

Analysis of State of Vermont Employee Engagement Survey Results – 2022



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June 2022

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Introduction

In 2013, the Department of Human Resources (DHR) implemented the first statewide survey assessing employee engagement to address the goal of developing workforce excellence using meaningful performance targets and measures. The State of Vermont Employee Engagement Survey has been conducted annually¹ 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.

Using the Report

The 2022 Engagement Survey provides a great deal of data from which stakeholders can glean information to improve organizational practices.

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

Methodology

Survey Instrument

The 2022 State of Vermont Employee Engagement Survey was designed to measure engagement across the Executive Branch of Vermont State Government.

The core survey structure remained the same as the 2021 survey. (After a review of the 2013 results in 2014 several new items were added, and others were revised for clarity). The 2022 survey contained questions in the areas of:

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

¹ The 2020 survey was distributed early in March of 2020. On March 13th Governor Scott declared state of emergency because of the COVID-19 pandemic. That survey was never analyzed because of extremely low response since many employees were deployed to address the pandemic and its impacts. In addition, many employees who were able to do so were ordered to work remotely from home.

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

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.

There were also several new sections to the 2022 survey.

eNPS

The Employee Net Promoter score (eNPS) has gained popularity primarily in the private sector as a proxy for employee engagement. The Net Promoter score (NPS) was originally a measure of customer satisfaction and loyalty used by many private sector companies. Apple was the first company to begin using it when they realized employees who were promoters of the company were more likely to be able to convert customers to promoters.² Soon other companies followed suit and began using eNPS.

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 percentage of promoters and a negative score a greater percentage of detractors.

Retention

There were several questions that related to employee retention. First, we asked the following two questions:

What are the things that are most important to you that keep you working for the State of Vermont?

If you were to consider leaving the State of Vermont for a job opportunity at another organization, what would be the most important factors that would influence your decision? That is, what would you be seeking?

Respondents could choose up to five reasons from a list of 29 curated reasons that were generated from literature review and examination of various stay and exit surveys.

In addition, there was a question to assess a respondent's confidence that they could find a job with another organization as good or better than their current one, how happy they were their current job and a turnover intention question that asked how likely they were to be working here in one year.

² Employee Net Promoter Score: What You Need to Know. [Perceptyx blog](#) (Written by Bradley Wilson, June 15, 2020)
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Diversity, Equity, and Inclusion

There was an all-new section devoted to perceptions around issues of diversity, equity, and inclusion in State Government.

See Appendix A for a list of all survey items.

Survey Administration

The survey was administered electronically via Survey Monkey. An email invitation was sent to all Executive Branch classified and exempt employees³ using their “preferred” email address as indicated in VTNR on April 11, 2022. The survey was active from April 11, 2022 through April 29, 2022.

The survey sample included all classified and exempt employees of the Executive Branch employed during the survey period, 7,965 employees.

Of the 7,965 employees surveyed, 5,446 employees responded to the survey for an overall response rate of 68.4%. While this was a robust sample, since survey participation was voluntary it should be noted that this survey was based on a “convenience” sample of employees who chose to respond. Therefore, the reader should keep this in mind when interpreting results.

Data Analysis

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

Employee Engagement

An index of employee engagement was calculated – an “Employee Engagement Score.” This score is the average of six components of employee engagement. The model is presented in Table 31.⁴ The following are the individual components or scales, questions making up that component or scale

Growth

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

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.

³ The Department of State’s Attorneys and Sheriffs was not including in the sample.

⁴ Based on research reported in Vance, R.J. (2006) Employee Engagement and Commitment. Alexandria, VA: SHRM Foundation.
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Supervisor

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

Communication

- 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

- 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

- 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

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

Response Rates

Table 1 shows response rate by department. With an overall response rate of 68.4%, department response rates varied considerably.

Characteristics of Survey Sample

To further understand the survey sample, the number of completed surveys and percent were compared with the percent in the employee population (data from the 2021 Workforce Report). These results are shown in Tables 2 to 6.

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

Table 1 Response Rate by Department

Department	Number	Completed Surveys	Response Rate
Administration Agency	22	25	113.6%
Agriculture, Food & Mrkts Agency	137	85	62.0%
Attorney General's Office	83	57	68.7%
Auditor of Accounts' Office	15	10	66.7%
Buildings & General Services	303	238	78.5%
Cannabis Control Board	10	0	0.0%
Children and Families	933	585	62.7%
Commerce & Community Dev Agency	91	74	81.3%
Corrections	866	359	41.5%
Defender General's Office	74	24	32.4%
Digital Services Agency	345	217	62.9%
Disabilities Aging Ind. Living	283	211	74.6%
Education Agency	149	127	85.2%
Enhanced 911 Board	10	3	30.0%
Environmental Conservation	278	181	65.1%
Executive Office	10	3	30.0%
Finance & Management	23	22	95.7%
Financial Regulation	96	66	68.8%
Fish & Wildlife	137	98	71.5%
Forests, Parks & Recreation	117	90	76.9%
Green Mountain Care Board	31	22	71.0%
Health	556	322	57.9%
Human Resources	95	95	100.0%
Human Rights Commission	5	2	40.0%
Human Services Agency	60	57	95.0%
Labor	231	209	90.5%
Labor Relations Board	2	2	100.0%
Libraries	17	16	94.1%
Lieutenant Governor's Office	2	0	0.0%
Liquor and Lottery	65	31	47.7%
Mental Health	210	83	39.5%
Military	135	33	24.4%
Motor Vehicles	214	151	70.6%
Natural Resources Agency	32	23	71.9%
Natural Resources Board	22	19	86.4%
Public Safety	537	177	33.0%
Public Service Department	52	49	94.2%
Public Utility Commission	25	18	72.0%
Secretary of State's Office	74	48	64.9%
State Ethics Commission	2	0	0.0%
State Treasurer's Office	36	17	47.2%
Taxes	135	143	105.9%
Transportation Agency	964	548	56.8%
Vermont Commission on Women	3	2	66.7%
Vermont Criminal Justice Council	12	3	25.0%
Vermont Health Access	324	236	72.8%
Vermont Veterans' Home	142	53	37.3%
Other/(blank)		612	
Grand Total	7,965	5,446	68.4%

Table 2 Job Type

Job Type	Completed Surveys	Percent	Percent in Employee Population
Classified	3,210	69.2%	91.9%
Exempt	454	9.8%	8.1%
Don't Know	633	13.6%	
Prefer not to Answer	341	7.4%	
Total	4,638		

Table 3 Gender Identity

Gender	Completed Surveys	Percent	Percent in Employee Population
Woman	2,495	53.6%	51.9%
Man	1,728	37.1%	48.1%
Non-binary/Genderqueer/Gender nonconforming	46	1.0%	
Other	15	0.3%	
Prefer not to answer	371	8.0%	
Total	4,655		

Table 4 Generation

Generation	Completed Surveys	Percent	Percent in Employee Population
Gen Z	99	2.1%	2.3%
Millennial	1504	32.6%	34.6%
Gen X	1,818	39.4%	41.3%
Baby Boomer	844	18.3%	21.7%
Pre Baby Boomer	15	0.3%	0.1%
Prefer not to Answer	332	7.2%	
Total	4,612		

Table 5 Identification

Do you identify?	Completed Surveys	Percent	Percent in Employee Population
American Indian or Alaskan Native	30	64.0%	0.6%
Asian	25	53.3%	0.5%
Black or African American	25	53.3%	0.5%
Hispanic or Latino	48	102.4%	1.0%
Native Hawaiian or Other Pacific Islander	5	10.7%	0.1%
White	4001	8536.4%	85.4%
Two or more Races	97	207.0%	2.1%
Prefer not to answer	456	972.9%	9.7%
Total	4,687		

Table 6 Management Level

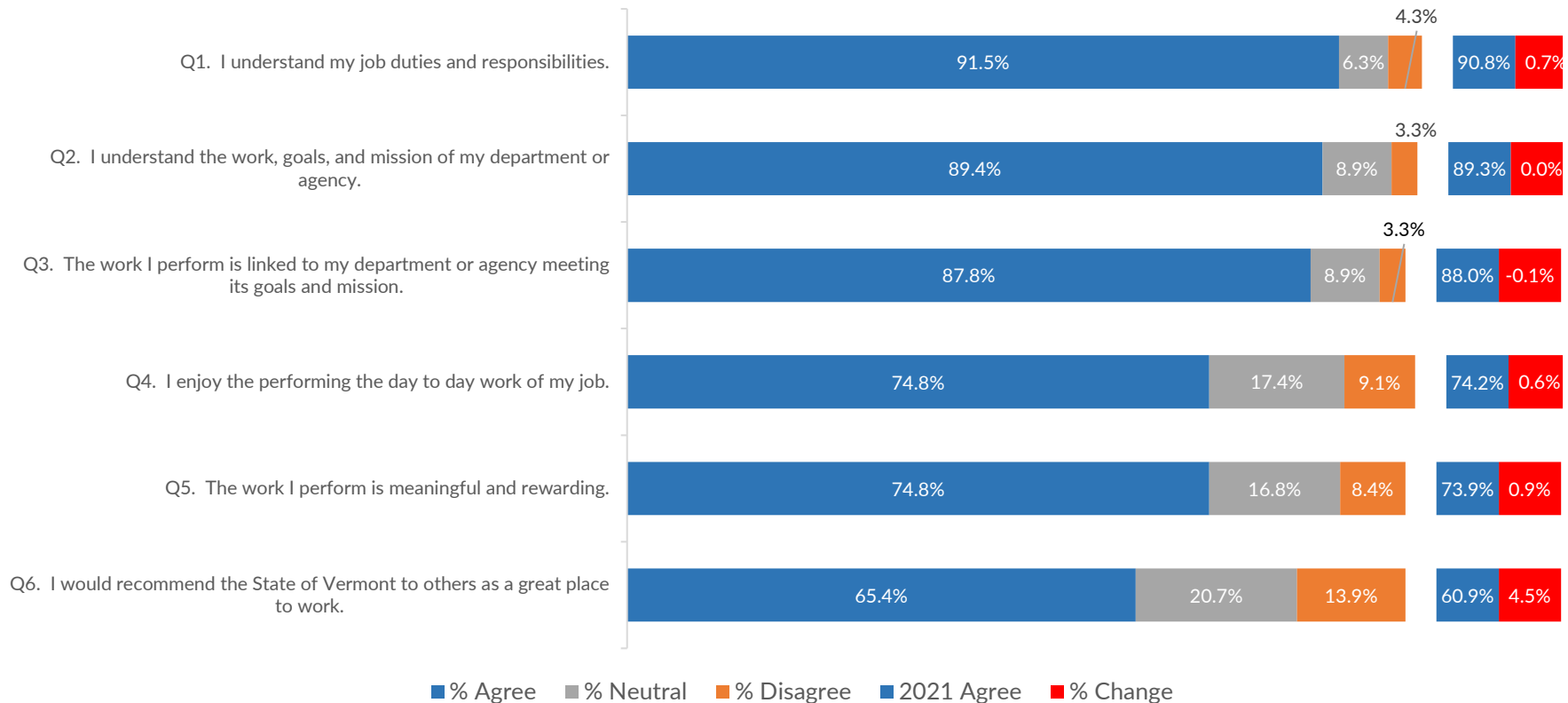
Management Level	Completed Surveys	Percent	Percent in Employee Population
Manager/Supervisor	1083	23.1%	20.2%
Not a Manager or Supervisor	3,066	65.3%	79.8%
Other	121	2.6%	
Prefer not to Answer	422	9.0%	
Grand Total	4,692		

Employee Engagement Survey Items: Summary of Key Findings

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

Table 7 displays percent agreement for all respondents to survey statements for “Job Duties and their Relationship to the Mission and Goals of your Agency or Department.” The table also shows the percent agreement for the same question in the 2021 survey and a percent change from 2021 to 2022 in agreement.

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



More than 90% of respondents agreed that they understand their job duties and responsibilities (91.5%). A high level of agreement was also seen when asked if they understood the work, goals, and mission of their department or agency (89.4%) and that the work they perform is linked to their department or agency meeting its goals and mission (87.8%). These all remain relatively unchanged from the 2021 survey results.

To a lesser extent, respondents agreed that they enjoy performing the day-to-day work of their job (74.8%) and that the work they perform is meaningful and rewarding (74.8%). Again, these remain relatively unchanged from the 2021 survey results.

The lowest agreement was found among all respondents when asked if they would recommend the State of Vermont to others as a great place to work (65.4%). This is a slight increase (4.5%) in agreement compared to that found in the 2021 survey (60.9%).

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

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

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department						
Department	Q1.	Q2.	Q3.	Q4.	Q5.	Q6.
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	88.0%	92.0%	92.0%	80.0%	84.0%	80.0%
Agency of Human Services	89.5%	87.7%	91.2%	75.0%	73.2%	63.2%
Agency of Natural Resources	100.0%	100.0%	95.7%	82.6%	91.3%	87.0%
Agriculture, Food & Markets	94.1%	90.6%	90.6%	83.5%	83.5%	81.2%
Attorney General	93.0%	94.7%	91.2%	89.5%	87.7%	80.7%
Auditor of Accounts	100.0%	100.0%	100.0%	100.0%	100.0%	90.0%
Buildings & General Services	94.1%	90.6%	89.9%	77.6%	72.2%	64.0%
Children & Families	92.6%	92.8%	91.1%	70.9%	73.3%	60.9%
Commerce & Community Dev.	89.2%	91.9%	89.2%	82.4%	86.5%	75.7%
Corrections	86.6%	71.5%	65.1%	53.9%	45.0%	35.5%
Criminal Justice Training Council	66.7%	66.7%	66.7%	66.7%	66.7%	33.3%
DAIL	96.7%	96.2%	96.7%	85.3%	86.7%	85.8%
Defender General	100.0%	100.0%	91.7%	95.8%	83.3%	83.3%
Digital Services	90.8%	81.9%	85.6%	67.7%	65.0%	58.3%
Education	91.3%	86.6%	88.2%	80.3%	75.6%	65.4%
Enhanced 911 Board	100.0%	100.0%	100.0%	66.7%	66.7%	66.7%
Environmental Conservation	91.7%	91.2%	90.1%	75.1%	76.8%	75.7%
Finance & Management	100.0%	100.0%	100.0%	86.4%	77.3%	77.3%
Financial Regulation	100.0%	100.0%	100.0%	95.5%	92.4%	92.4%
Fish & Wildlife	95.9%	96.9%	96.9%	77.6%	80.4%	71.4%
Forests, Parks & Recreation	100.0%	92.2%	88.9%	78.9%	77.8%	61.1%
Governor's Office	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Green Mountain Care Board	95.5%	95.5%	90.9%	95.5%	90.9%	86.4%
Health	87.9%	93.8%	92.2%	76.1%	79.1%	72.0%
Human Resources	91.6%	96.8%	91.6%	82.1%	78.7%	75.8%
Average	91.9%	89.6%	88.2%	74.9%	73.7%	65.5%



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

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

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department						
Department	Q1.	Q2.	Q3.	Q4.	Q5.	Q6.
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Human Rights Commission	50.0%	50.0%	50.0%	0.0%	50.0%	50.0%
Labor	85.6%	84.2%	84.7%	75.1%	71.6%	63.6%
Libraries	100.0%	100.0%	100.0%	75.0%	87.5%	87.5%
Liquor & Lottery	87.1%	93.5%	96.8%	77.4%	64.5%	67.7%
Mental Health	94.0%	88.0%	85.5%	74.7%	74.4%	60.2%
Military	93.9%	87.9%	90.9%	72.7%	72.7%	69.7%
Motor Vehicles	88.7%	89.4%	88.0%	70.9%	66.2%	60.3%
Natural Resources Board	94.7%	89.5%	94.7%	52.6%	63.2%	52.6%
Other	89.3%	81.7%	85.3%	72.5%	71.5%	54.6%
Public Safety	96.0%	89.3%	89.3%	76.8%	75.4%	61.0%
Public Service Department	87.8%	85.7%	83.7%	79.2%	71.4%	63.3%
Public Utilities Commission	100.0%	94.4%	94.4%	83.3%	88.9%	88.9%
Secretary of State	87.5%	89.6%	91.7%	72.9%	77.1%	83.3%
State Treasurer	82.4%	82.4%	82.4%	70.6%	76.5%	76.5%
Taxes	92.3%	94.4%	87.3%	76.2%	73.9%	74.8%
Transportation (not DMV)	92.3%	89.4%	86.5%	75.5%	72.6%	62.7%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	50.0%	100.0%
Vermont Health Access	93.6%	94.5%	93.6%	79.5%	80.0%	73.2%
Veterans' Home	96.2%	98.1%	90.6%	81.1%	90.6%	60.4%
Average	91.9%	89.6%	88.2%	74.9%	73.7%	65.5%



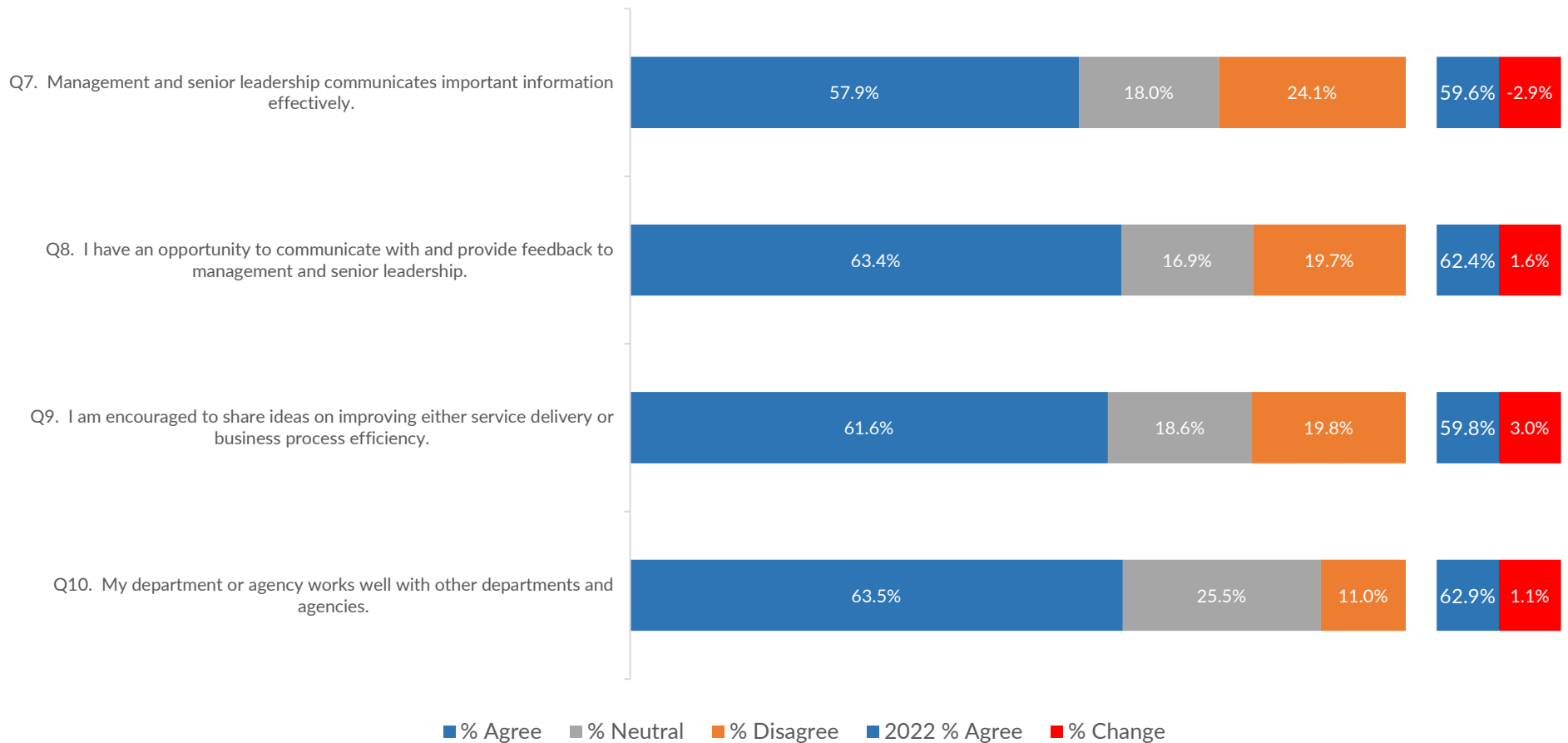
KEY:

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

Communication and Input within your Organization

Table 9 displays percent agreement for all respondents to survey statements for “Communication and Input within your Organization.” The table also shows the percent agreement for the same question in the 2021 survey and a percent change from 2021 to 2022 in agreement.

Table 9 **Communication and Input within your Organization – All Respondents**



Less than 60% (57.9%) of respondents agreed that management and senior leadership communicates important information in an effective manner. This is a slight decrease (-2.9%) over the 2021 survey response agreement.

More respondents felt they had an opportunity to communicate with and provide feedback to management and senior leadership (63.4%), were encouraged to share ideas on improving either service delivery or business process efficiency (61.6%), and that their department or agency works well with other departments and agencies (63.5%). Most remained relatively unchanged from the 2021 survey results, except question 9 there was a slight increase.

Table 10 displays percent agreement for respondents by department to survey statements for “Communication and Input within your Organization.” A “heat map” of responses is used to visually represent levels of agreement that are below the average for that question. This is a visual tool to make cross department comparisons.

Table 10 Communication and Input within your Organization by Department

Survey Items: Communication and Input within Your Organization				
	Q7.	Q8	Q9	Q10
Department	% Agree	% Agree	% Agree	% Agree
Agency of Administration	80.0%	88.0%	88.0%	88.0%
Agency of Human Services	47.4%	63.2%	70.2%	66.7%
Agency of Natural Resources	91.3%	91.3%	87.0%	87.0%
Agriculture, Food & Markets	70.6%	74.1%	78.8%	68.2%
Attorney General	75.4%	68.4%	68.4%	64.9%
Auditor of Accounts	80.0%	80.0%	80.0%	100.0%
Buildings & General Services	62.4%	68.8%	64.8%	65.0%
Children & Families	52.7%	58.3%	55.3%	62.5%
Commerce & Community Dev.	68.9%	68.9%	70.3%	77.0%
Corrections	30.2%	41.2%	33.1%	36.7%
Criminal Justice Training Council	33.3%	33.3%	33.3%	66.7%
DAIL	79.4%	80.5%	80.1%	74.9%
Defender General	54.2%	66.7%	54.2%	50.0%
Digital Services	57.6%	66.4%	61.8%	61.3%
Education	53.5%	58.3%	63.0%	55.1%
Enhanced 911 Board	100.0%	100.0%	100.0%	100.0%
Environmental Conservation	74.0%	68.3%	72.4%	55.3%
Finance & Management	72.7%	63.6%	77.3%	86.4%
Financial Regulation	86.4%	92.4%	86.2%	90.8%
Fish & Wildlife	48.5%	67.3%	60.2%	78.6%
Forests, Parks & Recreation	70.0%	72.2%	72.2%	68.9%
Green Mountain Care Board	90.9%	95.5%	90.9%	86.4%
Health	67.4%	69.9%	63.4%	69.5%
Human Resources	71.6%	74.7%	76.8%	68.4%
Average	57.9%	63.4%	61.6%	63.5%

Heat Map
 Below Average Agreement for Question

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

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

Survey Items: Communication and Input within Your Organization				
	Q7.	Q8	Q9	Q10
Department	% Agree	% Agree	% Agree	% Agree
Labor	64.1%	65.6%	64.1%	58.9%
Libraries	100.0%	93.8%	87.5%	100.0%
Liquor & Lottery	48.4%	64.5%	58.1%	58.1%
Mental Health	57.8%	68.7%	65.1%	61.4%
Military	63.6%	75.8%	60.6%	57.6%
Motor Vehicles	48.7%	53.6%	46.4%	55.0%
Natural Resources Board	63.2%	84.2%	78.9%	47.4%
Other	47.7%	49.2%	47.7%	58.0%
Public Safety	48.6%	54.2%	52.5%	63.3%
Public Service Department	59.2%	73.5%	61.2%	71.4%
Public Utilities Commission	83.3%	94.4%	72.2%	58.8%
Secretary of State	56.3%	66.7%	66.0%	72.9%
State Treasurer	52.9%	58.8%	64.7%	70.6%
Taxes	68.5%	71.3%	74.8%	64.1%
Transportation (not DMV)	47.9%	56.0%	58.9%	66.4%
Vermont Commission on Women	50.0%	100.0%	50.0%	50.0%
Vermont Health Access	70.5%	72.8%	75.7%	69.8%
Veterans' Home	47.2%	54.7%	47.2%	47.2%
Average	57.9%	63.4%	61.6%	63.5%

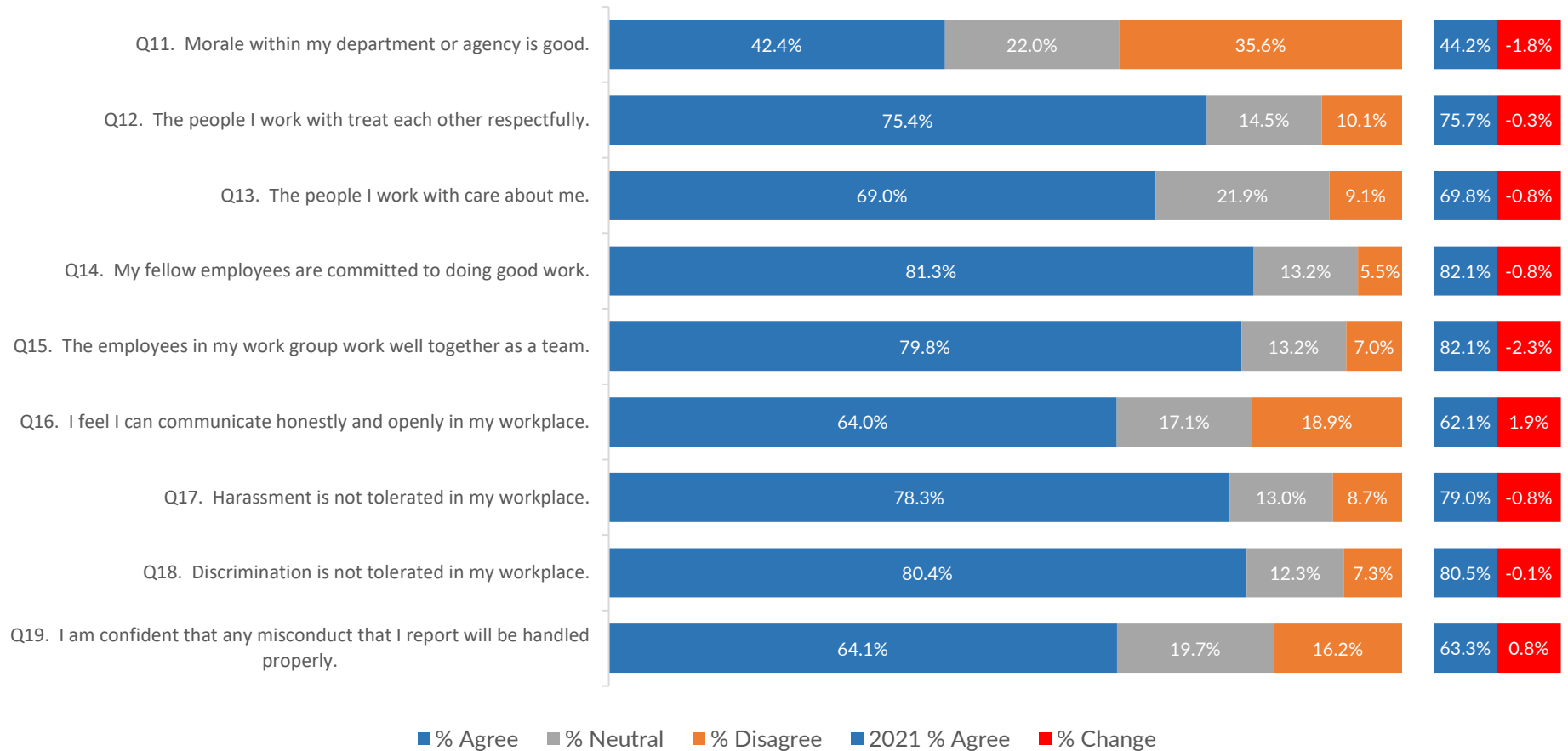
Heat Map
 Below Average Agreement for Question

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

Relationships and Morale in your Organization

Table 11 displays percent agreement for all respondents to survey statements for “Relationships and Morale in your Organization.” The table also shows the percent agreement for the same question in the 2021 survey and a percent change from 2021 to 2022 in agreement.

Table 11 Relationships and Morale in your Organization – All Respondents



Less than half of respondents agreed that morale within their department or agency is good (42.4%); more than a third disagreed (35.6%).

Over 75% of all respondents agreed that the people they work with treat each other respectfully (75.4%) and to a slightly lesser extent that the people they work with care about them (69.0%). These both showed small decreases over agreement found in the 2021 survey.

81.3% agreed that their fellow employees are committed to doing good and 79.8% agreed that employees in their work group work well together as a team.

A little over 60% of respondents felt they can communicate honestly and openly in their workplace (64.0%); however, a relatively high percent disagreed with the statement (18.9%).

More than three out of four of all respondents agreed that harassment is not tolerated in their workplace (78.3%) and discrimination is not tolerated in their workplace (80.4%). Fewer respondents agreed that they were confident that any misconduct that they report will be handled properly (64.1%), but a relatively high percent disagreed with the statement (16.2%). All these questions showed little change in agreement from the 2021 survey results.

Table 12 displays percent agreement for respondents by department to survey statements for “Relationships and Morale in your Organization.” A “heat map” of responses is used to visually represent levels of agreement that are below the average for that question. This is a visual tool to make cross department comparisons.

Table 12 Relationships and Morale in your Organization by Department

Survey Items: Relationships and Morale in Your Organization									
	Q11.	Q12.	Q13.	Q14.	Q15.	Q16.	Q17.	Q18.	Q19.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	84.0%	80.0%	72.0%	96.0%	83.3%	72.0%	88.0%	88.0%	72.0%
Agency of Human Services	38.6%	82.5%	70.2%	92.9%	84.2%	64.9%	80.7%	77.2%	57.9%
Agency of Natural Resources	73.9%	91.3%	73.9%	95.7%	87.0%	82.6%	95.7%	95.7%	87.0%
Agriculture, Food & Markets	63.5%	82.4%	81.2%	95.3%	81.2%	80.0%	84.5%	87.1%	74.1%
Attorney General	50.9%	91.2%	86.0%	89.5%	78.9%	68.4%	86.0%	82.5%	68.4%
Auditor of Accounts	90.0%	100.0%	77.8%	100.0%	100.0%	70.0%	80.0%	80.0%	90.0%
Buildings & General Services	52.1%	79.3%	64.4%	76.8%	79.7%	66.2%	78.9%	80.9%	65.1%
Children & Families	29.2%	71.8%	67.5%	79.9%	79.3%	56.2%	75.5%	77.8%	56.8%
Commerce & Community Dev.	67.6%	82.4%	79.7%	95.9%	83.8%	79.7%	85.1%	91.8%	75.7%
Corrections	9.2%	49.0%	48.7%	53.5%	66.7%	39.0%	55.6%	63.3%	36.2%
Criminal Justice Training Council	33.3%	100.0%	100.0%	100.0%	100.0%	33.3%	66.7%	100.0%	33.3%
DAIL	63.0%	94.3%	79.5%	94.8%	89.1%	77.3%	88.2%	89.1%	75.2%
Defender General	62.5%	79.2%	83.3%	95.8%	75.0%	79.2%	79.2%	87.5%	70.8%
Digital Services	34.3%	78.7%	71.9%	89.4%	85.3%	70.7%	83.4%	85.2%	69.6%
Education	51.2%	78.0%	79.5%	88.2%	80.3%	66.9%	74.8%	76.2%	59.8%
Enhanced 911 Board	66.7%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Environmental Conservation	54.7%	85.1%	77.3%	90.0%	81.7%	69.6%	82.3%	81.8%	61.1%
Finance & Management	81.8%	90.9%	86.4%	95.5%	81.8%	81.8%	95.5%	95.5%	81.8%
Financial Regulation	86.4%	93.9%	89.4%	95.5%	89.4%	87.9%	90.9%	93.9%	86.4%
Fish & Wildlife	49.0%	89.8%	76.5%	93.9%	89.8%	74.5%	88.7%	92.9%	72.4%
Forests, Parks & Recreation	51.1%	76.7%	80.0%	88.8%	71.1%	76.7%	83.3%	87.8%	71.9%
Green Mountain Care Board	68.2%	95.5%	90.9%	100.0%	95.5%	90.9%	95.5%	90.9%	90.9%
Health	40.8%	87.2%	81.1%	95.0%	86.6%	73.3%	86.8%	85.9%	73.6%
Human Resources	55.8%	85.3%	77.9%	88.4%	91.6%	74.7%	85.3%	90.5%	80.0%
Average	42.4%	75.4%	69.0%	81.3%	79.8%	64.0%	78.3%	80.4%	64.1%

Heat Map
Below Average Agreement for Question

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

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

Survey Items: Relationships and Morale in Your Organization									
	Q11.	Q12.	Q13.	Q14.	Q15.	Q16.	Q17.	Q18.	Q19.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Labor	40.2%	73.7%	67.5%	81.3%	76.6%	62.0%	76.4%	80.9%	67.5%
Libraries	87.5%	100.0%	81.3%	100.0%	100.0%	81.3%	100.0%	100.0%	87.5%
Liquor & Lottery	38.7%	74.2%	58.1%	74.2%	74.2%	61.3%	83.9%	90.3%	63.3%
Mental Health	30.1%	63.9%	63.9%	77.1%	74.7%	51.8%	67.5%	77.8%	54.2%
Military	45.5%	72.7%	59.4%	60.6%	72.7%	69.7%	78.8%	69.7%	57.6%
Motor Vehicles	35.8%	70.2%	58.9%	64.2%	74.8%	56.3%	74.8%	77.3%	57.6%
Natural Resources Board	21.1%	57.9%	57.9%	89.5%	63.2%	52.6%	73.7%	73.7%	63.2%
Other	33.1%	57.3%	53.4%	72.5%	66.4%	44.3%	69.5%	70.2%	51.1%
Public Safety	38.4%	78.5%	71.6%	83.5%	87.4%	66.7%	79.1%	81.9%	74.6%
Public Service Department	53.1%	83.7%	77.1%	95.9%	87.8%	69.4%	79.6%	83.7%	69.4%
Public Utilities Commission	38.9%	82.4%	83.3%	88.9%	77.8%	66.7%	55.6%	72.2%	55.6%
Secretary of State	50.0%	77.1%	64.6%	91.7%	78.7%	64.6%	87.5%	89.6%	77.1%
State Treasurer	47.1%	100.0%	100.0%	94.1%	100.0%	70.6%	100.0%	94.1%	76.5%
Taxes	46.5%	72.0%	69.9%	81.8%	79.4%	63.6%	81.7%	79.0%	73.4%
Transportation (not DMV)	42.0%	71.9%	60.4%	74.5%	76.4%	63.3%	78.6%	79.0%	60.9%
Vermont Commission on Women	50.0%	100.0%	100.0%	100.0%	50.0%	50.0%	100.0%	100.0%	100.0%
Vermont Health Access	52.3%	79.1%	76.0%	82.9%	85.5%	69.2%	85.1%	84.3%	72.3%
Veterans' Home	34.0%	45.3%	41.5%	62.3%	67.9%	47.2%	49.1%	62.3%	49.1%
Average	42.4%	75.4%	69.0%	81.3%	79.8%	64.0%	78.3%	80.4%	64.1%

Heat Map
 Below Average Agreement for Question

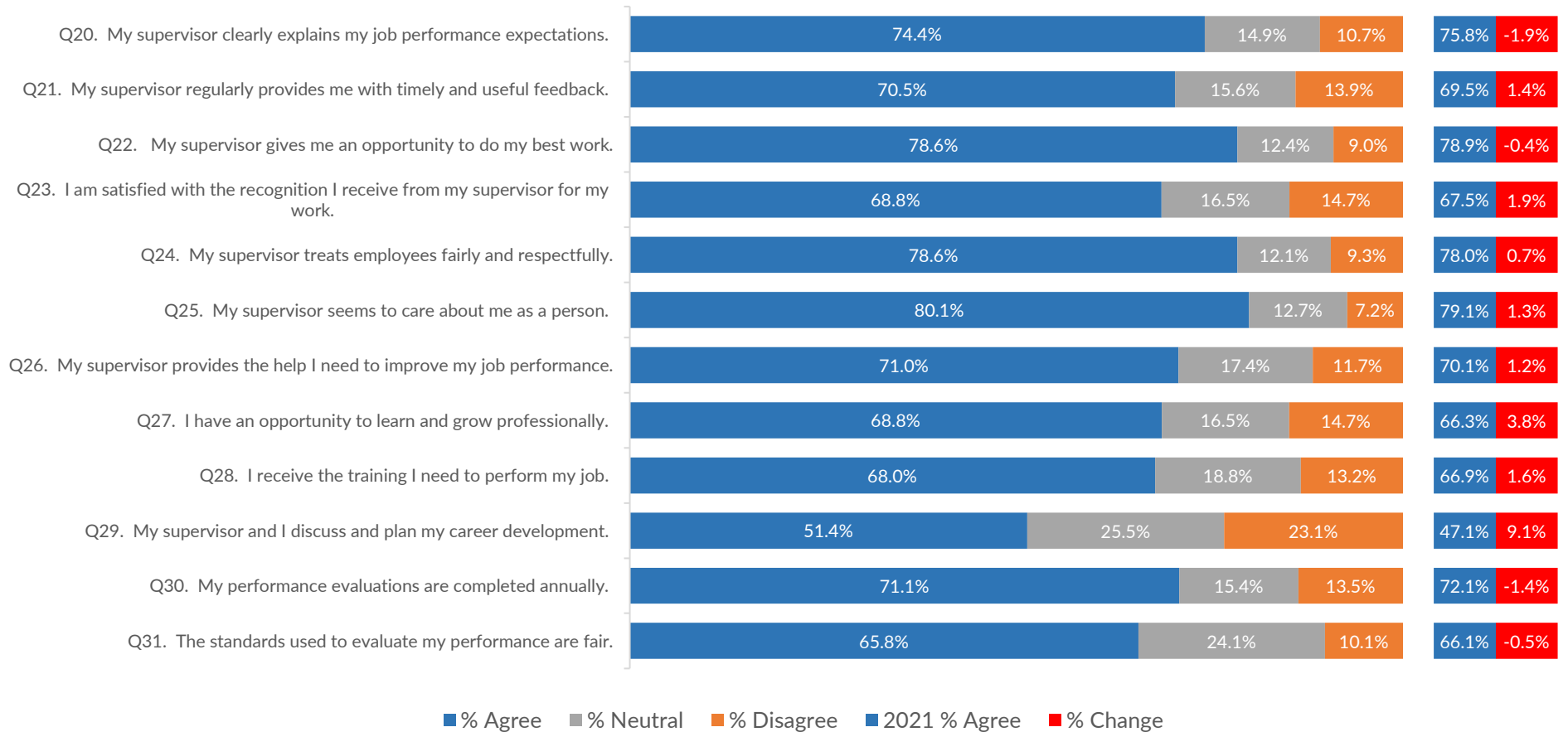
Key:

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

Your Supervisor

Table 13 displays percent agreement for all respondents to survey statements for “Your Supervisor.” The table also shows the percent agreement for the same question in the 2021 survey and a percent change from 2021 to 2022 in agreement.

Table 13 Your Supervisor – All Respondents



On average, approximately 70% agreed to the range of statements regarding their supervisor (Q20 – Q26), but with relatively high levels of “neutral” and “disagree” responses (on average 20% - 30%), showing that these supervisory items have variability based on other factors, such as department. All these questions showed slight changes relative to the 2021 survey results.

The lowest agreement among all respondents was when asked if their supervisor discussed and planned their career development with them (51.4%). However, this did show one of the largest increases over the 2021 survey an increase of 9.1%

For all respondents, 71.1% agreed that their performance evaluations are completed annually. To a lesser extent, respondents agreed that the standards used to evaluate their performance were fair (65.8%), with a high level of “neutral” (24.1%), which shows respondents’ ambivalence about this statement. These showed little change in agreement from the results of the 2021 survey.

Table 14 displays percent agreement for respondents by department to survey statements for “Your Supervisor.” A “heat map” of responses is used to visually represent levels of agreement that are below the average for that question. This is a visual tool to make cross department comparisons.

Table 14 Your Supervisor by Department

Survey Items: Your Supervisor						
	Q20.	Q21.	Q22	Q23.	Q24.	Q25.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	72.0%	84.0%	88.0%	72.0%	92.0%	84.0%
Agency of Human Services	71.4%	75.4%	80.7%	75.4%	89.5%	86.0%
Agency of Natural Resources	87.0%	87.0%	91.3%	87.0%	95.7%	95.7%
Agriculture, Food & Markets	76.5%	75.3%	88.2%	72.9%	90.6%	91.8%
Attorney General	82.5%	78.9%	80.7%	80.7%	89.5%	91.2%
Auditor of Accounts	100.0%	80.0%	90.0%	90.0%	90.0%	80.0%
Buildings & General Services	74.7%	70.5%	80.2%	66.7%	74.3%	74.6%
Children & Families	74.6%	69.9%	78.2%	63.5%	76.1%	78.2%
Commerce & Community Dev.	78.4%	77.0%	80.8%	79.7%	79.7%	85.1%
Corrections	65.0%	57.4%	69.4%	57.4%	68.6%	70.6%
Criminal Justice Training Council	33.3%	33.3%	33.3%	33.3%	33.3%	33.3%
DAIL	85.8%	80.1%	88.6%	79.1%	91.0%	89.6%
Defender General	54.2%	50.0%	75.0%	58.3%	87.5%	75.0%
Digital Services	78.8%	73.7%	79.1%	73.0%	84.8%	85.3%
Education	77.2%	78.7%	85.8%	80.3%	82.7%	90.6%
Enhanced 911 Board	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Environmental Conservation	79.6%	76.8%	82.9%	76.2%	87.8%	93.4%
Finance & Management	81.8%	68.2%	86.4%	81.8%	86.4%	86.4%
Financial Regulation	92.4%	87.9%	90.9%	87.9%	90.9%	89.4%
Fish & Wildlife	75.5%	70.4%	83.7%	71.4%	82.5%	84.7%
Forests, Parks & Recreation	73.3%	72.2%	84.4%	80.0%	82.2%	88.9%
Green Mountain Care Board	85.7%	85.7%	100.0%	90.5%	100.0%	100.0%
Health	75.6%	75.6%	82.2%	74.0%	86.2%	87.8%
Human Resources	85.3%	84.2%	84.2%	81.1%	85.3%	87.4%
Average	74.4%	70.5%	78.6%	68.8%	78.6%	80.1%

Heat Map

Below Average Agreement for Question

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

Table 14 Your Supervisor by Department (cont.)

Survey Items: Your Supervisor						
	Q20.	Q21.	Q22	Q23.	Q24.	Q25.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Labor	64.1%	60.6%	75.0%	64.1%	73.2%	77.0%
Libraries	100.0%	93.8%	100.0%	93.8%	100.0%	93.8%
Liquor & Lottery	74.2%	61.3%	80.6%	66.7%	71.0%	74.2%
Mental Health	71.1%	67.5%	78.0%	62.2%	78.0%	74.7%
Military	63.6%	51.5%	81.8%	54.5%	78.8%	72.7%
Motor Vehicles	61.6%	56.7%	68.9%	55.6%	67.3%	67.5%
Natural Resources Board	57.9%	52.6%	63.2%	47.4%	63.2%	73.7%
Other	64.1%	62.6%	66.2%	56.9%	66.2%	65.1%
Public Safety	79.1%	71.8%	83.1%	73.4%	77.8%	81.3%
Public Service Department	75.5%	65.3%	81.6%	67.3%	85.7%	85.7%
Public Utilities Commission	76.5%	76.5%	70.6%	76.5%	76.5%	88.2%
Secretary of State	70.8%	70.8%	70.8%	70.8%	75.0%	77.1%
State Treasurer	58.8%	58.8%	70.6%	58.8%	76.5%	94.1%
Taxes	75.5%	73.9%	73.2%	72.0%	81.0%	81.1%
Transportation (not DMV)	74.8%	69.8%	76.6%	64.0%	75.1%	73.5%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Vermont Health Access	81.3%	78.7%	83.0%	77.9%	82.6%	85.5%
Veterans' Home	64.2%	60.4%	58.5%	54.7%	58.5%	58.5%
Average	74.4%	70.5%	78.6%	68.8%	78.6%	80.1%

Heat Map
 Below Average Agreement for Question

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

Table 14 Your Supervisor by Department (cont.)

Survey Items: Your Supervisor						
	Q26.	Q27.	Q28.	Q29.	Q30.	Q31.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	84.0%	80.0%	80.0%	52.0%	62.5%	68.0%
Agency of Human Services	82.5%	70.2%	66.7%	63.2%	60.0%	62.5%
Agency of Natural Resources	87.0%	87.0%	69.6%	65.2%	87.0%	91.3%
Agriculture, Food & Markets	76.5%	76.2%	72.9%	54.1%	74.1%	74.1%
Attorney General	82.5%	68.4%	59.6%	49.1%	77.2%	71.9%
Auditor of Accounts	90.0%	80.0%	80.0%	44.4%	80.0%	80.0%
Buildings & General Services	70.5%	64.4%	68.6%	44.3%	73.4%	62.0%
Children & Families	68.4%	64.5%	66.5%	45.8%	72.0%	64.7%
Commerce & Community Dev.	73.0%	73.0%	70.3%	56.8%	71.2%	72.6%
Corrections	60.2%	53.8%	54.9%	39.7%	61.3%	55.0%
Criminal Justice Training Council	33.3%	66.7%	66.7%	0.0%	33.3%	33.3%
DAIL	82.5%	81.4%	79.4%	63.5%	74.9%	78.9%
Defender General	66.7%	83.3%	83.3%	37.5%	29.2%	45.8%
Digital Services	75.1%	73.7%	61.3%	57.9%	72.6%	68.4%
Education	77.2%	72.2%	64.6%	55.1%	64.3%	64.3%
Enhanced 911 Board	100.0%	66.7%	66.7%	33.3%	66.7%	66.7%
Environmental Conservation	72.9%	72.9%	69.6%	55.8%	77.8%	70.6%
Finance & Management	77.3%	86.4%	81.8%	63.6%	81.8%	77.3%
Financial Regulation	89.4%	92.4%	90.9%	81.8%	77.3%	80.3%
Fish & Wildlife	75.5%	75.5%	72.4%	62.9%	78.6%	77.3%
Forests, Parks & Recreation	71.1%	71.1%	71.1%	50.6%	65.6%	68.5%
Green Mountain Care Board	95.2%	95.2%	90.5%	81.0%	85.7%	85.7%
Health	73.3%	74.1%	74.2%	55.8%	82.9%	73.9%
Human Resources	80.0%	81.1%	74.2%	62.8%	92.6%	85.3%
Average	71.0%	68.8%	68.0%	51.4%	71.1%	65.8%

Heat Map
 Below Average Agreement for Question

Key:
 Q26. My supervisor provides the help I need to improve my job performance.
 Q27. I have an opportunity to learn and grow professionally.
 Q28. I receive the training I need to perform my job.
 Q29. My supervisor and I discuss and plan my career development.
 Q30. My performance evaluations are completed annually.
 Q31. The standards used to evaluate my performance are fair.

Table 14 Your Supervisor by Department (cont.)

Survey Items: Your Supervisor						
	Q26.	Q27.	Q28.	Q29.	Q30.	Q31.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Labor	64.7%	63.6%	61.1%	41.8%	36.7%	44.4%
Libraries	93.8%	87.5%	100.0%	81.3%	75.0%	81.3%
Liquor & Lottery	71.0%	64.5%	80.6%	48.4%	51.6%	48.4%
Mental Health	65.1%	69.9%	67.5%	48.8%	54.9%	54.9%
Military	57.6%	66.7%	54.5%	39.4%	21.2%	36.4%
Motor Vehicles	58.7%	54.7%	56.4%	36.4%	66.0%	50.3%
Natural Resources Board	42.1%	47.4%	42.1%	26.3%	52.6%	52.6%
Other	62.0%	52.7%	54.2%	41.1%	53.1%	41.4%
Public Safety	73.4%	74.0%	73.9%	51.4%	55.4%	58.8%
Public Service Department	73.5%	69.4%	59.2%	61.2%	58.3%	51.1%
Public Utilities Commission	70.6%	76.5%	94.1%	47.1%	82.4%	94.1%
Secretary of State	68.8%	70.8%	60.4%	45.8%	85.4%	70.8%
State Treasurer	70.6%	70.6%	64.7%	47.1%	58.8%	64.7%
Taxes	72.7%	69.9%	70.6%	51.8%	73.2%	66.2%
Transportation (not DMV)	68.9%	69.0%	71.7%	53.6%	88.6%	74.9%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Vermont Health Access	79.1%	76.6%	74.5%	65.5%	82.9%	76.2%
Veterans' Home	55.8%	54.7%	59.6%	41.5%	77.4%	66.0%
Average	71.0%	68.8%	68.0%	51.4%	71.1%	65.8%

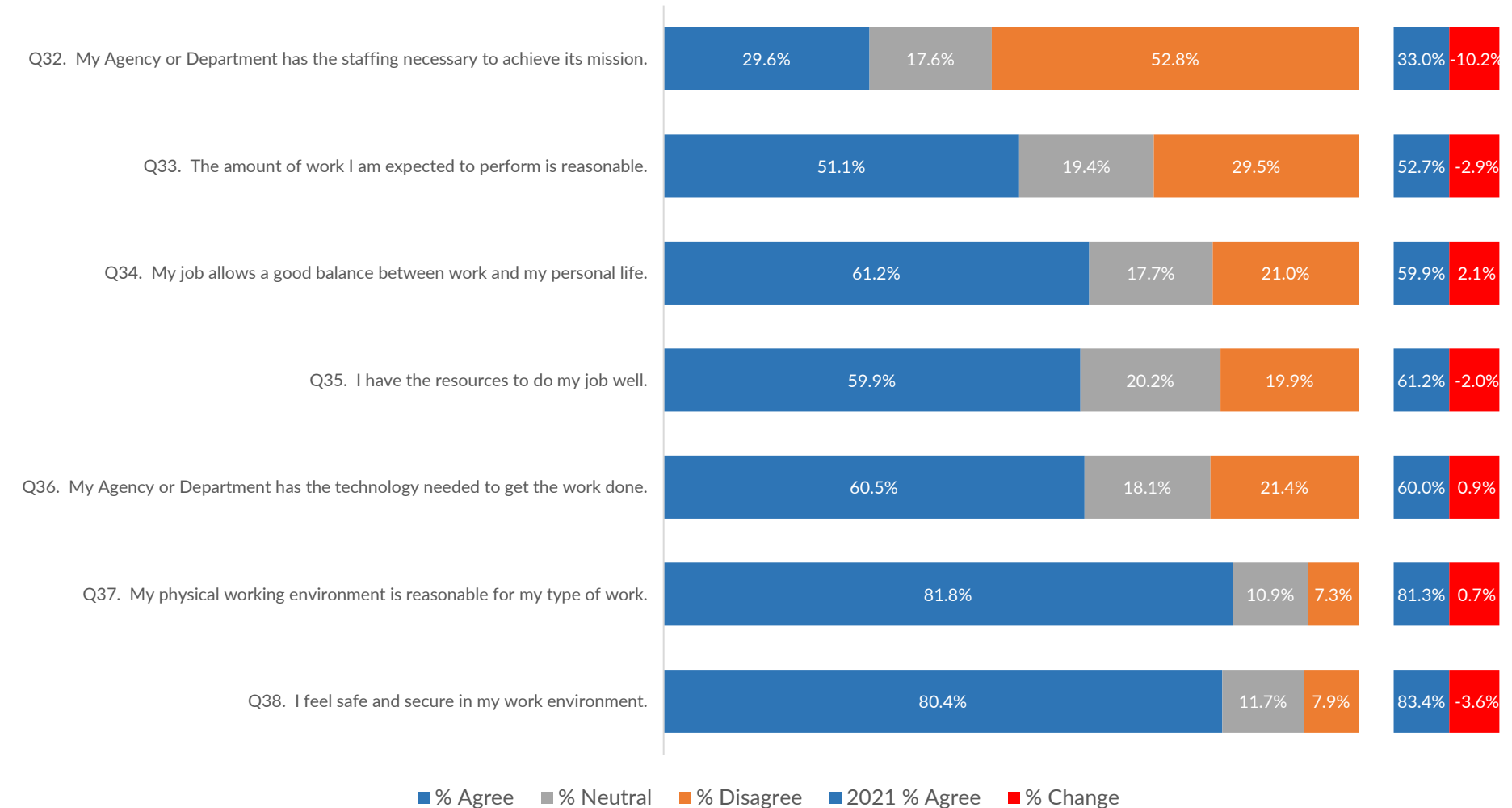
Heat Map
 Below Average Agreement for Question

Key:
 Q26. My supervisor provides the help I need to improve my job performance.
 Q27. I have an opportunity to learn and grow professionally.
 Q28. I receive the training I need to perform my job.
 Q29. My supervisor and I discuss and plan my career development.
 Q30. My performance evaluations are completed annually.
 Q31. The standards used to evaluate my performance are fair.

Workload, Staffing and Resources

Table 15 displays percent agreement for all respondents to survey statements for “Workload, Staffing and Resources.” The table also shows the percent agreement for the same question in the 2021 survey and a percent change from 2021 to 2022 in agreement.

Table 15 Workload, Staffing and Resources – All Respondents



More respondents disagreed that their department or agency has the staffing and resources necessary to achieve its mission (52.8%) than agreed (29.6%). This was significantly less agreement than was found in the 2021 survey (-10.2%). This is the second lowest level of agreement in the history of this survey. Only in 2015 was it lower (26.9%) (See Table 42)

While 51.1% of all respondents agreed that the amount of work they are expected to perform is reasonable, more than a quarter (29.5%) disagreed. This was down slightly from 2021 results. A higher percentage agreed that their job and work environment allow for a good balance between work and their personal life (61.2%). Interestingly this was slightly higher than 2021 results.

A majority of all respondents agreed that they have the resources to do their job well (59.9%) and that their department or agency had the technology needed to get the work done (60.5%).

Over three out of four of all respondents agreed that their physical working environment is reasonable for their type of work (81.8%) and that they feel safe and secure in their work environment (80.4%).

Table 16 displays percent agreement for respondents by department to survey statements for “Workload, Staffing and Resources.” A “heat map” of responses is used to visually represent levels of agreement that are below the average for that question. This is a visual tool to make cross department comparisons.

Table 16 Workload, Staffing and Resources by Department

Survey Items: Workload, Staffing and Resources							
Department	Q32. % Agree	Q33. % Agree	Q34. % Agree	Q35. % Agree	Q36. % Agree	Q37. % Agree	Q38. % Agree
Agency of Administration	20.0%	48.0%	64.0%	56.0%	88.0%	96.0%	88.0%
Agency of Human Services	24.6%	56.1%	57.9%	56.1%	61.4%	82.1%	84.2%
Agency of Natural Resources	26.1%	65.2%	73.9%	65.2%	65.2%	91.3%	87.0%
Agriculture, Food & Markets	47.1%	67.1%	77.6%	78.8%	71.8%	94.1%	91.8%
Attorney General	40.4%	56.1%	64.9%	61.4%	59.6%	93.0%	86.0%
Auditor of Accounts	100.0%	90.0%	100.0%	100.0%	90.0%	80.0%	90.0%
Buildings & General Services	32.5%	57.0%	68.8%	66.5%	62.7%	82.7%	84.0%
Children & Families	24.9%	38.3%	47.9%	50.3%	51.5%	77.1%	73.4%
Commerce & Community Dev.	29.7%	56.8%	68.9%	62.2%	60.8%	86.5%	89.2%
Corrections	7.8%	27.1%	26.5%	39.8%	40.3%	58.7%	52.2%
Criminal Justice Training Council	33.3%	33.3%	66.7%	33.3%	0.0%	100.0%	100.0%
DAIL	33.2%	48.8%	70.6%	70.6%	64.9%	90.5%	86.3%
Defender General	54.2%	66.7%	62.5%	83.3%	83.3%	83.3%	91.7%
Digital Services	22.1%	51.6%	68.1%	54.4%	64.5%	88.5%	89.4%
Education	29.1%	52.8%	70.9%	60.6%	61.1%	91.3%	91.3%
Enhanced 911 Board	33.3%	33.3%	33.3%	66.7%	100.0%	100.0%	100.0%
Environmental Conservation	14.9%	34.8%	67.4%	53.0%	54.7%	88.4%	87.3%
Finance & Management	36.4%	68.2%	77.3%	86.4%	95.5%	100.0%	100.0%
Financial Regulation	54.5%	74.2%	87.9%	90.9%	92.4%	100.0%	98.5%
Fish & Wildlife	18.6%	42.3%	56.7%	61.9%	57.7%	89.6%	85.6%
Forests, Parks & Recreation	8.9%	32.2%	54.4%	55.6%	57.8%	88.9%	85.6%
Green Mountain Care Board	59.1%	81.8%	90.9%	86.4%	86.4%	95.5%	100.0%
Health	44.7%	61.4%	72.3%	69.8%	70.6%	87.9%	85.6%
Human Resources	34.7%	47.4%	68.4%	63.2%	58.9%	88.4%	93.7%
Average	29.6%	51.1%	61.2%	59.9%	60.5%	81.8%	80.4%

Heat Map
Below Average Agreement for Question

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

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

Survey Items: Workload, Staffing and Resources							
Department	Q32. % Agree	Q33. % Agree	Q34. % Agree	Q35. % Agree	Q36. % Agree	Q37. % Agree	Q38. % Agree
Labor	31.6%	51.7%	64.9%	57.9%	48.8%	75.6%	76.6%
Libraries	68.8%	81.3%	100.0%	93.8%	93.8%	100.0%	87.5%
Liquor & Lottery	16.1%	61.3%	80.6%	74.2%	74.2%	90.3%	83.9%
Mental Health	22.9%	50.6%	47.0%	54.2%	51.8%	65.1%	61.4%
Military	42.4%	69.7%	72.7%	51.5%	56.3%	87.5%	81.8%
Motor Vehicles	44.4%	53.6%	62.0%	59.6%	52.3%	74.2%	75.5%
Natural Resources Board	0.0%	21.1%	47.4%	31.6%	47.4%	84.2%	84.2%
Other	31.8%	50.4%	55.3%	49.2%	50.4%	67.9%	71.0%
Public Safety	15.8%	50.8%	51.4%	58.5%	60.6%	75.1%	79.5%
Public Service Department	32.7%	65.3%	75.5%	67.3%	75.5%	95.9%	87.8%
Public Utilities Commission	50.0%	61.1%	66.7%	77.8%	88.9%	100.0%	83.3%
Secretary of State	39.6%	58.3%	66.7%	64.6%	70.2%	83.3%	83.3%
State Treasurer	17.6%	29.4%	41.2%	70.6%	70.6%	100.0%	100.0%
Taxes	27.5%	56.6%	68.3%	67.8%	77.5%	84.6%	82.5%
Transportation (not DMV)	35.6%	59.0%	64.5%	62.2%	64.5%	84.1%	83.3%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Vermont Health Access	41.5%	65.2%	71.4%	70.9%	69.2%	87.6%	88.9%
Veterans' Home	30.2%	52.8%	60.4%	47.2%	49.1%	59.6%	60.4%
Average	29.6%	51.1%	61.2%	59.9%	60.5%	81.8%	80.4%

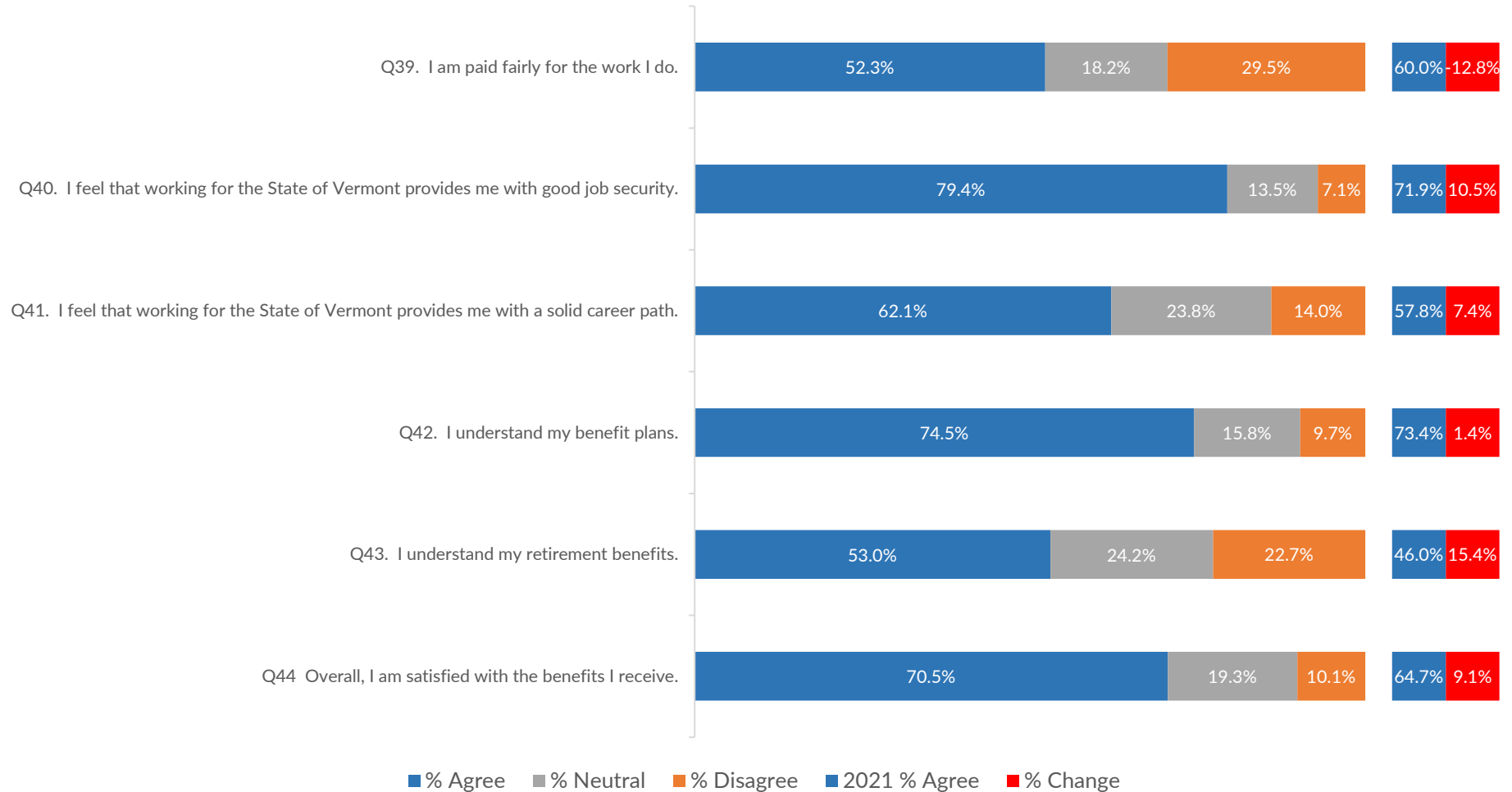
Heat Map
Below Average Agreement for Question

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

Compensation and Benefits

Table 17 displays percent agreement for all respondents to survey statements for “Compensation and Benefits.” The table also shows the percent agreement for the same question in the 201 survey and a percent change from 2021 to 2022 in agreement.

Table 17 Compensation and Benefits – All Respondents



Just over half (52.3%) of all respondents agreed that they felt that they were paid fairly for the work they perform, while 29.5% disagreed. This is a significant decrease (-12.8%) from 2021 survey results. This is the lowest percent agreement in the history of the survey. (See Table 43)

Nearly 80% of all respondents agreed that working for the State of Vermont provides them with good job security (79.4%), while to a lesser extent 62.1% agreed that that working for the State of Vermont provided them with a solid career path. Both were up significantly from the 2021 survey results (10.5% and 7.4% respectively).

Nearly three out of four respondents agreed that they understand their benefits plan (74.5%).

More than half of respondents agreed they understood their retirement benefits (53.0%). This is up dramatically (15.4%) from 2021 survey results.

Overall, 70.5% agreed that they were satisfied with the benefits they received. This was up significantly (9.1) from 2021 survey results.

Table 18 displays percent agreement for respondents by department to survey statements for “Compensation and Benefits.” A “heat map” of responses is used to visually represent levels of agreement that are below the average for that question. This is a visual tool to make cross department comparisons.

Table 18 Compensation and Benefits by Department

Survey Items: Compensation and Benefits						
Department	Q39. % Agree	Q40. % Agree	Q41. % Agree	Q42. % Agree	Q43. % Agree	Q44. % Agree
Agency of Administration	68.0%	92.0%	72.0%	92.0%	64.0%	84.0%
Agency of Human Services	66.7%	75.4%	57.9%	87.7%	51.8%	71.9%
Agency of Natural Resources	52.2%	91.3%	60.9%	60.9%	56.5%	82.6%
Agriculture, Food & Markets	70.6%	92.9%	74.1%	82.4%	58.8%	83.1%
Attorney General	52.6%	78.9%	66.7%	75.4%	63.2%	78.6%
Auditor of Accounts	90.0%	100.0%	70.0%	100.0%	100.0%	100.0%
Buildings & General Services	34.3%	75.9%	55.9%	68.8%	50.9%	65.8%
Children & Families	52.7%	78.2%	64.5%	70.2%	46.2%	67.8%
Commerce & Community Dev.	56.8%	83.6%	69.9%	82.4%	63.9%	78.1%
Corrections	35.6%	67.0%	49.0%	58.8%	37.0%	47.6%
Criminal Justice Training Council	66.7%	100.0%	66.7%	33.3%	0.0%	66.7%
DAIL	72.5%	88.2%	76.8%	77.1%	53.6%	85.3%
Defender General	62.5%	91.7%	75.0%	79.2%	50.0%	87.5%
Digital Services	44.4%	83.4%	59.0%	81.1%	63.1%	72.4%
Education	49.2%	80.3%	50.4%	80.3%	55.1%	70.1%
Enhanced 911 Board	33.3%	66.7%	66.7%	66.7%	66.7%	66.7%
Environmental Conservation	51.9%	84.5%	69.1%	76.2%	52.5%	74.0%
Finance & Management	72.7%	77.3%	68.2%	63.6%	59.1%	72.7%
Financial Regulation	78.8%	97.0%	87.9%	87.9%	74.2%	89.4%
Fish & Wildlife	53.1%	74.5%	68.4%	77.6%	59.2%	65.3%
Forests, Parks & Recreation	41.1%	78.7%	52.2%	74.4%	45.6%	62.2%
Green Mountain Care Board	77.3%	95.5%	95.5%	95.5%	72.7%	90.9%
Health	54.0%	82.6%	60.2%	76.4%	53.7%	75.2%
Human Resources	57.9%	92.6%	64.2%	92.6%	64.2%	91.6%
Average	52.3%	79.4%	62.1%	74.5%	53.0%	70.5%

Heat Map
 Below Average Agreement for Question

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

Table 18 Compensation and Benefits by Department (Cont.)

Survey Items: Compensation and Benefits						
Department	Q39. % Agree	Q40. % Agree	Q41. % Agree	Q42. % Agree	Q43. % Agree	Q44. % Agree
Labor	52.6%	75.1%	54.5%	74.2%	53.6%	72.2%
Libraries	75.0%	93.8%	62.5%	100.0%	75.0%	100.0%
Liquor & Lottery	48.4%	77.4%	74.2%	83.9%	71.0%	67.7%
Mental Health	45.8%	69.9%	50.6%	67.5%	47.6%	61.4%
Military	53.1%	81.8%	51.5%	81.8%	60.6%	72.7%
Motor Vehicles	56.3%	78.1%	61.6%	69.5%	44.4%	67.3%
Natural Resources Board	42.1%	78.9%	55.6%	84.2%	57.9%	73.7%
Other	40.5%	65.4%	44.6%	68.5%	53.1%	60.8%
Public Safety	46.9%	75.0%	60.5%	70.6%	55.4%	62.7%
Public Service Department	61.2%	79.6%	61.2%	69.4%	49.0%	64.6%
Public Utilities Commission	77.8%	83.3%	66.7%	83.3%	72.2%	83.3%
Secretary of State	60.4%	87.5%	75.0%	85.4%	64.6%	79.2%
State Treasurer	47.1%	88.2%	47.1%	88.2%	93.8%	88.2%
Taxes	56.6%	83.9%	60.8%	72.0%	60.1%	73.9%
Transportation (not DMV)	49.9%	80.5%	65.9%	76.1%	55.1%	71.5%
Vermont Commission on Women	100.0%	100.0%	50.0%	100.0%	50.0%	50.0%
Vermont Health Access	67.8%	83.8%	72.1%	79.9%	48.3%	78.2%
Veterans' Home	58.5%	81.1%	66.0%	73.6%	49.1%	72.5%
Average	52.3%	79.4%	62.1%	74.5%	53.0%	70.5%

Heat Map
 Below Average Agreement for Question

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

Overall Job Satisfaction

Table 19 displays percent agreement for all respondents for “Overall Job Satisfaction.” The table also shows the percent agreement for the same question in the 2021 survey and a percent change from 2021 to 2022 in agreement.

Nearly 70% of respondents agreed that in general they were satisfied with their job (69.0%). This is down from 2021 survey results (-3.8%) and is the lowest level of agreement in the history of this survey. (See Table 44)

Table 19 Overall Job Satisfaction – All Respondents

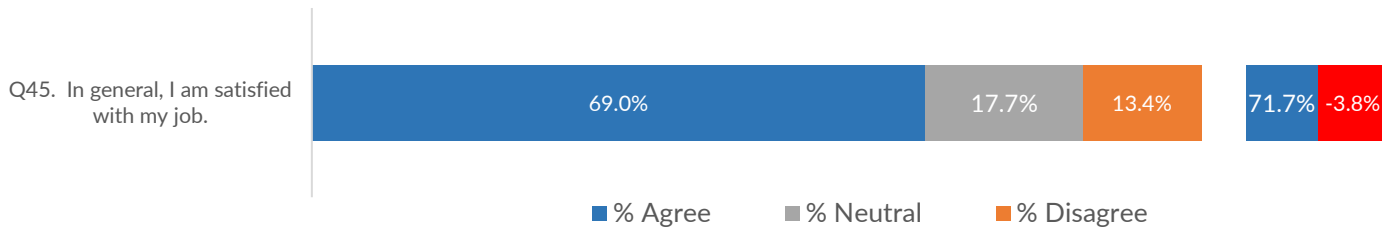


Table 20 displays percent agreement for respondents by department for “Overall Job Satisfaction.” A “heat map” of responses is used to visually represent levels of agreement that are below the average for that question. This is a visual tool to make cross department comparisons.

Table 20 Overall Job Satisfaction by Department

Survey Items: Overall Job Satisfaction			
Q45. In general, I am satisfied with my job.			
Department	% Agree	% Neutral	% Disagree
Agency of Administration	88.0%	4.0%	8.0%
Agency of Human Services	71.9%	14.0%	14.0%
Agency of Natural Resources	91.3%	4.3%	4.3%
Agriculture, Food & Markets	87.1%	7.1%	5.9%
Attorney General	82.5%	7.0%	10.5%
Auditor of Accounts	90.0%	10.0%	0.0%
Buildings & General Services	74.2%	16.7%	9.0%
Children & Families	62.5%	20.6%	16.9%
Commerce & Community Development	81.1%	12.2%	6.8%
Corrections	40.0%	24.6%	35.4%
Criminal Justice Training Council	66.7%	0.0%	33.3%
DAIL	83.3%	12.4%	4.3%
Defender General	91.7%	8.3%	0.0%
Digital Services	62.7%	21.7%	15.7%
Education	76.4%	10.2%	13.4%
Enhanced 911 Board	66.7%	33.3%	0.0%
Environmental Conservation	75.0%	17.8%	7.2%
Finance & Management	81.8%	13.6%	4.5%
Financial Regulation	93.9%	3.0%	3.0%
Fish & Wildlife	75.3%	15.5%	9.3%
Forests, Parks & Recreation	67.8%	17.8%	14.4%
Green Mountain Care Board	100.0%	0.0%	0.0%
Health	73.8%	15.3%	10.9%
Human Resources	77.9%	13.7%	8.4%
Labor	67.6%	20.3%	12.1%
Libraries	93.8%	6.3%	0.0%
Liquor & Lottery	69.0%	24.1%	6.9%
Mental Health	59.0%	27.7%	13.3%
Military	70.0%	13.3%	16.7%
Motor Vehicles	62.2%	25.7%	12.2%
Natural Resources Board	63.2%	10.5%	26.3%
Other	53.8%	23.8%	22.3%
Public Safety	72.3%	11.3%	16.4%
Public Service Department	73.5%	12.2%	14.3%
Public Utilities Commission	94.4%	0.0%	5.6%
Secretary of State	79.2%	6.3%	14.6%
State Treasurer	70.6%	23.5%	5.9%
Taxes	68.1%	17.0%	14.9%
Transportation (not DMV)	68.6%	20.7%	10.7%
Vermont Commission on Women	100.0%	0.0%	0.0%
Vermont Health Access	78.6%	14.5%	6.8%
Veterans' Home	63.5%	17.3%	19.2%
Average	69.0%	17.7%	13.4%

Heat Map
 Below Average Agreement for Question

Employee Net Promoter score (eNPS)

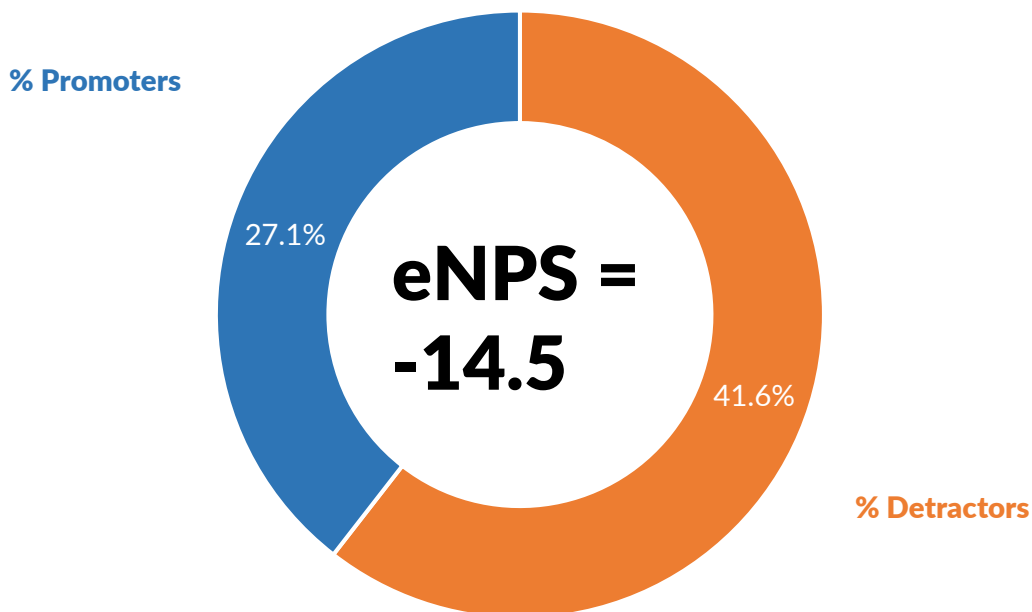
The Employee Net Promoter score (eNPS) has gained popularity primarily in the private sector as a proxy for employee engagement. The Net Promoter Score (NPS) was originally a measure of customer satisfaction and loyalty used by many private sector companies. Apple was the first company to begin using a version that focused on employees (called eNPS) when they realized employees who were promoters of the company were more likely to be able to convert customers to promoters.⁵ Soon other companies followed suit and began using eNPS.

This question asks respondents to indicate their likelihood of recommending 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 (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 detractors minus the total percent of promoters. This yields a score from -100 to +100. A positive score indicates a greater percentage of promoters and a negative score a greater percentage of detractors.

The chart below shows that in the survey sample we found an eNPS of -14.5. In the sample of respondents there were a total of 41.6% detractors and 27.1% promoters.

Table 21 **Statewide eNPS**



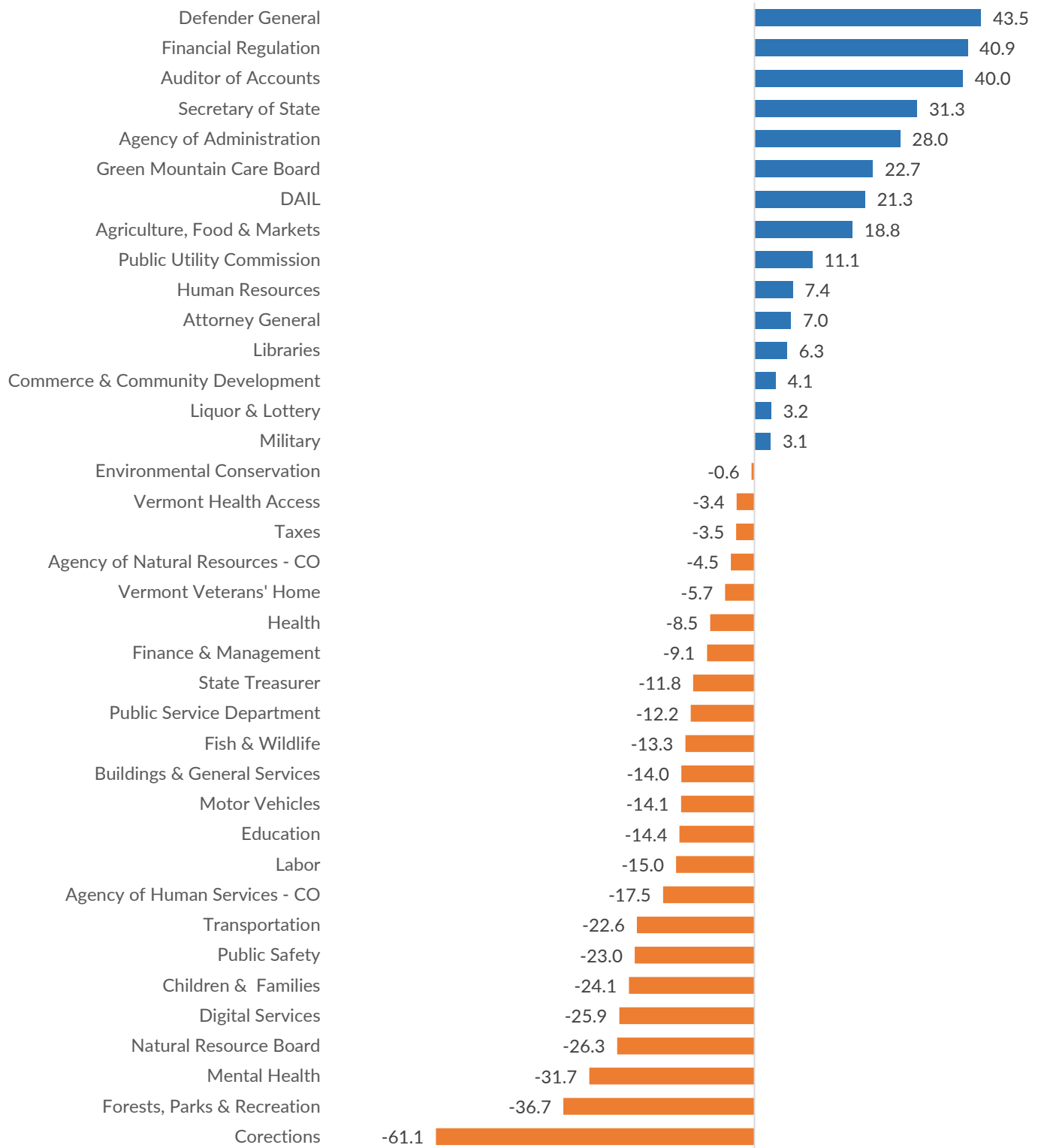
Most eNPS benchmark data is proprietary. However, one article⁶ references several eNPS industry benchmarks listed below. We were unable to find any state, local or federal government comparisons.

Telecommunications:	27
Manufacturing:	13
Information technology:	26
Health care:	-6.5

⁵ Employee Net Promoter Score: What You Need to Know. [Perceptyx blog](#) (Written by Bradley Wilson, June 15, 2020)

As the table below shows there were wide variations between departments in eNPS. See Table 25 for details of number and percentage of each category by department.

Table 22 eNPS Scores by Department



In addition to rating their likelihood of recommending the State of Vermont as an employer we asked: “Why did you give this response?” as an open-ended question. A total of 4,176 respondents provided an answer for a response rate of 77% of the total sample. A rater analyzed and coded each comment using a pre-established rubric representing major reasons. In addition, the raters coded whether the comment expressed was clearly “positive,” “negative” or “neutral.”

A multiple response analysis was conducted since a single respondent’s comment could be coded for up to five reasons. The “Percent of Cases” is the percentage of the cases (i.e., survey respondents) who indicated that reason in their response.

Table 23 Open ended Responses Promoter vs. Detractors

Promoters

Detractors

Percent of Cases	Reason	Percent of Cases	Reason
42.4%	Medical benefits	24.4%	Compensation/Pay
23.3%	Job/work satisfaction	18.0%	Retirement plan
21.1%	Job security/stability	16.0%	Leadership and management
15.0%	Opportunities for career progression/advancement	13.2%	Work Environment/Work Culture
14.3%	Paid leave and other non-medical benefits	10.7%	Workload (individual's)
13.3%	Retirement plan	10.3%	Understaffing (organizations)
13.3%	Compensation/Pay	8.1%	Medical benefits (POSITIVE)
12.7%	Work Environment/Work Culture	6.8%	Supported as a person/employee
11.6%	Work that has purpose and meaning/passionate about work	6.3%	Recognition of and appreciation for my work
11.1%	Work life balance	5.8%	Work life balance
8.5%	Coworkers	5.3%	Medical benefits
6.4%	Believe in organization's mission and values	5.0%	Opportunities for career progression/advancement
5.9%	Part of a team	4.5%	Relationship with manager/supervisor
4.9%	Growth, learning & development opportunities	4.4%	Job/work satisfaction
4.9%	Supported as a person/employee	4.2%	Job security/stability

All the reasons that promoters cited were coded as positive. All the reasons detractors cited were coded negative except, interestingly, for medical benefits. So even those individuals who were categorized as detractors saw our medical benefits in a positive light.

For promoters the top five reasons they chose the rating they did were reflected in positive comments about medical benefits, job/work satisfaction, job security/stability, opportunities for career progression, advancement and paid leave and other non-medical benefits.

On the other hand, for detractors the top five reasons they chose were reflected in negative comments about compensation/pay, concerns about the retirement plan, leadership and management, work environment/work culture and workload (individual’s).

See Appendix B for multiple response analysis of eNPS open-ended responses by department.

Table 24 eNPS Scores by Demographic Variables

What type of employee are you?

	% Detractors	% Promoters	eNPS
Classified	41.0%	26.6%	-14.4
Exempt	29.8%	34.4%	4.7

What is your current gender identity?

	% Detractors	% Promoters	eNPS
Woman	34.1%	31.4%	-2.7
Man	44.5%	25.1%	-19.4

What generation are you?

	% Detractors	% Promoters	eNPS
Gen Z (1997 and later)	30.3%	32.3%	2.0
Millennial (1981 - 1996)	38.9%	26.3%	-12.7
Gen X (1965 - 1980)	41.8%	27.2%	-14.5
Baby Boomer (1946 - 1964)	35.3%	33.9%	-1.3

What is your management level?

	% Detractors	% Promoters	eNPS
Manager/Supervisor	35.5%	30.4%	-5.1
Not a manager or supervisor	39.4%	28.0%	-11.3

How do you identify? *

	% Detractors	% Promoters	eNPS
Underrepresented Group	44.2%	24.1%	-20.1
White	38.0%	29.0%	-9.0

* Sample size too small for reporting of all groups. Underrepresented groups include American Indian or Alaskan Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander , Two or more Races

There is a clear difference between classified and exempt employees. Classified employees had an eNPS of -14.4 while exempt employees have a score of 4.7.

Similarly, women had a higher percentage of promoters than men (31.4% vs. 25.1%). The sample size was too small to include any of the other gender identities.

The largest generations in our workforce - Millennials and Gen X - both had a lower percentage of promoters (26.3% and 27.2% respectively). Baby boomers were almost evenly split between detractors and promoters and the only positive eNPS score was among Gen Z.

Managers and supervisors had a higher percent of promoters.

Those respondents identifying as belonging to an underrepresented group had a much lower eNPS than those identifying as white (-20.1 vs -9.0).

Table 25 eNPS Scores by Department with Detail

Department	Detractor	Passive	Promoter	Total	% Detractors	% Promoters	eNPS
Agency of Administration	5	8	12	25	20.0%	48.0%	28.0
Agency of Human Services - CO	22	23	12	57	38.6%	21.1%	-17.5
Agency of Natural Resources - CO	7	9	6	22	31.8%	27.3%	-4.5
Agriculture, Food & Markets	18	33	34	85	21.2%	40.0%	18.8
Attorney General	20	13	24	57	35.1%	42.1%	7.0
Auditor of Accounts	2	2	6	10	20.0%	60.0%	40.0
Buildings & General Services	103	62	70	235	43.8%	29.8%	-14.0
Children & Families	262	192	123	577	45.4%	21.3%	-24.1
Commerce & Community Development	22	26	25	73	30.1%	34.2%	4.1
Corrections	255	57	40	352	72.4%	11.4%	-61.1
Criminal Justice Council	2	0	1	3	66.7%	33.3%	-33.3
DAIL	42	79	86	207	20.3%	41.5%	21.3
Defender General	4	5	14	23	17.4%	60.9%	43.5
Digital Services	95	77	40	212	44.8%	18.9%	-25.9
Education	52	39	34	125	41.6%	27.2%	-14.4
Enhanced 911 Board	0	1	2	3	0.0%	66.7%	66.7
Environmental Conservation	53	73	52	178	29.8%	29.2%	-0.6
Finance & Management	9	6	7	22	40.9%	31.8%	-9.1
Financial Regulation	11	17	38	66	16.7%	57.6%	40.9
Fish & Wildlife	37	37	24	98	37.8%	24.5%	-13.3
Forests, Parks & Recreation	49	25	16	90	54.4%	17.8%	-36.7
Governor's Office	1	0	2	3	33.3%	66.7%	33.3
Green Mountain Care Board	3	11	8	22	13.6%	36.4%	22.7
Health	119	106	92	317	37.5%	29.0%	-8.5
Human Resources	30	28	37	95	31.6%	38.9%	7.4
Human Rights Commission	0	1	1	2	0.0%	50.0%	50.0
Labor	84	69	53	206	40.8%	25.7%	-15.0
Libraries	4	7	5	16	25.0%	31.3%	6.3
Liquor & Lottery	10	10	11	31	32.3%	35.5%	3.2
Mental Health	41	26	15	82	50.0%	18.3%	-31.7
Military	13	5	14	32	40.6%	43.8%	3.1
Motor Vehicles	66	38	45	149	44.3%	30.2%	-14.1
Natural Resource Board	9	6	4	19	47.4%	21.1%	-26.3
Other	67	34	26	127	52.8%	20.5%	-32.3
Public Safety	81	52	41	174	46.6%	23.6%	-23.0
Public Service Department	20	15	14	49	40.8%	28.6%	-12.2
Public Utility Commission	4	8	6	18	22.2%	33.3%	11.1
Secretary of State	8	17	23	48	16.7%	47.9%	31.3
State Treasurer	7	5	5	17	41.2%	29.4%	-11.8
Taxes	48	52	43	143	33.6%	30.1%	-3.5
Transportation	256	156	133	545	47.0%	24.4%	-22.6
Vermont Commission on Women	1	1	0	2	50.0%	0.0%	-50.0
Vermont Health Access	76	89	68	233	32.6%	29.2%	-3.4
Vermont Veterans' Home	22	12	19	53	41.5%	35.8%	-5.7
Total	2,040	1,532	1,331	4,903	41.6%	27.1%	-14.5

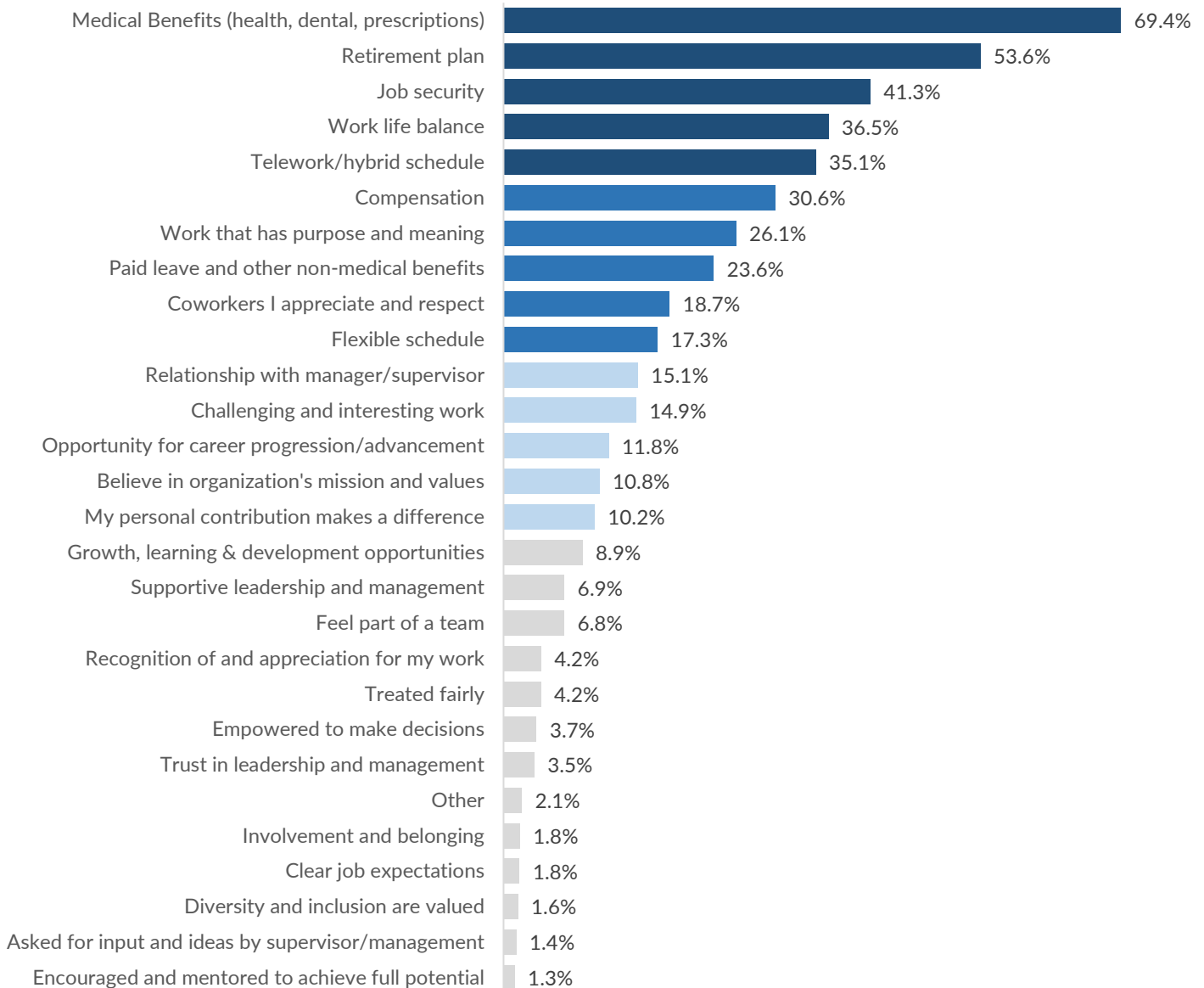
Employee Retention

A new addition to the 2022 survey was a section that had several questions that focused on employee retention.

First, we asked the question “What are the things that are most important to you that keep you working for the State of Vermont?” Respondents were asked to choose the top five reasons from a list of 29 curated reasons generated from literature review and examination of various stay and exit surveys.

Table 26 shows the results of the multiple response analysis. A single respondent could choose up to five reasons. The “Percent of Cases,” which is shown in Table 26, is the percentage of the cases (i.e., survey respondents) who indicated that reason.

Table 26 **Percent of Respondents Indicating Reason for Staying**

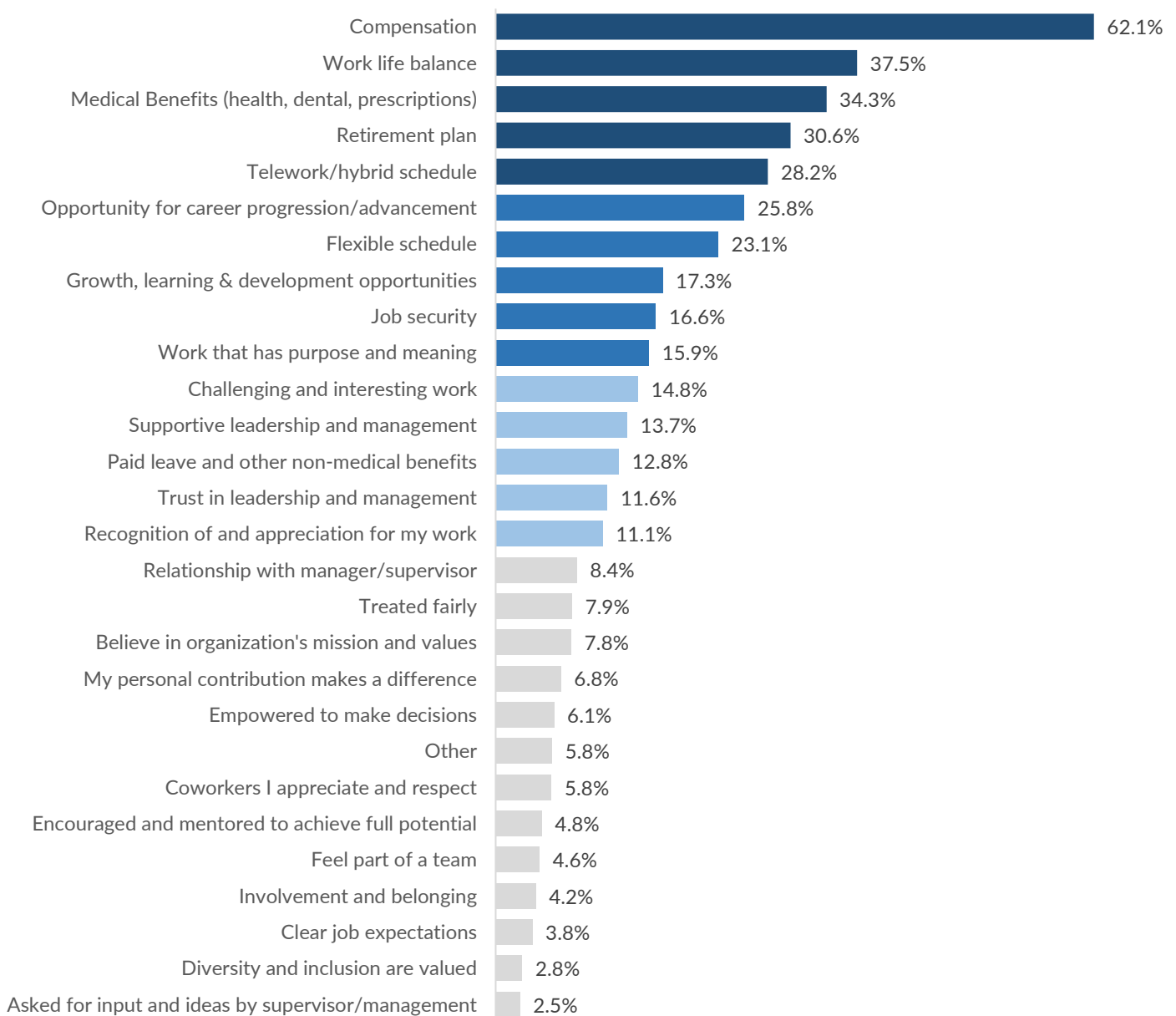


As seen in table 26, respondents cited medical benefits as the top reason for staying by a wide margin (69.4%). To round out the top five were retirement plan, job security, work life balance, and telework/hybrid schedule.

The second retention question asked was “If you were to consider leaving the State of Vermont for a job opportunity at another organization, what would be the most important factors that would influence your decision? That is, what would you be seeking?” Respondents could choose up to five reasons from the same list of reasons as the “stay” question. Table 27 shows the results of the multiple response analysis.

As seen in Table 27, respondents indicated compensation as the most important factor for leaving by a wide margin (62.1%). The rest of the top five include work life balance, medical benefits, retirement plan, and telework/work hybrid schedule.

Table 27 Percent of Respondents Indicating Reason for Leaving



The results of the “stay” and “leave” items confirm that the State of Vermont is not immune from the “great resignation.” The desire for better pay, improved work-life balance, and flexibility (including telework) and more opportunities for advancement are foremost in employees’ minds and we are not likely to return to the pre pandemic world of work.⁷

The responses to both the “stay” and “leave” questions were compared using the demographic variables that were collected.

There were only minor but some interesting differences between departments. The top stay reasons and the top leave reasons were remarkably consistent across departments. Please see Appendix C.

Table 28 Percent of Respondents Indicating Reason for Staying by Demographic Variables

Reason	Job Type		Gender Identity		
	Classified	Exempt	Woman	Man	Non-binary
Medical Benefits (health, dental, prescriptions)	70.9%	65.2%	71.7%	67.3%	47.8%
Work life balance	37.4%	44.3%	35.7%	40.6%	37.0%
Relationship with manager/supervisor	15.3%	15.9%	17.6%	11.9%	21.7%
Opportunity for career progression/advancement	11.3%	10.6%	12.0%	12.3%	15.2%
Retirement plan	56.9%	41.9%	49.9%	59.1%	41.3%
Job security	43.7%	33.7%	38.3%	47.3%	30.4%
Growth, learning & development opportunities	7.8%	7.5%	9.2%	8.7%	15.2%
Compensation	30.4%	27.1%	29.6%	31.8%	30.4%
Supportive leadership and management	6.8%	10.1%	8.4%	5.3%	8.7%
Work that has purpose and meaning	26.5%	32.4%	28.9%	24.7%	28.3%
Coworkers I appreciate and respect	17.3%	22.9%	21.2%	15.2%	21.7%
My personal contribution makes a difference	10.6%	11.2%	10.5%	10.3%	8.7%
Recognition of and appreciation for my work	4.0%	4.2%	4.8%	3.6%	2.2%
Involvement and belonging	1.7%	1.8%	2.1%	1.7%	0.0%
Challenging and interesting work	14.4%	24.0%	16.5%	14.2%	8.7%
Clear job expectations	1.3%	1.1%	1.7%	1.7%	6.5%
Paid leave and other non-medical benefits	24.7%	15.9%	22.4%	25.4%	21.7%
Believe in organization's mission and values	10.2%	18.5%	11.7%	10.2%	17.4%
Asked for input and ideas by supervisor/management	1.5%	2.2%	1.6%	1.6%	4.3%
Treated fairly	3.2%	4.2%	3.8%	4.2%	4.3%
Encouraged and mentored to achieve full potential	1.3%	1.1%	1.7%	0.9%	2.2%
Trust in leadership and management	2.9%	5.3%	3.0%	3.6%	6.5%
Flexible schedule	16.9%	17.4%	17.7%	16.3%	10.9%
Telework/hybrid schedule	37.7%	40.1%	41.9%	26.9%	34.8%
Diversity and inclusion are valued	1.3%	1.5%	1.9%	1.5%	6.5%
Feel part of a team	5.8%	7.3%	6.8%	6.1%	17.4%
Empowered to make decisions	3.6%	5.1%	3.5%	3.8%	8.7%
Other	1.6%	1.5%	1.1%	2.2%	4.3%

⁷ “The Great Resignation has changed the workplace for good. ‘We’re not going back,’ says the expert who coined the term.” <https://www.msn.com/en-us/money/markets/the-great-resignation-has-changed-the-workplace-for-good-were-not-going-back-says-the-expert-who-coined-the-term/ar-AAX74R8>, May 10, 2022.

Table 28 shows the percent of respondents indicating reasons for staying by demographic variables.

Classified and exempt employees had the exact same top five reasons cited for staying. Men had compensation in their top five while women had telework/hybrid schedule in their top five.

Table 28 Percent of Respondents Indicating Reason for Staying by Demographic Variables (Cont.)

Reason	Generation			
	Gen Z	Millennial	Gen X	Baby Boomer
Medical Benefits (health, dental, prescriptions)	60.6%	66.2%	70.3%	74.2%
Work life balance	45.5%	44.9%	35.3%	31.0%
Relationship with manager/supervisor	17.2%	16.7%	14.5%	15.0%
Opportunity for career progression/advancement	23.2%	19.3%	9.1%	5.0%
Retirement plan	49.5%	43.8%	59.3%	60.2%
Job security	43.4%	39.0%	44.1%	39.8%
Growth, learning & development opportunities	23.2%	12.2%	7.5%	5.6%
Compensation	32.3%	32.3%	31.4%	26.1%
Supportive leadership and management	6.1%	6.3%	7.2%	8.2%
Work that has purpose and meaning	16.2%	23.2%	26.7%	33.8%
Coworkers I appreciate and respect	18.2%	18.2%	18.5%	20.0%
My personal contribution makes a difference	3.0%	8.8%	9.4%	14.8%
Recognition of and appreciation for my work	4.0%	4.3%	4.0%	5.2%
Involvement and belonging	3.0%	1.5%	1.7%	2.7%
Challenging and interesting work	10.1%	14.0%	15.3%	17.9%
Clear job expectations	2.0%	2.3%	1.0%	2.4%
Paid leave and other non-medical benefits	33.3%	24.7%	23.7%	21.9%
Believe in organization's mission and values	9.1%	10.3%	10.9%	12.8%
Asked for input and ideas by supervisor/management	8.1%	1.6%	1.5%	1.9%
Treated fairly	3.0%	4.5%	2.9%	5.2%
Encouraged and mentored to achieve full potential	3.0%	1.8%	1.4%	0.6%
Trust in leadership and management	22.2%	2.7%	3.7%	2.8%
Flexible schedule	19.2%	20.7%	15.7%	14.1%
Telework/hybrid schedule	5.1%	39.1%	35.6%	32.3%
Diversity and inclusion are valued	10.1%	2.3%	1.1%	1.7%
Feel part of a team	2.0%	4.7%	6.9%	8.5%
Empowered to make decisions	2.0%	3.3%	4.1%	3.7%
Other	1.1%	1.7%	1.7%	1.7%

The top five reasons for staying are relatively consistent among the generations. Baby Boomers cited “work that has purpose and meaning” rather than “work life balance” in their top five.

**Table 28 Percent of Respondents Indicating Reason for Staying by Demographic Variables
(Cont.)**

Reason	Management Level		How do you Identify?	
	Manager /Supervisor	Not Manager or Supervisor	Underrepresented Groups *	White
Medical Benefits (health, dental, prescriptions)	65.7%	70.8%	66.5%	70.0%
Work life balance	34.3%	39.1%	34.3%	37.9%
Relationship with manager/supervisor	15.3%	15.6%	15.2%	15.4%
Opportunity for career progression/advancement	11.1%	12.6%	14.3%	11.8%
Retirement plan	57.3%	52.0%	46.5%	54.3%
Job security	39.2%	43.1%	45.2%	41.8%
Growth, learning & development opportunities	7.0%	9.7%	11.3%	8.8%
Compensation	27.9%	31.7%	31.3%	30.4%
Supportive leadership and management	9.0%	6.1%	4.8%	7.1%
Work that has purpose and meaning	35.6%	23.9%	20.4%	27.7%
Coworkers I appreciate and respect	21.1%	17.7%	20.0%	18.8%
My personal contribution makes a difference	13.0%	9.4%	11.7%	10.4%
Recognition of and appreciation for my work	3.0%	4.8%	5.2%	4.3%
Involvement and belonging	2.7%	1.8%	0.9%	2.0%
Challenging and interesting work	19.3%	14.2%	10.4%	15.9%
Clear job expectations	0.8%	2.1%	2.6%	1.8%
Paid leave and other non-medical benefits	19.4%	25.3%	30.9%	23.2%
Believe in organization's mission and values	15.1%	9.7%	10.4%	11.1%
Asked for input and ideas by supervisor/management	1.8%	1.5%	0.4%	1.7%
Treated fairly	2.6%	4.1%	6.1%	3.8%
Encouraged and mentored to achieve full potential	0.8%	1.6%	1.3%	1.4%
Trust in leadership and management	3.9%	3.1%	3.0%	3.1%
Flexible schedule	16.8%	17.2%	17.8%	17.2%
Telework/hybrid schedule	37.9%	35.6%	36.5%	35.8%
Diversity and inclusion are valued	1.8%	1.5%	2.6%	1.6%
Feel part of a team	6.9%	6.4%	6.1%	6.6%
Empowered to make decisions	6.1%	2.7%	3.0%	3.7%
Other	0.9%	1.8%	2.6%	1.5%

* Sample size too small for reporting of all groups. Underrepresented groups include American Indian or Alaskan Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander , Two or more Races

Managers and supervisors also cited “work that has purpose and meaning” rather than “work life balance” in their top five.

Table 29 Percent of Respondents Indicating Reason for Leaving by Demographic Variables

Reason	Job Type		Gender Identity		
	Classified	Exempt	Woman	Man	Non-binary
Medical Benefits (health, dental, prescriptions)	34.0%	29.3%	35.4%	32.7%	15.2%
Work life balance	37.0%	35.0%	36.0%	39.5%	39.1%
Relationship with manager/supervisor	8.0%	7.9%	9.0%	7.1%	4.3%
Opportunity for career progression/advancement	26.5%	28.2%	25.6%	27.3%	21.7%
Retirement plan	32.0%	21.6%	28.3%	33.9%	19.6%
Job security	17.1%	9.5%	14.1%	19.6%	13.0%
Growth, learning & development opportunities	17.8%	19.4%	18.7%	15.9%	17.4%
Compensation	63.3%	69.8%	60.3%	66.9%	50.0%
Supportive leadership and management	13.7%	10.1%	13.6%	11.3%	21.7%
Work that has purpose and meaning	15.7%	19.4%	16.6%	15.5%	17.4%
Coworkers I appreciate and respect	5.6%	6.6%	5.9%	5.8%	2.2%
My personal contribution makes a difference	6.1%	8.1%	6.9%	6.1%	10.9%
Recognition of and appreciation for my work	11.4%	9.3%	11.3%	10.8%	4.3%
Involvement and belonging	3.9%	4.6%	4.2%	3.9%	6.5%
Challenging and interesting work	15.2%	22.5%	15.1%	15.4%	17.4%
Clear job expectations	3.7%	2.6%	3.6%	3.8%	0.0%
Paid leave and other non-medical benefits	12.6%	9.0%	13.9%	12.3%	21.7%
Believe in organization's mission and values	7.6%	12.1%	8.3%	7.4%	13.0%
Asked for input and ideas by supervisor/management	2.4%	2.6%	2.3%	2.8%	4.3%
Treated fairly	7.3%	5.1%	7.1%	8.0%	4.3%
Encouraged and mentored to achieve full potential	4.4%	7.5%	5.8%	3.0%	10.9%
Trust in leadership and management	11.5%	10.4%	10.8%	11.8%	15.2%
Flexible schedule	23.6%	19.4%	27.0%	18.4%	28.3%
Telework/hybrid schedule	30.3%	31.5%	34.4%	20.0%	34.8%
Diversity and inclusion are valued	2.6%	3.3%	3.6%	1.1%	13.0%
Feel part of a team	4.6%	2.9%	4.6%	4.4%	2.2%
Empowered to make decisions	6.3%	7.7%	5.9%	6.1%	8.7%
Other	5.2%	4.8%	4.6%	6.7%	13.0%

Exempt employees cited the “opportunity for career progression/advancement” rather than “retirement plan” in their top five reasons for leaving.

Men identified the “opportunity for career progression/advancement” in their top five while women included “telework/hybrid schedule” in their top five reasons for leaving.

**Table 29 Percent of Respondents Indicating Reason for Leaving by Demographic Variables
(Cont.)**

Reason	Generation			
	Gen Z	Millennial	Gen X	Baby Boomer
Medical Benefits (health, dental, prescriptions)	29.3%	28.1%	36.1%	40.5%
Work life balance	35.4%	42.2%	36.6%	31.8%
Relationship with manager/supervisor	9.1%	7.5%	7.3%	10.3%
Opportunity for career progression/advancement	42.4%	33.7%	24.7%	15.9%
Retirement plan	25.3%	26.1%	33.6%	34.1%
Job security	15.2%	12.7%	17.8%	19.3%
Growth, learning & development opportunities	23.2%	21.2%	16.5%	12.7%
Compensation	58.6%	68.9%	63.6%	54.3%
Supportive leadership and management	9.1%	10.9%	14.2%	13.2%
Work that has purpose and meaning	11.1%	13.0%	16.9%	18.8%
Coworkers I appreciate and respect	3.0%	4.3%	5.4%	8.9%
My personal contribution makes a difference	4.0%	5.9%	6.3%	8.9%
Recognition of and appreciation for my work	15.2%	9.4%	10.9%	13.7%
Involvement and belonging	7.1%	3.7%	3.7%	4.5%
Challenging and interesting work	18.2%	14.7%	14.4%	17.3%
Clear job expectations	5.1%	4.1%	3.5%	3.1%
Paid leave and other non-medical benefits	15.2%	16.8%	11.6%	10.5%
Believe in organization's mission and values	7.1%	6.6%	7.8%	10.5%
Asked for input and ideas by supervisor/management	2.0%	2.5%	2.0%	3.8%
Treated fairly	9.1%	6.0%	6.6%	10.8%
Encouraged and mentored to achieve full potential	4.0%	5.5%	4.7%	3.1%
Trust in leadership and management	11.1%	10.8%	11.2%	12.2%
Flexible schedule	24.2%	28.1%	21.2%	20.4%
Telework/hybrid schedule	18.2%	33.2%	27.7%	23.7%
Diversity and inclusion are valued	4.0%	4.3%	1.9%	1.8%
Feel part of a team	4.0%	3.9%	4.5%	5.7%
Empowered to make decisions	4.0%	5.6%	6.3%	7.1%
Other	7.1%	4.7%	5.8%	6.8%

There was a bit more variability among the generations in reasons why one might leave. Gen Z and Millennials cited opportunity for career progression advancement whereas Gen X and baby boomers cited retirement plan. Millennials also cited flexible schedule in their top five.

Table 29 Percent of Respondents Indicating Reason for Leaving by Demographic Variables (Cont.)

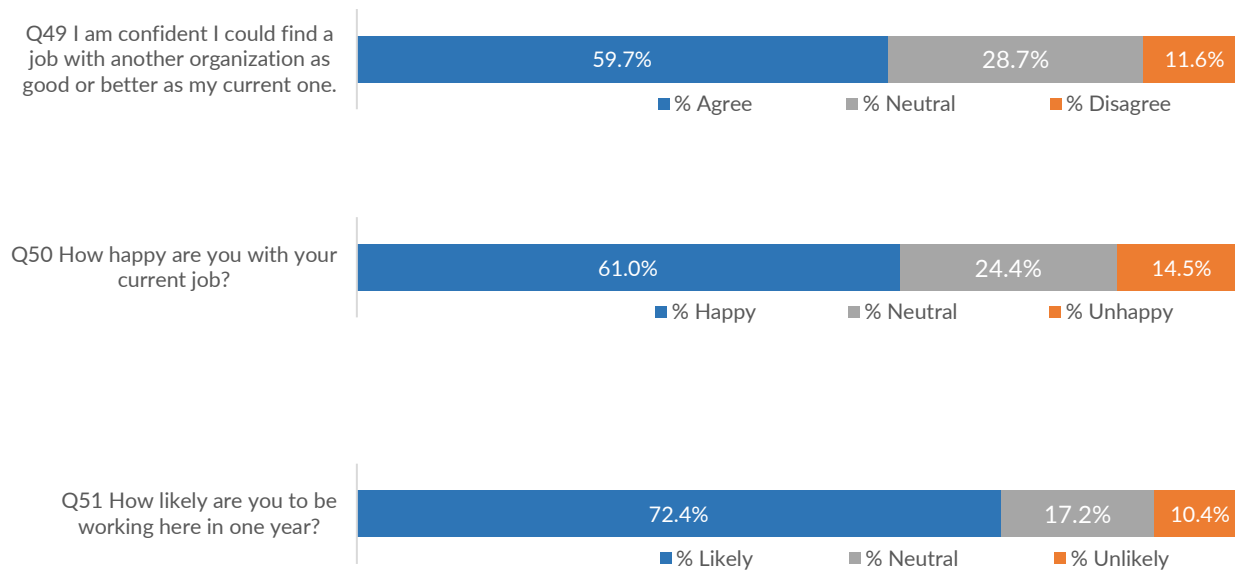
Reason	Manager /Supervisor	Not Manager or Supervisor	Underrepresented Groups *	White
Medical Benefits (health, dental, prescriptions)	29.6%	35.5%	28.7%	34.2%
Work life balance	41.8%	35.8%	36.1%	37.8%
Relationship with manager/supervisor	6.7%	8.6%	8.3%	7.9%
Opportunity for career progression/advancement	23.2%	27.6%	28.7%	26.3%
Retirement plan	31.0%	30.6%	23.5%	30.9%
Job security	14.2%	17.1%	18.3%	16.3%
Growth, learning & development opportunities	16.3%	18.5%	18.3%	17.6%
Compensation	67.6%	61.7%	60.0%	63.2%
Supportive leadership and management	13.8%	12.2%	13.9%	12.7%
Work that has purpose and meaning	17.6%	15.8%	16.1%	16.1%
Coworkers I appreciate and respect	5.2%	6.0%	4.8%	6.0%
My personal contribution makes a difference	6.2%	6.8%	10.4%	6.5%
Recognition of and appreciation for my work	9.2%	11.3%	15.7%	10.9%
Involvement and belonging	3.0%	4.3%	6.1%	4.0%
Challenging and interesting work	18.1%	14.7%	11.3%	15.5%
Clear job expectations	2.6%	3.9%	3.5%	3.5%
Paid leave and other non-medical benefits	10.2%	14.3%	13.5%	13.2%
Believe in organization's mission and values	9.1%	7.8%	7.4%	8.0%
Asked for input and ideas by supervisor/management	2.8%	2.3%	2.6%	2.6%
Treated fairly	4.2%	8.2%	10.9%	7.1%
Encouraged and mentored to achieve full potential	4.2%	5.0%	5.7%	4.6%
Trust in leadership and management	12.0%	11.0%	15.7%	11.1%
Flexible schedule	23.5%	23.9%	23.9%	23.6%
Telework/hybrid schedule	29.5%	28.5%	29.1%	28.5%
Diversity and inclusion are valued	3.0%	2.6%	6.1%	2.6%
Feel part of a team	4.2%	4.5%	2.2%	4.7%
Empowered to make decisions	8.0%	5.3%	7.8%	6.0%
Other	5.5%	5.5%	9.1%	5.3%

* Sample size too small for reporting of all groups. Underrepresented groups include American Indian or Alaskan Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander , Two or more Races

Managers and supervisors and those who were not managers and supervisors had the same top five reasons for leaving.

Those who identify as one of the underrepresented groups had opportunity for career progression advancement in their top five while those who identified as white had retirement plan.

Table 30 Retention Questions - Overall Response



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 60% agreeing (59.7%).

Most respondents indicated that they were happy with their current job (61.0%).

Finally, nearly three out of four indicated that they were likely to be working for the State of Vermont a year from now. However, 10.4% of respondents indicating that they were unlikely to be working for the State of Vermont a year from now. If we extrapolate that response, it would mean approximately 800 people have indicated their intention to leave employment in the next year. Not including other factors, that would predict a relatively high turnover rate in the next fiscal year.

Table 31 displays percent agreement for respondents by department for the three retention questions.” A “heat map” of responses is used to visually represent levels of agreement that are below the average for that question. This is a visual tool to make cross department comparisons.

Table 31 Retention Questions by Department

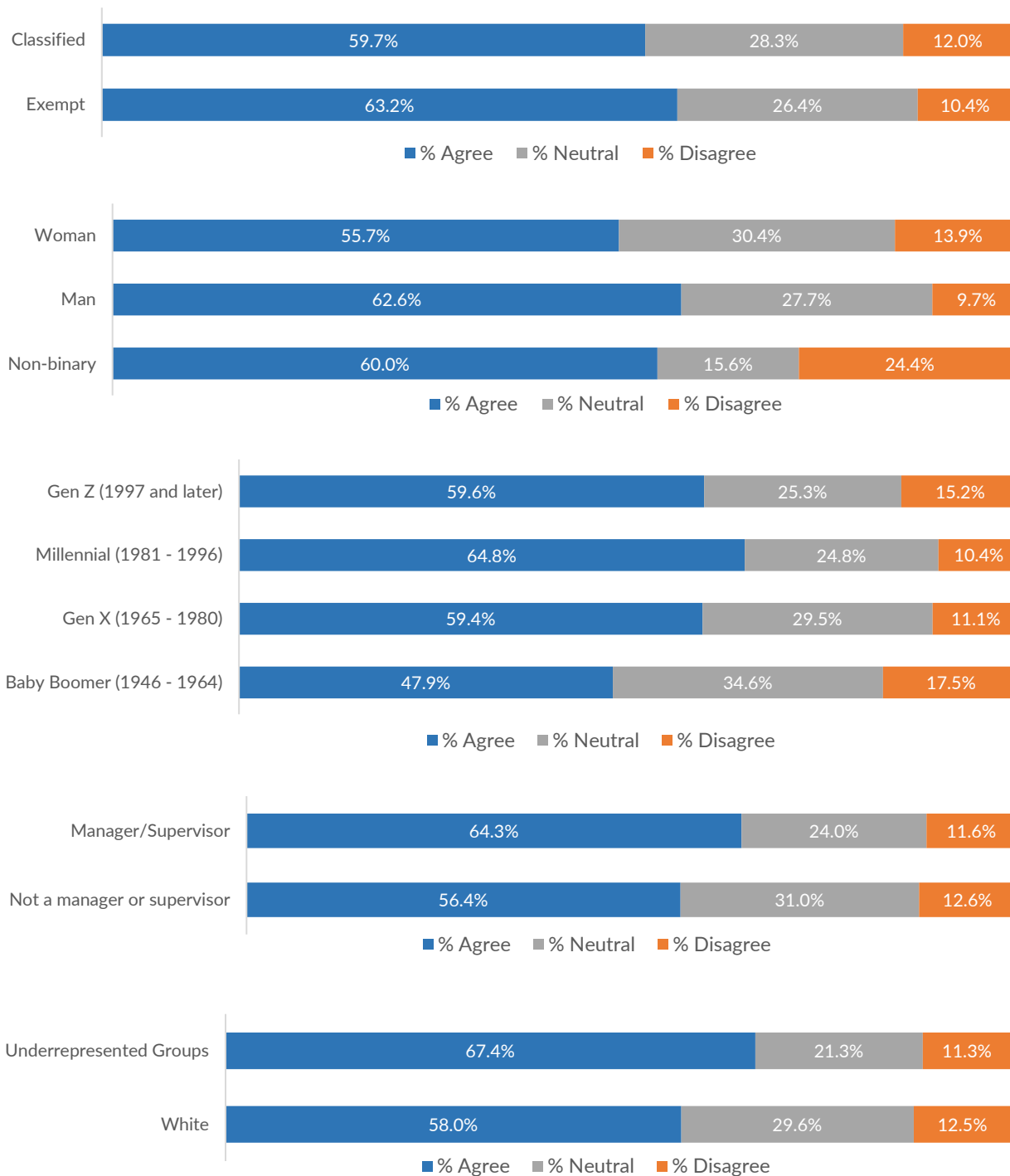
Survey Items: Retention			
Department	Q49. % Agree	Q50. % Happy	Q51. % Likely
Agency of Administration	48.0%	76.0%	80.0%
Agency of Human Services	64.9%	63.2%	75.4%
Agency of Natural Resources	52.2%	78.3%	73.9%
Agriculture, Food & Markets	41.2%	77.4%	83.3%
Attorney General	59.6%	73.7%	71.9%
Auditor of Accounts	70.0%	90.0%	80.0%
Buildings & General Services	63.1%	65.0%	78.5%
Children & Families	55.6%	56.3%	69.8%
Commerce & Community Dev.	58.9%	76.7%	76.7%
Corrections	60.2%	34.3%	60.5%
Criminal Justice Training Council	66.7%	66.7%	66.7%
DAIL	43.1%	77.7%	81.0%
Defender General	33.3%	79.2%	100.0%
Digital Services	77.0%	57.4%	65.0%
Education	60.6%	66.1%	73.2%
Enhanced 911 Board	66.7%	66.7%	100.0%
Environmental Conservation	48.9%	64.1%	78.9%
Finance & Management	68.2%	86.4%	72.7%
Financial Regulation	48.5%	89.4%	83.3%
Fish & Wildlife	44.9%	69.4%	81.6%
Forests, Parks & Recreation	64.4%	60.0%	68.9%
Green Mountain Care Board	81.8%	90.9%	77.3%
Health	56.7%	63.7%	72.9%
Human Resources	66.3%	69.5%	76.8%
Labor	67.9%	62.2%	66.0%
Libraries	43.8%	75.0%	87.5%
Liquor & Lottery	61.3%	67.7%	80.6%
Mental Health	68.7%	51.8%	68.7%
Military	60.6%	57.6%	54.5%
Motor Vehicles	49.0%	54.3%	68.7%
Natural Resources Board	63.2%	47.4%	78.9%
Other	66.9%	44.3%	61.5%
Public Safety	67.8%	61.6%	70.6%
Public Service Department	61.2%	71.4%	79.6%
Public Utilities Commission	77.8%	61.1%	83.3%
Secretary of State	46.8%	64.6%	81.3%
State Treasurer	70.6%	58.8%	76.5%
Taxes	61.0%	55.9%	65.7%
Transportation (not DMV)	64.8%	61.1%	74.6%
Vermont Commission on Women	50.0%	100.0%	100.0%
Vermont Health Access	59.7%	65.7%	78.0%
Veterans' Home	60.4%	58.5%	71.2%
Average	59.7%	61.0%	72.4%

Heat Map
Below Average for Question

Q49 I am confident I could find a job with another organization as good or better as my current one.
Q50 How happy are you with your current job?
Q51 How likely are you to be working here in one year?

Table 32 Retention Question (Q49) by Demographic Variables

Q49. I am confident I could find a job with another organization as good or better as my current one.

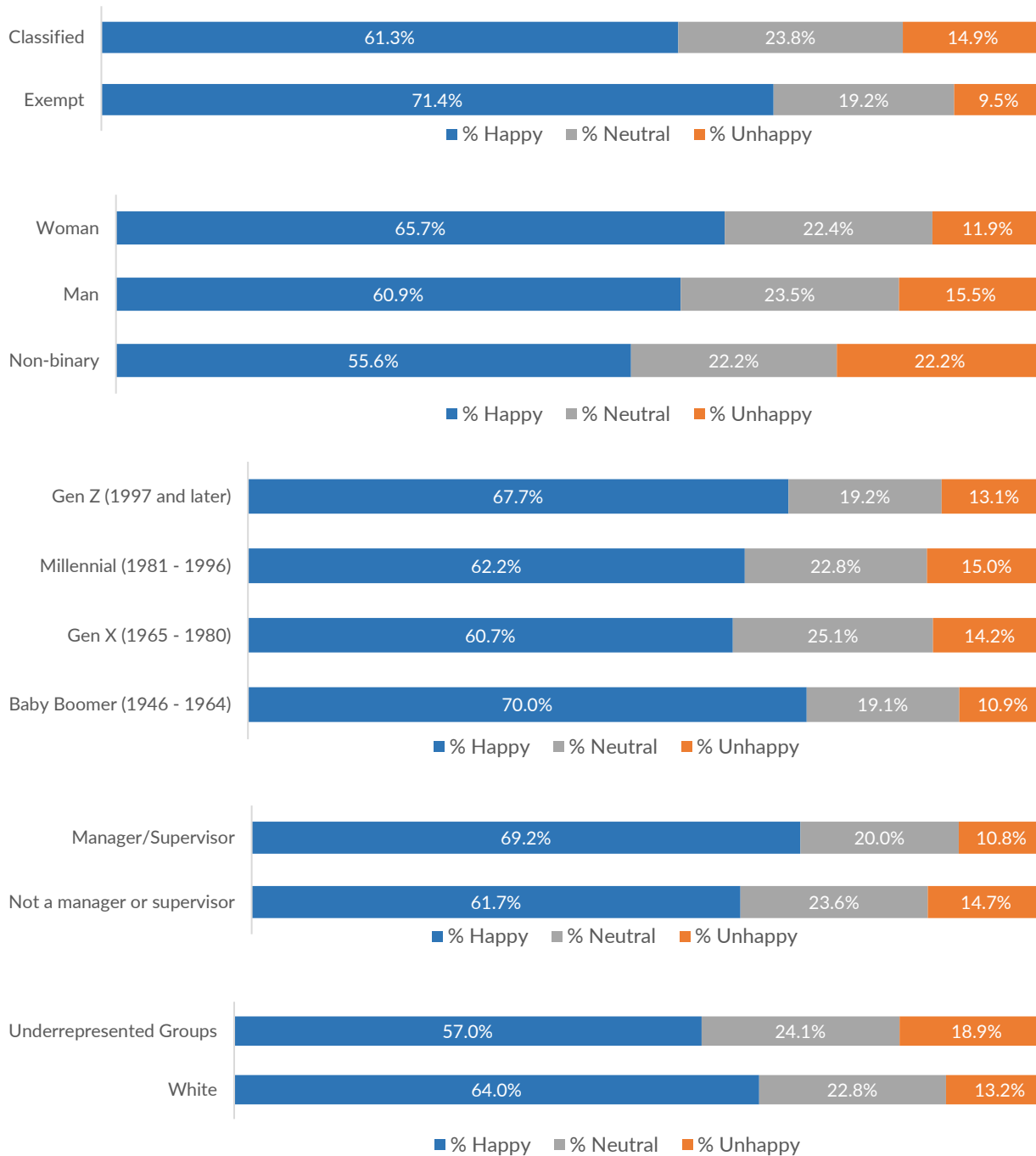


Exempt employees had slightly higher confidence they could find a job with another organization as good or better as their current one.

Men had higher agreement than women. And among generations, Millennials had the highest level of agreement. Managers and supervisors had a higher level of agreement than those who were not managers and supervisors and finally those who identify as an underrepresented group had higher agreement than those who identified as white.

Table 33 Retention Question (Q50) by Demographic Variables

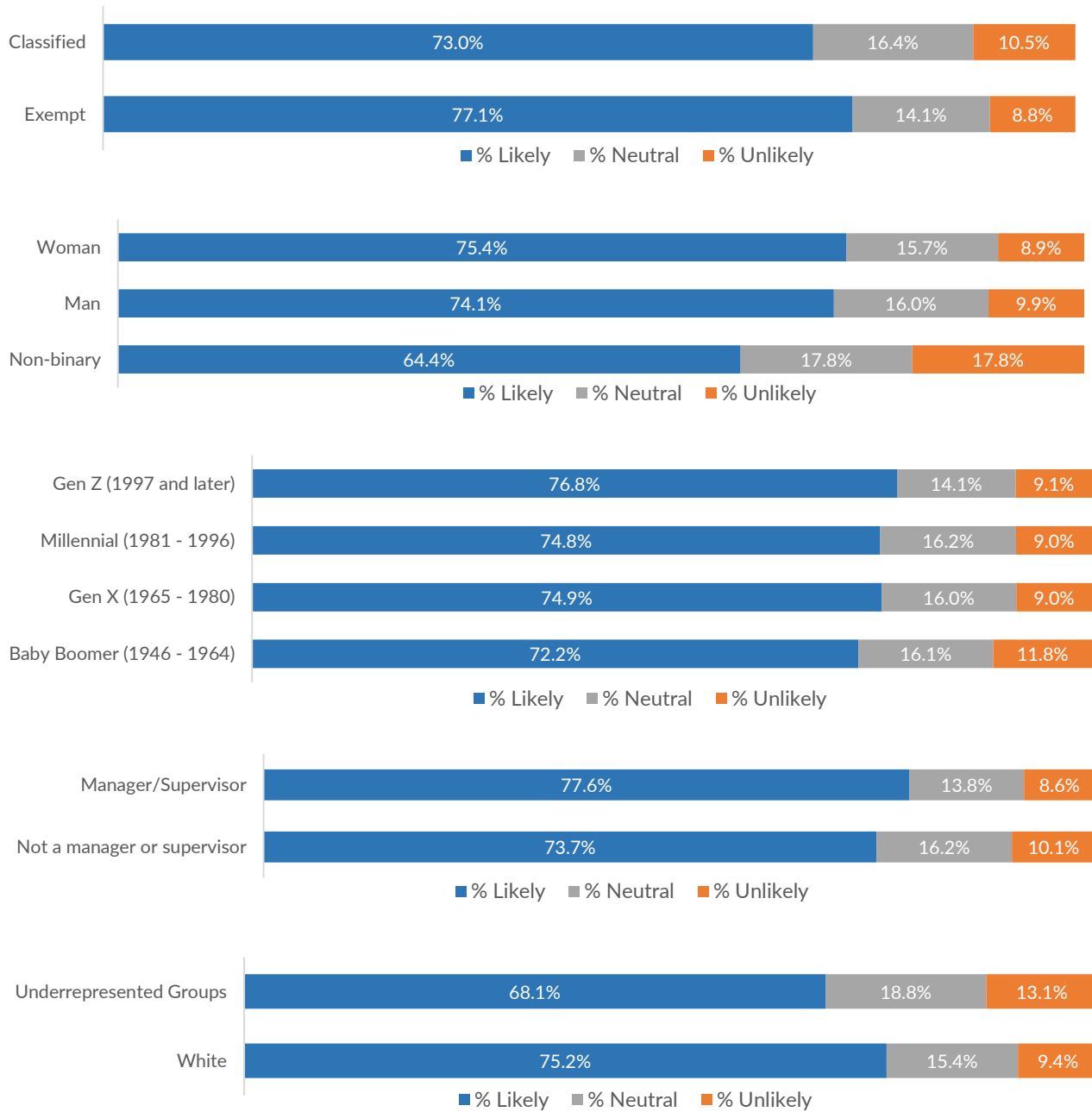
Q50. How happy are you with your current job?



Exempt employees indicated a higher level of happiness in their current job. Women had a higher level of happiness. Among the generations, Baby Boomers had the highest level of happiness with their current job. Managers and supervisors indicated greater happiness than those who were not managers and supervisors and finally those who identified as white had a higher level of happiness with their current job than those who identified as an underrepresented group.

Table 34 Retention Question (Q51) by Demographic Variables

Q51 How likely are you to be working here in one year?



A greater percentage of classified employees indicated they were unlikely to be working here in one year than exempt employees. Men and women were roughly the same in terms of their unlikeliness to be working here in one year.

Gen Z, Millennials and Gen X were all roughly equivalent and Baby Boomers had a higher percentage indicating they were unlikely to be here in another year, likely reflecting retirement intentions.

A higher percentage of those who are not managers or supervisors indicated unlikeliness to be here in one year as did those who identify as an underrepresented group.

Diversity, Equity and Inclusion (DEI)

Table 35 displays percent agreement for all respondents to survey statements that were designed to assess perceptions of issues related to diversity, equity, and inclusion. This section contains newly developed questions.

Over four out of five respondents agreed that they personally valued diversity and inclusion in their workplace (81.1%).

Most items had relatively high levels of agreement from 50% to more than 60%.

The highest level of *disagreement* was that management demonstrates a commitment to meeting the needs of all employees (19.5%).

The lowest agreement among all respondents was when asked if employees from underrepresented groups are encouraged to apply for promotions (42.7%).

It should be noted that we received feedback about Q59 “Employees of different backgrounds interact well within my agency/department.” We want to acknowledge that while our intent was good the way this question was worded could cause the perception that people with different backgrounds would have to conform to a particular culture within an agency or department, putting the responsibility on those from other backgrounds rather than all employees. This question will be reworded or deleted from future surveys.

Table 36 displays percent agreement for respondents by department to survey statements that were designed to assess perceptions of issues related to diversity and inclusion. A “heat map” of responses is used to visually represent levels of agreement that are below the average for that question. This is a visual tool to make cross department comparisons.

Table 35 Diversity, Equity & Inclusion – All Respondents

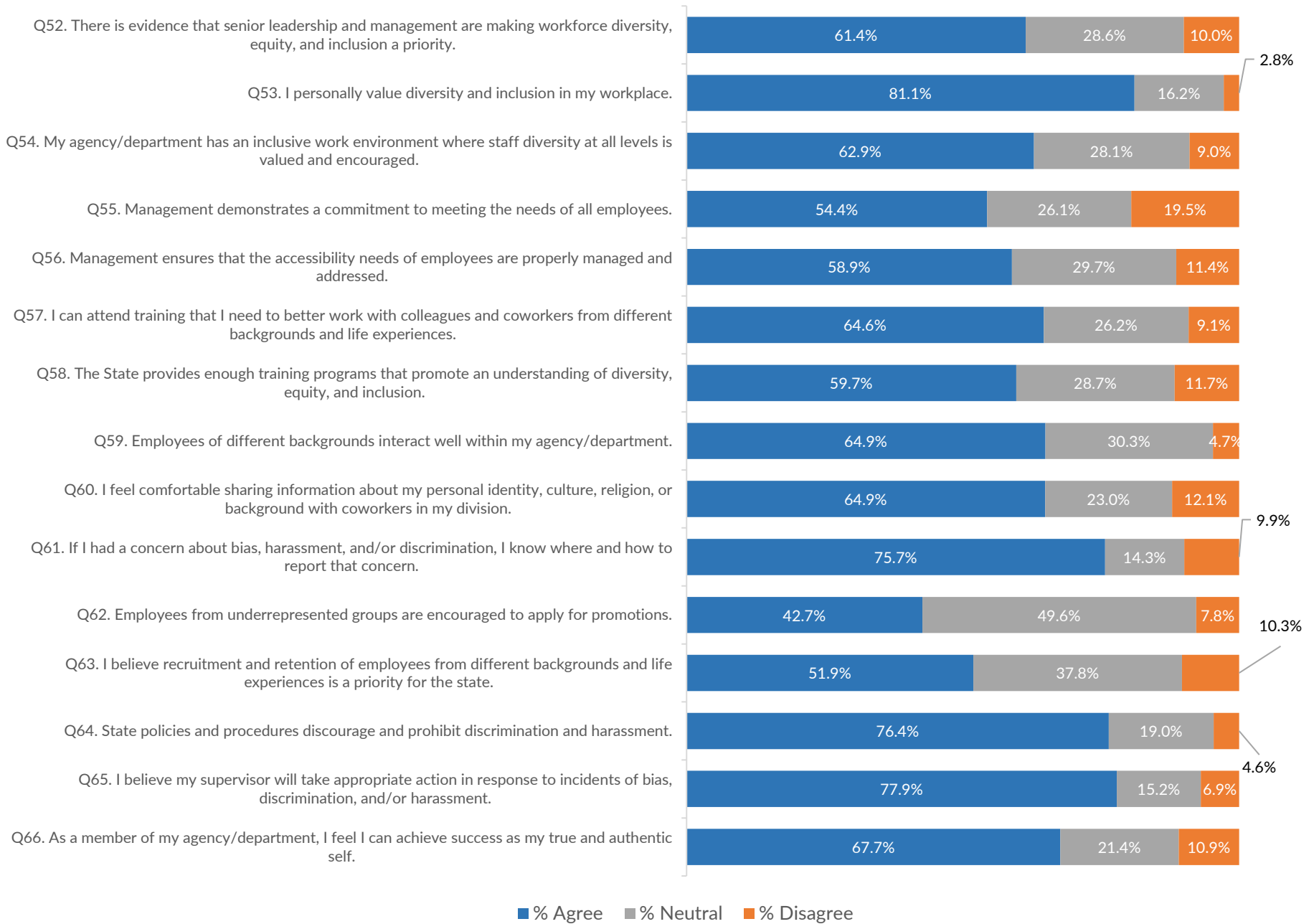


Table 36 Diversity, Equity, and Inclusion items by Department

Survey Items: Diversity, Equity & Inclusion							
	Q52.	Q53.	Q54.	Q55.	Q56.	Q57.	Q58.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	80.0%	92.0%	80.0%	72.0%	76.0%	75.0%	60.0%
Agency of Human Services	61.4%	89.5%	64.9%	56.1%	59.6%	70.2%	50.9%
Agency of Natural Resources	100.0%	95.7%	87.0%	95.7%	87.0%	69.6%	60.9%
Agriculture, Food & Markets	77.4%	81.2%	68.2%	72.9%	68.2%	78.8%	51.8%
Attorney General	75.4%	91.2%	75.4%	64.9%	61.4%	57.9%	45.6%
Auditor of Accounts	55.6%	90.0%	55.6%	77.8%	55.6%	77.8%	77.8%
Buildings & General Services	58.0%	77.8%	61.7%	58.9%	62.3%	63.2%	64.7%
Children & Families	64.8%	88.4%	64.3%	49.5%	57.6%	63.4%	57.8%
Commerce & Community Dev.	60.3%	94.5%	78.4%	62.2%	67.1%	68.9%	65.8%
Corrections	44.1%	67.0%	42.5%	25.5%	28.6%	45.3%	44.1%
Criminal Justice Training Council	0.0%	100.0%	33.3%	0.0%	0.0%	0.0%	66.7%
DAIL	78.1%	90.5%	76.7%	76.7%	83.3%	79.9%	71.3%
Defender General	70.8%	91.7%	83.3%	62.5%	58.3%	70.8%	62.5%
Digital Services	40.5%	78.1%	54.9%	48.4%	56.8%	58.6%	50.7%
Education	49.6%	92.1%	58.3%	52.0%	66.9%	56.7%	44.1%
Enhanced 911 Board	100.0%	100.0%	100.0%	100.0%	100.0%	66.7%	66.7%
Environmental Conservation	78.5%	85.1%	65.6%	60.8%	58.6%	69.6%	56.1%
Finance & Management	63.6%	72.7%	59.1%	50.0%	59.1%	59.1%	72.7%
Financial Regulation	68.8%	89.1%	78.1%	78.1%	75.0%	79.7%	71.9%
Fish & Wildlife	79.6%	76.5%	69.4%	60.2%	61.9%	74.5%	74.2%
Forests, Parks & Recreation	71.1%	86.7%	73.3%	65.6%	64.4%	71.1%	50.0%
Green Mountain Care Board	72.7%	95.5%	77.3%	81.8%	77.3%	77.3%	72.7%
Health	74.1%	91.0%	69.6%	64.5%	65.5%	68.3%	57.9%
Human Resources	82.1%	86.3%	75.8%	65.3%	70.5%	68.4%	60.0%
Average	61.4%	81.1%	62.9%	54.4%	58.9%	64.6%	59.7%

Heat Map
Below Average Agreement for Question

Key
Q52. There is evidence that senior leadership and management are making workforce diversity, equity, and inclusion a priority.
Q53. I personally value diversity and inclusion in my workplace.
Q54. My agency/department has an inclusive work environment where staff diversity at all levels is valued and encouraged.
Q55. Management demonstrates a commitment to meeting the needs of all employees.
Q56. Management ensures that the accessibility needs of employees are properly managed and addressed.
Q57. I can attend training that I need to better work with colleagues and coworkers from different backgrounds and life experiences.
Q58. The State provides enough training programs that promote an understanding of diversity, equity, and inclusion.

Table 36 Diversity, Equity, and Inclusion items by Department (Cont.)

Survey Items: Diversity, Equity & Inclusion							
	Q52.	Q53.	Q54.	Q55.	Q56.	Q57.	Q58.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Labor	57.2%	79.3%	59.1%	55.8%	59.7%	63.3%	57.2%
Libraries	75.0%	100.0%	87.5%	87.5%	87.5%	87.5%	62.5%
Liquor & Lottery	71.0%	64.5%	74.2%	61.3%	77.4%	77.4%	80.6%
Mental Health	69.9%	80.7%	72.3%	51.8%	55.4%	68.7%	60.2%
Military	45.5%	72.7%	54.5%	57.6%	50.0%	51.5%	48.5%
Motor Vehicles	54.1%	77.9%	61.1%	40.3%	53.0%	56.4%	63.1%
Natural Resources Board	21.1%	89.5%	42.1%	57.9%	36.8%	42.1%	42.1%
Other	44.7%	78.0%	51.5%	37.1%	47.3%	53.0%	49.6%
Public Safety	54.5%	75.0%	61.4%	50.0%	55.7%	57.4%	62.3%
Public Service Department	53.1%	75.0%	60.4%	63.3%	56.3%	62.5%	50.0%
Public Utilities Commission	83.3%	83.3%	52.9%	77.8%	77.8%	88.9%	61.1%
Secretary of State	61.7%	89.6%	66.7%	60.4%	68.8%	77.1%	72.9%
State Treasurer	60.0%	80.0%	73.3%	80.0%	66.7%	60.0%	66.7%
Taxes	54.2%	79.6%	58.9%	64.8%	66.2%	65.5%	65.5%
Transportation (not DMV)	60.8%	68.9%	60.2%	47.4%	55.9%	70.7%	71.4%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Vermont Health Access	61.6%	83.1%	68.1%	64.9%	67.0%	71.0%	66.2%
Veterans' Home	34.6%	78.4%	37.3%	33.3%	34.0%	38.0%	40.8%
Average	61.4%	81.1%	62.9%	54.4%	58.9%	64.6%	59.7%

Heat Map
Below Average Agreement for Question

Key
Q52. There is evidence that senior leadership and management are making workforce diversity, equity, and inclusion a priority.
Q53. I personally value diversity and inclusion in my workplace.
Q54. My agency/department has an inclusive work environment where staff diversity at all levels is valued and encouraged.
Q55. Management demonstrates a commitment to meeting the needs of all employees.
Q56. Management ensures that the accessibility needs of employees are properly managed and addressed.
Q57. I can attend training that I need to better work with colleagues and coworkers from different backgrounds and life experiences.
Q58. The State provides enough training programs that promote an understanding of diversity, equity, and inclusion.

Table 36 Diversity, Equity, and Inclusion items by Department (Cont.)

Survey Items: Diversity, Equity & Inclusion								
	Q59.	Q60.	Q61.	Q62.	Q63.	Q64.	Q65.	Q66.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	76.0%	80.0%	84.0%	64.0%	72.0%	80.0%	96.0%	88.0%
Agency of Human Services	61.4%	60.7%	64.3%	32.1%	51.8%	71.4%	75.0%	69.6%
Agency of Natural Resources	78.3%	78.3%	82.6%	30.4%	65.2%	78.3%	95.7%	82.6%
Agriculture, Food & Markets	71.8%	65.9%	69.4%	38.1%	48.2%	74.1%	80.0%	75.3%
Attorney General	60.7%	71.4%	89.3%	41.1%	62.5%	83.6%	83.9%	75.0%
Auditor of Accounts	90.0%	80.0%	80.0%	33.3%	60.0%	90.0%	80.0%	70.0%
Buildings & General Services	69.0%	61.4%	78.6%	39.2%	48.5%	74.4%	77.3%	67.8%
Children & Families	61.9%	63.4%	76.6%	37.5%	46.0%	73.6%	75.0%	62.8%
Commerce & Community Dev.	75.7%	75.7%	70.3%	43.7%	60.3%	79.5%	84.9%	81.1%
Corrections	54.6%	47.1%	67.4%	47.3%	41.6%	66.3%	67.0%	47.8%
Criminal Justice Training Council	66.7%	100.0%	33.3%	33.3%	0.0%	100.0%	33.3%	100.0%
DAIL	73.6%	73.3%	78.5%	49.0%	64.3%	78.9%	84.8%	78.1%
Defender General	83.3%	87.5%	95.8%	45.8%	62.5%	91.7%	83.3%	95.8%
Digital Services	71.2%	68.1%	74.1%	36.6%	43.5%	76.4%	82.9%	68.5%
Education	58.3%	70.1%	73.2%	29.1%	43.3%	78.0%	79.5%	73.0%
Enhanced 911 Board	100.0%	100.0%	100.0%	66.7%	66.7%	66.7%	100.0%	100.0%
Environmental Conservation	51.4%	67.2%	74.4%	30.2%	50.3%	73.9%	82.2%	70.0%
Finance & Management	72.7%	77.3%	81.8%	59.1%	63.6%	86.4%	81.8%	68.2%
Financial Regulation	79.7%	82.8%	84.1%	54.7%	62.5%	82.8%	84.4%	84.4%
Fish & Wildlife	65.3%	71.4%	73.5%	44.3%	56.1%	78.4%	83.7%	73.5%
Forests, Parks & Recreation	60.0%	70.0%	74.4%	38.9%	55.6%	74.4%	84.4%	67.8%
Green Mountain Care Board	72.7%	77.3%	86.4%	54.5%	63.6%	77.3%	90.9%	86.4%
Health	65.5%	71.3%	73.0%	42.3%	60.8%	81.9%	85.0%	73.5%
Human Resources	69.5%	66.3%	86.3%	53.7%	69.5%	89.5%	90.5%	71.6%
Average	64.9%	64.9%	75.7%	42.7%	51.9%	76.4%	77.9%	67.7%

Heat Map

Below Average Agreement for Question

Key

Q59. Employees of different backgrounds interact well within my agency/department.

Q60. I feel comfortable sharing information about my personal identity, culture, religion, or background with coworkers in my division.

Q61. If I had a concern about bias, harassment, and/or discrimination, I know where and how to report that concern.

Q62. Employees from underrepresented groups are encouraged to apply for promotions.

Q63. I believe recruitment and retention of employees from different backgrounds and life experiences is a priority for the state.

Q64. State policies and procedures discourage and prohibit discrimination and harassment.

Q65. I believe my supervisor will take appropriate action in response to incidents of bias, discrimination, and/or harassment.

Q66. As a member of my agency/department, I feel I can achieve success as my true and authentic self.

Table 36 Diversity, Equity, and Inclusion items by Department (Cont.)

Survey Items: Diversity, Equity & Inclusion								
Department	Q59. % Agree	Q60. % Agree	Q61. % Agree	Q62. % Agree	Q63. % Agree	Q64. % Agree	Q65. % Agree	Q66. % Agree
Labor	64.4%	61.8%	82.0%	36.2%	50.7%	78.3%	75.7%	69.4%
Libraries	100.0%	81.3%	93.8%	43.8%	62.5%	93.8%	100.0%	93.8%
Liquor & Lottery	71.0%	71.0%	87.1%	67.7%	58.1%	90.3%	87.1%	74.2%
Mental Health	66.3%	60.2%	78.3%	43.4%	59.0%	72.0%	65.9%	63.4%
Military	51.5%	48.5%	78.8%	42.4%	48.5%	69.7%	66.7%	63.6%
Motor Vehicles	67.8%	63.3%	70.7%	43.3%	50.7%	71.3%	75.3%	63.3%
Natural Resources Board	26.3%	63.2%	68.4%	21.1%	36.8%	57.9%	63.2%	63.2%
Other	53.1%	55.3%	62.1%	38.2%	41.7%	72.7%	58.3%	56.1%
Public Safety	70.5%	68.6%	80.6%	53.1%	52.0%	80.6%	82.3%	70.9%
Public Service Department	58.3%	70.8%	75.0%	30.4%	59.6%	74.5%	77.1%	72.9%
Public Utilities Commission	72.2%	72.2%	72.2%	66.7%	61.1%	66.7%	61.1%	83.3%
Secretary of State	64.6%	72.9%	83.3%	40.4%	64.6%	85.4%	79.2%	72.9%
State Treasurer	86.7%	100.0%	93.3%	60.0%	66.7%	93.3%	93.3%	93.3%
Taxes	73.9%	67.6%	75.4%	35.2%	46.5%	78.9%	78.9%	65.7%
Transportation (not DMV)	62.8%	61.4%	76.6%	53.4%	55.9%	78.8%	74.9%	65.4%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Vermont Health Access	75.8%	67.8%	80.2%	44.8%	50.6%	82.3%	85.3%	73.6%
Veterans' Home	56.0%	47.1%	74.0%	26.0%	29.4%	64.7%	64.7%	56.9%
Average	64.9%	64.9%	75.7%	42.7%	51.9%	76.4%	77.9%	67.7%

Heat Map
Below Average Agreement for Question

Key
Q59. Employees of different backgrounds interact well within my agency/department.
Q60. I feel comfortable sharing information about my personal identity, culture, religion, or background with coworkers in my division.
Q61. If I had a concern about bias, harassment, and/or discrimination, I know where and how to report that concern.
Q62. Employees from underrepresented groups are encouraged to apply for promotions.
Q63. I believe recruitment and retention of employees from different backgrounds and life experiences is a priority for the state.
Q64. State policies and procedures discourage and prohibit discrimination and harassment.
Q65. I believe my supervisor will take appropriate action in response to incidents of bias, discrimination, and/or harassment.
Q66. As a member of my agency/department, I feel I can achieve success as my true and authentic self.

Table 37 Diversity, Equity & Inclusion – All Respondents

Q67. Which one best describes your experience in State employment? (Choose one)	Percent
We are diverse and inclusive. We appreciate all cultures, races, genders, ages, sexual identities and viewpoints.	35.8%
We are diverse but not necessarily inclusive. People tend to stay around those who are most like them.	12.3%
We are inclusive but not very diverse. Most of the people in my workplace have similar backgrounds and experiences.	43.1%
We are not diverse nor inclusive. Diversity is not celebrated or honored, and most people are compelled to conform to what the majority says and does.	8.9%
Q 68 Have you ever considered leaving State service because of the work climate or culture?	Percent
Yes	32.9%
No	59.1%
Prefer not to Answer	8.0%
Q69. I have witnessed or observed conduct or /and conversations that were offensive to myself and/or others.	Percent
Yes	29.8%
No	60.8%
Prefer not to Answer	9.4%
Q70. If YES, the conduct or conversation was based on which of the following? (Choose all that apply):	Percent of Cases
Race	28.7%
Gender	37.3%
Gender Identity	19.2%
Sexual Orientation	21.8%
Physical or Mental Disability	19.8%
Age	24.1%
Veteran's Status	2.1%
Other	41.7%
Q71. I believe I have been treated unfairly.	Percent
Yes	15.9%
No	74.5%
Prefer not to answer	9.6%
Q72. If YES, what do you believe to be the reason? (Choose all that apply):	Percent of Cases
Race	8.0%
Gender	27.8%
Gender Identity	2.1%
Sexual Orientation	4.3%
Physical or Mental Disability	10.4%
Age	22.7%
Other	62.2%

The largest percent of respondents indicated their experience was that the state is inclusive but not very diverse with most of the people in their workplace having similar backgrounds and experiences (53.1%).

Approximately one third indicated that they had considered leaving state service because of the work climate or culture (32.9%).

Approximately 30% of respondents indicated that they had witnessed or observed conduct and or conversations that were offensive to them or others. And choosing one or more reasons for the basis of the conduct or conversation, the largest percent indicated other (41.7%).

When asked if they believe they have been treated unfairly 15.9% indicated “yes.” Of that group, choosing one or more of the reasons “other” had the highest percentage (62.2%).

DEI survey items were cross tabulated with the five demographic questions asked in the survey. Results are too numerous to detail in this report. The reader can find the complete cross tabulations in Appendix D. In addition there is a dashboard available that allows users to explore demographic differences which can be found on the DHR website, [employee engagement survey](#).

Engagement Survey Items – Summary and Trends

With the 2022 survey, we now have seven years of data from the base 2013 survey and six years from 2014 when several new items were added, and others were revised for clarity. The following Tables 38 to 44 show results for all respondents for the six survey question areas as well as overall satisfaction for 2014 to 2022, with analysis of patterns and changes. Discussion will focus on trends and what we can learn from the data. It should be noted that differences of only several percentage points are probably not meaningful and are likely due to sampling differences.

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

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

Table 38 Job Duties and their Relationship to the Mission and Goals of your Agency or Department - 2014 – 2022 Trends

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency/Department	2014	2015	2016	2017	2019	2021	2022	% Change	
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'21 to '22
Q1. I understand my job duties and responsibilities.	91.4%	92.0%	92.9%	92.1%	92.5%	90.8%	91.5%	91.9%	0.7%
Q2. I understand the work, goals, and mission of my department or agency.	88.7%	89.1%	90.5%	90.5%	90.2%	89.3%	89.4%	89.7%	0.0%
Q3. The work I perform is linked to my department or agency meeting its goals and mission.	88.2%	88.5%	89.7%	89.0%	89.2%	88.0%	87.8%	88.6%	-0.1%
Q4. I enjoy the performing the day to day work of my job.	78.9%	78.0%	78.8%	78.8%	78.4%	74.2%	74.8%	77.4%	0.8%
Q5. The work I perform is meaningful and rewarding.	77.5%	74.9%	77.2%	76.2%	75.1%	73.9%	74.8%	75.7%	1.2%
Q6. I would recommend the State of Vermont to others as a great place to work.	66.2%	65.4%	71.2%	74.3%	71.6%	60.9%	65.4%	67.9%	7.3%

Questions 1 - 3 have seen high agreement since the benchmark year and remained high with close to or over 90% agreement and with little variation. What this tells us is that employees feel they understand their job duties and department mission/goals.

For 2021 agreement dropped below the 75% threshold for questions 4 and 5 for the first time in several years and have stayed there in the 2022 survey. While still high the drop is likely the result of workload and other pressures due to the pandemic. Still a significant number of employees report they enjoy performing the day-to-day work of their jobs and find their work meaningful and rewarding.

The one item in this category that has shown significant variation is Q6. There was improvement from 2014 to 2019. From 66.2% to 71.6% (+8.1%). However, there was a drop of 3.6% from 2017 to 2019. And in 2021 there was a precipitous drop of nearly 15% to only 60.9% agreement that respondents would recommend the State of Vermont to others as a great place to work. This is very likely the result of discussions in the Legislature about pension reform, as well as workload and other pressures due to the pandemic. The 2022 survey results shows that this has rebounded somewhat.

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

Table 39 Communication and Input within your Organization - 2014 – 2022 Trends

Survey Items: Communication and Input within Your Organization	2014	2015	2016	2017	2019	2021	2022		% Change
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'21 to '22
Q7. Management and senior leadership communicates important information effectively.	49.3%	51.8%	54.5%	56.3%	55.7%	59.6%	57.9%	55.0%	-2.9%
Q8. I have an opportunity to communicate with and provide feedback to management and senior leadership.	58.2%	59.6%	63.0%	63.2%	63.0%	62.4%	63.4%	61.8%	1.6%
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.	57.2%	58.6%	61.3%	62.6%	60.3%	59.8%	61.6%	60.2%	3.0%
Q10. My department or agency works well with other departments and agencies.	57.5%	60.4%	61.9%	63.4%	61.7%	62.9%	63.5%	61.6%	1.1%

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

The notable question with positive change from 2014 to 2021 is Q7 - Management and senior leadership communicates important information effectively. From 49.3% to 59.6% (+20.9%). There was a 7% increase from the 2019 survey to the 2021 survey. This key measure dropped in the 2022 survey.

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

Table 40 Relationships and Morale in your Organization - 2014 - 2022 Trends

Survey Items: Relationships and Morale in Your Organization	2014	2015	2016	2017	2019	2021	2022		% Change
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'21 to '22
Q11. Morale within my department or agency is good.	40.7%	41.5%	46.3%	48.8%	44.7%	44.2%	42.4%	44.1%	-4.0%
Q12. The people I work with treat each other respectfully.	66.2%	69.0%	70.4%	72.1%	71.1%	75.7%	75.4%	71.4%	-0.4%
Q13. The people I work with care about me.	64.3%	65.5%	67.9%	68.2%	67.3%	69.8%	69.0%	67.4%	-1.1%
Q14. My fellow employees are committed to doing good work.	77.0%	78.4%	80.2%	80.4%	80.0%	82.1%	81.3%	79.9%	-1.0%
Q15. The employees in my work group work well together as a team.	71.4%	73.6%	74.5%	76.2%	75.1%	82.1%	79.8%	76.1%	-2.9%
Q16. I feel I can communicate honestly and openly in my workplace.	59.7%	61.1%	63.0%	63.4%	61.8%	62.1%	64.0%	62.2%	3.1%
Q17. Harassment is not tolerated in my workplace.	72.4%	75.8%	77.6%	78.7%	77.8%	79.0%	78.3%	77.1%	-1.0%
Q18. Discrimination is not tolerated in my workplace.	75.9%	78.8%	80.1%	80.9%	80.6%	80.5%	80.4%	79.6%	-0.1%
Q19. I am confident that any misconduct that I report will be handled properly.	55.8%	59.5%	61.2%	63.4%	63.2%	63.3%	64.1%	61.5%	1.3%

Fewer than half of respondents agreed that morale within their department or agency is good in the 2022 survey (42.4%), a 4% drop from 2021. This item has been consistently among those items with the lowest percent agreement in the entire survey. This may have something to do with the ambiguity of the term morale and how people interpret that. So, while morale has very little agreement other items such as general job satisfaction are relatively high.

Over 80% agreed that their fellow employees are committed to doing good work (81.3%). The item “employees in their work group work well together as a team,” dropped by 2.9% in the 2022 survey (79.8%).

The labor relation/legal items have shown some improvement since baseline. Notably, Q19 - I am confident that any misconduct that I report will be handled properly went from 55.8% to 64.1% (+14.9%). Q17 and Q18 remain well above the 75% threshold.

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

Table 41 Your Supervisor - 2014 - 2022 Trends

Survey Items: Your Supervisor	2014	2015	2016	2017	2019	2021	2022		% Change
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'21 to '22
Q20. My supervisor clearly explains my job performance expectations.	67.0%	68.5%	71.4%	72.0%	73.5%	75.8%	74.4%	71.8%	-1.9%
Q21. My supervisor regularly provides me with timely and useful feedback.	59.3%	60.9%	65.2%	65.5%	66.9%	69.5%	70.5%	65.4%	1.4%
Q22. My supervisor gives me an opportunity to do my best work.	73.0%	73.7%	75.9%	77.2%	77.3%	78.9%	78.6%	76.4%	-0.4%
Q23. I am satisfied with the recognition I receive from my supervisor for my work.	60.9%	61.9%	64.6%	66.0%	66.2%	67.5%	68.8%	65.1%	1.9%
Q24. My supervisor treats employees fairly and respectfully.	70.5%	70.8%	74.2%	75.3%	75.5%	78.0%	78.6%	74.7%	0.7%
Q25. My supervisor seems to care about me as a person.	73.9%	75.0%	77.2%	77.2%	77.5%	79.1%	80.1%	77.1%	1.3%
Q26. My supervisor provides the help I need to improve my job performance.	62.9%	63.8%	67.1%	68.3%	68.5%	70.1%	71.0%	67.4%	1.2%
Q27. I have an opportunity to learn and grow professionally.	63.1%	64.5%	66.8%	67.8%	67.5%	66.3%	68.8%	66.4%	3.8%
Q28. I receive the training I need to perform my job.	59.6%	61.6%	65.4%	66.3%	66.0%	66.9%	68.0%	64.8%	1.6%
Q29. My supervisor and I discuss and plan my career development.	37.4%	41.0%	44.5%	46.3%	47.8%	47.1%	51.4%	45.1%	9.1%
Q30. My performance evaluations are completed annually.	56.8%	62.8%	64.6%	66.2%	71.4%	72.1%	71.1%	66.4%	-1.4%
Q31. The standards used to evaluate my performance are fair.	53.1%	57.7%	59.9%	60.4%	64.6%	66.1%	65.8%	61.1%	-0.5%

On average, approximately 70% agreed to the range of statements regarding their supervisor (Q20 – Q26).

Of note is the slight decrease in those reporting their evaluations completed annually to 71.1% in 2022.

One of the largest increases among any of the engagement questions is Question 29 “my supervisor and I discuss and plan my career development” jumped by 9.1% to over half of respondents (51.4%). This is the first time in the history of the survey that it has exceeded 50%.

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

Table 42 Workload, Staffing and Resources - 2014 - 2022 Trends

Survey Items: Workload, Staffing and Resources	2014	2015	2016	2017	2019	2021	2022		% Change
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'21 to '22
Q32. My Agency or Department has the staffing necessary to achieve its mission.	30.1%	26.9%	35.1%	36.4%	36.4%	33.0%	29.6%	32.5%	-10.2%
Q33. The amount of work I am expected to perform is reasonable.	49.3%	50.0%	54.2%	56.3%	55.5%	52.7%	51.1%	52.7%	-2.9%
Q34. My job allows a good balance between work and my personal life.	56.9%	58.2%	61.7%	63.4%	63.1%	59.9%	61.2%	60.6%	2.1%
Q35. I have the resources to do my job well.	52.8%	54.7%	59.2%	59.6%	59.3%	61.2%	59.9%	58.1%	-2.0%
Q36. My Agency or Department has the technology needed to get the work done.	48.8%	52.6%	56.5%	55.5%	54.9%	60.0%	60.5%	55.5%	0.9%
Q37. My physical working environment is reasonable for my type of work.	73.6%	76.8%	78.8%	78.1%	78.5%	81.3%	81.8%	78.4%	0.7%
Q38. I feel safe and secure in my work environment.	76.7%	72.3%	77.6%	78.8%	78.8%	83.4%	80.4%	78.3%	-3.6%

In 2021 only one-third of respondents agreed that their department or agency has the staffing and resources necessary to achieve its mission. This was a drop of 9.5% from the 2019 survey to the 2021 survey and again is most likely attributable to the increased workload and demands of the pandemic and the State's response. In the 2022 survey it further dropped by 10.2% to its lowest level in the history of the survey (29.6%).

Similarly, just over half 51.1% of all respondents agreed that the amount of work they are expected to perform is reasonable, this is a decrease (-2.9%) from 2021.

A higher percentage agreed that their job and work environment allow for a good balance between work and their personal life (60.5%), this is an increase of 2.1%.

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

Table 43 Compensation and Benefits - 2014 - 2022 Trends

Survey Items: Compensation and Benefits	2014	2015	2016	2017	2019	2021	2022		% Change
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'21 to '22
Q39. I am paid fairly for the work I do.	55.9%	55.7%	60.6%	63.7%	62.6%	60.0%	52.3%	58.7%	-12.9%
Q40. I feel that working for the State of Vermont provides me with good job security.	77.7%	71.4%	80.3%	82.1%	80.9%	71.9%	79.4%	77.7%	10.5%
Q41. I feel that working for the State of Vermont provides me with a solid career path.	59.0%	58.0%	63.7%	67.2%	65.4%	57.8%	62.1%	61.9%	7.4%
Q42. I understand my benefit plans.	78.1%	77.6%	78.4%	78.8%	79.6%	73.4%	74.5%	77.2%	1.4%
Q43. I understand my retirement benefits.	60.1%	60.2%	61.5%	61.6%	63.6%	46.0%	53.0%	58.0%	15.4%
Q44. Overall, I am satisfied with the benefits I receive.	76.5%	74.5%	78.8%	80.3%	80.2%	64.7%	70.5%	75.1%	9.1%

Just over half (52.3%) of all respondents agreed that they felt that they were paid fairly for the work they perform. This is a significant decrease (-12.8%) from 2021 survey results. This is the lowest percent agreement in the history of the survey.

The percent indicating that working for the State of Vermont provides them with good job security increased 10.5% and came back above the 75% threshold. In addition, the percent agreeing that working for the State of Vermont provided them with a solid career path also increased putting it back above the 60% agreement level.

In the 2021 survey fewer than half of respondents than half of respondents indicated that they understood their retirement benefits – the first time that this dropped below the 60% level. Interestingly in the 2022 survey this rebounded by 15.4% to where 53% of respondents agreed.

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

Table 44 Overall Job Satisfaction - 2014 - 2022 Trends

Survey Items: Overall Job Satisfaction	2014	2015	2016	2017	2019	2021	2022		% Change
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'21 to '22
Q45. In general, I am satisfied with my job.	72.2%	72.1%	76.5%	76.5%	74.1%	71.7%	69.0%	73.2%	-3.8%

General job satisfaction increased from 2014 to 2017 (+6.0%) but declined 3.1% from 2017 to 2019. There was a further drop from 2019 to 2021 of 3.3%. The 2022 survey showed a further drop, now below 70% (69.0%). This is the lowest level of agreement in the history of this survey.

Additional Resource

Appendix E contains 2022 responses for survey items compared to the statewide average by department.

Engagement Survey Items by Demographic Questions

Survey items were cross tabulated with the five demographic questions asked in the survey. Results are too numerous to detail in this report. The reader can find the complete cross tabulations in Appendix F. In addition, there is a dashboard available that allows users to explore demographic differences which can be found on the DHR website, [employee engagement survey](#).

Employee Engagement Results

Overall employee engagement scores were calculated.⁸ The score is the average of the seven components of engagement as outlined in the model illustrated in Table 46, which shows the components and the questions that make up each component.⁹

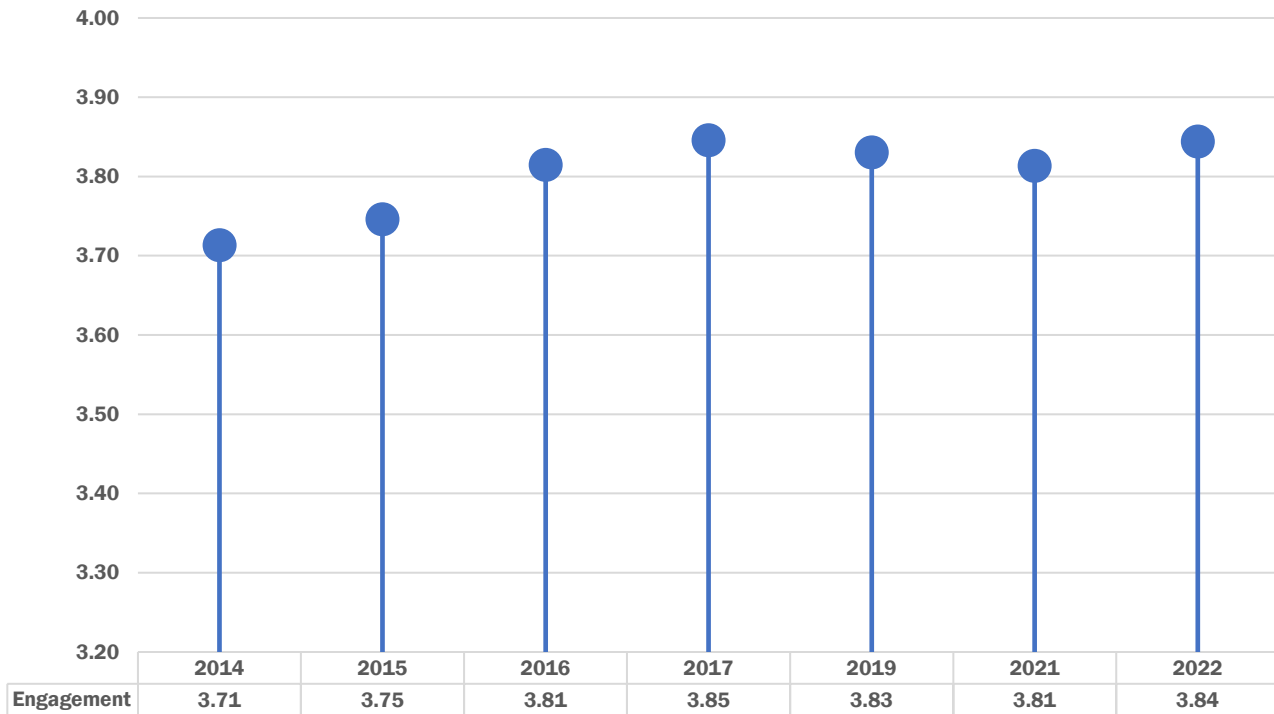
For 2022 the average employee engagement score was 3.84 out of a possible 5.0.



See Table 45 to compare employee engagement scores over time. Scores increased 3.6% from 2014 to 2017. There was a slight drop from 2017 to 2021. The 2022 survey shows overall engagement score going up slightly to be just shy of the highest score (2017; 3.85) we've seen since the survey began.

Table 45- Engagement Scores - 2014 to 2022

Engagement



⁸ See Methodology on page 6.

⁹ Based on research reported in Vance, R.J. (2006) Employee Engagement and Commitment. Alexandria, VA: SHRM Foundation.

Table 46 – Employee Engagement Model

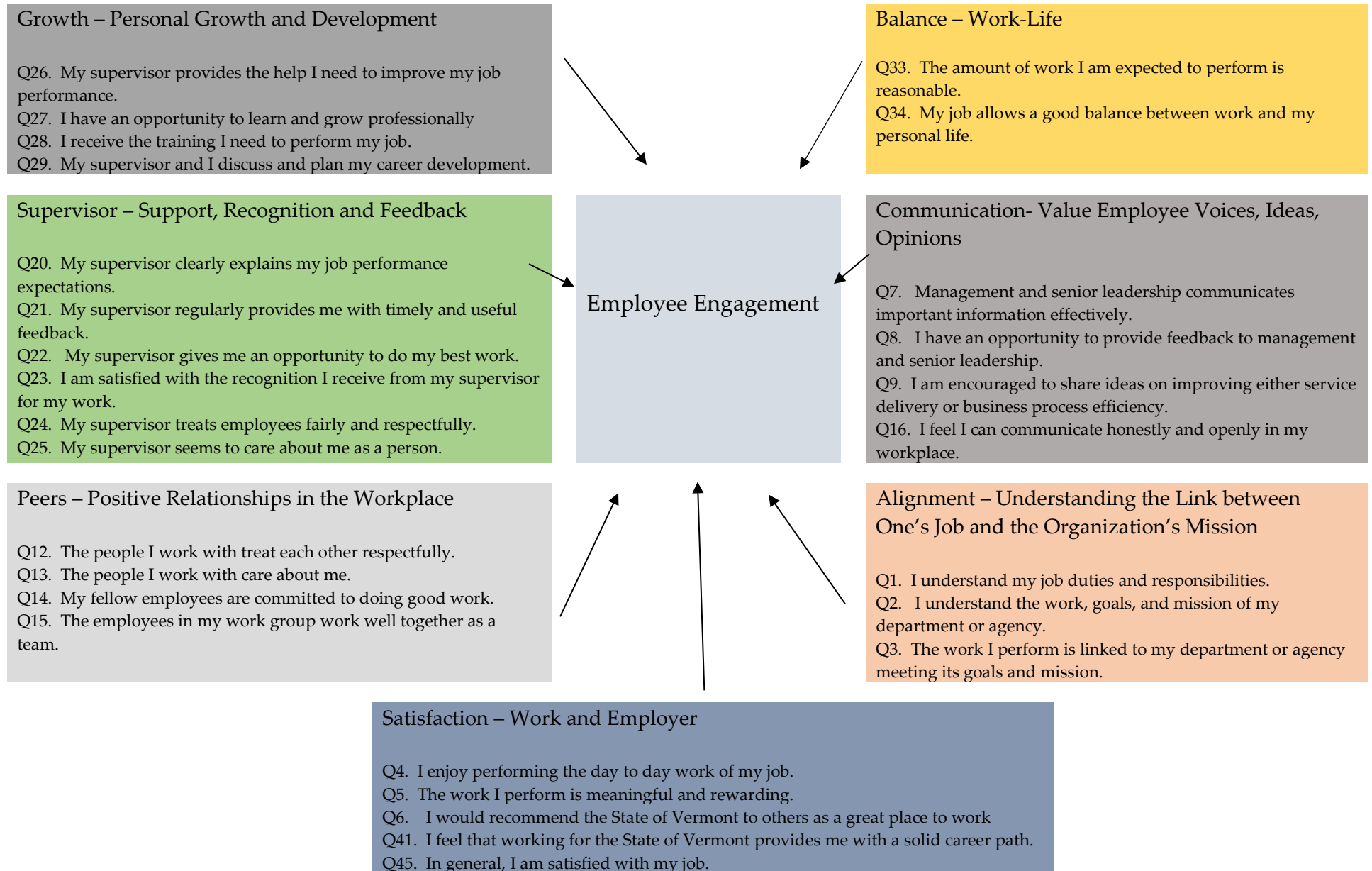


Table 47 – Components of Employee Engagement – 2022 Averages

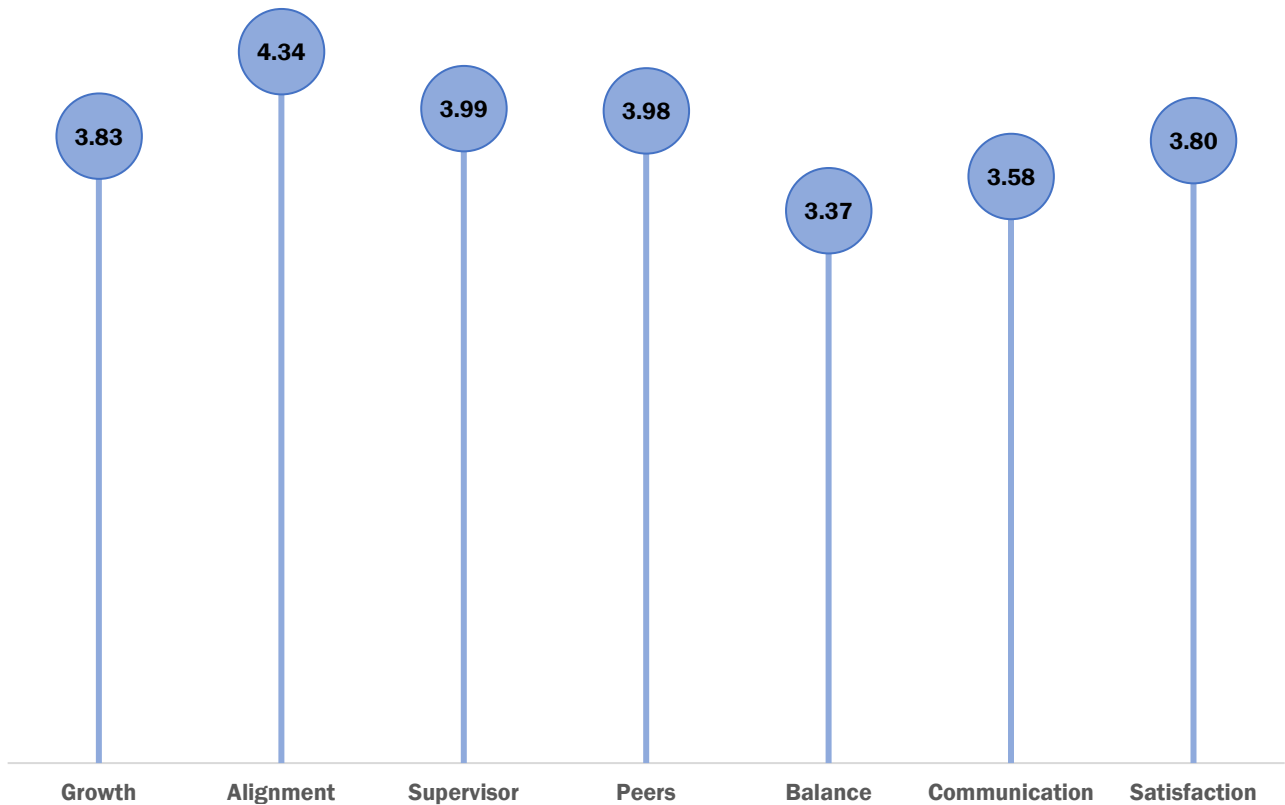


Table 47 shows the components of employee engagement. Alignment – understanding the link between one’s job and the organization’s mission - was the highest component score. Supervisor, Peers and Satisfaction all had high component scores. The lowest was Balance – the sense of work-life balance.

Table 48 shows scores for each of the seven components from 2014 to 2022. The three with the lowest average scores over that time period are Balance, Communication and Growth. These are areas where efforts to improve the component will increase overall engagement.

Table 49 shows 2022 scores for Employee Engagement and Components by Department. A “heat map” of responses is used to visually scores that are either equal to or greater than the median for that question or less than the median for that question. This is a visual tool to make cross department comparisons. The median was used to show the top 50%/bottom 50%.

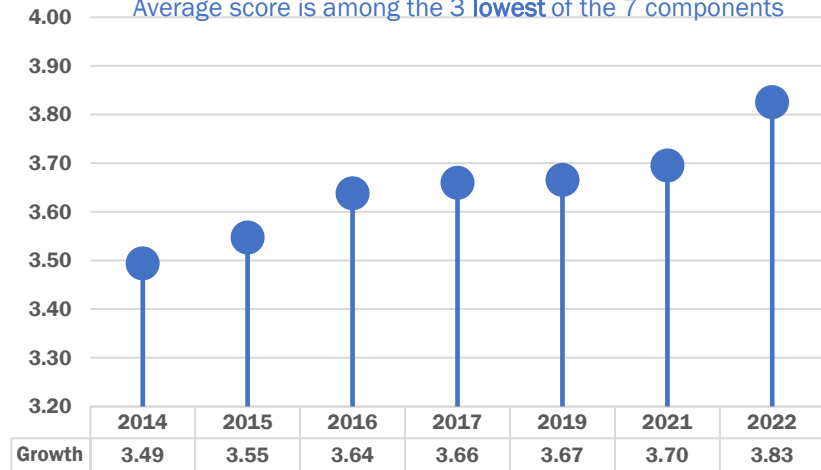
Additional Resources

In Appendix G shows 2022 Engagement scores by department compared to statewide scores.

Table 48 – Employee Engagement Components – 2014 to 2022

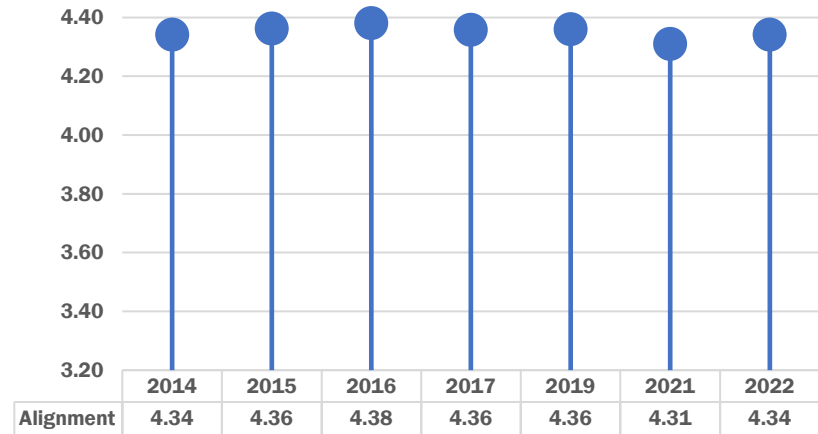
Growth

Scores increased 9.5% from 2014 to 2022. The change from 2021 to 2022 is the largest of all components (+3.5%). Average score is among the 3 **lowest** of the 7 components



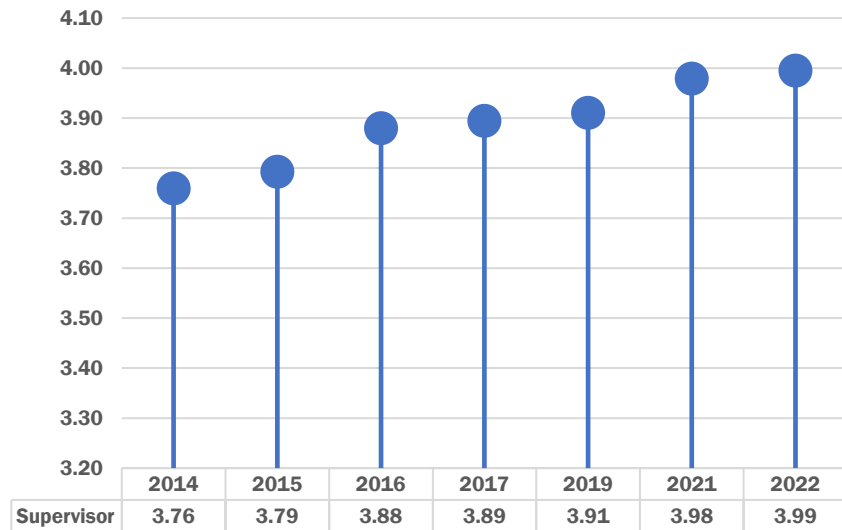
Alignment

Scores are flat from 2014 to 2022
Highest average score of the 7 components



Supervisor

Scores increased 6.3% from 2014 to 2022
Average score is among the 4 **highest** of the 7 components



Peers

Scores increased 4.9% from 2014 to 2022
Average score is among the 4 **highest** of the 7 components

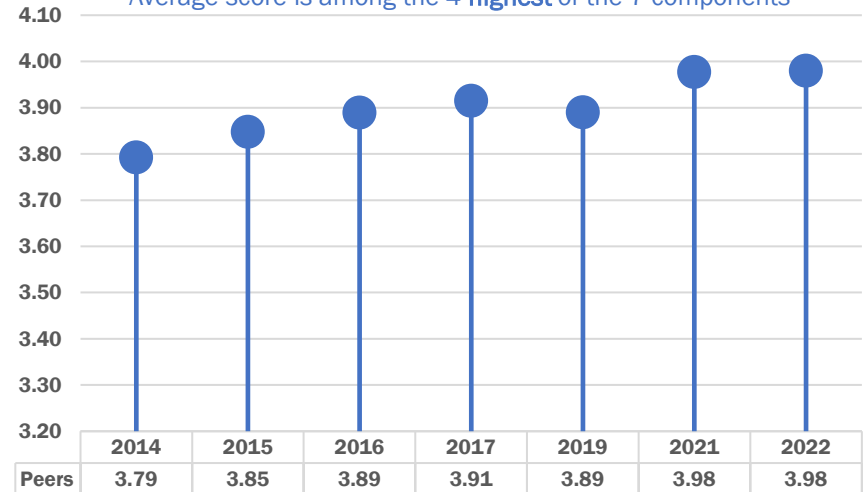
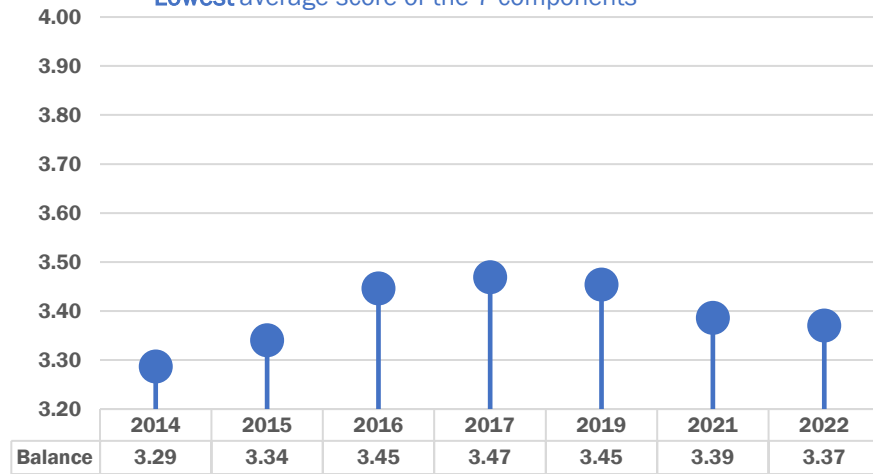


Table 48 – (cont.)

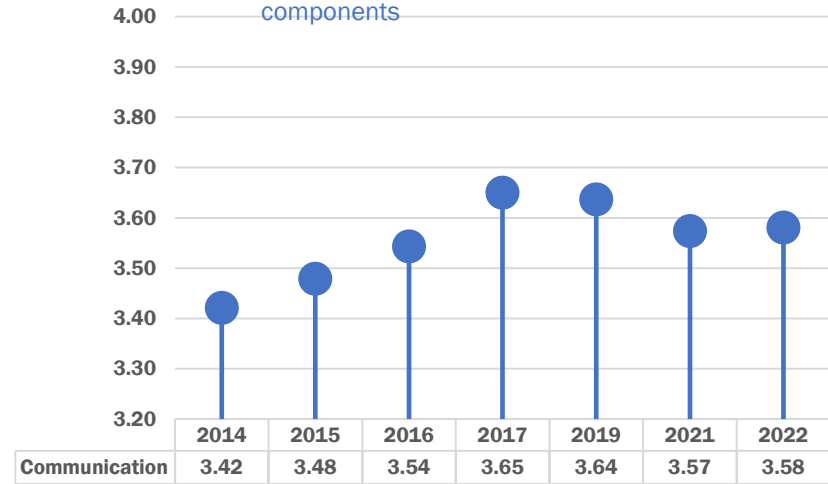
Balance

Scores increased 2.5% from 2014 to 2022
Lowest average score of the 7 components



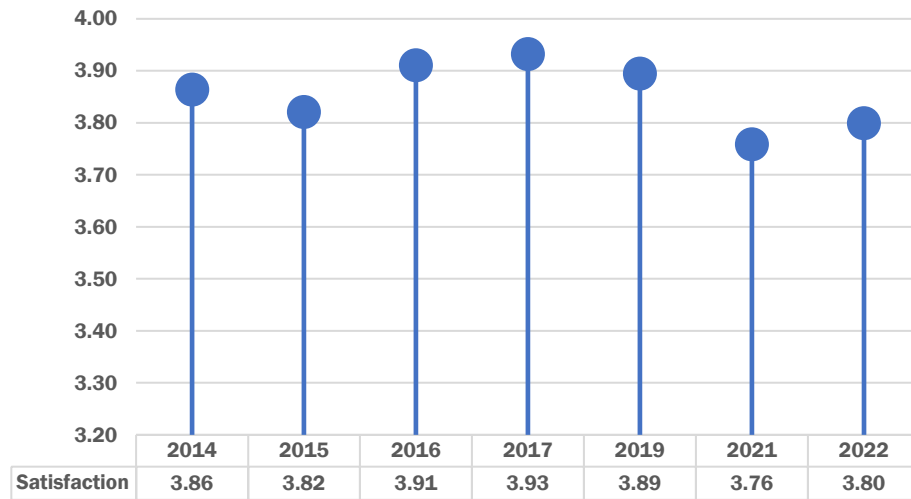
Communication

Scores increased 4.7% from 2014 to 2022
 Average score is among the **3 lowest** of the 7 components



Satisfaction

Scores have fluctuated, but are down the past two years.
 Average score is among the **4 highest** of the 7 components



Engagement scores were cross tabulated with demographic variables. There were no meaningful differences for gender, generation, ethnicity, or management level. However, two had slight differences and are illustrated below and that is job type, either exempt or classified and amount of time the employee was currently working remotely.

Table 49 2021 Scores for Employee Engagement and Components by Department

Department	Growth	Balance	Supervisor	Communication	Peers	Alignment	Satisfaction	Engagement
Agency of Administration	4.1	3.4	4.2	4.3	4.3	4.4	4.2	4.1
Agency of Human Services	4.0	3.4	3.7	4.2	4.2	4.4	3.9	4.0
Agency of Natural Resources	4.1	3.7	4.3	4.3	4.3	4.5	4.1	4.2
Agriculture, Food & Markets	4.0	3.8	4.0	4.3	4.2	4.4	4.1	4.1
Attorney General	3.9	3.5	3.8	4.3	4.3	4.5	4.1	4.1
Auditor of Accounts	4.3	4.5	4.1	4.4	4.6	4.8	4.4	4.4
Buildings & General Services	3.8	3.6	3.7	3.9	3.9	4.4	3.8	3.9
Children & Families	3.7	3.0	3.4	3.9	3.9	4.4	3.7	3.7
Commerce & Community Dev.	3.9	3.7	3.9	4.1	4.3	4.4	4.1	4.0
Corrections	3.4	2.4	2.8	3.7	3.4	3.9	3.2	3.3
Criminal Justice Training Council	3.1	3.3	2.8	2.9	4.8	3.8	3.6	3.5
DAIL	4.1	3.5	4.1	4.3	4.4	4.6	4.2	4.2
Defender General	4.2	3.7	3.8	4.0	4.2	4.6	4.4	4.1
Digital Services	3.9	3.4	3.7	4.2	4.1	4.2	3.6	3.9
Education	3.9	3.6	3.6	4.2	4.1	4.3	3.8	3.9
Enhanced 911 Board	4.4	3.3	5.0	5.0	4.6	5.0	4.1	4.5
Environmental Conservation	3.9	3.2	3.8	4.2	4.2	4.4	3.9	3.9
Finance & Management	4.1	3.8	4.0	4.2	4.3	4.7	4.1	4.2
Financial Regulation	4.5	4.2	4.4	4.5	4.5	4.8	4.4	4.5
Fish & Wildlife	4.0	3.2	3.7	4.1	4.3	4.5	4.0	4.0
Forests, Parks & Recreation	3.9	3.0	3.9	4.1	4.1	4.4	3.7	3.9
Green Mountain Care Board	4.5	4.1	4.3	4.6	4.6	4.5	4.3	4.4
Health	4.0	3.6	3.8	4.1	4.3	4.4	3.9	4.0
Human Resources	4.0	3.5	3.9	4.3	4.2	4.4	4.0	4.0
Labor	3.6	3.5	3.6	3.8	4.0	4.2	3.8	3.8
Libraries	4.5	4.3	4.4	4.6	4.5	4.5	4.2	4.4
Liquor & Lottery	4.0	3.9	3.5	3.9	3.8	4.4	3.9	3.9
Mental Health	3.8	3.3	3.6	4.0	3.9	4.4	3.7	3.8
Military	3.5	3.7	3.6	3.7	3.6	4.4	3.8	3.8
Motor Vehicles	3.6	3.5	3.3	3.8	3.8	4.3	3.7	3.7
Natural Resources Board	3.1	2.7	3.6	3.5	3.7	4.3	3.5	3.5
Public Safety	3.9	3.2	3.4	4.1	4.0	4.4	3.8	3.8
Public Service Department	3.8	3.7	3.7	4.0	4.2	4.2	3.8	3.9
Public Utilities Commission	4.2	3.7	4.0	4.1	4.1	4.5	4.1	4.1
Secretary of State	3.8	3.6	3.6	4.0	4.0	4.4	4.0	3.9
State Treasurer	4.0	3.0	3.8	4.1	4.5	4.2	4.0	3.9
Taxes	3.9	3.6	3.8	4.0	3.9	4.4	3.8	3.9
Transportation (not DMV)	3.8	3.5	3.4	3.9	3.8	4.3	3.8	3.8
Vermont Health Access	4.0	3.7	3.9	4.2	4.0	4.5	4.0	4.0
Veterans' Home	3.5	3.4	3.2	3.5	3.5	4.5	3.9	3.7
Median	3.9	3.5	3.8	4.1	4.2	4.4	3.9	3.9

Heat Map Legend	Above Median Score	Below Median Score
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Qualitative Analysis of Open-Ended Question Responses

Overview

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

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

Out of the 5,446 employees who responded to the survey, 2,163 provided a response to the open-ended question for a response rate of 40%.

A trained rater analyzed and coded each comment for major themes. Major themes were named based on what was interpreted to be the key idea or ideas expressed in the response (based on key words or phrases that were commonly used). In addition, the raters coded whether the comment theme expressed was clearly “a concern,” “positive,” or “neutral.” Table 51 displays the thematic outline.

A multiple response analysis was conducted since a single respondent’s comment could be coded for up to five themes.

The “N” is the number of respondents who selected that response option. The “Percent of Cases” is the percentage of the cases (i.e., survey respondents) accounted for by this category. This column's sum will be greater than 100%, but the individual percentages can be interpreted as the prevalence of that option among the survey sample.

Results

The 2,163 comments contained over 3,613 thematic ideas.

Four themes seemed to dominate the comments in the 2022 employee engagement survey: Pay & benefits, leadership, workload and staffing, and work environment and general employee morale. These were all coded as concerns.

Table 50 Themes found in Open-Ended Responses

Theme	Type	N	Percent	Percent of Cases
Pay & Benefits	Concern	331	9.2%	15.8%
Leadership	Concern	324	9.0%	15.5%
Workload & Staffing	Concern	296	8.2%	14.2%
Work Environment and General Employee Morale	Concern	290	8.0%	13.9%
Supervision	Concern	207	5.7%	9.9%
Diversity, Equity & Inclusion DEI	Concern	184	5.1%	8.8%
Policies – Remote work/Telework	Neutral	171	4.7%	8.2%
Pension Concerns	Concern	145	4.0%	6.9%
Pay & Benefits	Neutral	105	2.9%	5.0%
Policies – Remote work/Telework	Positive	96	2.7%	4.6%
Diversity, Equity & Inclusion DEI	Neutral	87	2.4%	4.2%
Training & Development	Neutral	81	2.2%	3.9%
Workload & Staffing	Neutral	79	2.2%	3.8%
Other/Miscellaneous	Neutral	78	2.2%	3.7%
Policies – Leave	Concern	77	2.1%	3.7%
Training & Development	Concern	74	2.0%	3.5%
Policies – General	Concern	71	2.0%	3.4%
Specific Department Programs/Policies	Concern	71	2.0%	3.4%
Policies – Remote work/Telework	Concern	70	1.9%	3.3%
Pension Concerns	Neutral	69	1.9%	3.3%
Work Conditions	Concern	64	1.8%	3.1%
Leadership	Neutral	61	1.7%	2.9%
Pride in Their Work	Positive	53	1.5%	2.5%
Work Environment and General Employee Morale	Neutral	50	1.4%	2.4%
Communication	Neutral	48	1.3%	2.3%
Supervision	Neutral	47	1.3%	2.2%
Communication	Concern	44	1.2%	2.1%
Specific Department Programs/Policies	Neutral	35	1.0%	1.7%
IT Systems	Concern	34	0.9%	1.6%
Diversity, Equity & Inclusion DEI	Positive	33	0.9%	1.6%
Policies – General	Neutral	32	0.9%	1.5%
Policies – Leave	Neutral	31	0.9%	1.5%
Government Efficiency	Concern	25	0.7%	1.2%
Pride in Their Work	Neutral	21	0.6%	1.0%
Other/Miscellaneous	Concern	20	0.6%	1.0%
Supervision	Positive	19	0.5%	0.9%
Government Efficiency	Neutral	19	0.5%	0.9%
Leadership	Positive	13	0.4%	0.6%
Work Environment and General Employee Morale	Positive	13	0.4%	0.6%
Work Conditions	Neutral	10	0.3%	0.5%
Pay & Benefits	Positive	7	0.2%	0.3%
IT Systems	Neutral	5	0.1%	0.2%
Policies – Leave	Positive	4	0.1%	0.2%
Pride in Their Work	Concern	4	0.1%	0.2%
Total		3613	100.0%	172.8%

Table 51 – Thematic Outline

Major themes are named based on what is interpreted to be the key idea or ideas expressed in the response (based on key words or phrases that were commonly used). Subthemes are within the major theme and help define the major theme.

(1) Leadership

- Desire for more effective leadership.
- Increased communication/listening to staff. have a night
- Better working relationships between leaders and staff.
- Treating staff respectfully and fairly.
- Open to feedback.
- (Comments coded here typically refer to department/agency management).

(2) Supervision

- Reward and recognition of staff
- Feedback on work performed
- Performance evaluations
- Effectively dealing with work-related interpersonal situations
- Performance management/Holding employees accountable for work performance and professional behavior.
- (Comments coded here are related to one's direct supervisor).

(3) Workload & Staffing

- Concerns about heavy workload
- Concerns about staffing/workload their ability to provide services,
- Concerns about understaffing
- Improving hiring practices and filling vacancies in a timely manner

(4) Policies – General

- Wide variety of suggested improvements to policies.

(5) Policies – Remote work/Telework

- Desire to continue full-time or hybrid work schedule post pandemic
 - Reasons cited may include work life balance, better work environment, fewer safety concerns, greater productivity, saving the state cost space, reduction of commuting barriers, allowing the state to remain more competitive in job market.
- Desire to return to the office
 - Reasons cited may include not liking remote work, inequitable workloads for those who can work remotely versus those who can't.

(6) Policies – Leave

- More leave time (sick, annual, personal)
- Parental Leave
- CTO (Combined time off)
- Allow use of annual leave time in the first six months.

(7) Work Conditions

- Wanted improvements in their work conditions.
- Concerns about workplace safety.

(8) Pay & Benefits

- Pay for Performance/Raises based on merit not longevity.
- Concerns about equity in job titles and the job classification process.
- More competitive pay/based on market.
- Improvements in vision and dental coverage.

(9) Pension Concerns

- Concerns about proposals to reform employee pension.
- Stated intention to leave SOV if certain pension reforms are enacted.
- Concerned that pension reforms will make it more difficult to recruit and retain.
- No longer recommending the State of Vermont as an employer.

(10) Work Environment and General Employee Morale

- Desires for improvements in work atmosphere or organizational culture.
- Comments about “favoritism,” and “cliques.”
- Comments about “toxic” or hostile work environments.
- Lack of Recognition - lack of recognition from the state for going above and beyond during the COVID crisis.

(11) Training & Development

- Improvements in access to more training opportunities.
- Supervisor training
- Greater options for professional development
- Technical training.
- New employee orientation
- Training to enhance career advancement (career ladders).

(12) Diversity, Equity & Inclusion (DEI)

- DEI training for all employees beyond the orientation training
- Need commitment to DEI from top leadership.
- Lack of diversity in the workforce (racial/ethnic, age, income/social class, etc.)
- Bias in hiring and promotions
- Recruit and retain a diverse workforce

(13) Communication

- Desire for improved communication and collaboration both within and between departments. Comments coded here are distinct from communication with direct supervisor (2) or from upper-level management (1).

(14) Pride in Their Work

- Expressed pride in the work that they do and felt that they made a difference in the lives of Vermonters.
- Happy with their job.
- Committed to Department mission.

(15) Specific Department Programs/Policies

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

- Process improvement
- Suggestions for greater efficiency

(17) IT Systems

- Need improvements in information technology systems and support to better do their jobs.

(18) Other/Miscellaneous

Appendix A – List of Survey Items

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

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

Communication and Input within Your Organization

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

Relationships and Morale in Your Organization

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

Your Supervisor

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

Workload, Staffing and Resources

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

Compensation and Benefits

- Q39. I am paid fairly for the work I do.
- Q40. I feel that working for the State of Vermont provides me with good job security.
- Q41. I feel that working for the State of Vermont provides me with a solid career path.
- Q42. I understand my benefit plans.

- Q43. I understand my retirement benefits.
Q44. Overall, I am satisfied with the benefits I receive.

Overall Satisfaction

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

eNPS

- Q46. How likely is it that you would recommend the State of Vermont as a place to work?
Q47. What was the primary reason you gave this response?

Retention

- Q48. What are the things that are most important to you that keep you working for the State of Vermont? (Choose up to FIVE)

Listed Reasons

- Medical Benefits (health, dental, prescriptions)
- Work life balance
- Relationship with manager/supervisor
- Opportunity for career progression/advancement
- Retirement plan
- Job security
- Growth, learning & development opportunities
- Compensation
- Supportive leadership and management
- Work that has purpose and meaning
- Work I feel passionate about
- Coworkers I appreciate and respect
- My personal contribution makes a difference
- Recognition of and appreciation for my work
- Involvement and belonging
- Challenging and interesting work
- Clear job expectations
- Paid leave and other non-medical benefits
- Believe in organization's mission and values
- Asked for input and ideas by supervisor/management
- Treated fairly
- Encouraged and mentored to achieve full potential
- Trust in leadership and management
- Flexible schedule
- Telework/hybrid schedule
- Diversity and inclusion are valued
- Feel part of a team
- Empowered to make decisions
- Other

- Q49. If you were to consider leaving the State of Vermont for a job opportunity at another organization, what would be the most important factors that would influence your decision? That is, what would you be seeking? (Choose up to FIVE)

Same list as Q48.

- Q50. I am confident I could find a job with another organization as good or better as my current one.
Q51. How happy are you with your current job?
Q52. How likely are you to be working here in one year?

Diversity, Equity & Inclusion

Q53. There is evidence that senior leadership and management are making workforce diversity, equity, and inclusion a priority.

Q54. I personally value diversity and inclusion in my workplace.

Q55. My agency/department has an inclusive work environment where staff diversity at all levels is valued and encouraged.

Q56. Management demonstrates a commitment to meeting the needs of all employees.

Q57. Management ensures that the accessibility needs of employees are properly managed and addressed.

Q58. I can attend training that I need to better work with colleagues and coworkers from different backgrounds and life experiences.

Q59. The State provides enough training programs that promote an understanding of diversity, equity, and inclusion.

Q60. Employees of different backgrounds interact well within my agency/department.

Q61. I feel comfortable sharing information about my personal identity, culture, religion, or background with coworkers in my division.

Q62. If I had a concern about bias, harassment, and/or discrimination, I know where and how to report that concern.

Q63. Employees from underrepresented groups are encouraged to apply for promotions.

Q64. I believe recruitment and retention of employees from different backgrounds and life experiences is a priority for the state.

Q65. State policies and procedures discourage and prohibit discrimination and harassment.

Q66. I believe my supervisor will take appropriate action in response to incidents of bias, discrimination, and/or harassment.

Q67. As a member of my agency/department, I feel I can achieve success as my true and authentic self.

Q68. Which one best describes your experience in State employment? (Choose one)

Answer Choices

We are diverse and inclusive. We appreciate all cultures, races, genders, ages, sexual identities and viewpoints.

We are diverse but not necessarily inclusive. People tend to stay around those who are most like them.

We are inclusive but not very diverse. Most of the people in my workplace have similar backgrounds and experiences.

We are not diverse nor inclusive. Diversity is not celebrated or honored, and most people are compelled to conform to what the majority says and does.

Q69. Have you ever considered leaving State service because of the work climate or culture?

Answer Choices

Yes

No

Prefer not to answer

Q70. I have witnessed or observed conduct or /and conversations that were offensive to myself and/or others.

Answer Choices

Yes

No

Prefer not to answer

Q71. If YES, the conduct or conversation was based on which of the following? (Choose all that apply):

Answer Choices

Race

Gender

Gender Identity

Sexual Orientation

Physical or Mental Disability

Age

Veteran's Status

Other

Q72. I believe I have been treated unfairly.

Answer Choices

Yes

No
Prefer not to answer

Q73. If YES, what do you believe to be the reason? (Choose all that apply):

Answer Choices

Race
Gender
Gender Identity
Sexual Orientation
Physical or Mental Disability
Age
Other
Prefer not to answer

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 could be identified.

Q74. What type of employee are you?

- Classified
- Exempt
- Don't know
- Prefer not to answer

Q75. What is your current gender identity?

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

Q76. 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

Q77. 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

Q78. What is your management level?

- Manager/Supervisor
- Not a manager or supervisor
- Other
- Prefer not to answer.

Q79. Where do you work? (Agency/Department/Organization -- listed alphabetically with Agency Central Offices last. Select only one.)

Agriculture, Food & Markets
 Attorney General
 Auditor of Accounts
 Buildings & General Services
 Children & Families
 Commerce & Community Development
 Corrections
 Criminal Justice Council
 DAIL
 Defender General
 Digital Services
 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
 Information and Innovation
 Labor Relations Board
 Labor
 Libraries
 Liquor & Lottery
 Lottery Commission
 Mental Health
 Military
 Motor Vehicles
 Natural Resources Board
 Public Safety
 Public Utilities Commission
 Public Service Department
 Public Utility Commission
 Secretary of State
 State Treasurer
 Taxes
 Transportation (not DMV)
 Vermont Commission on Women
 Vermont Health Access
 Vermont Veterans' Home
 Agency of Administration
 Agency of Digital Services
 Agency of Human Services - Central Office
 Agency of Natural Resources - Central Office
 Other

Appendix B - Multiple response analysis of eNPS open-ended responses by Department (Excel file).

Appendix C - Reasons for Staying or Leaving by Department (Excel File)

Appendix D – Cross Tabulation 2022 Responses to DEI Questions by Demographic Questions (Excel File)

Appendix E – 2022 Responses to Engagement Survey Questions by Department Compared with Statewide (Excel File)

Appendix F – Cross Tabulation of 2022 Responses to Survey Questions by Demographic Questions (Excel File)

Appendix G – 2022 Engagement Scores by Department Compared to Statewide (Excel File)