Analysis of State of Vermont

Employee Engagement Survey Results – 2025

VERMONT
DEPARTMENT OF HUMAN RESOURCES

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Executive Summary

- The 2025 employee engagement survey occurred in June of 2025. There was an overall response rate of 72.7%.

- Engagement was measured by seven different components - Alignment, Communication, Satisfaction, Peers, Supervisor, Growth, Balance – and found the highest level of agreement on items assessing Alignment (understanding the link between one's job and the organization's mission) at 93.0% as well as Peers (positive relationships in the workplace) at 82.3%.

- The lowest levels of agreement were on items assessing engagement components for Growth at 60.8% (personal growth and development) and Communication (value employee voices, ideas, opinions) at 65.2%.

- There were modest increases in Satisfaction (+1.8%) and Balance (+3.0%) comparing 2025 results to 2024 survey results.

- The 2024 average employee engagement score was 3.97 out of possible 5. This was not significantly different from the 2024 survey (3.95). Historically, the overall engagement score has not changed meaningfully since the first survey in 2014.

- The Work Engagement Scale, a more directly measure the concept of engagement, included items measuring vigor at work, dedication, and absorption. In general, the results show high levels of work engagement among respondents. Particularly high was a measure of dedication "I'm proud of the work I do," which showed that 72.2% of respondents indicated they felt that way very often or always. Also, a measure of absorption "I am immersed in my work" showed 66.1% of respondents indicating they felt that way "very often" or "always."

- The Employee Net Promoter score, eNPS, which is another measure of employee engagement, showed a statewide eNPS of 14.0, which was a significant increase from the 2024 results (.92). eNPS is the difference between the percent of "detractors" who would not recommend the State of Vermont as an employer and the percent of "promoters" who would. The 14.0 eNPS indicates that there was substantially higher percent of promoters than detractors.

- Employee retention measures showed a high level of confidence that respondents felt they could find a job in another organization as good or better than their current one with nearly 50% confident. The level of confidence dropped slightly from 2024 survey results (-5%).

- Nearly 60% indicated they were unlikely to be actively looking for a new job in the next year. On the other hand, nearly 18% indicated that it was likely they would be looking for another job

and nearly 23% were neutral. The percent indicating "likely" dropped slightly from 2024 survey results (-1.1%).

- Engagement components that saw the greatest difference in agreement between those indicating they were likely to leave and those indicating they were unlikely to leave were organizational culture (-43.6%), growth (-41.7%), communication (-41.1%), satisfaction (-40.8%), and psychological safety (-38.6%). Departments wanting to address underlying causes that may be indicative of potential attrition can use these specific areas as targets for improvement.

- For those respondents who had any amount of telework/hybrid schedule over 90% agreed that they can collaborate effectively with their colleagues while working remotely (93.1%) and that remote work positively impacts their work life balance (92.5%). In addition, 88.2% agreed that remote work positively impacts their individual performance. These robust results were consistent with the 2024 survey results.

- For each of the employee engagement components the order was the same: respondents indicating 100% remote had the highest level of agreement; those indicating hybrid had the next highest level of agreement; and those who indicated does not apply had the lowest agreement. However, for several of the components the percent difference was marginal.

- An AI generated summary of over 1,800 comments to the single open-ended question showed the overarching themes and specific concerns included remote work and office utilization, compensation and benefits, leadership and management, work conditions and culture, training and development, operational efficiency and resource allocation, and equity and inclusion.

- Neary 80% of respondents indicated they had seen/read or otherwise been made aware of the results of the last employee engagement survey. However, only a little over 30% said they could identify a tangible change that was made because of the results of the survey. This was, however, a relatively large improvement from the 2024 survey (+7.5%).

Employee Engagement: Statewide Index

2025 Statewide Index
Represents total statewide agreement[1] to survey items related to the dimension.

Alignment
Understanding the Link between One's Job and the Organization's Mission

93.0%

Balance
Work-Life Integration

69.1%

Communication
Value Employee Voices, Ideas, Opinions

65.2%

Growth
Personal Growth and Development

60.8%

Peers
Positive Relationships in the Workplace

82.3%

Satisfaction
Work and Employer

78.6%

Supervisor
Support, Recognition and Feedback

78.5%

[1] Based on respondents identifying as classified or exempt employees..

Employee Engagement Survey Items: Summary of Key Findings

Alignment – Understanding the Link between One's Job and the Organization's Mission

Table 1 displays percent agreement for all respondents[2] to survey statements related to alignment. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement. Table 2 displays the percent agreement for respondents by department to survey statements for alignment. A "heat map" of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 1   Alignment – Understanding the Link between One's Job and the Organization's Mission

Legend: ■ % Agree ■ % Neutral ■ % Disagree ■ 2024 Agree ■ % Change

Q1. I understand my job duties and responsibilities. — 94.2% | 3.8% | 2.0% | 93.1% | 1.1%

Q2. I understand the work, goals, and mission of my department or agency. — 92.6% | 4.8% | 2.6% | 91.2% | 1.4%

Q3. The work I perform is linked to my department or agency meeting its goals and mission. — 92.3% | 5.7% | 2.1% | 91.2% | 1.1%

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[2] Based on respondents identifying as classified or exempt employees.

Table 2   Alignment by Department

Department	Q1 % Agree	Q2 % Agree	Q3 % Agree	Alignment Score % Agree
Agency of Administration	100.0%	100.0%	100.0%	100.0%
Agency of Human Services	90.6%	92.5%	90.6%	91.2%
Agency of Natural Resources	96.4%	96.4%	96.4%	96.4%
Agriculture, Food and Markets, Agency	97.5%	94.0%	94.0%	95.2%
Attorney General	96.3%	97.5%	98.8%	97.5%
Auditor of Accounts	100.0%	100.0%	100.0%	100.0%
Buildings and General Services	91.4%	85.7%	87.9%	88.3%
Cannabis Control Board	100.0%	95.5%	100.0%	98.5%
Children & Families	95.5%	95.6%	94.5%	95.2%
Commerce & Community Development, Agency	92.4%	92.4%	89.9%	91.6%
Corrections	92.8%	81.2%	79.1%	84.4%
Criminal Justice Council	100.0%	100.0%	100.0%	100.0%
DAIL	94.6%	99.0%	98.0%	97.2%
Defender General	100.0%	90.0%	95.0%	95.0%
Digital Services, Agency	84.7%	81.2%	85.3%	83.7%
Education	86.5%	79.2%	83.3%	83.0%
Enhanced 911 Board	100.0%	100.0%	100.0%	100.0%
Environmental Conservation	95.1%	92.4%	90.2%	92.6%
Finance & Management	93.1%	93.1%	93.1%	93.1%
Financial Regulation	97.7%	98.8%	98.8%	98.4%
Fish & Wildlife	95.6%	94.5%	93.4%	94.5%
Forests, Parks & Recreation	96.3%	91.7%	90.7%	92.9%
Governor's Office	100.0%	100.0%	100.0%	100.0%
Green Mountain Care Board	86.7%	100.0%	80.0%	88.9%
Health	94.8%	96.8%	95.8%	95.8%
Human Resources	95.6%	90.1%	92.3%	92.7%
Human Rights Commission	100.0%	100.0%	100.0%	100.0%
Labor	91.3%	95.4%	92.9%	93.2%
Libraries	92.9%	92.9%	100.0%	95.2%
Land Use Review Board	100.0%	92.0%	92.0%	94.7%
Liquor & Lottery	93.9%	97.0%	97.0%	96.0%
Mental Health	95.5%	95.5%	95.4%	95.4%
Military	93.8%	95.8%	93.8%	94.4%
Motor Vehicles	85.5%	82.4%	87.2%	85.0%
Public Safety	94.9%	92.4%	91.7%	93.0%
Public Service Department	87.2%	93.6%	91.5%	90.8%
Public Utility Commission	100.0%	100.0%	100.0%	100.0%
Secretary of State	98.4%	100.0%	98.4%	98.9%
State Treasurer	93.5%	96.8%	96.8%	95.7%
Taxes	95.9%	96.7%	96.7%	96.4%
Transportation (not DMV)	95.1%	91.4%	91.4%	92.6%
Vermont Health Access	98.0%	98.4%	98.8%	98.4%
Vermont Veterans Home	100.0%	100.0%	100.0%	100.0%
Other	89.2%	86.5%	85.1%	86.9%
Total	94.2%	92.6%	92.3%	93.0%

Heat Map
GT/= 80%

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 – Work and Employer

Table 3 displays percent agreement for all respondents[3] to survey statements related to satisfaction. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement. Table 4 displays the percent agreement for respondents by department to survey statements for satisfaction. A "heat map" of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 3   Satisfaction – Work and Employer

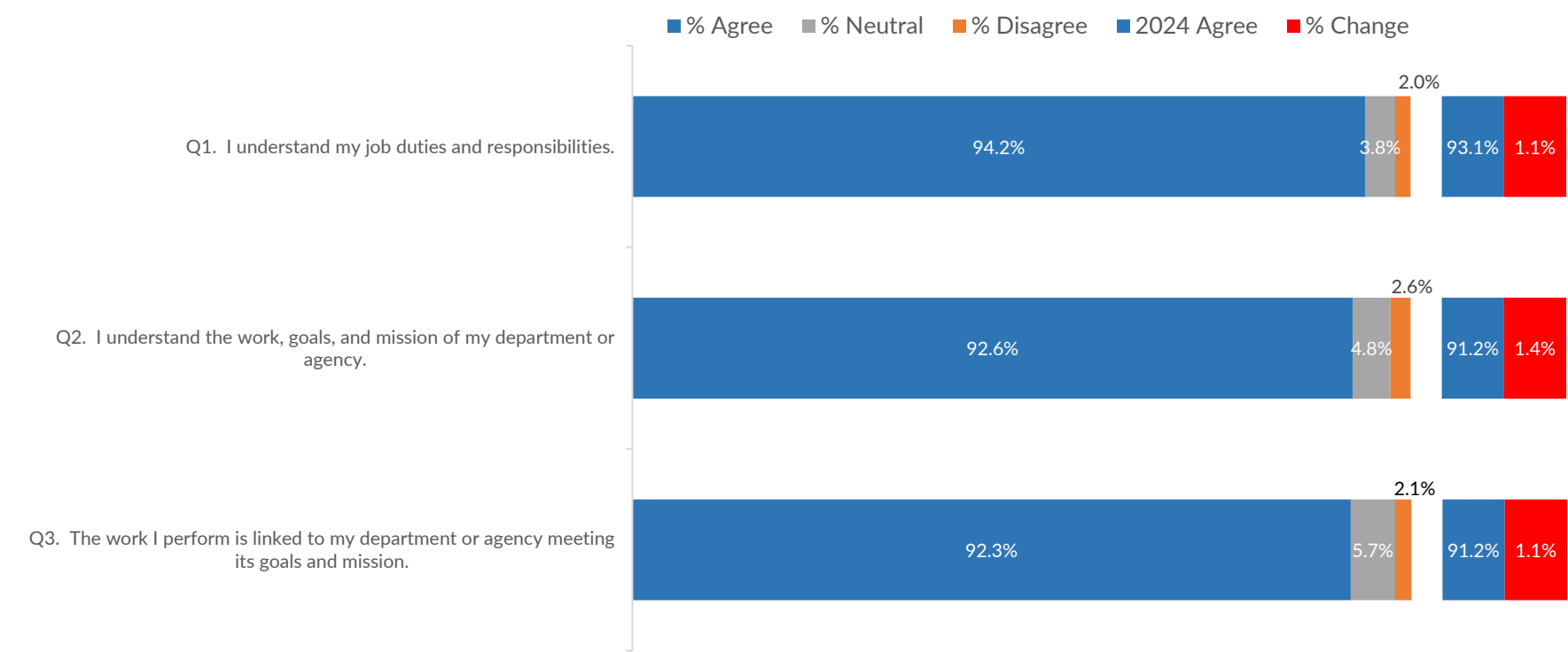|	% Agree	% Neutral	% Disagree	2024 Agree	% Change
Q4. I enjoy the performing the day to day work of my job.	79.8%	13.2%	7.0%	77.7%	2.1%
Q5. The work I perform is meaningful and rewarding.	79.1%	14.4%	6.4%	77.5%	1.6%
Q6. In general, I am satisfied with my job.	76.8%	14.1%	9.1%	75.6%	1.6%

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[3] Based on respondents identifying as classified or exempt employees.

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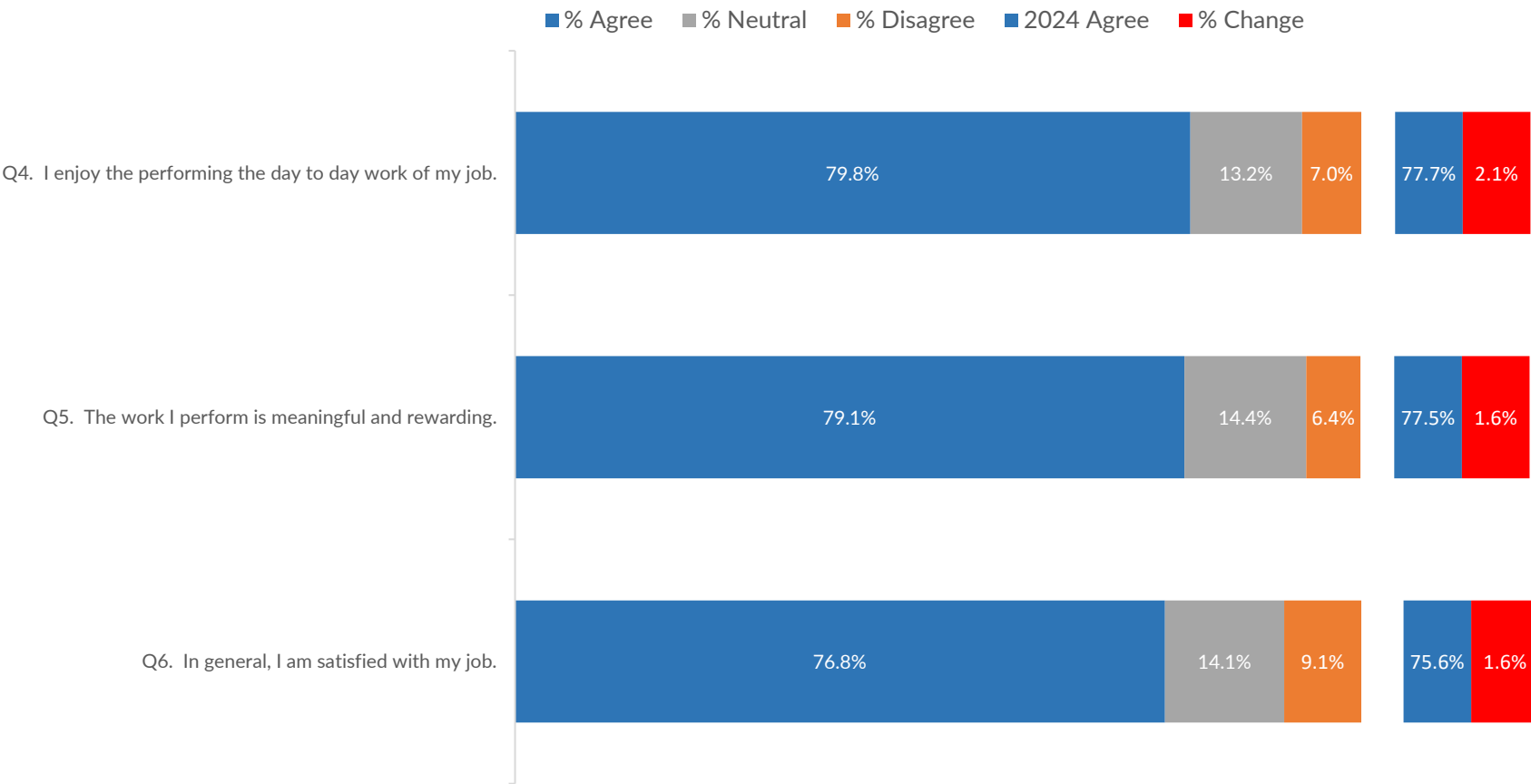
Table 4   Satisfaction by Department

Department	Q4 % Agree	Q5 % Agree	Q6 % Agree	Satisfaction Score % Agree
Agency of Administration	88.6%	77.1%	85.7%	83.8%
Agency of Human Services	76.4%	73.6%	67.9%	72.6%
Agency of Natural Resources	74.5%	80.0%	80.0%	78.2%
Agriculture, Food and Markets, Agency	85.6%	83.8%	88.0%	85.8%
Attorney General	92.6%	97.5%	93.8%	94.7%
Auditor of Accounts	92.3%	84.6%	84.6%	87.2%
Buildings and General Services	79.3%	74.8%	74.3%	76.1%
Cannabis Control Board	90.9%	86.4%	86.4%	87.9%
Children & Families	79.3%	82.5%	75.8%	79.2%
Commerce & Community Development, Agency	84.8%	83.5%	77.2%	81.9%
Corrections	66.7%	57.7%	58.1%	60.8%
Criminal Justice Council	100.0%	100.0%	100.0%	100.0%
DAIL	85.4%	92.2%	85.8%	87.8%
Defender General	70.0%	85.0%	75.0%	76.7%
Digital Services, Agency	76.9%	75.9%	70.6%	74.5%
Education	67.7%	74.0%	67.7%	69.8%
Enhanced 911 Board	85.7%	85.7%	71.4%	81.0%
Environmental Conservation	77.3%	81.8%	76.1%	78.4%
Finance & Management	86.2%	75.9%	89.7%	83.9%
Financial Regulation	89.5%	88.4%	86.0%	88.0%
Fish & Wildlife	76.9%	83.5%	80.2%	80.2%
Forests, Parks & Recreation	76.1%	78.0%	77.1%	77.1%
Governor's Office	100.0%	100.0%	100.0%	100.0%
Green Mountain Care Board	80.0%	86.7%	80.0%	82.2%
Health	82.2%	85.9%	80.0%	82.7%
Human Resources	81.3%	74.7%	78.0%	78.0%
Human Rights Commission	60.0%	80.0%	60.0%	66.7%
Labor	81.6%	75.5%	78.1%	78.4%
Libraries	71.4%	78.6%	71.4%	73.8%
Land Use Review Board	76.0%	64.0%	68.0%	69.3%
Liquor & Lottery	77.3%	69.7%	73.8%	73.6%
Mental Health	83.3%	84.0%	79.5%	82.3%
Military	77.1%	77.6%	77.6%	77.4%
Motor Vehicles	67.3%	63.6%	64.2%	65.0%
Public Safety	83.4%	83.4%	80.3%	82.4%
Public Service Department	73.9%	76.1%	76.1%	75.4%
Public Utility Commission	76.9%	76.9%	92.3%	82.1%
Secretary of State	82.0%	88.5%	85.2%	85.2%
State Treasurer	90.3%	96.8%	90.3%	92.5%
Taxes	87.7%	82.8%	83.6%	84.7%
Transportation (not DMV)	80.8%	75.2%	75.3%	77.1%
Vermont Health Access	86.7%	86.6%	86.2%	86.5%
Vermont Veterans Home	100.0%	100.0%	92.9%	97.6%
Other	70.3%	70.3%	68.9%	69.8%
Total	79.8%	79.1%	76.8%	78.6%

Heat Map
GT/= 80%

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

Q5. The work I perform is meaningful and rewarding.

Q6. In general, I am satisfied with my job.

Communication - Value Employee Voices, Ideas, Opinions

Table 5 displays percent agreement for all respondents[4] to survey statements related to communication. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement. Table 6 displays the percent agreement for respondents by department to survey statements for communication. A "heat map" of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 5   Communication - Value Employee Voices, Ideas, Opinions

Legend: ■ % Agree   ■ % Neutral   ■ % Disagree   ■ 2024 % Agree   ■ % Change

Question	% Agree	% Neutral	% Disagree	2024 % Agree	% Change
Q7. Management and senior leadership communicates important information effectively.	62.5%	16.8%	20.7%	62.2%	0.5%
Q8. I have an opportunity to provide feedback to management and senior leadership.	66.6%	16.0%	17.4%	66.4%	0.3%
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.	66.2%	17.8%	16.1%	67.4%	-1.8%
Q10. I feel I can communicate honestly and openly in my workplace.	65.4%	15.6%	19.1%	66.0%	-0.6%

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[4] Based on respondents identifying as classified or exempt employees.

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Table 6   Communication by Department

Department	Q7 % Agree	Q8 % Agree	Q9 % Agree	Q10 % Agree	Communication Score % Agree
Agency of Administration	77.1%	74.3%	82.9%	77.1%	77.9%
Agency of Human Services	57.1%	65.7%	66.7%	58.1%	61.9%
Agency of Natural Resources	78.2%	81.8%	80.0%	70.9%	77.7%
Agriculture, Food and Markets, Agency	78.0%	72.9%	77.1%	82.2%	77.5%
Attorney General	75.3%	80.2%	75.3%	76.5%	76.9%
Auditor of Accounts	84.6%	84.6%	76.9%	69.2%	78.8%
Buildings and General Services	51.8%	61.9%	62.6%	62.6%	59.7%
Cannabis Control Board	81.8%	81.8%	100.0%	100.0%	90.9%
Children & Families	62.3%	64.0%	61.0%	60.2%	61.9%
Commerce & Community Development, Agency	71.8%	66.7%	69.2%	70.5%	69.6%
Corrections	34.4%	43.5%	40.7%	40.6%	39.8%
Criminal Justice Council	57.1%	85.7%	85.7%	71.4%	75.0%
DAIL	71.2%	72.7%	72.7%	70.2%	71.7%
Defender General	50.0%	55.0%	60.0%	75.0%	60.0%
Digital Services, Agency	52.4%	66.5%	65.3%	63.3%	61.9%
Education	58.3%	57.3%	61.5%	54.2%	57.8%
Enhanced 911 Board	100.0%	100.0%	100.0%	100.0%	100.0%
Environmental Conservation	61.1%	58.3%	65.0%	69.8%	63.6%
Finance & Management	69.0%	79.3%	79.3%	86.2%	78.4%
Financial Regulation	81.4%	79.1%	87.2%	79.1%	81.7%
Fish & Wildlife	71.4%	73.6%	61.5%	73.6%	70.1%
Forests, Parks & Recreation	68.8%	71.6%	67.0%	71.6%	69.7%
Governor's Office	75.0%	100.0%	100.0%	75.0%	87.5%
Green Mountain Care Board	26.7%	73.3%	93.3%	80.0%	68.3%
Health	76.7%	73.0%	70.2%	71.0%	72.7%
Human Resources	61.5%	65.9%	64.4%	65.9%	64.5%
Human Rights Commission	80.0%	80.0%	80.0%	60.0%	75.0%
Labor	76.5%	74.0%	73.5%	69.7%	73.4%
Libraries	57.1%	64.3%	57.1%	50.0%	57.1%
Land Use Review Board	56.0%	68.0%	68.0%	68.0%	65.0%
Liquor & Lottery	78.8%	78.8%	74.2%	74.2%	76.5%
Mental Health	59.8%	63.6%	65.2%	53.0%	60.4%
Military	42.9%	57.1%	57.1%	61.2%	54.6%
Motor Vehicles	54.5%	60.9%	53.6%	62.7%	58.0%
Public Safety	52.9%	61.5%	60.5%	64.1%	59.8%
Public Service Department	74.5%	85.1%	76.6%	76.6%	78.2%
Public Utility Commission	25.0%	66.7%	66.7%	58.3%	54.2%
Secretary of State	70.0%	83.6%	82.0%	73.8%	77.3%
State Treasurer	58.1%	87.1%	87.1%	71.0%	75.8%
Taxes	75.0%	77.9%	82.8%	71.3%	76.7%
Transportation (not DMV)	49.3%	59.9%	61.1%	62.2%	58.1%
Vermont Health Access	83.1%	80.1%	80.9%	75.8%	80.0%
Vermont Veterans Home	78.6%	85.7%	92.9%	92.9%	87.5%
Other	62.2%	68.9%	60.8%	59.5%	62.8%
Total	62.5%	66.6%	66.2%	65.4%	65.2%

Heat Map
GT/= 80%

Q7. Management and senior leadership* communicate 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. I feel I can communicate honestly and openly in my workplace.

Peers - Positive Relationships in the Workplace

Table 7 displays percent agreement for all respondents[5] to survey statements related to peers. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement. Table 8 displays the percent agreement for respondents by department to survey statements for peers. A "heat map" of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 7   Peers - Positive Relationships in the Workplace

Legend: ■ % Agree ■ % Neutral ■ % Disagree ■ 2024 % Agree ■ % Change

Question	% Agree	% Neutral	% Disagree	2024 % Agree	% Change
Q11. The people I work with treat each other respectfully.	84.8%	9.2%	6.0%	83.1%	1.7%
Q12. The people I work with care about me.	76.9%	17.5%	5.5%	75.7%	1.2%
Q13. My fellow employees are committed to doing good work.	85.0%	10.9%	4.2%	83.9%	1.1%
Q14. The employees in my work group work well together as a team.	82.5%	11.3%	6.2%	81.0%	1.5%

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[5] Based on respondents identifying as classified or exempt employees.

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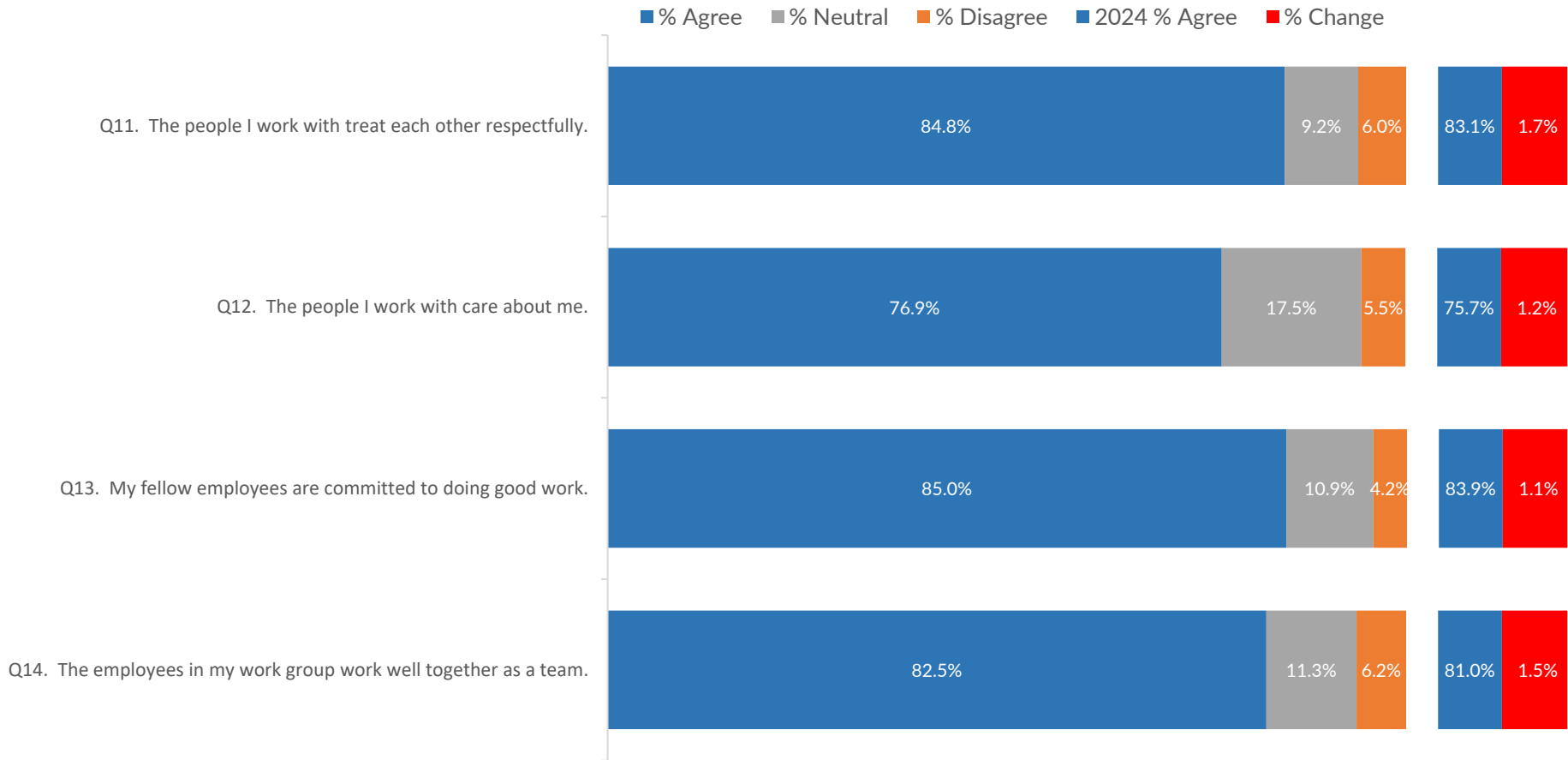
Table 8   Peers - Positive Relationships in the Workplace by Department

Department	Q11 % Agree	Q12 % Agree	Q13 % Agree	Q14 % Agree	Peers Score % Agree
Agency of Administration	82.9%	74.3%	91.4%	85.7%	83.6%
Agency of Human Services	80.2%	74.5%	84.0%	79.2%	79.5%
Agency of Natural Resources	87.3%	76.4%	85.5%	78.2%	81.8%
Agriculture, Food and Markets, Agency	93.2%	89.0%	96.6%	94.9%	93.4%
Attorney General	96.3%	85.2%	96.3%	87.7%	91.4%
Auditor of Accounts	100.0%	100.0%	100.0%	91.7%	97.9%
Buildings and General Services	79.1%	66.2%	72.9%	78.4%	74.1%
Cannabis Control Board	95.5%	77.3%	95.5%	100.0%	92.0%
Children & Families	85.9%	79.6%	86.4%	82.8%	83.7%
Commerce & Community Development, Agency	84.8%	83.5%	91.1%	78.5%	84.5%
Corrections	65.3%	59.2%	64.7%	68.9%	64.5%
Criminal Justice Council	100.0%	100.0%	100.0%	100.0%	100.0%
DAIL	90.2%	82.9%	93.6%	88.8%	88.9%
Defender General	80.0%	90.0%	90.0%	75.0%	83.8%
Digital Services, Agency	90.0%	78.7%	88.2%	86.5%	85.8%
Education	81.3%	75.0%	90.6%	78.1%	81.3%
Enhanced 911 Board	85.7%	71.4%	85.7%	85.7%	82.1%
Environmental Conservation	87.5%	84.2%	91.3%	86.8%	87.5%
Finance & Management	96.6%	93.1%	93.1%	89.7%	93.1%
Financial Regulation	93.0%	81.4%	90.7%	86.0%	87.8%
Fish & Wildlife	84.6%	79.1%	91.2%	89.0%	86.0%
Forests, Parks & Recreation	87.2%	85.3%	89.9%	84.4%	86.7%
Governor's Office	100.0%	75.0%	100.0%	100.0%	93.8%
Green Mountain Care Board	93.3%	93.3%	100.0%	86.7%	93.3%
Health	91.9%	84.0%	94.3%	87.7%	89.4%
Human Resources	85.7%	75.8%	85.7%	87.9%	83.8%
Human Rights Commission	100.0%	100.0%	100.0%	100.0%	100.0%
Labor	83.6%	71.9%	79.6%	75.5%	77.7%
Libraries	92.9%	85.7%	100.0%	100.0%	94.6%
Land Use Review Board	80.0%	84.0%	92.0%	80.0%	84.0%
Liquor & Lottery	87.9%	78.8%	72.7%	84.8%	81.1%
Mental Health	81.8%	81.8%	88.6%	87.8%	85.0%
Military	81.6%	65.3%	77.6%	65.3%	72.4%
Motor Vehicles	71.8%	62.7%	71.6%	72.7%	69.7%
Public Safety	86.0%	75.8%	87.3%	80.9%	82.5%
Public Service Department	76.6%	74.5%	80.9%	74.5%	76.6%
Public Utility Commission	92.3%	76.9%	92.3%	76.9%	84.6%
Secretary of State	93.4%	80.3%	91.8%	88.5%	88.5%
State Treasurer	93.5%	77.4%	83.9%	83.9%	84.7%
Taxes	86.9%	80.3%	89.3%	85.2%	85.5%
Transportation (not DMV)	83.4%	70.3%	77.4%	80.3%	77.8%
Vermont Health Access	87.8%	84.8%	91.0%	89.1%	88.2%
Vermont Veterans Home	71.4%	69.2%	78.6%	71.4%	72.7%
Other	81.1%	66.2%	73.0%	73.0%	73.3%
Total	84.8%	76.9%	85.0%	82.5%	82.3%

Heat Map
GT/= 80%

Q11. The people I work with treat each other respectfully.

Q12. The people I work with care about me.

Q13. My fellow employees are committed to doing good work.

Q14. The employees in my work group work well together as a team.

Supervisor - Support, Recognition and Feedback

Table 9 displays percent agreement for all respondents[6] to survey statements related to supervisor. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement. Table 10 displays the percent agreement for respondents by department to survey statements for supervisor. A "heat map" of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 9   Supervisor - Support, Recognition and Feedback

	% Agree	% Neutral	% Disagree	2024 % Agree	% Change
Q15. My supervisor clearly explains my job performance expectations.	76.9%	13.4%	9.7%	75.8%	1.5%
Q16. My supervisor regularly provides me with timely and useful feedback.	73.3%	14.7%	12.1%	72.5%	1.1%
Q17. My supervisor gives me an opportunity to do my best work.	82.3%	10.4%	7.3%	81.3%	1.2%
Q18. I am satisfied with the recognition I receive from my supervisor for my work.	72.9%	14.0%	13.1%	71.8%	1.5%
Q19. My supervisor treats employees fairly and respectfully.	82.4%	9.6%	8.0%	81.8%	0.8%
Q20. My supervisor seems to care about me as a person.	83.1%	11.4%	5.5%	82.2%	1.1%

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[6] Based on respondents identifying as classified or exempt employees.

Table 10　　Supervisor by Department

Department	Q15 % Agree	Q16 % Agree	Q17 % Agree	Q18 % Agree	Q19 % Agree	Q20 % Agree	Supervisor Score % Agree
Agency of Administration	70.6%	76.5%	85.3%	70.6%	88.2%	79.4%	78.4%
Agency of Human Services	71.7%	71.7%	81.1%	70.8%	76.4%	87.7%	76.6%
Agency of Natural Resources	83.6%	80.0%	92.7%	78.2%	92.7%	83.3%	85.1%
Agriculture, Food and Markets Agency	83.9%	78.0%	89.8%	86.4%	93.2%	94.9%	87.7%
Attorney General	90.0%	87.3%	92.5%	88.8%	93.8%	90.0%	90.4%
Auditor of Accounts	91.7%	58.3%	50.0%	66.7%	100.0%	72.7%	73.2%
Buildings and General Services	69.3%	65.7%	77.1%	65.7%	76.4%	77.9%	72.0%
Cannabis Control Board	81.8%	81.8%	95.5%	86.4%	90.9%	90.9%	87.9%
Children & Families	80.8%	77.7%	84.7%	74.6%	83.3%	87.3%	81.4%
Commerce & Com. Dev. Agency	70.9%	67.1%	78.5%	73.4%	78.5%	87.3%	75.9%
Corrections	67.7%	60.8%	71.5%	56.4%	67.7%	65.8%	65.0%
Criminal Justice Council	85.7%	71.4%	100.0%	85.7%	100.0%	100.0%	90.5%
DAIL	74.6%	76.0%	86.8%	76.1%	83.4%	83.3%	80.0%
Defender General	80.0%	65.0%	80.0%	75.0%	85.0%	85.0%	78.3%
Digital Services, Agency	74.7%	75.9%	85.2%	75.9%	87.0%	86.5%	80.9%
Education	64.6%	66.7%	70.8%	67.7%	78.1%	78.9%	71.1%
Enhanced 911 Board	100.0%	85.7%	100.0%	85.7%	100.0%	100.0%	95.2%
Environmental Conservation	81.1%	75.0%	79.9%	77.7%	90.5%	87.9%	82.0%
Finance & Management	89.7%	86.2%	89.7%	86.2%	93.1%	93.1%	89.7%
Financial Regulation	86.0%	81.4%	91.8%	81.2%	87.2%	89.4%	86.2%
Fish & Wildlife	72.5%	68.1%	80.2%	64.8%	78.0%	82.4%	74.4%
Forests, Parks & Recreation	79.8%	73.4%	85.0%	75.9%	85.3%	89.0%	81.4%
Governor's Office	75.0%	50.0%	100.0%	100.0%	75.0%	75.0%	79.2%
Green Mountain Care Board	66.7%	60.0%	86.7%	86.7%	100.0%	100.0%	83.3%
Health	81.2%	77.8%	86.1%	79.5%	90.3%	88.9%	84.0%
Human Resources	75.8%	72.5%	78.0%	72.5%	81.3%	85.7%	77.7%
Human Rights Commission	60.0%	60.0%	80.0%	80.0%	60.0%	80.0%	70.0%
Labor	82.1%	76.4%	85.7%	77.9%	85.2%	86.2%	82.3%
Libraries	78.6%	71.4%	64.3%	78.6%	78.6%	85.7%	76.2%
Land Use Review Board	65.2%	56.5%	69.6%	69.6%	78.3%	78.3%	69.6%
Liquor & Lottery	84.8%	83.3%	83.3%	75.8%	86.4%	84.8%	83.1%
Mental Health	77.9%	76.3%	79.4%	74.0%	80.2%	78.6%	77.7%
Military	53.1%	42.9%	71.4%	51.0%	67.3%	57.1%	57.1%
Motor Vehicles	66.4%	65.5%	70.9%	60.0%	68.2%	67.9%	66.5%
Public Safety	72.6%	65.0%	79.6%	65.0%	79.6%	81.4%	73.9%
Public Service Department	63.8%	68.1%	78.7%	74.5%	74.5%	80.9%	73.4%
Public Utility Commission	61.5%	53.8%	69.2%	61.5%	76.9%	76.9%	66.7%
Secretary of State	85.2%	78.7%	83.6%	82.0%	82.0%	91.8%	83.9%
State Treasurer	80.6%	80.6%	93.5%	87.1%	96.8%	93.5%	88.7%
Taxes	77.9%	72.7%	87.7%	78.5%	81.1%	86.9%	80.8%
Transportation (not DMV)	75.0%	72.2%	80.5%	67.0%	79.6%	78.3%	75.4%
Vermont Health Access	86.3%	82.8%	91.0%	81.3%	88.2%	88.7%	86.4%
Vermont Veterans Home	85.7%	78.6%	92.9%	85.7%	85.7%	85.7%	85.7%
Other	67.6%	62.2%	73.0%	62.2%	71.6%	73.0%	68.2%
Total	76.9%	73.3%	82.3%	72.9%	82.4%	83.1%	78.5%

Heat Map
GT/= 80%

Q15. My supervisor clearly explains my job performance expectations.

Q16. My supervisor regularly provides me with timely and useful feedback.

Q17. My supervisor gives me an opportunity to do my best work.

Q18. I am satisfied with the recognition I receive from my supervisor for my work.

Q19. My supervisor treats employees fairly and respectfully.

Q20. My supervisor seems to care about me as a person.

Growth – Personal Growth and Development

Table 11 displays percent agreement for all respondents[7] to survey statements related to growth. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement. Table 12 displays the percent agreement for respondents by department to survey statements for growth. A "heat map" of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 11   **Growth – Personal Growth and Development**

	% Agree	% Neutral	% Disagree	2024 % Agree	% Change
Q21. My supervisor provides the help I need to improve my job performance.	72.6%	16.8%	10.6%	71.6%	1.3%
Q22. I have the opportunity to learn and grow professionally.	73.7%	15.8%	10.5%	73.3%	0.5%
Q23. My supervisor and I discuss and plan my career development.	54.2%	24.8%	21.0%	54.0%	0.5%
Q24. I have opportunities to achieve my career objectives working for the State of Vermont.	63.7%	23.9%	12.4%	63.7%	0.0%
Q25. I have opportunities for advancement within my agency/department.	50.6%	26.1%	23.3%	51.0%	-0.9%
Q26. I have a clear understanding of how to advance in my career.	50.1%	28.0%	21.8%	50.8%	-1.3%

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[7] Based on respondents identifying as classified or exempt employees.

Employee Engagement Survey Results – 2025

Table 12   Growth by Department

Department	Q21 % Agree	Q22 % Agree	Q23 % Agree	Q24 % Agree	Q25 % Agree	Q26 % Agree	Growth Score % Agree
Agency of Administration	79.4%	79.4%	52.9%	88.2%	50.0%	52.9%	67.2%
Agency of Human Services	66.0%	66.0%	49.1%	57.5%	44.8%	43.8%	54.5%
Agency of Natural Resources	74.5%	80.0%	46.3%	65.5%	45.5%	40.0%	58.6%
Agriculture, Food and Markets, Agency	84.7%	85.6%	70.3%	74.6%	50.8%	51.7%	69.6%
Attorney General	86.3%	84.0%	65.0%	72.8%	53.8%	55.0%	69.5%
Auditor of Accounts	61.5%	69.2%	41.7%	58.3%	41.7%	46.2%	53.1%
Buildings and General Services	67.1%	64.3%	47.9%	54.0%	46.0%	45.7%	54.2%
Cannabis Control Board	90.9%	77.3%	31.8%	63.6%	40.9%	40.9%	57.6%
Children & Families	75.0%	72.6%	58.3%	62.5%	52.8%	52.3%	62.2%
Commerce & Community Development, Agency	73.4%	69.6%	46.8%	62.0%	34.2%	36.7%	53.8%
Corrections	59.4%	62.7%	41.1%	54.7%	53.0%	52.4%	53.9%
Criminal Justice Council	100.0%	100.0%	57.1%	100.0%	42.9%	57.1%	76.2%
DAIL	73.5%	83.9%	57.8%	75.1%	60.5%	59.3%	68.4%
Defender General	70.0%	75.0%	30.0%	80.0%	40.0%	45.0%	56.7%
Digital Services, Agency	71.2%	75.3%	63.5%	64.1%	51.8%	51.8%	62.9%
Education	62.5%	65.6%	41.7%	44.8%	36.5%	29.2%	46.7%
Enhanced 911 Board	85.7%	85.7%	57.1%	71.4%	42.9%	71.4%	69.0%
Environmental Conservation	71.2%	74.9%	51.5%	63.3%	50.0%	45.8%	59.5%
Finance & Management	79.3%	86.2%	69.0%	82.8%	62.1%	69.0%	74.7%
Financial Regulation	82.6%	87.2%	69.8%	76.7%	61.6%	60.5%	73.1%
Fish & Wildlife	65.9%	70.3%	37.4%	69.2%	46.2%	54.9%	57.3%
Forests, Parks & Recreation	78.0%	78.0%	57.8%	62.4%	52.3%	43.1%	61.9%
Governor's Office	50.0%	100.0%	50.0%	50.0%	50.0%	50.0%	58.3%
Green Mountain Care Board	85.7%	86.7%	46.7%	46.7%	40.0%	33.3%	56.5%
Health	77.5%	81.0%	56.8%	64.4%	41.4%	40.3%	60.2%
Human Resources	65.9%	67.0%	50.5%	56.0%	45.6%	48.4%	55.6%
Human Rights Commission	80.0%	80.0%	80.0%	80.0%	20.0%	20.0%	60.0%
Labor	74.5%	68.9%	51.5%	59.2%	47.7%	49.2%	58.5%
Libraries	64.3%	50.0%	50.0%	57.1%	28.6%	35.7%	47.6%
Land Use Review Board	60.9%	45.8%	34.8%	54.2%	17.4%	30.4%	40.6%
Liquor & Lottery	81.8%	77.3%	56.1%	65.2%	56.1%	60.6%	66.2%
Mental Health	71.0%	65.6%	53.4%	57.3%	42.7%	46.6%	56.1%
Military	46.9%	53.1%	30.6%	42.9%	30.6%	30.6%	39.1%
Motor Vehicles	63.0%	62.7%	43.6%	56.0%	52.3%	49.5%	54.5%
Public Safety	72.0%	75.8%	46.5%	58.6%	43.3%	42.7%	56.5%
Public Service Department	70.2%	74.5%	36.2%	53.2%	31.9%	31.9%	49.6%
Public Utility Commission	58.3%	61.5%	30.8%	61.5%	30.8%	23.1%	44.3%
Secretary of State	82.0%	80.0%	57.4%	72.1%	55.7%	55.9%	67.2%
State Treasurer	83.9%	87.1%	51.6%	71.0%	48.4%	48.4%	65.1%
Taxes	71.3%	71.3%	54.5%	68.0%	54.9%	51.6%	62.0%
Transportation (not DMV)	71.1%	73.6%	56.1%	64.2%	55.5%	55.2%	62.6%
Vermont Health Access	83.9%	84.0%	74.9%	79.9%	71.1%	69.0%	77.1%
Vermont Veterans Home	92.9%	92.9%	85.7%	85.7%	61.5%	61.5%	80.0%
Other	66.2%	62.2%	54.1%	60.8%	45.9%	51.4%	56.8%
Total	72.6%	73.7%	54.2%	63.7%	50.6%	50.1%	60.8%

Heat Map
GT/= 80%

Q21. My supervisor provides the help I need to improve my job performance.

Q22. I have the opportunity to learn and grow professionally.

Q23. My supervisor and I discuss and plan my career development.

Q24.I have opportunities to achieve my career objectives working for the State of Vermont.

Q25.I have opportunities for advancement within my agency/department.

Q26.I have a clear understanding of how to advance in my career.

Balance - Work-Life Integration

Table 13 displays percent agreement for all respondents[8] to survey statements related to balance. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement. Table 14 displays the percent agreement for respondents by department to survey statements for balance. A "heat map" of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 13   Balance - Work-Life Integration

Legend: ■ % Agree ■ % Neutral ■ % Disagree ■ 2024 % Agree ■ % Change

	% Agree	% Neutral	% Disagree	2024 % Agree	% Change
Q27. The amount of work I am expected to perform is reasonable.	66.5%	14.1%	19.3%	63.2%	5.2%
Q28. My job allows a good balance between work and my personal life.	71.1%	14.0%	14.3%	70.6%	0.7%

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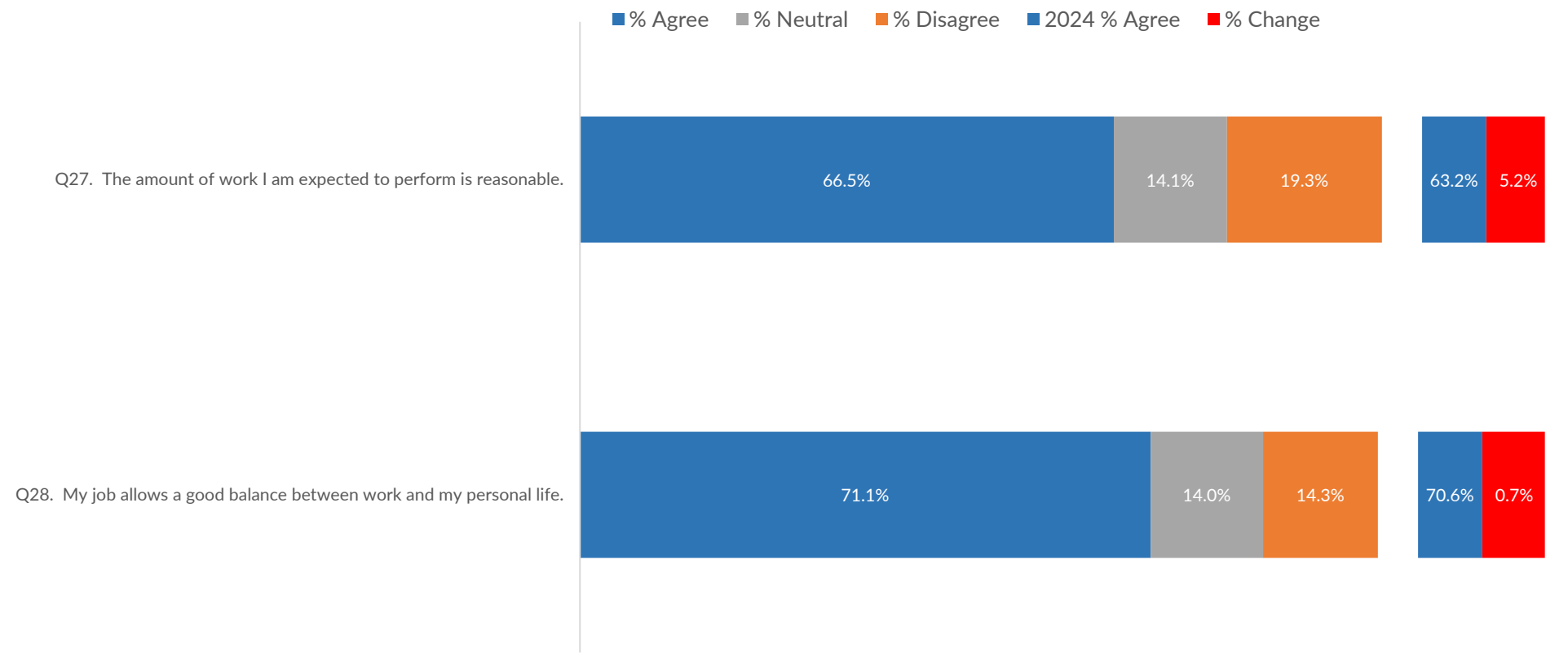
[8] Based on respondents identifying as classified or exempt employees.

Table 14   Balance by Department

Department	Q27 % Agree	Q28 % Agree	Balance Score % Agree
Agency of Administration	79.4%	82.4%	80.9%
Agency of Human Services	66.0%	74.5%	70.3%
Agency of Natural Resources	63.6%	69.1%	66.4%
Agriculture, Food and Markets, Agency	83.9%	83.1%	83.5%
Attorney General	85.2%	87.7%	86.4%
Auditor of Accounts	92.3%	92.3%	92.3%
Buildings and General Services	73.6%	77.9%	75.7%
Cannabis Control Board	90.9%	86.4%	88.6%
Children & Families	59.3%	59.8%	59.6%
Commerce & Community Development, Agency	59.5%	73.4%	66.5%
Corrections	43.8%	42.1%	42.9%
Criminal Justice Council	71.4%	71.4%	71.4%
DAIL	59.5%	73.2%	66.3%
Defender General	45.0%	55.0%	50.0%
Digital Services, Agency	67.1%	81.2%	74.1%
Education	51.0%	70.5%	60.8%
Enhanced 911 Board	85.7%	85.7%	85.7%
Environmental Conservation	55.1%	72.1%	63.6%
Finance & Management	79.3%	89.7%	84.5%
Financial Regulation	77.9%	88.2%	83.1%
Fish & Wildlife	46.2%	53.8%	50.0%
Forests, Parks & Recreation	40.4%	54.1%	47.2%
Governor's Office	75.0%	33.3%	54.2%
Green Mountain Care Board	66.7%	86.7%	76.7%
Health	74.1%	82.5%	78.3%
Human Resources	64.8%	76.9%	70.9%
Human Rights Commission	40.0%	60.0%	50.0%
Labor	74.0%	76.5%	75.3%
Libraries	42.9%	57.1%	50.0%
Land Use Review Board	64.0%	64.0%	64.0%
Liquor & Lottery	69.7%	72.7%	71.2%
Mental Health	80.2%	75.4%	77.8%
Military	75.5%	75.5%	75.5%
Motor Vehicles	59.1%	53.6%	56.4%
Public Safety	67.5%	68.8%	68.2%
Public Service Department	68.1%	70.2%	69.1%
Public Utility Commission	46.2%	69.2%	57.7%
Secretary of State	82.0%	86.9%	84.4%
State Treasurer	87.1%	90.3%	88.7%
Taxes	78.7%	91.8%	85.2%
Transportation (not DMV)	75.4%	74.8%	75.1%
Vermont Health Access	75.4%	85.9%	80.7%
Vermont Veterans Home	64.3%	64.3%	64.3%
Other	73.0%	71.6%	72.3%
Total	66.5%	71.7%	69.1%

Heat Map
GT/= 80%

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.

Employee Engagement Results

Overall employee engagement scores were calculated[9]. The score is the average of the seven components of engagement as outlined in the model illustrated in Table 16, which shows the components and the questions that make up each component.[10]

For 2025 the average employee engagement score was 3.97 out of a possible 5.0.

See Table 15 to compare employee engagement scores over time.

2025 Average Employee Engagement Score = 3.97/5.0

Table 15   Engagement Scores - 2014 to 2025

Engagement

Engagement	2014	2015	2016	2017	2019	2021	2022	2023	2024	2025
	3.71	3.75	3.81	3.85	3.83	3.81	3.84	3.96	3.95	3.97

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[9] Based on respondents identifying as classified or exempt employees..

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

Table 16   Employee Engagement Model

Growth – Personal Growth and Development

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 – Work-Life

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.

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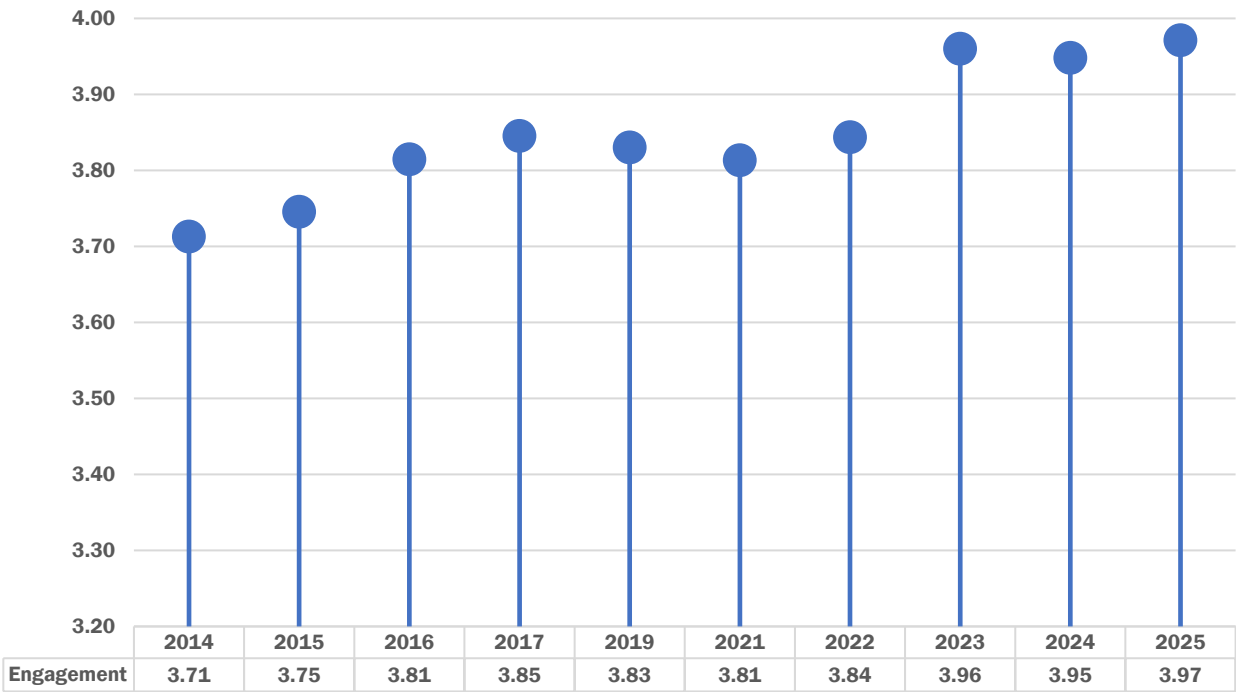
Q20. My supervisor clearly explains my job performance expectations.
Q21. My supervisor regularly provides me with timely and useful feedback.
Q22.   My supervisor gives me an opportunity to do my best work.
Q23. I am satisfied with the recognition I receive from my supervisor for my work.
Q24. My supervisor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

Employee Engagement

Communication- Value Employee Voices, Ideas, Opinions

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 – Positive Relationships in the Workplace

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 – Understanding the Link between One's Job and the Organization's Mission

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 – Work and Employer

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.

Table 17   Components of Employee Engagement – 2025 Averages

Components of Employee Engagement - 2025 Averages

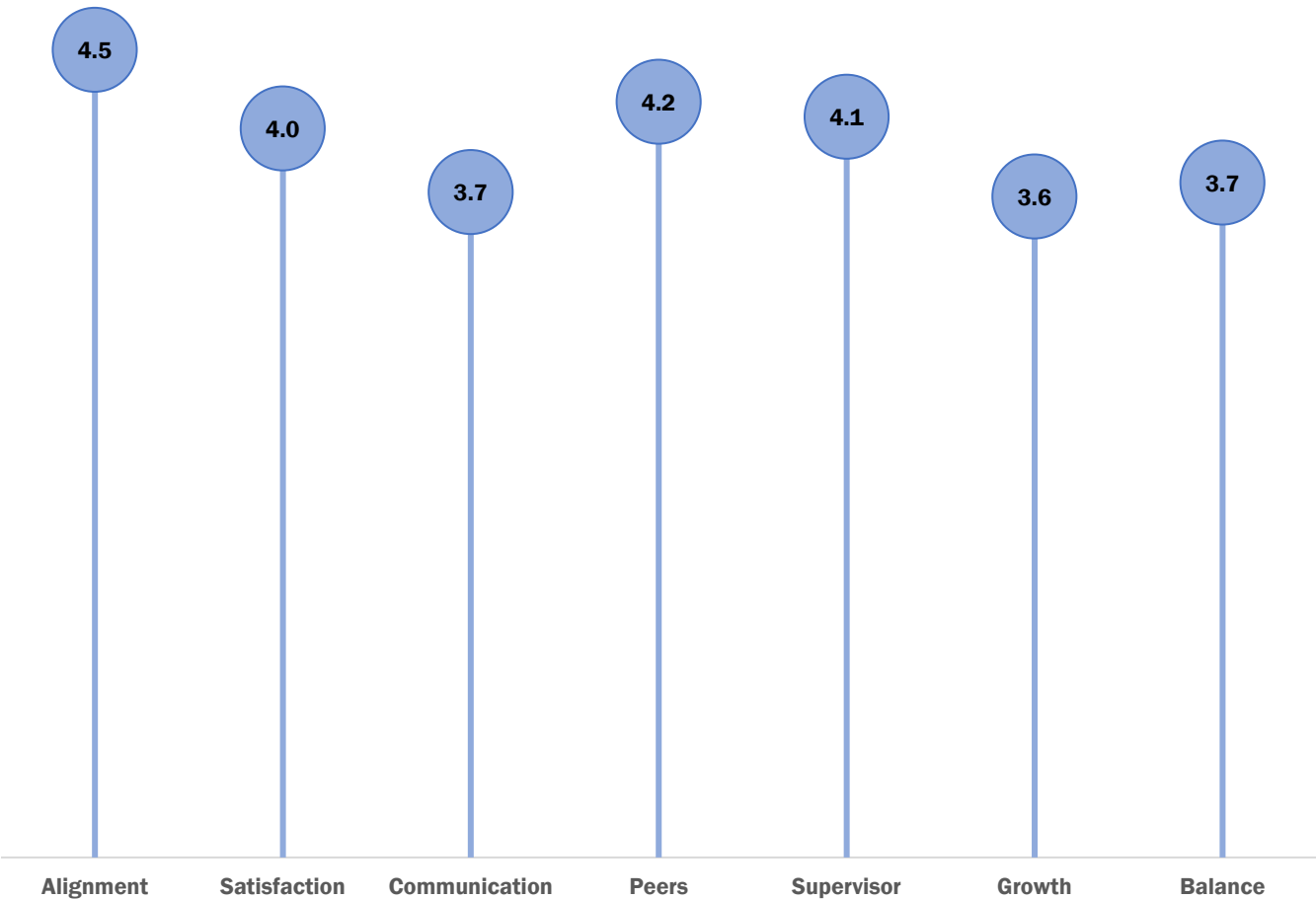|						
Alignment	Satisfaction	Communication	Peers	Supervisor	Growth	Balance
4.5	4.0	3.7	4.2	4.1	3.6	3.7

Table 17 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 were Communication, Growth and Balance.
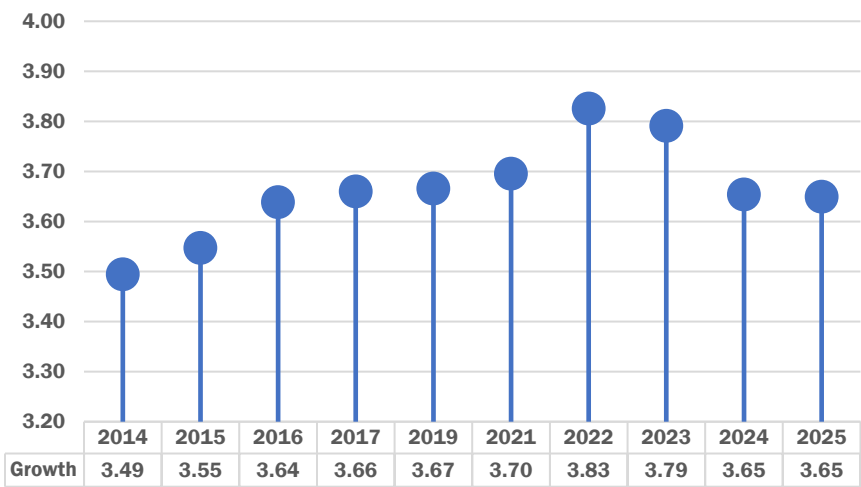
Table 18 shows scores for each of the seven components from 2014 to 2025.

Table 19 shows 2025 scores for Employee Engagement and Components by Department. A "heat map" of responses is used to visually represent average scores of 4.0 or better on the five-point scale. This is equal to 80% agreement for questions making up the index. This is a benchmark goal.
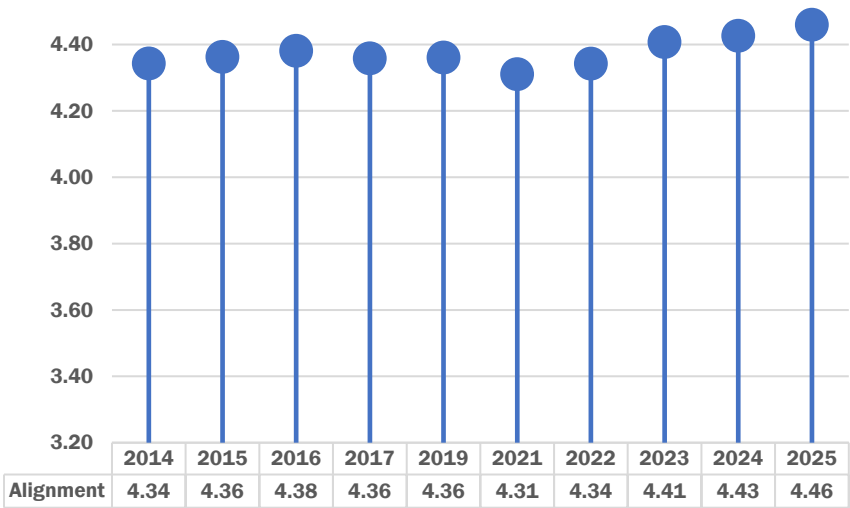
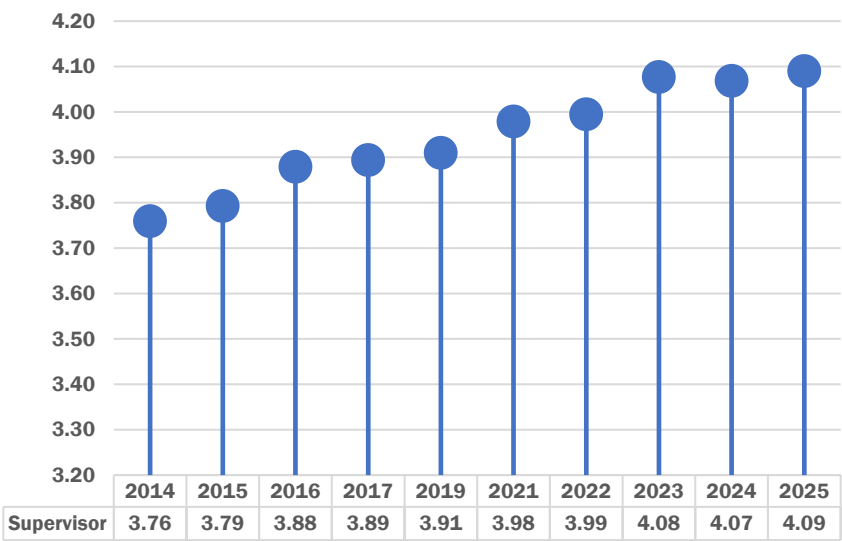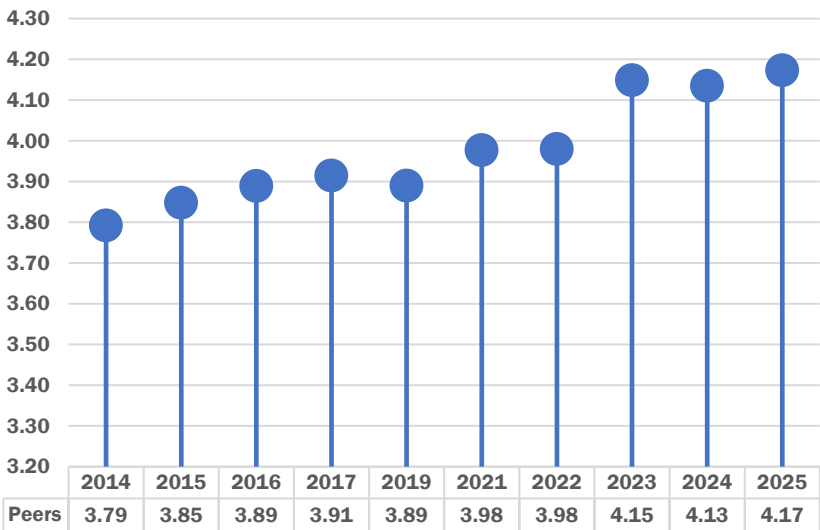**Table 18   Employee Engagement Components – 2014 to 2025**

Growth

	2014	2015	2016	2017	2019	2021	2022	2023	2024	2025
Growth	3.49	3.55	3.64	3.66	3.67	3.70	3.83	3.79	3.65	3.65

Alignment

	2014	2015	2016	2017	2019	2021	2022	2023	2024	2025
Alignment	4.34	4.36	4.38	4.36	4.36	4.31	4.34	4.41	4.43	4.46

Supervisor

	2014	2015	2016	2017	2019	2021	2022	2023	2024	2025
Supervisor	3.76	3.79	3.88	3.89	3.91	3.98	3.99	4.08	4.07	4.09

Peers

	2014	2015	2016	2017	2019	2021	2022	2023	2024	2025
Peers	3.79	3.85	3.89	3.91	3.89	3.98	3.98	4.15	4.13	4.17

Table 18   Employee Engagement Components – 2014 to 2025 (cont.)

Balance

	2014	2015	2016	2017	2019	2021	2022	2023	2024	2025
Balance	3.29	3.34	3.45	3.47	3.45	3.39	3.37	3.64	3.68	3.73

Communication

	2014	2015	2016	2017	2019	2021	2022	2023	2024	2025
Communication	3.42	3.48	3.54	3.65	3.64	3.57	3.58	3.68	3.70	3.67

Satisfaction

	2014	2015	2016	2017	2019	2021	2022	2023	2024	2025
Satisfaction	3.86	3.82	3.91	3.93	3.89	3.76	3.80	3.97	3.98	4.03
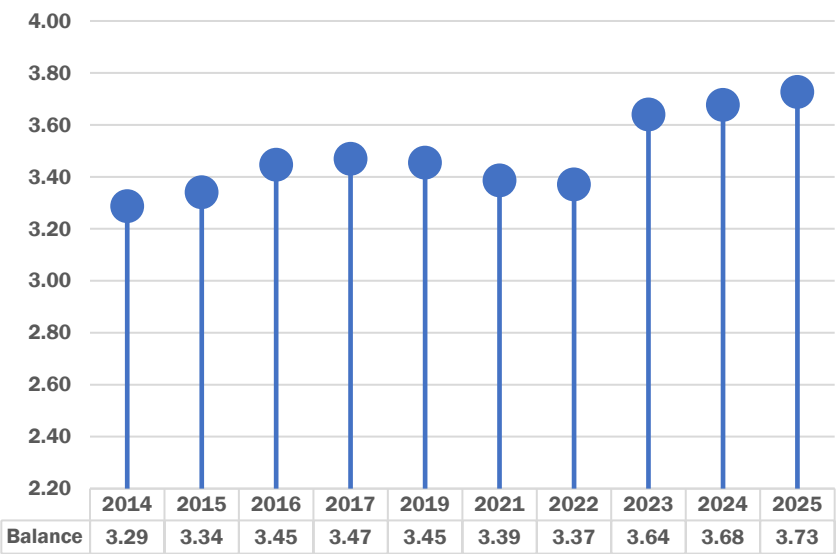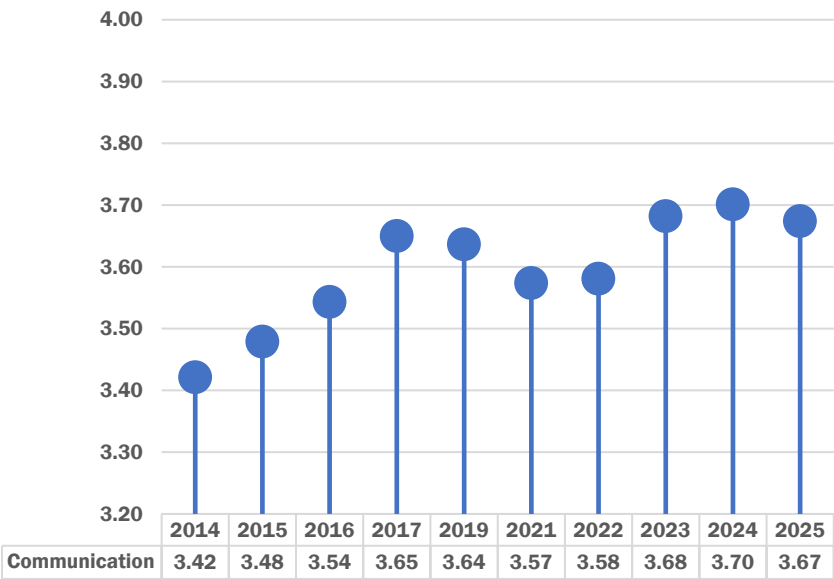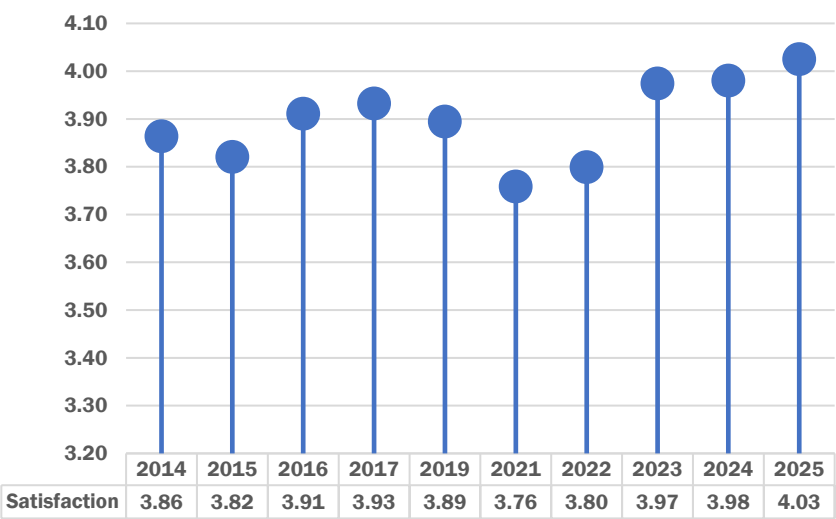
Table 19   2025 Scores for Employee Engagement and Components by Department

Department	Alignment	Satisfaction	Communication	Peers	Supervisor	Growth	Balance	Engagement
Agency of Administration	4.60	4.30	4.05	4.29	4.19	3.92	4.04	4.20
Agency of Human Services	4.35	3.92	3.60	4.12	4.02	3.50	3.72	3.89
Agency of Natural Resources	4.56	4.01	3.95	4.29	4.35	3.66	3.68	4.07
Agriculture, Food & Markets, Agency	4.57	4.20	4.08	4.51	4.40	3.92	4.09	4.25
Attorney General	4.70	4.46	4.08	4.51	4.48	3.97	4.15	4.34
Auditor of Accounts	4.62	4.46	4.10	4.71	4.04	3.53	4.65	4.30
Buildings & General Services	4.33	3.96	3.51	3.88	3.85	3.51	3.86	3.84
Cannabis Control Board	4.74	4.27	4.31	4.57	4.45	3.76	4.09	4.31
Children & Families	4.50	3.99	3.54	4.18	4.15	3.70	3.45	3.93
Commerce & Comm. Dev., Agency	4.37	4.11	3.82	4.30	4.07	3.45	3.74	3.98
Corrections	4.20	3.58	2.91	3.69	3.68	3.39	2.96	3.49
Criminal Justice Council	5.00	4.57	4.21	4.82	4.52	4.14	4.21	4.50
DAIL	4.68	4.29	3.85	4.38	4.12	3.81	3.67	4.11
Defender General	4.67	4.27	3.66	4.34	4.08	3.61	3.15	3.97
Digital Services, Agency	4.16	3.92	3.62	4.24	4.14	3.70	3.90	3.96
Education	4.12	3.80	3.41	4.13	3.86	3.18	3.44	3.71
Enhanced 911 Board	4.67	4.14	4.68	4.29	4.69	3.83	4.07	4.34
Environmental Conservation	4.45	3.97	3.59	4.31	4.18	3.61	3.54	3.95
Finance & Management	4.53	4.15	4.22	4.47	4.43	4.14	4.22	4.31
Financial Regulation	4.71	4.29	4.16	4.31	4.31	4.00	4.20	4.28
Fish & Wildlife	4.54	4.05	3.73	4.18	3.91	3.52	3.24	3.88
Forests, Parks & Recreation	4.50	4.07	3.82	4.33	4.13	3.67	3.22	3.96
Governor's Office	4.83	4.58	4.56	4.69	4.25	4.00	3.63	4.36
Green Mountain Care Board	4.24	4.02	3.72	4.43	4.11	3.58	3.87	4.00
Health	4.53	4.13	3.86	4.40	4.27	3.63	3.97	4.11
Human Resources	4.41	4.02	3.71	4.23	4.10	3.61	3.73	3.97
Human Rights Commission	4.67	3.73	4.10	4.55	4.20	3.63	3.50	4.05
Labor	4.47	4.04	3.89	4.07	4.14	3.56	3.90	4.01
Libraries	4.38	4.00	3.46	4.52	4.05	3.33	3.50	3.89
Land Use Review Board	4.41	3.72	3.46	4.05	3.74	3.03	3.50	3.71
Liquor & Lottery	4.56	4.00	4.10	4.15	4.21	3.81	3.97	4.11
Mental Health	4.52	4.12	3.57	4.21	4.12	3.59	4.01	4.02
Military	4.42	4.03	3.41	3.90	3.61	3.11	3.91	3.77
Motor Vehicles	4.26	3.69	3.44	3.87	3.75	3.45	3.41	3.70
Public Safety	4.48	4.10	3.59	4.16	4.01	3.55	3.68	3.94
Public Service Department	4.20	3.75	3.79	3.97	3.82	3.35	3.63	3.79
Public Utility Commission	4.67	3.87	3.42	4.10	3.74	3.08	3.46	3.77
Secretary of State	4.69	4.27	4.12	4.45	4.39	3.87	4.28	4.30
State Treasurer	4.71	4.40	4.11	4.34	4.34	3.90	4.23	4.29
Taxes	4.59	4.20	3.97	4.22	4.10	3.69	4.13	4.13
Transportation (not DMV)	4.40	3.98	3.51	4.03	3.99	3.67	3.87	3.92
Vermont Health Access	4.64	4.22	4.11	4.30	4.35	4.10	4.08	4.26
Vermont Veterans' Home	4.74	4.62	4.23	3.89	4.31	4.16	3.64	4.23
Total	4.46	4.03	3.67	4.17	4.09	3.70	3.73	3.97

Heat Map	4.00 or higher

Employee Engagement Survey Results – 2025

Work Engagement Survey Items

The measurement of employee engagement has taken two primary approaches. One approach, exemplified by the Gallup Q12, focuses on specific conditions believed to contribute to engagement[11]. For example, understanding one's job and the organization's goals, growth opportunities, relationship with peers, relationship with your supervisor and so on. The State's employee engagement survey was originally designed using the Q12 as a model. Another popular approach more directly measures the concept of engagement. The Utrecht Work Engagement Scale (UWES) includes items measuring vigor at work ("At work I feel bursting with energy"), dedication ("I'm proud of the work I do"), and absorption ("I am immersed in my work").[12]

In the 2024 engagement survey we used the UWES as a pilot. Those results were so interesting that in the 2025 survey we used all the questions in the short version of the UWES.

Table 20 displays the results for each question on a six-point scale ranging from never/almost never to always for all respondents.

In general, the results show high levels of work engagement. A measure of dedication Q 71 "I'm proud of the work I do" showed that 72.2% of respondents indicated they felt that way "very often" or "always." Also, a measure of absorption Q 72 "I am immersed in my work" showed 66.1% of respondents indicating they felt that way "very often" or "always."

Work engagement was categorized using the average of the scores of the seven items making up the scale. Work engagement was considered very high (average of 5.0 or greater on the six-point scale), high (4.0 to 4.99), moderate (3.0 to 3.99), low (2.0 to 2.99) and very low (less than 2.0). The visualization in Table 21 shows the statewide distribution of work engagement. This shows a high level of work engagement, with nearly 63% of respondents categorized as having "high" or "very high" work engagement.

Finally, Table 22 shows the distribution of work engagement by department focusing on the percent who are categorized as high or very high in work engagement.

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[11] Harter, J.K., Schmidt, F.L. & Hayes, T.L. (2002). Business unit level relationship between employee satisfaction employee engagement and business outcomes: A meta-analysis. Journey of Applied Psychology, 87, 268-279.

[12] Meyer, J.P., (2020). Design and application of employee engagement surveys In Employee Surveys and Sensing. Edited by William H Macy and Alexis a Fink, Oxford University Press.

Employee Engagement Survey Results – 2025
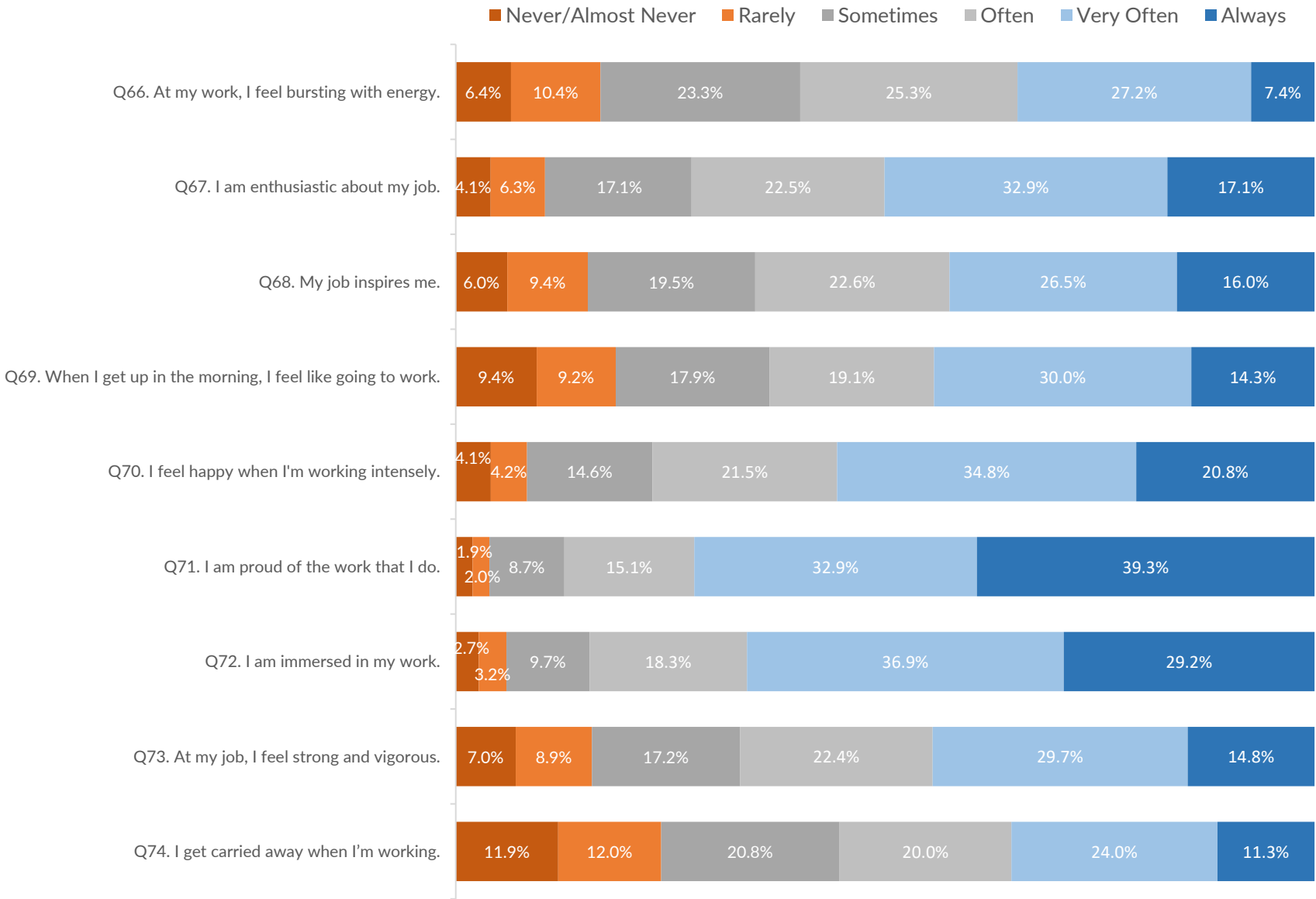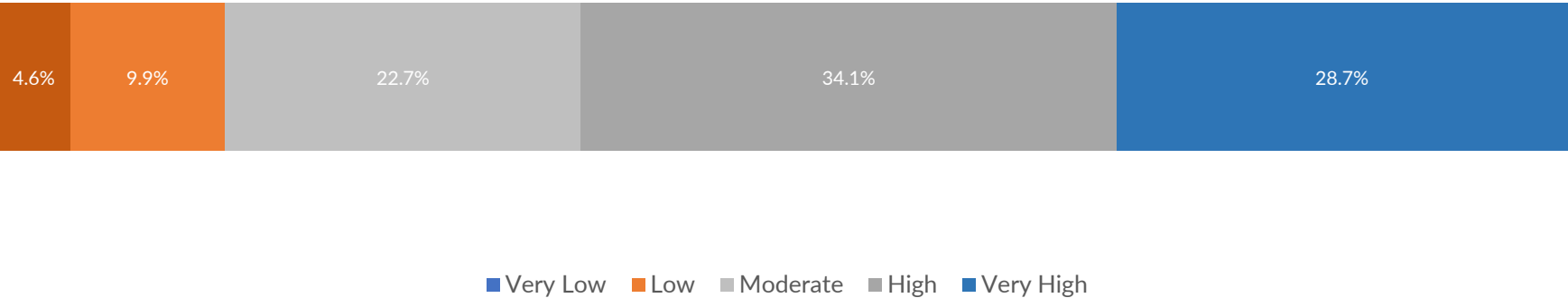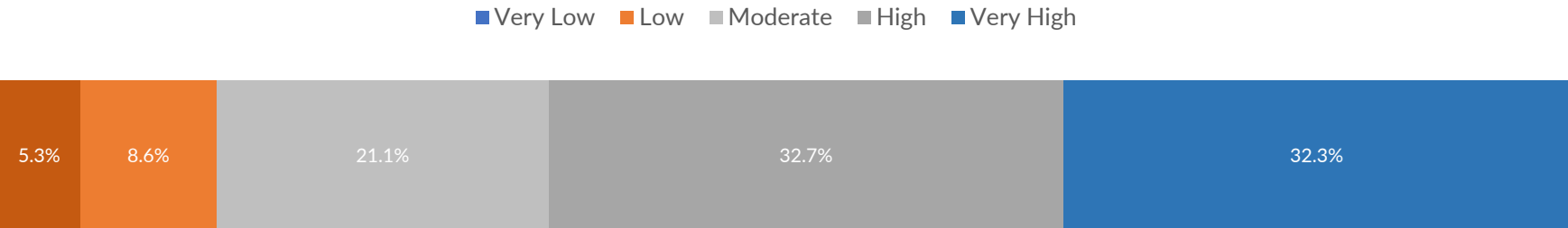
Table 20 – Work Engagement Items

Legend: ■ Never/Almost Never ■ Rarely ■ Sometimes ■ Often ■ Very Often ■ Always

Item	Never/Almost Never	Rarely	Sometimes	Often	Very Often	Always
Q66. At my work, I feel bursting with energy.	6.4%	10.4%	23.3%	25.3%	27.2%	7.4%
Q67. I am enthusiastic about my job.	4.1%	6.3%	17.1%	22.5%	32.9%	17.1%
Q68. My job inspires me.	6.0%	9.4%	19.5%	22.6%	26.5%	16.0%
Q69. When I get up in the morning, I feel like going to work.	9.4%	9.2%	17.9%	19.1%	30.0%	14.3%
Q70. I feel happy when I'm working intensely.	4.1%	4.2%	14.6%	21.5%	34.8%	20.8%
Q71. I am proud of the work that I do.	1.9%	2.0%	8.7%	15.1%	32.9%	39.3%
Q72. I am immersed in my work.	2.7%	3.2%	9.7%	18.3%	36.9%	29.2%
Q73. At my job, I feel strong and vigorous.	7.0%	8.9%	17.2%	22.4%	29.7%	14.8%
Q74. I get carried away when I'm working.	11.9%	12.0%	20.8%	20.0%	24.0%	11.3%

Table 21 - Statewide Distribution of Level of Work Engagement

Level of Work Engagement - 2025 Survey

Very Low	Low	Moderate	High	Very High
4.6%	9.9%	22.7%	34.1%	28.7%

■ Very Low ■ Low ■ Moderate ■ High ■ Very High

Level of Work Engagement - 2024 Survey

■ Very Low ■ Low ■ Moderate ■ High ■ Very High

Very Low	Low	Moderate	High	Very High
5.3%	8.6%	21.1%	32.7%	32.3%

Table 22 – Work Engagement by Department

Legend: ■ High ■ Very High

Department	High	Very High
Vermont Veterans Home	28.6%	57.1%
Defender General	30.0%	55.0%
State Treasurer	51.6%	32.3%
Agency of Administration	32.4%	44.1%
Finance & Management	44.8%	31.0%
DAIL	38.7%	36.8%
Taxes	39.3%	35.2%
Financial Regulation	34.9%	39.5%
Vermont Health Access	39.4%	34.6%
Secretary of State	35.0%	38.3%
Cannabis Control Board	27.3%	45.5%
Attorney General	35.8%	35.8%
Liquor & Lottery	34.8%	34.8%
Agency of Natural Resources	43.6%	25.5%
Agriculture, Food and Markets, Agency	38.1%	29.7%
Mental Health	32.1%	35.1%
Commerce & Comminity Development, Agency	32.9%	34.2%
Forests, Parks & Recreation	31.2%	35.8%
Buildings and General Services	35.3%	31.7%
Auditor of Accounts	8.3%	58.3%
Green Mountain Care Board	40.0%	26.7%
Health	33.8%	31.6%
Public Safety	34.4%	30.6%
Fish & Wildlife	38.9%	24.4%
Human Resources	41.8%	20.9%
Agency of Human Services	33.3%	28.6%
Transportation (not DMV)	31.0%	30.5%
Labor	27.6%	32.7%
Digital Services, Agency	34.3%	25.4%
Public Service Department	48.9%	10.6%
Children & Families	37.1%	22.4%
Libraries	21.4%	35.7%
Military	36.7%	20.4%
Environmental Conservation	37.5%	19.3%
Education	34.4%	21.9%
Land Use Review Board	24.0%	28.0%
Motor Vehicles	26.6%	22.9%
Public Utility Commission	46.2%	
Corrections	24.3%	16.3%

Employee Net Promoter score (eNPS)

The Employee Net Promoter score (eNPS) has gained popularity primarily in the private sector as a another measure for employee engagement. This question asks respondents to indicate their likelihood of recommending the organization as a place to work on a 0 to 10 scale.

Responses are categorized in three groups – promoters (9 or 10); passives (7's and 8's); and detractors (from 0 to 6). The overall eNPS is calculated by subtracting the total percent of promoters minus the total percent of detractors. This yields a score from -100 to +100. A positive score indicates a greater percent of promoters and a negative score a greater percent of detractors.

As a general guide, a score between 10 and 30 is considered very good and those greater than 30 are excellent. Scores of 0 (an equal split between promoters and detractors) to 10 are considered acceptable. Scores of 0 of below are of concern and ones which are lower than -10 warrant immediate steps to improve employee engagement.

The chart below shows that in the survey sample we found an eNPS of 14.0. In the sample of respondents there were a total of 25.2% detractors and 39.2% promoters.[13]

The 2025 results are significantly higher than the 2024 results, which showed a statewide eNPS of 0.92.

Table 23   Statewide eNPS
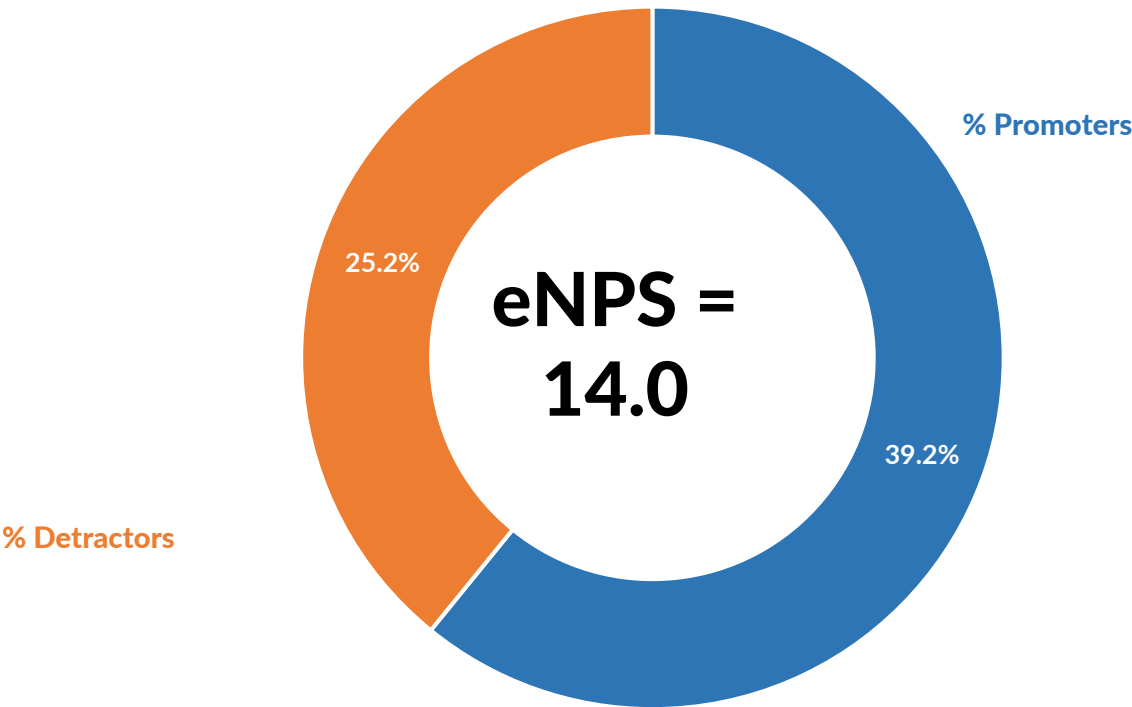
As Table 24 below shows there were wide variations between departments in eNPS. See Table 25 for details of number and percent of each category by department.

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[13] Based on respondents identifying as classified or exempt employees.

Employee Engagement Survey Results – 2025

Table 24   2025 eNPS Scores by Department

Department	Score
Criminal Justice Council	83.3
Vermont Veterans Home	57.1
Defender General	55.0
Secretary of State	54.1
Finance & Management	51.7
Agriculture, Food and Markets, Agency	50.8
Vermont Health Access	46.9
Attorney General	46.3
Agency of Administration	45.7
State Treasurer	45.2
Financial Regulation	44.2
Enhanced 911 Board	42.9
Cannabis Control Board	40.9
Human Rights Commission	40.0
DAIL	39.2
Auditor of Accounts	38.5
Commerce & Comminity Development, Agency	31.6
Public Utility Commission	30.8
Health	27.2
Green Mountain Care Board	26.7
Taxes	25.4
Digital Services, Agency	23.7
Agency of Natural Resources	23.6
Mental Health	22.1
Agency of Human Services	21.0
Environmental Conservation	19.6
Labor	16.3
Liquor & Lottery	12.1
Human Resources	9.9
Buildings and General Services	8.7
Public Safety	7.0
Public Service Department	4.3
Forests, Parks & Recreation	3.7
Military	2.0
Children & Families	1.1
Fish & Wildlife	0.0
Land Use Review Board	0.0
Transportation (not DMV)	-1.7
Motor Vehicles	-7.3
Education	-13.7
Corrections	-29.0
Libraries	-35.7

Table 25 eNPS Scores by Department with Detail

Department	% Promoter	% Passive	% Detractor	eNPS 25	eNPS 24	Change 24 - 25
Agency of Administration	51.4%	42.9%	5.7%	45.7	32.3	13.4
Agency of Human Services	43.8%	33.3%	22.9%	21.0	23.0	-2.0
Agency of Natural Resources	41.8%	40.0%	18.2%	23.6	15.5	8.1
Agriculture, Food and Markets, Agency	59.3%	32.2%	8.5%	50.8	47.5	3.3
Attorney General	51.3%	43.8%	5.0%	46.3	31.3	15.0
Auditor of Accounts	61.5%	15.4%	23.1%	38.5	46.2	-7.7
Buildings and General Services	38.4%	31.9%	29.7%	8.7	5.0	3.7
Cannabis Control Board	50.0%	40.9%	9.1%	40.9		n/a
Children & Families	32.1%	37.0%	31.0%	1.1	-3.7	4.8
Commerce & Community Development, Agency	49.4%	32.9%	17.7%	31.6	13.2	18.4
Corrections	21.0%	29.0%	50.0%	-29.0	-20.9	-8.1
Criminal Justice Council	83.3%	16.7%	0.0%	83.3	22.2	61.1
DAIL	54.4%	30.4%	15.2%	39.2	39.2	0.0
Defender General	65.0%	25.0%	10.0%	55.0	47.1	7.9
Digital Services, Agency	42.6%	38.5%	18.9%	23.7	0.8	22.9
Education	24.2%	37.9%	37.9%	-13.7	-24.5	10.8
Enhanced 911 Board	57.1%	28.6%	14.3%	42.9	66.7	-23.8
Environmental Conservation	38.1%	43.4%	18.5%	19.6	2.4	17.2
Finance & Management	62.1%	27.6%	10.3%	51.7	32.4	19.3
Financial Regulation	59.3%	25.6%	15.1%	44.2	46.8	-2.6
Fish & Wildlife	25.6%	48.9%	25.6%	0.0	1.8	-1.8
Forests, Parks & Recreation	30.3%	43.1%	26.6%	3.7	-5.2	8.9
Governor's Office	75.0%	25.0%	0.0%	75.0	85.7	-10.7
Green Mountain Care Board	26.7%	73.3%	0.0%	26.7	9.1	17.6
Health	45.2%	36.8%	18.0%	27.2	15.7	11.5
Human Resources	38.5%	33.0%	28.6%	9.9	24.4	-14.5
Human Rights Commission	60.0%	20.0%	20.0%	40.0	80.0	-40.0
Labor	43.9%	28.6%	27.6%	16.3	16.3	0.0
Libraries	14.3%	35.7%	50.0%	-35.7	18.8	-54.5
Land Use Review Board	32.0%	36.0%	32.0%	0.0	18.8	-18.8
Liquor & Lottery	37.9%	36.4%	25.8%	12.1	1.7	10.4
Mental Health	45.0%	32.1%	22.9%	22.1	16.7	5.4
Military	32.7%	36.7%	30.6%	2.0	10.6	-8.6
Motor Vehicles	27.5%	37.6%	34.9%	-7.3	-24.0	16.7
Public Safety	33.1%	40.8%	26.1%	7.0	-8.5	15.5
Public Service Department	23.4%	57.4%	19.1%	4.3	26.3	-22.0
Public Utility Commission	38.5%	53.8%	7.7%	30.8	20.0	10.8
Secretary of State	63.9%	26.2%	9.8%	54.1	45.5	8.6
State Treasurer	48.4%	48.4%	3.2%	45.2	61.1	-15.9
Taxes	46.7%	32.0%	21.3%	25.4	30.8	-5.4
Transportation (not DMV)	31.3%	35.6%	33.0%	-1.7	-0.4	-1.3
Vermont Health Access	55.1%	36.7%	8.2%	46.9	42.9	4.0
Vermont Veterans Home	64.3%	28.6%	7.1%	57.1	24.1	33.0
Total	39.2%	35.7%	25.2%	14.0	9.2	4.8

Attrition Risk

Two questions were used to assess risk of attrition. Table 26 below shows the 2025 results.

Table 26   Attrition risk- Overall Response

Q50. How likely is it that you will actively look for a new job (with another employer) in the next year?

■ Unlikely   ■ Neutral   ■ Likely   ■ 2024 % Likely   ■ % Change

59.4%	23.0%	17.6%	18.7%	-1.1%

Q51. If you were to consider leaving the State of Vermont for a job opportunity at another organization, how confident are you could find a job with as good or better pay and benefits?

■ Not Confident   ■ Neutral   ■ Confident   ■ 2024 Confident   ■ % Change

27.3%	22.9%	49.8%	54.8%	-5.0%

Over 59% indicated that they were unlikely to be actively looking for a new job in the next year. On the other hand, nearly 18% indicated that it was likely they would be looking for another job and 23% were neutral.

This shows a slight reduction in the percent likely to be actively looking for a new job from 18.7% in the 2024 survey to the 17.6% in the 2025 survey.

Survey respondents showed a high level of confidence they could find a job in another organization as good or better on their current one, with nearly 50% indicating they were confident. The level of confidence has dropped somewhat as compared to the 2024 survey - 49.8% in 2025 versus 54.8% in 2024.

Table 27 displays percent agreement for respondents by department for both attrition risk questions. A "heat map" of responses is used to visually represent departments were respondents indicated above average levels of likely to be looking for a new job in the next year and above average levels of confidence they could find a job in another organization as good or better than their current one.

Table 27   Retention Questions by Department

Department	Q50 Unlikely	Neutral	Likely	Q51 Not Confident	Neutral	Confident
Agency of Administration	67.6%	11.8%	20.6%	23.5%	23.5%	52.9%
Agency of Human Services	61.3%	19.8%	18.9%	26.7%	25.7%	47.6%
Agency of Natural Resources	61.8%	25.5%	12.7%	29.1%	18.2%	52.7%
Agriculture, Food and Markets, Agency	75.4%	15.3%	9.3%	36.8%	26.5%	36.8%
Attorney General	74.1%	14.8%	11.1%	19.8%	22.2%	58.0%
Auditor of Accounts	76.9%	15.4%	7.7%	25.0%	25.0%	50.0%
Buildings and General Services	47.1%	32.1%	20.7%	18.0%	22.3%	59.7%
Cannabis Control Board	77.3%	18.2%	4.5%	42.9%	23.8%	33.3%
Children & Families	59.9%	24.8%	15.3%	35.2%	25.3%	39.5%
Commerce & Community Development, Agency	53.8%	24.4%	21.8%	21.5%	24.1%	54.4%
Corrections	48.3%	25.4%	26.2%	32.9%	22.4%	44.8%
Criminal Justice Council	42.9%	28.6%	28.6%	28.6%	28.6%	42.9%
DAIL	66.3%	20.0%	13.7%	40.2%	21.6%	38.2%
Defender General	60.0%	25.0%	15.0%	40.0%	20.0%	40.0%
Digital Services, Agency	59.4%	22.9%	17.6%	16.5%	21.8%	61.8%
Education	52.1%	24.0%	24.0%	15.6%	11.5%	72.9%
Enhanced 911 Board	85.7%	14.3%	0.0%	42.9%	14.3%	42.9%
Environmental Conservation	65.2%	18.9%	15.9%	24.0%	23.3%	52.7%
Finance & Management	79.3%	17.2%	3.4%	20.7%	37.9%	41.4%
Financial Regulation	66.3%	27.9%	5.8%	20.0%	23.5%	56.5%
Fish & Wildlife	61.8%	23.6%	14.6%	23.3%	16.7%	60.0%
Forests, Parks & Recreation	59.6%	28.4%	11.9%	14.8%	23.1%	62.0%
Governor's Office	75.0%	25.0%	0.0%	0.0%	0.0%	100.0%
Green Mountain Care Board	40.0%	13.3%	46.7%	13.3%	20.0%	66.7%
Health	56.3%	23.2%	20.5%	30.6%	24.6%	44.8%
Human Resources	59.3%	26.4%	14.3%	18.7%	25.3%	56.0%
Human Rights Commission	80.0%	0.0%	20.0%	0.0%	40.0%	60.0%
Labor	61.5%	20.0%	18.5%	30.1%	17.6%	52.3%
Libraries	42.9%	42.9%	14.3%	42.9%	42.9%	14.3%
Land Use Review Board	56.0%	12.0%	32.0%	25.0%	25.0%	50.0%
Liquor & Lottery	54.5%	22.7%	22.7%	13.6%	19.7%	66.7%
Mental Health	50.4%	28.2%	21.4%	32.1%	22.1%	45.8%
Military	53.1%	28.6%	18.4%	18.4%	14.3%	67.3%
Motor Vehicles	57.3%	15.5%	27.3%	23.9%	26.6%	49.5%
Public Safety	60.5%	17.2%	22.3%	22.3%	22.3%	55.4%
Public Service Department	42.6%	38.3%	19.1%	21.3%	23.4%	55.3%
Public Utility Commission	38.5%	38.5%	23.1%	23.1%	15.4%	61.5%
Secretary of State	73.8%	11.5%	14.8%	44.3%	21.3%	34.4%
State Treasurer	61.3%	25.8%	12.9%	29.0%	29.0%	41.9%
Taxes	64.8%	24.6%	10.7%	26.2%	23.0%	50.8%
Transportation (not DMV)	55.1%	25.8%	19.1%	18.6%	22.8%	58.6%
Vermont Health Access	74.6%	17.6%	7.8%	41.8%	25.4%	32.8%
Vermont Veterans Home	85.7%	7.1%	7.1%	50.0%	7.1%	42.9%
Other	50.0%	23.0%	27.0%	25.0%	18.1%	56.9%
Total	59.4%	23.0%	17.6%	27.3%	22.9%	49.8%

Heat Map	GT Average

Q50. How likely is it that you will actively look for a new job (with another employer) in the next year?

Q51. If you were to consider leaving the State of Vermont for a job opportunity at another organization, how confident are you could find a job with as good or better pay and benefits?

To analyze the relationship between attrition risk as measured by Q 50 "How likely is it that you will actively look for a new job with another employer in the next year" we compared the percent who indicated they were likely or unlikely to actively look for another job against the statewide index.

Table 28 shows employee engagement components as well as scores on compensation, resources, organizational culture, inclusive workplace, performance management, and psychological safety measures.

Those respondents indicating that they were likely to be looking for a new job had lower levels of agreement across every component, many with substantial differences.

As a caveat this shows a relationship but not necessarily a causal one - that is, the low agreement on these components could be indicative of reasons leading them to look for new employment or it could be that people looking for new employment had lower agreement because the desire to leave the organization colored their perceptions of these components.

Those components that saw the greatest difference between those indicating they were likely to leave and those indicating they were unlikely to leave were organizational culture (-43.6%), satisfaction, (-40.8%), communication (-41.1%), growth (-41.7%), and psychological safety (-38.6%).

Table 29 visually compares the difference between those indicating unlikely to leave versus likely to leave for each of the top five components with the greatest difference.

Departments wanting to address underlying causes that may be indicative of potential attrition can use these specific areas as targets for improvement.

Table 28   Attrition Risk by Survey Components

Component	How likely is it that you will actively look for a new job (with another employer) in the next year?					Difference Likely/Unlikely
	Unlikely	Neutral	Likely	Statewide Index		
Alignment Score	97.1%	90.9%	82.0%	93.0%		-15.0%
Satisfaction Score	90.8%	69.2%	50.0%	78.6%		-40.8%
Communication Score	77.6%	54.2%	36.5%	65.0%		-41.1%
Peers Score	89.2%	76.5%	65.4%	82.1%		-23.7%
Supervisor Score	88.1%	70.3%	56.1%	78.4%		-32.0%
Growth Score	73.9%	48.9%	32.2%	60.8%		-41.7%
Balance Score	79.0%	59.7%	47.7%	69.0%		-31.3%
Organizational Culture Score	81.4%	55.7%	37.9%	67.8%		-43.6%
Inclusive Workplace Score	82.2%	61.9%	45.4%	71.0%		-36.7%
Performance Management Score	80.1%	64.8%	51.4%	71.5%		-28.7%
Psychological Safety Score	78.1%	55.2%	39.5%	66.0%		-38.6%

Table 29   Top 5 Components with the Highest Difference between those Likely and Unlikely to Actively Look for a New Job

Average Percent Agreement to Questions related to Organizational Culture

All Respondents — 67.8%

Likely to Look for New Job — 37.9%

-43.6% Difference in **Organizational Cluture**

Unlikely to Look for New Job — 81.4%

Table 29   Top 5 Components with the Highest Difference between those Likely and Unlikely to Actively Look for a New Job (Cont.)

Average Percent Agreement to Questions related to Growth

All Respondents	60.8%
Likely to Look for New Job	32.2%
Unlikely to Look for New Job	73.9%

-41.7% Difference in Growth

Average Percent Agreement to Questions related to Communication

All Respondents	65.0%
Likely to Look for New Job	36.5%
Unlikely to Look for New Job	77.6%

-41.1% Difference in Communication

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Table 29   Top 5 Components with the Highest Difference between those Likely and Unlikely to Actively Look for a New Job (Cont.)

Average Percent Agreement to Questions related to Satisfaction

All Respondents — 78.6%

Likely to Look for New Job — 50.0%

-40.8% Difference in Satisfaction

Unlikely to Look for New Job — 90.8%

Average Percent Agreement to Questions related to Psychological Safety

All Respondents — 66.0%

Likely to Look for New Job — 39.5%

-38.6% Difference in Psychological Safety

Unlikely to Look for New Job — 78.1%

Inclusive Workplace

The concept of an inclusive workplace, as measured by this survey, centers on employees' perceptions of diversity, equity, inclusion, and support within the organization. Together, these questions measure how well the organization fosters an environment where all employees feel valued, supported, and empowered to thrive.

The inclusive workplace index as shown below in Table 30 represents average agreement to questions related to inclusive workplace. Results show only a moderate level of agreement.

Table 30   Inclusive Workplace Index

71.2%
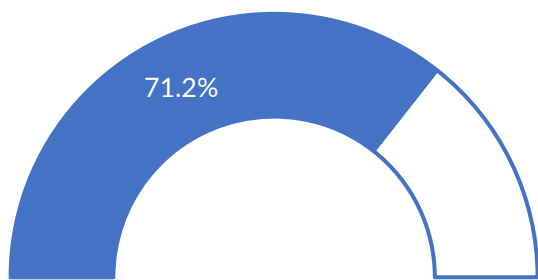
Represents average agreement to questions related to Inclusive Workplace

Table 31 displays percent agreement for all respondents to survey statements that were designed to assess perceptions of issues related to an inclusive workplace. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement.

Table 32 displays the percent agreement for respondents by department to survey statements designed to assess perceptions of issues related to an inclusive workplace. A "heat map" of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 31   Inclusive Workplace

Legend: ■ % Agree ■ % Neutral ■ % Disagree ■ 2024 Agree ■ % Change

Question	% Agree	% Neutral	% Disagree	2024 Agree	% Change
Q36. My agency/department has an inclusive work environment where staff diversity at all levels is valued and encouraged.	74.7%	18.4%	6.9%	73.6%	1.1%
Q37 Management demonstrates a commitment to meeting the needs of all employees.	65.2%	20.3%	14.5%	64.9%	0.3%
Q38. Management ensures that the accessibility needs of employees are properly managed and addressed.	68.5%	22.9%	8.6%	67.4%	1.1%
Q39. I believe my supervisor will take appropriate action in response to incidents of bias, discrimination, and/or harassment.	82.3%	10.8%	6.9%	82.8%	-0.5%
Q40. There is evidence that senior leadership and management are making workforce diversity, equity, and inclusion a priority.	65.4%	25.2%	9.4%	66.9%	-1.5%
Q41. As a member of my agency/department, I feel I can achieve success as my true and authentic self.	71.0%	17.0%	11.9%	70.6%	0.4%

Table 32   Inclusive Workplace by Department

Department	Q36 % Agree	Q37 % Agree	Q38 % Agree	Q39 % Agree	Q40 % Agree	Q41 % Agree	Inclusive Workplace % Agree
Agency of Administration	87.9%	85.3%	85.3%	94.1%	76.5%	97.1%	87.7%
Agency of Human Services	73.6%	66.0%	69.8%	77.4%	59.4%	60.4%	67.8%
Agency of Natural Resources	69.1%	60.0%	64.8%	90.9%	81.8%	74.5%	73.5%
Agriculture, Food and Markets, Agency	82.2%	79.7%	79.7%	89.8%	76.3%	82.2%	81.6%
Attorney General	88.9%	77.8%	74.1%	87.7%	84.0%	88.9%	83.5%
Auditor of Accounts	91.7%	83.3%	75.0%	91.7%	66.7%	90.9%	83.2%
Buildings and General Services	69.1%	62.9%	68.6%	77.9%	52.2%	65.5%	66.0%
Cannabis Control Board	90.9%	90.9%	86.4%	86.4%	81.8%	86.4%	87.1%
Children & Families	72.9%	60.7%	64.0%	81.2%	63.4%	64.8%	67.8%
Commerce & Comm. Dev. Agency	82.1%	76.9%	82.1%	85.9%	66.7%	76.9%	78.4%
Corrections	54.7%	37.3%	42.1%	71.0%	47.2%	47.2%	49.9%
Criminal Justice Council	85.7%	100.0%	100.0%	85.7%	85.7%	85.7%	90.5%
DAIL	84.8%	78.9%	85.7%	85.3%	82.4%	80.4%	82.9%
Defender General	70.0%	65.0%	65.0%	85.0%	65.0%	80.0%	71.7%
Digital Services, Agency	77.6%	67.6%	67.1%	84.1%	60.0%	74.1%	71.8%
Education	58.3%	42.7%	47.9%	77.1%	37.5%	61.5%	54.2%
Enhanced 911 Board	100.0%	100.0%	100.0%	100.0%	71.4%	71.4%	90.5%
Environmental Conservation	75.3%	65.2%	64.4%	88.6%	64.8%	77.3%	72.6%
Finance & Management	79.3%	86.2%	89.7%	96.6%	79.3%	82.8%	85.6%
Financial Regulation	82.4%	77.6%	75.3%	85.7%	67.1%	82.4%	78.4%
Fish & Wildlife	78.0%	62.6%	69.2%	80.2%	67.8%	75.8%	72.3%
Forests, Parks & Recreation	72.2%	66.1%	67.6%	81.7%	67.9%	74.3%	71.6%
Governor's Office	75.0%	75.0%	75.0%	100.0%	75.0%	100.0%	83.3%
Green Mountain Care Board	93.3%	73.3%	86.7%	86.7%	73.3%	86.7%	83.3%
Health	84.9%	78.0%	78.2%	89.6%	82.7%	77.8%	81.9%
Human Resources	84.6%	61.5%	68.1%	89.0%	78.0%	71.4%	75.5%
Human Rights Commission	80.0%	80.0%	80.0%	60.0%	80.0%	80.0%	76.7%
Labor	75.4%	71.3%	75.4%	82.6%	68.7%	74.4%	74.6%
Libraries	85.7%	50.0%	78.6%	92.9%	50.0%	78.6%	72.6%
Land Use Review Board	56.0%	64.0%	56.0%	78.3%	56.0%	70.8%	63.5%
Liquor & Lottery	77.3%	77.3%	83.3%	86.4%	81.5%	74.2%	80.0%
Mental Health	79.4%	58.8%	69.5%	79.4%	64.1%	67.9%	69.8%
Military	61.2%	57.1%	55.1%	61.2%	42.9%	57.1%	55.8%
Motor Vehicles	58.2%	50.0%	59.6%	70.0%	45.0%	56.4%	56.5%
Public Safety	70.3%	63.5%	68.6%	81.3%	51.9%	69.9%	67.6%
Public Service Department	80.9%	74.5%	72.3%	85.1%	72.3%	80.9%	77.7%
Public Utility Commission	76.9%	53.8%	69.2%	84.6%	84.6%	92.3%	76.9%
Secretary of State	86.9%	82.0%	80.3%	90.2%	77.0%	80.3%	82.8%
State Treasurer	83.9%	87.1%	93.5%	90.3%	74.2%	87.1%	86.0%
Taxes	86.8%	81.0%	82.6%	79.3%	71.1%	79.3%	80.0%
Transportation (not DMV)	68.8%	54.8%	62.2%	80.2%	56.2%	66.3%	64.7%
Vermont Health Access	85.2%	82.8%	81.1%	88.2%	82.7%	84.4%	84.1%
Vermont Veterans Home	71.4%	64.3%	71.4%	78.6%	92.9%	85.7%	77.4%
Other	66.2%	64.9%	62.2%	67.6%	60.8%	63.5%	64.2%
Total	74.7%	65.2%	68.5%	82.3%	65.4%	71.0%	71.2%

Heat Map
GT/= 80%

KEY:

Q36. My agency/department has an inclusive work environment where staff diversity at all levels is valued and encouraged.

Q37. Management demonstrates a commitment to meeting the needs of all employees.

Q38. Management ensures that the accessibility needs of employees are properly managed and addressed.

Q39. I believe my supervisor will take appropriate action in response to incidents of bias, discrimination, and/or harassment.

Q40. There is evidence that senior leadership and management are making workforce diversity, equity, and inclusion a priority.

Q41. As a member of my department or agency, I feel I can achieve success as my true and authentic self.

Psychological Safety

Psychological safety is a workplace environment where employees feel safe to share their ideas, ask questions, and take risks without fear of negative consequences. It's characterized by mutual respect and interpersonal trust, and it's based on the belief that team members won't be punished for sharing ideas, taking risks, or asking for feedback. Amy Edmondson has been a pioneering researcher in this field and the questions used in the survey are from her measure of psychological safety.[14]

The psychological safety index as shown below in Table 33 represents average agreement to questions related to psychological safety.[15] Results show only a moderate level of agreement.

Table 33   Psychological Safety Index

66.2%

Represents average agreement to questions
related to Psychological Safety
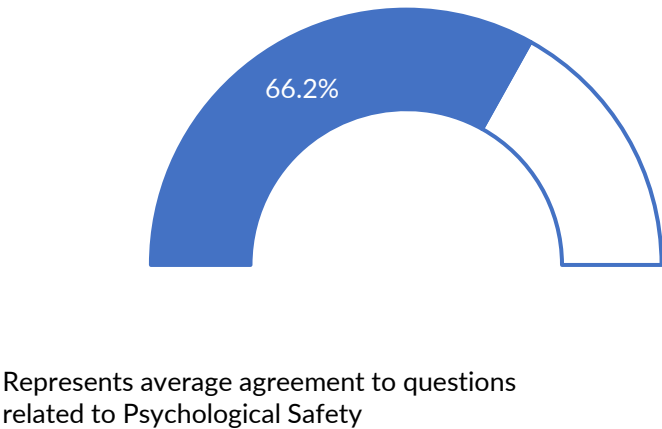
Table 34 displays percent agreement for respondents to survey statements that were designed to assess perceptions of issues related to psychological safety. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement.

Table 35 displays percent agreement for respondents by department to survey statements that were designed to assess perceptions of issues related to psychological safety. A "heat map" of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

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[14] Edmondson, A. C. (2018). The fearless organization: Creating psychological safety in the workplace for learning, innovation, and growth. John Wiley & Sons.
[15] Based on respondents identifying as classified or exempt employees.

Table 34   Psychological Safety

Legend: ■ % Agree   ■ % Neutral   ■ % Disagree   ■ 2024 % Agree   ■ % Change

Question	% Agree	% Neutral	% Disagree	2024 % Agree	% Change
Q52. People in my agency/department are able to bring up problems and tough issues.	69.0%	17.5%	13.5%	66.8%	3.2%
Q53. I feel safe to take a risk in this agency/department.	56.2%	24.7%	19.2%	54.4%	3.2%
Q54. It is not difficult to ask other members of this agency/department for help.	75.1%	15.6%	9.3%		
Q55. No one at this agency/department would deliberately act in a way that undermines my efforts.	60.6%	20.5%	18.9%	57.0%	3.6%
Q56. Working with members of this agency/department, my unique skills and talents are valued and utilized.	69.2%	18.1%	12.7%	67.8%	1.4%
Q57. If I make a mistake at this agency/department, it is rarely held against me.	66.3%	20.9%	12.8%		
Q58. People at this agency/department never reject others for being different.	67.0%	21.8%	11.2%	59.1%	7.9%

Table 35 Psychological Safety by Department

Department	Q52 % Agree	Q53 % Agree	Q54 % Agree	Q55 % Agree	Q56 % Agree	Q57 % Agree	Q58 % Agree	Psychological Safety % Agree
Agency of Administration	88.2%	73.5%	91.2%	85.3%	97.1%	91.2%	91.2%	88.2%
Agency of Human Services	65.1%	47.2%	70.5%	63.2%	66.0%	58.5%	67.9%	62.6%
Agency of Natural Resources	69.1%	68.5%	80.0%	65.5%	76.4%	69.1%	70.9%	71.3%
Agriculture, Food and Markets	85.6%	67.8%	87.3%	75.4%	80.5%	83.9%	76.3%	79.5%
Attorney General	77.8%	70.4%	91.4%	78.8%	85.2%	81.3%	88.8%	81.9%
Auditor of Accounts	83.3%	75.0%	92.3%	92.3%	84.6%	66.7%	91.7%	83.7%
Buildings and General Services	64.3%	52.1%	71.2%	55.0%	59.3%	61.4%	65.0%	61.2%
Cannabis Control Board	86.4%	77.3%	90.9%	86.4%	90.9%	86.4%	86.4%	86.4%
Children & Families	62.7%	52.4%	71.0%	56.7%	64.3%	65.5%	62.6%	62.2%
Commerce & Comm. Dev.	73.4%	63.3%	77.2%	64.6%	68.4%	78.5%	72.2%	71.1%
Corrections	41.2%	26.5%	50.3%	24.9%	41.8%	30.1%	38.4%	36.2%
Criminal Justice Council	85.7%	85.7%	100.0%	71.4%	100.0%	100.0%	71.4%	87.8%
DAIL	74.6%	65.2%	78.9%	77.1%	79.5%	76.6%	76.1%	75.4%
Defender General	80.0%	65.0%	65.0%	65.0%	70.0%	65.0%	85.0%	70.7%
Digital Services, Agency	68.8%	61.2%	75.3%	69.4%	68.2%	72.9%	72.9%	69.8%
Education	61.1%	44.2%	68.4%	45.3%	55.8%	65.3%	54.7%	56.4%
Enhanced 911 Board	85.7%	71.4%	100.0%	57.1%	100.0%	85.7%	71.4%	81.6%
Environmental Conservation	74.3%	58.1%	78.5%	64.2%	70.6%	71.3%	67.2%	69.2%
Finance & Management	96.6%	69.0%	93.1%	86.2%	75.9%	96.6%	93.1%	87.2%
Financial Regulation	83.5%	78.6%	87.1%	77.6%	88.2%	82.4%	83.5%	83.0%
Fish & Wildlife	75.6%	56.7%	81.1%	57.8%	75.6%	63.3%	62.2%	67.5%
Forests, Parks & Recreation	74.3%	59.6%	78.9%	63.3%	78.0%	71.6%	74.3%	71.4%
Governor's Office	100.0%	75.0%	75.0%	75.0%	100.0%	100.0%	75.0%	85.7%
Green Mountain Care Board	73.3%	66.7%	86.7%	66.7%	86.7%	60.0%	73.3%	73.3%
Health	77.7%	63.0%	82.1%	72.6%	77.0%	74.0%	68.3%	73.5%
Human Resources	63.7%	53.8%	72.5%	62.2%	72.2%	72.2%	68.1%	66.4%
Human Rights Commission	60.0%	40.0%	100.0%	60.0%	60.0%	80.0%	80.0%	68.6%
Labor	72.3%	56.6%	78.6%	67.3%	76.5%	75.0%	73.8%	71.5%
Libraries	64.3%	42.9%	71.4%	64.3%	71.4%	64.3%	92.9%	67.3%
Land Use Review Board	68.0%	56.0%	64.0%	52.0%	64.0%	72.0%	76.0%	64.6%
Liquor & Lottery	74.2%	62.1%	76.9%	72.7%	66.7%	72.7%	75.8%	71.6%
Mental Health	59.5%	48.1%	69.5%	53.4%	64.9%	58.0%	63.1%	59.5%
Military	63.3%	58.3%	71.4%	46.9%	61.2%	69.4%	61.2%	61.7%
Motor Vehicles	60.9%	42.7%	66.4%	42.7%	52.7%	50.9%	56.4%	53.2%
Public Safety	72.0%	51.6%	76.4%	58.6%	70.7%	59.9%	59.9%	64.1%
Public Service Department	74.5%	68.1%	74.5%	59.6%	76.6%	66.0%	70.2%	69.9%
Public Utility Commission	76.9%	46.2%	84.6%	61.5%	69.2%	76.9%	76.9%	70.3%
Secretary of State	75.4%	75.0%	83.6%	77.0%	82.0%	82.0%	80.0%	79.3%
State Treasurer	80.6%	90.3%	80.6%	74.2%	83.9%	87.1%	87.1%	83.4%
Taxes	82.0%	71.3%	82.8%	71.3%	78.7%	82.0%	79.5%	78.2%
Transportation (not DMV)	66.8%	53.0%	73.5%	53.2%	65.2%	54.9%	61.3%	61.1%
Vermont Health Access	78.8%	65.1%	82.7%	71.4%	81.2%	81.2%	81.2%	77.4%
Vermont Veterans Home	78.6%	71.4%	78.6%	57.1%	78.6%	64.3%	85.7%	73.5%
Other	59.5%	48.6%	75.7%	54.1%	62.2%	58.1%	68.9%	61.0%
Total	69.0%	56.2%	75.1%	60.6%	69.2%	66.3%	67.0%	66.2%

Heat Map
GT/= 80%

Q52.People in my agency/department are able to bring up problems and tough issues.

Q53.I feel safe to take a risk in this agency/department.

Q54.It is difficult to ask other members of this agency/department for help.

Q55.No one at this agency/department would deliberately act in a way that undermines my efforts.

Q56.Working with members of this agency/department, my unique skills and talents are valued and utilized.

Q57.If I make a mistake at this agency/department, it is often held against me.

Q58.People at this agency/department never reject others for being different.

Telework

The survey asked respondents how many days on average do you currently telework per week? Table 36 shows the distribution of responses.

Table 36 is not an accurate reflection of the actual distribution of telework in state government; it reflects the distribution for survey respondents only. Departments with a high level of staff for which telework does not apply had very low response rates to this survey, such as Department of Public Safety, Department of Corrections, and Vermont Veterans Home among others.

Table 36   How Many Days on Average Do You Currently Telework Per Week Distribution

Less than 1 day/ad hoc	566 — 10.8%
1 day	234 — 4.5%
2 days	530 — 10.1%
3 days	583 — 11.1%
4 days	974 — 18.6%
100 Telework	857 — 16.3%
Doesn't Apply to my Position	1,250 — 23.8%
Prefer not to Answer	252 — 4.8%
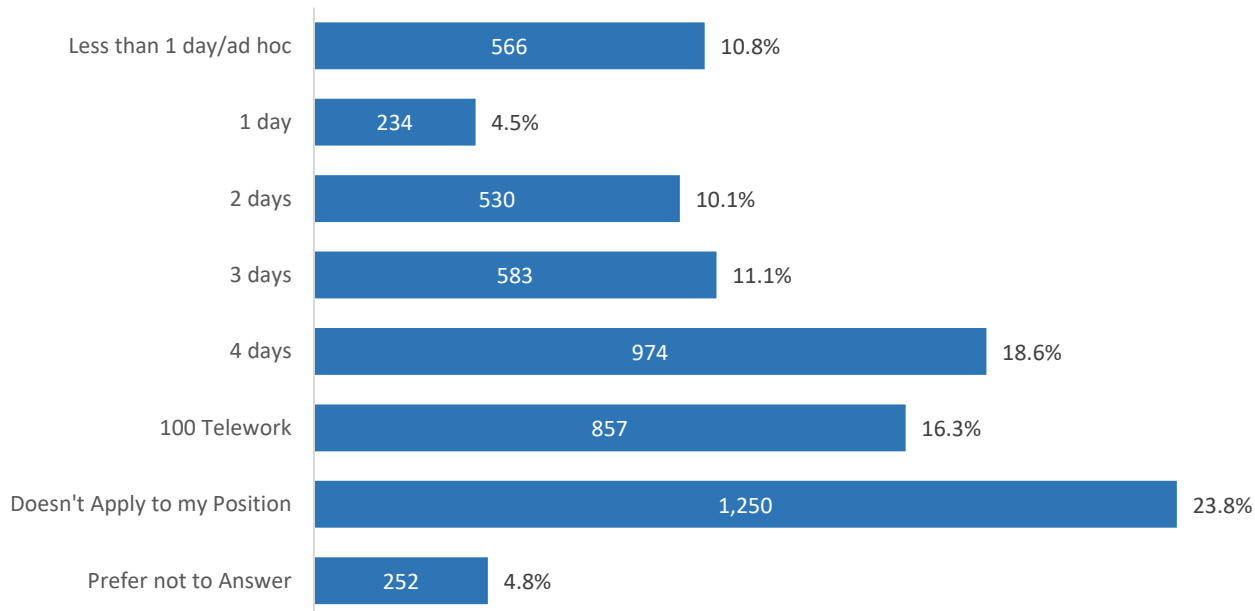
For those individuals who had any amount of telework we asked how often their team works together in person. Table 37 shows the distribution of responses. Most respondents, 32.7%, indicated that their team worked together in person weekly, closely followed by those indicating monthly at 26.9%.

Table 37   How often does your team work together in-person Distribution?

Several per Week	21.6%
Weekly	32.7%
Monthly	26.9%
LT Monthly	15.8%
Never	3.1%
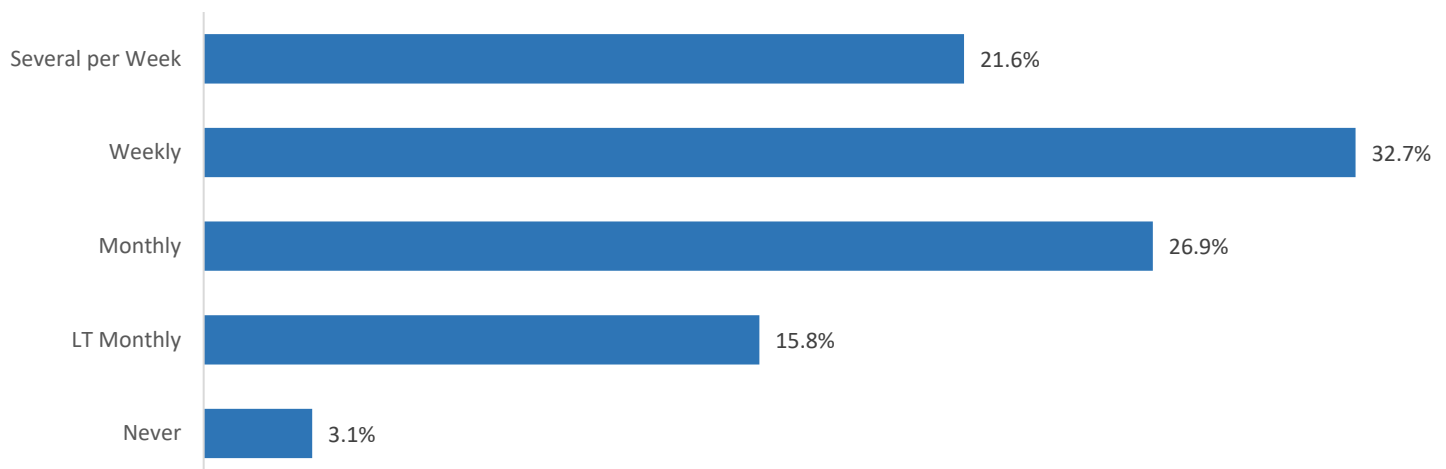
Respondents were asked whether their teams in person time should be more, less, or the same. Table 38 shows the distribution of responses. More than 75% indicated that their in-person time should remain the same.

Table 38   Do You Think Your Team's In-Person Time Should Be More, Less, Or Remain the Same

Category	Percentage
Same	75.1%
More	11.1%
Less	13.8%

Table 39 displays percent agreement for respondents to survey statements that were designed to assess perceptions of issues related to telework. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement.

Over 90% of respondents agreed that they can collaborate effectively with their colleagues while working remotely (93.1%) and that remote work positively impacts their work life balance (92.5%). In addition, 88.2% agreed that remote work positively impacts their individual performance. These results were consistent with those of the 2024 survey.

Table 40 shows responses for "how many days on average do you currently telework per week" by department.

Table 41 shows responses for "how often does your team work together in person" by department.

Table 42 shows responses for do you think your team's in person time should be more less or remain the same by department.

Table 39   Telework Items

Legend: ■ % Agree   ■ % Neutral   ■ % Disagree   ■ 2024 Agree   ■ % Change

Item	% Agree	% Neutral	% Disagree	2024 Agree	% Change
Q29. I am satisfied with the hybrid or remote work opportunities that my agency provides.	73.2%	13.3%	13.5%	61.1%	2.2%
Q87 I can collaborate effectively with my colleagues while working remotely.	93.1%	4.2%	2.7%	72.2%	1.9%
Q88 Communication within my team is clear and effective in a remote work setting.	90.7%	6.3%	3.0%	65.6%	0.6%
Q89. I feel connected to my team while working remotely.	82.6%	10.9%	6.5%		
Q90 Remote work positively impacts my work-life balance.	92.5%	5.6%	1.9%	68.0%	-0.1%
Q91 Remote work positively impacts my individual performance.	88.2%	8.8%	3.0%	74.7%	0.1%

Employee Engagement Survey Results – 2025

Table 40   Telework - How Many Days on Average Do You Currently Telework Per Week by Department

Department	Less than 1	1 day	2 Days	3 Days	4 Days	100% Telework	Does not Apply
Agency of Administration	8.6%	5.7%	0.0%	5.7%	8.6%	37.1%	25.7%
Agency of Human Services	6.6%	12.3%	12.3%	9.4%	17.9%	26.4%	9.4%
Agency of Natural Resources	7.3%	10.9%	1.8%	9.1%	16.4%	23.6%	27.3%
Agriculture, Food and Markets, Agency	15.3%	10.2%	2.5%	8.5%	15.3%	22.9%	20.3%
Attorney General	0.0%	4.9%	1.2%	18.5%	61.7%	9.9%	1.2%
Auditor of Accounts	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Buildings and General Services	62.6%	12.9%	2.9%	16.5%	3.6%	0.7%	0.7%
Cannabis Control Board	4.5%	4.5%	0.0%	50.0%	0.0%	9.1%	18.2%
Children & Families	25.6%	15.9%	7.0%	12.0%	13.3%	14.9%	6.2%
Commerce & Comm. Dev. Agency	3.8%	5.1%	7.6%	6.3%	34.2%	35.4%	5.1%
Corrections	60.3%	16.8%	5.5%	10.5%	2.2%	1.7%	0.6%
Criminal Justice Council	71.4%	14.3%	0.0%	0.0%	0.0%	14.3%	0.0%
DAIL	6.3%	9.3%	8.8%	19.0%	8.8%	20.5%	22.9%
Defender General	40.0%	35.0%	5.0%	5.0%	5.0%	0.0%	0.0%
Digital Services, Agency	0.6%	5.9%	6.5%	8.2%	11.2%	28.2%	30.0%
Education	2.1%	2.1%	0.0%	2.1%	9.4%	30.2%	49.0%
Enhanced 911 Board	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	42.9%
Environmental Conservation	1.9%	2.7%	1.1%	6.5%	10.3%	29.8%	42.0%
Finance & Management	3.4%	0.0%	0.0%	6.9%	6.9%	58.6%	10.3%
Financial Regulation	2.3%	2.3%	2.3%	4.7%	9.3%	24.4%	48.8%
Fish & Wildlife	28.9%	21.1%	4.4%	20.0%	12.2%	10.0%	2.2%
Forests, Parks & Recreation	7.3%	22.0%	4.6%	13.8%	13.8%	18.3%	16.5%
Governor's Office	25.0%	75.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Green Mountain Care Board	0.0%	0.0%	0.0%	13.3%	13.3%	46.7%	20.0%
Health	7.4%	7.4%	2.5%	16.0%	12.1%	18.8%	31.6%
Human Resources	5.5%	2.2%	0.0%	5.5%	12.1%	28.6%	33.0%
Human Rights Commission	0.0%	60.0%	0.0%	40.0%	0.0%	0.0%	0.0%
Labor	51.5%	9.7%	1.0%	6.1%	6.6%	10.2%	10.2%
Libraries	7.1%	7.1%	0.0%	28.6%	14.3%	7.1%	0.0%
Land Use Review Board	0.0%	4.0%	4.0%	0.0%	12.0%	36.0%	20.0%
Liquor & Lottery	33.3%	21.2%	7.6%	12.1%	12.1%	4.5%	3.0%
Mental Health	40.5%	11.5%	2.3%	9.2%	28.2%	2.3%	3.8%
Military	51.0%	22.4%	4.1%	18.4%	2.0%	0.0%	2.0%
Motor Vehicles	55.5%	12.7%	9.1%	2.7%	12.7%	0.0%	1.8%
Public Safety	33.8%	15.9%	6.4%	5.1%	7.0%	13.4%	16.6%
Public Service Department	6.4%	10.6%	8.5%	8.5%	21.3%	10.6%	31.9%
Public Utility Commission	0.0%	15.4%	0.0%	15.4%	0.0%	15.4%	46.2%
Secretary of State	9.8%	13.1%	11.5%	16.4%	11.5%	24.6%	8.2%
State Treasurer	3.2%	16.1%	16.1%	22.6%	25.8%	0.0%	9.7%
Taxes	9.0%	6.6%	1.6%	11.5%	17.2%	48.4%	4.1%
Transportation (not DMV)	41.0%	10.1%	5.1%	7.7%	7.4%	23.2%	1.5%
Vermont Health Access	1.2%	4.7%	1.6%	0.8%	0.8%	32.3%	52.4%
Vermont Veterans Home	64.3%	28.6%	0.0%	7.1%	0.0%	0.0%	0.0%
Other	36.5%	9.5%	1.4%	6.8%	6.8%	13.5%	18.9%
Total	23.8%	10.8%	4.5%	10.1%	11.1%	18.6%	16.3%

Table 41   Telework - How often does your team work together in-person by Department

Department	Never	LT Monthly	Monthly	Several per Week	Weekly
Agency of Administration	3.4%	17.2%	27.6%	10.3%	41.4%
Agency of Human Services	3.2%	19.1%	20.2%	12.8%	44.7%
Agency of Natural Resources	0.0%	14.3%	36.7%	12.2%	36.7%
Agriculture, Food and Markets, Agency	0.0%	17.0%	40.4%	10.6%	31.9%
Attorney General	0.0%	5.1%	5.1%	43.0%	46.8%
Auditor of Accounts	38.5%	53.8%	0.0%	7.7%	0.0%
Buildings and General Services	3.8%	3.8%	3.8%	73.6%	15.1%
Cannabis Control Board	0.0%	11.1%	22.2%	61.1%	5.6%
Children & Families	2.6%	10.1%	21.3%	31.6%	34.4%
Commerce & Community Development, Agency	0.0%	8.1%	5.4%	35.1%	51.4%
Corrections	3.7%	8.9%	8.1%	54.1%	25.2%
Criminal Justice Council	0.0%	0.0%	0.0%	100.0%	0.0%
DAIL	2.7%	23.1%	18.1%	19.8%	36.3%
Defender General	0.0%	0.0%	0.0%	90.0%	10.0%
Digital Services, Agency	4.6%	23.7%	24.3%	9.9%	37.5%
Education	3.4%	13.5%	58.4%	6.7%	18.0%
Enhanced 911 Board	0.0%	80.0%	0.0%	20.0%	0.0%
Environmental Conservation	1.2%	16.5%	64.2%	3.7%	14.4%
Finance & Management	4.2%	4.2%	45.8%	0.0%	45.8%
Financial Regulation	10.1%	46.8%	16.5%	7.6%	19.0%
Fish & Wildlife	0.0%	12.7%	25.4%	22.2%	39.7%
Forests, Parks & Recreation	1.0%	16.5%	32.0%	19.6%	30.9%
Governor's Office	0.0%	0.0%	0.0%	66.7%	33.3%
Green Mountain Care Board	7.1%	28.6%	28.6%	0.0%	35.7%
Health	6.1%	27.9%	31.6%	12.6%	21.8%
Human Resources	9.5%	28.4%	37.8%	5.4%	18.9%
Human Rights Commission	0.0%	0.0%	0.0%	60.0%	40.0%
Labor	4.7%	23.5%	21.2%	25.9%	24.7%
Libraries	0.0%	0.0%	12.5%	12.5%	75.0%
Land Use Review Board	10.5%	31.6%	26.3%	5.3%	26.3%
Liquor & Lottery	0.0%	2.5%	5.0%	55.0%	37.5%
Mental Health	4.0%	4.0%	5.3%	44.0%	42.7%
Military	4.2%	12.5%	4.2%	62.5%	16.7%
Motor Vehicles	4.7%	7.0%	11.6%	48.8%	27.9%
Public Safety	3.0%	20.0%	16.0%	33.0%	28.0%
Public Service Department	2.3%	20.9%	20.9%	25.6%	30.2%
Public Utility Commission	18.2%	72.7%	0.0%	9.1%	0.0%
Secretary of State	0.0%	5.8%	25.0%	26.9%	42.3%
State Treasurer	0.0%	14.3%	0.0%	50.0%	35.7%
Taxes	0.9%	5.5%	7.3%	11.0%	75.2%
Transportation (not DMV)	0.8%	5.4%	9.6%	20.4%	63.7%
Vermont Health Access	1.7%	14.0%	80.0%	0.4%	3.8%
Vermont Veterans Home	0.0%	0.0%	0.0%	100.0%	0.0%
Other	9.8%	19.5%	19.5%	17.1%	34.1%
Total	3.1%	15.8%	26.9%	21.6%	32.7%

Employee Engagement Survey Results - 2025

Table 42   Telework - Do You Think Your Team's In-Person Time Should Be More, Less, Or Remain the Same by Department

Department	Less	More	Same
Agency of Administration	14.3%	17.9%	67.9%
Agency of Human Services	12.9%	10.8%	76.3%
Agency of Natural Resources	6.1%	10.2%	83.7%
Agriculture, Food and Markets, Agency	2.2%	15.1%	82.8%
Attorney General	21.5%	8.9%	69.6%
Auditor of Accounts	0.0%	23.1%	76.9%
Buildings and General Services	23.1%	17.3%	59.6%
Cannabis Control Board	5.6%	5.6%	88.9%
Children & Families	14.6%	10.4%	75.1%
Commerce & Community Development, Agency	17.8%	5.5%	76.7%
Corrections	21.8%	10.5%	67.7%
Criminal Justice Council	0.0%	50.0%	50.0%
DAIL	5.5%	15.9%	78.6%
Defender General	10.0%	10.0%	80.0%
Digital Services, Agency	23.7%	9.2%	67.1%
Education	13.5%	9.0%	77.5%
Enhanced 911 Board	0.0%	0.0%	100.0%
Environmental Conservation	4.9%	15.1%	80.0%
Finance & Management	33.3%	12.5%	54.2%
Financial Regulation	8.9%	19.0%	72.2%
Fish & Wildlife	0.0%	25.4%	74.6%
Forests, Parks & Recreation	5.2%	14.6%	80.2%
Governor's Office	0.0%	66.7%	33.3%
Green Mountain Care Board	0.0%	21.4%	78.6%
Health	8.1%	13.7%	78.2%
Human Resources	8.1%	9.5%	82.4%
Human Rights Commission	0.0%	0.0%	100.0%
Labor	12.9%	7.1%	80.0%
Libraries	0.0%	12.5%	87.5%
Land Use Review Board	5.6%	33.3%	61.1%
Liquor & Lottery	20.0%	7.5%	72.5%
Mental Health	16.0%	2.7%	81.3%
Military	12.5%	16.7%	70.8%
Motor Vehicles	35.7%	2.4%	61.9%
Public Safety	9.0%	8.0%	83.0%
Public Service Department	7.0%	11.6%	81.4%
Public Utility Commission	8.3%	41.7%	50.0%
Secretary of State	9.8%	3.9%	86.3%
State Treasurer	14.3%	7.1%	78.6%
Taxes	28.4%	2.8%	68.8%
Transportation (not DMV)	19.2%	8.7%	72.1%
Vermont Health Access	23.7%	6.4%	69.9%
Vermont Veterans Home	0.0%	20.0%	80.0%
Other	15.0%	12.5%	72.5%
Total	13.8%	11.1%	75.1%

To analyze if there are differences in engagement components respondents were categorized as 100% remote, hybrid (including responses from "1 day" to "4 days"), Does not Apply (including "less than one day/ad hoc")

Table 43 shows employee engagement components by telework status.

For each of the employee engagement components the order was the same: respondents indicating 100% remote had the highest level of agreement; those indicating hybrid had the next highest level of agreement; and those who indicated does not apply had the lowest agreement. However, for several of the components the percent difference was marginal.

Table 43   Employee Engagement Components by Telework

Alignment Score

100% Remote	94.3%
Hybrid	94.0%
Does not Apply	92.7%
Prefer not to answer	83.0%
Statewide Index	93.0%

Satisfaction Score

100% Remote	94.3%
Hybrid	94.0%
Does not Apply	92.7%
Prefer not to answer	83.0%
Statewide Index	93.0%

Communication Score

100% Remote	71.2%
Hybrid	67.3%
Does not Apply	62.3%
Prefer not to answer	49.3%
Statewide Index	65.1%

Peers Score

100% Remote	87.3%
Hybrid	85.4%
Does not Apply	78.0%
Prefer not to answer	74.3%
Statewide Index	82.3%

Employee Engagement Survey Results – 2025

Table 43   Employee Engagement Components by Telework (Cont.)

Supervisor Score

100% Remote	81.8%
Hybrid	80.0%
Does not Apply	76.9%
Prefer not to answer	67.0%
Statewide Index	78.4%

Growth Score

100% Remote	64.7%
Hybrid	62.4%
Does not Apply	59.5%
Prefer not to answer	43.6%
Statewide Index	60.8%

Balance Score

100% Remote	79.3%
Hybrid	67.7%
Does not Apply	66.9%
Prefer not to answer	59.8%
Statewide Index	69.1%

Employee Engagement Survey Results - 2025

Performance Management

The concept of performance management, as measured by this survey, encompasses the processes and practices through which supervisors and the department evaluate, guide, and improve employee performance. Together, these questions aim to capture how performance management is practiced within the organization, focusing on communication, evaluation practices, goal setting, accountability, and fairness in performance appraisals.

The performance management index as shown below in Table 44 represents average agreement to questions related to performance management. Results show only a moderate level of agreement.

Table 44   Performance Management Index

71.7%

Represents average agreement to questions related to Performance Management
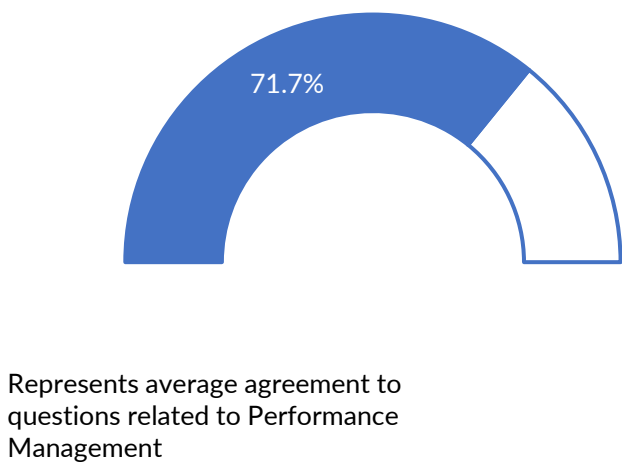
Table 45 displays percent agreement for all respondents to survey statements related to performance management. The table also shows the percent agreement for the same questions in the 2024 survey and a percent change from 2024 to 2025 in agreement.

Table 46 displays the percent agreement for respondents by department to survey statements for performance management. A "heat map" of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 45   Performance Management

Legend: ■ % Agree   ■ % Neutral   ■ % Disagree   ■ 2024 Agree   ■ % Change

Question	% Agree	% Neutral	% Disagree	2024 Agree	% Change
Q42. My performance evaluation provides me with meaningful information about my performance.	63.3%	22.6%	14.1%	61.1%	2.2%
Q43. My performance evaluations are completed annually.	74.1%	13.1%	12.8%	72.2%	1.9%
Q44. My supervisor sets goals for my team/work group.	66.2%	20.1%	13.7%	65.6%	0.6%
Q45. My supervisor holds me accountable for performance.	84.2%	11.9%	3.9%	82.6%	1.6%
Q46. My supervisor holds my co-workers accountable for performance.	67.9%	20.7%	11.4%	68.0%	-0.1%
Q47.My supervisor has the skills necessary to manage performance effectively.	74.8%	14.3%	10.9%	74.7%	0.1%
Q49.My performance appraisal is a fair reflection of my performance.	71.1%	19.8%	9.1%	69.3%	1.8%

Table 46 Performance Management by Department

Department	Q42 % Agree	Q43 % Agree	Q44 % Agree	Q45 % Agree	Q46 % Agree	Q47 % Agree	Q48 % Agree	Performance Management % Agree
Agency of Administration	55.9%	58.8%	70.6%	85.3%	76.5%	85.3%	64.7%	71.0%
Agency of Human Services	63.8%	71.7%	63.8%	83.8%	65.7%	73.3%	69.2%	70.2%
Agency of Natural Resources	67.3%	69.1%	63.0%	80.0%	67.3%	75.9%	78.2%	71.5%
Agriculture, Food and Markets	78.0%	86.3%	76.9%	89.8%	74.6%	86.4%	83.1%	82.2%
Attorney General	68.4%	87.2%	83.5%	91.0%	78.5%	83.5%	78.2%	81.5%
Auditor of Accounts	58.3%	84.6%	69.2%	66.7%	58.3%	54.5%	61.5%	64.8%
Buildings and General Services	64.7%	76.4%	64.0%	80.0%	69.3%	74.3%	70.3%	71.3%
Cannabis Control Board	63.6%	68.2%	72.7%	86.4%	77.3%	81.8%	66.7%	73.8%
Children & Families	68.2%	76.9%	68.8%	85.4%	68.4%	76.1%	73.7%	73.9%
Commerce & Comm. Dev. Agency	60.3%	64.1%	61.0%	82.3%	62.0%	74.7%	79.5%	69.1%
Corrections	46.3%	55.6%	48.1%	77.5%	51.8%	61.8%	53.8%	56.4%
Criminal Justice Council	42.9%	42.9%	57.1%	100.0%	71.4%	85.7%	50.0%	64.3%
DAIL	61.8%	69.1%	63.9%	83.4%	69.3%	74.6%	66.7%	69.8%
Defender General	15.0%	10.0%	25.0%	65.0%	55.0%	70.0%	30.0%	38.6%
Digital Services, Agency	62.7%	75.1%	68.0%	84.6%	73.4%	78.1%	69.2%	73.0%
Education	50.5%	54.7%	56.8%	76.0%	56.8%	63.5%	57.3%	59.4%
Enhanced 911 Board	100.0%	71.4%	83.3%	85.7%	71.4%	100.0%	100.0%	87.4%
Environmental Conservation	57.6%	74.9%	67.3%	85.6%	72.3%	75.0%	70.1%	71.8%
Finance & Management	69.0%	72.4%	82.8%	93.1%	89.7%	93.1%	75.9%	82.3%
Financial Regulation	65.1%	70.9%	75.6%	91.9%	75.6%	81.4%	74.4%	76.4%
Fish & Wildlife	53.3%	87.8%	52.2%	77.8%	61.8%	72.2%	73.3%	68.4%
Forests, Parks & Recreation	63.6%	76.6%	75.9%	85.0%	71.0%	71.0%	74.8%	74.0%
Governor's Office	25.0%	25.0%	33.3%	75.0%	75.0%	75.0%	50.0%	51.2%
Green Mountain Care Board	33.3%	42.9%	53.3%	73.3%	60.0%	60.0%	60.0%	54.7%
Health	73.6%	90.8%	72.8%	86.4%	72.3%	79.2%	85.4%	80.1%
Human Resources	81.1%	93.3%	72.2%	90.0%	73.3%	74.4%	83.3%	81.1%
Human Rights Commission	80.0%	80.0%	100.0%	100.0%	100.0%	60.0%	60.0%	82.9%
Labor	61.3%	67.5%	64.1%	83.7%	65.5%	74.9%	67.0%	69.1%
Libraries	71.4%	64.3%	78.6%	92.9%	85.7%	85.7%	71.4%	78.6%
Land Use Review Board	47.8%	73.9%	65.2%	65.2%	52.2%	56.5%	56.5%	59.6%
Liquor & Lottery	69.7%	81.8%	75.8%	87.9%	72.7%	80.3%	74.2%	77.5%
Mental Health	69.5%	80.2%	70.2%	90.8%	75.6%	78.6%	69.8%	76.4%
Military	34.7%	38.8%	32.7%	69.4%	42.9%	53.1%	46.9%	45.5%
Motor Vehicles	47.3%	55.5%	52.3%	75.5%	57.3%	60.9%	54.6%	57.6%
Public Safety	46.2%	56.4%	56.7%	78.3%	65.6%	69.4%	54.8%	61.1%
Public Service Department	55.3%	54.3%	55.3%	83.0%	66.0%	70.2%	63.0%	63.9%
Public Utility Commission	46.2%	30.8%	61.5%	76.9%	46.2%	69.2%	38.5%	52.7%
Secretary of State	80.0%	88.3%	75.0%	91.7%	71.7%	75.0%	83.3%	80.7%
State Treasurer	67.7%	77.4%	74.2%	90.3%	64.5%	87.1%	77.4%	77.0%
Taxes	67.2%	68.9%	69.4%	86.1%	67.2%	74.6%	73.8%	72.4%
Transportation (not DMV)	63.0%	77.5%	66.0%	84.9%	67.6%	76.0%	72.4%	72.5%
Vermont Health Access	81.2%	93.8%	82.8%	91.4%	79.7%	84.3%	86.3%	85.6%
Vermont Veterans Home	78.6%	78.6%	71.4%	92.3%	57.1%	76.9%	78.6%	76.2%
Total	63.3%	74.1%	66.2%	84.2%	67.9%	74.8%	71.1%	71.6%

Heat Map
GT/= 80%

Q42. My performance evaluation provides me with meaningful information about my performance.

Q43. My performance evaluations are completed annually.

Q44. My supervisor sets goals for my team/work group.

Q45. My supervisor holds me accountable for performance.

Q46. My supervisor holds my co-workers accountable for performance.

Q47.My supervisor has the skills necessary to manage performance effectively.

Q48.My performance appraisal is a fair reflection of my performance.

Resources

The concept of resources, as measured by this survey, focuses on employees' access to the necessary tools and support for job performance. Together these questions assess whether employees feel equipped with the physical and educational resources they need to succeed in their roles.

The resources index as shown below in Table 47 represents average agreement to questions related to resources. Results show a relatively high level of agreement.
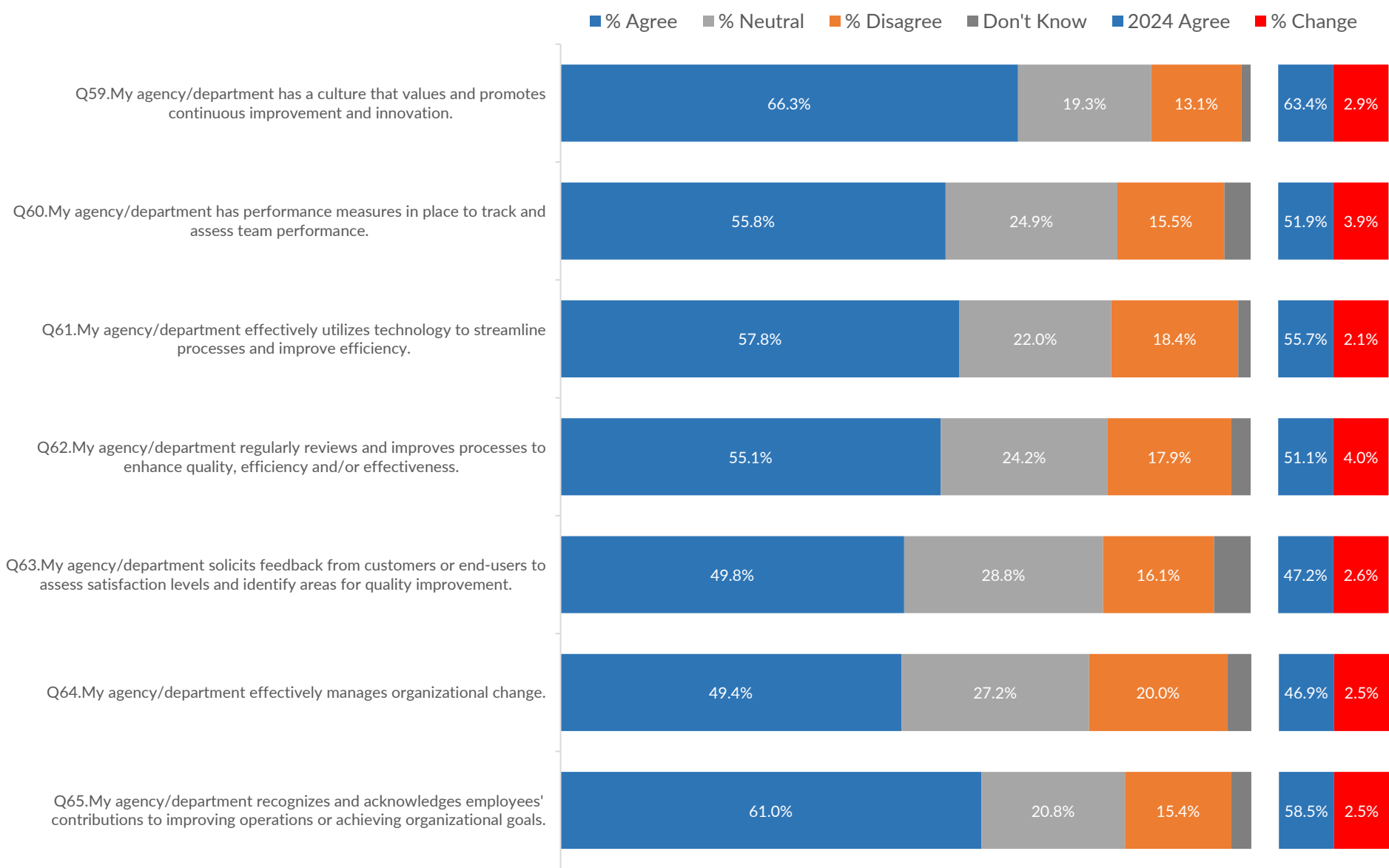
Table 47   Resources Index

74.8%
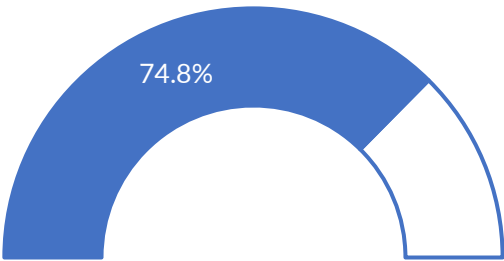
Represents average agreement to questions
related to Resources

Table 48 displays percent agreement for all respondents to survey statements related to resources. The table also shows the percent agreement for the same questions in the 2024 survey and a percent change from 2024 to 2025 in agreement.

Table 49 displays the percent agreement for respondents by department to survey statements for alignment. A "heat map" of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 48   Resources Items

Legend: ■ % Agree   ■ % Neutral   ■ % Disagree   ■ 2024 Agree   ■ % Change

Q30. I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job well.
- % Agree: 78.1%
- % Neutral: 11.6%
- % Disagree: 10.3%
- 2024 Agree: 76.1%
- % Change: 2.0%

Q31. I receive the training I need to do my job effectively.
- % Agree: 71.5%
- % Neutral: 18.0%
- % Disagree: 10.5%
- 2024 Agree: 68.5%
- % Change: 3.0%
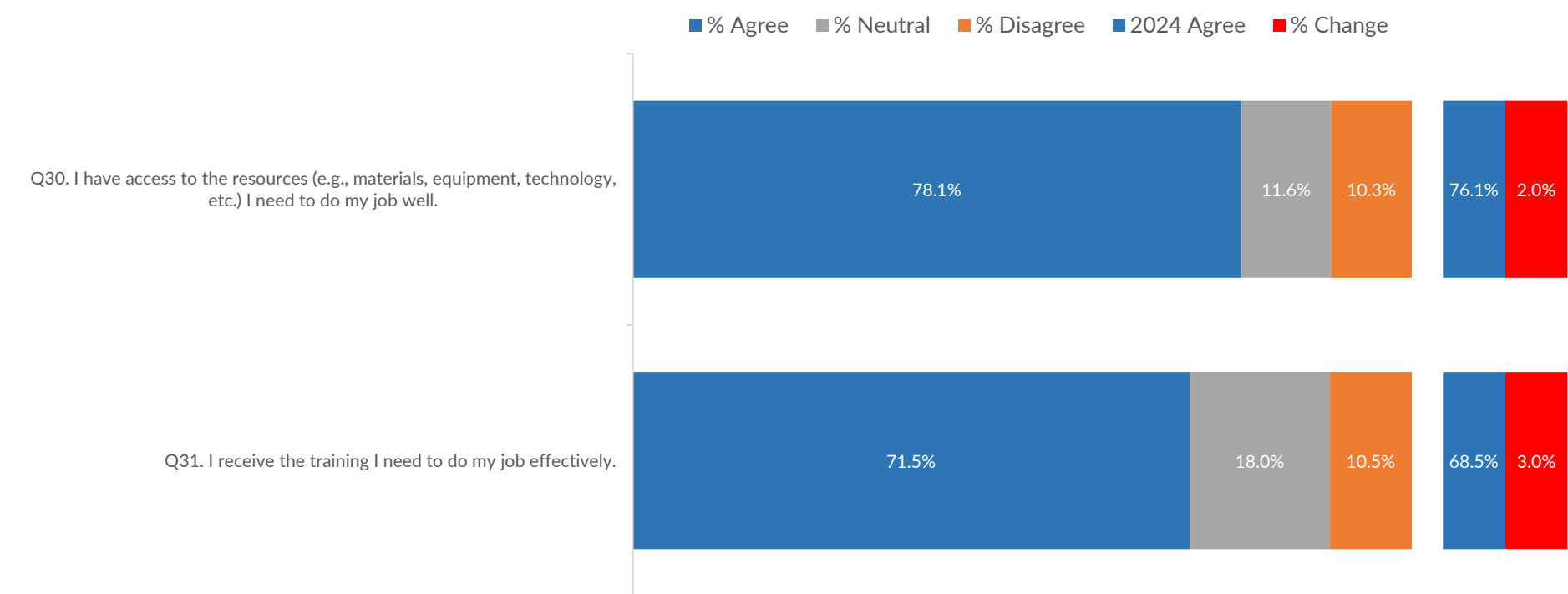
Table 49   Resources by Department

Department	Q32 % Agree	Q33 % Agree	Resources Score % Agree
Agency of Administration	100.0%	82.4%	91.2%
Agency of Human Services	73.6%	67.9%	70.8%
Agency of Natural Resources	78.2%	69.1%	73.6%
Agriculture, Food and Markets, Agency	90.7%	81.2%	85.9%
Attorney General	80.2%	82.7%	81.5%
Auditor of Accounts	100.0%	76.9%	88.5%
Buildings and General Services	71.9%	65.9%	68.9%
Cannabis Control Board	81.0%	77.3%	79.1%
Children & Families	76.9%	72.2%	74.6%
Commerce & Community Development, Agency	84.8%	76.9%	80.9%
Corrections	56.2%	58.5%	57.4%
Criminal Justice Council	71.4%	85.7%	78.6%
DAIL	83.4%	81.5%	82.4%
Defender General	80.0%	70.0%	75.0%
Digital Services, Agency	82.8%	59.5%	71.2%
Education	78.1%	61.5%	69.8%
Enhanced 911 Board	100.0%	85.7%	92.9%
Environmental Conservation	74.3%	67.9%	71.1%
Finance & Management	86.2%	86.2%	86.2%
Financial Regulation	82.6%	86.0%	84.3%
Fish & Wildlife	78.0%	79.1%	78.6%
Forests, Parks & Recreation	75.2%	67.9%	71.6%
Governor's Office	75.0%	75.0%	75.0%
Green Mountain Care Board	66.7%	73.3%	70.0%
Health	86.4%	77.7%	82.1%
Human Resources	76.7%	70.0%	73.3%
Human Rights Commission	80.0%	60.0%	70.0%
Labor	81.0%	74.5%	77.8%
Libraries	85.7%	78.6%	82.1%
Land Use Review Board	80.0%	64.0%	72.0%
Liquor & Lottery	83.3%	84.8%	84.1%
Mental Health	83.1%	68.5%	75.8%
Military	65.3%	57.1%	61.2%
Motor Vehicles	71.8%	55.0%	63.4%
Public Safety	81.5%	70.7%	76.1%
Public Service Department	80.9%	57.4%	69.1%
Public Utility Commission	92.3%	76.9%	84.6%
Secretary of State	82.0%	71.7%	76.8%
State Treasurer	90.3%	67.7%	79.0%
Taxes	89.3%	71.9%	80.6%
Transportation (not DMV)	72.8%	69.9%	71.4%
Vermont Health Access	91.0%	85.9%	88.5%
Vermont Veterans Home	85.7%	64.3%	75.0%
Other	71.6%	64.9%	68.2%
Total	78.1%	71.5%	74.8%

Heat Map
GT/= 80%

KEY:

Q32. I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job well.

Q33. I receive the training I need to do my job effectively.

Organizational Culture

The concept of organizational culture, as measured by this survey, revolves around employees' perceptions of their work environment, interpersonal treatment, and the overall functioning of their department. Together these questions capture the values, behaviors, and systems that shape the work experience focusing on collegiality, respect, and operational efficiency.

The resources index as shown below in Table 50 represents average agreement to questions related to organizational culture. Results show a relatively low level of agreement.

Table 50   Organizational Culture Index
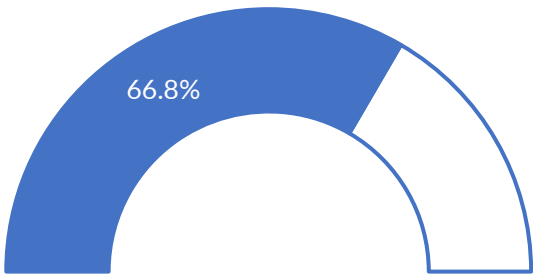
Represents average agreement to questions
related to Organizational Culture

Table 51 displays percent agreement for all respondents to survey statements related to organizational culture. The table also shows the percent agreement for the same questions in the 2024 survey and a percent change from 2024 to 2025 in agreement.

Table 52 displays the percent agreement for respondents by department to survey statements for organizational culture. A "heat map" of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 51   Organizational Culture Items

Legend: ■ % Agree ■ % Neutral ■ % Disagree ■ 2024 Agree ■ % Change

Question	% Agree	% Neutral	% Disagree	2024 Agree	% Change
Q34. My department is a good place to work.	78.0%	13.7%	8.3%	76.7%	1.3%
Q35. The culture in my department is a healthy one.	66.1%	17.8%	16.1%	65.2%	0.9%
Q36 In my department people are treated with respect and dignity.	74.1%	14.6%	11.3%	73.2%	0.9%
Q37. In my department things are well planned and organized.	53.7%	24.2%	22.1%	52.1%	1.6%

Employee Engagement Survey Results – 2025

Table 52   Organizational Culture by Department

Department	Q34 % Agree	Q35 % Agree	Q36 % Agree	Q37 % Agree	Organizational Culture % Agree
Agency of Administration	97.1%	79.4%	88.2%	67.6%	83.1%
Agency of Human Services	74.5%	62.3%	72.6%	55.7%	66.3%
Agency of Natural Resources	83.6%	74.5%	85.5%	63.6%	76.8%
Agriculture, Food and Markets, Agency	92.4%	87.3%	88.0%	71.2%	84.7%
Attorney General	95.1%	85.2%	91.4%	72.8%	86.1%
Auditor of Accounts	84.6%	66.7%	100.0%	66.7%	79.5%
Buildings and General Services	74.1%	64.3%	69.3%	50.7%	64.6%
Cannabis Control Board	100.0%	90.9%	100.0%	86.4%	94.3%
Children & Families	72.7%	57.6%	67.2%	49.7%	61.8%
Commerce & Community Development, Agency	83.5%	69.6%	79.7%	59.5%	73.1%
Corrections	44.9%	28.2%	37.3%	21.0%	32.8%
Criminal Justice Council	100.0%	71.4%	100.0%	71.4%	85.7%
DAIL	91.2%	79.0%	84.9%	65.9%	80.2%
Defender General	80.0%	60.0%	75.0%	50.0%	66.3%
Digital Services, Agency	75.9%	64.7%	76.5%	44.7%	65.4%
Education	63.5%	52.1%	65.6%	35.4%	54.2%
Enhanced 911 Board	85.7%	85.7%	100.0%	85.7%	89.3%
Environmental Conservation	85.7%	75.5%	83.8%	49.8%	73.7%
Finance & Management	93.1%	89.7%	96.6%	75.9%	88.8%
Financial Regulation	89.5%	83.7%	87.2%	74.1%	83.6%
Fish & Wildlife	85.7%	69.2%	76.9%	50.5%	70.6%
Forests, Parks & Recreation	86.2%	79.8%	80.6%	51.4%	74.5%
Governor's Office	100.0%	75.0%	100.0%	75.0%	87.5%
Green Mountain Care Board	80.0%	40.0%	66.7%	20.0%	51.7%
Health	90.9%	80.2%	88.6%	68.9%	82.2%
Human Resources	72.5%	63.7%	70.3%	45.1%	62.9%
Human Rights Commission	60.0%	60.0%	60.0%	40.0%	55.0%
Labor	78.1%	70.9%	78.6%	59.2%	71.7%
Libraries	64.3%	42.9%	57.1%	42.9%	51.8%
Land Use Review Board	56.0%	32.0%	56.0%	52.0%	49.0%
Liquor & Lottery	77.3%	72.7%	81.8%	62.1%	73.5%
Mental Health	78.5%	66.2%	70.8%	54.6%	67.5%
Military	75.5%	51.0%	69.4%	32.7%	57.1%
Motor Vehicles	63.6%	50.5%	56.4%	37.3%	51.9%
Public Safety	75.8%	65.0%	70.7%	57.3%	67.2%
Public Service Department	83.0%	68.1%	78.7%	59.6%	72.3%
Public Utility Commission	76.9%	38.5%	69.2%	46.2%	57.7%
Secretary of State	85.2%	77.0%	83.6%	70.5%	79.1%
State Treasurer	93.5%	71.0%	93.5%	58.1%	79.0%
Taxes	87.6%	81.0%	89.3%	72.7%	82.6%
Transportation (not DMV)	75.1%	61.3%	68.7%	45.2%	62.6%
Vermont Health Access	90.6%	83.6%	88.2%	78.1%	85.1%
Vermont Veterans Home	85.7%	57.1%	64.3%	50.0%	64.3%
Other	67.6%	63.5%	64.9%	52.7%	62.2%
Total	78.0%	66.1%	74.1%	53.7%	68.0%

KEY:

Q34. My department is a good place to work.

Q35. The culture in my department is a healthy one.

Q36. In my department people are treated with respect and dignity.

Q37. In my department things are well planned and organized.

Operational Excellence

Operational Excellence refers to achieving the highest level of efficiency and effectiveness in operations, ensuring that products and services are delivered in a timely, reliable, and cost-effective manner to meet the needs of customers, clients, and citizens. It focuses on optimizing processes and continuously improving performance to create value by delivering programing, products and services that are easier, better, faster, and cheaper. Without operational excellence, government agencies may face slow, redundant, and error-prone processes, reduced quality in public services, safety and compliance risks, and breakdowns in communication and collaboration, leading to employee frustration and low citizen satisfaction.

The operational excellence index as shown below in Table 53 represents average agreement to questions related to operational excellence.[16] Results show only a moderate level of agreement.

Table 53   Operational Excellence

56.5%
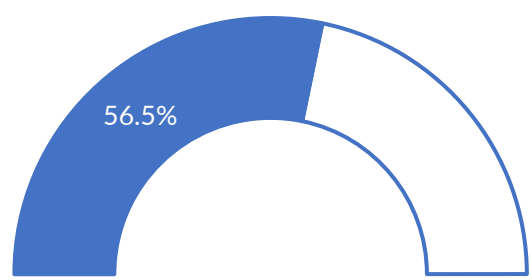
Represents average agreement to questions related to Operational Excellence

Table 54 displays percent agreement for all respondents to survey statements that were designed to assess operational excellence. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement.

Table 55 displays the percent agreement for respondents by department to survey statements designed to assess perceptions of operational excellence. A "heat map" of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

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[16] Based on respondents identifying as classified or exempt employees.

Employee Engagement Survey Results – 2025

Table 54   Operational Excellence

Legend: ■ % Agree ■ % Neutral ■ % Disagree ■ Don't Know ■ 2024 Agree ■ % Change

Question	% Agree	% Neutral	% Disagree	2024 Agree	% Change
Q59.My agency/department has a culture that values and promotes continuous improvement and innovation.	66.3%	19.3%	13.1%	63.4%	2.9%
Q60.My agency/department has performance measures in place to track and assess team performance.	55.8%	24.9%	15.5%	51.9%	3.9%
Q61.My agency/department effectively utilizes technology to streamline processes and improve efficiency.	57.8%	22.0%	18.4%	55.7%	2.1%
Q62.My agency/department regularly reviews and improves processes to enhance quality, efficiency and/or effectiveness.	55.1%	24.2%	17.9%	51.1%	4.0%
Q63.My agency/department solicits feedback from customers or end-users to assess satisfaction levels and identify areas for quality improvement.	49.8%	28.8%	16.1%	47.2%	2.6%
Q64.My agency/department effectively manages organizational change.	49.4%	27.2%	20.0%	46.9%	2.5%
Q65.My agency/department recognizes and acknowledges employees' contributions to improving operations or achieving organizational goals.	61.0%	20.8%	15.4%	58.5%	2.5%

Table 55   Operational Excellence by Department

Department	Q59 % Agree	Q60 % Agree	Q61 % Agree	Q62 % Agree	Q63 % Agree	Q64 % Agree	Q65 % Agree	Operational Excellence % Agree
Agency of Administration	91.2%	61.8%	76.5%	67.6%	52.9%	64.7%	82.4%	71.0%
Agency of Human Services	67.9%	52.8%	52.8%	53.3%	43.4%	44.8%	59.4%	53.5%
Agency of Natural Resources	70.9%	43.6%	67.3%	49.1%	36.4%	47.3%	76.4%	55.8%
Agriculture, Food and Markets	76.3%	64.4%	66.1%	66.9%	59.3%	61.5%	76.3%	67.3%
Attorney General	88.8%	65.0%	60.0%	55.0%	53.8%	57.5%	67.5%	63.9%
Auditor of Accounts	91.7%	66.7%	66.7%	66.7%	15.4%	58.3%	66.7%	61.7%
Buildings and General Services	65.0%	46.4%	53.6%	50.7%	47.5%	53.6%	55.4%	53.2%
Cannabis Control Board	86.4%	54.5%	81.8%	85.7%	81.8%	77.3%	86.4%	79.1%
Children & Families	62.6%	60.4%	48.7%	56.1%	49.5%	45.1%	55.8%	54.0%
Commerce & Comm.Dev.	72.2%	49.4%	54.4%	53.2%	39.2%	51.9%	70.9%	55.9%
Corrections	38.4%	36.2%	31.0%	28.5%	26.2%	23.1%	34.7%	31.2%
Criminal Justice Council	71.4%	57.1%	71.4%	42.9%	71.4%	71.4%	100.0%	69.4%
DAIL	76.1%	70.7%	68.1%	67.6%	74.6%	59.5%	75.1%	70.3%
Defender General	85.0%	26.3%	60.0%	35.0%	25.0%	35.0%	45.0%	44.5%
Digital Services, Agency	72.9%	45.3%	63.5%	53.5%	50.6%	41.2%	59.4%	55.2%
Education	54.7%	26.3%	38.5%	36.5%	47.9%	34.4%	53.1%	41.6%
Enhanced 911 Board	71.4%	100.0%	85.7%	85.7%	57.1%	71.4%	85.7%	79.6%
Environmental Conservation	67.2%	52.5%	52.8%	47.3%	39.6%	39.2%	64.9%	51.9%
Finance & Management	93.1%	62.1%	72.4%	67.9%	62.1%	69.0%	82.8%	72.7%
Financial Regulation	83.5%	70.6%	61.6%	72.9%	58.8%	70.9%	76.7%	70.7%
Fish & Wildlife	62.2%	35.6%	37.1%	30.0%	51.1%	44.4%	54.4%	45.0%
Forests, Parks & Recreation	74.3%	46.8%	47.2%	46.8%	47.7%	56.9%	67.0%	55.2%
Governor's Office	75.0%	75.0%	75.0%	50.0%	100.0%	75.0%	100.0%	78.6%
Green Mountain Care Board	73.3%	53.3%	46.7%	46.7%	33.3%	13.3%	66.7%	47.6%
Health	68.3%	65.7%	71.6%	66.9%	59.3%	59.8%	70.0%	65.9%
Human Resources	68.1%	44.0%	51.6%	42.9%	41.8%	46.2%	60.0%	50.6%
Human Rights Commission	80.0%	80.0%	40.0%	40.0%	40.0%	40.0%	80.0%	57.1%
Labor	73.8%	60.2%	60.0%	54.1%	49.5%	60.7%	63.3%	60.2%
Libraries	92.9%	64.3%	57.1%	50.0%	42.9%	42.9%	57.1%	58.2%
Land Use Review Board	76.0%	52.0%	72.0%	60.0%	48.0%	52.0%	60.0%	60.0%
Liquor & Lottery	75.8%	77.3%	77.3%	77.3%	81.8%	65.2%	81.8%	76.6%
Mental Health	63.1%	55.0%	55.7%	56.5%	52.7%	53.4%	57.3%	56.2%
Military	61.2%	36.7%	63.3%	46.9%	42.9%	40.8%	53.1%	49.3%
Motor Vehicles	56.4%	58.7%	62.7%	47.3%	42.7%	35.5%	44.5%	49.7%
Public Safety	59.9%	50.3%	56.1%	56.7%	49.0%	45.2%	56.1%	53.3%
Public Service Department	70.2%	42.6%	44.7%	38.3%	38.3%	42.6%	57.4%	47.7%
Public Utility Commission	76.9%	46.2%	69.2%	53.8%	46.2%	23.1%	61.5%	53.8%
Secretary of State	80.0%	59.0%	78.7%	68.3%	61.7%	72.1%	82.0%	71.7%
State Treasurer	87.1%	54.8%	58.1%	67.7%	58.1%	67.7%	67.7%	65.9%
Taxes	79.5%	63.1%	76.2%	69.7%	49.6%	64.8%	73.0%	68.0%
Transportation (not DMV)	61.3%	52.4%	58.2%	52.8%	45.6%	41.4%	51.9%	52.0%
Vermont Health Access	81.2%	84.0%	80.1%	77.3%	68.8%	73.7%	78.1%	77.6%
Vermont Veterans Home	85.7%	64.3%	64.3%	78.6%	85.7%	71.4%	78.6%	75.5%
Other	68.9%	54.8%	52.7%	56.8%	45.2%	53.4%	52.7%	54.9%
Total	67.0%	55.8%	57.8%	55.1%	49.8%	49.4%	61.0%	56.6%

Q59.My agency/department has a culture that values and promotes continuous improvement and innovation.

Q60.My agency/department has performance measures in place to track and assess team performance.

Q61.My agency/department effectively utilizes technology to streamline processes and improve efficiency.

Q62.My agency/department regularly reviews and improves processes to enhance quality, efficiency and/or effectiveness.
Q63.My agency/department solicits feedback from customers or end-users to assess satisfaction levels and identify areas for quality improvement.
Q64.My agency/department effectively manages organizational change.
Q65.My agency/department recognizes and acknowledges employees' contributions to improving operations or achieving organizational goals.

Survey Results

In the 2025 survey two questions were asked about previous surveys.

Table 56 shows that nearly 80% indicated they had seen or read or otherwise been made aware of the results of the last employee engagement survey. However, only approximately 30% said they could identify a tangible change that was made because of the results of the survey. This was however a relatively large difference from the 2024 survey where only 23.3% said they could identify a tangible change.

Table 57 displays the percent agreement for respondents by department to survey results questions. A "heat map" of responses is used to visually represent levels of agreement that are in the top third, middle third and bottom third for that question compared to other departments.

Table 56   Survey Results
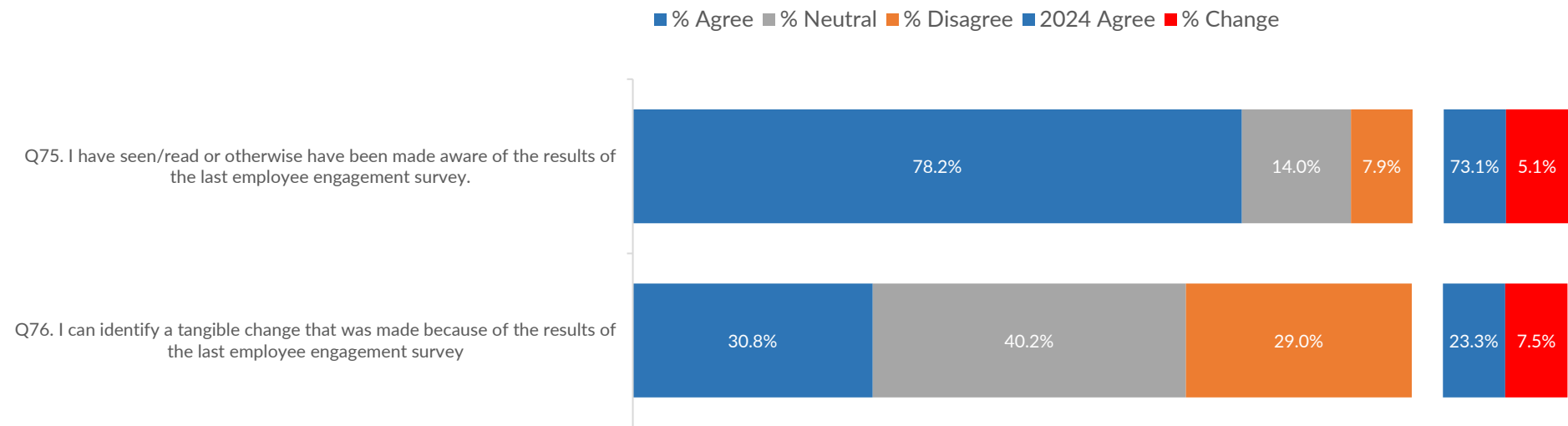
Table 57   Survey Questions

Department	Q75 % Agree	Q76 % Agree
Agency of Administration	88.2%	26.5%
Agency of Human Services	76.4%	29.2%
Agency of Natural Resources	76.4%	25.5%
Agriculture, Food and Markets, Agency	80.5%	21.2%
Attorney General	64.6%	10.3%
Auditor of Accounts	91.7%	83.3%
Buildings and General Services	61.4%	22.9%
Cannabis Control Board	31.8%	13.6%
Children & Families	81.0%	36.8%
Commerce & Community Development, Agency	97.5%	50.6%
Corrections	62.6%	15.3%
Criminal Justice Council	85.7%	42.9%
DAIL	89.3%	42.2%
Defender General	40.0%	15.0%
Digital Services, Agency	80.6%	27.8%
Education	68.4%	13.7%
Enhanced 911 Board	85.7%	28.6%
Environmental Conservation	89.4%	22.3%
Finance & Management	93.1%	20.7%
Financial Regulation	71.8%	23.5%
Fish & Wildlife	95.5%	27.0%
Forests, Parks & Recreation	80.7%	33.0%
Governor's Office	75.0%	0.0%
Green Mountain Care Board	100.0%	93.3%
Health	91.4%	52.7%
Human Resources	87.9%	26.4%
Human Rights Commission	20.0%	0.0%
Labor	78.5%	26.8%
Libraries	64.3%	21.4%
Land Use Review Board	76.0%	24.0%
Liquor & Lottery	93.9%	60.0%
Mental Health	85.5%	35.1%
Military	51.0%	14.3%
Motor Vehicles	58.2%	17.3%
Public Safety	57.1%	11.6%
Public Service Department	80.9%	17.0%
Public Utility Commission	84.6%	30.8%
Secretary of State	77.0%	36.1%
State Treasurer	74.2%	19.4%
Taxes	90.2%	39.3%
Transportation (not DMV)	70.5%	28.0%
Vermont Health Access	96.5%	50.0%
Vermont Veterans Home	64.3%	21.4%
Other	55.4%	18.9%
Total	78.2%	30.8%
GT = 80%		

Q75. I have seen/read or otherwise have been made aware of the results of the last employee engagement survey.
Q76. I can identify a tangible change that was made because of the results of the last employee engagement survey

Qualitative Analysis of Open-Ended Question Responses

Overview

In addition to the multiple option 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 6,167 employees who responded to the survey, 1,834 provided a response to the open-ended question for a response rate of 30%.

The qualitative analysis of this number of comments has historically been very challenging. We had used an entire team of trained raters to analyze and code the thousands of comments, but resource limitations and the difficulty of this task have precluded organized analysis of these comments in the last several survey cycles.

In 2024 for the first time, we attempted to do a high-level analysis of the topics or sentiments emerging from the text data by using sentiment analysis. Sentiment analysis is a type of artificial intelligence that uses natural language processing to determine the emotional tone of text. This was our first foray into the use of AI to analyze this qualitative data.

In this survey, thanks to the development of Chat VT, a State of Vermont internally accessed only advanced AI chat bot developed by the Agency of Digital Services, we were able to analyze the vast amount of text to summarize the comments both overall and by individual departments.

We obviously recognize that the AI generated content may be incorrect. To mitigate against that we ran a sample of department comments multiple times and compared the output. Also, a human reviewed output with a sample of departments and compared the summary against the actual comments. While not perfect the results of multiple samples and the comparisons by a human evaluator showed remarkably good consistency and accuracy.

We therefore present these results with a caution to interpret carefully.

Table 58 presents an overall summary of all comments. Appendix B presents the comments as summarized for each department.

Table 58   AI Generated Summary of Survey Comments

The survey comments across various departments highlight several overarching themes and specific concerns:

Remote Work and Office Utilization*: Most employees appreciate the flexibility of remote work, which they find beneficial for productivity and work-life balance. However, some express frustration over the reduction in remote work opportunities while others raise concerns about the inconsistency of remote work policies and the need for better office utilization to foster collaboration when in person.*

Compensation and Benefits: *There is widespread dissatisfaction with the current pay structure, which is seen as non-competitive compared to the private sector. Employees also express concerns about the high cost of health insurance and the need for better benefits to match the rising cost of living.*

Leadership and Management: *Employees across departments call for improved leadership and management practices. Concerns include favoritism, lack of accountability, and ineffective communication. There is a desire for better management training and more transparent decision-making processes.*

Work Environment and Culture: *Issues such as micromanagement, lack of support, and poor morale are highlighted. Employees suggest fostering a more inclusive and supportive work environment, with better communication and engagement from leadership.*

Training and Development: *There is a strong call for more robust training programs, particularly for supervisors, to ensure they are equipped with the necessary skills to lead effectively. Employees also express a need for more opportunities for professional growth and development.*

Operational Efficiency and Resource Allocation: *Employees report being overworked and understaffed, with outdated technology hindering productivity. There is a need for better resource allocation, updated systems, and streamlined processes to improve efficiency.*

Equity and Inclusion: *Concerns about equity and inclusion are raised, with calls for fair treatment and opportunities for all employees, regardless of gender or tenure. There is also a desire for more innovative non-monetary benefits to attract and retain talent.*

Methodology

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.

Survey Instrument

The 2025 State of Vermont Employee Engagement Survey was designed to measure engagement across the Executive Branch of Vermont State Government.

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 16.   The following are the individual components or scales, questions making up that component or scale. To streamline the 2025 survey only those items that make up the employee engagement index were used.

Alignment

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.

Job Satisfaction

Q4. I enjoy performing the day-to-day work of my job.
Q5. The work I perform is meaningful and rewarding.
Q6. In general, I am satisfied with my job.

Communication

Q7. Management and senior leadership* communicate 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. I feel I can communicate honestly and openly in my workplace.

* "Management and senior leadership" means the Agency Secretary, Commissioner, Deputy and/or directors of your agency or department)
Peers

Q11. The people I work with treat each other respectfully.
Q12. The people I work with care about me.
Q13. My fellow employees are committed to doing good work.
Q14. The employees in my work group work well together as a team.

Supervisor

Q15. My supervisor clearly explains my job performance expectations.
Q16. My supervisor regularly provides me with timely and useful feedback.
Q17. My supervisor gives me an opportunity to do my best work.
Q18. I am satisfied with the recognition I receive from my supervisor for my work.
Q19. My supervisor treats employees fairly and respectfully.
Q20. My supervisor seems to care about me as a person.

Growth

Q21. My supervisor provides the help I need to improve my job performance.
Q22. I have the opportunity to learn and grow professionally.
Q23. My supervisor and I discuss and plan my career development.
Q24. I have opportunities to achieve my career objectives working for the State of Vermont.
Q25. I have opportunities for advancement within my department or agency.
Q26. I have a clear understanding of how to advance in my career.

Balance

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.
Q29. I am satisfied with the hybrid or remote work opportunities that my department or agency provides.

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.

eNPS

The Employee Net Promoter score (eNPS) has gained popularity primarily in the private sector as a proxy for employee engagement. This question asks respondents to indicate their likelihood to recommend the organization on a 0 to 10 scale and we included a second question open ended question (which is standard when using the eNPS) that asked, "Why did you give this response?"

Responses are categorized in three groups – promoters (responses of 9 or 10); passives (7's and 8's); and detractors (from 0 to 6). The overall eNPS is calculated by subtracting the total percent of promoters minus the total percent of detractors. This yields a score from -100 to +100. A positive score indicates a greater percent of promoters and a negative score a greater percent of detractors.

<u>Retention</u>

There were several questions that related to employee retention.

<u>Inclusive Workplace</u>

There was a section devoted to perceptions around issues of an inclusive workplace.

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, exempt and temporary employees[17] using their "preferred" email address as indicated in VTHR. The survey was active from Monday, June 9 through Friday, June 27, 2025.

The survey sample reported in this analysis includes all classified and exempt employees of the Executive Branch employed during the survey period, 8,478 employees.

Of the 8,478 employees surveyed, 6,167 employees responded to the survey for an overall response rate of 72.7%. 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).

Response Rates

Table 59 shows total response rate by department for classified and exempt employees. The overall response was 72.7%.

Characteristics of Survey Sample

Tables 60 to 64 show the demographic characteristics of the survey sample.

Year Over Year Comparison
Appendix C (Excel file) shows the percent agreement by department for each of the major components of the survey comparing the results from 2024 to 2025.

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

Table 59   Response Rate by Department

Classified and Exempt Employees

Department	Total Sent	Total Completed	Response Rate
Administration Agency	40	36	90%
Agriculture Agency	149	118	79%
Attorney General	86	81	94%
Auditor	14	13	93%
Buildings & General Services	322	141	44%
Cannabis Control Board	24	22	92%
Children & Families	965	617	64%
Commerce & Community Development	95	79	83%
Corrections	922	363	39%
Defender General	78	20	26%
Digital Services Agency	363	170	47%
Disabilities Aging Ind. Living	312	206	66%
Education	161	96	60%
Enhanced 911 Board	11	7	64%
Environmental Conservation	337	265	79%
Executive Office	9	4	44%
Finance & Management	30	29	97%
Financial Regulation	100	86	86%
Fish & Wildlife	141	92	65%
Forests, Parks and Recreation	131	109	83%
Green Mountain Care Board	30	15	50%
Health	589	405	69%
Human Resources	106	91	86%
Human Rights Commission	6	5	83%
Human Services Agency	102	106	104%
Labor	233	196	84%
Labor Relations Board	2		0%
Land Use Review Board	32	25	78%
Libraries	18	14	78%
Lieutenant Governor's Office	2		0%
Liquor & Lottery	70	66	94%
Mental Health	220	132	60%
Military	139	49	35%
Motor Vehicles	211	110	52%
Natural Resources Agency	41	55	134%
Office of the Child, Youth	2		0%
Other	0	74	n/a
Public Safety	542	158	29%
Public Service	72	47	65%
Public Utility Commission	27	13	48%
Secretary of State	84	61	73%
State Ethics Commission	2		0%
Taxes	147	122	83%
Transportation (Not DMV)	983	653	66%
Treasurer	42	31	74%
Vermont Commission on Women	3	2	67%
Vermont Criminal Justice Council	14	7	50%
Vermont Health Access	328	256	78%
Vermont Pension Investment Com	4		0%
Vermont Veterans Home	136	14	10%
VOSHA Review Board	1		0%
Missing	0	906	n/a
Total	**8478**	**6167**	**72.7%**

Employee Engagement Survey Results - 2025

Table 60   Job Type

Job Type	Completed Surveys	Percent
Classified	4457	72.3%
Exempt	432	7.0%
Temporary	3	0.0%
Don't know	64	1.0%
Prefer not to answer	132	2.1%
Missing	1079	17.5%
Total	6,167	100.0%

Table 61   Gender Identity

Gender	Completed Surveys	Percent
Woman	2,676	43.4%
Man	1,808	29.3%
Non-binary/Genderqueer/Gender nonconforming	58	0.9%
Other	11	0.2%
Prefer not to answer	490	7.9%
Missing	1,124	18.2%
Total	6,167	100.0%

Table 62   Generation

Generation	Completed Surveys	Percent
Gen Z	309	5.0%
Millennial	1,850	30.0%
Gen X	1,890	30.6%
Baby Boomer	541	8.8%
Pre Baby Boomer	7	0.1%
Prefer not to Answer	430	7.0%
Missing	1140	18.5%
Total	6,167	100.0%

Employee Engagement Survey Results - 2025

Table 63   Identification

Do you identify?	Completed Surveys	Percent
American Indian or Alaskan Native	28	0.5%
Asian	27	0.4%
Black or African American	35	0.6%
Hispanic or Latino	59	1.0%
Native Hawaiian or Other Pacific Islander	5	0.1%
White	4259	69.1%
Two or more Races	106	1.7%
Prefer not to answer	540	8.8%
Missing	1108	18.0%
Total	6,167	100%

Table 64   Management Level

Management Level	Completed Surveys	Percent
Manager/Supervisor	1305	21.2%
Not a manager or Supervisor	3,260	52.9%
Prefer not to Answer	513	8.3%
Missing	1089	17.7%
Grand Total	6,167	100%

Appendix A – List of Survey Items

2025 employee engagement survey questions (Classified/Exempt)

We want to get you to the correct survey! Check one option.

Are you a classified (permanent, limited service, interim) or exempt employee?
Are you a temporary employee (seasonal, part-time)?

You are completing the survey for temporary employees of the State of Vermont. If you are in the right place, click continue.

Definitions

- Many items ask for your perceptions related to **"your department or agency."** This means the immediate department in which you work (not the broader agency context) OR if you work in an agency without a department structure, then respond based on the agency in which you work (e.g., Agency of Agriculture, Agency of Digital Services, Agency of Education).

- If an item refers to "**Management and senior leadership**" this means the Agency Secretary, Commissioner, Deputy and/or directors of your department or agency.

Alignment

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.

Job Satisfaction

Q4. I enjoy performing the day-to-day work of my job.
Q5. The work I perform is meaningful and rewarding.
Q6. In general, I am satisfied with my job.

Communication

Q7. Management and senior leadership* communicate 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. I feel I can communicate honestly and openly in my workplace.

* "Management and senior leadership" means the Agency Secretary, Commissioner, Deputy and/or directors of your agency or department)

Peers

Q11. The people I work with treat each other respectfully.
Q12. The people I work with care about me.
Q13. My fellow employees are committed to doing good work.
Q14. The employees in my work group work well together as a team.

Supervisor

Q15. My supervisor clearly explains my job performance expectations.
Q16. My supervisor regularly provides me with timely and useful feedback.
Q17. My supervisor gives me an opportunity to do my best work.
Q18. I am satisfied with the recognition I receive from my supervisor for my work.
Q19. My supervisor treats employees fairly and respectfully.
Q20. My supervisor seems to care about me as a person.

Growth

Q21. My supervisor provides the help I need to improve my job performance.
Q22. I have the opportunity to learn and grow professionally.
Q23. My supervisor and I discuss and plan my career development.
Q24.I have opportunities to achieve my career objectives working for the State of Vermont.
Q25.I have opportunities for advancement within my department or agency.
Q26.I have a clear understanding of how to advance in my career.

Balance

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.
Q29. I am satisfied with the hybrid or remote work opportunities that my department or agency provides.

Resources

Q30. I have access to resources (e.g., materials, equipment, technology, etc.) I need to do my job well.
Q31. I receive the training I need to do my job effectively.

Organizational Culture
Q32. My department or agency is a good place to work.
Q33. The culture in my department or agency is a healthy one.
Q34. In my department or agency people are treated with respect and dignity.
Q35. In my department or agency things are well planned and organized.

Inclusive Workplace

Q36. My department or agency has an inclusive work environment where staff diversity at all levels is valued and encouraged.
Q37. Management demonstrates a commitment to meeting the needs of all employees.
Q38. Management ensures that the accessibility needs of employees are properly managed and addressed.
Q39. I believe my supervisor will take appropriate action in response to incidents of bias, discrimination, and/or harassment.
Q40. There is evidence that senior leadership and management are making workforce diversity, equity, and inclusion a priority.
Q41. As a member of my department or agency, I feel I can achieve success as my true and authentic self.

Performance Management

Q42. My performance evaluation provides me with meaningful information about my performance.
Q43. My performance evaluations are completed annually.
Q44. My supervisor sets goals for my team/work group.
Q45. My supervisor holds me accountable for performance.
Q46. My supervisor holds my co-workers accountable for performance.
Q47.My supervisor has the skills necessary to manage performance effectively.
Q48.My performance appraisal is a fair reflection of my performance.

Engagement/Satisfaction

Q49. How likely is it that you would recommend the State of Vermont as a place to work?

Turnover Intention

Q50. How likely is it that you will actively look for a new job (with another employer) in the next year?
Q51. If you were to consider leaving the State of Vermont for a job opportunity at another organization, how confident are you could find a job with as good or better pay and benefits?

5-point scale: Not confident at all, slightly confident, somewhat confident, fairly confident, completely confident

Psychological Safety

Psychological safety is a workplace environment where employees feel safe to share their ideas, ask questions, and take risks without fear of negative consequences. It's characterized by mutual respect and interpersonal trust, and it's based on the belief that team members won't be punished for sharing ideas, taking risks, or asking for feedback

Q52.People in my department or agency are able to bring up problems and tough issues.
Q53.I feel safe to take a risk in this department or agency.
Q54.It is not difficult to ask other members of this department or agency for help.
Q55.No one at this department or agency would deliberately act in a way that undermines my efforts.
Q56.Working with members of this department or agency, my unique skills and talents are valued and utilized.
Q57.If I make a mistake at this department or agency, it is rarely held against me.
Q58.People at this department or agency never reject others for being different.

Operational Excellence
(Add a "Don't know" to the standard scale)

Q59.My department or agency has a culture that values and promotes continuous improvement and innovation.
Q60.My department or agency has performance measures in place to track and assess team performance.
Q61.My department or agency effectively utilizes technology to streamline processes and improve efficiency.
Q62.My department or agency regularly reviews and improves processes to enhance quality, efficiency, and/or effectiveness.
Q63.My department or agency solicits feedback from customers or end-users to assess satisfaction levels and identify areas for quality improvement.
Q64.My department or agency effectively manages organizational change.
Q65.My department or agency recognizes and acknowledges employees' contributions to improving operations or achieving organizational goals.

Work Engagement

The following statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, check the 0 (zero). If you have had this feeling, indicate how often you feel it by choosing the number (from 1 to 6) that best describes how frequently you feel that way.

[Scale
0/never
almost never/1/a few times a year or less
rarely/2/once a month or less
sometimes/3/a few times a month
often/4/once a week
very often/5/a few times a week
always/6/everyday

Q66. At my work, I feel bursting with energy.
Q67. I am enthusiastic about my job.

Q68. My job inspires me.
Q69. When I get up in the morning, I feel like going to work.
Q70. I feel happy when I'm working intensely.
Q71. I am proud of the work that I do.
Q72. I am immersed in my work.
Q73. At my job, I feel strong and vigorous.
Q74. I get carried away when I'm working.

Survey Results

Q75. I have seen/read or otherwise have been made aware of the results of the last employee engagement survey.
Q76. I can identify a tangible change that was made because of the results of the last employee engagement survey.

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

Demographic Questions
These questions are completely voluntary. They are used for statistical purposes to help us understand differences among various employee characteristics. Analysis is done such that no individual person can be identified.

Q77. What type of employee are you?
- Classified (permanent, limited service, interim)
- Exempt
- Temporary
- Don't know
- Prefer not to answer

Q78. How many days on average do you currently telework per week?
(Branch if they choose any except N/A and prefer not to answer)

Less than 1 day/ ad hoc
1 day
2 days
3 days
4 days
100% Telework.
N/A – Doesn't apply to my position.
Prefer not to say.

Branch questions:

Q79 I can collaborate effectively with my colleagues while working remotely.
Q80 Communication within my team is clear and effective in a remote work setting.
Q81. I feel connected to my team while working remotely.
Q82 Remote work positively impacts my work-life balance.
Q83 Remote work positively impacts my individual performance.

Q84 How often does your team work together in-person?

Never
Less than monthly
Monthly
Weekly
Several times a week

Q85 My team's in-person time is valuable and used effectively.

Q86. Do you think your team's in-person time should be:
More
Less
Remain the same.

Q87. What is your current gender identity?

Woman
Man
Non-binary/Genderqueer/Gender nonconforming
Other
Prefer not to answer.

Q88. What generation are you?

- Gen Z (1997 and later)
- Millennial (1981 - 1996)
- Gen X (1965 - 1980)
- Baby Boomer (1946 - 1964)
- Pre-Baby Boomer (1945 or earlier)
- Prefer not to answer.

Q89. How do you identify?

American Indian or Alaskan Native
Asian
Black or African American
Hispanic or Latino
Native Hawaiian or Other Pacific Islander
White
Two or More Races

Q90. What is your management level?
- Manager/Supervisor
- Not a manager or supervisor
- Prefer not to answer.

Q91. Where do you work? (Agency/Department/Organization -- listed alphabetically with Agency Central Offices last. Select only one.)

Agency of Administration – CENTRAL OFFICE ONLY (Office of the Secretary, Chief Performance Office, Office of Racial Equity, Financial Services Division, Risk Management & Workers' Compensation)
Agency of Human Services – SECRETARY & CENTRAL OFFICE ONLY (Secretary's Office, Business Office, Operations, Legal, Health Care Reform, Field Services, Blueprint, Medicaid Policy, VCCI).
Agency of Natural Resources - CENTRAL OFFICE ONLY (Secretary's Office, Offices of Planning, Management Services, and General Counsel)
Agriculture, Food & Markets, Agency
Attorney General
Auditor of Accounts
Buildings & General Services
Cannabis Control Board
Children & Families
Commerce & Community Development Agency
Corrections
Criminal Justice Council
DAIL
Defender General

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Digital Services Agency
Education
Enhanced 911 Board
Environmental Conservation
Finance & Management
Financial Regulation
Fish & Wildlife
Forests, Parks & Recreation
Governor's Office
Green Mountain Care Board
Health
Human Resources
Human Rights Commission
Labor Relations Board
Labor
Libraries
Liquor & Lottery
Lottery Commission
Mental Health
Military
Motor Vehicles
Natural Resources Board
Public Safety
Public Service Department
Public Utility Commission
Secretary of State
State Treasurer
Taxes
Transportation Agency (not DMV)
Vermont Commission on Women
Vermont Health Access
Vermont Veterans' Home
Other

Appendix B – AI Generated Summary of Survey Comments by Department.

The survey comments from the **Agriculture, Food & Markets Agency** highlight several key areas of concern and suggestions for improvement:

Work Environment and Culture: Employees express a need for better communication and leadership. Some feel that leadership is less approachable and not open to staff input, leading to a reactionary rather than proactive approach. There is also a call for more inclusive practices, particularly for those with different political views.

Compensation and Benefits: There are concerns about low salaries compared to the private sector, which affects employee retention and morale. Employees suggest higher pay and better health care cost coverage by the state. Additionally, there is a call for more annual leave and a reevaluation of the personal leave incentive, which is seen as unfair to those with chronic health conditions or pregnancy.

Remote Work and Office Utilization: Many employees value telework as it improves productivity and work-life balance. There is a desire to maintain remote work options and use in-person time for meetings rather than computer work.

Technology and Efficiency: Employees suggest improvements in technology and software tools to enhance efficiency. There is a need for faster internet speeds and better software solutions.

Professional Development and Training: There is a desire for more training opportunities and better onboarding processes. Employees feel that systematic training and understanding of job roles are lacking.

Diversity and Inclusion: There is support for diversity initiatives and a call for more cross-agency collaboration to improve services and foster professional growth.

The survey comments from the **Attorney General's office**, including embedded Assistant Attorneys General (AAGs), highlight several key areas of concern and suggestions for improvement:

Communication and Leadership: There is a perceived disconnect between upper management and staff, with a call for management to focus more on doing the right thing rather than being involved in politics. Employees also express a need for clearer communication from leadership about the state's actions and responses to federal administration changes.

Technology and Resources: Employees report issues with outdated technology and underpowered computers, which struggle to keep up with the demands of their work, such as using SharePoint, Teams, and WebEx for meetings and court appearances. There is a suggestion to upgrade technology to meet current job requirements.

Remote Work and Office Utilization: Telework is highly valued, with employees noting increased productivity and reduced interruptions when working from home. The hybrid schedule is appreciated for maintaining work-life balance, but there is a desire for more telework options.

Diversity and Inclusion: While there is appreciation for diversity training, there is also a recognition that the office lacks diversity. Suggestions include recruiting from more diverse colleges to attract a broader range of candidates.

Work Environment: Some employees find working in the office disruptive and prefer remote work for better collaboration and focus. There is also a call for more feedback opportunities for employees to assess satisfaction and identify areas for improvement.

The survey comments from the **Auditor of Accounts** highlight several key areas of concern and suggestions for improvement:

Communication and Feedback: Employees express a need for more frequent feedback from audit managers. There are concerns about delays in communication, which can impact the effectiveness of their work.

Compensation and Benefits: There is a recognition that salaries are not competitive with the private sector, which affects retention. Some employees have taken pay cuts to join the state but value the remote work options available.

Remote Work: Remote work is highly valued by employees, with some stating that it is a significant factor in their decision to stay with the state despite lower salaries.

Promotion and Career Development: There are concerns about the transparency and fairness of the promotion process. The use of the RFR process for internal promotions is seen as exclusionary and damaging to morale.

Training and Growth: Employees feel that there is a lack of training for future career growth. There is a call for more systematic training and development opportunities to help employees advance in their careers.

The survey comments from the **Department of Buildings & General Services** highlight several key areas of concern and suggestions for improvement:

Leadership and Management: There are significant concerns about leadership, with comments describing management as controlling, lacking transparency, and engaging in favoritism and micromanagement. Some employees feel that management changes have led to a toxic work environment, contributing to high turnover rates.

Communication: Employees express a need for better communication from upper management, including clearer goals and performance measures. There is a call for more collaboration across divisions and improved communication channels.

Compensation and Benefits: Many comments highlight dissatisfaction with current salaries, which are seen as not competitive with the private sector. There is a call for better pay, performance-based financial incentives, and strengthened pension benefits.

Work Environment and Culture: The work environment is described as needing improvement, with some employees feeling undervalued and unsupported. There is a desire for more recognition of work performed outside the Montpelier area.

Remote Work and Office Utilization: Opinions on remote work are mixed. Some employees value telework for its benefits, while others feel that those who cannot telework should be compensated for commuting costs.

Technology and Resources: There is a call for better technology and resources to support employees' work, with some noting that current IT resources are inadequate.

The survey comments from the **Cannabis Control Board** highlight several key areas of concern and suggestions for improvement:

Supervisor Accountability: There is a call for making supervisors more accountable for their treatment of employees. The reporting process for addressing issues with supervisors should be easier and free from fear of retaliation.

Diversity and Inclusion: Employees express a desire for the state to be more diverse, suggesting that diversity is an area that needs attention.

Compensation and Advancement: The current step-based pay system is seen as rigid, limiting recognition for exceptional performance. Employees who go above and beyond feel discouraged when their efforts are not reflected in advancement opportunities or meaningful pay increases. There is a suggestion to find ways to reward outstanding work and allow for more flexibility in career progression.

Remote Work: There is a preference for more days working from home, indicating that remote work is valued by employees.

IT Resources: The quality of IT resources is a consistent frustration, with employees noting that both hardware and software need improvement. This is seen as a significant factor affecting talent retention and the quality of service provided to citizens.

The survey comments from the **Department of Children & Families** highlight several key areas of concern and suggestions for improvement:

Telework and Work-Life Balance: Many employees express dissatisfaction with the removal of telework options, which has negatively impacted their work-life balance. There is a strong desire for more flexible work arrangements, such as hybrid schedules or telework, to improve morale and productivity.

Leadership and Communication: There are concerns about leadership being out of touch with staff needs and not effectively communicating or considering employee feedback. Employees feel that decisions are made without understanding the actual work, and there is a call for more transparent and inclusive decision-making processes.

Compensation and Benefits: Employees feel that salaries are not competitive with the private sector and do not reflect the demands of their roles. There is a call for better pay, more vacation time, and benefits that align with the cost of living and workload.

Work Environment and Culture: The work environment is described as stressful, with high caseloads and insufficient support from leadership. Employees report feeling undervalued and micromanaged, which contributes to burnout and high turnover rates.

Training and Resources: There is a need for better training and resources to support employees in their roles. Employees suggest more intentional and practical training programs, as well as improved IT resources to enhance efficiency.

The survey comments from the **Department of Commerce & Community Development** highlight several key areas of concern and suggestions for improvement:

Supervisor Accountability: There is a call for strengthening supervisor accountability through regular evaluations, such as 360-degree feedback and structured performance appraisals, to create a positive work environment and increase employee satisfaction.

Remote Work and Office Utilization: Employees express a preference for maintaining or increasing remote work options. Some suggest fully remote positions with occasional in-person meetings, while others appreciate the current hybrid model for its balance between work and personal life.

Workload and Staffing: There are concerns about intense workloads and insufficient staffing, which lead to stress and difficulty in taking leave. Employees suggest that more staff are needed to handle the workload effectively.

Communication and Decision-Making: Employees emphasize the need for better communication, especially regarding changes that impact work-life balance. There is also a suggestion to empower lower-level employees in decision-making to reduce bottlenecks and improve productivity.

Career Development and Pay: There is a desire for more opportunities for career advancement and a review of pay grades to ensure they are competitive and fair across departments. Employees also suggest creating class-based positions with tiers to facilitate growth.

Childcare and Benefits: The lack of childcare options is noted as a significant issue, with a suggestion that the state should offer childcare to employees, at least in Montpelier.

The survey comments from the **Department of Corrections** highlight several key areas of concern and suggestions for improvement:

Staffing and Workload: There is a significant concern about understaffing, which leads to excessive workloads and forced overtime. Employees report that the current staffing levels are insufficient to meet the demands of the job, causing stress and burnout.

Leadership and Management: Many comments express dissatisfaction with leadership, citing issues such as favoritism, lack of accountability, and poor communication. There is a call for a restructuring of leadership to align with the department's mission and values.

Compensation and Benefits: Employees feel that pay is not competitive and does not reflect the demands and risks of the job. There is a desire for better compensation, including pay increases and improved benefits.

Work Environment and Culture: The work culture is described as toxic, with issues such as favoritism, lack of support, and a "good ol' boys" network. Employees suggest that cultural assessments and better accountability for supervisors could improve the environment.

Remote Work and Office Utilization: Opinions on remote work are mixed. Some employees find it beneficial, while others feel it creates disparities and should be limited. There is also a call for better technology and resources to support remote work.

Career Development and Opportunities: There is a need for more opportunities for career advancement and professional growth. Employees suggest creating trainee positions to help bridge qualification gaps and support career development.

The survey comments from the **Criminal Justice Council** highlight several key areas of concern and suggestions for improvement:

Resource Constraints: The department is described as significantly under-resourced for the tasks it is required to perform. Employees express frustration with unfunded mandates from the legislature, which add to the workload without providing the necessary resources to manage them effectively.

Professionalism and Workplace Environment: There are concerns about the level of professionalism in the workplace. Some employees feel that certain behaviors and displays, such as those related to

diversity and inclusion, are unprofessional and create discomfort. There is a call for maintaining a professional environment while respecting diversity.

The survey comments from the **Department of Disabilities, Aging, and Independent Living (DAIL**) highlight several key areas of concern and suggestions for improvement:

Leadership and Management: There are concerns about leadership styles not aligning with the department's values, leading to a disconnect between management and staff. Employees call for more accountability and better communication from management, emphasizing the need for performance evaluations to focus on actual performance rather than personal biases.

Workload and Staffing: Employees report overwhelming workloads and high caseloads, which contribute to stress and burnout. There is a call for increased staffing levels, particularly for investigator roles, to manage the workload more effectively.

Compensation and Benefits: Pay is seen as not competitive, especially for clinically licensed staff. Employees suggest revising pay charts and offering more paid time off to improve work-life balance. There is also a desire for more recognition and rewards for outstanding work.

Remote Work and Office Utilization: Many employees value the ability to work remotely and express a desire for hybrid work schedules. There is a call for better support for remote work, including home-office allowances, to reflect its benefits and align with modern workforce needs.

Training and Development: There is a need for more structured and consistent training programs for new staff, as well as leadership training for supervisors. Employees suggest creating opportunities for cross-departmental affinity groups to enhance learning and camaraderie.

Work Environment and Culture: Issues such as favoritism, lack of professionalism, and a culture of mistrust are noted. Employees call for a more inclusive and supportive work environment, with better opportunities for peer mentorship and professional growth.

The survey comments from **Defender General** highlight several key areas of concern and suggestions for improvement:

Workload and Staffing: Employees express concerns about high workloads and insufficient staffing, which lead to stress and burnout. There is a call for more staff to manage the workload effectively and ensure quality service delivery.

Compensation and Benefits: There is a sentiment that pay is not competitive, especially given the demands of the job. Employees suggest that salaries should be reviewed and adjusted to reflect the cost of living and the nature of the work.

Leadership and Communication: Comments indicate a need for better communication from leadership and more transparency in decision-making processes. Employees feel that their input is often overlooked, and there is a call for more inclusive and participatory management practices.

Professional Development: There is a desire for more opportunities for professional growth and development. Employees suggest implementing structured training programs and career advancement pathways to support their professional journey.

The survey comments from the **Agency of Digital Services** highlight several key areas of concern and suggestions for improvement:

Remote Work and Office Utilization: Many employees express a strong preference for remote work, citing increased satisfaction and productivity. There is a call to make 100% telework a standard practice, as it reduces stress and travel costs.

Compensation and Benefits: Employees feel that salaries are not competitive, especially for entry-level positions. There is a suggestion to raise pay to market levels and to increase annual leave to improve retention.

Leadership and Communication: There are concerns about poor communication from leadership and a lack of transparency in decision-making. Employees feel that decisions are often made without consulting those who do the actual work, leading to ineffective changes.

Workload and Staffing: High workloads and insufficient staffing are noted as significant issues, leading to stress and burnout. Employees suggest increasing the workforce to reduce day-to-day stress and improve efficiency.

Professional Development and Career Advancement: There is a desire for more structured career advancement opportunities and better training for supervisors to focus on employee development rather than just task management.

Work Environment and Culture: The work culture is described as lacking in respect and professionalism, with a need for more inclusive and transparent planning of significant changes. Employees call for a culture of honesty, transparency, and trust.

The survey comments from the **Agency of Education** highlight several key areas of concern and suggestions for improvement:

Remote Work and Office Utilization: Many employees appreciate telework, noting it enhances productivity and work-life balance. It allows those living far from Montpelier to contribute meaningfully and is seen as a reason for staying with the state.

Leadership and Management: There is dissatisfaction with leadership, with employees feeling that current managers are more focused on compliance than inspiring or leading effectively. There is a call for better leadership that listens to employee feedback and is transparent in decision-making.

Compensation and Benefits: Pay is considered inadequate, especially given the cost of living in Vermont. Employees suggest that salaries should be more competitive and aligned with the complexity of their work. There is also a desire for better benefits, including more paid time off.

Workload and Staffing: High workloads and insufficient staffing are major concerns, leading to stress and burnout. Employees feel that the department is understaffed, which affects the quality of work and employee morale.

Professional Development and Career Advancement: There is a need for more opportunities for professional growth and structured career advancement. Employees suggest implementing management reviews and providing more training and development resources.

Work Environment and Culture: The work culture is described as needing improvement, with issues such as favoritism and a lack of recognition for hard work. Employees call for a more supportive and equitable work environment.

The survey comments from the **Department of Environmental Conservation** highlight several key themes and concerns:

Remote Work and Office Utilization: Many employees appreciate the flexibility of remote work, noting it improves productivity and work-life balance. However, there are concerns about the lack of meaningful in-person interactions, which can affect team dynamics and employee engagement. Some suggest more structured in-person collaboration days to enhance team cohesion.

Compensation and Benefits: There is significant dissatisfaction with current pay levels, which are not keeping pace with inflation and the cost of living. Employees feel that competitive salaries and better benefits are necessary to retain staff and improve morale. The disparity between public and private sector compensation is a concern, particularly for technical roles.

Workload and Staffing: Employees report being overworked and understaffed, leading to burnout. There is a call for hiring more staff to distribute responsibilities more evenly and improve work quality. The increasing workload without corresponding resources is a major concern.

Leadership and Communication: There are concerns about the lack of effective leadership and communication within the department. Employees feel disconnected from upper management and express a need for better engagement and transparency. There is also a call for management to address toxic work environments and improve communication channels.

Training and Development: Comments highlight the need for better training programs and mentorship opportunities to help employees grow beyond their current job expectations. There is also a call for clear standard operating procedures and better succession planning.

Office Environment and Resources: Some comments mention issues with the physical office environment and the need for improved technology to enhance efficiency. There is also a call for better use of office space to encourage collaboration and reduce waste.

The survey comments from the **Department of Finance & Management** highlight several key areas of concern and suggestions for improvement:

Remote Work and Office Utilization: Employees express a preference for remote work, questioning the need to report in person when it doesn't seem to enhance productivity or collaboration. There is a call to continue encouraging remote work as it is seen as beneficial.

Compensation and Benefits: There is a desire for improved tuition benefits, which suggests that employees are looking for more support in their professional development and education.

Communication and Transparency: Employees feel that there is a lack of transparency regarding staffing in other departments. They suggest that better communication tools, like an accurately populated Outlook Org Explorer, could help improve inter-departmental communication.

Management and Leadership: There is a suggestion for employees to rate their managers and management teams, indicating a desire for more accountability and feedback mechanisms within the department.

The survey comments from the **Department of Financial Regulation** highlight several key areas of concern and suggestions for improvement:

Remote Work and Office Utilization: Employees express a desire for full remote work options, noting that telework is a significant asset. There is a call for reassurance that telework will continue to be supported.

Compensation and Benefits: There are concerns about pay not keeping up with the cost of living in Vermont. Employees suggest reviewing pay scales and benefits, such as dental and vision coverage, to make them more competitive.

Workload and Staffing: The department is experiencing high workloads and staffing challenges, particularly with the need for more integrated support and proper staffing to handle increasing workloads. There is a call for addressing these issues to sustain growth and changes within the department.

Leadership and Communication: Employees feel there is a lack of constructive guidance and communication from supervisors. There is a suggestion for improved feedback mechanisms and more transparency in management practices.

Professional Development: There is a need for better training and development opportunities, particularly for junior examiners who require more guidance and support to advance in their roles.

The survey comments from the **Department of Fish & Wildlife** highlight several key areas of concern and suggestions for improvement:

Compensation and Benefits: Employees express dissatisfaction with current salaries, noting that they are not sufficient to cover the cost of living in Vermont. There is a call for better pay and benefits, including more paid time off and options for compensation time to be paid out.

Workload and Staffing: High workloads and insufficient staffing are significant issues, leading to stress and burnout. Employees suggest that more staff are needed to manage the workload effectively and that the legislature should avoid imposing additional tasks without providing the necessary resources.

Leadership and Communication: There are concerns about leadership not adequately supporting staff or valuing their input. Employees feel that agency leadership often makes decisions that undermine their work and create tension. There is a call for more trust and respect from leadership towards staff.

Work Environment and Culture: While some employees appreciate the work environment and their colleagues, others feel that there is a lack of cohesiveness and respect among departments. There is a desire for a more supportive and equitable work culture.

Remote Work and Office Utilization: Telework is seen as beneficial, especially for maintaining work-life balance. However, there are mixed feelings about its implementation, with some employees calling for more accountability in telework practices.

The survey comments from the **Department of Forests, Parks & Recreation** highlight several key areas of concern and suggestions for improvement:

Compensation and Benefits: Employees express dissatisfaction with current salaries, noting that they are not competitive with the private sector or other states. There is a call for increased pay to match the cost of living and to improve employee retention.

Workload and Staffing: High workloads and insufficient staffing are significant issues, leading to stress and burnout. Employees suggest hiring more staff to manage the workload effectively and to prevent burnout.

Leadership and Communication: There are concerns about poor communication and decision-making from leadership. Employees feel that their input is often overlooked, and there is a call for more transparency and accountability in management practices.

Work Environment and Culture: While some employees appreciate the work environment, others feel that there is a lack of respect and inclusivity. There is a desire for a more supportive and equitable work culture.

Remote Work and Office Utilization: Telework is seen as beneficial by some, but there are mixed feelings about its implementation. Some employees call for more structured and predictable in-office schedules to improve department cohesion.

Professional Development: There is a need for better training and development opportunities, with suggestions for more structured career advancement pathways and feedback mechanisms.

The survey comments from the **Green Mountain Care Board** highlight several key areas of concern and suggestions for improvement:

Compensation and Benefits: Employees express that while benefits are good, better pay is necessary to attract more qualified applicants. There is a concern that current pay does not keep up with the cost of living, making the private sector more appealing.

Organizational Focus and Processes: There is a call to shift focus away from rigid processes and towards meaningful outcomes. Employees feel that the current culture of increasing metrics and paperwork stifles innovation and drains morale. They suggest that the organization should prioritize effectiveness, clear communication, and streamlined systems that encourage creativity and accountability.

Leadership and Communication: Employees express frustration with organizational dysfunction and a lack of change at the top. There is a desire for leadership to be more transparent and to focus on empowering employees and improving communication.

The survey comments from the **Department of Health** highlight several key areas of concern and suggestions for improvement:

Remote Work and Office Utilization: There are mixed feelings about remote work. Some employees find it beneficial for work-life balance, while others feel it negatively impacts communication and team function. There is a call for more structured in-person time to improve collaboration.

Compensation and Benefits: Employees express dissatisfaction with current pay and benefits, noting that they are not competitive and do not keep up with the cost of living. There is a desire for higher salaries, better benefits, and more flexible PTO policies.

Workload and Staffing: High workloads and insufficient staffing are significant issues, leading to burnout. Employees suggest hiring more staff to manage the workload effectively and to prevent burnout.

Leadership and Communication: There are concerns about poor communication and decision-making from leadership. Employees feel that their input is often overlooked, and there is a call for more transparency and accountability in management practices.

Professional Development: There is a need for better training and development opportunities, with suggestions for more structured career advancement pathways and feedback mechanisms.

Equity and Inclusion: Some employees feel that there is a lack of equity and consistency in policies, particularly regarding remote work and leave policies. There is a call for more equitable treatment across the department.

The survey comments from the **Department of Human Resources** highlight several key areas of concern and suggestions for improvement:

Compensation and Benefits: Employees express dissatisfaction with current pay, noting that it is not competitive with the private sector. Some employees have taken significant pay cuts to work for the state, which could drive them to seek other employment opportunities. There is a call for increased pay to match the cost of living and to improve employee retention.

Workload and Staffing: The department is described as overworked and understaffed, leading to stress and burnout. Employees suggest that hiring more staff would improve service quality and employee morale.

Leadership and Communication: There are concerns about poor communication and decision-making from leadership. Employees feel that their input is often overlooked, and there is a call for more transparency and accountability in management practices. Additionally, there is a desire for leadership to be more proactive and supportive.

Work Environment and Culture: Employees feel siloed and isolated, with a need for improved team cohesion and a more supportive work culture. There is also a call for holding supervisors accountable and ensuring consistent standards across roles. Concerns are raised about inconsistent expectations and accountability within job classes, leading to frustration and a sense of unfairness among employees. Calls for updating policies and procedures, moving to electronic filing, and improving cross-training are prevalent. Employees feel that current processes are outdated and inefficient

Remote Work and Office Utilization: Remote work is seen as critical for maintaining work-life balance and productivity. Employees express a strong preference for remote work options and suggest that eliminating remote work could lead to increased turnover.

Succession Planning: Succession planning is seen as a priority to ensure continuity and address workload challenges, particularly in HRIS with the Workday project.

Professional Development: There is a need for better training and development opportunities, with suggestions for more structured career advancement pathways and feedback mechanisms.

The survey comments from the **Human Rights Commission** highlight several key areas of concern and suggestions for improvement:

Staffing and Resources: There is a significant concern about underfunding and understaffing. Employees express frustration over the need to rely on interns for labor due to insufficient funding, which affects the efficiency and effectiveness of the commission's work.

Workload and Efficiency: The limited number of investigators (only three for the entire state) is a major issue, leading to delays in processing cases. This situation causes dissatisfaction among complainants and respondents, who are advised to contact elected officials to address the staffing issue.

Remote Work: Some employees express a desire for more remote work opportunities but face challenges due to inadequate home workspaces. There is a suggestion to include questions about the ability to work remotely in future surveys to better understand employee needs.

The survey comments from the **Department of Labor** highlight several key areas of concern and suggestions for improvement:

Remote Work and Office Utilization: Many employees express a strong preference for remote or hybrid work options, citing benefits such as improved work-life balance and increased productivity. There is frustration over inconsistent telework policies and a desire for more flexibility in work arrangements

Compensation and Benefits: Employees are dissatisfied with current salaries, noting that they do not keep pace with the cost of living. There is a call for competitive pay and better benefits to retain staff and improve morale.

Workload and Staffing: High workloads and insufficient staffing are significant issues, leading to stress and burnout. Employees suggest hiring more staff to manage the workload effectively and to prevent burnout.

Leadership and Communication: There are concerns about poor communication and decision-making from leadership. Employees feel that their input is often overlooked, and there is a call for more transparency and accountability in management practices.

Work Environment and Culture: Employees express a need for a more supportive and respectful work environment. Issues such as favoritism, lack of accountability, and a toxic work culture are mentioned as areas needing improvement.

Professional Development: There is a desire for better training and development opportunities, with suggestions for more structured career advancement pathways and feedback mechanisms.

The survey comments from the **Land Use Review Board** highlight several key areas of concern and suggestions for improvement:

Management and Leadership: There are significant concerns about toxic management, with supervisors described as incompetent and lacking in good judgment, empathy, and the ability to create a healthy workplace. This has led to low morale and undermined program goals.

Staffing and Structure: The agency is described as "top heavy," with too many management positions and not enough frontline workers. This imbalance is seen as contributing to inefficiencies and poor decision-making by those who lack a deep understanding of the program.

Professional Development: Employees express a desire for more opportunities for advancement and professionally related training. There is also a call for more team-building opportunities to enhance team cohesion.

Workplace Environment: The comments suggest a need for better communication and involvement of staff in decision-making processes. Employees feel that high-level decisions are often made in isolation, leading to outcomes that may not align with on-the-ground realities.

Compensation and Benefits: There is a suggestion for more generous leave time as an incentive to retain employees and protect the state's investment in trained and experienced staff.

The survey comments from the **Department of Libraries** focus on a few key areas:

Telework and Leave Policies: There is a strong desire for guaranteed telework options and increased leave time. Employees feel that these changes would improve work-life balance and overall job satisfaction.

The survey comments from the **Department of Liquor & Lottery** highlight several key areas of concern and suggestions for improvement:

Compensation and Pay Structure: There is a strong call for better pay and sales incentives, with employees noting that current compensation is not competitive with similar jobs outside the state workforce.

Work Environment and Culture: Some employees express satisfaction with the department, feeling supported by management and enjoying the work environment. However, there are also concerns about favoritism and the promotion of individuals lacking knowledge, which affects morale and productivity.

Remote Work and Work-Life Balance: Employees express a desire for more remote work opportunities, suggesting that working remotely at least one day a week could improve focus and reduce monotony. There is also a suggestion for a four-day workweek to enhance work-life balance.

Diversity and Inclusion: There is a call for increased focus on diversity and inclusion in hiring practices, emphasizing the importance of acceptance and understanding within teams.

Operational Efficiency: Comments highlight the need for better IT support and more effective delivery of services, as well as addressing inefficiencies in processes such as the Request for Reclassification (RFR) process, which is seen as slow and demotivating.

The survey comments from the **Department of Mental Health** highlight several key areas of concern and suggestions for improvement:

Leadership and Communication: There are significant concerns about the lack of effective communication and engagement from leadership. Employees feel that leadership is often disengaged and not visible in the workplace, which affects morale and trust. There is also a call for more direct feedback and timely communication of changes from leadership to staff.

Work Environment and Culture: Employees express a need for a more supportive and inclusive work environment. There are concerns about favoritism and a lack of accountability in management, which undermines confidence and creates an unsafe environment. The need for psychological safety and respect in the workplace is emphasized.

Remote Work and Flexibility: There is a strong desire for more flexible telework options. Employees feel that mandatory in-office days are unnecessary and counterproductive, especially when remote work can be more efficient. Suggestions include reducing mandatory in-office days and allowing more telework to improve work-life balance.

Compensation and Benefits: Concerns are raised about the impact of current hiring and promotion practices on employee satisfaction and retention. Employees feel that the current system can be demotivating and that career advancement should not result in a loss of benefits or pay.

Staffing and Workload: The department is described as overworked, with employees taking on more projects without additional staff support. This leads to stress and burnout, and there is a call for hiring more staff to manage workloads effectively.

The survey comments from the **Department of Military** highlight several key areas of concern and suggestions for improvement:

Compensation and Pay Structure: There is a strong call for better pay and competitive wages. Employees feel that the current pay structure, including the Willis Program, is outdated and does not reflect the cost of living or the skills required for technical positions. There is also a suggestion to improve starting wages for blue-collar workers and to offer better pay scales for those already in the system.

Work Environment and Culture: Employees express concerns about management not valuing workers and a lack of respect from higher-ups. There is a perception that management is more focused on their own interests rather than supporting the workforce. Additionally, there is a call for more integrity and better communication within the department.

Remote Work and Flexibility: There is a desire for more remote work opportunities, with some employees feeling that the current allowance of two remote days per week is insufficient. Employees also suggest re-evaluating work schedules to better accommodate different shifts and improve work-life balance.

Training and Professional Development: The lack of frequent and adequate training, particularly in use-of-force techniques, is seen as a significant oversight that could lead to liability issues. Employees call for more consistent and comprehensive training programs to ensure they are well-prepared for their roles

Job Advancement and Recognition: There is a concern about limited opportunities for career advancement and recognition. Employees feel that there is little incentive to excel, as satisfactory and excellent performance often result in the same pay. There is also a suggestion to modify the Union contract to provide more flexibility and benefits related to accrued sick leave and comp time.

The survey comments from the **Department of Motor Vehicles** highlight several key areas of concern and suggestions for improvement:

Compensation and Pay Structure: There is a strong call for improved pay scales to match those of similar jobs in the private sector. Employees feel that the current pay structure is inadequate and does not reflect the cost of living or the skills required for their roles.

Staffing and Workload: Employees report being frequently short-staffed, which leads to increased stress and workload. There is a need for hiring more staff to ensure adequate coverage and reduce the burden on existing employees.

Work Environment and Culture: Concerns are raised about management practices, including favoritism and a lack of transparency. Employees feel that management is disconnected from the realities of frontline work and does not adequately support staff.

Remote Work and Flexibility: There is a desire for more remote work opportunities, as employees feel more productive and satisfied when working from home. The current limitations on telework are seen as counterproductive.

Professional Development and Advancement: The internal promotion process is criticized for being unfair, with external candidates often favored over more qualified internal candidates. Employees call for a more equitable promotion system.

Operational Efficiency and Resources: There are complaints about outdated technology and inadequate resources, which hinder productivity. Employees suggest upgrades to office equipment and better support for frontline staff.

The survey comments from the **Department of Public Safety** highlight several key areas of concern and suggestions for improvement:

Compensation and Pay Structure: There is a strong call for better pay, as employees feel underpaid compared to similar positions in other states and the private sector. The outdated Willis Point System is criticized for not adequately reflecting the technical skills required for certain jobs.

Work Environment and Culture: Employees express concerns about favoritism and nepotism in promotions, which affects morale. There is a need for more diversity in upper management and better communication between management and staff. Some employees feel that management is disconnected from the realities of frontline work.

Remote Work and Flexibility: There is a desire for more telework opportunities, as employees find remote work to be more productive and beneficial for work-life balance. The current limitations on telework are seen as counterproductive.

Professional Development and Advancement: Employees call for clearer pathways for advancement and more opportunities for professional development. The current promotion process is seen as unfair, with external candidates often favored over internal ones.

Operational Efficiency and Resources: There are complaints about outdated technology and inadequate resources, which hinder productivity. Employees suggest that better technology and resources are needed to support their work effectively.

The survey comments from the **Public Service Department** highlight several key areas of concern and suggestions for improvement:

Compensation and Benefits: There is a call for better pay to help with the rising cost of living and health expenses. Employees suggest that all federal holidays should be given off to help balance work-life, as it can be challenging to find childcare or spend time with family when children have holidays off but employees do not.

Work Environment and Culture: Employees express concerns about management, noting that some leaders are not qualified to manage effectively, which undermines their ability to perform their roles. There is a need for more robust feedback mechanisms outside the typical state process to ensure employees feel heard and valued.

Remote Work and Flexibility: There is a strong desire for continued flexibility in remote work arrangements, with suggestions to limit in-person work to no more than one day per week. Additionally, there is interest in exploring a four-day, 0-hour workweek to improve work-life balance.

Leadership and Management: The comments suggest a need for better management training and hiring practices to ensure leaders are equipped with effective management skills. There is also a call for mandatory communication skills training for managers to improve interactions with staff.

Recognition and Advancement: Employees recommend implementing a merit policy to reward outstanding employees who are essential to the department's work. There is also a suggestion to offer early retirement deals and sabbatical programs for high-performing, long-tenured workers.

The survey comments from the **Public Utility Commission** highlight several key areas of concern and suggestions for improvement:

Parental Leave Guidance: There is a need for better explanation and guidance on coordinating parental leave, including how to manage leave under FMLI and FMLA. Employees seek clarity on how to code time to continue accruing benefits while on leave.

Leadership and Management: Concerns are raised about the managerial responsibilities of agency heads and commissioners. It is suggested that leadership roles should include managerial skills as a key consideration, as having leaders who admit to being poor managers does not inspire confidence among staff.

Training and Development: There is a call for mandatory annual training for supervisors and management to ensure they are equipped with the necessary skills to lead effectively.

The survey comments from the **Secretary of State** highlight several key areas of concern and suggestions for improvement:

Work Environment and Culture: There are concerns about micromanagement within the office, which is seen as limiting staff growth. The culture is described as negative, partly due to distrust and micromanagement from leadership.

Staffing and Resources: There is a call for better alignment of staffing levels and resources with achievement expectations. Employees feel that there is a disconnect between having sufficient staff and being able to accomplish all expected outcomes.

Team Building and Communication: Employees suggest that on CORE days, there should be team-building activities or at least a check-in with all team members, which is currently lacking.

The survey comments from the **State Treasurer** highlight several key areas of concern and suggestions for improvement:

Payroll and Payment Processes: Employees express frustration with the mandatory requirement for the first paycheck to be a paper check, which is seen as outdated and inconvenient, especially for seasonal or temporary workers. There is a call to streamline this process to avoid delays and complications.

Training and Onboarding: There is a need for better onboarding processes, including orientation and training for new employees. Employees suggest that new hires should not be left to find manuals online by themselves but should receive proper guidance and support.

Pension System Concerns: Some employees express dissatisfaction with the current pension system, feeling that it does not offer fair value for younger employees. There is a desire for more flexible retirement plan options, such as a defined contribution plan, instead of the mandatory defined benefit pension plan.

Skill Development and Motivation: There is a concern that employees' skills are not keeping pace with technological advancements. Employees suggest expanding continuous improvement and mandatory training programs to ensure that staff are equipped with necessary skills and knowledge.

Health Insurance Costs: The rising cost of health insurance premiums is a significant concern, with employees noting that these costs are increasing at an unsustainable rate compared to salary increases.

The survey comments from the **Department of Taxes** highlight several key areas of concern and suggestions for improvement:

Compensation and Pay Structure: Employees express dissatisfaction with the current pay scale, noting that it is not competitive with the private sector or other government positions post-COVID. There is a call for more competitive pay and opportunities for advancement beyond supervisory roles.

Work Environment and Culture: There are concerns about micromanagement and a lack of effective leadership. Employees feel that management often lacks the necessary skills and education to lead effectively, which impacts morale and productivity.

Remote Work and Flexibility: Many employees appreciate the ability to telework, which they find beneficial for work-life balance. However, there is a desire for more consistent remote work policies across different divisions and roles.

Training and Development: There is a strong call for better training, particularly for supervisors and management. Employees suggest that ongoing training should be mandatory to ensure all staff are equipped with the necessary skills.

Resource Allocation and Workload: Employees report being overworked and understaffed, with the department taking on more responsibilities without additional resources. This has led to stress and a feeling of being overwhelmed.

Technology and Operational Efficiency: There are complaints about outdated technology and the slow implementation of necessary updates, which hinder productivity and efficiency.

The survey comments from the **Agency of Transportation** (not DMV) highlight several key areas of concern and suggestions for improvement:

Compensation and Pay Structure: There is a strong call for better pay, as employees feel that the current salary is not competitive with the private sector. This has impacted the ability to hire and retain qualified staff.

Remote Work and Flexibility: Many employees appreciate telework and express frustration over the reduction in remote work opportunities. They find telework beneficial for productivity and work-life balance, and there is a desire for more consistent and flexible remote work policies.

Leadership and Management: Concerns are raised about the effectiveness of leadership and management. Employees feel that some managers lack the necessary skills and understanding of job tasks, which affects morale and productivity. There is a call for better management training and accountability.

Work Environment and Culture: Issues such as micromanagement, lack of communication, and poor morale are highlighted. Employees express a need for better communication from senior leadership and more engagement with staff.

Training and Development: There is a call for more training opportunities, particularly for supervisors, to ensure they are equipped with the necessary skills to lead effectively. Employees also suggest clearer pathways for advancement.

Resource Allocation and Operational Efficiency: Employees report being overworked and understaffed, with outdated technology hindering productivity. There is a need for better resource allocation and updated systems to support their work.

The survey comments from the **Department of Vermont Health Access** highlight several key areas of concern and suggestions for improvement:

Remote Work and Flexibility: Many employees appreciate the flexibility of remote work and express a desire to maintain or even increase this arrangement. They find remote work beneficial for productivity and work-life balance, suggesting a preference for fewer in-office days, such as once a quarter instead of monthly.

Leadership and Management: There are concerns about the effectiveness of leadership and management. Employees feel that some supervisors lack the necessary skills and experience, which affects morale and productivity. There is a call for better training and accountability for supervisors.

Compensation and Benefits: Employees express dissatisfaction with the current pay structure, noting that it is not competitive with other sectors. There is also concern about the high cost of health insurance premiums, which are seen as a significant burden.

Work Environment and Culture: Issues such as micromanagement, lack of communication, and political discussions in the workplace are highlighted. Employees suggest that more neutral communication would help maintain a positive work environment.

Training and Development: There is a call for more robust training programs, particularly for supervisors, to ensure they are equipped with the necessary skills to lead effectively. Employees also express a need for more opportunities for professional growth and development.

Operational Efficiency: Employees suggest improvements in process efficiency and express frustration with outdated systems and practices. There is a desire for more focus on process improvement to better serve Vermonters.

The survey comments from the **Vermont Veterans' Home** highlight several key areas of concern and suggestions for improvement:

Accountability and Follow-through: There is a call for better accountability and ensuring that tasks and responsibilities are completed effectively. Employees feel that there needs to be more follow-through on commitments and responsibilities.

Work Environment and Support: Some employees express feelings of isolation and lack of support. There are concerns about being treated unfairly or feeling unwanted at the workplace, which affects morale and job satisfaction. Employees mention feeling picked on and lacking a support system to address these issues.

Job Satisfaction: While some employees used to enjoy their work, recent experiences have led to a decline in job satisfaction. This is attributed to the feeling of not being valued or supported by colleagues and management.

Appendix C – Survey Components by Department – 2024 – 2025 (Excel File)