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**State of Vermont**  
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March 1, 2024

Hon. Michael Marcotte, Chair  
House Committee on Commerce and Economic Development  
115 State Street  
Montpelier, VT 05633

Re: February 20 and February 22, 2024 Testimony on Department of Labor Staffing

Dear Chair Marcotte and Members of the House Committee on Commerce and Economic Development:

As follow-up to the testimony my team and I provided for the Committee on Wednesday, February 20, 2024 regarding the Vermont Department of Labor's (VDOL) staffing shortages and our efforts to address that challenge, this letter will provide factual information for the Committee's consideration on the topics of culture, reclassification, and competitive pay, and offer a rebuttal to subsequent testimony the Committee received.

When you consider the tremendous amount of work the Department of Labor has engaged in to enhance its culture, I hope you understand why it was extremely disheartening to hear VSEA Director, Steve Howard, characterize the Department and its leadership in such a negative way without the factual basis to support the statements that were made. Unfortunately, Mr. Howard's testimony on February 22, 2024, was the first time I was made aware of any such concerns. As the Commissioner of the Department of Human Resources immediately shared with the Committee, there is no information currently available that supports these claims made by the VSEA Director and there are no grievances currently pending against the Department with regard to our work environment.

During our testimony on February 20<sup>th</sup>, we provided examples of some of the barriers we face when attracting and retaining talent, especially in our most demanding roles, and what tools and tactics we have employed to build a culture where individuals want to work and where employees look forward to reporting to work each day. The Department developed its purpose and principles in 2023 to establish the foundational components necessary for enhancing our organizational culture. Employees across every division, representing frontline employees, managers, and senior leaders, had the opportunity to be involved in the process and the Department's leadership team came to consensus on setting our roadmap for the future based on the information provided by our employees.



The Department’s purpose articulates why we exist as an organization and what we are striving to achieve, while our principles inform what it will take to achieve our purpose. These are provided below for reference. They serve as our North Star.

Purpose: The Department of Labor exists to improve the lives of working Vermonters. Together we serve the people and businesses of our great state so all of us can live well, be safe, and experience meaningful employment.

Principals: We achieve our purpose through

- Working with an OPERATIONAL EXCELLENCE mindset,
- Providing COMPASSIONATE SERVICE to everyone,
- Acting with PROFESSIONALISM and INTEGRITY in all that we do, and
- Ensuring EQUITY, ACCESS, and BELONGING for our staff and our customers.

Additionally, the Department has prioritized efforts that build employee engagement, further employee communication, and ensure employees have multiple opportunities to engage with, and provide feedback to, Department leadership. A few of these efforts are outlined below:

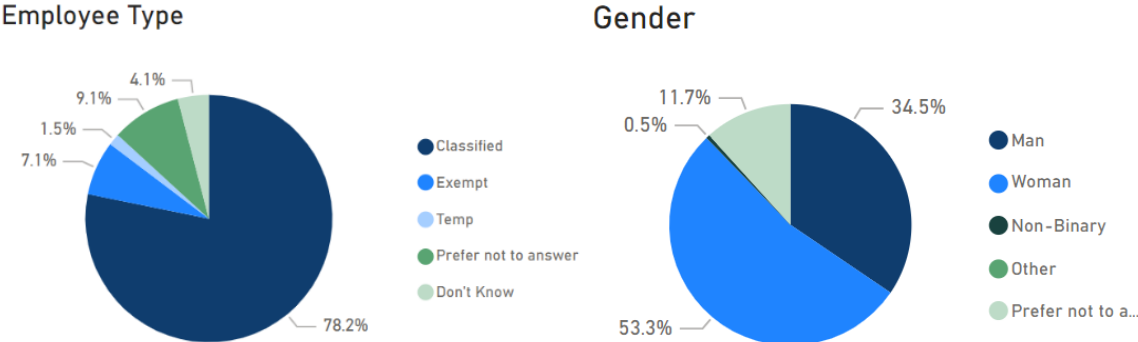
- Stay Interviews – These one-on-one interviews are offered to all new employees within their probationary period and conducted by members of the senior leadership team who are not in a direct supervisory line to the new employee. The Department also has a voluntary exit survey that staff can take when leaving the Department.
- New Employee Onboarding – The Department has created a specific onboarding and introduction process for new employees that includes a welcome packet and a face-to-face meeting with a member of our business office. As part of the introduction, employees are provided with our purpose and principles, a variety of information about working at the Department, various training and development opportunities, and department-branded materials.
- Department Meetings – The Commissioner holds three distinct meetings with various groups within the Department. There is a weekly senior leadership meeting with key staff, a quarterly extended leadership meeting that includes program managers and assistant directors, and a department-wide staff meeting with all Department employees. The department-wide staff meetings occur every couple of months and affords the Commissioner the opportunity to share information directly with frontline staff, while also answering questions directly from employees. Throughout these meetings, staff actively use the chat feature to ask questions and to give praise to their coworkers.

The Vermont Department of Labor staff are an extremely dedicated group of professionals and I believe that most of them find great meaning in the work they perform and have positive working relationships with the individuals who supervise them. Their commitment is often shown by the high number of staff



who volunteer for overtime operations or temporary assignments to ensure that the needs of our constituents are met.

Furthermore, the most recent Employee Engagement Survey (EES) does not indicate such an environment exists and our robust response rate (2023 EES: VDOL = 87.2%; Statewide = 64.8%) indicates we would see evidence in that survey if these concerns were valid. For reference, the Department’s employee response rate prior to the Scott Administration was 51% and 53% in 2015 and 2016, respectively. Since joining the Department, our response rate has been over 75%, with 84% in 2021 and 91.5% in 2022.



Source: 2023 State of Vermont Employee Engagement Survey - Labor

We can all agree that what Mr. Howard shared is extremely concerning. At the Department of Labor, and across State government, behavior that creates a hostile work environment or that is deemed retaliatory is expressly prohibited. So, if Mr. Howard has information to the contrary, those details should be shared with leadership of the Department of Labor, Department of Human Resources, or both immediately in order to prevent future occurrence.

There were a few other statements made with regards to options available to management, which are identified below, and require response from the Department to assure the Committee has all information readily accessible for an informed perspective.

**Reclassification**

This is certainly a tool afforded to agencies and departments, and the Department of Labor has used the reclassification process extensively over the years. It is, however, important to point out that there are a number of variables that must be taken into account when classifying or reclassifying positions. For instance, under the classification process, each position is graded based on its duties and responsibilities using the Willis Rating System. A numerical grade is assessed for each position, which determines the pay grade for that position. Individuals can be reclassified under the current process, but only if their duties and responsibilities have changed, and the pay increase is capped, which inherently does not produce a competitive wage. For example, if an unemployment insurance call center representative is performing the duties outlined under their current position, they cannot be reclassified simply for the purpose of obtaining higher pay. Their duties and responsibilities would need to be altered in order to reclassify the position.



There is the ability to have positions reviewed to ensure their classification and pay grade are appropriate. This is called a class review. Class reviews occur once per year (unless the job class is vacant or has only one employee in it). However, under the review process, if it is determined that a position is classified correctly based on the duties and responsibilities assigned, the grade/pay will remain the same. The Department of Labor has submitted class reviews over the years, and some have resulted in a reassessment of the position's pay grade, but that is not always the case.

**Competitive Pay**

Equity in pay is essential for ensuring that employees feel valued, and the Department works diligently to ensure that employees within each functional area are classified and compensated fairly and equitably. Within the State of Vermont, this equity is ensured through the adoption of the Willis Rating System and the classification of each position type. The Willis Rating System is not a method for giving pay raises to employees. It is a grading system for ensuring that positions that perform similar work across the organization are compensated in an equitable way. When considering compensation and reclassification, the Classification Committee and the Department must determine the following:

1. Is the current compensation level commensurate with the duties and responsibilities of the position?
2. Would increasing the compensation for this position align with other like positions across state government?
3. Would changing the compensation for a position create more or less equity?
4. How will the Department fund an increase to one or a multitude of positions?

In the end, neither the Department, nor its individual managers, have the ability to unilaterally select the compensation for a position. For existing employees, there are restrictions on how much their existing compensation can increase should their position be reclassified or if they are promoted, and for new state employees, there are multiple levels of approval for what is called a “Hire into Range,” which provides some flexibility in a new employee’s starting rate of pay. Existing state employees are not eligible for a “Hire into Range” when moving to a new position within State government.

The Department does actively utilize its meritorious award policy as a tool to reward or commend exemplary work. This policy affords the Department the ability to pay small and large one-time bonuses, institute pay increases known as step increases, and award additional leave time to employees among other things (all of which have been actively used by the Department in recent years). The Department has also, at times, reimbursed employees moving from out-of-state for some of their relocation expenses.

**Labor-Management Committee**

I was very intrigued by the idea of establishing a Labor-Management Committee within the Department of Labor and intend to do some more research on how this may be possible. Prior to the Pandemic, the Department of Labor had an informal “Commissioner’s Council,” which functioned similarly to a Labor-Management Committee, but the tremendous work of responding to the Pandemic made it difficult for the Council to remain active. The Council, comprised of classified staff and management, met with the Deputy Commissioner on a monthly basis.



**Male-Dominated Culture**

During my testimony on February 20, 2024, there were statements made that alluded to the Department being a male-dominated organization. In reviewing the Department’s most recent Employee Engagement Survey, I found that of those who responded to the survey, 53.3% identified themselves as “female.” I also reviewed all of the exempt, management, and program management level positions, and found that out of the 34 positions, 18 (52.9%) were occupied by women or individuals that identified as other than male.

In closing, the VSEA Director’s allegations are extremely concerning, and the Department of Labor would ask that detailed information substantiating these allegations is provided to the Department of Labor, Department of Human Resources, or both, so immediate action may be taken, should they be substantiated.

Finally, included with this letter, please find voluntary statements from two VDOL employees who, following the VSEA Director’s public comments, felt the need to share their personal experiences of working at the Department. You will also find a matrix of the State’s Employee Engagement Survey comparing the past three survey years and demonstrating the hard work the Department of Labor has been doing to improve its scores year over year.

Sincerely,



Michael Harrington  
Commissioner  
Vermont Department of Labor

*Enclosure*

- c. Steve Howard, VSEA President
- Kristin Clouser, Secretary of Administration



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February 27, 2024

To the Members of the House Committee on Commerce and Economic Development -

I write to you today as both a VSEA member, and an employee at the Department of Labor, to rebut recent testimony regarding Department practices and employee retention. I have been a Vermont State employee since 2020 and have previously worked for the City of New Orleans Department of Safety and Permits and the United States Department of Justice, Environmental and Natural Resources Division.

As Program Manager for the Workers' Compensation Program, I regularly engage with my supervisee colleagues using written performance evaluations and direct feedback, formal and informal discussion, solicitation for individual or anonymous comment, and through monthly full-team and focus group meetings. I am a member of the Department's Merit Committee and, as a member of the Department's Extended Leadership Team, I participate in candidate interviews, onboarding programs, and stay interviews department-wide.

I was disappointed by VSEA Executive Director Steve Howard's testimony in which he characterized the Department as plagued by poor communication with a retaliatory, oppressive, and toxic culture. His opinion strikes me as, at best, founded on cherry-picked information and, at worst, an indication that Union leadership thrives on conflict with State management and may not always come to the table in good faith.

Much of Mr. Howard's testimony was confusing as it either conflicted with my lived experience as a Department employee or suggested as improvements activities already taking place. During my time in our office of a dozen people, whose tenure in civil service averages in the double digits, three of my colleagues have had their positions reclassified, three have received significant merit bonuses, all positions have remote-work options, and we are frequently consulted by our Director on decisions affecting our workplace. Commissioner Harrington is an engaged and collegial leader who is present and personally accessible and who regularly holds departmental meetings where he specifically greets new hires and thanks colleagues upon their departure. We are supported by the DHR Field Ops team and the Business Office who provide the tools and guidance necessary to engage every employee individually and who prioritize consistent communication and management feedback.

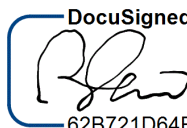
The sources Mr. Howard cites in support of his opinions are undocumented, unofficial conversations with disgruntled current or former State employees who brought their concerns directly to him. If he had availed himself of the Employee Engagement Survey dashboard, Mr. Howard could have seen quantifiable, directly sourced current employee feedback data, which



shows that the Department exceeded the State average in employee participation, retention, and workplace inclusivity. Had he reviewed the Department's statement of principles, he would have seen the months of unified effort between management and staff to articulate our guiding mission – *to improve the lives of working Vermonters*. Had he sought feedback from a larger sample size of current Department employees, he would have found the diversity of our workplace is reflected in the diversity of our opinions.

In sum, I believe that Mr. Howard's testimony painted an unfair picture of the Department of Labor and Commissioner Harrington's leadership. I encourage the committee to seek the origins of Mr. Howard's statements and to consult existing sources of verified data. I am happy to speak with anyone interested in this topic and I welcome you to contact me at your convenience.

Thank you,

DocuSigned by:  
  
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A. Berrian Eno-Van Fleet

Program Manager, Workers' Compensation



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February 27, 2024

Dear House Committee on Commerce and Economic Development,

I am writing to you in response to recent testimony that suggested that the Department of Labor's culture is retaliatory, oppressive, and toxic. It troubles me to hear that these words came directly from current Department of Labor employees, and I truly hope their experience improves over time. I am writing to tell you about my experience at the Department and the work that I have been involved in to improve employee retention and satisfaction.

I started as an official employee on November 8, 2020, but earlier that year, during the height of the pandemic, I had the opportunity to "volunteer" in the Unemployment Insurance Division for 10-weeks. My temporary assignment was to help stand up and manage a supplemental call center staffed by state employees who were also volunteering to help with the Unemployment Insurance program. I frequently interacted with Commissioner Harrington (who was Deputy Commissioner at that time), the Department's executive team, and high-ranking staff from the Governor's office, Agency of Digital Services and Department of Human Resources. It was by far the hardest working, dedicated and caring group of people I have had the privilege to work with in my 30+ year career. It was for this reason that I applied for my current position at the Department.

The 3+ years at the Department of Labor as the Business Office Operations Manager has been by far the best experience I have had in almost 10 years of being a State of Vermont employee. I feel encouraged, respected, and able to fully participate in Department-level decision making. Unless something unexpected happens, I plan to stay at the Department until I retire from state service.

I have a job that I love. I manage the Operations Team and among other things, we are tasked with making department-wide system improvements. Through the guidance and leadership of Commissioner Harrington, we have implemented many new programs and processes related to hiring, onboarding, and retention of new employees. It is our hope that these programs and future programs will have a positive impact on employee morale and retention. I am so pleased to see the [results](#) from the 2023 Employee Engagement survey - in the last three years our Department has shown a positive increase in all areas.





Some of the initiatives implemented in the last three years include:

- Employee Welcome Packets for new staff with a letter from the commissioner, information on Department policies and procedures and department swag (notebook, pen, and tumbler)
- Business Office informational meetings with new employees
- Stay Interviews – all new employees who have been at the Department a few months are invited to speak with a Department leader to give feedback on their experience and make suggestions for improvement.
- A digital Employee Suggestion Box
- Exit Survey – all employees who are leaving the Department are invited to provide feedback via this survey.
- Onboarding and offboarding processes
- A dedicated SharePoint site for Supervisors with resources on topics such as hiring/onboarding and supervision.
- Annual employee engagement events
- Jane Fortin Service Award, an annual award given to one or more employees who exhibit the desire, drive, and dedication to making a positive difference in the lives of Vermonters. Jane worked for the Department for 44 years before passing away in early 2023.

Our team is taking a systematic, strategic, data driven approach to process improvements and are partnering with other state entities to ensure consistency and efficacy. We don't want to do this work in a silo or take the "band-aid" approach. We partner with other state entities to ensure our work is in line with the state's subject matter experts' guidance. For example, we regularly participate in equity liaison meetings with the Office of Racial Equity and are implementing process improvements related to equity using the standards they set (i.e. the [2023 Language Access Report](#)). Other examples include my participation on the Governors Workforce Equity and Diversity Council and future work with DHR and the Vermont Certified Public Manager team who is pulling together training and resources for statewide efforts to implement the [EEO Plan](#).

Long lasting, positive change takes commitment, strategy, collaboration, and time. We are already seeing some fruits of our labor and are excited to continue to learn and grow and pivot when we need to. Please feel free to reach out if you have any questions about or suggestions for this work.

Sincerely,

DocuSigned by:

*Beth Meyer-Ehrich*

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Beth Meyer-Ehrich  
Business Office Operations Manager  
Vermont Department of Labor  
[beth.meyer-ehrich@vermont.gov](mailto:beth.meyer-ehrich@vermont.gov)



Department	Q1			Q2			Q3		
	2021	2022	2023	2021	2022	2023	2021	2022	2023
Agency of Administration	93.3%	88.0%	87.9%	80.0%	92.0%	93.9%	86.7%	92.0%	96.9%
Agency of Human Services	92.9%	89.5%	92.5%	100.0%	87.7%	96.3%	88.1%	91.2%	92.5%
Agency of Natural Resources	100.0%	100.0%	94.3%	100.0%	100.0%	94.3%	100.0%	95.7%	96.2%
Agriculture, Food and Markets, Agency	89.4%	94.1%	96.6%	90.6%	90.6%	94.4%	87.1%	90.6%	93.3%
Attorney General	96.0%	93.0%	98.1%	90.0%	94.7%	98.1%	96.0%	91.2%	92.5%
Auditor of Accounts	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Buildings and General Services	91.5%	94.1%	94.5%	88.4%	90.6%	91.5%	87.9%	89.9%	90.9%
Children & Families	95.6%	92.6%	92.6%	94.5%	92.8%	94.1%	92.6%	91.1%	92.6%
Commerce & Community Development, Agency	84.9%	89.2%	89.6%	92.5%	91.9%	91.0%	88.7%	89.2%	89.6%
Corrections	83.5%	86.6%	87.6%	77.1%	71.5%	78.5%	69.3%	65.1%	74.0%
Criminal Justice Council	100.0%	66.7%	80.0%	87.5%	66.7%	80.0%	100.0%	66.7%	80.0%
DAIL	96.7%	96.7%	96.5%	96.8%	96.2%	98.0%	95.7%	96.7%	96.5%
Defender General	100.0%	100.0%	84.2%	95.0%	100.0%	100.0%	95.0%	91.7%	89.5%
Digital Services, Agency	86.5%	90.8%	91.2%	82.3%	81.9%	87.0%	84.4%	85.6%	84.8%
Education	86.5%	91.3%	86.6%	69.8%	86.6%	80.4%	73.7%	88.2%	82.5%
Enhanced 911 Board	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Environmental Conservation	92.1%	91.7%	95.3%	89.2%	91.2%	96.2%	87.1%	90.1%	94.5%
Finance & Management	82.4%	100.0%	91.7%	88.2%	100.0%	91.7%	94.1%	100.0%	91.7%
Financial Regulation	94.2%	100.0%	94.4%	92.8%	100.0%	94.4%	94.2%	100.0%	97.2%
Fish & Wildlife	92.9%	95.9%	96.7%	89.4%	96.9%	98.9%	92.9%	96.9%	93.3%
Forests, Parks & Recreation	91.9%	100.0%	93.3%	96.8%	92.2%	90.0%	93.5%	88.9%	91.0%
Green Mountain Care Board	95.2%	95.5%	100.0%	90.5%	95.5%	100.0%	95.2%	90.9%	100.0%
Health	86.5%	87.9%	92.1%	92.4%	93.8%	94.0%	87.5%	92.2%	94.6%
Human Resources	98.8%	91.6%	95.9%	96.3%	96.8%	90.5%	94.0%	91.6%	91.9%
Labor	78.2%	85.6%	89.9%	86.2%	84.2%	93.4%	86.7%	84.7%	92.8%
Libraries	94.1%	100.0%	100.0%	100.0%	100.0%	92.3%	94.1%	100.0%	100.0%
Liquor & Lottery	96.8%	87.1%	95.5%	93.5%	93.5%	93.2%	96.8%	96.8%	100.0%
Mental Health	91.6%	94.0%	92.8%	89.5%	88.0%	89.2%	85.3%	85.5%	94.0%
Military	91.9%	93.9%	92.0%	89.2%	87.9%	84.0%	89.2%	90.9%	88.0%
Motor Vehicles	91.8%	88.7%	90.4%	88.7%	89.4%	87.3%	91.8%	88.0%	86.3%
Natural Resources Board	90.0%	94.7%	100.0%	90.0%	89.5%	92.9%	90.0%	94.7%	92.9%
Public Safety	96.8%	96.0%	93.5%	89.0%	89.3%	90.2%	85.8%	89.3%	91.3%
Public Service Department	100.0%	87.8%	92.1%	84.2%	85.7%	92.1%	86.8%	83.7%	89.5%
Public Utility Commission	92.9%	100.0%	100.0%	85.7%	94.4%	100.0%	92.9%	94.4%	92.3%
Secretary of State	91.8%	87.5%	92.2%	91.8%	89.6%	94.1%	93.9%	91.7%	96.1%
State Treasurer	93.3%	82.4%	94.4%	93.3%	82.4%	100.0%	86.7%	82.4%	94.4%
Taxes	96.8%	92.3%	93.4%	92.0%	94.4%	91.7%	88.8%	87.3%	92.6%
Transportation (not DMV)	90.5%	92.3%	94.9%	88.0%	89.4%	92.6%	85.9%	86.5%	91.4%
Vermont Health Access	93.9%	93.6%	93.4%	95.4%	94.5%	93.8%	94.6%	93.6%	95.0%
Vermont Veterans Home	97.0%	96.2%	92.3%	100.0%	98.1%	96.2%	93.9%	90.6%	96.2%
<b>Total</b>	<b>91.2%</b>	<b>91.9%</b>	<b>92.9%</b>	<b>89.5%</b>	<b>89.6%</b>	<b>91.7%</b>	<b>88.0%</b>	<b>88.2%</b>	<b>91.0%</b>

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.

Department	Q4			Q5			Q6			Q7			Q8		
	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023
Agency of Administration	100.0%	80.0%	90.9%	86.7%	84.0%	84.8%	80.0%	80.0%	72.7%	60.0%	72.0%	81.8%	78.6%	88.0%	78.8%
Agency of Human Services	81.0%	75.0%	85.0%	83.3%	73.2%	80.0%	71.4%	63.2%	82.5%	59.5%	57.9%	81.3%	81.0%	71.9%	81.3%
Agency of Natural Resources	73.3%	82.6%	83.0%	80.0%	91.3%	81.1%	73.3%	87.0%	79.2%	40.0%	60.9%	73.6%	86.7%	91.3%	82.7%
Agriculture, Food and Markets, Agency	84.7%	83.5%	88.8%	90.5%	83.5%	86.5%	79.8%	81.2%	88.8%	70.2%	74.1%	85.4%	84.5%	87.1%	94.4%
Attorney General	86.0%	89.5%	92.5%	84.0%	87.7%	88.7%	84.0%	80.7%	77.4%	52.0%	66.7%	77.4%	88.0%	82.5%	83.0%
Auditor of Accounts	100.0%	100.0%	100.0%	80.0%	100.0%	100.0%	90.0%	90.0%	100.0%	80.0%	70.0%	87.5%	90.0%	90.0%	100.0%
Buildings and General Services	81.4%	77.6%	79.3%	71.7%	72.2%	76.2%	65.7%	64.0%	73.6%	52.0%	55.9%	72.6%	77.6%	74.2%	75.0%
Children & Families	75.5%	70.9%	76.6%	77.6%	73.3%	79.8%	63.5%	60.9%	68.1%	60.8%	64.5%	74.9%	72.6%	62.5%	74.1%
Commerce & Community Development, Agency	83.0%	82.4%	85.1%	77.4%	86.5%	86.6%	64.2%	75.7%	73.1%	55.8%	69.9%	71.6%	75.0%	81.1%	77.6%
Corrections	54.7%	53.9%	69.1%	45.8%	45.0%	55.8%	32.2%	35.5%	55.7%	46.1%	49.0%	72.1%	46.2%	40.0%	66.5%
Criminal Justice Council	100.0%	66.7%	100.0%	87.5%	66.7%	100.0%	87.5%	33.3%	80.0%	75.0%	66.7%	80.0%	87.5%	66.7%	80.0%
DAIL	82.6%	85.3%	89.5%	85.9%	86.7%	89.6%	81.1%	85.8%	87.1%	75.7%	76.8%	88.6%	84.8%	83.3%	89.6%
Defender General	75.0%	95.8%	84.2%	90.0%	83.3%	84.2%	90.0%	83.3%	68.4%	75.0%	75.0%	84.2%	95.0%	91.7%	78.9%
Digital Services, Agency	71.9%	67.7%	78.2%	71.2%	65.0%	70.0%	49.5%	58.3%	73.7%	42.7%	59.0%	66.8%	64.6%	62.7%	75.6%
Education	65.6%	80.3%	76.3%	72.9%	75.6%	77.1%	51.0%	65.4%	64.9%	50.0%	50.4%	70.1%	71.9%	76.4%	73.2%
Enhanced 911 Board	100.0%	66.7%	66.7%	100.0%	66.7%	66.7%	100.0%	66.7%	100.0%	40.0%	66.7%	100.0%	100.0%	66.7%	100.0%
Environmental Conservation	75.5%	75.1%	77.5%	75.5%	76.8%	79.7%	63.3%	75.7%	75.8%	57.6%	69.1%	72.0%	70.3%	75.0%	77.1%
Finance & Management	76.5%	86.4%	91.7%	70.6%	77.3%	87.5%	47.1%	77.3%	83.3%	58.8%	68.2%	83.3%	70.6%	81.8%	87.5%
Financial Regulation	86.8%	95.5%	84.7%	85.5%	92.4%	86.1%	78.3%	92.4%	90.3%	77.9%	87.9%	84.5%	88.4%	93.9%	80.6%
Fish & Wildlife	75.3%	77.6%	87.8%	78.8%	80.4%	86.7%	70.6%	71.4%	75.6%	51.8%	68.4%	75.6%	78.8%	75.3%	82.2%
Forests, Parks & Recreation	85.5%	78.9%	82.2%	85.5%	77.8%	85.6%	55.7%	61.1%	65.6%	45.2%	52.2%	60.0%	79.0%	67.8%	77.8%
Green Mountain Care Board	81.0%	95.5%	93.3%	76.2%	90.9%	93.3%	81.0%	86.4%	80.0%	61.9%	95.5%	93.3%	90.5%	100.0%	93.3%
Health	65.5%	76.1%	79.7%	77.6%	79.1%	83.5%	57.5%	72.0%	75.2%	56.8%	60.2%	68.6%	65.8%	73.8%	80.6%
Human Resources	86.7%	82.1%	83.6%	78.0%	78.7%	71.6%	78.3%	75.8%	73.0%	69.9%	64.2%	71.6%	85.4%	77.9%	83.8%
<b>Labor</b>	<b>73.9%</b>	<b>75.1%</b>	<b>76.6%</b>	<b>69.7%</b>	<b>71.6%</b>	<b>76.6%</b>	<b>68.1%</b>	<b>63.6%</b>	<b>71.7%</b>	<b>61.7%</b>	<b>54.5%</b>	<b>70.1%</b>	<b>73.8%</b>	<b>67.6%</b>	<b>75.4%</b>
Libraries	76.5%	75.0%	92.3%	70.6%	87.5%	92.3%	64.7%	87.5%	76.9%	52.9%	62.5%	84.6%	82.4%	93.8%	76.9%
Liquor & Lottery	80.6%	77.4%	81.8%	77.4%	64.5%	70.5%	54.8%	67.7%	77.3%	54.8%	74.2%	77.3%	80.0%	69.0%	77.3%
Mental Health	66.3%	74.7%	81.9%	75.8%	74.4%	83.1%	62.8%	60.2%	75.9%	50.5%	50.6%	72.3%	65.3%	59.0%	80.7%
Military	83.8%	72.7%	84.0%	75.0%	72.7%	68.0%	67.6%	69.7%	64.0%	56.8%	51.5%	56.0%	75.0%	70.0%	73.9%
Motor Vehicles	78.4%	70.9%	73.3%	63.9%	66.2%	68.6%	49.0%	60.3%	49.5%	53.6%	61.6%	66.7%	67.4%	62.2%	65.7%
Natural Resources Board	70.0%	52.6%	71.4%	50.0%	63.2%	71.4%	60.0%	52.6%	64.3%	60.0%	55.6%	64.3%	60.0%	63.2%	85.7%
Public Safety	73.5%	76.8%	77.4%	76.0%	75.4%	78.5%	43.2%	61.0%	55.9%	50.3%	60.5%	65.2%	59.4%	72.3%	72.0%
Public Service Department	68.4%	79.2%	78.9%	78.9%	71.4%	84.2%	60.5%	63.3%	78.9%	60.5%	61.2%	81.6%	73.7%	73.5%	86.8%
Public Utility Commission	78.6%	83.3%	84.6%	85.7%	88.9%	92.3%	85.7%	88.9%	84.6%	64.3%	66.7%	76.9%	85.7%	94.4%	92.3%
Secretary of State	77.6%	72.9%	76.0%	79.6%	77.1%	82.4%	77.6%	83.3%	86.3%	75.5%	75.0%	74.5%	81.6%	79.2%	80.4%
State Treasurer	66.7%	70.6%	94.4%	86.7%	76.5%	94.4%	53.3%	76.5%	94.4%	60.0%	47.1%	88.9%	80.0%	70.6%	100.0%
Taxes	77.6%	76.2%	79.3%	76.0%	73.9%	77.7%	79.8%	74.8%	81.0%	68.0%	60.8%	75.2%	83.2%	68.1%	81.8%
Transportation (not DMV)	71.8%	75.5%	81.1%	68.5%	72.6%	77.4%	50.2%	62.7%	71.0%	54.6%	65.9%	73.5%	67.2%	68.6%	77.3%
Vermont Health Access	81.3%	79.5%	80.2%	82.0%	80.0%	81.3%	79.2%	73.2%	82.2%	73.8%	72.1%	81.8%	84.7%	78.6%	84.6%
Vermont Veterans Home	78.8%	81.1%	96.2%	90.9%	90.6%	96.2%	60.6%	60.4%	80.8%	75.8%	66.0%	100.0%	75.0%	63.5%	92.3%
<b>Total</b>	<b>74.5%</b>	<b>74.9%</b>	<b>79.9%</b>	<b>74.2%</b>	<b>73.7%</b>	<b>78.1%</b>	<b>61.3%</b>	<b>65.5%</b>	<b>73.0%</b>	<b>58.0%</b>	<b>62.1%</b>	<b>74.3%</b>	<b>71.7%</b>	<b>69.0%</b>	<b>78.2%</b>

**KEY:**

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.

Q7. I feel that working for the State of Vermont provides me with a solid career path.

Q8. In general, I am satisfied with my job.

Department	Q9			Q10			Q11			Q12		
	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023
Agency of Administration	60.0%	80.0%	60.6%	80.0%	88.0%	69.7%	86.7%	88.0%	69.7%	80.0%	72.0%	78.8%
Agency of Human Services	52.4%	47.4%	67.1%	57.1%	63.2%	77.2%	73.2%	70.2%	81.0%	57.1%	64.9%	69.6%
Agency of Natural Resources	80.0%	91.3%	69.8%	86.7%	91.3%	66.0%	73.3%	87.0%	62.3%	80.0%	82.6%	77.4%
Agriculture, Food and Markets, Agency	74.1%	70.6%	80.9%	76.5%	74.1%	83.1%	81.2%	78.8%	79.8%	84.5%	80.0%	88.8%
Attorney General	72.0%	75.4%	67.9%	64.0%	68.4%	52.8%	56.0%	68.4%	50.9%	68.0%	68.4%	64.2%
Auditor of Accounts	70.0%	80.0%	75.0%	50.0%	80.0%	75.0%	80.0%	80.0%	87.5%	80.0%	70.0%	75.0%
Buildings and General Services	63.8%	62.4%	56.1%	66.8%	68.8%	62.2%	67.8%	64.8%	60.4%	61.6%	66.2%	62.2%
Children & Families	60.4%	52.7%	63.6%	65.4%	58.3%	65.8%	56.6%	55.3%	63.9%	58.3%	56.2%	64.1%
Commerce & Community Development, Agency	64.2%	68.9%	61.2%	62.3%	68.9%	70.1%	69.8%	70.3%	70.1%	75.0%	79.7%	66.7%
Corrections	43.1%	30.2%	41.9%	45.7%	41.2%	45.2%	40.4%	33.1%	46.3%	44.0%	39.0%	45.7%
Criminal Justice Council	62.5%	33.3%	80.0%	87.5%	33.3%	80.0%	87.5%	33.3%	80.0%	87.5%	33.3%	80.0%
DAIL	83.7%	79.4%	78.2%	82.2%	80.5%	82.2%	76.2%	80.1%	85.1%	76.2%	77.3%	78.7%
Defender General	65.0%	54.2%	57.9%	70.0%	66.7%	57.9%	70.0%	54.2%	57.9%	75.0%	79.2%	68.4%
Digital Services, Agency	61.5%	57.6%	64.1%	59.9%	66.4%	67.3%	61.5%	61.8%	69.1%	65.4%	70.7%	73.3%
Education	31.3%	53.5%	51.5%	38.5%	58.3%	48.5%	43.8%	63.0%	56.7%	61.5%	66.9%	60.8%
Enhanced 911 Board	60.0%	100.0%	100.0%	80.0%	100.0%	100.0%	80.0%	100.0%	100.0%	80.0%	100.0%	100.0%
Environmental Conservation	69.1%	74.0%	67.4%	63.0%	68.3%	63.1%	66.9%	72.4%	66.5%	69.1%	69.6%	72.5%
Finance & Management	58.8%	72.7%	79.2%	52.9%	63.6%	83.3%	52.9%	77.3%	75.0%	82.4%	81.8%	70.8%
Financial Regulation	79.7%	86.4%	76.4%	82.6%	92.4%	75.0%	78.3%	86.2%	77.8%	71.0%	87.9%	79.2%
Fish & Wildlife	55.3%	48.5%	53.3%	60.0%	67.3%	60.0%	59.5%	60.2%	61.1%	71.8%	74.5%	73.3%
Forests, Parks & Recreation	64.5%	70.0%	70.8%	69.4%	72.2%	74.4%	69.4%	72.2%	77.8%	72.6%	76.7%	80.0%
Green Mountain Care Board	71.4%	90.9%	93.3%	76.2%	95.5%	86.7%	71.4%	90.9%	93.3%	85.7%	90.9%	93.3%
Health	57.5%	67.4%	69.5%	56.8%	69.9%	65.7%	51.6%	63.4%	62.9%	59.8%	73.3%	67.3%
Human Resources	74.7%	71.6%	66.2%	72.3%	74.7%	63.5%	69.5%	76.8%	70.3%	73.5%	74.7%	60.3%
Labor	60.1%	64.1%	74.4%	59.0%	65.6%	73.2%	60.1%	64.1%	70.2%	55.9%	62.0%	73.2%
Libraries	94.1%	100.0%	84.6%	94.1%	93.8%	92.3%	76.5%	87.5%	84.6%	70.6%	81.3%	75.0%
Liquor & Lottery	51.6%	48.4%	59.1%	58.1%	64.5%	79.5%	71.0%	58.1%	81.8%	61.3%	61.3%	65.9%
Mental Health	56.8%	57.8%	72.3%	63.2%	68.7%	71.1%	63.2%	65.1%	65.1%	57.9%	51.8%	60.2%
Military	47.2%	63.6%	52.0%	54.1%	75.8%	48.0%	62.2%	60.6%	52.0%	64.9%	69.7%	56.0%
Motor Vehicles	37.1%	48.7%	41.9%	43.3%	53.6%	45.7%	37.1%	46.4%	45.7%	41.2%	56.3%	46.7%
Natural Resources Board	20.0%	63.2%	64.3%	40.0%	84.2%	78.6%	20.0%	78.9%	78.6%	30.0%	52.6%	85.7%
Public Safety	44.5%	48.6%	49.5%	51.0%	54.2%	60.2%	43.9%	52.5%	51.6%	54.8%	66.7%	60.2%
Public Service Department	52.6%	59.2%	63.2%	68.4%	73.5%	68.4%	60.5%	61.2%	71.1%	65.8%	69.4%	75.7%
Public Utility Commission	85.7%	83.3%	53.8%	78.6%	94.4%	69.2%	64.3%	72.2%	76.9%	50.0%	66.7%	46.2%
Secretary of State	61.2%	56.3%	70.6%	75.5%	66.7%	76.5%	57.1%	66.0%	78.4%	59.2%	64.6%	76.5%
State Treasurer	66.7%	52.9%	88.9%	60.0%	58.8%	88.9%	73.3%	64.7%	100.0%	66.7%	70.6%	94.4%
Taxes	75.2%	68.5%	69.4%	73.4%	71.3%	74.4%	70.4%	74.8%	76.9%	71.2%	63.6%	71.9%
Transportation (not DMV)	50.1%	47.9%	51.7%	57.8%	56.0%	56.9%	58.3%	58.9%	64.3%	63.4%	63.3%	62.0%
Vermont Health Access	72.4%	70.5%	75.2%	73.1%	72.8%	75.6%	71.0%	75.7%	78.1%	69.8%	69.2%	71.3%
Vermont Veterans Home	60.6%	47.2%	53.8%	66.7%	54.7%	69.2%	51.5%	47.2%	65.4%	45.5%	47.2%	53.8%
<b>Total</b>	59.6%	57.9%	63.1%	62.4%	63.4%	65.4%	60.1%	61.6%	66.5%	62.7%	64.0%	66.8%

**KEY:**

Q9. Management and senior leadership\* communicate important information effectively.

Q10. I have an opportunity to provide feedback to management and senior leadership\*.

Q11. I am encouraged to share ideas on improving either service delivery or business process efficiency.

Q12. I feel I can communicate honestly and openly in my workplace.

Department	Q13			Q14			Q15			Q16		
	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023
Agency of Administration	73.3%	80.0%	90.9%	66.7%	72.0%	84.8%	80.0%	96.0%	84.8%	73.3%	83.3%	84.8%
Agency of Human Services	78.6%	82.5%	83.8%	71.4%	70.2%	78.8%	95.2%	92.9%	88.8%	78.6%	84.2%	83.8%
Agency of Natural Resources	80.0%	91.3%	90.6%	64.3%	73.9%	81.1%	86.7%	95.7%	88.7%	73.3%	87.0%	81.1%
Agriculture, Food and Markets, Agency	91.7%	82.4%	93.3%	88.1%	81.2%	92.1%	89.3%	95.3%	98.9%	83.5%	81.2%	93.3%
Attorney General	94.0%	91.2%	94.3%	88.0%	86.0%	84.9%	94.0%	89.5%	94.3%	88.0%	78.9%	88.7%
Auditor of Accounts	100.0%	100.0%	100.0%	66.7%	77.8%	100.0%	100.0%	100.0%	100.0%	90.0%	100.0%	87.5%
Buildings and General Services	75.4%	79.3%	81.1%	60.8%	64.4%	70.1%	76.9%	76.8%	76.7%	80.3%	79.7%	76.2%
Children & Families	77.1%	71.8%	82.6%	76.2%	67.5%	78.4%	84.5%	79.9%	83.3%	79.0%	79.3%	82.1%
Commerce & Community Development, Agency	88.5%	82.4%	89.6%	86.5%	79.7%	85.1%	96.2%	95.9%	88.1%	86.5%	83.8%	82.1%
Corrections	48.9%	49.0%	66.1%	50.9%	48.7%	59.5%	58.2%	53.5%	62.4%	69.0%	66.7%	70.0%
Criminal Justice Council	100.0%	100.0%	100.0%	87.5%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
DAIL	95.1%	94.3%	92.6%	79.2%	79.5%	85.6%	95.1%	94.8%	94.0%	90.8%	89.1%	87.1%
Defender General	75.0%	79.2%	84.2%	95.0%	83.3%	84.2%	90.0%	95.8%	100.0%	75.0%	75.0%	89.5%
Digital Services, Agency	80.6%	78.7%	88.9%	70.7%	71.9%	76.0%	82.7%	89.4%	87.6%	78.5%	85.3%	88.9%
Education	78.1%	78.0%	83.5%	69.8%	79.5%	79.2%	89.5%	88.2%	87.6%	78.1%	80.3%	79.4%
Enhanced 911 Board	80.0%	100.0%	100.0%	80.0%	100.0%	100.0%	100.0%	100.0%	100.0%	80.0%	100.0%	100.0%
Environmental Conservation	83.5%	85.1%	89.4%	74.1%	77.3%	78.8%	91.4%	90.0%	92.4%	83.5%	81.7%	83.9%
Finance & Management	94.1%	90.9%	100.0%	82.4%	86.4%	79.2%	100.0%	95.5%	87.5%	94.1%	81.8%	91.7%
Financial Regulation	85.5%	93.9%	90.3%	87.0%	89.4%	86.1%	88.2%	95.5%	94.4%	88.4%	89.4%	88.7%
Fish & Wildlife	87.1%	89.8%	92.2%	72.9%	76.5%	84.4%	91.8%	93.9%	94.4%	91.8%	89.8%	95.6%
Forests, Parks & Recreation	90.2%	76.7%	90.0%	75.8%	80.0%	93.3%	91.9%	88.8%	90.0%	90.3%	71.1%	88.9%
Green Mountain Care Board	95.2%	95.5%	93.3%	95.2%	90.9%	93.3%	95.2%	100.0%	100.0%	85.7%	95.5%	80.0%
Health	81.6%	87.2%	91.4%	79.4%	81.1%	81.8%	92.5%	95.0%	91.7%	82.5%	86.6%	87.6%
Human Resources	88.0%	85.3%	81.1%	87.8%	77.9%	77.0%	90.4%	88.4%	86.5%	96.4%	91.6%	90.5%
<b>Labor</b>	<b>74.3%</b>	<b>73.7%</b>	<b>85.7%</b>	<b>69.1%</b>	<b>67.5%</b>	<b>78.0%</b>	<b>77.7%</b>	<b>81.3%</b>	<b>83.9%</b>	<b>74.5%</b>	<b>76.6%</b>	<b>83.8%</b>
Libraries	94.1%	100.0%	100.0%	76.5%	81.3%	100.0%	100.0%	100.0%	100.0%	94.1%	100.0%	100.0%
Liquor & Lottery	74.2%	74.2%	75.0%	63.3%	58.1%	61.4%	83.9%	74.2%	65.9%	80.6%	74.2%	63.6%
Mental Health	64.2%	63.9%	83.1%	63.8%	63.9%	77.1%	80.0%	77.1%	91.6%	76.8%	74.7%	81.9%
Military	62.2%	72.7%	92.0%	51.4%	59.4%	68.0%	63.9%	60.6%	72.0%	67.6%	72.7%	84.0%
Motor Vehicles	61.9%	70.2%	65.7%	57.9%	58.9%	63.8%	64.9%	64.2%	64.8%	74.2%	74.8%	61.0%
Natural Resources Board	70.0%	57.9%	71.4%	80.0%	57.9%	78.6%	70.0%	89.5%	78.6%	80.0%	63.2%	92.9%
Public Safety	72.7%	78.5%	77.4%	69.7%	71.6%	69.9%	81.2%	83.5%	81.5%	82.6%	87.4%	81.7%
Public Service Department	81.6%	83.7%	89.5%	68.4%	77.1%	86.8%	89.5%	95.9%	86.8%	84.2%	87.8%	84.2%
Public Utility Commission	71.4%	82.4%	92.3%	71.4%	83.3%	76.9%	85.7%	88.9%	92.3%	71.4%	77.8%	84.6%
Secretary of State	77.6%	77.1%	78.4%	67.3%	64.6%	74.5%	83.7%	91.7%	82.4%	69.4%	78.7%	76.5%
State Treasurer	100.0%	100.0%	100.0%	93.3%	100.0%	94.4%	93.3%	94.1%	94.4%	100.0%	100.0%	100.0%
Taxes	76.8%	72.0%	82.6%	68.0%	69.9%	74.4%	83.2%	81.8%	86.8%	81.6%	79.4%	79.2%
Transportation (not DMV)	72.8%	71.9%	83.9%	62.7%	60.4%	72.4%	75.8%	74.5%	81.1%	76.2%	76.4%	84.1%
Vermont Health Access	77.4%	79.1%	87.1%	71.4%	76.0%	82.6%	84.2%	82.9%	90.0%	85.1%	85.5%	85.1%
Vermont Veterans Home	30.3%	45.3%	61.5%	36.4%	41.5%	57.7%	63.6%	62.3%	53.8%	60.6%	67.9%	53.8%
<b>Total</b>	<b>76.2%</b>	<b>75.4%</b>	<b>84.3%</b>	<b>70.2%</b>	<b>69.0%</b>	<b>76.9%</b>	<b>82.4%</b>	<b>81.3%</b>	<b>84.5%</b>	<b>80.2%</b>	<b>79.8%</b>	<b>82.6%</b>

**KEY:**  
Q13. The people I work with treat each other respectfully.  
Q14. The people I work with care about me.  
Q15. My fellow employees are committed to doing good work.  
Q16. The employees in my work group work well together as a team.

Department	Q17			Q18			Q19			Q20			Q21			Q22		
	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023
Agency of Administration	73.3%	72.0%	72.7%	80.0%	84.0%	66.7%	86.7%	88.0%	75.8%	66.7%	72.0%	69.7%	73.3%	92.0%	78.8%	80.0%	84.0%	75.0%
Agency of Human Services	71.4%	71.4%	75.0%	69.0%	75.4%	83.8%	78.6%	80.7%	78.8%	64.3%	75.4%	78.8%	88.1%	89.5%	80.0%	83.3%	86.0%	86.3%
Agency of Natural Resources	73.3%	87.0%	67.9%	73.3%	87.0%	69.8%	93.3%	91.3%	86.5%	80.0%	87.0%	79.2%	86.7%	95.7%	90.6%	78.6%	95.7%	92.5%
Agriculture, Food and Markets, Agency	70.6%	76.5%	84.3%	74.1%	75.3%	83.1%	87.1%	88.2%	95.5%	78.8%	72.9%	92.1%	87.1%	90.6%	94.4%	92.9%	91.8%	95.5%
Attorney General	90.0%	82.5%	81.1%	78.0%	78.9%	81.1%	90.0%	80.7%	73.6%	80.0%	80.7%	71.7%	92.0%	89.5%	88.7%	94.0%	91.2%	88.5%
Auditor of Accounts	100.0%	100.0%	100.0%	80.0%	80.0%	87.5%	90.0%	90.0%	87.5%	90.0%	90.0%	87.5%	90.0%	90.0%	87.5%	66.7%	80.0%	85.7%
Buildings and General Services	78.9%	74.7%	71.3%	72.7%	70.5%	69.5%	81.4%	80.2%	75.6%	70.4%	66.7%	65.2%	82.4%	74.3%	72.6%	76.3%	74.6%	73.2%
Children & Families	78.8%	74.6%	76.4%	74.7%	69.9%	72.5%	80.3%	78.2%	79.1%	66.8%	63.5%	69.4%	75.8%	76.1%	80.5%	78.8%	78.2%	83.8%
Commerce & Community Development, Agency	75.0%	78.4%	67.2%	61.5%	77.0%	64.2%	73.1%	80.8%	71.6%	71.2%	79.7%	65.7%	78.8%	79.7%	77.3%	84.6%	85.1%	87.9%
Corrections	71.3%	65.0%	68.8%	61.6%	57.4%	64.0%	68.7%	69.4%	70.9%	57.3%	57.4%	59.3%	63.4%	68.6%	69.9%	67.5%	70.6%	67.6%
Criminal Justice Council	75.0%	33.3%	60.0%	62.5%	33.3%	60.0%	75.0%	33.3%	80.0%	75.0%	33.3%	60.0%	75.0%	33.3%	100.0%	75.0%	33.3%	100.0%
DAIL	84.3%	85.8%	83.5%	77.3%	80.1%	77.0%	88.6%	88.6%	88.0%	75.1%	79.1%	80.9%	88.6%	91.0%	89.6%	89.2%	89.6%	92.0%
Defender General	70.0%	54.2%	68.4%	70.0%	50.0%	73.7%	95.0%	75.0%	78.9%	75.0%	58.3%	68.4%	85.0%	87.5%	78.9%	95.0%	75.0%	89.5%
Digital Services, Agency	74.5%	78.8%	75.6%	67.7%	73.7%	72.8%	77.5%	79.1%	82.5%	66.7%	73.0%	75.6%	78.1%	84.8%	90.3%	80.1%	85.3%	88.9%
Education	74.0%	77.2%	72.9%	80.2%	78.7%	67.7%	82.3%	85.8%	82.3%	74.0%	80.3%	70.8%	86.5%	82.7%	86.5%	88.5%	90.6%	87.5%
Enhanced 911 Board	100.0%	100.0%	100.0%	80.0%	100.0%	100.0%	80.0%	100.0%	100.0%	60.0%	100.0%	100.0%	80.0%	100.0%	100.0%	80.0%	100.0%	100.0%
Environmental Conservation	81.9%	79.6%	77.5%	77.0%	76.8%	70.3%	76.3%	82.9%	81.4%	74.6%	76.2%	75.8%	84.2%	87.8%	86.9%	86.3%	93.4%	87.2%
Finance & Management	64.7%	81.8%	79.2%	58.8%	68.2%	75.0%	88.2%	86.4%	83.3%	47.1%	81.8%	87.5%	82.4%	86.4%	91.7%	76.5%	86.4%	83.3%
Financial Regulation	85.5%	92.4%	81.9%	75.4%	87.9%	72.2%	84.1%	90.9%	83.3%	78.3%	87.9%	76.4%	82.6%	90.9%	80.6%	82.6%	89.4%	83.3%
Fish & Wildlife	78.8%	75.5%	76.7%	67.1%	70.4%	58.9%	89.4%	83.7%	81.1%	71.8%	71.4%	65.6%	88.2%	82.5%	80.0%	85.9%	84.7%	83.3%
Forests, Parks & Recreation	82.3%	73.3%	82.2%	83.9%	72.2%	81.1%	85.5%	84.4%	87.8%	82.3%	80.0%	83.3%	85.5%	82.2%	88.9%	88.7%	88.9%	91.1%
Green Mountain Care Board	75.0%	85.7%	93.3%	75.0%	85.7%	93.3%	75.0%	100.0%	86.7%	80.0%	90.5%	86.7%	85.0%	100.0%	86.7%	85.0%	100.0%	93.3%
Health	72.9%	75.6%	77.8%	63.6%	75.6%	77.7%	76.8%	82.2%	83.2%	68.2%	74.0%	78.1%	75.1%	86.2%	86.7%	80.0%	87.8%	90.2%
Human Resources	81.9%	85.3%	78.4%	78.3%	84.2%	81.1%	80.7%	84.2%	83.8%	80.7%	81.1%	82.4%	89.2%	85.3%	83.8%	91.6%	87.4%	87.8%
Labor	59.7%	64.1%	81.0%	57.0%	60.6%	78.6%	70.3%	75.0%	83.9%	57.8%	64.1%	77.4%	71.0%	73.2%	86.9%	72.0%	77.0%	86.9%
Libraries	88.2%	100.0%	100.0%	88.2%	93.8%	100.0%	94.1%	100.0%	100.0%	88.2%	93.8%	92.3%	94.1%	100.0%	100.0%	88.2%	93.8%	100.0%
Liquor & Lottery	67.7%	74.2%	70.5%	54.8%	61.3%	70.5%	74.2%	80.6%	81.8%	61.3%	66.7%	68.2%	83.9%	71.0%	75.0%	67.7%	74.2%	81.8%
Mental Health	69.5%	71.1%	78.3%	61.1%	67.5%	74.7%	70.5%	78.0%	79.5%	57.4%	62.2%	73.5%	70.5%	78.0%	81.9%	68.4%	74.7%	78.3%
Military	62.2%	63.6%	72.0%	54.1%	51.5%	64.0%	73.0%	81.8%	76.0%	56.8%	54.5%	64.0%	73.0%	78.8%	76.0%	70.3%	72.7%	76.0%
Motor Vehicles	71.1%	61.6%	65.7%	58.8%	56.7%	57.1%	76.3%	68.9%	63.8%	57.3%	55.6%	61.0%	68.0%	67.3%	70.5%	73.2%	67.5%	74.3%
Natural Resources Board	50.0%	57.9%	71.4%	50.0%	52.6%	92.9%	50.0%	63.2%	85.7%	50.0%	47.4%	71.4%	50.0%	63.2%	78.6%	40.0%	73.7%	92.9%
Public Safety	78.7%	79.1%	67.7%	67.7%	71.8%	61.3%	80.5%	83.1%	77.4%	66.5%	73.4%	64.1%	83.2%	77.8%	76.1%	78.1%	81.3%	81.7%
Public Service Department	84.2%	75.5%	78.9%	76.3%	65.3%	76.3%	89.2%	81.6%	84.2%	68.4%	67.3%	73.7%	84.2%	85.7%	89.5%	81.6%	85.7%	89.5%
Public Utility Commission	84.6%	76.5%	83.3%	61.5%	76.5%	75.0%	84.6%	70.6%	83.3%	61.5%	76.5%	83.3%	53.8%	76.5%	66.7%	69.2%	88.2%	83.3%
Secretary of State	72.9%	70.8%	82.4%	67.3%	70.8%	86.3%	77.6%	70.8%	82.4%	65.3%	70.8%	74.5%	75.5%	75.0%	86.3%	79.6%	77.1%	84.3%
State Treasurer	86.7%	58.8%	94.4%	86.7%	58.8%	94.4%	86.7%	70.6%	100.0%	73.3%	58.8%	94.4%	80.0%	76.5%	94.4%	86.7%	94.1%	88.9%
Taxes	82.3%	75.5%	82.6%	76.0%	73.9%	76.0%	80.8%	73.2%	80.0%	77.6%	72.0%	76.9%	84.7%	81.0%	79.3%	83.1%	81.1%	81.8%
Transportation (not DMV)	74.4%	74.8%	76.3%	68.7%	69.8%	73.0%	81.4%	76.6%	83.4%	64.5%	64.0%	71.7%	76.2%	75.1%	80.9%	78.3%	73.5%	80.1%
Vermont Health Access	81.2%	81.3%	82.6%	79.4%	78.7%	78.8%	80.9%	83.0%	83.4%	76.6%	77.9%	77.4%	84.7%	82.6%	85.5%	85.1%	85.5%	83.1%
Vermont Veterans Home	68.8%	64.2%	76.9%	69.7%	60.4%	57.7%	78.8%	58.5%	73.1%	45.5%	54.7%	57.7%	51.5%	58.5%	61.5%	60.6%	58.5%	65.4%
<b>Total</b>	<b>76.0%</b>	<b>74.4%</b>	<b>76.8%</b>	<b>70.0%</b>	<b>70.5%</b>	<b>73.1%</b>	<b>79.1%</b>	<b>78.6%</b>	<b>80.8%</b>	<b>67.9%</b>	<b>68.8%</b>	<b>73.0%</b>	<b>78.3%</b>	<b>78.6%</b>	<b>82.2%</b>	<b>79.4%</b>	<b>80.1%</b>	<b>83.4%</b>

KEY:

Q17. My supervisor clearly explains my job performance expectations.

Q18. My supervisor regularly provides me with timely and useful feedback.

Q19. My supervisor gives me an opportunity to do my best work.

Q20. I am satisfied with the recognition I receive from my supervisor for my work.

Q21. My supervisor treats employees fairly and respectfully.

Q22. My supervisor seems to care about me as a person.

Department	Q23			Q24			Q25			Q26		
	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023
Agency of Administration	80.0%	84.0%	66.7%	66.7%	80.0%	75.8%	80.0%	80.0%	71.9%	40.0%	52.0%	54.5%
Agency of Human Services	69.0%	82.5%	81.3%	69.0%	70.2%	80.0%	66.7%	66.7%	70.0%	50.0%	63.2%	55.0%
Agency of Natural Resources	80.0%	87.0%	71.7%	66.7%	87.0%	77.4%	66.7%	69.6%	60.4%	33.3%	65.2%	43.4%
Agriculture, Food and Markets, Agency	75.3%	76.5%	87.6%	77.6%	76.2%	91.0%	70.6%	72.9%	86.5%	44.7%	54.1%	64.8%
Attorney General	78.0%	82.5%	77.4%	74.0%	68.4%	71.7%	64.0%	59.6%	66.0%	44.0%	49.1%	58.5%
Auditor of Accounts	90.0%	90.0%	87.5%	90.0%	80.0%	87.5%	90.0%	80.0%	87.5%	33.3%	44.4%	71.4%
Buildings and General Services	75.3%	70.5%	67.7%	59.8%	64.4%	65.0%	67.5%	68.6%	66.5%	47.5%	44.3%	48.8%
Children & Families	70.2%	68.4%	71.7%	66.5%	64.5%	70.5%	69.7%	66.5%	65.8%	47.0%	45.8%	48.5%
Commerce & Community Development, Agency	63.5%	73.0%	70.1%	55.8%	73.0%	74.6%	55.8%	70.3%	59.1%	34.6%	56.8%	52.2%
Corrections	59.7%	60.2%	60.2%	54.1%	53.8%	66.8%	57.1%	54.9%	60.8%	40.4%	39.7%	47.5%
Criminal Justice Council	62.5%	33.3%	60.0%	62.5%	66.7%	80.0%	50.0%	66.7%	60.0%	50.0%	0.0%	60.0%
DAIL	78.1%	82.5%	80.0%	78.4%	81.4%	83.0%	76.1%	79.4%	76.4%	58.5%	63.5%	68.5%
Defender General	75.0%	66.7%	63.2%	85.0%	83.3%	78.9%	85.0%	83.3%	84.2%	40.0%	37.5%	36.8%
Digital Services, Agency	66.1%	75.1%	73.7%	59.9%	73.7%	74.2%	53.7%	61.3%	59.4%	47.9%	57.9%	59.0%
Education	80.0%	77.2%	67.7%	71.9%	72.2%	67.0%	64.6%	64.6%	56.7%	44.8%	55.1%	42.7%
Enhanced 911 Board	80.0%	100.0%	100.0%	60.0%	66.7%	100.0%	60.0%	66.7%	100.0%	20.0%	33.3%	33.3%
Environmental Conservation	70.5%	72.9%	70.3%	68.3%	72.9%	76.6%	66.9%	69.6%	66.8%	47.5%	55.8%	50.6%
Finance & Management	76.5%	77.3%	70.8%	58.8%	86.4%	70.8%	52.9%	81.8%	75.0%	41.2%	63.6%	54.2%
Financial Regulation	82.6%	89.4%	79.2%	88.4%	92.4%	80.6%	85.5%	90.9%	80.6%	69.6%	81.8%	70.8%
Fish & Wildlife	81.2%	75.5%	66.7%	76.5%	75.5%	71.1%	69.4%	72.4%	68.9%	47.1%	62.9%	43.3%
Forests, Parks & Recreation	79.0%	71.1%	82.2%	72.6%	71.1%	76.7%	75.8%	71.1%	70.0%	48.4%	50.6%	62.2%
Green Mountain Care Board	70.0%	95.2%	86.7%	75.0%	95.2%	93.3%	65.0%	90.5%	100.0%	65.0%	81.0%	80.0%
Health	65.1%	73.3%	73.3%	62.9%	74.1%	79.0%	63.0%	74.2%	74.5%	44.3%	55.8%	55.7%
Human Resources	77.1%	80.0%	79.7%	75.9%	81.1%	73.0%	75.9%	74.2%	62.2%	68.7%	62.8%	48.6%
Labor	61.3%	64.7%	76.8%	51.6%	63.6%	74.9%	56.5%	61.1%	70.8%	30.6%	41.8%	51.8%
Libraries	94.1%	93.8%	100.0%	82.4%	87.5%	69.2%	88.2%	100.0%	76.9%	64.7%	81.3%	69.2%
Liquor & Lottery	71.0%	71.0%	72.1%	67.7%	64.5%	70.5%	77.4%	80.6%	61.4%	40.0%	48.4%	50.0%
Mental Health	63.2%	65.1%	70.7%	53.7%	69.9%	69.5%	50.5%	67.5%	70.7%	40.0%	48.8%	47.6%
Military	64.9%	57.6%	60.0%	62.2%	66.7%	52.0%	73.0%	54.5%	52.0%	37.8%	39.4%	32.0%
Motor Vehicles	67.7%	58.7%	63.8%	62.9%	54.7%	60.0%	61.9%	56.4%	57.1%	43.3%	36.4%	47.6%
Natural Resources Board	40.0%	42.1%	71.4%	50.0%	47.4%	57.1%	40.0%	42.1%	57.1%	20.0%	26.3%	28.6%
Public Safety	70.3%	73.4%	62.4%	63.2%	74.0%	60.2%	63.6%	73.9%	73.1%	40.5%	51.4%	44.1%
Public Service Department	71.1%	73.5%	73.7%	65.8%	69.4%	75.7%	65.8%	59.2%	68.4%	44.7%	61.2%	47.4%
Public Utility Commission	61.5%	70.6%	75.0%	92.3%	76.5%	84.6%	92.3%	94.1%	84.6%	30.8%	47.1%	41.7%
Secretary of State	63.3%	68.8%	80.4%	69.4%	70.8%	80.4%	71.4%	60.4%	72.5%	50.0%	45.8%	62.7%
State Treasurer	85.7%	70.6%	94.4%	60.0%	70.6%	94.4%	73.3%	64.7%	77.8%	53.3%	47.1%	72.2%
Taxes	76.0%	72.7%	74.4%	69.4%	69.9%	73.6%	75.2%	70.6%	66.9%	52.8%	51.8%	53.7%
Transportation (not DMV)	71.5%	68.9%	76.6%	73.5%	69.0%	77.1%	72.1%	71.7%	76.0%	50.4%	53.6%	59.8%
Vermont Health Access	76.6%	79.1%	76.9%	73.8%	76.6%	76.4%	72.5%	74.5%	72.7%	58.8%	65.5%	70.7%
Vermont Veterans Home	48.5%	55.8%	61.5%	51.5%	54.7%	61.5%	63.6%	59.6%	76.9%	39.4%	41.5%	38.5%
<b>Total</b>	70.5%	71.0%	72.8%	66.6%	68.8%	73.8%	67.0%	68.0%	69.0%	47.2%	51.4%	54.5%

**KEY:**

Q23. My supervisor provides the help I need to improve my job performance.

Q24. I have an opportunity to learn and grow professionally.

Q25. I receive the training I need to perform my job.

Q26. My supervisor and I discuss and plan my career development.

Department	Q27			Q28		
	2021	2022	2023	2021	2022	2023
	<b>% Agree</b>	<b>% Agree</b>	<b>% Agree</b>	<b>% Agree</b>	<b>% Agree</b>	<b>% Agree</b>
Agency of Administration	46.7%	48.0%	48.5%	73.3%	64.0%	60.6%
Agency of Human Services	54.8%	56.1%	67.5%	61.9%	57.9%	66.3%
Agency of Natural Resources	60.0%	65.2%	52.8%	73.3%	73.9%	75.5%
Agriculture, Food and Markets, Agency	67.9%	67.1%	78.7%	72.6%	77.6%	82.0%
Attorney General	56.0%	56.1%	73.6%	60.0%	64.9%	81.1%
Auditor of Accounts	100.0%	90.0%	100.0%	90.0%	100.0%	100.0%
Buildings and General Services	66.3%	57.0%	67.1%	71.2%	68.8%	75.0%
Children & Families	44.8%	38.3%	51.8%	57.4%	47.9%	61.3%
Commerce & Community Development, Agency	44.2%	56.8%	58.2%	46.2%	68.9%	64.2%
Corrections	36.3%	27.1%	53.0%	35.6%	26.5%	44.2%
Criminal Justice Council	50.0%	33.3%	80.0%	75.0%	66.7%	80.0%
DAIL	60.0%	48.8%	59.7%	70.3%	70.6%	78.5%
Defender General	60.0%	66.7%	52.6%	60.0%	62.5%	57.9%
Digital Services, Agency	53.9%	51.6%	68.2%	68.8%	68.1%	82.4%
Education	49.0%	52.8%	66.0%	64.6%	70.9%	75.3%
Enhanced 911 Board	40.0%	33.3%	33.3%	80.0%	33.3%	66.7%
Environmental Conservation	30.4%	34.8%	43.8%	56.5%	67.4%	68.2%
Finance & Management	76.5%	68.2%	66.7%	76.5%	77.3%	62.5%
Financial Regulation	78.3%	74.2%	79.2%	84.1%	87.9%	87.5%
Fish & Wildlife	45.9%	42.3%	40.0%	58.8%	56.7%	53.3%
Forests, Parks & Recreation	24.2%	32.2%	33.7%	54.8%	54.4%	46.7%
Green Mountain Care Board	66.7%	81.8%	73.3%	81.0%	90.9%	86.7%
Health	41.2%	61.4%	68.6%	40.5%	72.3%	74.9%
Human Resources	61.4%	47.4%	66.2%	78.3%	68.4%	78.4%
<b>Labor</b>	<b>50.0%</b>	<b>51.7%</b>	<b>70.8%</b>	<b>59.4%</b>	<b>64.9%</b>	<b>69.6%</b>
Libraries	52.9%	81.3%	84.6%	76.5%	100.0%	76.9%
Liquor & Lottery	48.4%	61.3%	70.5%	64.5%	80.6%	77.3%
Mental Health	65.3%	50.6%	66.3%	51.6%	47.0%	74.7%
Military	59.5%	69.7%	60.0%	70.3%	72.7%	68.0%
Motor Vehicles	50.0%	53.6%	61.9%	60.4%	62.0%	57.1%
Natural Resources Board	20.0%	21.1%	64.3%	40.0%	47.4%	64.3%
Public Safety	45.2%	50.8%	47.3%	43.2%	51.4%	60.2%
Public Service Department	47.4%	65.3%	68.4%	55.3%	75.5%	71.1%
Public Utility Commission	71.4%	61.1%	76.9%	78.6%	66.7%	76.9%
Secretary of State	55.1%	58.3%	74.5%	75.5%	66.7%	84.3%
State Treasurer	53.3%	29.4%	72.2%	60.0%	41.2%	88.9%
Taxes	65.6%	56.6%	66.9%	77.6%	68.3%	74.4%
Transportation (not DMV)	57.3%	59.0%	71.0%	61.7%	64.5%	72.8%
Vermont Health Access	68.3%	65.2%	67.8%	75.6%	71.4%	78.8%
Vermont Veterans Home	57.6%	52.8%	69.2%	42.4%	60.4%	61.5%
<b>Total</b>	<b>52.5%</b>	<b>51.1%</b>	<b>62.0%</b>	<b>60.3%</b>	<b>61.2%</b>	<b>69.3%</b>

**KEY:**

Q27. The amount of work I am expected to perform is reasonable.

Q28. My job allows a good balance between work and my personal life.