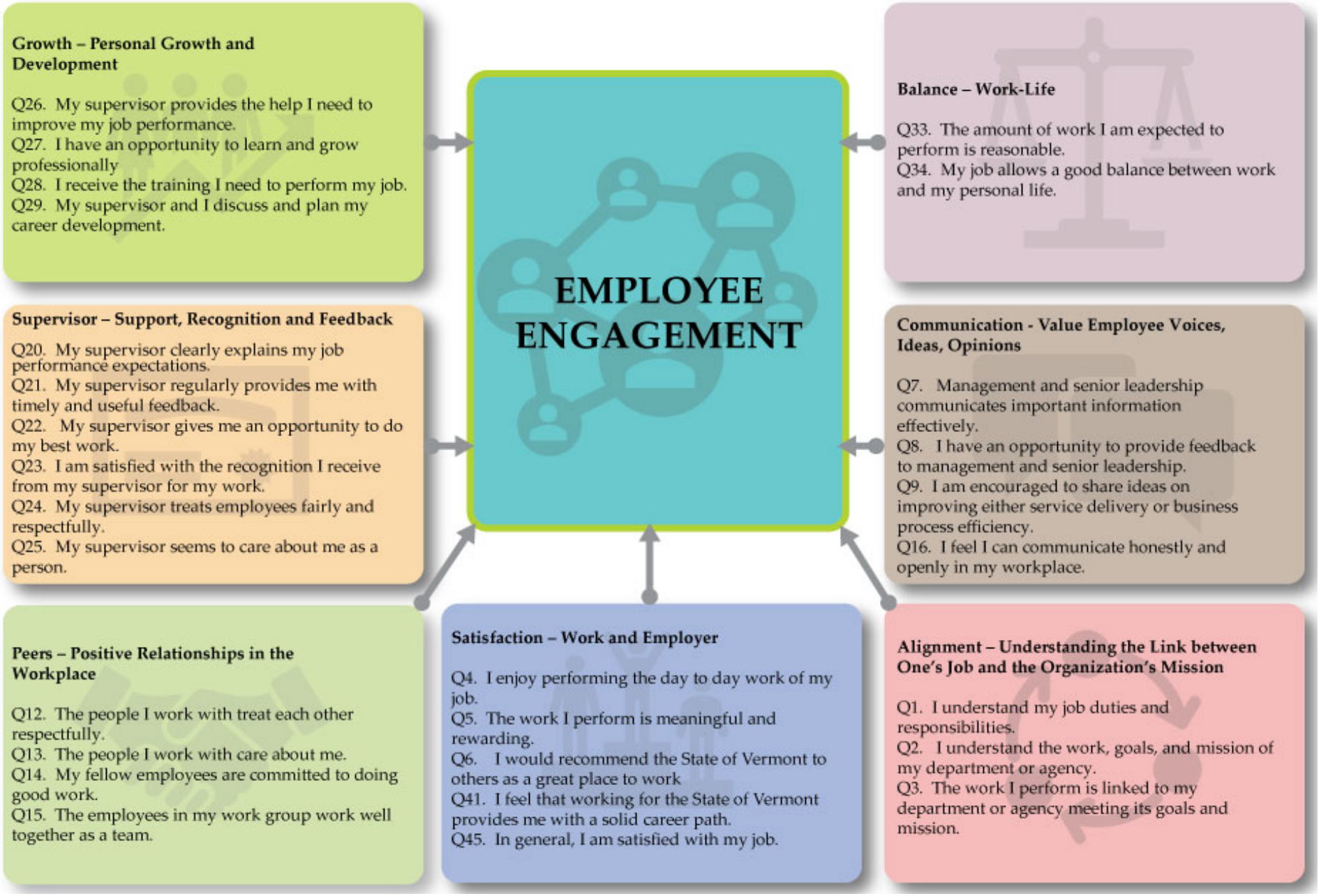


Table 32 – Components of Employee Engagement – 2019 Averages

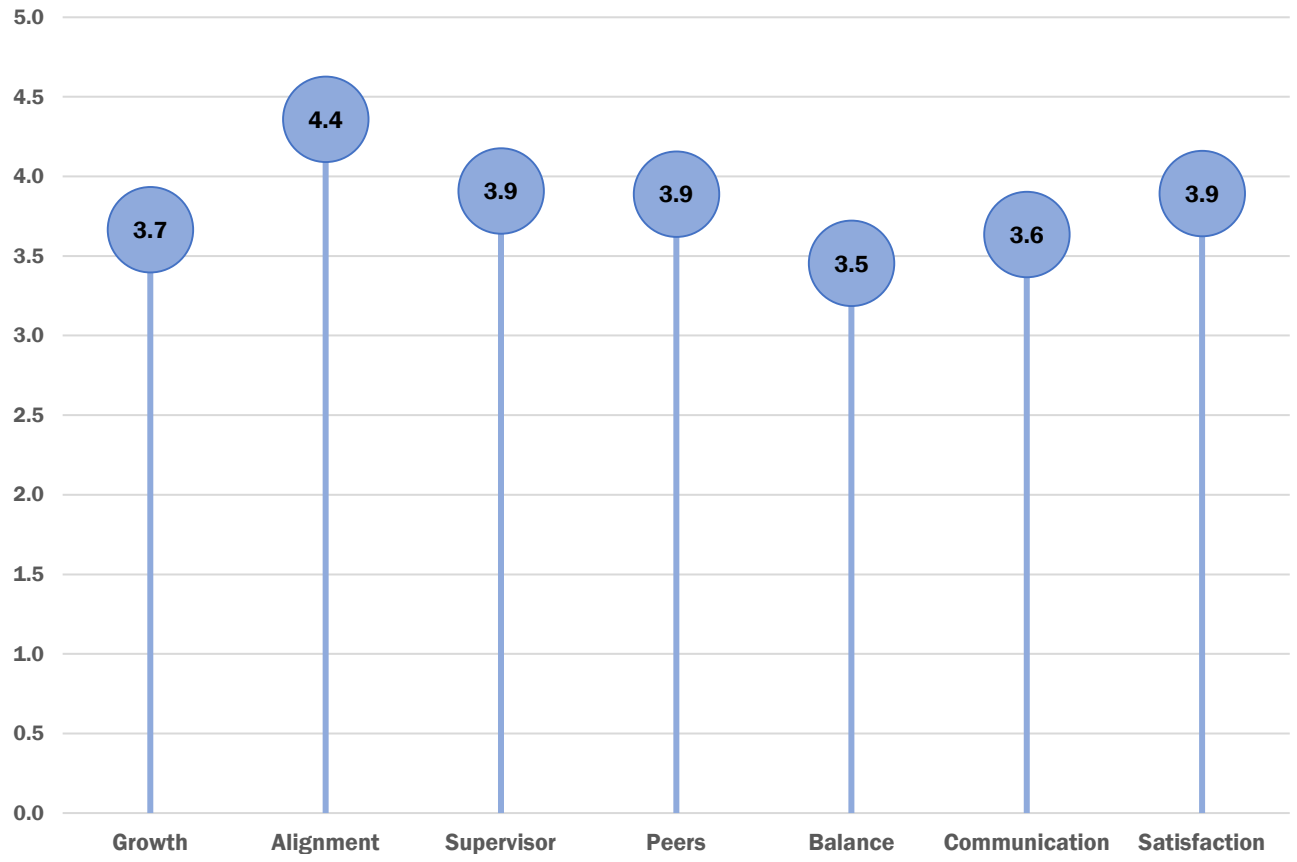


Table 32 shows the components of employee engagement. Alignment – understanding the link between one's job and the organization's mission - was the highest component score. Supervisor, Peers and Satisfaction all had high component scores. The lowest was Balance – the sense of work-life balance.

Table 33 shows scores for each of the seven components from 2014 to 2017.

While all increased from 2014 to 2019 – Balance (+5.1%), Communication (+6.3%) and Growth (+4.9%) – these three components have the lowest average scores over that time period. These are areas where efforts to improve the component will increase overall engagement.

These component scores be used to pinpoint engagement components with room for improvement. Further Table 31 shows the questions that make up each component and can further refine specific targeted elements. For instance, in the primary elements of Supervision are support, recognition and feedback. By making efforts to improve those underlying elements, through training or other initiatives, an organization can increase employee engagement.

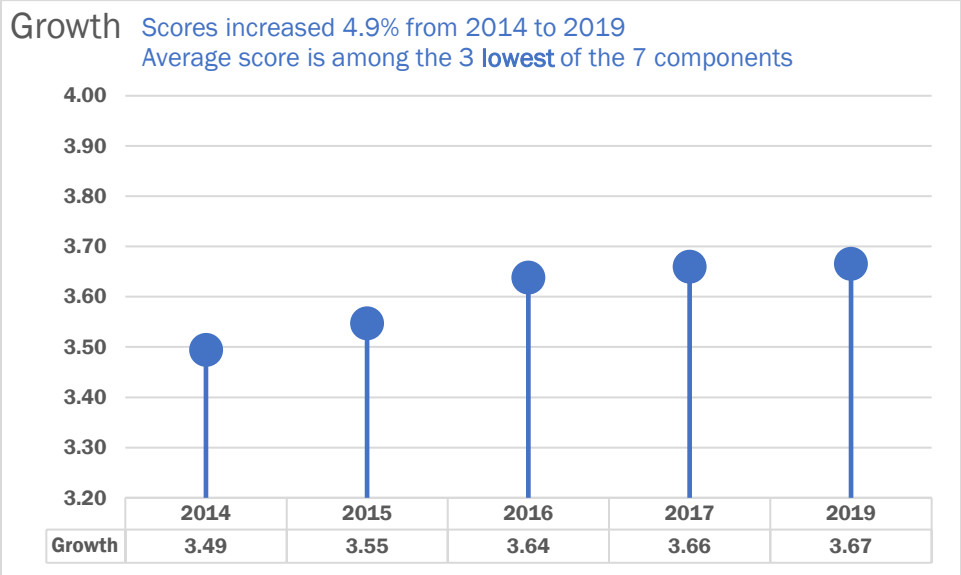
There was wide variation in engagement components and engagement scores between departments.

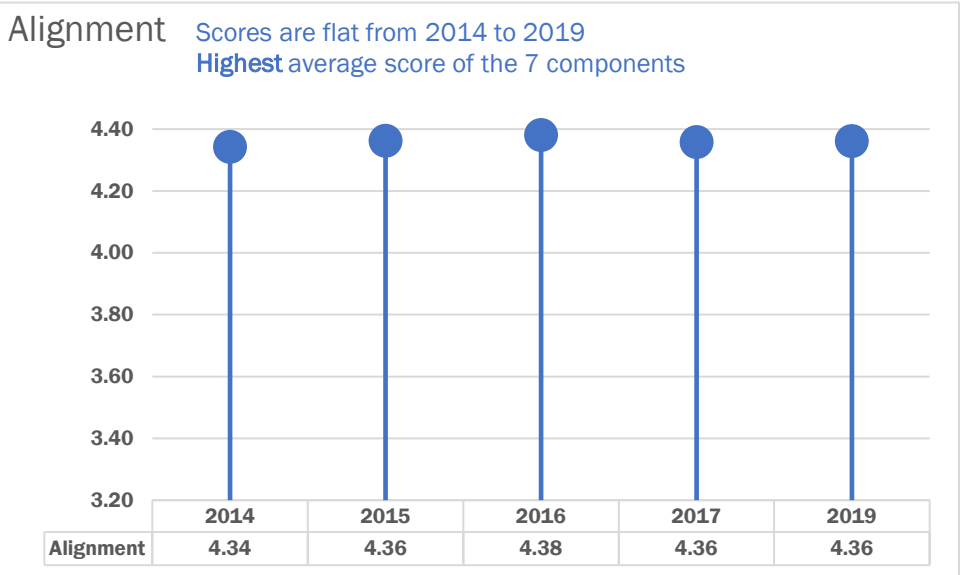
Table 34 shows 2019 scores for Employee Engagement and Components by Department. A "heat map" of responses is used to identify scores that are either equal to or greater than the **median** for that question or less than the **median** for that question. This is a visual tool to make both within and cross department comparisons. The median was used to show the top 50%/bottom 50% for scores.

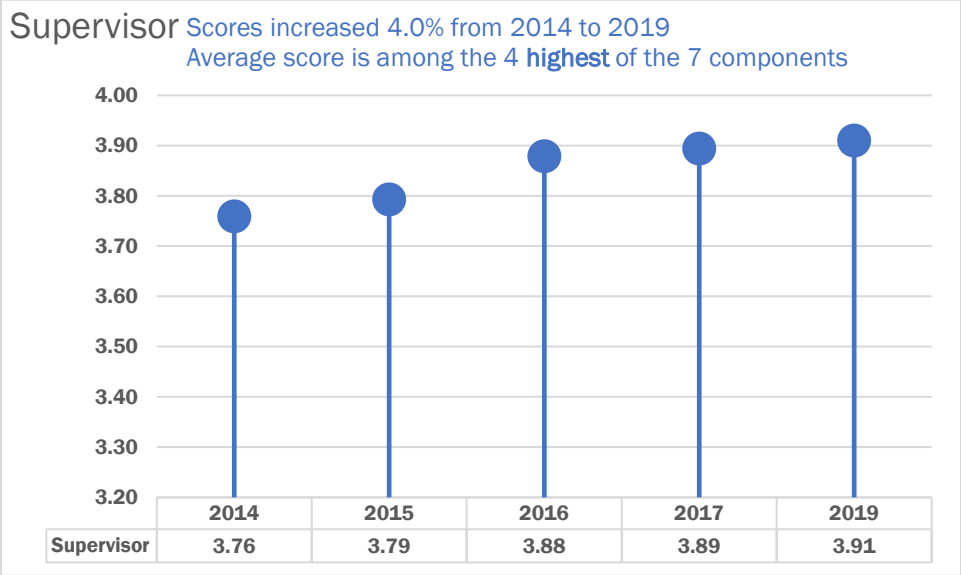
Additionally, in Appendix D the reader will find scores for Employee Engagement and Components by Department for 2014 – 2019. Again, a heat map is used to make comparisons both within department across years and between departments across years.

Finally, Appendix E shows 2019 Engagement scores by department compared to statewide scores. Here there is a visual representation included for each department.

Table 33 – Employee Engagement Components – 2014 to 2019







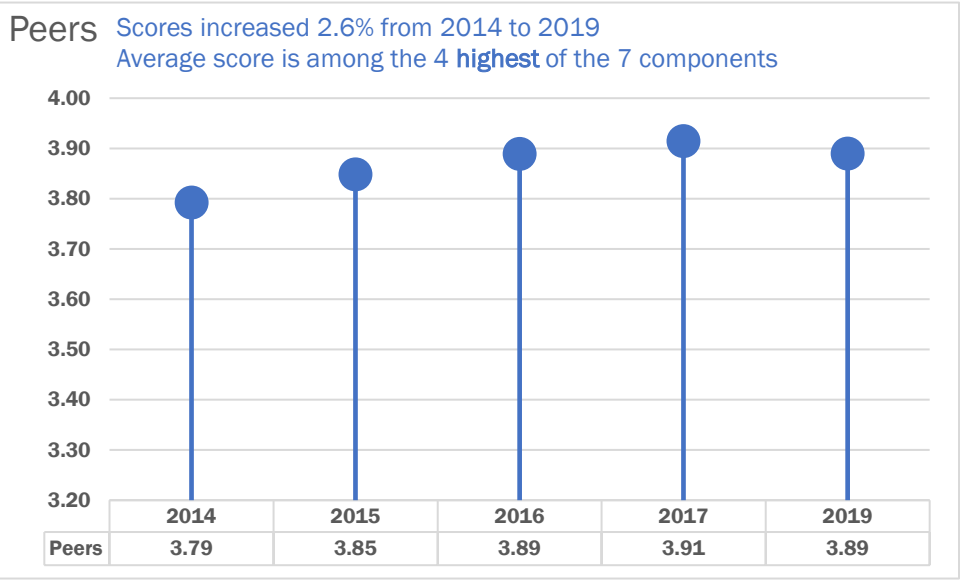
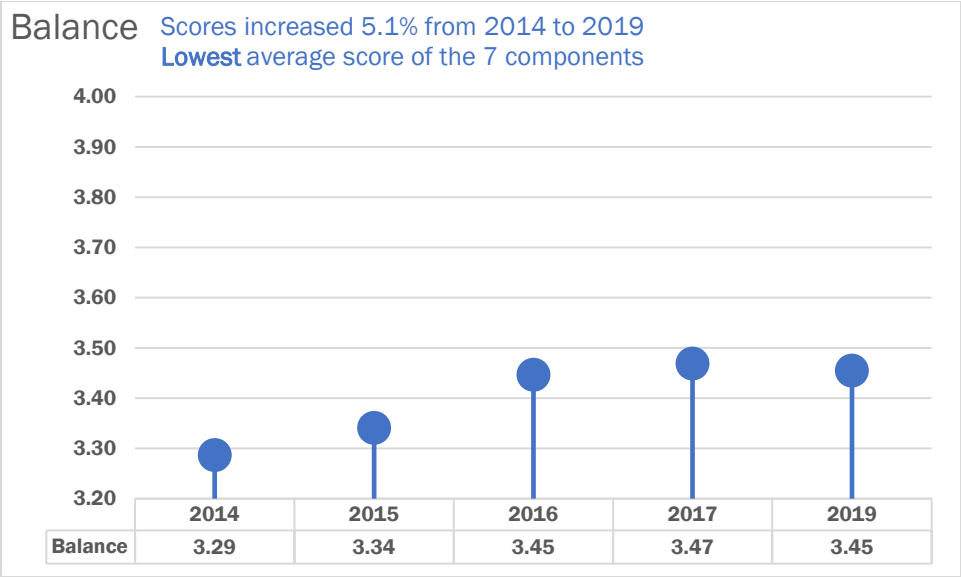
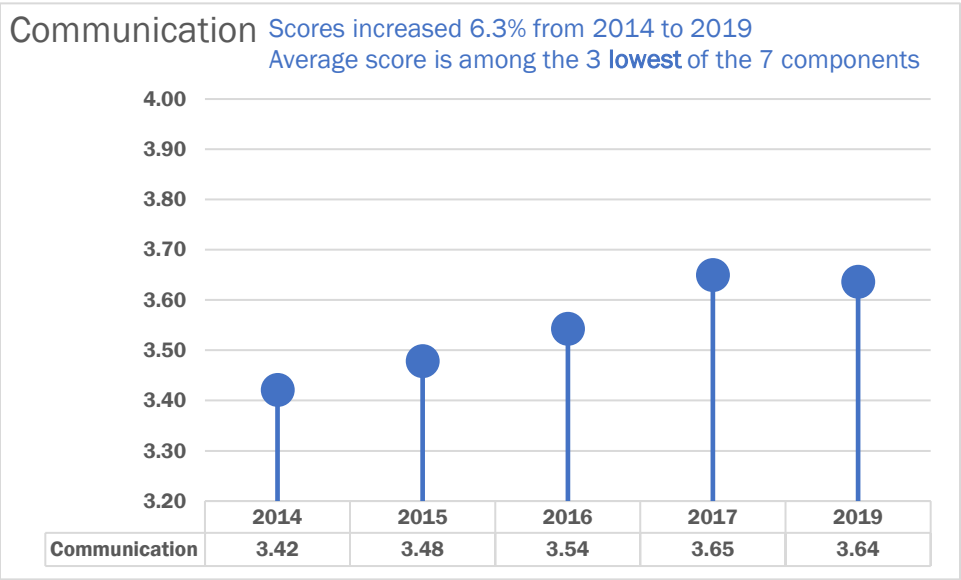


Table 33 – (cont.)





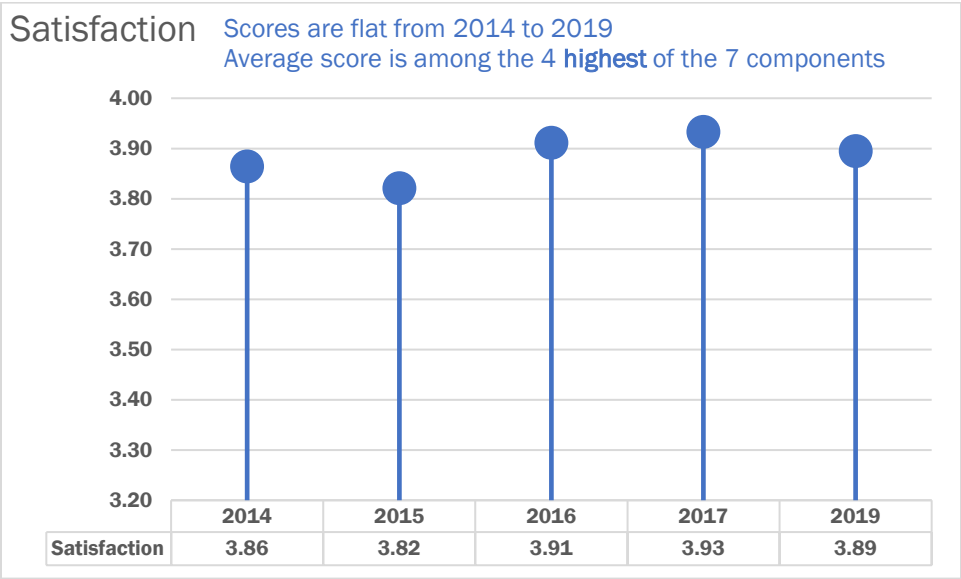


Table 34 2019 Scores for Employee Engagement and Components by Department

Department	Growth	Alignment	Supervisor	Peers	Balance	Communication	Satisfaction	Engagement
Agency of Administration	3.67	4.33	3.81	3.49	3.62	3.63	3.93	3.78
Agency of Human Services	4.04	4.49	4.28	4.29	3.48	3.96	4.19	4.10
Agency of Natural Resources	3.42	4.43	3.93	4.02	3.36	3.82	3.94	3.85
Agriculture, Food & Markets	3.97	4.43	4.09	4.11	3.88	3.94	4.12	4.08
Attorney General	3.60	4.40	4.14	4.21	3.34	3.79	3.98	3.92
Auditor of Accounts	3.84	4.61	4.06	4.36	4.59	4.18	4.22	4.27
Buildings & General Services	3.51	4.44	3.75	3.73	3.53	3.56	3.78	3.76
Children & Families	3.65	4.46	3.95	3.87	3.22	3.71	3.93	3.83
Commerce & Community Dev.	3.57	4.10	3.92	3.93	3.38	3.41	3.81	3.73
Corrections	3.44	4.16	3.69	3.56	2.92	3.33	3.57	3.53
Criminal Justice Training Council	3.97	4.33	4.38	4.64	3.44	4.28	4.07	4.15
DAIL	3.98	4.58	4.19	4.24	3.53	4.10	4.21	4.12
Defender General	3.99	4.78	4.15	4.34	3.58	4.14	4.45	4.20
Digital Services	3.45	4.00	3.93	3.88	3.44	3.47	3.63	3.69
Education	3.18	3.69	3.65	3.68	2.91	2.94	3.26	3.33
Enhanced 911 Board	3.50	4.75	4.13	4.06	3.50	4.06	3.85	3.98
Environmental Conservation	3.68	4.37	3.98	4.03	3.53	3.62	3.87	3.87
Finance & Management	3.90	4.42	4.07	4.22	3.61	3.99	4.16	4.05
Financial Regulation	4.21	4.66	4.25	4.19	4.30	4.12	4.33	4.29
Fish & Wildlife	4.06	4.53	4.18	4.19	3.67	3.75	4.16	4.08
Forests, Parks & Recreation	3.99	4.39	4.15	4.22	3.35	3.90	4.03	4.01
Governor's Office	4.42	5.00	4.67	5.00	4.17	5.00	4.60	4.69
Green Mountain Care Board	3.95	4.51	4.29	4.50	4.00	3.99	4.15	4.20
Health	3.74	4.44	3.95	4.09	3.73	3.71	3.98	3.95
Human Resources	3.83	4.47	4.16	4.05	3.70	3.84	4.07	4.02
Human Rights Commission	4.13	4.50	4.25	4.63	4.00	4.50	4.30	4.33
Labor	3.39	4.31	3.66	3.66	3.50	3.57	3.91	3.72
Labor Relations Board	4.42	4.22	4.61	4.42	4.67	3.75	4.07	4.31
Libraries	4.05	4.49	4.06	4.40	3.90	4.07	4.11	4.15
Liquor Control	3.71	4.40	3.87	4.21	3.48	3.71	3.98	3.91
Lottery Commission	3.50	4.39	3.89	3.92	3.67	3.38	4.10	3.83
Mental Health	3.34	4.30	3.61	3.70	3.41	3.50	3.80	3.67
Military	3.79	4.60	4.02	3.94	3.72	3.83	4.23	4.02
Motor Vehicles	3.56	4.34	3.73	3.65	3.65	3.39	3.87	3.74
Natural Resources Board	2.38	3.92	2.92	3.85	3.25	2.96	3.75	3.29
Public Safety	3.70	4.43	3.90	3.90	3.38	3.62	4.02	3.86
Public Service Department	3.33	4.11	3.62	3.58	3.25	3.63	3.37	3.56
Public Utilities Commission	3.99	4.50	4.18	4.06	3.60	3.80	3.95	4.01
Secretary of State	3.42	4.38	3.56	3.58	3.39	3.32	3.60	3.61
State Treasurer	4.32	4.61	4.47	4.49	4.11	4.32	4.34	4.38
Taxes	3.60	4.42	3.88	3.77	3.62	3.75	3.97	3.86
Transportation (not DMV)	3.79	4.31	3.90	3.79	3.51	3.54	3.84	3.81
Vermont Commission on Women	5.00	4.67	4.67	5.00	3.00	5.00	4.40	4.53
Vermont Health Access	3.69	4.38	3.92	3.83	3.77	3.69	3.98	3.89
Veterans' Home	3.18	4.27	3.37	3.20	2.86	3.01	3.65	3.37
Median	**3.71**	**4.42**	**3.98**	**4.05**	**3.53**	**3.75**	**3.98**	**3.92**

Heat Map Legend	Above Median Score	Below Median Score

Qualitative Analysis of Open-Ended Question Responses

Overview

In addition to the 45 employee engagement survey items, an optional open-ended question was provided to survey participants:

Please provide any comments you may have about ways to make the State of Vermont a better place to work.

Out of the 4,493 employees who responded to the survey, 1,484 provided a response to the open-ended question for a response rate of 33%.

Two raters independently analyzed and coded each comment for major themes and subthemes. Major themes were named based on what was interpreted to be the key idea or ideas expressed in the response (based on key words or phrases that were commonly used). Subthemes were within the major theme but mentioned often enough that it deserved its own tally. In addition, the raters coded whether the comment theme expressed was clearly "negative," "positive," or "neutral."

How often a theme or subtheme came up was tallied. The 1,484 comments contained over 4,600 thematic ideas.

Results

Summary

			Type of Comment		
Major Themes	Num	Percent	Positive	Negative	Neutral
Work Environment & Employee Morale	628	15.8%	14.3%	71.3%	14.3%
Pay & Benefits	506	12.7%	2.2%	64.8%	33.0%
Workload & Staffing	472	11.9%	0.6%	73.5%	25.8%
Supervision	464	11.7%	9.3%	69.8%	10.1%
Policies	397	10.0%	3.3%	60.2%	36.5%
Leadership	369	9.3%	6.0%	82.4%	11.7%
Training & Development	245	6.2%	4.5%	56.7%	38.8%
Communication	216	5.4%	3.7%	63.9%	32.4%
Work Conditions	198	5.0%	1.5%	71.7%	26.8%
Government Efficiency	190	4.8%	5.8%	26.8%	67.4%
IT Systems	120	3.0%	0.0%	72.5%	27.5%
Specific Department Programs	97	2.4%	4.1%	70.1%	25.8%
Pride in Their Work	68	1.7%	82.4%	4.4%	13.2%

The results are presented in descending order of frequency. Number in parenthesis is the number of comments that contained that theme or subtheme.

Work Environment and General Employee Morale (628)

- Tone of comments:
  - Positive: 14%
  - Neutral: 14%
  - Negative: 71.3%

Themes Reflected in Comments

- Work Environment
  - Deficient staffing impacting ability to manage workload.
  - Dissatisfaction with open office environment.
- Morale
  - Understaffing and heavy workload have a negative impact on morale.
  - Displeasure with AOT office move to Barre.
  - Lack of recognition and respect from leadership of front-line staff.
  - Lack of transparent communication from senior leadership.

Examples:

Continued commitment to flexibility, family leave, and work-life balance leads to happier employees and less turn over- in addition to increased work productivity!

I am very happy in my job, but see a huge cultural environment that does not promote diversity and inclusion

Moving from Montpelier to Berlin or Barre for work may not seem like a big change, but it has major repercussions for one's life and daily schedule.

Information is not communicated from the top or when it is, is done so in a haphazard manner. Communication up is not reported to the correct personnel or acted on in an appropriate time frame. Morale is low as staff are dissatisfied with the lack of communication and the bureaucratic barriers to doing the important work that needs to done.

Pay & Benefits (506)

Pay for Performance/Performance Incentive programs linked to rewards or pay increases (76)
Concerns about equity in job titles and the job classification process (70)

- Tone of comments:
  - Positive: 2%
  - Neutral: 33%

- Negative: 65%

Themes Reflected in Comments

- Pay
  - Salaries need to be higher:
    - Not commensurate with job duties/expectations.
    - SOV salaries are not competitive with those of neighboring state governments.
    - Salaries need to be higher for professional level positions in order to attract top talent.
- Benefits
  - Leave Time
    - Paid parental leave should be offered.
    - Cost of health insurance is increasing too quickly.
  - Communications:
    - DHR needs to do a better job of communicating details on benefits plans to new employees, including with the New Employee Orientation.
  - Enhance Wellness opportunities:
    - Gym membership subsidies.

Examples:

Wages are well below industry average for the knowledge they are expecting for each position. This causes for a difficult time attracting the talent necessary to perform the jobs duties and even once they are aboard to retain them for any great length of time.

Develop fair and transparent evaluation and position classification processes.

The state's award system for outstanding employees is very limited, which results in some of the best workers leaving state employment for better options. A seniority-based system is a thing of the past and needs revamping. Consider pay for performance.

Workload & Staffing (472)

Concerns about understaffing (218)
Fairness and Improvements in Hiring Practices (97)

- Tone of comments:
  - Positive: <1%
  - Neutral: 26%
  - Negative: 74%

Themes Reflected in Comments

- *Workload*
    - Insufficient staffing adversely impacting the ability to manage work and caseloads.
    - Creates the need to assign overtime (DOC).
- Staffing
    - Hiring Practices:
        - Greater efforts and emphasis on hiring a more diverse workforce.
        - Improve onboarding experience for newly hired employees.
        - Focus more on retaining existing staff.
    - Organizational Structure:
        - Too many senior leaders and managers and not enough line-staff.
        - District Field Offices are understaffed (AHS).

Examples:

The workload of many state employees, including those I work with from other departments, is high - this limits people's ability to accomplish projects in a timely manner and undermines job satisfaction.

Supervision (464)

Performance management/addressing the issue of non-performing employees (83)
Performance Evaluation (56)
Recognition of staff (55)
Supervisor Training (46)

- Tone of comments:
    - Positive: 9%
    - Neutral: 10%
    - Negative: 70%

Themes Reflected in Comments

- Inconsistencies in practices:
    - Lack of knowledge on how to supervise, and of applicable policies and rules.
    - Favoritism demonstrated towards certain employees.
    - Sexual harassment and discriminatory practices still occur in isolated pockets.
- Performance management:
    - Do not hold poor performing employees accountable.
    - Performance evaluations not completed timely, or at all.
- Praise:
    - Numerous references to supervisors excelling at communication with staff, treating staff respectfully, and promoting learning and career development opportunities.

Examples:

I can say that this is the first time I've completed this survey and felt positive about the work I do, the meaning behind it and the people I work with. I think it would be beneficial for supervisors that have the least amount of turnover to talk about how they supervise. I've finally found a team that is in fact a TEAM. What a difference it makes.

I enjoy my job and, like any job, there times when its overwhelming and stressful however I feel I have the support within my staff to get through. My supervisor and other upper management are also very accessible and genuinely willing to help. I also feel that I get recognized for the hard work I do, which I very much appreciate!

Annual evaluations are not conducted across the board, I have not had one in 5 or 6 years.

It would be valuable for Supervising staff to receive training more often around conflict resolution, mapping career path with your staff, behavior management, etc. My current supervisor has not been to a training for supervising in state govt for many years, and there is not a great internal tracking mechanism in place to ensure they attend required development opportunities.

More accountability for staff who are not meeting performance expectations. More direct, immediate feedback from supervisors - it's how we grow.

Policies (397)

- Tone of comments:
    - Positive: 3%
    - Neutral: 37%
    - Negative: 60%

Themes Reflected in Comments

- Work scheduling
    - More opportunities to work a flexible schedule.
    - More opportunities to telecommute.
- Benefits
    - Paid parental leave.
    - Positive and negative comments about Infants at Work Policy.

Examples:

Hearing the news about the Infant in the Workplace policy made me so proud to work as a State Employee.

The infant in the workplace program is a disgrace.

Work-life balance is bad. Telework should be allowed for many employees who want it. So should flexible hours. The idea you have to be at your desk from 7:45am to 4:30pm to do your job is old-fashioned and out of date. I can accomplish more work at home without the constant noise and distractions of the open office design…. Something needs to change or the state will not be able to keep employees or recruit younger ones!

Leadership (369)

- Tone of comments:
  - Positive: 6%
  - Neutral: 12%
  - Negative: 82%

Themes Reflected in Comments

- Communication
  - Improved lines of communication needed between leaders and employees, including a greater level of transparency.
  - Leaders need to be more accessible to employees.
- Training
  - Leaders should go through an onboarding process.
  - Leaders should have better knowledge of the jobs that staff perform.
- Provide employees with the tools and resources needed to perform their duties successfully.

Examples:

More positive messages from leadership, better quality sexual harassment training, more clarity about our goals and how we are contributing to them (not more strategic plans, more messaging about what we are achieving).

The highest level of administrative management at my agency seems out of touch with day to day activities and assessing goals that don't have the staffing infrastructure or time to be done.

Training & Development (245)

- Tone of comments:
  - Positive: 5%
  - Neutral: 37%
  - Negative: 39%

Themes Reflected in Comments

- Provide better training on the use of technology.
- Need for more and better diversity training.
- Need for more and better sexual harassment and discrimination prevention training.

- Need for more comprehensive supervisory training.

Examples:

Additional training at all levels so that leadership possesses the tools necessary to recognize individuality and how to foster teamwork for all staff to feel supported, respected and valued. Open communication builds trust.

Communication (216)

Themes Reflected in Comments

- Tone of comments:
    - Positive: 4%
    - Neutral: 32%
    - Negative: 64%

- More frequent and transparent communication between leadership and frontline staff.
- Collaboration between agencies/departments needs to improve.
- Provide staff with ongoing updates on agency/department performance relative to the strategic plan and broad-based goals.

Examples:

Meaningful communication from agency leadership is very poor and there's a sense that no one really knows what is going on. This impacts morale and leads to gossip and conjecture about what the agency's goals are and how staff will be involved.

Value lower level employee input on projects within the department and when working with other departments.

Work Conditions (198)

"Open office" (34)

- Tone of comments:
    - Positive: 2%
    - Neutral: 27%
    - Negative: 72%

Themes Reflected in Comments

- Dissatisfaction with open office environments.
    - Too noisy.
    - Difficult to discuss confidential matters.
    - Inefficient to have to expend too much time on finding meeting rooms.

- Lack of available parking in Montpelier.
- Some State buildings need to be made more secure and safe for employees.

Examples:

Parking for state employees on Montpelier is terrible.

The open work environment in Waterbury is good at times for some work duties, but as a Supervisor, without an office, I spend way too much time trying to find a confidential space to meet with staff. I miss having an office given the duties I must perform. It is also challenging to set boundaries regarding not being continuously interrupted in an open work environment.

Government Efficiency, Quality Improvement and Cost Savings Ideas (190)

- Tone of comments:
    - Positive: 6%
    - Neutral: 67%
    - Negative: 27%

Themes Reflected in Comments

- Availability of more modern technological tools would enhance efficiencies, performance, and cost savings.
- Bureaucracy and onerous policies negatively impact delivery of services and work efficiencies.

IT Systems (120)

- Tone of comments:
    - Positive: 0%
    - Neutral: 28%
    - Negative: 73%

Themes Reflected in Comments

- IT systems and software are antiquated.
- Hardware is often outdated.
- Job effectiveness impacted by outdated systems and software.
- More accessibility to IT tech support.

Examples:

We need better software and platforms to do our work. We are decades behind the private sector.

Access to needed technology is a significant barrier to daily work in my experience.

Specific Department Programs (97)
These were comments that related directly to agency/department specific programs.

There were no consistent themes provided.

Pride in Their Work (68)

- Tone of comments:
    - Positive: 82%
    - Neutral: 13%
    - Negative: 4%

Themes Reflected in Comments

- Enjoyment of and respect for colleagues.
- Belief in the importance and impact of the mission work of the performed.
- Appreciation for flexibility offered, although there were some comments where the desire for more flexibility was expressed.
- Appreciation of career growth opportunities.

Examples:

Overall, I love working for the State of Vermont and am proud of what I do here and the excellent team.

I am proud to be a State employee and thank the State for supporting me as an individual. I am also proud to have served Vermonters.

I am extremely proud to work for and with the people I work with, after many, many years I still enjoy my job and find it very rewarding. Thanks to the management above me and our divisions team members.

Appendix A – List of Survey Items

Job Duties and their Relationship to the Mission and Goals of your Agency or Department

Q1. I understand my job duties and responsibilities.
Q2. I understand the work, goals, and mission of my department or agency.
Q3. The work I perform is linked to my department or agency meeting its goals and mission.
Q4. I enjoy performing the day to day work of my job.
Q5. The work I perform is meaningful and rewarding.
Q6. I would recommend the State of Vermont to others as a great place to work.

Communication and Input within Your Organization

Q7. Management and senior leadership communicates important information effectively.
Q8. I have an opportunity to provide feedback to management and senior leadership.
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.
Q10. My department or agency works well with other departments and agencies.

Relationships and Morale in Your Organization

Q11. Morale in my department or agency is good.
Q12. The people I work with treat each other respectfully.
Q13. The people I work with care about me.
Q14. My fellow employees are committed to doing good work.
Q15. The employees in my work group work well together as a team.
Q16. I feel I can communicate honestly and openly in my workplace.
Q17. Harassment is not tolerated in my workplace.
Q18. Discrimination is not tolerated in my workplace.
Q19. I am confident that any misconduct that I report will be handled properly.

Your Supervisor

Q20. My supervisor clearly explains my job performance expectations.
Q21. My supervisor regularly provides me with timely and useful feedback.
Q22. My supervisor gives me an opportunity to do my best work.
Q23. I am satisfied with the recognition I receive from my supervisor for my work.
Q24. My supervisor treats employees fairly and respectfully.
Q25. My supervisor seems to care about me as a person.
Q26. My supervisor provides the help I need to improve my job performance.
Q27. I have an opportunity to learn and grow professionally.
Q28. I receive the training I need to perform my job.
Q29. My supervisor and I discuss and plan my career development.
Q30. My performance evaluations are completed annually.
Q31. The standards used to evaluate my performance are fair.

Workload, Staffing and Resources

Q32. My Agency or Department has the staffing necessary to achieve its mission.
Q33. The amount of work I am expected to perform is reasonable.
Q34. My job allows a good balance between work and my personal life.
Q35. I have the resources to do my job well.
Q36. My Agency or Department has the technology needed to get the work done.
Q37. My physical working environment is reasonable for my type of work.
Q38. I feel safe and secure in my work environment.

Compensation and Benefits

Q39. I am paid fairly for the work I do.
Q40. I feel that working for the State of Vermont provides me with good job security.
Q41. I feel that working for the State of Vermont provides me with a solid career path.
Q42. I understand my benefit plans.
Q43. I understand my retirement benefits.
Q44. Overall, I am satisfied with the benefits I receive.

Overall Satisfaction

Q45. In general, I am satisfied with my job.

Supplemental Question – 2019

Q46 I'm satisfied with my Agency/Department's efforts to keep the workplace free of sexual harassment.
Q47 The State has done a good job raising sexual harassment awareness and providing training on how to prevent and address it.
Q48 My supervisor would take any report of sexual harassment very seriously.
Q49 My Agency/Department has an inclusive work environment where staff diversity at all levels is valued and encouraged.
Q50 My supervisor values the diverse perspectives and ideas that come from staff members from different cultures, backgrounds and life experiences.
Q51 I believe my Agency/ Department reflects a culture of respect, professionalism and civility.
Q52 The State has done a good job providing training programs that promote an understanding of diversity, equity and inclusion.

Comments

Please provide any comments you may have about ways to make the State of Vermont a better place to work.

Demographic Information

53. What type of employee are you?
    - Classified
    - Exempt
    - Don't know

54. What is your age?
    - 34 or younger
    - 35 – 51
    - 52 or older
    - Prefer not to answer

55. I am a member of a protected class (women, persons with disabilities, LGBTQIA, persons of color, etc.).

Yes
No
Prefer not to answer

Q56 What is your management level?

Manager
Supervisor
Not a Manager or Supervisor

Other

57. Which best describes the work you do?
    - Administrative support
    - Service maintenance or Skilled craft
    - Paraprofessional or Technical
    - Professional
    - Protective services
    - Managerial or Administration

58. Where do you work?

Administration Agency
Agriculture, Food & Markets
Attorney General
Auditor of Accounts
Buildings & General Services
Children & Families
Commerce & Community Development
Corrections
Criminal Justice Training Council
DAIL
Defender General
Digital Services Agency
Education
Enhanced 911 Board
Environmental Conservation
Executive Office
Finance & Management
Financial Regulation
Fish & Wildlife
Forests, Parks & Recreation
Green Mountain Care Board
Health
Human Resources
Human Rights Commission
Human Services Agency
Labor
Labor Relations Board
Libraries
Liquor Control
Lottery Commission
Mental Health
Military
Motor Vehicles
Natural Resources Agency
Natural Resources Board
Other
Public Safety
Public Service Department
Public Utilities Commission

Secretary of State
State Treasurer
Taxes
Transportation (not DMV)
Vermont Commission on Women
Vermont Health Access
Veterans' Home
VOSHA Review Board

Appendix B – Responses to Survey Questions by Year and Department (Excel File))

Responses to Survey Questions by Year and Department (xlsx)

Appendix C – 2019 Responses to Survey Questions Compared with Statewide (Excel File)

2019 Responses to Survey Questions Compared with Statewide (xlsx)

Appendix D – Cross Tabulation of 2019 Responses to Survey Questions by Demographic Questions (Excel File)

Cross Tabulation of 2019 Responses to Survey Questions by Demographic Questions (xlsx)

Appendix E – Engagement Scores by Year by Department (Excel File)

Engagement Scores by Year by Department (xlsx)

Appendix F – 2019 Engagement Scores by Department Compared to Statewide (Excel File)

2019 Engagement Scores by Department Compared to Statewide (xlsx)