

Analysis of State of Vermont Employee Engagement Survey Results – 2023



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September 2023

Table of Contents

Executive Summary.....	4
Employee Engagement: Statewide Index	5
Employee Engagement Survey Items: Summary of Key Findings	6
Alignment – Understanding the Link between One’s Job and the Organization’s Mission.....	6
Table 1 Alignment – Understanding the Link between One’s Job and the Organization’s Mission.....	6
Table 2 Alignment – Understanding the Link between One’s Job and the Organization’s Mission by Department ..	7
Satisfaction – Work and Employer.....	9
Table 3 Satisfaction – Work and Employer.....	9
Table 4 Satisfaction – Work and Employer by Department	10
Communication - Value Employee Voices, Ideas, Opinions	12
Table 5 Communication - Value Employee Voices, Ideas, Opinions.....	12
Table 6 Communication - Value Employee Voices, Ideas, Opinions by Department	13
Peers - Positive Relationships in the Workplace.....	15
Table 7 Peers - Positive Relationships in the Workplace.....	15
Table 8 Peers - Positive Relationships in the Workplace by Department	16
Supervisor - Support, Recognition and Feedback.....	18
Table 9 Supervisor - Support, Recognition and Feedback.....	18
Table 10 Supervisor - Support, Recognition and Feedback by Department.....	19
Growth – Personal Growth and Development	21
Table 11 Growth – Personal Growth and Development	21
Table 12 Growth – Personal Growth and Development by Department	22
Balance - Work-Life Integration	24
Table 13 Balance - Work-Life Integration	24
Table 14 Balance - Work-Life Integration by Department.....	25
Employee Engagement Results.....	27
Table 15 Engagement Scores - 2014 to 2023	27
Table 16 Employee Engagement Model	28
Table 17 Components of Employee Engagement – 2023 Averages	29
Table 18 Employee Engagement Components – 2014 to 2023.....	30
Table 19 2023 Scores for Employee Engagement and Components by Department	32
Employee Net Promoter score (eNPS).....	33
Table 20 Statewide eNPS	33

Table 21	eNPS Scores by Department	34
Table 22	eNPS Scores by Department with Detail.....	35
Employee Retention.....		36
Table 23	Retention Questions - Overall Response	36
Table 24	Retention Questions by Department.....	38
Inclusive Workplace		40
Table 25	Inclusive Workplace Index	40
Table 26	Inclusive Workplace	41
Table 27	Inclusive Workplace by Department.....	42
Engagement Survey Items – Summary and Trends		44
Table 28	Alignment - 2014 – 2023 Trends	44
Table 29	Satisfaction - 2014 – 2023 Trends.....	45
Table 30	Communication - 2014 - 2023 Trends.....	45
Table 31	Peers - 2014 - 2023 Trends	46
Table 32	Supervisor - 2014 – 2023 Trends	46
Table 33	Growth - 2014 – 2022 Trends	47
Table 34	Balance - 2014 – 2022 Trends	47
Employee Type.....		48
Table 35	Employee Engagement Components by Job Type	49
Table 36	Employee Retention Measures by Job Type	51
Hybrid Work.....		53
Table 37	Distribution of Hybrid/Teleworking Employees in Survey Population	53
Table 38	Employee Engagement Components by Telework	54
Table 39	Retention Measures by Telework	56
Performance Management.....		58
Table 40	Performance Management - Employee Perception	58
Table 41	Performance Management – Supervisor Perception	59
Table 42	Performance Management - Employee Perception by Department.....	60
Table 43	Performance Management – Supervisor Perception by Department	62
Survey Results		64
Table 44	Survey Results	64
Table 45	Survey Questions	65
Methodology.....		67
Table 46	Response Rate by Department	70
Table 47	Job Type	71

Table 48	Gender Identity	71
Table 49	Generation	71
Table 50	Identification	72
Table 51	Management Level.....	72
Appendix A – List of Survey Items.....		73
Appendix B – Crosstabulation of Inclusive Workplace Responses by Job Type (Excel file).		77

Executive Summary

- The 2023 employee engagement survey occurred in late May through early June of 2023. There was an overall response rate of 64.8% including a response rate of 24.8% for temporary employees. This was the first year that the survey was distributed to temporary employees.
- Engagement as measured by seven different components - Alignment, Communication, Satisfaction, Peers, Supervisor, Growth, Balance - found the highest level of agreement on items assessing Alignment (understanding the link between one's job and the organization's mission) at 91.9% as well as Peers (positive relationships in the workplace) at 80.1%.
- The lowest levels of agreement were on items assessing engagement components were for Communication (value employee voices, ideas, opinions) at 65.5% and Balance (work life integration) at 65.7%.
- The 2023 average employee engagement score was 3.78 out of possible 5. This was a slight decline from the 2022 survey (3.84). Historically, the overall engagement score has not changed meaningfully since the first survey in 2014.
- The Employee Net Promoter score, eNPS, which is another measure of employee engagement improved based on 2023 results to 0.9 compared to an eNPS of -14.5 in the 2022 survey. eNPS is the difference between the percent of “detractors” who would not recommend the State of Vermont as an employer and the percent of “promoters” who would. The 0.9 eNPS indicates that there was a slightly higher percentage of promoters than detractors.
- Employee retention measures showed a high level of confidence that respondents felt they could find a job in another organization as good or better than their current one with nearly 50% agreeing. However, there appears to be less confidence among this year's respondents versus 2022 where nearly 60% agreed.
- Eighty percent of respondents indicated they were likely to be working for the State of Vermont a year from now. This is up from 72.4% in 2022 and could indicate turnover rates may be lower in the future.
- The “response profile” - measures of engagement and retention - differ significantly for employees of different types. Temporary employees had the highest level of agreement across employee engagement components and retention measures with exempt employees being next highest and classified employees having the lowest level of agreement.
- The inclusive workplace index which represents average agreement to questions related to inclusive workplace was 65.9%, which shows only a moderate level of agreement.
- Employees do not perceive performance management as favorably as do supervisors. For example, when employees were asked if their supervisor has the skills necessary to manage performance effectively 73.4% agreed. When supervisors were asked if they had the skills necessary to manage their employees' performance effectively 88.6% agreed.
- Over 70% of respondents indicated they had seen/read or otherwise been made aware of the results of the last employee engagement survey. However, only 20% said they could identify a tangible change that was made because of the results of the survey.

Employee Engagement: Statewide Index

2023 Statewide Index

Represents total statewide agreement¹ to survey items related to the dimension.



Alignment

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

91.9%



Balance

Work-Life Integration

65.7%



Communication

Value Employee Voices, Ideas, Opinions

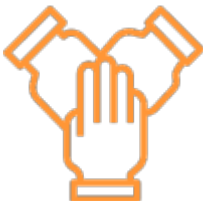
65.5%



Growth

Personal Growth and Development

67.5%



Peers

Positive Relationships in the Workplace

82.1%



Satisfaction

Work and Employer

76.7%



Supervisor

Support, Recognition and Feedback

78.2%

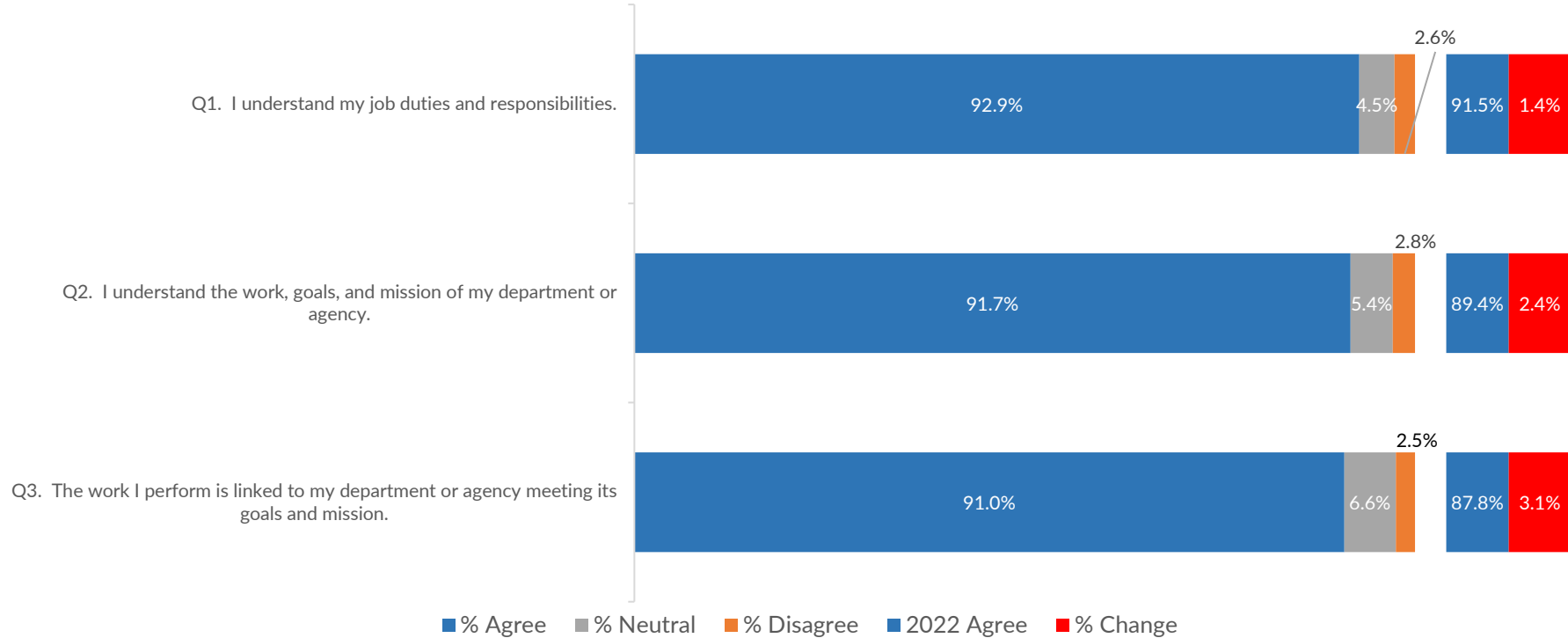
¹ Based on respondents identifying as classified or exempt employees. Does not include those identifying as "prefer not to answer" or temporary.

Employee Engagement Survey Items: Summary of Key Findings

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

Table 1 displays percent agreement for all respondents² to survey statements related to alignment. The table also shows the percent agreement for the same question in the 2022 survey and a percent change from 2022 to 2023 in agreement. Table 2 displays the percentage agreement for respondents by department to survey statements for alignment. A “heat map” of responses is used to visually represent levels of agreement that are in the top third, middle third and bottom third for that question compared to other departments.

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



² Based on respondents identifying as classified or exempt employees. Does not include those identifying as “prefer not to answer” or temporary.

Table 2 Alignment – Understanding the Link between One’s Job and the Organization’s Mission by Department

Department	Q1 % Agree	Q2 % Agree	Q3 % Agree	Alignment Score % Agree
Agency of Administration	87.9%	93.9%	96.9%	92.9%
Agency of Human Services	92.5%	96.3%	92.5%	93.8%
Agency of Natural Resources	94.3%	94.3%	96.2%	95.0%
Agriculture, Food and Markets, Agency	96.6%	94.4%	93.3%	94.8%
Attorney General	98.1%	98.1%	92.5%	96.2%
Auditor of Accounts	100.0%	100.0%	100.0%	100.0%
Buildings and General Services	94.5%	91.5%	90.9%	92.3%
Children & Families	92.6%	94.1%	92.6%	93.1%
Commerce & Community Development, Agency	89.6%	91.0%	89.6%	90.0%
Corrections	87.6%	78.5%	74.0%	80.0%
Criminal Justice Council	80.0%	80.0%	80.0%	80.0%
DAIL	96.5%	98.0%	96.5%	97.0%
Defender General	84.2%	100.0%	89.5%	91.2%
Digital Services, Agency	91.2%	87.0%	84.8%	87.7%
Education	86.6%	80.4%	82.5%	83.2%
Enhanced 911 Board	100.0%	100.0%	100.0%	100.0%
Environmental Conservation	95.3%	96.2%	94.5%	95.3%
Finance & Management	91.7%	91.7%	91.7%	91.7%
Financial Regulation	94.4%	94.4%	97.2%	95.4%
Fish & Wildlife	96.7%	98.9%	93.3%	96.3%
Forests, Parks & Recreation	93.3%	90.0%	91.0%	91.4%
Governor’s Office	83.3%	83.3%	83.3%	83.3%
Green Mountain Care Board	100.0%	100.0%	100.0%	100.0%
Health	92.1%	94.0%	94.6%	93.5%
Human Resources	95.9%	90.5%	91.9%	92.8%
Human Rights Commission	100.0%	100.0%	100.0%	100.0%
Labor Relations Board	100.0%	100.0%	100.0%	100.0%
Labor	89.9%	93.4%	92.8%	92.0%
Libraries	100.0%	92.3%	100.0%	97.4%
Total	92.9%	91.7%	91.0%	91.9%

Heat Map
Top Third
Middle Third
Bottom Third

Table 2 Alignment – Understanding the Link between One’s Job and the Organization’s Mission by Department by Department (Cont.)

Department	Q1 % Agree	Q2 % Agree	Q3 % Agree	Alignment Score % Agree	Heat Map
Liquor & Lottery	95.5%	93.2%	100.0%	96.2%	Top Third
Mental Health	92.8%	89.2%	94.0%	92.0%	Middle Third
Military	92.0%	84.0%	88.0%	88.0%	Bottom Third
Motor Vehicles	90.4%	87.3%	86.3%	88.0%	
Natural Resources Board	100.0%	92.9%	92.9%	95.2%	
Public Safety	93.5%	90.2%	91.3%	91.7%	
Public Service Department	92.1%	92.1%	89.5%	91.2%	
Public Utility Commission	100.0%	100.0%	92.3%	97.4%	
Secretary of State	92.2%	94.1%	96.1%	94.1%	
State Treasurer	94.4%	100.0%	94.4%	96.3%	
Taxes	93.4%	91.7%	92.6%	92.6%	
Transportation (not DMV)	94.9%	92.6%	91.4%	93.0%	
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	
Vermont Health Access	93.4%	93.8%	95.0%	94.1%	
Vermont Veterans Home	92.3%	96.2%	96.2%	94.9%	
Other	93.1%	95.8%	97.2%	95.4%	
Total	92.9%	91.7%	91.0%	91.9%	

KEY:

Q1. I understand my job duties and responsibilities.

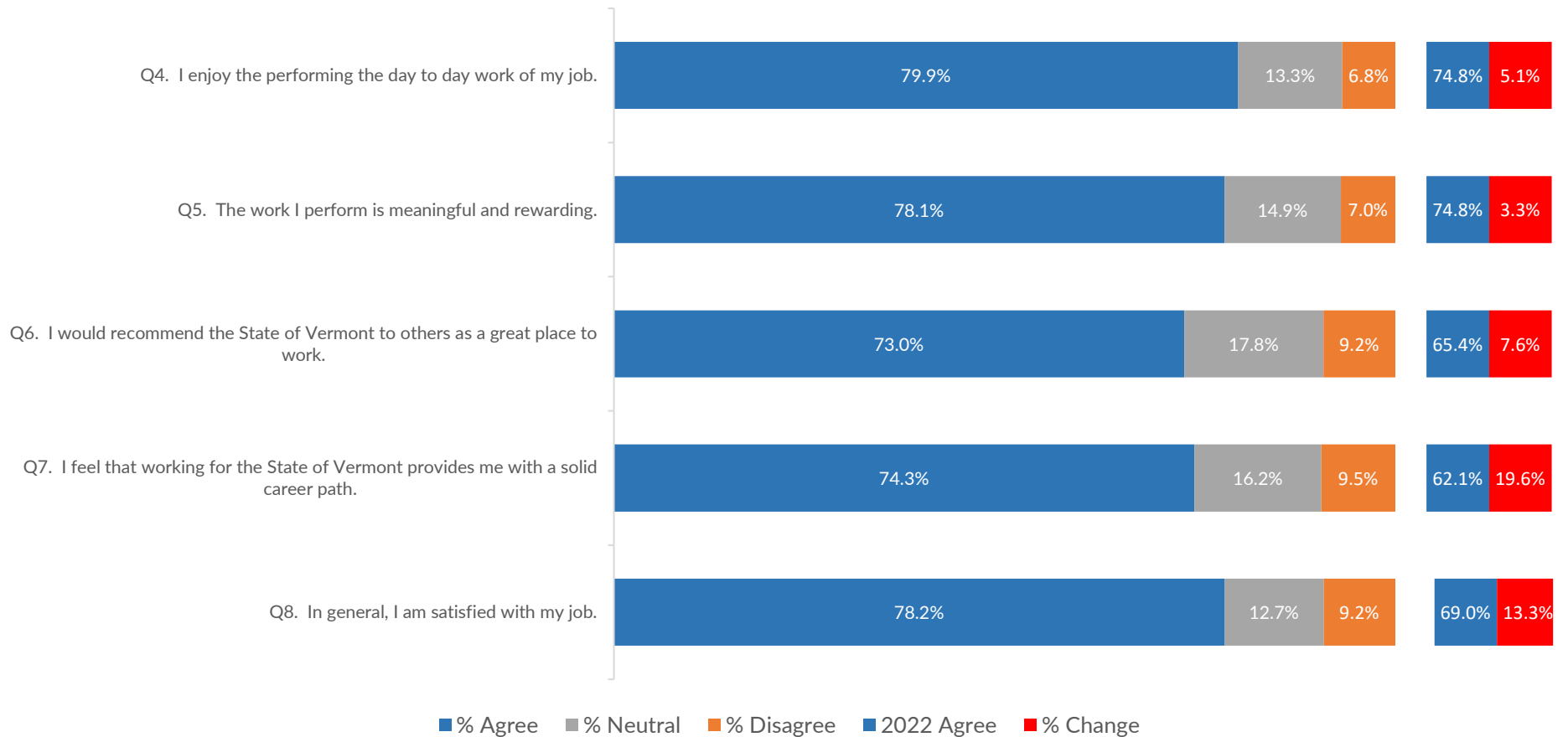
Q2. I understand the work, goals, and mission of my department or agency.

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

Satisfaction – Work and Employer

Table 3 displays percent agreement for all respondents³ to survey statements related to satisfaction. The table also shows the percent agreement for the same question in the 2022 survey and a percent change from 2022 to 2023 in agreement. Table 4 displays the percentage agreement for respondents by department to survey statements for satisfaction. A “heat map” of responses is used to visually represent levels of agreement that are in the top third, middle third and bottom third for that question compared to other departments.

Table 3 Satisfaction – Work and Employer



³ Based on respondents identifying as classified or exempt employees. Does not include those identifying as “prefer not to answer” or temporary.

Table 4 Satisfaction – Work and Employer by Department

Department	Q4	Q5	Q6	Q7	Q8	Satisfaction Score
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	90.9%	84.8%	72.7%	81.8%	78.8%	81.8%
Agency of Human Services	85.0%	80.0%	82.5%	81.3%	81.3%	82.0%
Agency of Natural Resources	83.0%	81.1%	79.2%	73.6%	82.7%	79.9%
Agriculture, Food and Markets, Agency	88.8%	86.5%	88.8%	85.4%	94.4%	88.8%
Attorney General	92.5%	88.7%	77.4%	77.4%	83.0%	83.8%
Auditor of Accounts	100.0%	100.0%	100.0%	87.5%	100.0%	97.5%
Buildings and General Services	79.3%	76.2%	73.6%	72.6%	75.0%	75.3%
Children & Families	76.6%	79.8%	68.1%	74.9%	74.1%	74.7%
Commerce & Community Development, Agency	85.1%	86.6%	73.1%	71.6%	77.6%	78.8%
Corrections	69.1%	55.8%	55.7%	72.1%	66.5%	63.8%
Criminal Justice Council	100.0%	100.0%	80.0%	80.0%	80.0%	88.0%
DAIL	89.5%	89.6%	87.1%	88.6%	89.6%	88.9%
Defender General	84.2%	84.2%	68.4%	84.2%	78.9%	80.0%
Digital Services, Agency	78.2%	70.0%	73.7%	66.8%	75.6%	72.9%
Education	76.3%	77.1%	64.9%	70.1%	73.2%	72.3%
Enhanced 911 Board	66.7%	66.7%	100.0%	100.0%	100.0%	86.7%
Environmental Conservation	77.5%	79.7%	75.8%	72.0%	77.1%	76.4%
Finance & Management	91.7%	87.5%	83.3%	83.3%	87.5%	86.7%
Financial Regulation	84.7%	86.1%	90.3%	84.5%	80.6%	85.2%
Fish & Wildlife	87.8%	86.7%	75.6%	75.6%	82.2%	81.6%
Forests, Parks & Recreation	82.2%	85.6%	65.6%	60.0%	77.8%	74.2%
Governor's Office	83.3%	83.3%	66.7%	66.7%	66.7%	73.3%
Green Mountain Care Board	93.3%	93.3%	80.0%	93.3%	93.3%	90.7%
Health	79.7%	83.5%	75.2%	68.6%	80.6%	77.5%
Human Resources	83.6%	71.6%	73.0%	71.6%	83.8%	76.7%
Human Rights Commission	33.3%	66.7%	66.7%	100.0%	66.7%	66.7%
Labor Relations Board	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Labor	76.6%	76.6%	71.7%	70.1%	75.4%	74.1%
Libraries	92.3%	92.3%	76.9%	84.6%	76.9%	84.6%
Total	79.9%	78.1%	73.0%	74.3%	78.2%	76.7%

Heat Map
Top Third
Middle Third
Bottom Third

Table 4 Satisfaction – Work and Employer by Department (Cont.)

Department	Q4	Q5	Q6	Q7	Q8	Satisfaction Score
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Liquor & Lottery	81.8%	70.5%	77.3%	77.3%	77.3%	76.8%
Mental Health	81.9%	83.1%	75.9%	72.3%	80.7%	78.8%
Military	84.0%	68.0%	64.0%	56.0%	73.9%	69.2%
Motor Vehicles	73.3%	68.6%	49.5%	66.7%	65.7%	64.8%
Natural Resources Board	71.4%	71.4%	64.3%	64.3%	85.7%	71.4%
Public Safety	77.4%	78.5%	55.9%	65.2%	72.0%	69.8%
Public Service Department	78.9%	84.2%	78.9%	81.6%	86.8%	82.1%
Public Utility Commission	84.6%	92.3%	84.6%	76.9%	92.3%	86.2%
Secretary of State	76.0%	82.4%	86.3%	74.5%	80.4%	79.9%
State Treasurer	94.4%	94.4%	94.4%	88.9%	100.0%	94.4%
Taxes	79.3%	77.7%	81.0%	75.2%	81.8%	79.0%
Transportation (not DMV)	81.1%	77.4%	71.0%	73.5%	77.3%	76.1%
Vermont Commission on Women	100.0%	100.0%	66.7%	33.3%	100.0%	80.0%
Vermont Health Access	80.2%	81.3%	82.2%	81.8%	84.6%	82.0%
Vermont Veterans Home	96.2%	96.2%	80.8%	100.0%	92.3%	93.1%
Other	76.4%	76.4%	80.6%	80.6%	77.8%	78.3%
Total	79.9%	78.1%	73.0%	74.3%	78.2%	76.7%

Heat Map
Top Third
Middle Third
Bottom Third

KEY:

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

Q5. The work I perform is meaningful and rewarding.

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

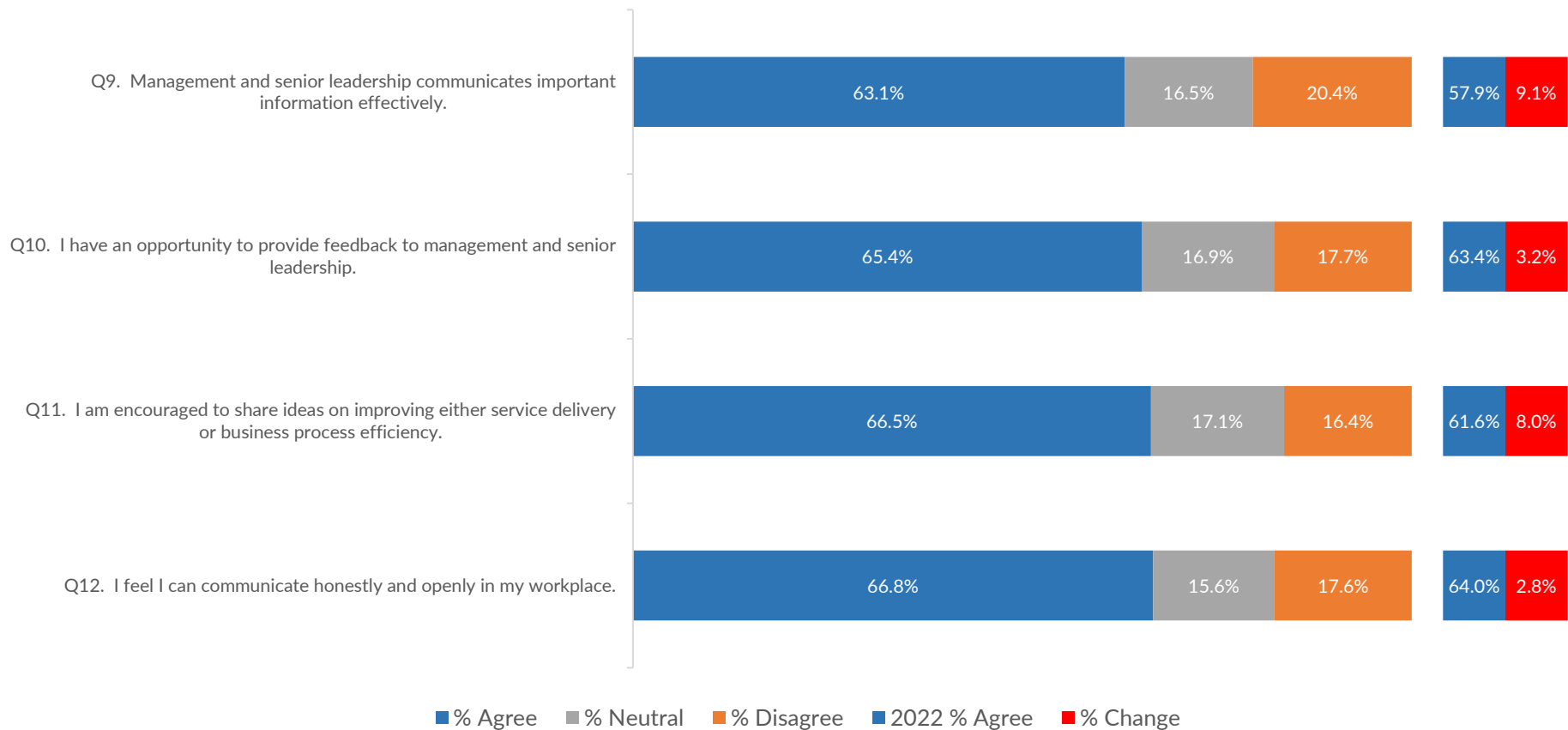
Q7. I feel that working for the State of Vermont provides me with a solid career path.

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

Communication - Value Employee Voices, Ideas, Opinions

Table 5 displays percent agreement for all respondents⁴ to survey statements related to communication. The table also shows the percent agreement for the same question in the 2022 survey and a percent change from 2022 to 2023 in agreement. Table 6 displays the percentage agreement for respondents by department to survey statements for communication. A “heat map” of responses is used to visually represent levels of agreement that are in the top third, middle third and bottom third for that question compared to other departments.

Table 5 Communication - Value Employee Voices, Ideas, Opinions



⁴ Based on respondents identifying as classified or exempt employees. Does not include those identifying as “prefer not to answer” or temporary.

Table 6 Communication - Value Employee Voices, Ideas, Opinions by Department

Department	Q9 % Agree	Q10 % Agree	Q11 % Agree	Q12 % Agree	Communication Score % Agree
Agency of Administration	60.6%	69.7%	69.7%	78.8%	69.7%
Agency of Human Services	67.1%	77.2%	81.0%	69.6%	73.7%
Agency of Natural Resources	69.8%	66.0%	62.3%	77.4%	68.9%
Agriculture, Food and Markets, Agency	80.9%	83.1%	79.8%	88.8%	83.1%
Attorney General	67.9%	52.8%	50.9%	64.2%	59.0%
Auditor of Accounts	75.0%	75.0%	87.5%	75.0%	78.1%
Buildings and General Services	56.1%	62.2%	60.4%	62.2%	60.2%
Children & Families	63.6%	65.8%	63.9%	64.1%	64.4%
Commerce & Community Development, Agency	61.2%	70.1%	70.1%	66.7%	67.0%
Corrections	41.9%	45.2%	46.3%	45.7%	44.8%
Criminal Justice Council	80.0%	80.0%	80.0%	80.0%	80.0%
DAIL	78.2%	82.2%	85.1%	78.7%	81.1%
Defender General	57.9%	57.9%	57.9%	68.4%	60.5%
Digital Services, Agency	64.1%	67.3%	69.1%	73.3%	68.4%
Education	51.5%	48.5%	56.7%	60.8%	54.4%
Enhanced 911 Board	100.0%	100.0%	100.0%	100.0%	100.0%
Environmental Conservation	67.4%	63.1%	66.5%	72.5%	67.4%
Finance & Management	79.2%	83.3%	75.0%	70.8%	77.1%
Financial Regulation	76.4%	75.0%	77.8%	79.2%	77.1%
Fish & Wildlife	53.3%	60.0%	61.1%	73.3%	61.9%
Forests, Parks & Recreation	70.8%	74.4%	77.8%	80.0%	75.8%
Governors Office	66.7%	66.7%	66.7%	66.7%	66.7%
Green Mountain Care Board	93.3%	86.7%	93.3%	93.3%	91.7%
Health	69.5%	65.7%	62.9%	67.3%	66.3%
Human Resources	66.2%	63.5%	70.3%	60.3%	65.1%
Human Rights Commission	66.7%	66.7%	66.7%	66.7%	66.7%
Labor Relations Board	100.0%	100.0%	100.0%	50.0%	87.5%
Labor	74.4%	73.2%	70.2%	73.2%	72.8%
Libraries	84.6%	92.3%	84.6%	75.0%	84.1%
Total	63.1%	65.4%	66.5%	66.8%	65.5%

Heat Map
Top Third
Middle Third
Bottom Third

Table 6 Communication - Value Employee Voices, Ideas, Opinions by Department (Cont.)

Department	Q9	Q10	Q11	Q12	Communication Score
	% Agree	% Agree	% Agree	% Agree	% Agree
Liquor & Lottery	59.1%	79.5%	81.8%	65.9%	71.6%
Mental Health	72.3%	71.1%	65.1%	60.2%	67.2%
Military	52.0%	48.0%	52.0%	56.0%	52.0%
Motor Vehicles	41.9%	45.7%	45.7%	46.7%	45.0%
Natural Resources Board	64.3%	78.6%	78.6%	85.7%	76.8%
Public Safety	49.5%	60.2%	51.6%	60.2%	55.4%
Public Service Department	63.2%	68.4%	71.1%	75.7%	69.6%
Public Utility Commission	53.8%	69.2%	76.9%	46.2%	61.5%
Secretary of State	70.6%	76.5%	78.4%	76.5%	75.5%
State Treasurer	88.9%	88.9%	100.0%	94.4%	93.1%
Taxes	69.4%	74.4%	76.9%	71.9%	73.1%
Transportation (not DMV)	51.7%	56.9%	64.3%	62.0%	58.7%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	100.0%
Vermont Health Access	75.2%	75.6%	78.1%	71.3%	75.0%
Vermont Veterans Home	53.8%	69.2%	65.4%	53.8%	60.6%
Other	73.2%	73.6%	77.5%	75.0%	74.8%
Total	63.1%	65.4%	66.5%	66.8%	65.5%

Heat Map
Top Third
Middle Third
Bottom Third

KEY:

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

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

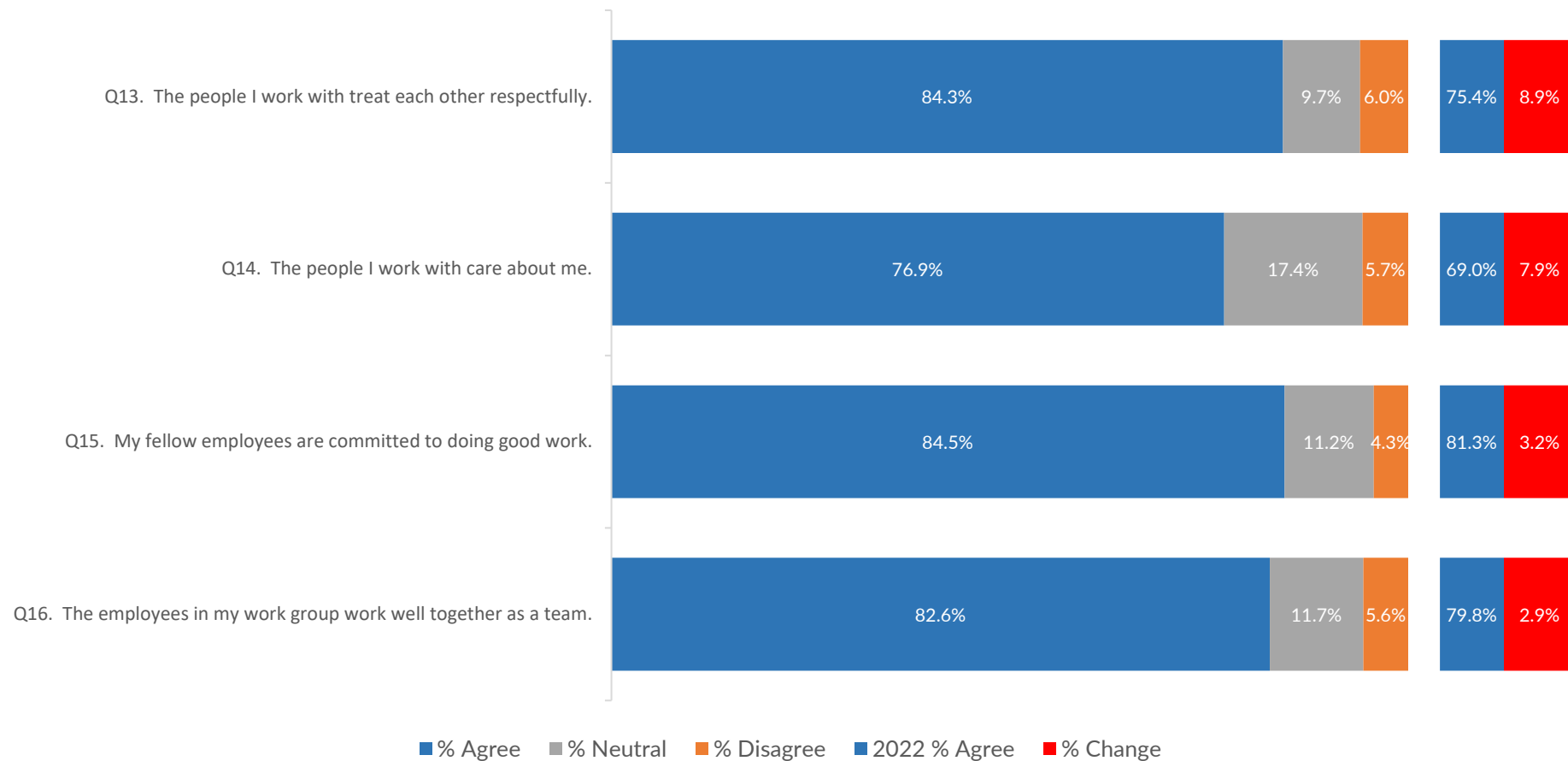
Q11. I am encouraged to share ideas on improving either service delivery or business process efficiency.

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

Peers - Positive Relationships in the Workplace

Table 7 displays percent agreement for all respondents⁵ to survey statements related to peers. The table also shows the percent agreement for the same question in the 2022 survey and a percent change from 2022 to 2023 in agreement. Table 8 displays the percentage agreement for respondents by department to survey statements for peers. A “heat map” of responses is used to visually represent levels of agreement that are in the top third, middle third and bottom third for that question compared to other departments.

Table 7 Peers - Positive Relationships in the Workplace



⁵ Based on respondents identifying as classified or exempt employees. Does not include those identifying as “prefer not to answer” or temporary.

Table 8 Peers - Positive Relationships in the Workplace by Department

Department	Q13 % Agree	Q14 % Agree	Q15 % Agree	Q16 % Agree	Peers Score % Agree	Heat Map
Agency of Administration	90.9%	84.8%	84.8%	84.8%	86.4%	Top Third
Agency of Human Services	83.8%	78.8%	88.8%	83.8%	83.8%	Middle Third
Agency of Natural Resources	90.6%	81.1%	88.7%	81.1%	85.4%	Bottom Third
Agriculture, Food and Markets, Agency	93.3%	92.1%	98.9%	93.3%	94.4%	
Attorney General	94.3%	84.9%	94.3%	88.7%	90.6%	
Auditor of Accounts	100.0%	100.0%	100.0%	87.5%	96.9%	
Buildings and General Services	81.1%	70.1%	76.7%	76.2%	76.0%	
Children & Families	82.6%	78.4%	83.3%	82.1%	81.6%	
Commerce & Community Development, Agency	89.6%	85.1%	88.1%	82.1%	86.2%	
Corrections	66.1%	59.5%	62.4%	70.0%	64.5%	
Criminal Justice Council	100.0%	100.0%	100.0%	100.0%	100.0%	
DAIL	92.6%	85.6%	94.0%	87.1%	89.8%	
Defender General	84.2%	84.2%	100.0%	89.5%	89.5%	
Digital Services, Agency	88.9%	76.0%	87.6%	88.9%	85.4%	
Education	83.5%	79.2%	87.6%	79.4%	82.4%	
Enhanced 911 Board	100.0%	100.0%	100.0%	100.0%	100.0%	
Environmental Conservation	89.4%	78.8%	92.4%	83.9%	86.1%	
Finance & Management	100.0%	79.2%	87.5%	91.7%	89.6%	
Financial Regulation	90.3%	86.1%	94.4%	88.7%	89.9%	
Fish & Wildlife	92.2%	84.4%	94.4%	95.6%	91.7%	
Forests, Parks & Recreation	90.0%	93.3%	90.0%	88.9%	90.6%	
Governor's Office	50.0%	66.7%	66.7%	66.7%	62.5%	
Green Mountain Care Board	93.3%	93.3%	100.0%	80.0%	91.7%	
Health	91.4%	81.8%	91.7%	87.6%	88.2%	
Human Resources	81.1%	77.0%	86.5%	90.5%	83.8%	
Human Rights Commission	100.0%	100.0%	100.0%	100.0%	100.0%	
Labor Relations Board	100.0%	50.0%	100.0%	100.0%	87.5%	
Labor	85.7%	78.0%	83.9%	83.8%	82.9%	
Libraries	100.0%	100.0%	100.0%	100.0%	100.0%	
Total	84.3%	76.9%	84.5%	82.6%	82.1%	

Table 8 Peers - Positive Relationships in the Workplace (Cont.)

Department	Q13 % Agree	Q14 % Agree	Q15 % Agree	Q16 % Agree	Peers Score % Agree
Liquor & Lottery	75.0%	61.4%	65.9%	63.6%	66.5%
Mental Health	83.1%	77.1%	91.6%	81.9%	83.4%
Military	92.0%	68.0%	72.0%	84.0%	79.0%
Motor Vehicles	65.7%	63.8%	64.8%	61.0%	63.8%
Natural Resources Board	71.4%	78.6%	78.6%	92.9%	80.4%
Public Safety	77.4%	69.9%	81.5%	81.7%	77.6%
Public Service Department	89.5%	86.8%	86.8%	84.2%	86.8%
Public Utility Commission	92.3%	76.9%	92.3%	84.6%	86.5%
Secretary of State	78.4%	74.5%	82.4%	76.5%	77.9%
State Treasurer	100.0%	94.4%	94.4%	100.0%	97.2%
Taxes	82.6%	74.4%	86.8%	79.2%	80.7%
Transportation (not DMV)	83.9%	72.4%	81.1%	84.1%	80.3%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	100.0%
Vermont Health Access	87.1%	82.6%	90.0%	85.1%	86.2%
Vermont Veterans Home	61.5%	57.7%	53.8%	53.8%	56.7%
Other	84.7%	72.2%	87.5%	83.3%	81.9%
Total	84.3%	76.9%	84.5%	82.6%	82.1%

Heat Map
Top Third
Middle Third
Bottom Third

KEY:

Q13. The people I work with treat each other respectfully.

Q14. The people I work with care about me.

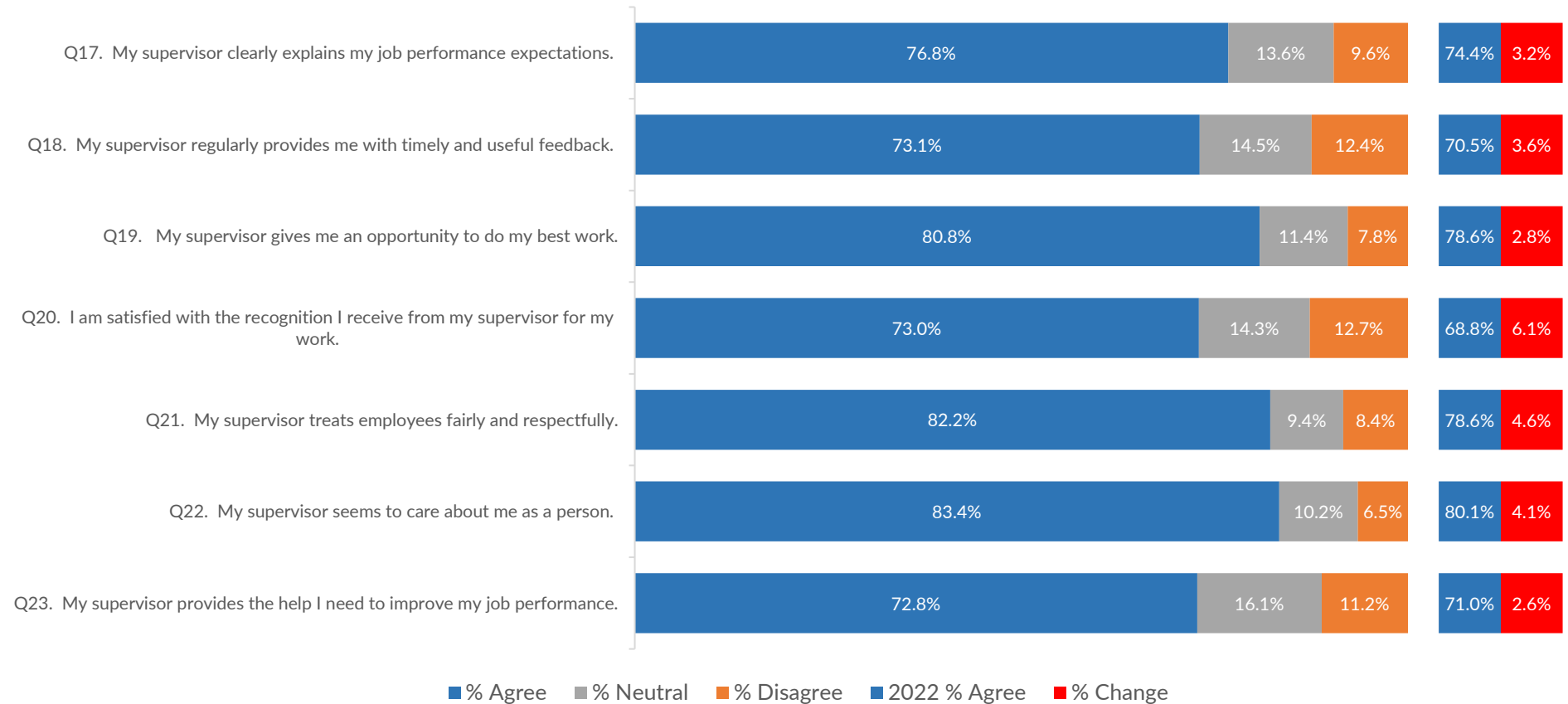
Q15. My fellow employees are committed to doing good work.

Q16. The employees in my work group work well together as a team.

Supervisor - Support, Recognition and Feedback

Table 9 displays percent agreement for all respondents⁶ to survey statements related to supervisor. The table also shows the percent agreement for the same question in the 2022 survey and a percent change from 2022 to 2023 in agreement. Table 10 displays the percentage agreement for respondents by department to survey statements for supervisor. A “heat map” of responses is used to visually represent levels of agreement that are in the top third, middle third and bottom third for that question compared to other departments.

Table 9 Supervisor - Support, Recognition and Feedback



⁶ Based on respondents identifying as classified or exempt employees. Does not include those identifying as “prefer not to answer” or temporary.

Table 10 Supervisor - Support, Recognition and Feedback by Department

Department	Q17 % Agree	Q18 % Agree	Q19 % Agree	Q20 % Agree	Q21 % Agree	Q22 % Agree	Supervisor Score % Agree
Agency of Administration	72.7%	66.7%	75.8%	69.7%	78.8%	75.0%	73.1%
Agency of Human Services	75.0%	83.8%	78.8%	78.8%	80.0%	86.3%	80.4%
Agency of Natural Resources	67.9%	69.8%	86.5%	79.2%	90.6%	92.5%	81.1%
Agriculture, Food and Markets, Agency	84.3%	83.1%	95.5%	92.1%	94.4%	95.5%	90.8%
Attorney General	81.1%	81.1%	73.6%	71.7%	88.7%	88.5%	80.8%
Auditor of Accounts	100.0%	87.5%	87.5%	87.5%	87.5%	85.7%	89.3%
Buildings and General Services	71.3%	69.5%	75.6%	65.2%	72.6%	73.2%	71.2%
Children & Families	76.4%	72.5%	79.1%	69.4%	80.5%	83.8%	76.9%
Commerce & Community Development, Agency	67.2%	64.2%	71.6%	65.7%	77.3%	87.9%	72.3%
Corrections	68.8%	64.0%	70.9%	59.3%	69.9%	67.6%	66.7%
Criminal Justice Council	60.0%	60.0%	80.0%	60.0%	100.0%	100.0%	76.7%
DAIL	83.5%	77.0%	88.0%	80.9%	89.6%	92.0%	85.2%
Defender General	68.4%	73.7%	78.9%	68.4%	78.9%	89.5%	76.3%
Digital Services, Agency	75.6%	72.8%	82.5%	75.6%	90.3%	88.9%	81.0%
Education	72.9%	67.7%	82.3%	70.8%	86.5%	87.5%	78.0%
Enhanced 911 Board	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Environmental Conservation	77.5%	70.3%	81.4%	75.8%	86.9%	87.2%	79.9%
Finance & Management	79.2%	75.0%	83.3%	87.5%	91.7%	83.3%	83.3%
Financial Regulation	81.9%	72.2%	83.3%	76.4%	80.6%	83.3%	79.6%
Fish & Wildlife	76.7%	58.9%	81.1%	65.6%	80.0%	83.3%	74.3%
Forests, Parks & Recreation	82.2%	81.1%	87.8%	83.3%	88.9%	91.1%	85.7%
Governor's Office	83.3%	66.7%	66.7%	66.7%	66.7%	66.7%	69.4%
Green Mountain Care Board	93.3%	93.3%	86.7%	86.7%	86.7%	93.3%	90.0%
Health	77.8%	77.7%	83.2%	78.1%	86.7%	90.2%	82.3%
Human Resources	78.4%	81.1%	83.8%	82.4%	83.8%	87.8%	82.9%
Human Rights Commission	66.7%	33.3%	66.7%	33.3%	66.7%	33.3%	50.0%
Labor Relations Board	100.0%	100.0%	100.0%	100.0%	100.0%	50.0%	91.7%
Labor	81.0%	78.6%	83.9%	77.4%	86.9%	86.9%	82.4%
Libraries	100.0%	100.0%	100.0%	92.3%	100.0%	100.0%	98.7%
Total	76.8%	73.1%	80.8%	73.0%	82.2%	83.4%	78.2%

Heat Map
Top Third
Middle Third
Bottom Third

Table 10 Supervisor - Support, Recognition and Feedback by Department (Cont.)

Department	Q17 % Agree	Q18 % Agree	Q19 % Agree	Q20 % Agree	Q21 % Agree	Q22 % Agree	Supervisor Score % Agree
Liquor & Lottery	70.5%	70.5%	81.8%	68.2%	75.0%	81.8%	74.6%
Mental Health	78.3%	74.7%	79.5%	73.5%	81.9%	78.3%	77.7%
Military	72.0%	64.0%	76.0%	64.0%	76.0%	76.0%	71.3%
Motor Vehicles	65.7%	57.1%	63.8%	61.0%	70.5%	74.3%	65.4%
Natural Resources Board	71.4%	92.9%	85.7%	71.4%	78.6%	92.9%	82.1%
Public Safety	67.7%	61.3%	77.4%	64.1%	76.1%	81.7%	71.4%
Public Service Department	78.9%	76.3%	84.2%	73.7%	89.5%	89.5%	82.0%
Public Utility Commission	83.3%	75.0%	83.3%	83.3%	66.7%	83.3%	79.2%
Secretary of State	82.4%	86.3%	82.4%	74.5%	86.3%	84.3%	82.7%
State Treasurer	94.4%	94.4%	100.0%	94.4%	94.4%	88.9%	94.4%
Taxes	82.6%	76.0%	80.0%	76.9%	79.3%	81.8%	79.4%
Transportation (not DMV)	76.3%	73.0%	83.4%	71.7%	80.9%	80.1%	77.6%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Vermont Health Access	82.6%	78.8%	83.4%	77.4%	85.5%	83.1%	81.8%
Vermont Veterans Home	76.9%	57.7%	73.1%	57.7%	61.5%	65.4%	65.4%
Other	81.9%	77.8%	84.7%	75.0%	81.9%	84.7%	81.0%
Total	76.8%	73.1%	80.8%	73.0%	82.2%	83.4%	78.2%

Heat Map
Top Third
Middle Third
Bottom Third

KEY:

Q17. My supervisor clearly explains my job performance expectations.

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

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

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

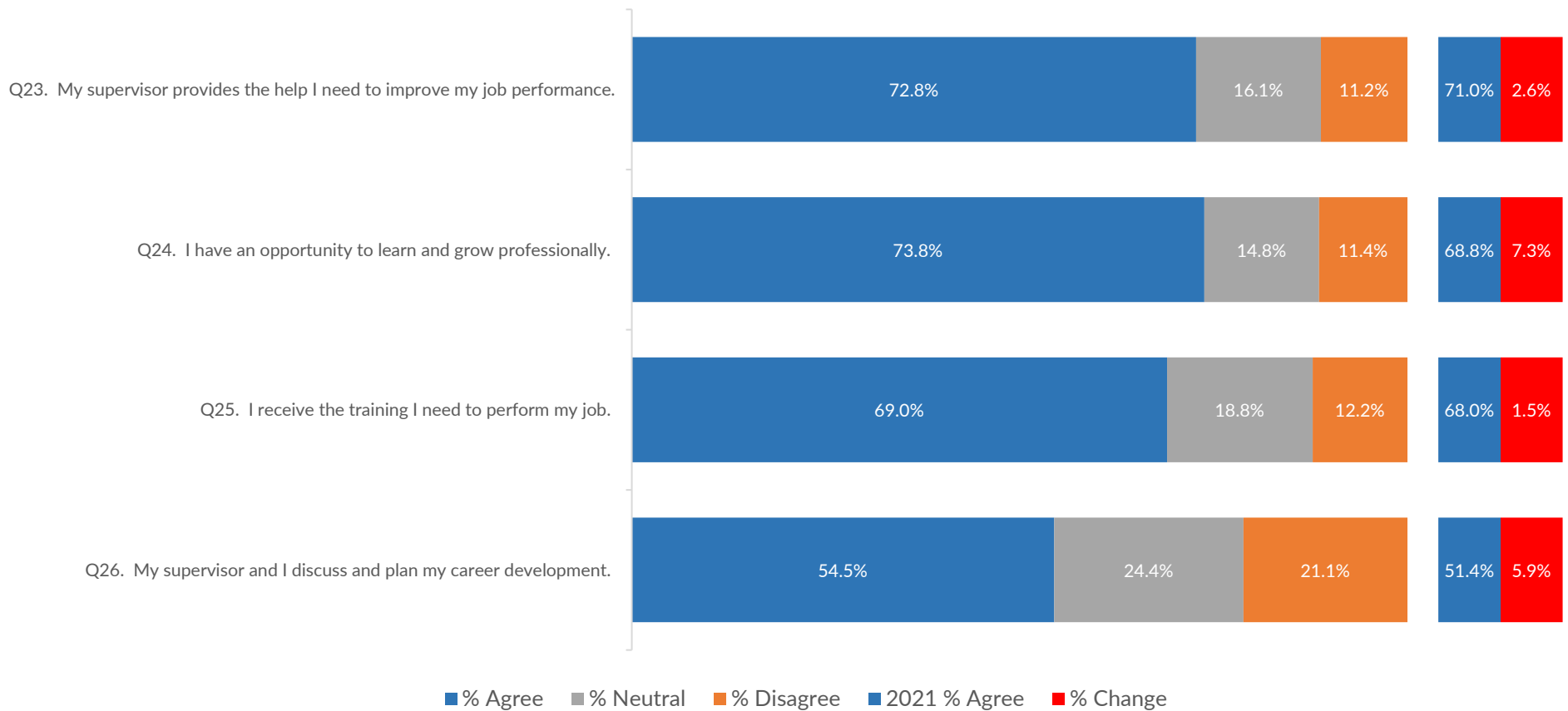
Q21. My supervisor treats employees fairly and respectfully.

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

Growth – Personal Growth and Development

Table 11 displays percent agreement for all respondents⁷ to survey statements related to growth. The table also shows the percent agreement for the same question in the 2022 survey and a percent change from 2022 to 2023 in agreement. Table 12 displays the percentage agreement for respondents by department to survey statements for growth. A “heat map” of responses is used to visually represent levels of agreement that are in the top third, middle third and bottom third for that question compared to other departments.

Table 11 Growth – Personal Growth and Development



⁷ Based on respondents identifying as classified or exempt employees. Does not include those identifying as “prefer not to answer” or temporary.

Table 12 Growth – Personal Growth and Development by Department

Department	Q23 % Agree	Q24 % Agree	Q25 % Agree	Q26 % Agree	Growth Score % Agree	Heat Map
Agency of Administration	66.7%	75.8%	71.9%	54.5%	67.2%	Top Third
Agency of Human Services	81.3%	80.0%	70.0%	55.0%	71.6%	Middle Third
Agency of Natural Resources	71.7%	77.4%	60.4%	43.4%	63.2%	Bottom Third
Agriculture, Food and Markets, Agency	87.6%	91.0%	86.5%	64.8%	82.5%	
Attorney General	77.4%	71.7%	66.0%	58.5%	68.4%	
Auditor of Accounts	87.5%	87.5%	87.5%	71.4%	83.5%	
Buildings and General Services	67.7%	65.0%	66.5%	48.8%	62.0%	
Children & Families	71.7%	70.5%	65.8%	48.5%	64.1%	
Commerce & Community Development, Agency	70.1%	74.6%	59.1%	52.2%	64.0%	
Corrections	60.2%	66.8%	60.8%	47.5%	58.8%	
Criminal Justice Council	60.0%	80.0%	60.0%	60.0%	65.0%	
DAIL	80.0%	83.0%	76.4%	68.5%	77.0%	
Defender General	63.2%	78.9%	84.2%	36.8%	65.8%	
Digital Services, Agency	73.7%	74.2%	59.4%	59.0%	66.6%	
Education	67.7%	67.0%	56.7%	42.7%	58.5%	
Enhanced 911 Board	100.0%	100.0%	100.0%	33.3%	83.3%	
Environmental Conservation	70.3%	76.6%	66.8%	50.6%	66.1%	
Finance & Management	70.8%	70.8%	75.0%	54.2%	67.7%	
Financial Regulation	79.2%	80.6%	80.6%	70.8%	77.8%	
Fish & Wildlife	66.7%	71.1%	68.9%	43.3%	62.5%	
Forests, Parks & Recreation	82.2%	76.7%	70.0%	62.2%	72.8%	
Governor's Office	50.0%	66.7%	66.7%	50.0%	58.3%	
Green Mountain Care Board	86.7%	93.3%	100.0%	80.0%	90.0%	
Health	73.3%	79.0%	74.5%	55.7%	70.7%	
Human Resources	79.7%	73.0%	62.2%	48.6%	65.9%	
Human Rights Commission	0.0%	66.7%	66.7%	0.0%	33.3%	
Labor Relations Board	100.0%	100.0%	100.0%	100.0%	100.0%	
Labor	76.8%	74.9%	70.8%	51.8%	68.6%	
Libraries	100.0%	69.2%	76.9%	69.2%	78.8%	
Total	72.8%	73.8%	69.0%	54.5%	67.5%	

Table 12 Growth – Personal Growth and Development by Department (cont.)

Department	Q23 % Agree	Q24 % Agree	Q25 % Agree	Q26 % Agree	Growth Score % Agree	Heat Map
Liquor & Lottery	72.1%	70.5%	61.4%	50.0%	63.5%	Top Third
Mental Health	70.7%	69.5%	70.7%	47.6%	64.6%	Middle Third
Military	60.0%	52.0%	52.0%	32.0%	49.0%	Bottom Third
Motor Vehicles	63.8%	60.0%	57.1%	47.6%	57.1%	
Natural Resources Board	71.4%	57.1%	57.1%	28.6%	53.6%	
Public Safety	62.4%	60.2%	73.1%	44.1%	59.9%	
Public Service Department	73.7%	75.7%	68.4%	47.4%	66.3%	
Public Utility Commission	75.0%	84.6%	84.6%	41.7%	71.5%	
Secretary of State	80.4%	80.4%	72.5%	62.7%	74.0%	
State Treasurer	94.4%	94.4%	77.8%	72.2%	84.7%	
Taxes	74.4%	73.6%	66.9%	53.7%	67.1%	
Transportation (not DMV)	76.6%	77.1%	76.0%	59.8%	72.4%	
Vermont Commission on Women	100.0%	66.7%	66.7%	66.7%	75.0%	
Vermont Health Access	76.9%	76.4%	72.7%	70.7%	74.2%	
Vermont Veterans Home	61.5%	61.5%	76.9%	38.5%	59.6%	
Other	73.6%	72.2%	70.4%	59.7%	69.0%	
Total	72.8%	73.8%	69.0%	54.5%	67.5%	

KEY:

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

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

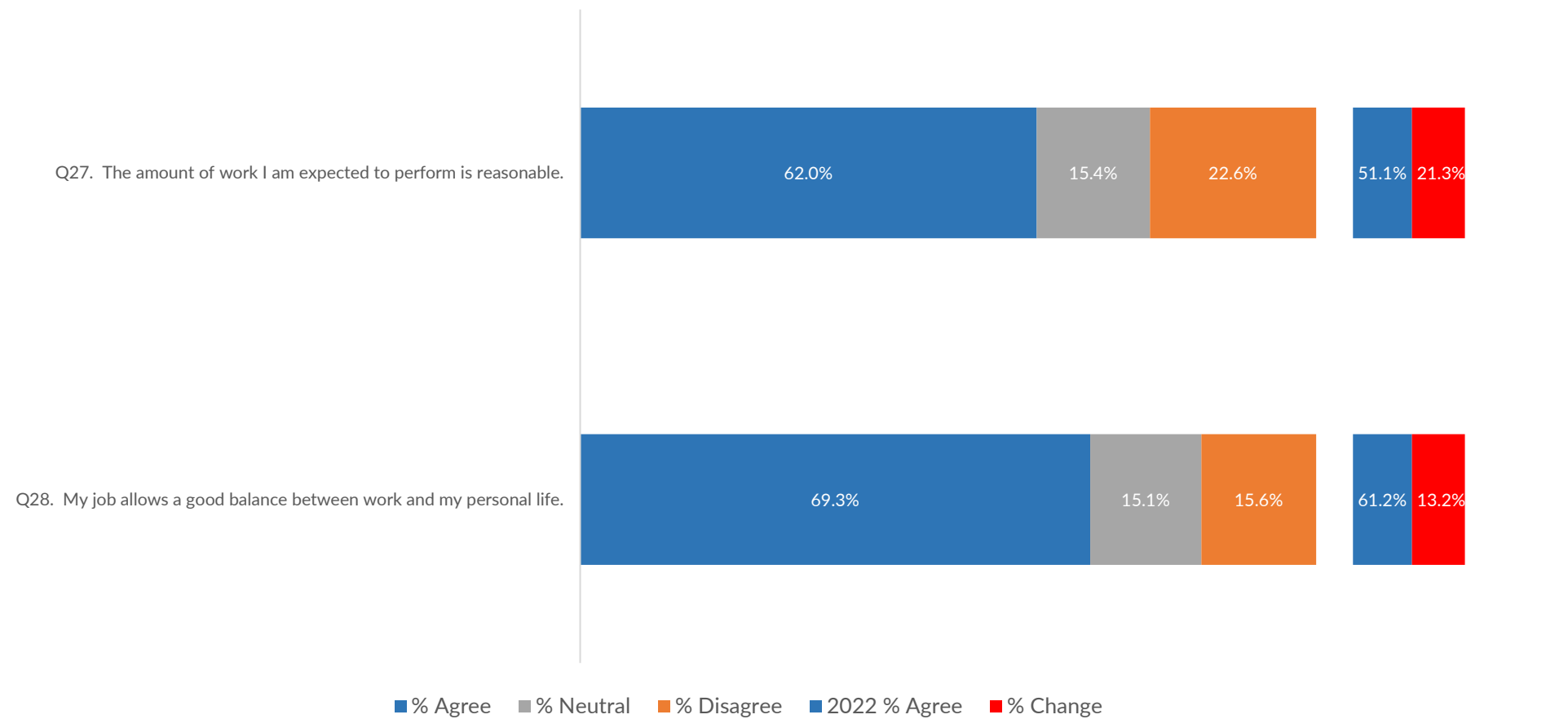
Q25. I receive the training I need to perform my job.

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

Balance - Work-Life Integration

Table 13 displays percent agreement for all respondents⁸ to survey statements related to balance. The table also shows the percent agreement for the same question in the 2022 survey and a percent change from 2022 to 2023 in agreement. Table 14 displays the percentage agreement for respondents by department to survey statements for balance. A “heat map” of responses is used to visually represent levels of agreement that are in the top third, middle third and bottom third for that question compared to other departments.

Table 13 Balance - Work-Life Integration



⁸ Based on respondents identifying as classified or exempt employees. Does not include those identifying as “prefer not to answer” or temporary.

Table 14 Balance - Work-Life Integration by Department

Department	Q27 % Agree	Q28 % Agree	Balance Score % Agree
Agency of Administration	48.5%	60.6%	54.5%
Agency of Human Services	67.5%	66.3%	66.9%
Agency of Natural Resources	52.8%	75.5%	64.2%
Agriculture, Food and Markets, Agency	78.7%	82.0%	80.3%
Attorney General	73.6%	81.1%	77.4%
Auditor of Accounts	100.0%	100.0%	100.0%
Buildings and General Services	67.1%	75.0%	71.0%
Children & Families	51.8%	61.3%	56.6%
Commerce & Community Development, Agency	58.2%	64.2%	61.2%
Corrections	53.0%	44.2%	48.6%
Criminal Justice Council	80.0%	80.0%	80.0%
DAIL	59.7%	78.5%	69.1%
Defender General	52.6%	57.9%	55.3%
Digital Services, Agency	68.2%	82.4%	75.3%
Education	66.0%	75.3%	70.6%
Enhanced 911 Board	33.3%	66.7%	50.0%
Environmental Conservation	43.8%	68.2%	56.0%
Finance & Management	66.7%	62.5%	64.6%
Financial Regulation	79.2%	87.5%	83.3%
Fish & Wildlife	40.0%	53.3%	46.7%
Forests, Parks & Recreation	33.7%	46.7%	40.2%
Governor's Office	66.7%	66.7%	66.7%
Green Mountain Care Board	73.3%	86.7%	80.0%
Health	68.6%	74.9%	71.7%
Human Resources	66.2%	78.4%	72.3%
Human Rights Commission	66.7%	100.0%	83.3%
Labor Relations Board	100.0%	100.0%	100.0%
Labor	70.8%	69.6%	70.2%
Libraries	84.6%	76.9%	80.8%
Total	62.0%	69.3%	65.7%

Heat Map
Top Third
Middle Third
Bottom Third

Table 14 Balance - Work-Life Integration by Department (Cont.)

Department	Q27	Q28	Balance Score	Heat Map
	% Agree	% Agree	% Agree	
Liquor & Lottery	70.5%	77.3%	73.9%	Top Third
Mental Health	66.3%	74.7%	70.5%	
Military	60.0%	68.0%	64.0%	
Motor Vehicles	61.9%	57.1%	59.5%	Middle Third
Natural Resources Board	64.3%	64.3%	64.3%	
Public Safety	47.3%	60.2%	53.8%	
Public Service Department	68.4%	71.1%	69.7%	Bottom Third
Public Utility Commission	76.9%	76.9%	76.9%	
Secretary of State	74.5%	84.3%	79.4%	
State Treasurer	72.2%	88.9%	80.6%	
Taxes	66.9%	74.4%	70.7%	
Transportation (not DMV)	71.0%	72.8%	71.9%	
Vermont Commission on Women	100.0%	66.7%	83.3%	
Vermont Health Access	67.8%	78.8%	73.3%	
Vermont Veterans Home	69.2%	61.5%	65.4%	
Other	62.5%	73.6%	68.1%	
Total	62.0%	69.3%	65.7%	

KEY:

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

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

Employee Engagement Results

Overall employee engagement scores were calculated⁹. The score is the average of the seven components of engagement as outlined in the model illustrated in Table 16, which shows the components and the questions that make up each component.¹⁰

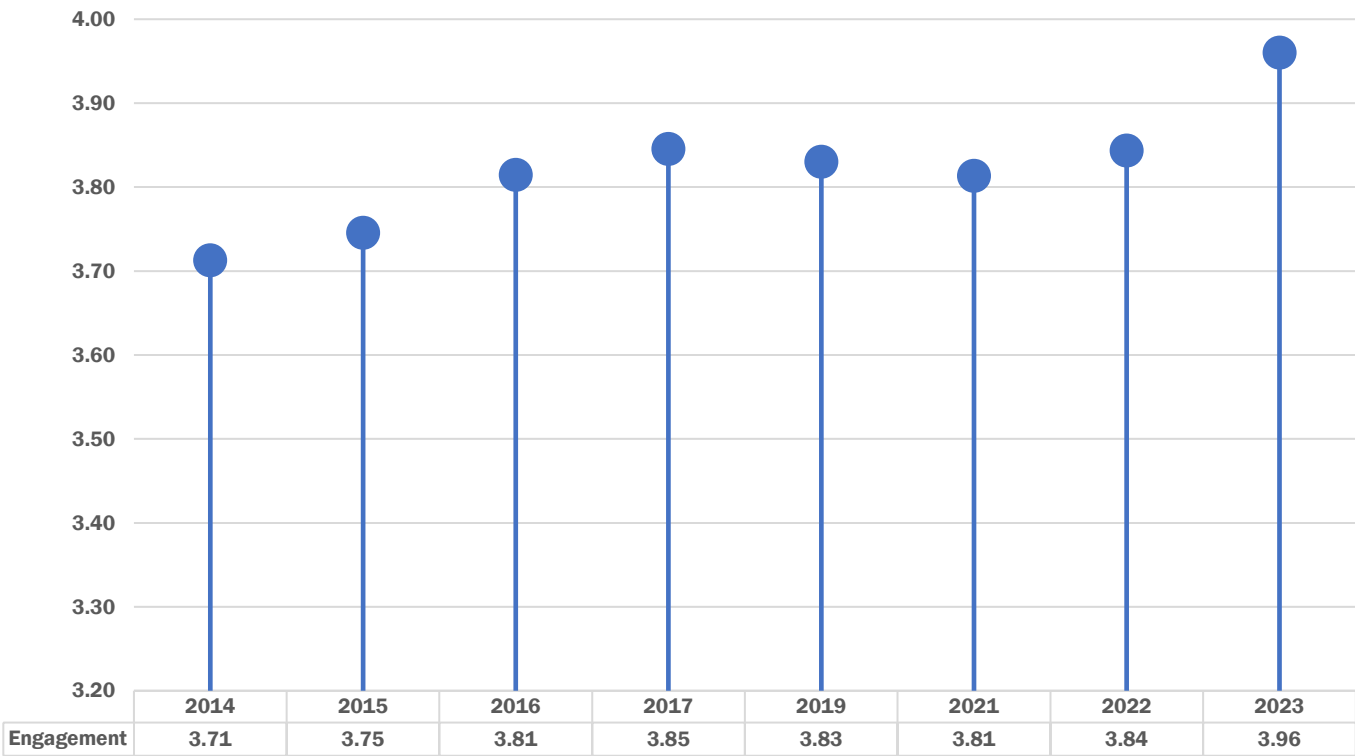


For 2023 the average employee engagement score was 3.96 out of a possible 5.0.

See Table 15 to compare employee engagement scores over time.

Note: the 2023 survey differed in a couple substantive ways from previous years, which may make year-to-year comparisons unreliable. Specifically because temporary employees participated in the survey those indicating “prefer not to answer” for their job type were excluded from the overall calculation since we would not know whether they were temporary or permanent employees.

Table 15 Engagement Scores - 2014 to 2023



⁹ Based on respondents identifying as classified or exempt employees. Does not include those identifying as “prefer not to answer” or temporary.
¹⁰ Based on research reported in Vance, R.J. (2006) Employee Engagement and Commitment. Alexandria, VA: SHRM Foundation.

Table 16 Employee Engagement Model

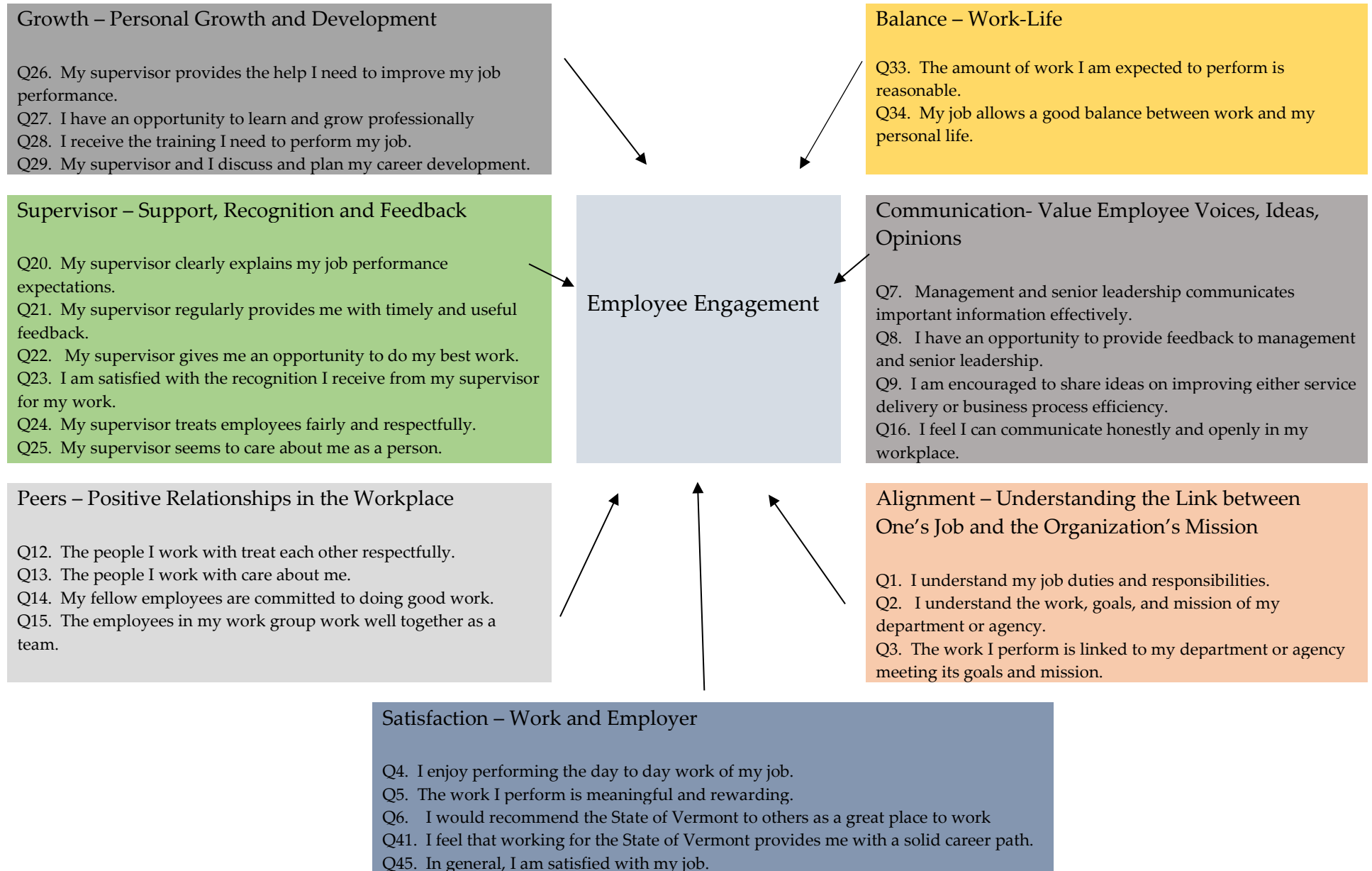


Table 17 Components of Employee Engagement – 2023 Averages

Components of Employee Engagement - 2023 Averages

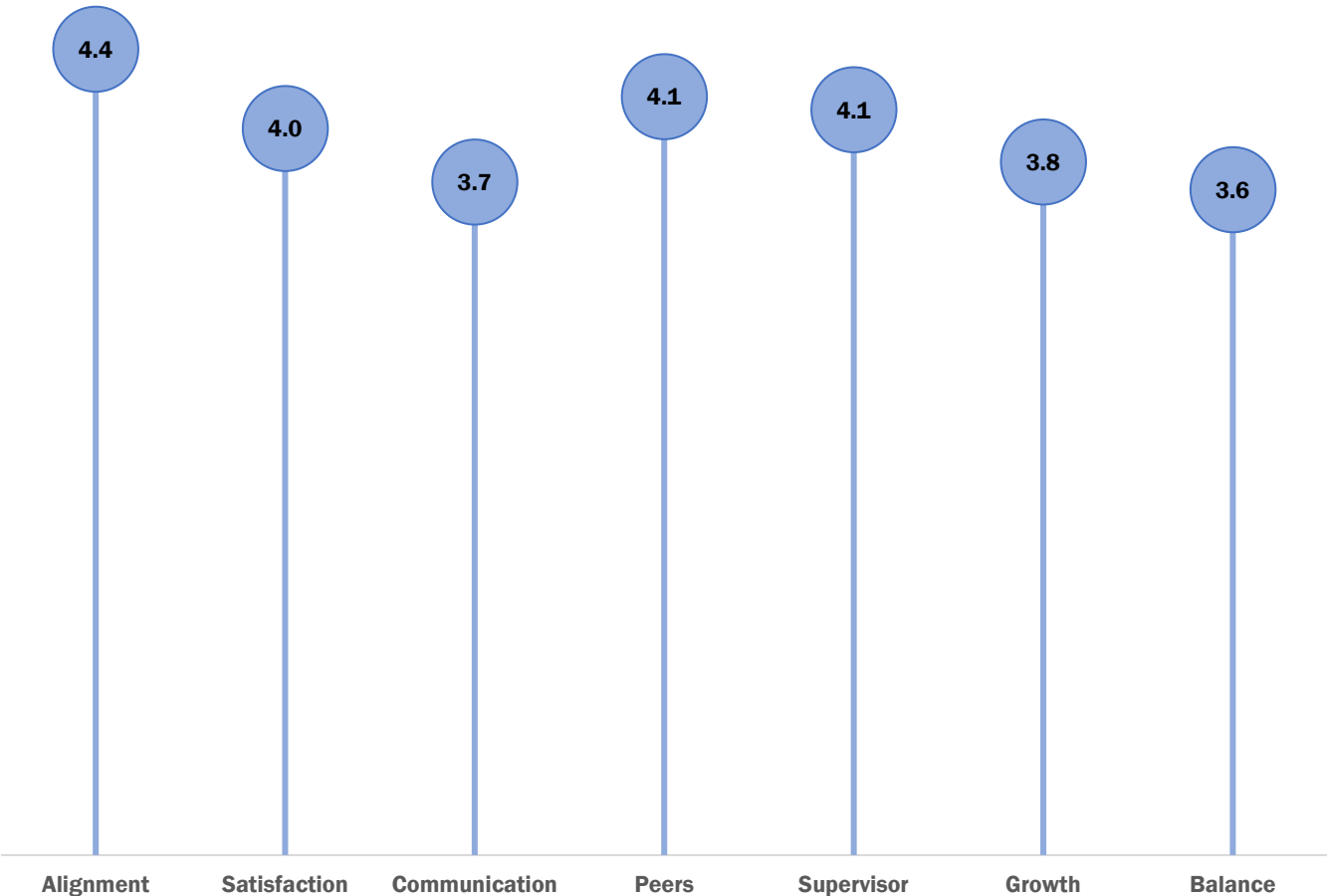


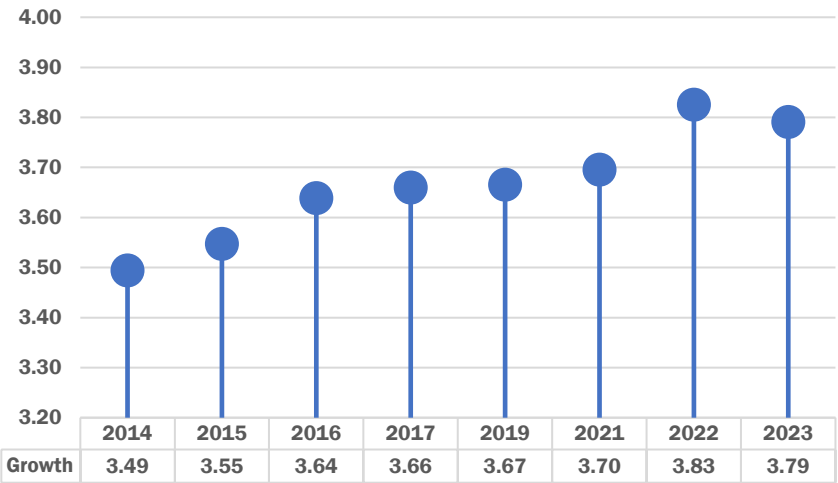
Table 17 shows the components of employee engagement. Alignment – understanding the link between one’s job and the organization’s mission - was the highest component score. Supervisor, Peers and Satisfaction all had high component scores. The lowest was Balance – the sense of work-life balance.

Table 18 shows scores for each of the seven components from 2014 to 2023.

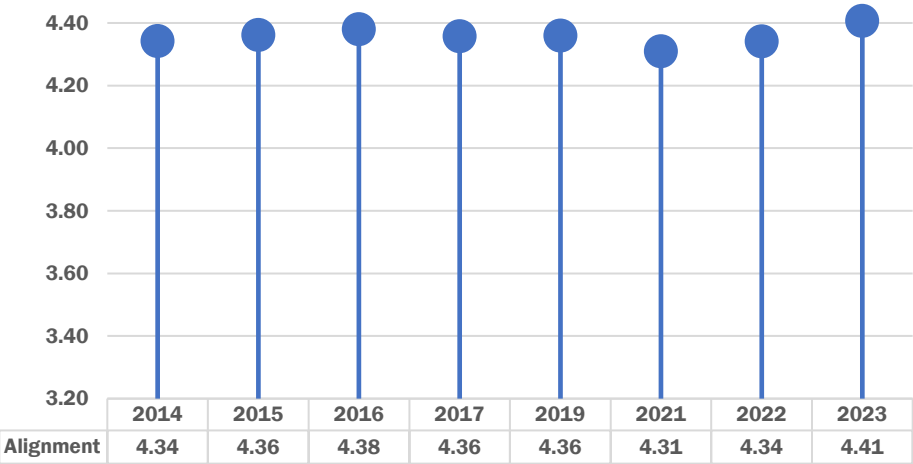
Table 19 shows 2023 scores for Employee Engagement and Components by Department. A “heat map” of responses is used to visually represent levels of agreement that are in the top third, middle third and bottom third for that question compared to other departments.

Table 18 Employee Engagement Components – 2014 to 2023

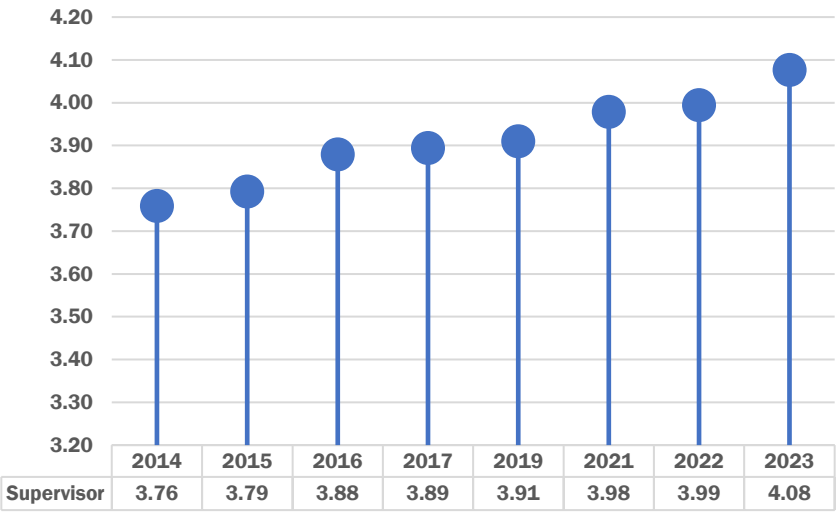
Growth



Alignment



Supervisor



Peers

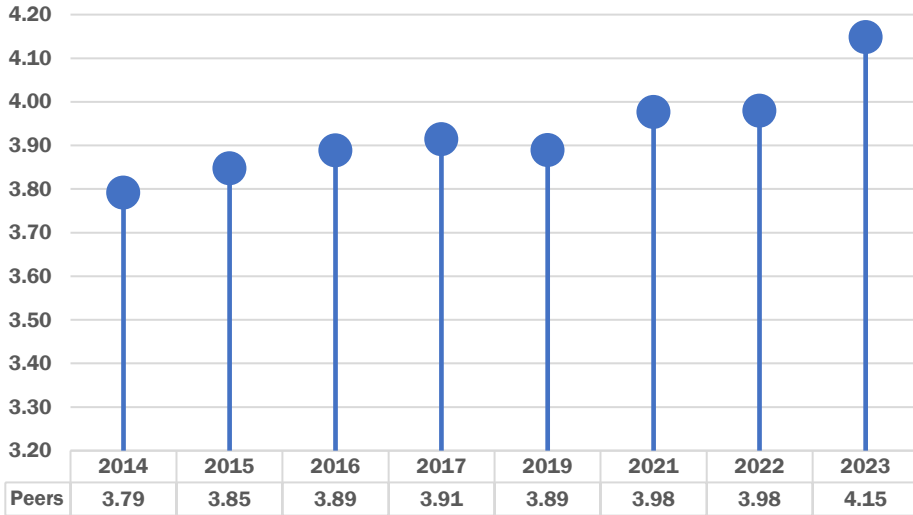
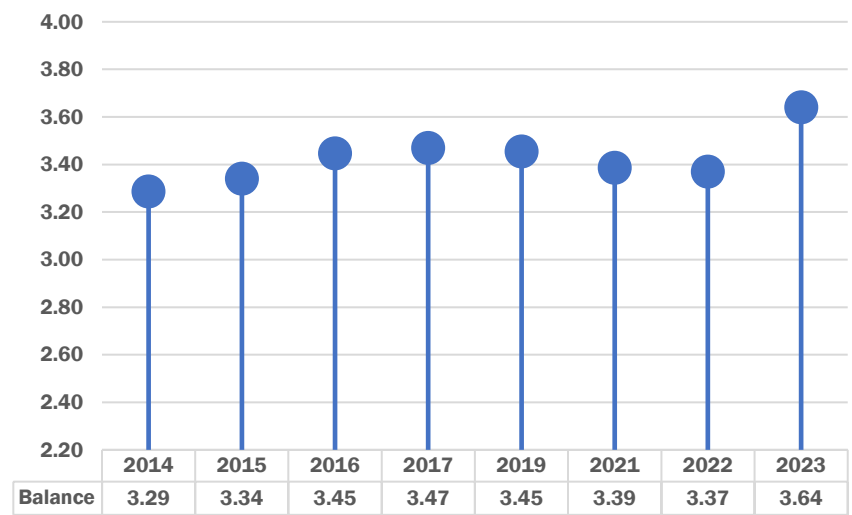
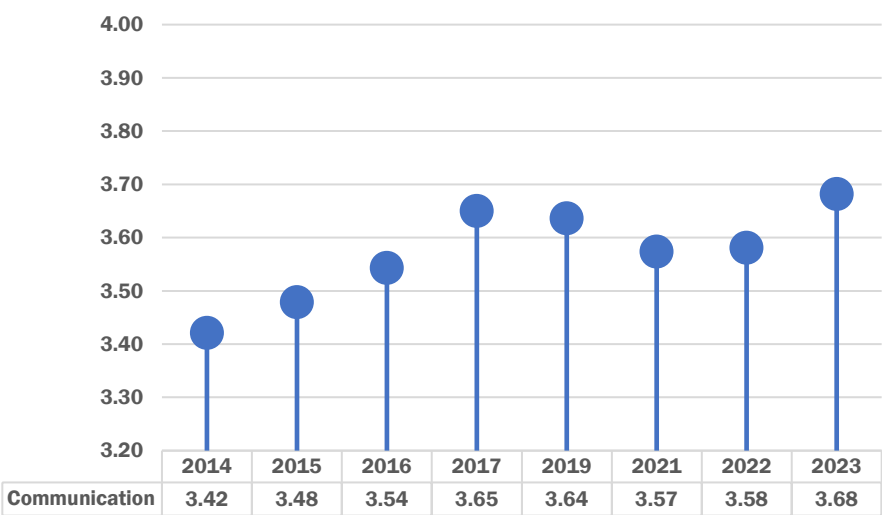


Table 18 Employee Engagement Components – 2014 to 2023 (cont.)

Balance



Communication



Satisfaction

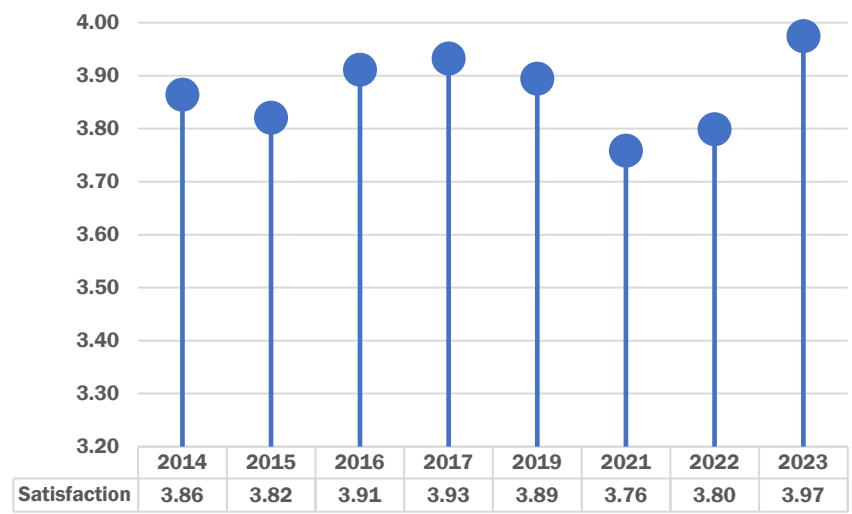


Table 19 2023 Scores for Employee Engagement and Components by Department

Department	Alignment	Satisfaction	Communication	Peers	Supervisor	Growth	Balance	Engagement
Agency of Administration	4.54	4.25	4.02	4.33	4.12	3.93	3.53	4.10
Agency of Human Services	4.35	4.10	3.89	4.23	4.18	3.87	3.70	4.05
Agency of Natural Resources	4.43	4.06	3.81	4.31	4.17	3.70	3.62	4.01
Agriculture, Food and Markets, Agency	4.53	4.28	4.18	4.49	4.49	4.19	4.08	4.32
Attorney General	4.54	4.15	3.62	4.43	4.21	3.82	3.92	4.10
Auditor of Accounts	4.96	4.58	4.25	4.72	4.56	4.19	4.75	4.57
Buildings and General Services	4.41	3.95	3.56	3.98	3.85	3.66	3.73	3.88
Children & Families	4.43	3.88	3.62	4.10	4.01	3.67	3.33	3.86
Commerce & Comm. Dev. Agency	4.33	4.08	3.75	4.31	4.01	3.76	3.55	3.97
Corrections	4.12	3.63	3.09	3.66	3.73	3.53	3.13	3.56
Criminal Justice Council	4.13	4.36	3.80	4.65	4.07	3.75	4.20	4.14
DAIL	4.66	4.36	4.14	4.43	4.34	4.06	3.71	4.24
Defender General	4.56	4.16	3.46	4.18	3.96	3.92	3.34	3.94
Digital Services, Agency	4.25	3.88	3.76	4.27	4.20	3.85	3.91	4.02
Education	4.16	3.81	3.27	4.15	4.01	3.56	3.57	3.79
Enhanced 911 Board	5.00	4.27	5.00	4.67	4.89	4.17	3.50	4.50
Environmental Conservation	4.45	3.94	3.67	4.22	4.08	3.70	3.35	3.92
Finance & Management	4.49	4.37	4.08	4.45	4.24	3.95	3.81	4.20
Financial Regulation	4.58	4.19	4.04	4.36	4.10	4.07	4.17	4.22
Fish & Wildlife	4.60	4.05	3.61	4.34	4.00	3.70	3.21	3.93
Forests, Parks & Recreation	4.42	3.92	4.01	4.36	4.24	3.93	3.03	3.99
Governor's Office	4.28	3.90	3.54	3.92	3.50	3.29	3.50	3.70
Green Mountain Care Board	4.78	4.40	4.60	4.62	4.52	4.53	4.20	4.52
Health	4.41	3.98	3.69	4.38	4.21	3.88	3.81	4.05
Human Resources	4.44	3.96	3.77	4.18	4.17	3.71	3.70	3.99
Human Rights Commission	4.44	3.67	3.67	4.17	3.33	3.08	3.67	3.72
Labor Relations Board	5.00	4.70	4.50	4.50	4.42	4.50	4.50	4.59
Labor	4.46	4.00	3.95	4.20	4.25	3.90	3.88	4.09
Libraries	4.38	4.00	4.04	4.60	4.47	3.94	3.85	4.18
Liquor & Lottery	4.61	4.09	3.93	3.90	4.01	3.73	3.95	4.03
Mental Health	4.41	3.99	3.77	4.16	4.10	3.78	3.83	4.01
Military	4.27	3.78	3.54	4.14	3.89	3.47	3.66	3.82
Motor Vehicles	4.21	3.67	3.08	3.68	3.75	3.55	3.42	3.62
Natural Resources Board	4.45	3.71	3.84	4.18	4.07	3.50	3.64	3.91
Public Safety	4.42	3.79	3.28	3.97	3.84	3.60	3.35	3.75
Public Service Department	4.31	4.07	3.77	4.34	4.18	3.77	3.74	4.02
Public Utility Commission	4.59	4.12	3.65	4.17	4.25	3.88	4.00	4.10
Secretary of State	4.45	4.12	3.93	4.09	4.21	3.96	4.07	4.12
State Treasurer	4.80	4.48	4.40	4.51	4.49	4.15	4.28	4.44
Taxes	4.44	4.01	3.89	4.09	4.11	3.79	3.82	4.02
Transportation (not DMV)	4.40	3.96	3.50	4.05	4.01	3.85	3.83	3.94
Vermont Commission on Women	5.00	4.27	5.00	4.75	4.78	4.08	4.17	4.58
Vermont Health Access	4.44	4.09	3.93	4.20	4.18	3.94	3.85	4.09
Vermont Veterans Home	4.59	4.40	3.53	3.55	3.63	3.58	3.60	3.84
Average	4.41	3.97	3.68	4.15	4.08	3.79	3.64	3.96

Heat Map	Top Third	Middle Third	Bottom Third
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Employee Net Promoter score (eNPS)

The Employee Net Promoter score (eNPS) has gained popularity primarily in the private sector as a another measure for employee engagement.

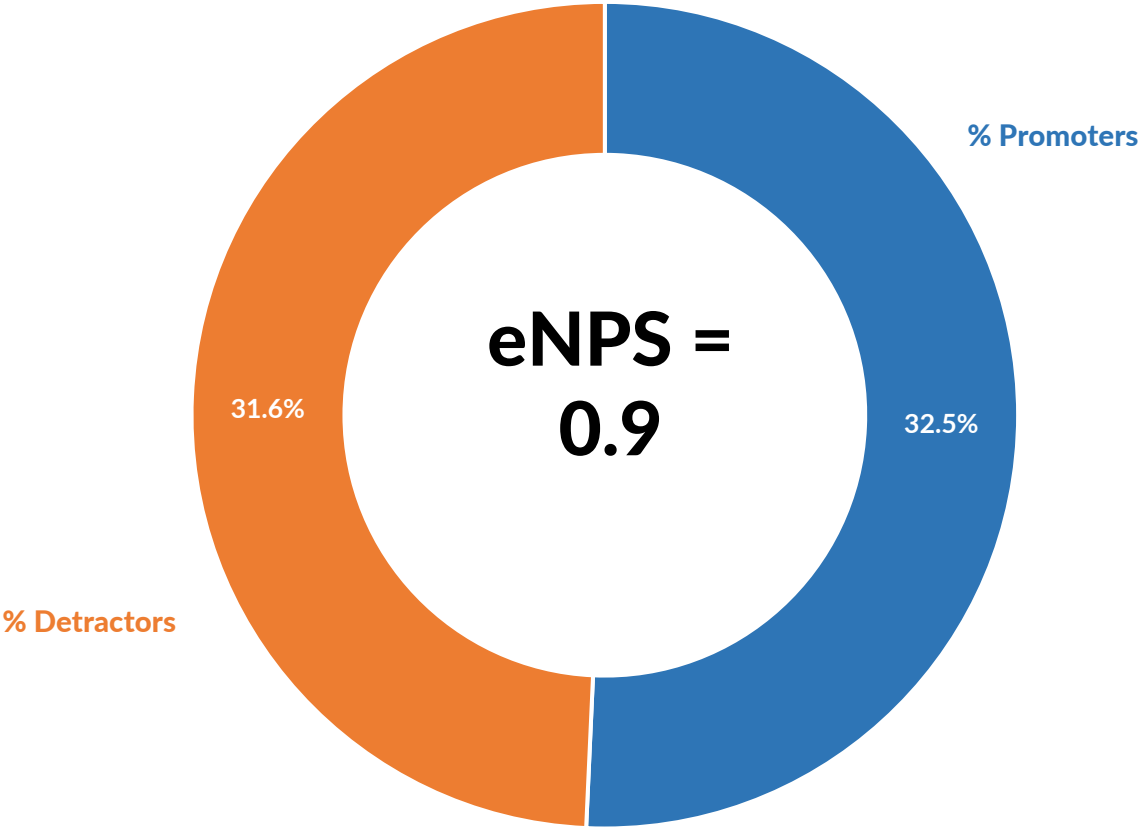
This question asks respondents to indicate their likelihood of recommending the organization as a place to work on a 0 to 10 scale.

Responses are categorized in three groups – promoters (9 or 10); passives (7's and 8's); and detractors (from 0 to 6). The overall eNPS is calculated by subtracting the total percent of promoters minus the total percent of detractors. This yields a score from -100 to +100. A positive score indicates a greater 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 0.9. In the sample of respondents there were a total of 31.6% detractors and 32.5% promoters.¹¹

The 2023 results are an improvement over the 2022 results which showed a statewide eNPS of -14.5.

Table 20 Statewide eNPS



As Table 21 below shows there were wide variations between departments in eNPS. See Table 22 for details of number and percentage of each category by department.

¹¹ Based on respondents identifying as classified or exempt employees. Does not include those identifying as “prefer not to answer” or temporary.

Table 21 eNPS Scores by Department

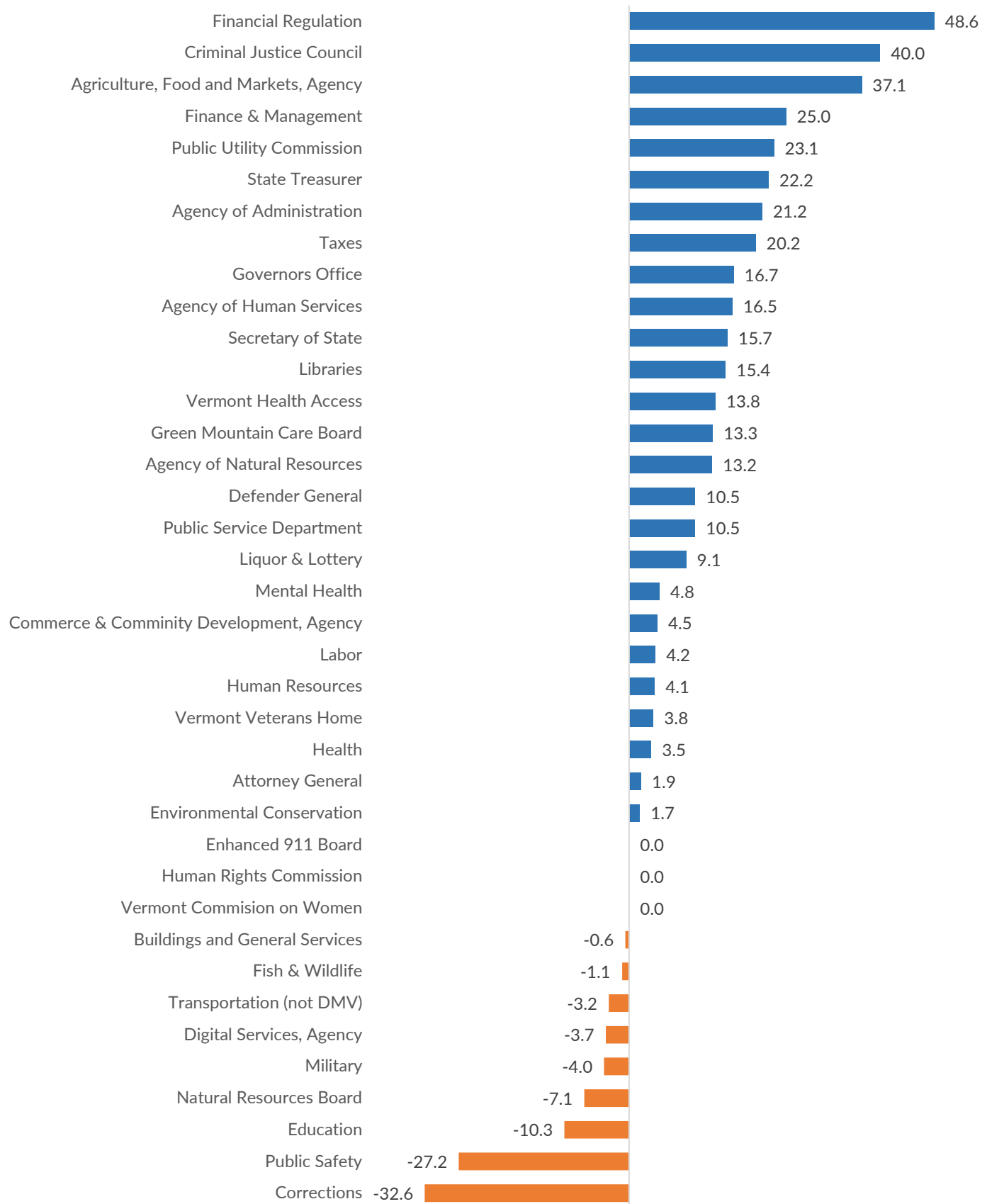


Table 22 eNPS Scores by Department with Detail

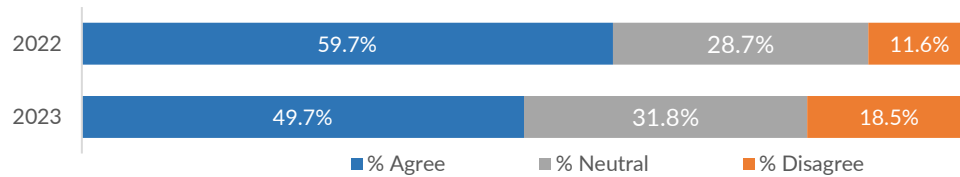
Department	% Promoters	% Detractors	eNPS
Agency of Administration	42.4%	21.2%	21.2
Agency of Human Services	38.0%	21.5%	16.5
Agency of Natural Resources	39.6%	26.4%	13.2
Agriculture, Food and Markets, Agency	46.1%	9.0%	37.1
Attorney General	34.0%	32.1%	1.9
Auditor of Accounts	62.5%	0.0%	62.5
Buildings and General Services	33.1%	33.7%	-0.6
Children & Families	24.8%	37.0%	-12.2
Commerce & Community Development, Agency	34.3%	29.9%	4.5
Corrections	20.2%	52.8%	-32.6
Criminal Justice Council	40.0%	0.0%	40.0
DAIL	51.0%	17.3%	33.7
Defender General	42.1%	31.6%	10.5
Digital Services, Agency	25.9%	29.6%	-3.7
Education	26.8%	37.1%	-10.3
Enhanced 911 Board	0.0%	0.0%	0.0
Environmental Conservation	29.7%	28.0%	1.7
Finance & Management	41.7%	16.7%	25.0
Financial Regulation	61.1%	12.5%	48.6
Fish & Wildlife	27.8%	28.9%	-1.1
Forests, Parks & Recreation	27.8%	41.1%	-13.3
Governor's Office	50.0%	33.3%	16.7
Green Mountain Care Board	26.7%	13.3%	13.3
Health	32.7%	29.2%	3.5
Human Resources	29.7%	25.7%	4.1
Human Rights Commission	0.0%	0.0%	0.0
Labor Relations Board	50.0%	0.0%	50.0
Labor	36.3%	32.1%	4.2
Libraries	38.5%	23.1%	15.4
Liquor & Lottery	34.1%	25.0%	9.1
Mental Health	34.9%	30.1%	4.8
Military	32.0%	36.0%	-4.0
Motor Vehicles	19.2%	50.0%	-30.8
Natural Resources Board	28.6%	35.7%	-7.1
Public Safety	22.8%	50.0%	-27.2
Public Service Department	39.5%	28.9%	10.5
Public Utility Commission	38.5%	15.4%	23.1
Secretary of State	41.2%	25.5%	15.7
State Treasurer	44.4%	22.2%	22.2
Taxes	42.9%	22.7%	20.2
Transportation (not DMV)	30.9%	34.1%	-3.2
Vermont Commission on Women	33.3%	33.3%	0.0
Vermont Health Access	36.3%	22.5%	13.8
Vermont Veterans Home	34.6%	30.8%	3.8
TOTAL	32.5%	31.6%	0.9

Employee Retention

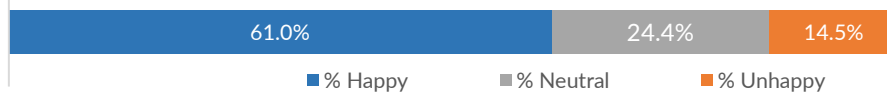
There was a section that had several questions that focused on employee retention. Table 23 below shows the 2023 results¹² as well as the 2022 results. Note the question concerning “How happy are you with your current job” was rephrased for 2023.

Table 23 Retention Questions - Overall Response

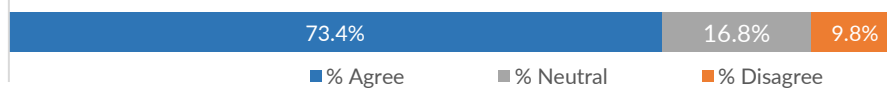
I am confident I could find a job with another organization as good or better as my current one.



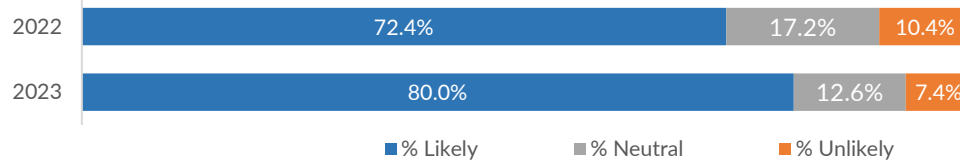
2022 - Q50 How happy are you with your current job?



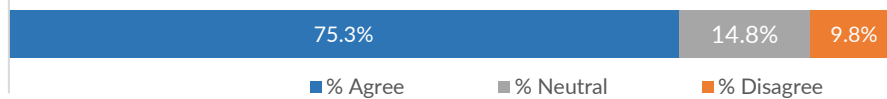
2023 - Q31 I am happy with my current job.



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



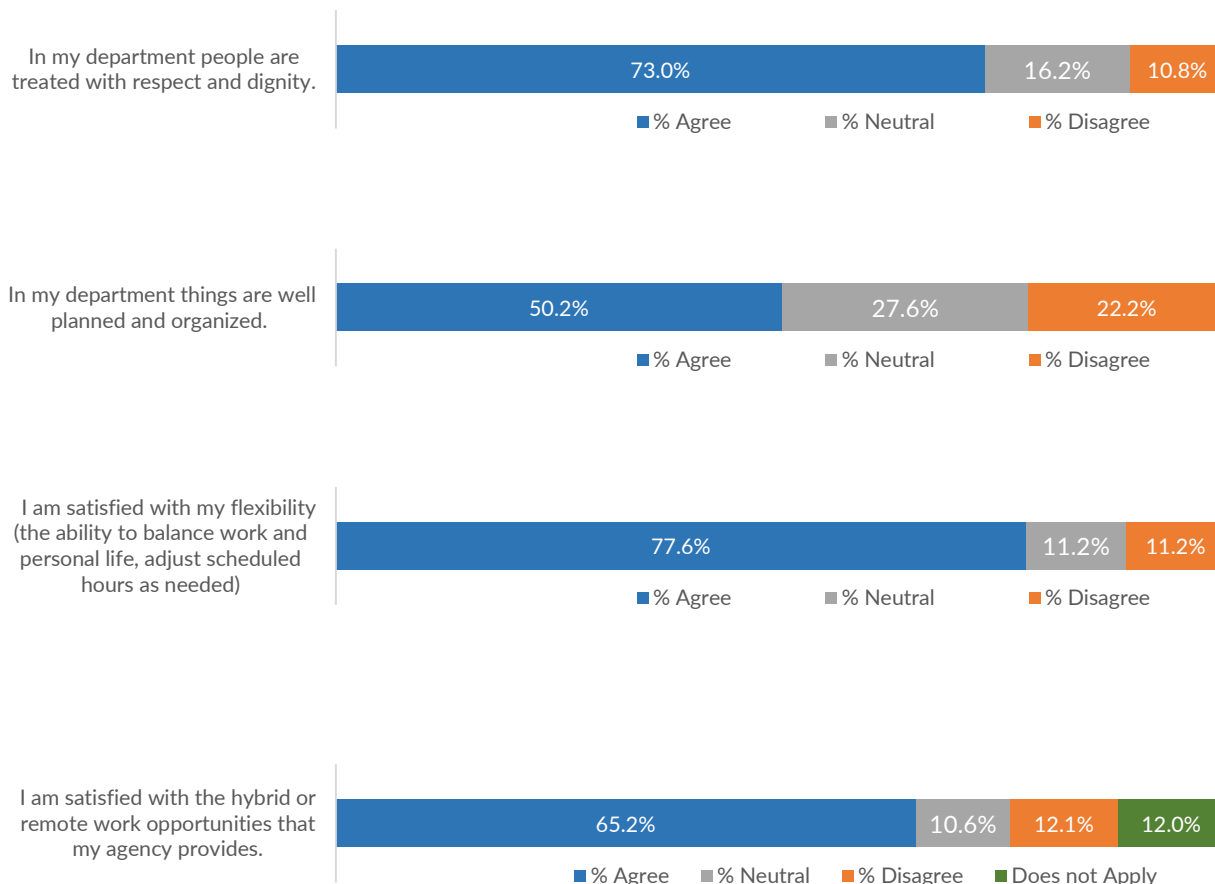
My department is a good place to work



The culture in my department is a healthy one.



¹² Based on respondents identifying as classified or exempt employees. Does not include those identifying as “prefer not to answer” or temporary.



Survey respondents showed a high level of confidence they could find a job in another organization as good or better on their current one, with nearly 50% agreeing (49.7%). There appears to be less confidence in this year's respondents versus 2022 where nearly 60% agreed.

Most respondents indicated that they were happy with their current job (73.4%). This is also up over 2022.

Finally, 80% indicated that they were likely to be working for the State of Vermont a year from now. This is up compared to 2022 and may indicate that turnover rates may be lower in the future.

Table 24 displays percent agreement for respondents by department for all the retention questions. A “heat map” of responses is used to visually represent levels of agreement that are in the top third, middle third and bottom third for that question compared to other departments.

Table 24 Retention Questions by Department

Department	Q30 % Agree	Q31 % Agree	Q32 % Agree	Q33 % Agree	Q34 % Agree	Q35 % Agree	Q36 % Agree	Q37 % Agree
Agency of Administration	48.5%	68.8%	78.1%	75.8%	75.8%	71.9%	69.7%	78.8%
Agency of Human Services	48.8%	76.3%	83.8%	82.1%	71.3%	76.3%	63.8%	76.3%
Agency of Natural Resources	45.3%	77.4%	88.7%	79.2%	71.7%	83.0%	47.2%	98.1%
Agriculture, Food and Markets, Agency	40.4%	92.1%	95.5%	95.5%	88.8%	92.1%	79.8%	91.0%
Attorney General	47.2%	75.5%	78.8%	79.2%	75.5%	76.5%	66.0%	73.6%
Auditor of Accounts	62.5%	100.0%	87.5%	100.0%	87.5%	87.5%	87.5%	100.0%
Buildings and General Services	58.5%	71.3%	80.5%	70.4%	56.7%	64.6%	43.6%	73.8%
Children & Families	44.8%	68.1%	80.8%	68.1%	52.5%	69.7%	41.5%	72.2%
Commerce & Community Development, Agency	50.7%	75.8%	79.1%	86.6%	73.1%	82.1%	53.7%	80.6%
Corrections	42.7%	59.2%	74.4%	52.9%	28.1%	42.3%	24.0%	48.5%
Criminal Justice Council	40.0%	80.0%	80.0%	100.0%	80.0%	100.0%	60.0%	100.0%
DAIL	38.1%	86.1%	86.6%	91.6%	83.2%	90.1%	69.8%	93.5%
Defender General	36.8%	68.4%	73.7%	73.7%	52.6%	78.9%	36.8%	68.4%
Digital Services, Agency	69.0%	71.9%	78.7%	76.9%	69.9%	77.2%	45.2%	88.5%
Education	55.7%	68.0%	73.2%	70.1%	58.8%	74.2%	42.1%	91.7%
Enhanced 911 Board	0.0%	66.7%	100.0%	100.0%	100.0%	100.0%	100.0%	66.7%
Environmental Conservation	44.5%	70.2%	80.5%	83.4%	71.9%	83.8%	45.1%	89.4%
Finance & Management	50.0%	79.2%	87.5%	87.5%	87.5%	91.7%	75.0%	83.3%
Financial Regulation	54.2%	76.4%	78.9%	81.9%	72.2%	80.6%	62.5%	93.0%
Fish & Wildlife	36.7%	78.9%	93.3%	91.1%	73.3%	84.4%	47.2%	88.9%
Forests, Parks & Recreation	63.3%	77.8%	81.1%	81.1%	76.7%	83.3%	47.8%	81.1%
Governor's Office	66.7%	83.3%	66.7%	66.7%	50.0%	66.7%	66.7%	83.3%
Green Mountain Care Board	60.0%	93.3%	86.7%	100.0%	100.0%	86.7%	73.3%	100.0%
Health	48.4%	75.9%	76.2%	85.1%	75.5%	86.2%	58.7%	81.6%
Human Resources	59.5%	81.1%	77.0%	70.3%	60.8%	68.9%	39.7%	90.5%
Human Rights Commission	33.3%	33.3%	66.7%	33.3%	66.7%	66.7%	0.0%	100.0%
Labor Relations Board	0.0%	100.0%	100.0%	100.0%	50.0%	100.0%	100.0%	100.0%
Labor	54.2%	72.6%	75.6%	70.1%	65.5%	78.4%	51.5%	67.3%
Libraries	30.8%	69.2%	92.3%	76.9%	91.7%	100.0%	76.9%	100.0%
Total	49.7%	73.4%	80.0%	75.8%	64.3%	73.9%	50.3%	78.5%

Heat Map
Top Third
Middle Third
Bottom Third

Table 24 Retention Questions by Department (Cont.)

Department	Q30 % Agree	Q31 % Agree	Q32 % Agree	Q33 % Agree	Q34 % Agree	Q35 % Agree	Q36 % Agree	Q37 % Agree	Heat Map
Liquor & Lottery	54.5%	79.5%	84.1%	77.3%	59.1%	72.7%	47.7%	90.9%	Top Third
Mental Health	39.0%	77.1%	81.9%	78.3%	63.9%	73.5%	51.8%	80.7%	Middle Third
Military	60.0%	76.0%	76.0%	68.0%	60.0%	60.9%	36.0%	84.0%	Bottom Third
Motor Vehicles	57.1%	56.7%	66.3%	54.3%	45.7%	56.2%	43.3%	48.6%	
Natural Resources Board	21.4%	71.4%	92.9%	78.6%	50.0%	78.6%	71.4%	85.7%	
Public Safety	63.0%	63.4%	68.8%	64.5%	53.8%	58.7%	44.1%	73.1%	
Public Service Department	60.5%	86.8%	76.3%	76.3%	78.9%	84.2%	57.9%	89.5%	
Public Utility Commission	53.8%	76.9%	76.9%	61.5%	41.7%	46.2%	61.5%	92.3%	
Secretary of State	39.2%	72.5%	92.2%	72.5%	66.7%	80.4%	56.9%	82.0%	
State Treasurer	38.9%	94.4%	100.0%	100.0%	94.4%	100.0%	83.3%	94.1%	
Taxes	55.4%	75.2%	75.2%	77.7%	66.4%	74.4%	67.5%	77.7%	
Transportation (not DMV)	56.0%	76.5%	81.1%	78.9%	66.6%	70.7%	48.0%	81.6%	
Vermont Commission on Women	66.7%	100.0%	66.7%	100.0%	100.0%	100.0%	66.7%	66.7%	
Vermont Health Access	42.1%	76.8%	85.4%	78.9%	72.2%	82.6%	60.7%	84.2%	
Vermont Veterans Home	38.5%	88.5%	84.6%	76.9%	50.0%	57.7%	38.5%	60.0%	
Other	50.0%	72.2%	77.8%	80.6%	67.6%	73.6%	59.7%	77.8%	
Total	49.7%	73.4%	80.0%	75.8%	64.3%	73.9%	50.3%	78.5%	

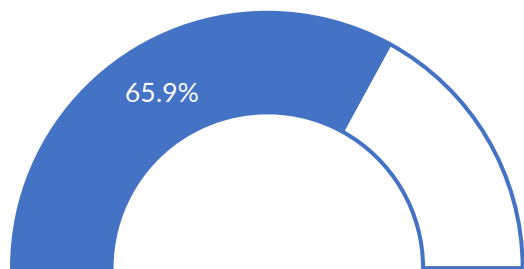
KEY:

- Q30. I am confident I could find a job with another organization as good or better as my current one.
- Q31. How happy are you with your current job?
- Q32. How likely are you to be working here in one year?
- Q33. My department is a good place to work.
- Q34. The culture in my department is a healthy one.
- Q35. In my department people are treated with respect and dignity.
- Q36. In my department things are well planned and organized.
- Q37. I am satisfied with my flexibility (the ability to balance work and personal life, adjust scheduled hours as needed).

Inclusive Workplace

The inclusive workplace index as shown below in Table 25 represents average agreement to questions related to inclusive workplace.¹³ Results show only a moderate level of agreement.

Table 25 Inclusive Workplace Index



Represents average agreement to questions related to Inclusive Workplace

Table 26 displays percent agreement for respondents to survey statements that were designed to assess perceptions of issues related to an inclusive workplace.

Table 27 displays percent agreement for respondents by department to survey statements that were designed to assess perceptions of issues related to an inclusive workplace. A “heat map” of responses is used to visually represent levels of agreement that are in the top third, middle third and bottom third for that question compared to other departments.

Appendix B has a cross tabulation of inclusive workplace questions by job type.

¹³ Based on respondents identifying as classified or exempt employees. Does not include those identifying as “prefer not to answer” or temporary.

Table 26 Inclusive Workplace

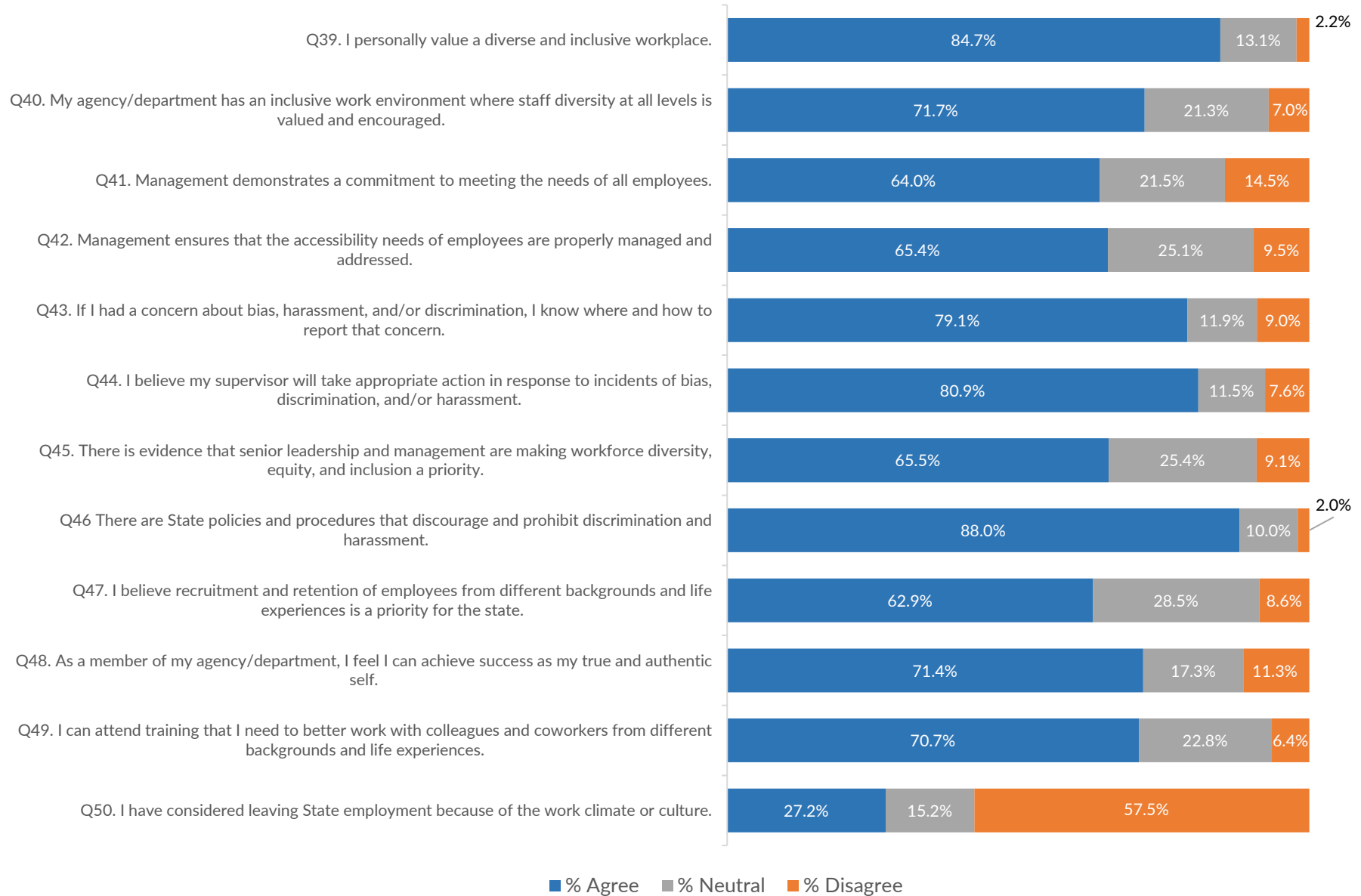


Table 27 Inclusive Workplace by Department

Department	Q39 % Agree	Q40 % Agree	Q41 % Agree	Q42 % Agree	Q43 % Agree	Q44 % Agree	Q45 % Agree	Q46 % Agree	Q47 % Agree	Q48 % Agree	Q49 % Agree	Q50 % Agree
Agency of Administration	81.8%	72.7%	78.8%	81.8%	78.8%	75.8%	69.7%	81.8%	66.7%	75.8%	81.3%	18.2%
Agency of Human Services	85.0%	77.5%	71.3%	78.8%	80.0%	82.5%	82.5%	86.3%	78.8%	83.8%	76.3%	23.8%
Agency of Natural Resources	98.1%	86.8%	71.7%	69.8%	69.8%	88.7%	88.7%	88.7%	67.3%	75.5%	77.4%	18.9%
Agriculture, F& M, Agency	90.9%	78.4%	84.1%	70.5%	86.4%	94.3%	77.3%	92.0%	65.9%	83.0%	77.3%	14.9%
Attorney General	92.5%	73.6%	64.2%	65.4%	84.6%	77.4%	81.1%	88.7%	66.0%	81.1%	73.6%	34.0%
Auditor of Accounts	100.0%	75.0%	87.5%	87.5%	87.5%	87.5%	75.0%	100.0%	87.5%	87.5%	87.5%	12.5%
Buildings and General Services	76.8%	65.9%	57.9%	63.4%	77.4%	73.2%	58.0%	81.7%	59.1%	67.1%	64.0%	25.2%
Children & Families	86.7%	69.3%	60.0%	61.5%	80.8%	78.9%	67.4%	87.4%	59.7%	70.0%	68.0%	33.4%
Commerce & Comm. Dev. Agency	92.5%	73.1%	74.6%	76.1%	82.1%	80.6%	67.2%	91.0%	71.6%	74.6%	79.1%	17.9%
Corrections	71.3%	55.1%	39.2%	43.8%	71.9%	70.8%	49.4%	78.7%	57.3%	49.2%	52.9%	45.9%
Criminal Justice Council	100.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	100.0%	60.0%	100.0%	80.0%	20.0%
DAIL	92.0%	83.0%	80.6%	85.1%	86.1%	90.0%	79.5%	94.5%	74.6%	84.1%	79.5%	19.0%
Defender General	94.7%	78.9%	52.6%	57.9%	84.2%	78.9%	63.2%	94.7%	55.6%	63.2%	73.7%	15.8%
Digital Services, Agency	82.0%	71.8%	64.1%	64.5%	76.5%	85.2%	49.3%	86.6%	49.8%	74.7%	63.1%	18.9%
Education	85.6%	60.8%	50.5%	53.6%	66.0%	75.0%	36.1%	85.6%	43.3%	63.9%	58.8%	37.1%
Enhanced 911 Board	100.0%	100.0%	100.0%	66.7%	100.0%	100.0%	100.0%	100.0%	33.3%	100.0%	66.7%	0.0%
Environmental Conservation	90.3%	69.9%	58.9%	56.6%	67.8%	78.4%	78.8%	86.4%	62.1%	72.3%	68.9%	20.3%
Finance & Management	75.0%	75.0%	83.3%	95.8%	91.7%	91.7%	62.5%	100.0%	79.2%	83.3%	75.0%	20.8%
Financial Regulation	91.4%	76.8%	81.4%	78.6%	78.6%	75.7%	71.4%	90.0%	71.4%	81.4%	77.1%	24.3%
Fish & Wildlife	78.9%	75.6%	64.4%	67.8%	85.6%	85.6%	73.3%	93.3%	56.7%	75.6%	73.3%	14.4%
Forests, Parks & Recreation	85.6%	78.9%	70.0%	65.6%	74.4%	86.7%	73.3%	86.7%	63.3%	74.4%	78.9%	24.4%
Governor's Office	83.3%	83.3%	66.7%	83.3%	83.3%	83.3%	83.3%	83.3%	83.3%	66.7%	83.3%	33.3%
Green Mountain Care Board	100.0%	80.0%	100.0%	86.7%	93.3%	80.0%	60.0%	100.0%	80.0%	86.7%	60.0%	26.7%
Health	92.7%	76.5%	71.4%	67.2%	76.5%	84.1%	82.2%	91.1%	66.2%	74.8%	78.0%	23.7%
Human Resources	84.9%	78.1%	63.0%	68.5%	91.8%	86.3%	82.2%	91.8%	65.8%	71.2%	76.7%	20.5%
Human Rights Commission	100.0%	100.0%	100.0%	66.7%	100.0%	100.0%	100.0%	100.0%	100.0%	66.7%	66.7%	0.0%
Labor Relations Board	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Labor	86.2%	74.4%	64.9%	69.5%	82.7%	87.5%	63.1%	88.1%	62.3%	72.5%	69.6%	22.6%
Libraries	100.0%	100.0%	92.3%	92.3%	92.3%	100.0%	69.2%	100.0%	76.9%	100.0%	75.0%	15.4%
TOTAL	84.7%	71.7%	64.0%	65.4%	79.1%	80.9%	65.5%	88.0%	62.9%	71.4%	70.7%	27.2%

Heat Map
Top Third
Middle Third
Bottom Third

Table 27 Inclusive Workplace by Department (Cont.)

	Q39	Q40	Q41	Q42	Q43	Q44	Q45	Q46	Q47	Q48	Q49	Q50
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Liquor & Lottery	81.8%	79.5%	77.3%	77.3%	86.4%	77.3%	79.5%	93.2%	81.8%	75.0%	81.8%	25.0%
Mental Health	91.6%	78.3%	72.3%	74.7%	84.3%	79.5%	71.1%	94.0%	65.1%	71.1%	61.4%	26.8%
Military	92.0%	48.0%	64.0%	60.0%	80.0%	80.0%	40.0%	92.0%	56.0%	64.0%	56.0%	28.0%
Motor Vehicles	76.2%	67.6%	41.3%	47.6%	69.5%	69.5%	39.0%	76.2%	53.3%	61.0%	66.7%	44.8%
Natural Resources Board	92.9%	57.1%	78.6%	57.1%	78.6%	78.6%	42.9%	85.7%	57.1%	78.6%	64.3%	28.6%
Public Safety	80.6%	59.8%	47.3%	51.1%	80.4%	77.2%	56.0%	87.9%	54.3%	67.4%	58.2%	35.2%
Public Service Department	84.2%	71.1%	73.7%	73.7%	78.9%	81.6%	57.9%	92.1%	65.8%	84.2%	60.5%	18.4%
Public Utility Commission	84.6%	53.8%	61.5%	69.2%	76.9%	58.3%	76.9%	92.3%	76.9%	84.6%	76.9%	23.1%
Secretary of State	90.2%	76.5%	74.5%	74.5%	90.2%	88.2%	66.7%	96.1%	64.7%	74.5%	74.5%	25.5%
State Treasurer	83.3%	83.3%	83.3%	88.9%	94.4%	100.0%	66.7%	83.3%	50.0%	88.9%	61.1%	5.6%
Taxes	90.1%	75.2%	74.4%	80.2%	81.8%	84.3%	68.3%	91.7%	67.5%	73.1%	82.5%	20.0%
Transportation (not DMV)	74.4%	67.7%	59.2%	64.0%	79.0%	77.6%	59.4%	86.4%	66.4%	68.0%	77.2%	29.7%
Vermont Commission on Women	100.0%	66.7%	100.0%	66.7%	33.3%	66.7%	100.0%	100.0%	33.3%	66.7%	66.7%	66.7%
Vermont Health Access	89.7%	82.2%	73.4%	72.1%	83.0%	88.0%	63.2%	92.1%	63.2%	78.5%	78.9%	28.9%
Vermont Veterans Home	92.3%	76.9%	57.7%	53.8%	100.0%	65.4%	73.1%	96.2%	57.7%	76.9%	69.2%	26.9%
Other	87.5%	73.2%	75.0%	70.8%	83.3%	86.1%	65.3%	90.3%	68.1%	68.1%	68.1%	25.0%
TOTAL	84.7%	71.7%	64.0%	65.4%	79.1%	80.9%	65.5%	88.0%	62.9%	71.4%	70.7%	27.2%

Heat Map
Top Third
Middle Third
Bottom Third

KEY:

Q39. I personally value a diverse and inclusive workplace.

Q40. My agency/department has an inclusive work environment where staff diversity at all levels is valued and encouraged.

Q41. Management demonstrates a commitment to meeting the needs of all employees.

Q42. Management ensures that the accessibility needs of employees are properly managed and addressed.

Q43. If I had a concern about bias, harassment, and/or discrimination, I know where and how to report that concern.

Q44. I believe my supervisor will take appropriate action in response to incidents of bias, discrimination, and/or harassment.

Q45. There is evidence that senior leadership and management are making workforce diversity, equity, and inclusion a priority.

Q46. There are State policies and procedures that discourage and prohibit discrimination and harassment.

Q47. I believe recruitment and retention of employees from different backgrounds and life experiences is a priority for the state.

Q48. As a member of my agency/department, I feel I can achieve success as my true and authentic self.

Q49. I can attend training that I need to better work with colleagues and coworkers from different backgrounds and life experiences.

Q50. I have considered leaving State employment because of the work climate or culture.

Engagement Survey Items – Summary and Trends

The following Tables show results for all respondents¹⁴ for the seven engagement components and their questions for 2014 to 2023, with analysis of patterns and changes. 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 28 Alignment - 2014 – 2023 Trends

Alignment	2014	2015	2016	2017	2019	2021	2022	2023		% Change
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'22-'23
Q1. I understand my job duties and responsibilities.	91.4%	92.0%	92.9%	92.1%	92.5%	90.8%	91.5%	92.9%	92.0%	1.5%
Q2. I understand the work, goals, and mission of my department or agency.	88.7%	89.1%	90.5%	90.5%	90.2%	89.3%	89.4%	91.7%	89.9%	2.7%
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%	91.0%	88.9%	3.6%

¹⁴ Based on respondents identifying as classified or exempt employees. Does not include those identifying as “prefer not to answer” or temporary.

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

Table 29 Satisfaction - 2014 - 2023 Trends

Satisfaction	2014	2015	2016	2017	2019	2021	2022	2023	% Change	
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'22 to '23
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%	79.9%	77.7%	6.8%
Q5. The work I perform is meaningful and rewarding.	77.5%	74.9%	77.2%	76.2%	75.1%	73.9%	74.8%	78.1%	76.0%	4.5%
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%	73.0%	68.5%	11.7%
Q7. 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%	74.3%	63.4%	19.6%
Q8. In general, I am satisfied with my job.	72.2%	72.1%	76.5%	76.5%	74.1%	71.7%	69.0%	78.2%	73.8%	13.3%

Table 30 Communication - 2014 - 2023 Trends

Communication	2014	2015	2016	2017	2019	2021	2022	2023	% Change	
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'22 to '23
Q9. Management and senior leadership communicates important information effectively.	49.3%	51.8%	54.5%	56.3%	55.7%	59.6%	57.9%	63.1%	56.0%	9.1%
Q10. 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%	65.4%	62.3%	3.2%
Q11. 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%	66.5%	61.0%	8.0%
Q12. 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%	66.8%	62.7%	4.3%

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

Table 31 Peers - 2014 - 2023 Trends

Peers	2014	2015	2016	2017	2019	2021	2022	2023	% Change	
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'22 to '23
Q13. The people I work with treat each other respectfully.	66.2%	69.0%	70.4%	72.1%	71.1%	75.7%	75.4%	84.3%	73.0%	11.8%
Q14. The people I work with care about me.	64.3%	65.5%	67.9%	68.2%	67.3%	69.8%	69.0%	76.9%	68.6%	11.5%
Q15. My fellow employees are committed to doing good work.	77.0%	78.4%	80.2%	80.4%	80.0%	82.1%	81.3%	84.5%	80.5%	3.9%
Q16. 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%	82.6%	76.9%	3.6%

Table 32 Supervisor - 2014 - 2023 Trends

Supervisor	2014	2015	2016	2017	2019	2021	2022	2023	% Change	
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'22 to '23
Q17. My supervisor clearly explains my job performance expectations.	67.0%	68.5%	71.4%	72.0%	73.5%	75.8%	74.4%	76.8%	72.4%	3.2%
Q18. My supervisor regularly provides me with timely and useful feedback.	59.3%	60.9%	65.2%	65.5%	66.9%	69.5%	70.5%	73.1%	66.4%	3.6%
Q19. 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%	80.8%	76.9%	2.8%
Q20. 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%	73.0%	66.1%	6.1%
Q21. My supervisor treats employees fairly and respectfully.	70.5%	70.8%	74.2%	75.3%	75.5%	78.0%	78.6%	82.2%	75.6%	4.6%
Q22. My supervisor seems to care about me as a person.	73.9%	75.0%	77.2%	77.2%	77.5%	79.1%	80.1%	83.4%	77.9%	4.1%

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

Table 33 Growth - 2014 – 2022 Trends

Growth	2014	2015	2016	2017	2019	2021	2022	2023		% Change
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'22 to '23
Q23. 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%	72.8%	68.1%	2.6%
Q24. I have an opportunity to learn and grow professionally.	63.1%	64.5%	66.8%	67.8%	67.5%	66.3%	68.8%	73.8%	67.3%	7.3%
Q25. I receive the training I need to perform my job.	59.6%	61.6%	65.4%	66.3%	66.0%	66.9%	68.0%	69.0%	65.4%	1.5%
Q26. My supervisor and I discuss and plan my career development.	37.4%	41.0%	44.5%	46.3%	47.8%	47.1%	51.4%	54.5%	46.2%	5.9%

Table 34 Balance - 2014 – 2022 Trends

Balance	2014	2015	2016	2017	2019	2021	2022	2023		% Change
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'22 to '23
Q27. 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%	62.0%	53.9%	21.3%
Q28. 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%	69.3%	61.7%	13.2%

Employee Type

For the first time the 2023 employee engagement survey was distributed to temporary employees as well as classified and exempt. In this section we will examine some of the results comparing employee groups.

Table 35 shows employee engagement components by job type – temporary, exempt, and classified employees. Each composite score represents agreement to survey items related to the engagement components.

Table 36 shows employee retention measures by job type.

What is clear from this analysis is that the “response profile” - measures of engagement and retention - differ significantly for employees of different types. For example, temporary employees had the highest level of agreement across every employee engagement component except for growth. The lower level of agreement for growth is likely related to very low ratings of agreement on the question Q26. My supervisor and I discuss and plan my career development. This would obviously make sense as they are temporary employees.

On the other hand, classified employees had the lowest level of agreement across every employee engagement component except for growth where they exceeded temporary employees.

Table 35 Employee Engagement Components by Job Type

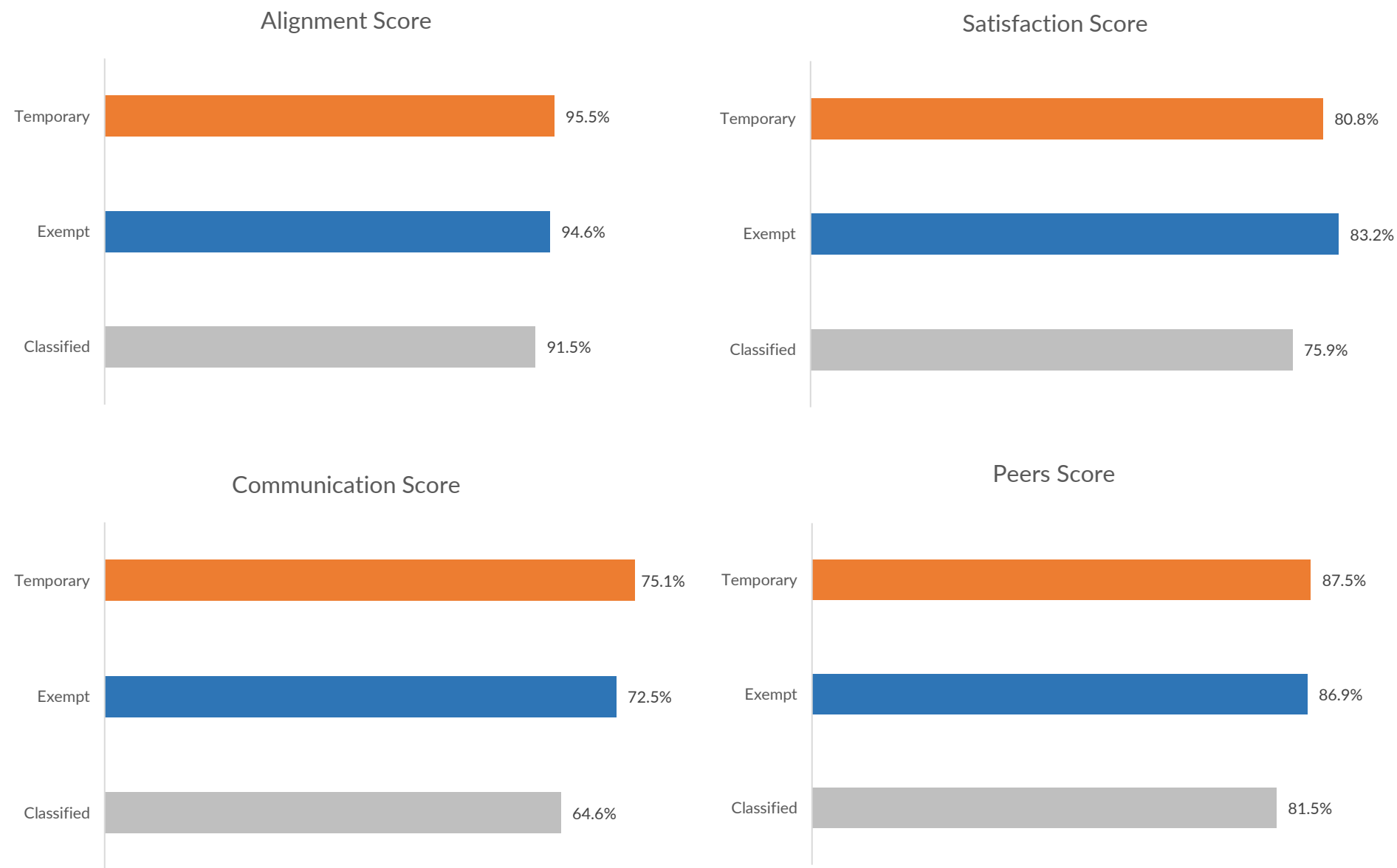


Table 35 Employee Engagement Components by Job Type (Cont.)

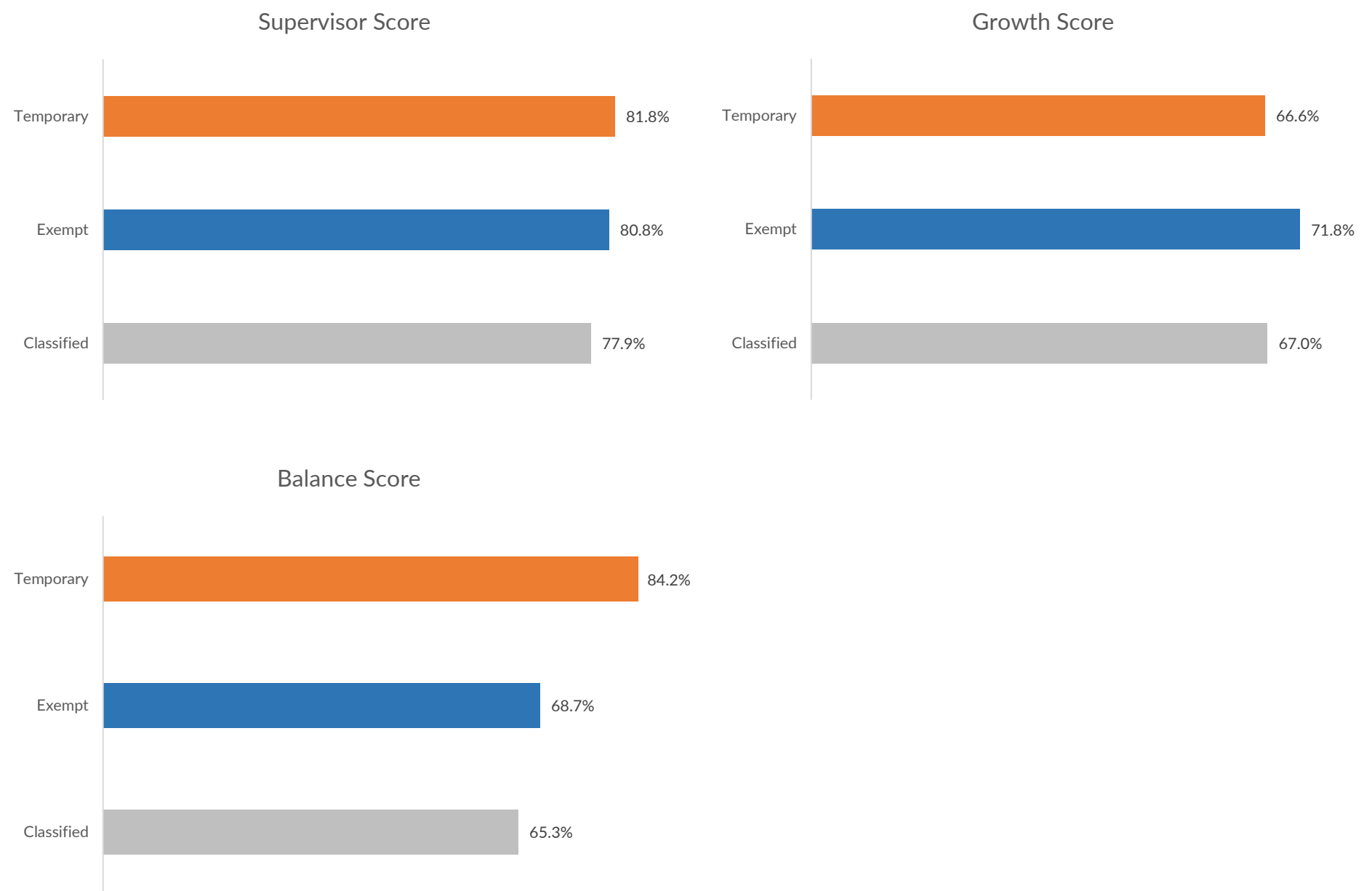
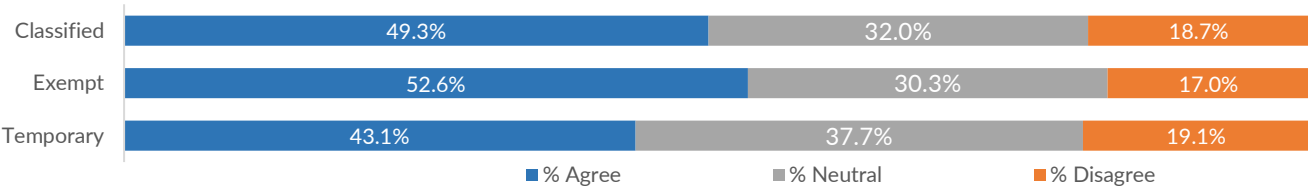
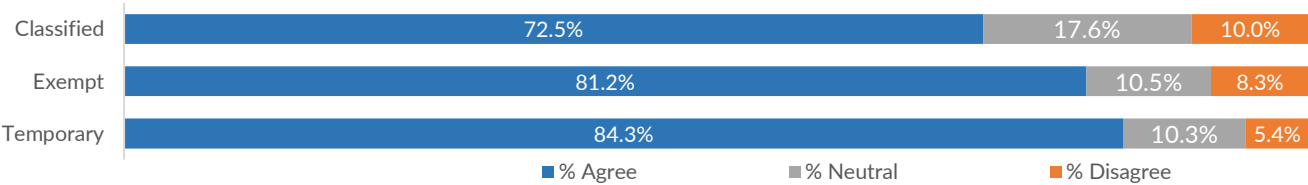


Table 36 Employee Retention Measures by Job Type

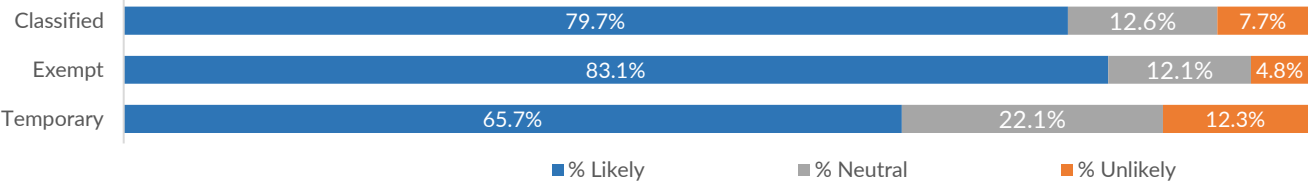
I am confident I could find a job with another organization as good or better as my current one.



I am happy with my current job



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



My department is a good place to work.

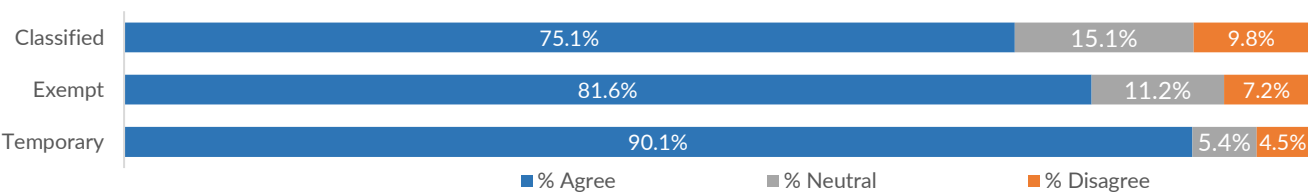
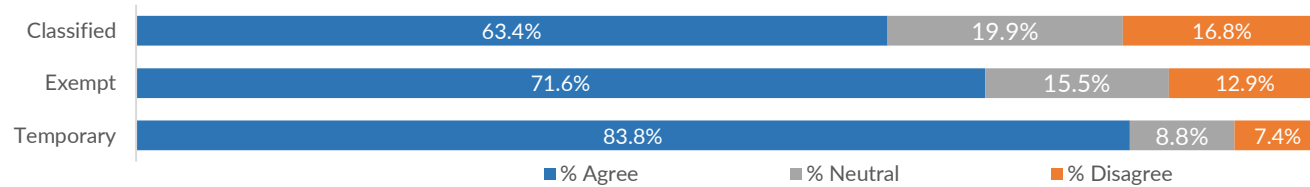
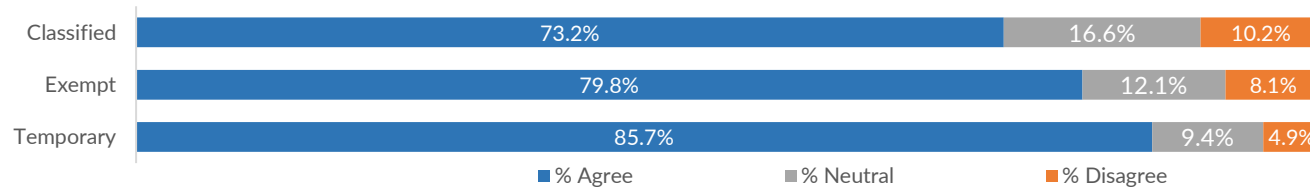


Table 36 Employee Retention Measures by Job Type (Cont.)

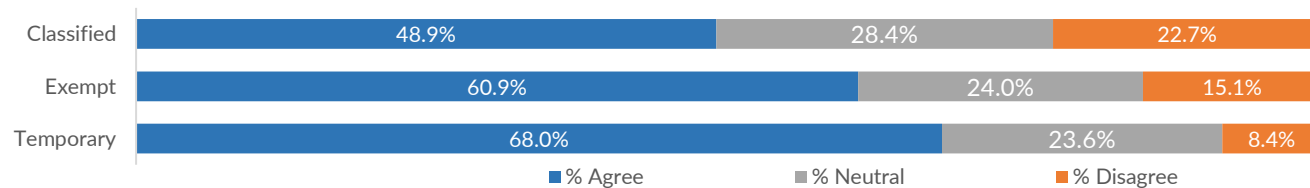
The culture in my department is a healthy one.



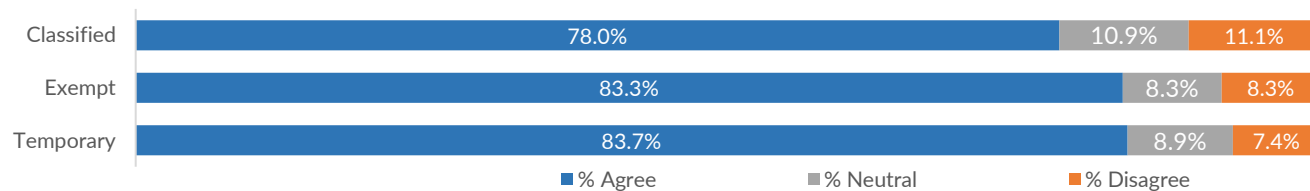
In my department people are treated with respect and dignity.



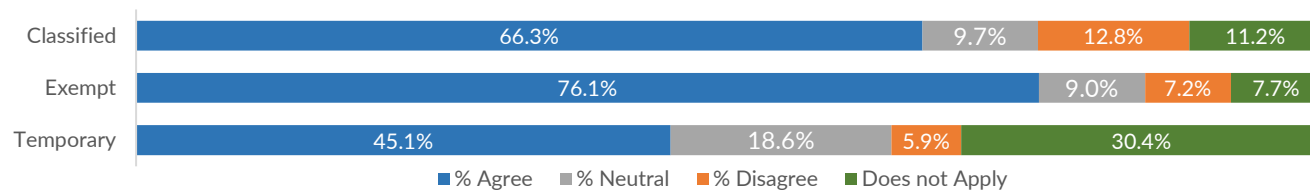
In my department things are well planned and organized.



I am satisfied with my flexibility (the ability to balance work and personal life, adjust scheduled hours as needed).



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



Hybrid Work

The survey asked respondents how many days on average do you currently telework per week? Table 37 shows the distribution of responses.

To analyze if there are differences in engagement components respondents were categorized as either hybrid/telework (including responses “less than one day/ad hoc” to “100% telework” and those for whole telework does not apply to their position.

Table 38 shows employee engagement components by telework status. Those respondents categorized as hybrid/telework had higher levels of agreement across every employee engagement component.

Table 39 shows employee retention measures by telework status. Those respondents categorized as hybrid telework had higher levels of agreement across every employee retention measure.

Table 37 Distribution of Hybrid/Teleworking Employees in Survey Population

How many days on average do you currently telework per week?	Num.	Percent
N/A - Does not apply to my position	1,300	25.0%
Less than 1 day/ad hoc	539	10.4%
1 day	255	4.9%
2 days	576	11.1%
3 days	630	12.1%
4 days	1,014	19.6%
100% telework	659	12.7%
Prefer not to say	221	4.3%
Total	5,194	100.0%

Table 38 Employee Engagement Components by Telework

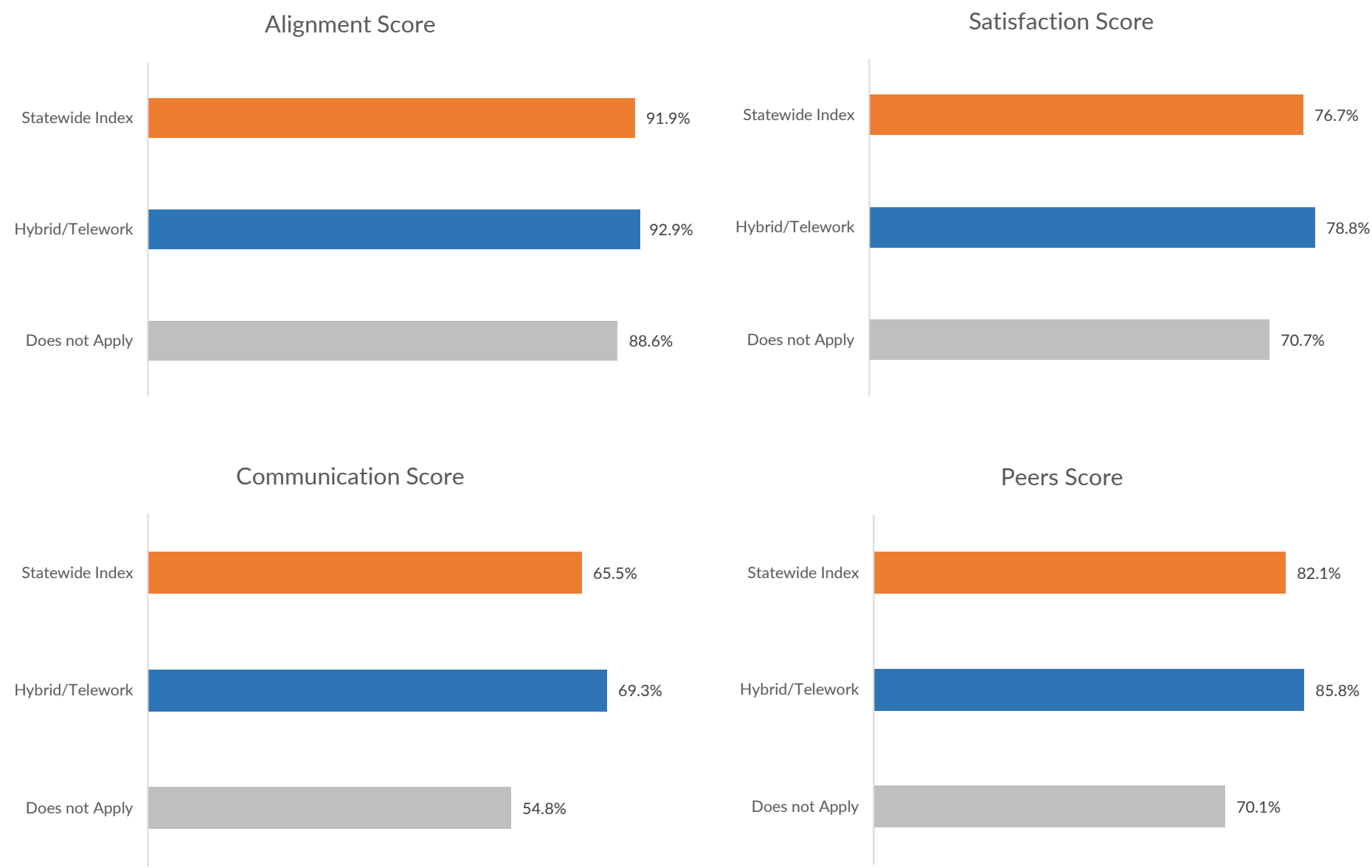


Table 38 Employee Engagement Components by Telework (Cont.)

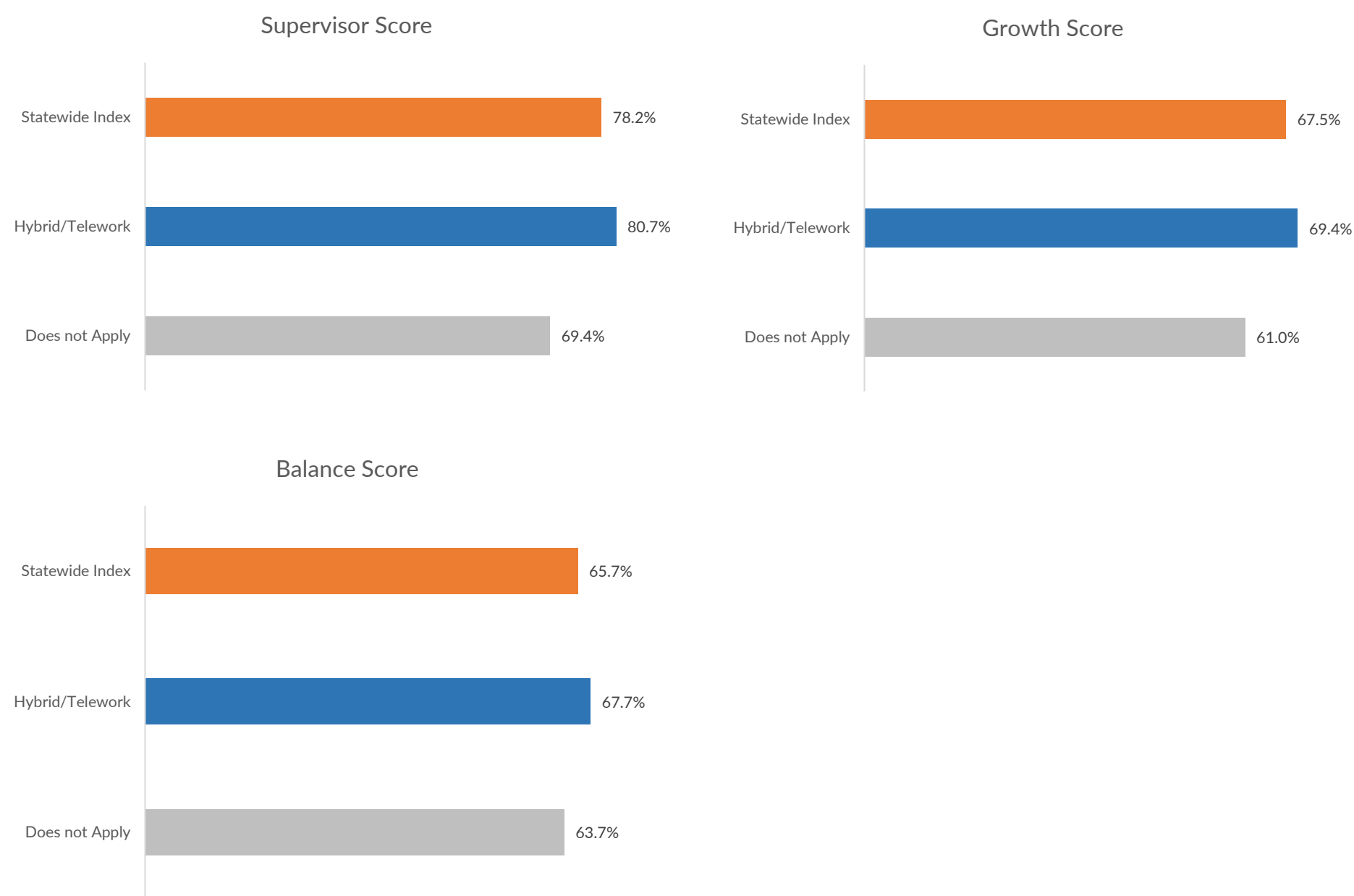
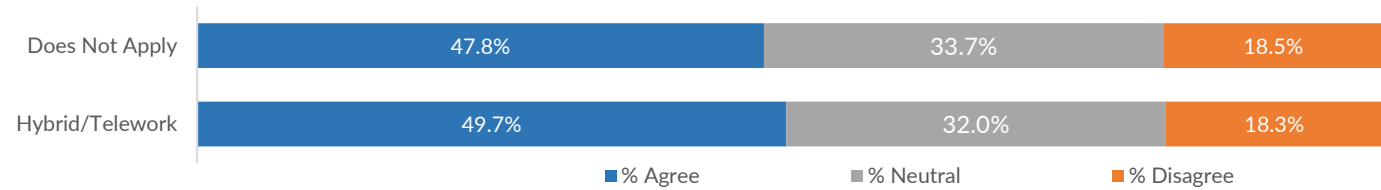
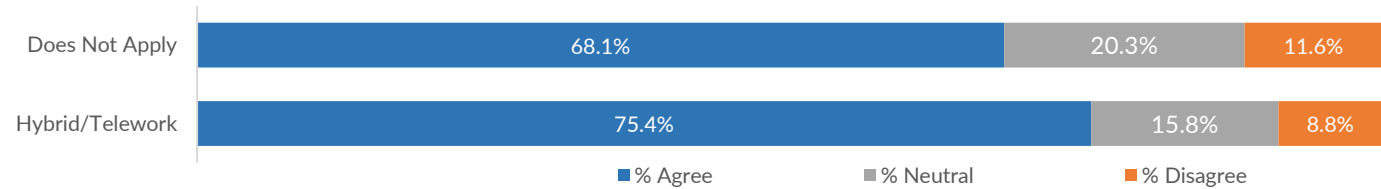


Table 39 Retention Measures by Telework

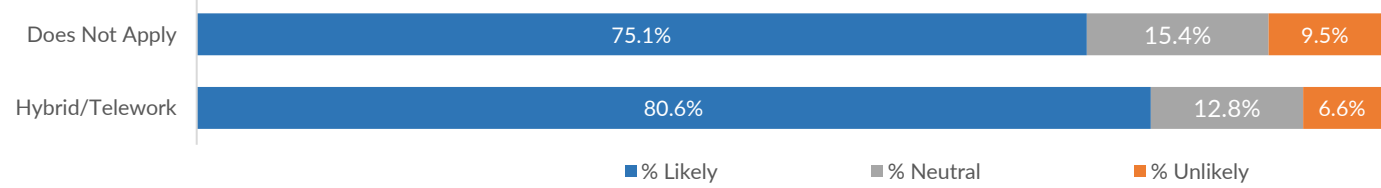
I am confident I could find a job with another organization as good or better as my current one.



I am happy with my current job



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



My department is a good place to work.

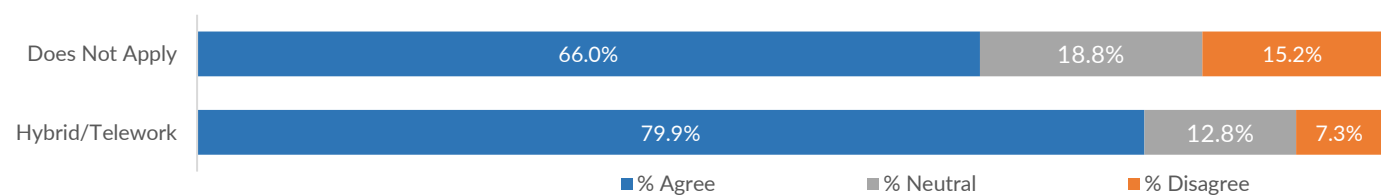
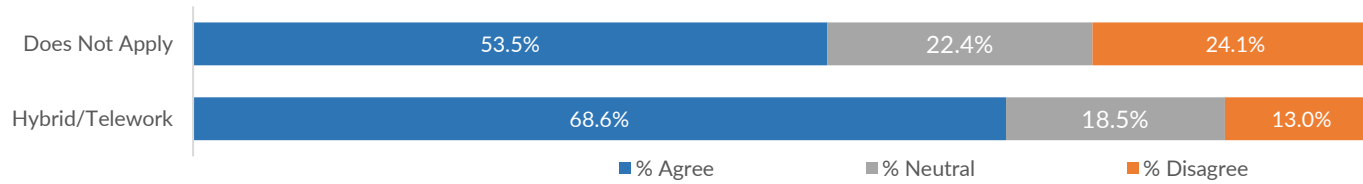
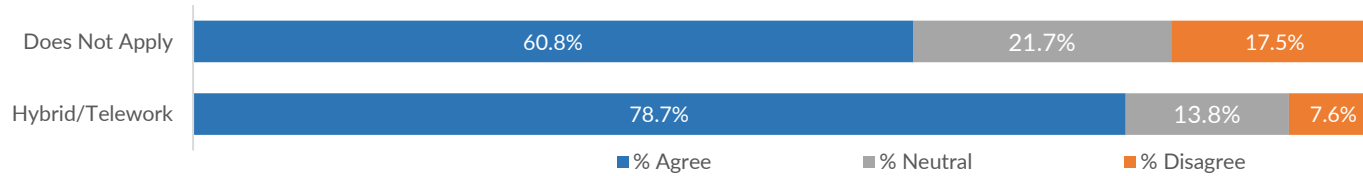


Table 39 Retention Measures by Telework (Cont.)

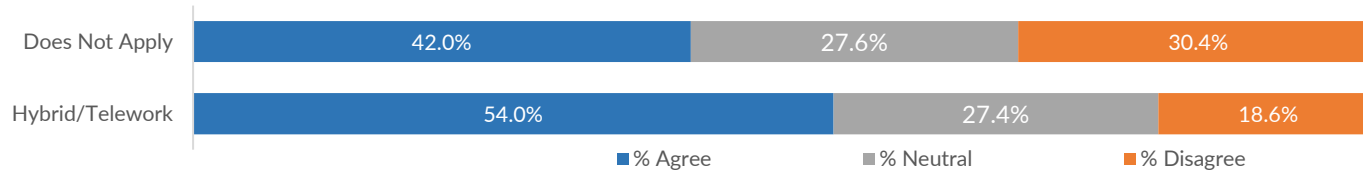
The culture in my department is a healthy one.



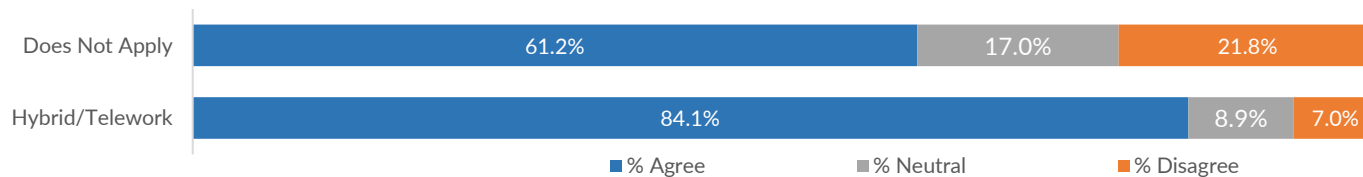
In my department people are treated with respect and dignity.



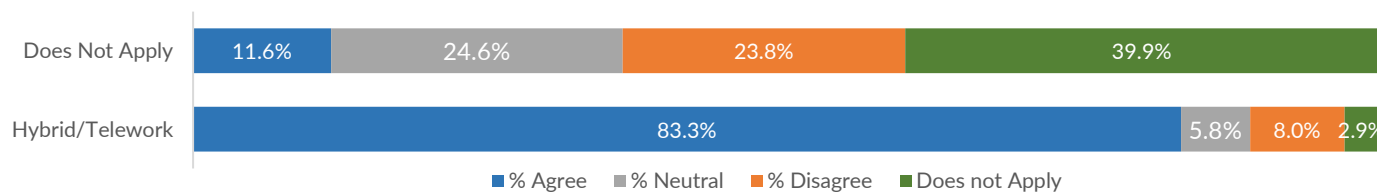
In my department things are well planned and organized.



I am satisfied with my flexibility (the ability to balance work and personal life, adjust scheduled hours as needed).



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

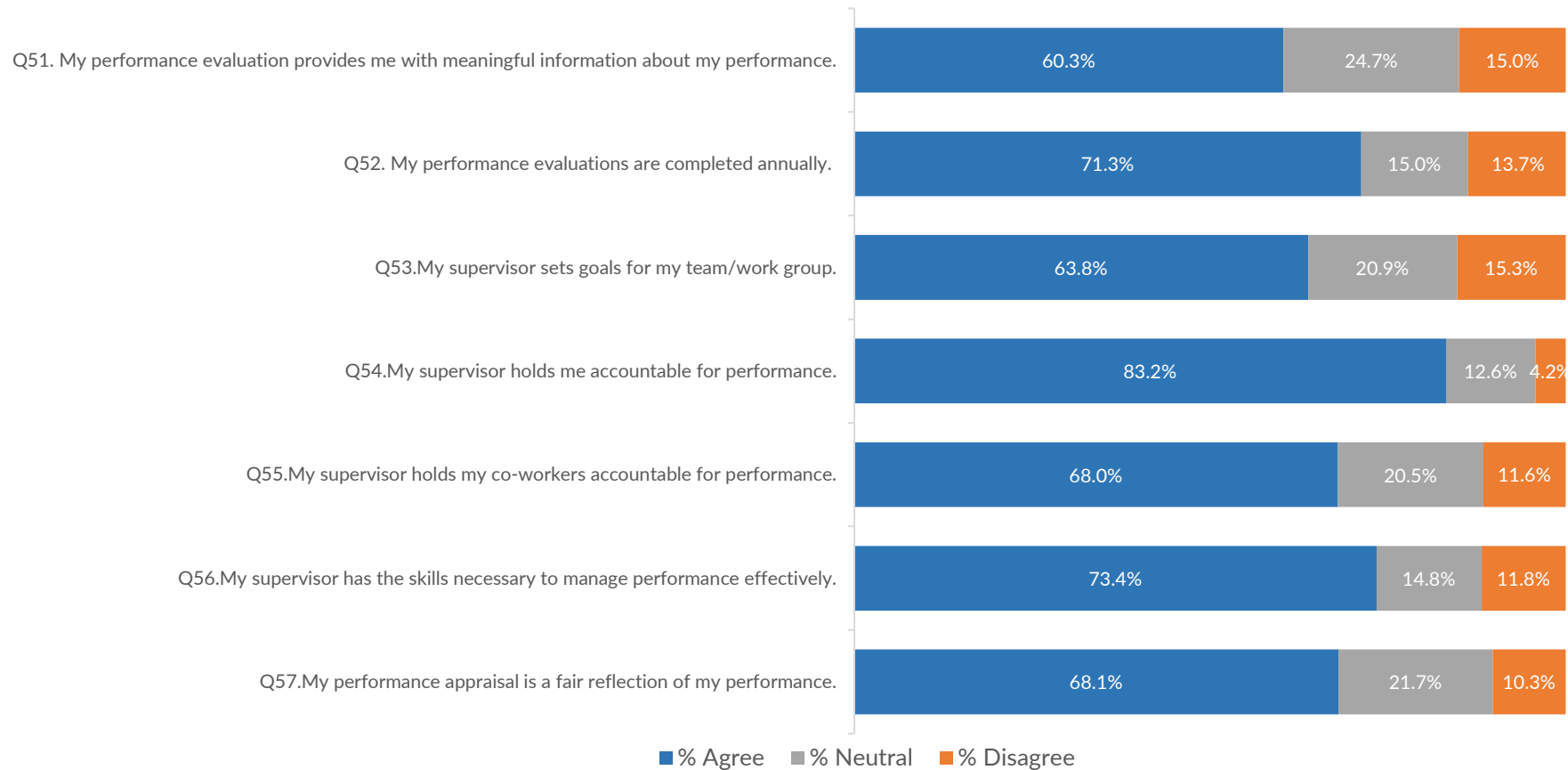


Performance Management

Table 40 displays percent agreement for respondents¹⁵ to survey statements that were designed to assess perceptions of performance management from the perspective of the employee. Table 41 shows questions from the perspective of the supervisor.

There are clear differences between employee perceptions and supervisory perceptions. Employees do not perceive performance management as favorably as do supervisors. For example, when employees were asked if their supervisor has the skills necessary to manage performance effectively 73.4% agreed. When supervisors were asked if they had the skills necessary to manage their employees' performance effectively 88.6% agreed.

Table 40 Performance Management - Employee Perception



¹⁵ Based on respondents identifying as classified or exempt employees. Does not include those identifying as “prefer not to answer” or temporary.

Table 41 Performance Management – Supervisor Perception

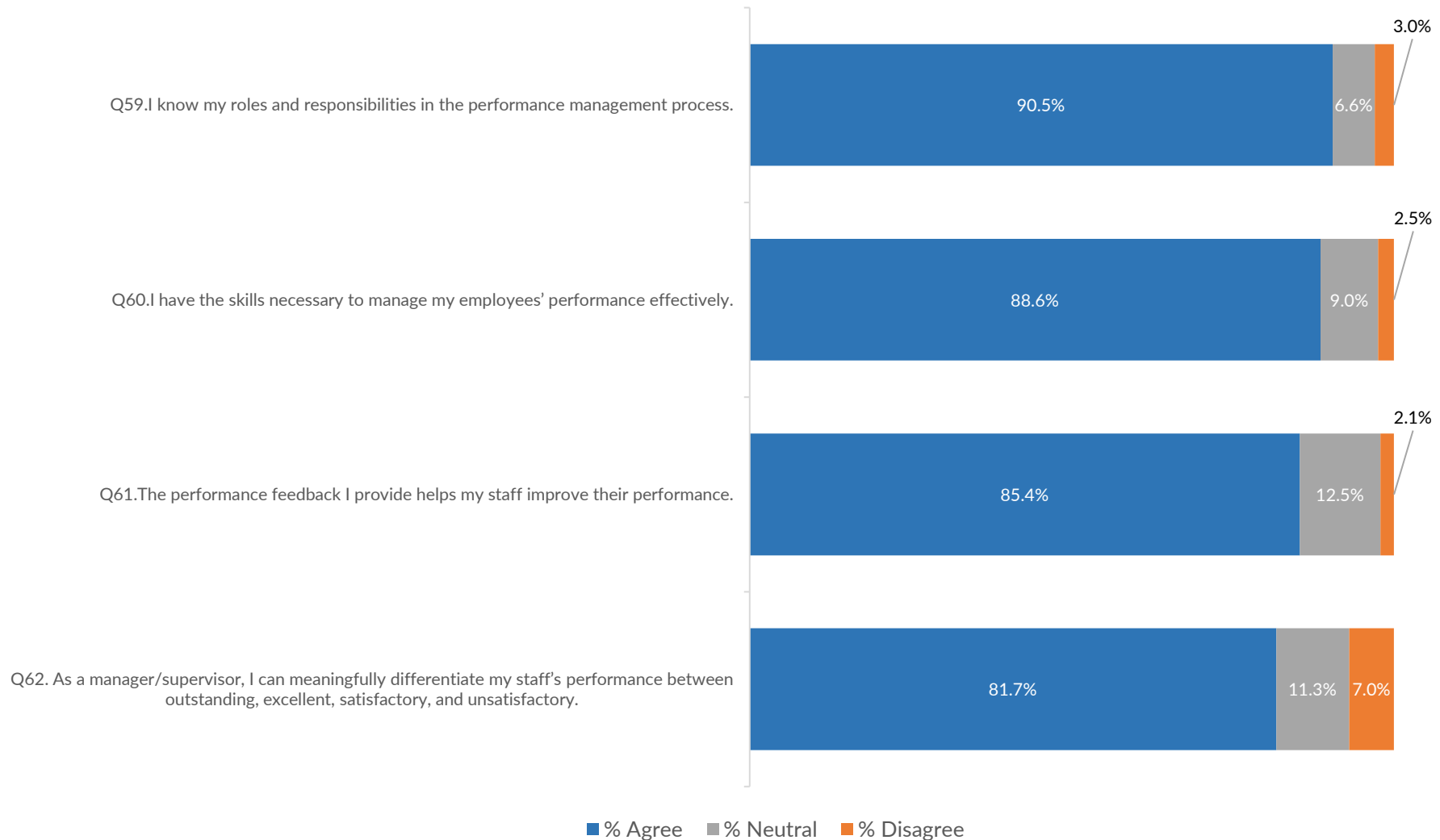


Table 42 displays percent agreement for respondents by department to survey statements that were designed to assess employee perceptions of issues related to performance management. Table 43 displays agreement for respondents for questions assessing supervisor perception of performance management by department. A “heat map” of responses is used to visually represent levels of agreement that are in the top third, middle third and bottom third for that question compared to other departments.

Table 42 Performance Management - Employee Perception by Department

Department	Q51 % Agree	Q52 % Agree	Q53 % Agree	Q54 % Agree	Q55 % Agree	Q56 % Agree	Q57 % Agree	
Agency of Administration	53.1%	68.8%	69.7%	84.8%	66.7%	75.8%	65.6%	Heat Map
Agency of Human Services	67.5%	70.0%	66.3%	84.8%	80.0%	78.8%	69.6%	Top Third
Agency of Natural Resources	47.2%	64.2%	60.4%	79.2%	64.2%	79.2%	63.5%	Middle Third
Agriculture, Food and Markets, Agency	71.6%	67.4%	77.5%	87.6%	78.7%	84.3%	80.7%	Bottom Third
Attorney General	69.8%	79.2%	64.2%	86.8%	64.2%	73.6%	69.8%	
Auditor of Accounts	75.0%	87.5%	62.5%	87.5%	87.5%	75.0%	87.5%	
Buildings and General Services	61.0%	82.2%	60.4%	88.4%	72.0%	72.4%	68.1%	
Children & Families	64.1%	69.2%	60.0%	80.7%	62.0%	69.1%	65.9%	
Commerce & Community Development, Agency	52.3%	66.7%	48.5%	69.7%	59.1%	65.2%	67.7%	
Corrections	47.9%	57.1%	48.9%	77.3%	54.8%	65.9%	55.1%	
Criminal Justice Council	60.0%	20.0%	80.0%	80.0%	80.0%	80.0%	60.0%	
DAIL	61.8%	69.3%	69.8%	87.5%	76.5%	80.0%	70.9%	
Defender General	42.1%	21.1%	36.8%	73.7%	68.4%	73.7%	47.4%	
Digital Services, Agency	62.2%	71.9%	65.6%	82.9%	73.3%	79.7%	71.4%	
Education	52.6%	51.5%	51.0%	68.8%	57.9%	67.7%	56.3%	
Enhanced 911 Board	100.0%	66.7%	100.0%	100.0%	100.0%	100.0%	100.0%	
Environmental Conservation	56.0%	70.4%	68.1%	82.1%	69.9%	72.0%	70.4%	
Finance & Management	70.8%	75.0%	75.0%	83.3%	78.3%	79.2%	79.2%	
Financial Regulation	60.9%	69.6%	75.0%	91.4%	77.1%	74.6%	60.9%	
Fish & Wildlife	60.0%	88.9%	48.9%	74.4%	59.6%	70.8%	78.9%	
Forests, Parks & Recreation	62.9%	71.9%	75.6%	82.2%	72.2%	76.7%	75.0%	
Governor's Office	16.7%	16.7%	40.0%	83.3%	83.3%	66.7%	50.0%	
Green Mountain Care Board	80.0%	86.7%	64.3%	86.7%	80.0%	66.7%	93.3%	
Health	69.7%	88.5%	72.3%	85.7%	71.7%	75.9%	79.6%	
Human Resources	71.6%	91.9%	70.3%	91.9%	81.1%	77.0%	82.4%	
Human Rights Commission	0.0%	66.7%	0.0%	0.0%	0.0%	33.3%	66.7%	
Labor Relations Board	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Labor	51.2%	52.1%	66.7%	81.4%	70.8%	80.4%	54.8%	
Libraries	84.6%	92.3%	92.3%	100.0%	92.3%	92.3%	84.6%	
TOTAL	60.3%	71.3%	63.8%	83.2%	68.0%	73.4%	68.1%	

Table 42 Performance Management - Employee Perception by Department (Cont.)

	Q51	Q52	Q53	Q54	Q55	Q56	Q57	
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	
Liquor & Lottery	56.8%	54.5%	63.6%	84.1%	60.5%	68.2%	61.4%	Heat Map
Mental Health	49.4%	50.6%	57.8%	86.7%	65.1%	73.5%	60.5%	Top Third
Military	28.0%	24.0%	40.0%	72.0%	56.0%	64.0%	32.0%	Middle Third
Motor Vehicles	55.2%	67.6%	53.8%	72.4%	48.6%	54.3%	57.1%	Bottom Third
Natural Resources Board	64.3%	78.6%	71.4%	85.7%	71.4%	71.4%	71.4%	
Public Safety	43.5%	48.9%	40.2%	77.4%	58.1%	62.4%	46.2%	
Public Service Department	47.4%	55.3%	59.5%	89.5%	75.7%	76.3%	57.9%	
Public Utility Commission	83.3%	91.7%	66.7%	91.7%	75.0%	58.3%	91.7%	
Secretary of State	64.7%	88.2%	76.5%	94.1%	72.5%	84.0%	78.4%	
State Treasurer	72.2%	44.4%	72.2%	94.4%	83.3%	88.9%	72.2%	
Taxes	64.4%	67.8%	72.9%	86.6%	73.9%	75.6%	70.9%	
Transportation (not DMV)	63.2%	83.7%	67.5%	85.3%	68.7%	74.0%	71.7%	
Vermont Commission on Women	66.7%	33.3%	100.0%	100.0%	66.7%	66.7%	100.0%	
Vermont Health Access	70.0%	86.2%	73.3%	90.0%	75.3%	78.0%	77.9%	
Vermont Veterans Home	61.5%	84.6%	50.0%	88.5%	48.0%	69.2%	61.5%	
Other	60.6%	70.4%	68.1%	83.1%	67.6%	77.5%	65.2%	
TOTAL	60.3%	71.3%	63.8%	83.2%	68.0%	73.4%	68.1%	

KEY

Q51. My performance evaluation provides me with meaningful information about my performance.

Q52. My performance evaluations are completed annually.

Q53. My supervisor sets goals for my team/work group.

Q54. My supervisor holds me accountable for performance.

Q55. My supervisor holds my co-workers accountable for performance.

Q56. My supervisor has the skills necessary to manage performance effectively.

Q57. My performance appraisal is a fair reflection of my performance.

Table 43 Performance Management – Supervisor Perception by Department

Department	Q59	Q60	Q61	Q62	
	% Agree	% Agree	% Agree	% Agree	
Agency of Administration	100.0%	92.3%	92.3%	92.3%	Heat Map
Agency of Human Services	95.0%	85.0%	85.0%	90.0%	Top Third
Agency of Natural Resources	75.0%	83.3%	83.3%	83.3%	Middle Third
Agriculture, Food and Markets, Agency	82.8%	82.8%	89.7%	72.4%	Bottom Third
Attorney General	100.0%	100.0%	100.0%	100.0%	
Auditor of Accounts	100.0%	100.0%	100.0%	100.0%	
Buildings and General Services	96.6%	89.7%	93.1%	79.3%	
Children & Families	87.4%	94.6%	92.8%	91.0%	
Commerce & Community Development, Agency	100.0%	89.5%	100.0%	78.9%	
Corrections	89.0%	93.8%	78.8%	81.0%	
DAIL	97.9%	91.3%	93.6%	87.2%	
Defender General	66.7%	100.0%	66.7%	100.0%	
Digital Services, Agency	95.2%	91.9%	82.3%	88.7%	
Education	84.4%	78.1%	68.8%	71.9%	
Environmental Conservation	84.7%	77.8%	70.8%	63.9%	
Finance & Management	100.0%	100.0%	100.0%	100.0%	
Financial Regulation	82.4%	82.4%	76.5%	76.5%	
Fish & Wildlife	85.7%	85.7%	85.7%	89.3%	
Forests, Parks & Recreation	90.6%	84.4%	84.4%	70.0%	
Green Mountain Care Board	75.0%	75.0%	66.7%	66.7%	
Health	89.1%	80.4%	82.0%	70.0%	
Human Resources	95.2%	100.0%	95.2%	81.0%	
Labor	86.7%	83.3%	73.3%	73.3%	
Libraries	100.0%	50.0%	100.0%	50.0%	
Liquor & Lottery	91.7%	91.7%	91.7%	83.3%	
Mental Health	96.2%	92.3%	96.2%	92.3%	
Military	100.0%	100.0%	100.0%	100.0%	
Motor Vehicles	68.4%	78.9%	84.2%	78.9%	
Natural Resources Board	100.0%	100.0%	100.0%	100.0%	
TOTAL	90.5%	88.6%	85.4%	81.7%	

Table 43 Performance Management – Supervisor Perception by Department (Cont.)

Department	Q59 % Agree	Q60 % Agree	Q61 % Agree	Q62 % Agree	
Public Safety	96.6%	96.6%	89.7%	86.2%	Heat Map
Public Service Department	100.0%	100.0%	66.7%	66.7%	Top Third
Public Utility Commission	100.0%	66.7%	100.0%	100.0%	Middle Third
Secretary of State	100.0%	85.7%	78.6%	92.9%	Bottom Third
State Treasurer	100.0%	83.3%	100.0%	100.0%	
Taxes	96.4%	89.3%	100.0%	71.4%	
Transportation (not DMV)	90.4%	91.2%	84.6%	86.0%	
Vermont Commission on Women	100.0%	100.0%	0.0%	100.0%	
Vermont Health Access	94.9%	94.8%	91.4%	87.9%	
Vermont Veterans Home	100.0%	66.7%	50.0%	66.7%	
Other	71.4%	100.0%	100.0%	100.0%	
TOTAL	90.5%	88.6%	85.4%	81.7%	

Key

Q59.I know my roles and responsibilities in the performance management process.

Q60.I have the skills necessary to manage my employees' performance effectively.

Q61.The performance feedback I provide helps my staff improve their performance.

Q62. As a manager/supervisor, I can meaningfully differentiate my staff's performance between outstanding, excellent, satisfactory, and unsatisfactory.

Survey Results

In the 2023 survey two questions were asked about previous surveys.

Table 44 shows that over 70% indicated they had seen or read or otherwise been made aware of the results of the last employee engagement survey. However, only 20% said they could identify a tangible change that was made because of the results of the survey.

Table 45 displays the percentage agreement for respondents by department to survey results questions. A “heat map” of responses is used to visually represent levels of agreement that are in the top third, middle third and bottom third for that question compared to other departments.

Table 44 Survey Results

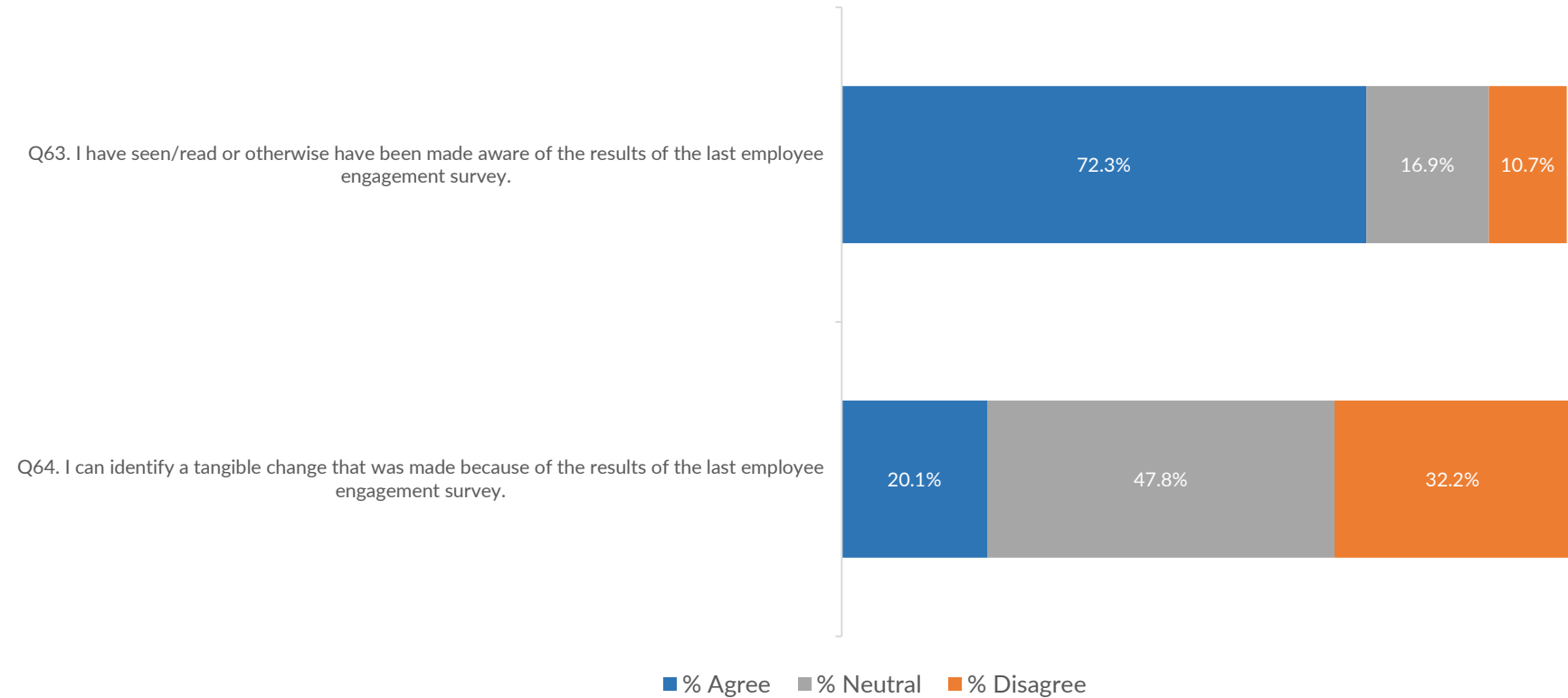


Table 45 Survey Questions

Department	Q62	Q63	
	% Agree	% Agree	
Agency of Administration	81.8%	21.2%	Heat Map
Agency of Human Services	71.3%	23.8%	Top Third
Agency of Natural Resources	62.3%	9.4%	Middle Third
Agriculture, Food and Markets, Agency	74.2%	21.3%	Bottom Third
Attorney General	60.4%	5.8%	
Auditor of Accounts	100.0%	50.0%	
Buildings and General Services	61.3%	18.9%	
Children & Families	70.0%	18.8%	
Commerce & Community Development, Agency	62.7%	21.2%	
Corrections	68.9%	20.1%	
Criminal Justice Council	60.0%	40.0%	
DAIL	85.6%	32.7%	
Defender General	47.4%	10.5%	
Digital Services, Agency	71.0%	16.2%	
Education	75.3%	11.3%	
Enhanced 911 Board	66.7%	0.0%	
Environmental Conservation	76.4%	12.8%	
Finance & Management	79.2%	25.0%	
Financial Regulation	85.5%	17.4%	
Fish & Wildlife	63.3%	7.8%	
Forests, Parks & Recreation	71.1%	11.1%	
Governor's Office	66.7%	0.0%	
Green Mountain Care Board	86.7%	26.7%	
Health	79.3%	17.8%	
Human Resources	91.9%	33.8%	
Human Rights Commission	66.7%	33.3%	
Labor Relations Board	100.0%	100.0%	
Labor	74.9%	23.5%	
Libraries	92.3%	15.4%	
TOTAL	72.3%	20.1%	

Table 45 Survey Questions (Cont.)

Department	Q62 % Agree	Q63 % Agree	
Liquor & Lottery	81.8%	50.0%	Heat Map
Mental Health	62.7%	14.6%	Top Third
Military	52.0%	8.0%	Middle Third
Motor Vehicles	51.4%	16.2%	Bottom Third
Natural Resources Board	92.9%	21.4%	
Public Safety	59.8%	4.3%	
Public Service Department	65.8%	10.5%	
Public Utility Commission	92.3%	30.8%	
Secretary of State	66.7%	23.5%	
State Treasurer	83.3%	22.2%	
Taxes	93.4%	33.3%	
Transportation (not DMV)	66.6%	18.4%	
Vermont Commission on Women	66.7%	0.0%	
Vermont Health Access	85.0%	36.0%	
Vermont Veterans Home	65.4%	26.9%	
Other	52.1%	15.5%	
TOTAL	72.3%	20.1%	
KEY			
Q63. I have seen/read or otherwise have been made aware of the results of the last employee engagement survey.			
Q64. I can identify a tangible change that was made because of the results of the last employee engagement survey.			

Methodology

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

Survey Instrument

The 2023 State of Vermont Employee Engagement Survey was designed to measure engagement across the Executive Branch of Vermont State Government.

Employee Engagement

An index of employee engagement was calculated – an “Employee Engagement Score.” This score is the average of six components of employee engagement. The model is presented in Table 16. The following are the individual components or scales, questions making up that component or scale. To streamline the 2023 survey only those items that make up the employee engagement index were used.

Alignment

- Q1. I understand my job duties and responsibilities.
- Q2. I understand the work, goals, and mission of my department or agency.
- Q3. The work I perform is linked to my department or agency meeting its goals and mission.

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.
- Q7. I feel that working for the State of Vermont provides me with a solid career path.
- Q8. In general, I am satisfied with my job.

Communication

- Q9. Management and senior leadership* communicate important information effectively.
- Q10. I have an opportunity to provide feedback to management and senior leadership*.
- Q11. I am encouraged to share ideas on improving either service delivery or business process efficiency.
- Q12. I feel I can communicate honestly and openly in my workplace.

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

Peers

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

Supervisor

- Q17. My supervisor clearly explains my job performance expectations.
- Q18. My supervisor regularly provides me with timely and useful feedback.
- Q19. My supervisor gives me an opportunity to do my best work.
- Q20. I am satisfied with the recognition I receive from my supervisor for my work.
- Q21. My supervisor treats employees fairly and respectfully.
- Q22. My supervisor seems to care about me as a person.

Growth

- Q23. My supervisor provides the help I need to improve my job performance.
- Q24. I have an opportunity to learn and grow professionally.
- Q25. I receive the training I need to perform my job.
- Q26. My supervisor and I discuss and plan my career development.

Balance

- Q27. The amount of work I am expected to perform is reasonable.
- Q28. My job allows a good balance between work and my personal life.

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

eNPS

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

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

Retention

There were several questions that related to employee retention.

Inclusive Workplace

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

See Appendix A for a list of all survey items.

Survey Administration

The survey was administered electronically via Survey Monkey. An email invitation was sent to all Executive Branch classified, exempt and temporary employees¹⁶ using their “preferred” email address as indicated in VTHR on April 11, 2022. The survey was active from Monday, May 22, 2023 through Friday, June 6, 2023.

The survey sample included all classified, exempt and temporary 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).

Response Rates

Table 37 shows total response rate by department for all employees. The overall response of all employees including classified, exempt, and temporary was estimated to be 64.8%. The response rate for temporary employees was estimated at 24.8%. Calculation of response rates was complicated in this survey because not all temporary employees have an assigned e-mail address. The link to the survey was distributed to more employees than were on the e-mail distribution list. Therefore, calculation of response rate both for all employees and temporary employees is an estimate.

Characteristics of Survey Sample

Tables 46 to 6 show the demographic characteristics of the survey sample.

¹⁶ The Department of State’s Attorneys and Sheriffs was not including in the sample.

Table 46 Response Rate by Department

All Employees				Temporary Employees			
Department	Completed	Total Sent*	Response Rate	Department	Completed	Total Sent*	Response Rate
Agency of Administration	43	30	143.3%	Administration Agency	4	1	400.0%
Agency of Human Services	105	63	166.7%	Agency of Human Services	8	1	800.0%
Agency of Natural Resources	70	37	189.2%	Agency of Natural Resources	6	0	n/a
Agriculture, Food & Mrkts Agen	106	152	69.7%	Agriculture, Food & Mrkts Agen	8	9	88.9%
Attorney General	65	87	74.7%	Attorney General's Office	1	3	33.3%
Auditor of Accounts	11	15	73.3%	Auditor of Accounts' Office		0	n/a
Buildings and General Services	247	345	71.6%	Buildings & General Services	20	34	58.8%
Children & Families	517	1020	50.7%	Children and Families	23	94	24.5%
Commerce & Comm. Dev. Agency	77	123	62.6%	Commerce & Community Dev Agenc	3	29	10.3%
Corrections	428	901	47.5%	Corrections	2	19	10.5%
Criminal Justice Council	7	13	53.8%	Criminal Justice Council		0	n/a
DAIL	242	355	68.2%	DAIL	14	41	34.1%
Defender General	22	78	28.2%	Defender General's Office		2	0.0%
Digital Services, Agency	252	351	71.8%	Digital Services Agency		2	0.0%
Education	120	154	77.9%	Education Agency	2	5	40.0%
Enhanced 911 Board	4	11	36.4%	Enhanced 911 Board	1	1	100.0%
Environmental Conservation	268	333	80.5%	Environmental Conservation	7	11	63.6%
Executive Office	6	15	40.0%	Executive Office		1	0.0%
Finance & Management	30	28	107.1%	Finance & Management		0	n/a
Financial Regulation	80	95	84.2%	Financial Regulation		2	0.0%
Fish & Wildlife	116	177	65.5%	Fish & Wildlife	14	37	37.8%
Forests, Parks & Recreation	162	390	41.5%	Forests, Parks & Recreation	45	275	16.4%
Green Mountain Care Board	18	30	60.0%	Green Mountain Care Board		0	n/a
Health	371	629	59.0%	Health	5	30	16.7%
Human Resources	87	100	87.0%	Human Resources	1	1	100.0%
Human Rights Commission	3	6	50.0%	Human Rights Commission		0	n/a
Labor	197	226	87.2%	Labor	3	7	42.9%
Labor Relations Board	2	2	100.0%	Labor Relations Board		0	n/a
Libraries	16	18	88.9%	Libraries		0	n/a
Liquor & Lottery	59	70	84.3%	Liquor and Lottery	1	3	33.3%
Mental Health	100	185	54.1%	Mental Health	1	8	12.5%
Military	31	158	19.6%	Military	1	14	7.1%
Natural Resources Board	16	28	57.1%	Natural Resources Board		2	0.0%
Public Safety	118	593	19.9%	Public Safety	7	82	8.5%
Public Service Department	42	58	72.4%	Public Service Department	1	1	100.0%
Public Utility Commission	16	25	64.0%	Public Utility Commission		0	n/a
Secretary of State	62	77	80.5%	Secretary of State's Office		0	n/a
State Treasurer	21	46	45.7%	State Treasurer's Office	2	7	28.6%
Taxes	150	154	97.4%	Taxes	5	18	27.8%
Transportation	535	1254	42.7%	Transportation Agency	10	64	15.6%
Vermont Commision on Women	3	3	100.0%	Vermont Commission on Women		0	n/a
Vermont Health Access	271	363	74.7%	Vermont Health Access	3	9	33.3%
Vermont Veterans Home	34	165	20.6%	Vermont Veterans' Home	4	35	11.4%
Other	451			Blank/Other	8	0	n/a
TOTAL	5828	8988	64.8%	TOTAL	210	848	24.8%

Table 47 Job Type

Job Type	Completed Surveys	Percent
Classified	3,909	77.0%
Exempt	458	9.0%
Temporary	204	4.0%
Don't know	182	3.6%
Prefer not to answer	324	6.4%
Total	5,077	100.0%

Table 48 Gender Identity

Gender	Completed Surveys	Percent
Woman	2,649	51.9%
Man	1,920	37.6%
Non-binary/Genderqueer/Gender nonconforming	63	1.2%
Other	18	0.4%
Prefer not to answer	454	8.9%
Total	5,104	100%

Table 49 Generation

Generation	Completed Surveys	Percent
Gen Z	239	4.7%
Millennial	1693	33.5%
Gen X	1,910	37.8%
Baby Boomer	782	15.5%
Pre Baby Boomer	15	0.3%
Prefer not to Answer	418	8.3%
Total	5,057	100.0%

Table 50 Identification

Do you identify?	Completed Surveys	Percent
American Indian or Alaskan Native	24	0.5%
Asian	34	0.7%
Black or African American	34	0.7%
Hispanic or Latino	59	1.1%
Native Hawaiian or Other Pacific Islander	5	0.1%
White	4364	84.9%
Two or more Races	124	2.4%
Prefer not to answer	495	9.6%
Total	5,139	100%

Table 51 Management Level

Management Level	Completed Surveys	Percent
Manager/Supervisor	1216	23.5%
Not a Manager or Supervisor	3,378	65.4%
Other	132	2.6%
Prefer not to Answer	442	8.6%
Grand Total	5,168	100%

Appendix A – List of Survey Items

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.
- Q7. I feel that working for the State of Vermont provides me with a solid career path.
- Q8. In general, I am satisfied with my job.

Communication

- Q9. Management and senior leadership* communicate important information effectively.
- Q10. I have an opportunity to provide feedback to management and senior leadership*.
- Q11. I am encouraged to share ideas on improving either service delivery or business process efficiency.
- Q12. I feel I can communicate honestly and openly in my workplace.

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

Peers

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

Supervisor

- Q17. My supervisor clearly explains my job performance expectations.
- Q18. My supervisor regularly provides me with timely and useful feedback.
- Q19. My supervisor gives me an opportunity to do my best work.
- Q20. I am satisfied with the recognition I receive from my supervisor for my work.
- Q21. My supervisor treats employees fairly and respectfully.
- Q22. My supervisor seems to care about me as a person.

Growth

- Q23. My supervisor provides the help I need to improve my job performance.
- Q24. I have an opportunity to learn and grow professionally.
- Q25. I receive the training I need to perform my job.
- Q26. My supervisor and I discuss and plan my career development.

Balance

- Q27. The amount of work I am expected to perform is reasonable.
- Q28. My job allows a good balance between work and my personal life.

Retention

- Q29. How likely is it that you would recommend the State of Vermont as a place to work?
- Q30. I am confident I could find a job with another organization as good or better as my current one.
- Q31. How happy are you with your current job?
- Q32. How likely are you to be working here in one year?
- Q33. My department is a good place to work.
- Q34. The culture in my department is a healthy one.
- Q35. In my department people are treated with respect and dignity.
- Q36. In my department things are well planned and organized.
- Q37. I am satisfied with my flexibility (the ability to balance work and personal life, adjust scheduled hours as needed).
- Q38. I am satisfied with the hybrid or remote work opportunities that my agency provides.

Inclusive Workplace

- Q39. I personally value a diverse and inclusive workplace.
- Q40. My agency/department has an inclusive work environment where staff diversity at all levels is valued and encouraged.
- Q41. Management demonstrates a commitment to meeting the needs of all employees.
- Q42. Management ensures that the accessibility needs of employees are properly managed and addressed.
- Q43. If I had a concern about bias, harassment, and/or discrimination, I know where and how to report that concern.
- Q44. I believe my supervisor will take appropriate action in response to incidents of bias, discrimination, and/or harassment.
- Q45. There is evidence that senior leadership and management are making workforce diversity, equity, and inclusion a priority.
- Q46. There are State policies and procedures that discourage and prohibit discrimination and harassment.
- Q47. I believe recruitment and retention of employees from different backgrounds and life experiences is a priority for the state.
- Q48. As a member of my agency/department, I feel I can achieve success as my true and authentic self.
- Q49. I can attend training that I need to better work with colleagues and coworkers from different backgrounds and life experiences.
- Q50. I have considered leaving State employment because of the work climate or culture.

Performance Management

- Q51. My performance evaluation provides me with meaningful information about my performance.
- Q52. My performance evaluations are completed annually.
- Q53. My supervisor sets goals for my team/work group.
- Q54. My supervisor holds me accountable for performance.
- Q55. My supervisor holds my co-workers accountable for performance.
- Q56. My supervisor has the skills necessary to manage performance effectively.
- Q57. My performance appraisal is a fair reflection of my performance.

Q58. Are you a supervisor or manager? (Branch)

Yes

No

Prefer not to answer.

Supervisors only

- Q59. I know my roles and responsibilities in the performance management process.
- Q60. I have the skills necessary to manage my employees' performance effectively.
- Q61. The performance feedback I provide helps my staff improve their performance.
- Q62. As a manager/supervisor, I can meaningfully differentiate my staff's performance between outstanding, excellent, satisfactory, and unsatisfactory.

Survey Results

Q63. I have seen/read or otherwise have been made aware of the results of the last employee engagement survey.

Q64. I can identify a tangible change that was made because of the results of the last employee engagement survey.

Comments

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

Demographic Questions

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

Q69. What type of employee are you?

- Classified (permanent, limited service, interim)
- Exempt
- Temporary
- Don't know
- Prefer not to answer

Q70. How many days on average do you currently telework per week?

Less than 1 day/ ad hoc

1 day

2 days

3 days

4 days

100% Telework.

N/A – Doesn't apply to my position.

Prefer not to say.

Q71. What is your current gender identity?

Woman

Man

Non-binary/Genderqueer/Gender nonconforming

Other

Prefer not to answer.

Q72. 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.

Q73. 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

Q74. What is your management level?

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

Q7075. Where do you work? (Agency/Department/Organization -- listed alphabetically with Agency Central Offices last. Select only one.)

Agency of Administration – Central Office Only (Office of the Secretary, Chief Performance Office, Office of Racial Equity, Financial Services Division, Risk Management & Workers' Compensation)

Agency of Human Services - Central Office Only (Secretary's Office, Business Office, Operations, Legal, Policy & Planning, Health Care Reform, Field Services).

Agency of Natural Resources - Central Office Only (Secretary's Office, Offices of Planning, Management Services, and General Counsel)

Agriculture, Food & Markets, Agency

Attorney General

Auditor of Accounts

Buildings & General Services

Children & Families

Commerce & Community Development, Agency

Corrections

Criminal Justice Council

DAIL

Defender General

Digital Services, Agency

Education

Enhanced 911 Board

Environmental Conservation

Finance & Management

Financial Regulation

Fish & Wildlife

Forests, Parks & Recreation

Governor's Office

Green Mountain Care Board

Health

Human Resources

Human Rights Commission

Labor Relations Board

Labor

Libraries

Liquor & Lottery

Lottery Commission

Mental Health

Military

Motor Vehicles

Natural Resources Board

Public Safety

Public Service Department

Public Utility Commission

Secretary of State

State Treasurer

Taxes

Transportation, Agency (not DMV)

Vermont Commission on Women

Vermont Health Access

Vermont Veterans' Home

Other

Appendix B – Crosstabulation of Inclusive Workplace Responses by Job Type (Excel file).