

Analysis of State of Vermont  
Employee Engagement Survey Results – 2013

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## Introduction

The mission of the Department of Human Resources (DHR) is to provide leadership to and partnership with other departments in State Government. Our purpose is to promote managerial and workforce excellence, and to foster understanding and observance of regulatory requirements. DHR's 2012 – 2015 strategic plan heavily emphasizes training and development in core skills for supervisors and managers, and clear standards in HR best practices for recruiting, hiring, retaining and supporting an effective and engaged workforce.

In calendar year 2013, as part of our ongoing efforts to assess the goal of developing managerial and workforce excellence using meaningful performance targets and measures, DHR developed and implemented a statewide survey to obtain a baseline assessment of employee engagement. We wanted to know how state employees feel about their daily work and how they feel about working for the State of Vermont as an employer.

While there are a number of ways to define employee engagement, simply stated it is the degree to which an individual is committed to an organization and the extent to which he/she works to fulfill and advance a stated mission.

This survey assessed engagement by examining the following areas:

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

The survey was conducted between March 19 and April 5, 2013, and included a web-based survey and a hard copy version with identical content. You will note that a total of 3,389 employees responded. That is 43% of the total 7,879 employees, a substantial response. DHR has correlated the responses in the survey with demographic information, including the Agency/Department of the respondents, employment type, length of service, age, gender, race/ethnicity, and annual salary.

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

Next steps will be to prepare strategies to strengthen what is working, and to address areas of need. This will call for extensive collaboration between DHR and Agencies/Departments. DHR will conduct focus groups in key areas to define more deeply both the need, and potential ways to address those needs.

This baseline information will enable DHR to further its strategic goal of creating managerial and workforce excellence. The survey will be refined and repeated at regular intervals to provide data on progress, and to stay current on the status of employee engagement in Vermont State Government.

# Methodology

## Survey Instrument

The 2013 State of Vermont Employee Engagement Survey was designed to establish a baseline of measurement for employee engagement across the Executive Branch of Vermont State Government. 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.

The core survey structure addressed the engagement areas of:

- Relationship of job duties to the mission and goals of the agency/department (9 items)
- Communication and input with the organization (5 items)
- Relationships and morale in the organization (6 items)
- Relationship with supervisor (8 items)
- Workload, staffing and resources (7 items)
- Compensation and benefits (7 items)

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

Demographic information collected for analysis included agency/department, employment type, workplace, length of service, age, gender, race/ethnicity, annual salary, means of transportation and length of commute.

Important to survey development and interpretation is the level of reliability of the items that make up the survey and its subscales. In order to assess the degree to which a set of items measures a single construct a measure of internal consistency can be calculated. Cronbach's alpha coefficients were calculated for all items and subscales. High internal consistency would be represented by a coefficient of .90 to 1.00. Good internal consistency is seen in the range of .70 to .90. Table 1 shows that the survey items as a whole had high internal consistency, and individual subscales all had at least good levels of reliability.

See Appendix A for a list of all survey items.

**Table 1 Reliability Coefficients for Employee Engagement Survey and Subscales.**

<b>Scale</b>	<b>Cronbach's alpha coefficient</b>
Total (42 items)	.94
Job Duties and their Relationship to the Mission and Goals of Your Agency/Department (9 Items)	.83
Communication and input within Your Organization (5 items)	.87
Relationships and Morale in Your organization (6 items)	.88
Your Supervisor (8 items)	.90
Workload, Staffing and Resources (7 items)	.81
Compensation and Benefits (7 items)	.73

## **Survey Administration**

The survey was administered electronically via Survey Monkey, and distributed in hard copy to employees at the Veterans' home and the Agency of Transportation garages. Hard copy responses were entered into the electronic record by Department of Human Resources staff and integrated into the data set without indication of the method received.

The survey period was active from March 19 through April 5, 2013. The survey sample included all classified and exempt employees of the Executive Branch<sup>1</sup> employed during the survey period, approximately 7,879 employees.

Of the 7,879 employees, 3,389 employees responded to the survey for an overall response rate of 43.0%. 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, one should be cautious in interpretation of 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).

To ensure anonymity certain response categories with very small numbers of respondents were recoded. Departments with 15 or fewer respondents were recoded to "Small Department." Respondents who chose "Transgendered" for gender were recoded to "Prefer not to answer." Respondents who chose "American Indian/Alaska Native," "Asian/Pacific Islander," "Black or African American," "Hispanic or Latino," or "Native Hawaiian/Other Pacific Islander" for racial/ethnic group were recoded to "Minority". See Appendix B for frequencies on all survey items.

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<sup>1</sup> The Department of State's Attorneys and Sheriffs was not including in the sample.

In examining cross tabulations the statistic Chi square<sup>2</sup> was calculated. Results were used only to guide interpretation. Because this survey was based on a “convenience” sample, calculations of statistical significance of differences would be unreliable and therefore are not presented in this report.

## **Response Rates and Demographic Items**

To calculate approximate response rates, data was generated from the State’s Human Resource Information System (VTHR) based on the 3/23/13 pay period end date for: (1) department, (2) length of service, (3) age group, (4) annual salary, (5) job type, (6) gender, (7) bargaining unit, and (8) racial/ethnic group. Number, completed surveys, and response rates for each of the eight groups are shown in Tables 2 to 8.

Table 2 shows response rate by department, which had wide variation. The rare instances where response rates exceeded 100% (all with “central office” affiliation) can be attributed to respondents’ uncertainty about department affiliation.

Table 3 displays response rate by job type. Exempt employees had a higher response rate (58.3%) than classified employees (37.9%).

Table 4 displays response rate by length of service and Table 5 shows response rate by age group. Response rates were consistent across categories.

Table 6 displays response rate by annual salary range. Response rates were generally consistent across categories. Only the “Less than \$25,000” received a higher response rate (93.1%). Like department affiliation, the high percentage may be attributable to confusion about the response categories.

Table 7 displays response rate by bargaining unit. The Corrections Bargaining Unit and Excluded from Bargaining Unit members had lower response rates (22.4% and 20.5% respectively).

Table 8 displays response rate by gender. Females had a somewhat higher than average response rate (45.8%).

Table 9 displays response rate by racial/ethnic group. Minority respondents had a somewhat higher than average response rate (46.6%).

In sum, the survey sample reasonably approximates the total employee population.

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<sup>2</sup> Chi square is a test used on categorical data that compares the observed count in each table cell to the count which would be expected under the assumption of no association between the row and column classifications. Observed counts are compared to expected counts to determine if there some significant association between the variables.

**Table 2 Response Rate by Department**

Department	Number	Completed Surveys	Response Rate
Administration -Central Office	18	30	166.7%
Agriculture	94	33	35.1%
Attorney General	79	54	68.4%
Buildings & General Services	344	162	47.1%
Children & Families	972	319	32.8%
Commerce & Community Development	82	35	42.7%
Corrections	1,066	289	27.1%
Defender General	70	19	27.1%
Disabilities, Aging & Independent Living	283	111	39.2%
Education	164	115	70.1%
Environmental Conservation	262	98	37.4%
Finance & Management	38	22	57.9%
Financial Regulation	109	54	49.5%
Fish & Wildlife	124	39	31.5%
Forests, Parks & Recreation	102	44	43.1%
Health	484	228	47.1%
Human Resources	87	63	72.4%
Human Services - Central Office	107	124	115.9%
Information & Innovation	83	50	60.2%
Labor	265	152	57.4%
Liquor Control	48	17	35.4%
Mental Health	171	46	26.9%
Military	122	17	13.9%
Natural Resources -Central Office	33	41	124.2%
Public Safety (incl. VSP)	590	267	45.3%
Public Service Department	45	16	35.6%
Secretary of State	66	23	34.8%
Small Department	171	66	38.6%
Taxes	154	69	44.8%
Transportation (incl. DMV)	1,259	615	48.8%
Vermont Health Access	156	60	38.5%
Vermont Lottery Commission	19	17	89.5%
Vermont Veterans' Home	202	62	30.7%
Missing/Other		32	n/a
<b>Grand Total</b>	<b>7,879</b>	<b>3,389</b>	<b>43.0%</b>

\*To assure anonymity, self-identifying information was not gathered. Therefore, demographic information was collected through respondents' selection of response options. The response rate percentages may not be accurate due to multiple submissions or incorrect selection of choices.

**Table 3 Response Rate by Job Type**

Job Type	Number	Completed Surveys	Response Rate
Classified	7,447	2,820	37.9%
Exempt	432	252	58.3%
Other	n/a	262	n/a
Missing	n/a	55	n/a
<b>Grand Total</b>	<b>7,879</b>	<b>3,389</b>	<b>43.0%</b>

**Table 4 Response Rate by Length of Service**

Length of Service	Number	Completed Surveys	Response Rate
<5 years	2,161	828	38.3%
5-9 years	1,778	759	42.7%
10-14 years	1,328	579	43.6%
15-19 years	798	354	44.4%
20-24 years	653	272	41.7%
25-29 years	610	296	48.5%
30-35 years	368	176	47.8%
>35 years	183	89	48.6%
Missing	n/a	36	n/a
<b>Grand Total</b>	<b>7,879</b>	<b>3,389</b>	<b>43.0%</b>

**Table 5 Response Rate by Age Group**

Age Group	Number	Completed Surveys	Response Rate
<25 Years	161	72	44.7%
25-34 Years	1,237	472	38.2%
35-44 Years	1,864	791	42.4%
45-54 Years	2,296	984	42.9%
55-65 Years	2,112	870	41.2%
>65 Years	209	93	44.5%
Prefer not to answer	n/a	55	n/a
Missing	n/a	52	n/a
<b>Grand Total</b>	<b>7,879</b>	<b>3,389</b>	<b>43.0%</b>

**Table 6 Response Rate by Annual Salary Range**

Annual Salary Range	Number	Completed Surveys	Response Rate
< \$25,000	101	94	93.1%
\$25,000 - \$34,999	853	407	47.7%
\$35,000 - \$44,999	2,077	809	39.0%
\$45,000 - \$54,999	2,064	830	40.2%
\$55,000 - \$64,999	1,288	555	43.1%
\$65,000 - \$74,999	772	305	39.5%
> \$75,000	724	212	29.3%
Missing		177	n/a
<b>Grand Total</b>	<b>7,879</b>	<b>3,389</b>	<b>43.0%</b>

**Table 7 Response Rate by Bargaining Unit**

Bargaining Unit	Number	Completed Surveys	Response Rate
Corrections	869	195	22.4%
Excluded BU Member	974	200	20.5%
Non-Management	4,888	1,988	40.7%
State Police	276	92	33.3%
Supervisory	843	417	49.5%
Other/Missing	n/a	497	n/a
<b>Grand Total</b>	<b>7,879</b>	<b>3,389</b>	<b>43.0%</b>

**Table 8 Response Rate by Gender**

Gender	Number	Completed Surveys	Response Rate
Female	3,895	1,782	45.8%
Male	3,984	1,391	34.9%
Prefer not to answer	n/a	116	n/a
Missing	n/a	100	n/a
<b>Grand Total</b>	<b>7,879</b>	<b>3,389</b>	<b>43.0%</b>

**Table 9 Response Rate by Racial/Ethnic Group**

Racial/Ethnic group	Number	Completed Surveys	Response Rate
Minority	238	111	46.6%
White	7,641	2,978	39.0%
Prefer not to Answer	n/a	200	n/a
Missing	n/a	100	n/a
<b>Grand Total</b>	<b>7,879</b>	<b>3,389</b>	<b>43.0%</b>

## Summary of Key Findings: Job Duties and their Relationship to the Mission and Goals of Your Agency or Department

Table 10 displays percent agreement for all respondents to survey statements for “Job Duties and their Relationship to the Mission and Goals of your Agency or Department.” Approximately 90% or more agreed that they understand their job duties and responsibilities (93.8%), the work, goals, and mission of their departments or agencies (89.2%), that the work they perform is linked to their departments’ or agencies’ work (94.3%), and that the work they perform has an impact on their departments’ or agencies’ ability to meet its goals and mission (90.3%).

To a lesser extent, all respondents agreed that the work they perform is meaningful and rewarding (77.8%) and that the work they perform is varied and interesting (78.4%).

Approximately four out of five of all respondents agreed that they were confident that they can accomplish their work goals (82.6%).

The lowest agreement was found among all respondents when asked if they were proud when they tell people they work for the State of Vermont (64.4%) and whether they would recommend the State of Vermont to others as a great place to work (59.8%). The relatively high level of “neutral” as a response shows the ambivalence respondents felt about these statements (24.9% and 25.8% respectively).

**Table 10 Job Duties and their Relationship to the Mission and Goals of your Agency or Department – All Respondents**

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department	All Respondents		
	Question	% Agree	% Neutral
Q12. I understand my job duties and responsibilities.	93.8%	3.7%	2.5%
Q13. I understand the work, goals, and mission of my department or agency.	89.2%	6.5%	4.2%
Q14. The work I perform is linked to my department or agency’s work.	94.3%	4.5%	1.2%
Q15. The work I perform has an impact on my department or agency meeting its goals and mission.	90.3%	7.7%	2.1%
Q16. The work I perform is meaningful and rewarding.	77.8%	13.9%	8.3%
Q17. The work I perform is varied and interesting.	78.4%	14.6%	7.0%
Q18. I am confident that I can accomplish my work goals.	82.6%	10.2%	7.2%
Q19. I feel proud when I tell people I work for the State of Vermont.	64.4%	24.9%	10.8%
Q20. I would recommend the State of Vermont to others as a great place to work.	59.8%	25.8%	14.4%

Table 11 displays percent agreement for respondents by department to survey statements for “Job Duties and their Relationship to the Mission and Goals of your Agency or Department.”

**Table 11 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Department**

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department									
Department	Q12. % Agree	Q13. % Agree	Q14. % Agree	Q15. % Agree	Q16. % Agree	Q17. % Agree	Q18. % Agree	Q19. % Agree	Q20. % Agree
Administration - CO	93.1%	89.7%	89.7%	89.7%	72.4%	72.4%	89.7%	65.5%	65.5%
Agriculture	90.6%	78.1%	87.5%	90.6%	84.4%	87.5%	84.4%	62.5%	61.3%
Attorney General	100.0%	96.2%	100.0%	92.5%	90.6%	88.7%	90.4%	86.8%	73.6%
Buildings & General Services	90.5%	88.0%	94.9%	89.9%	72.2%	79.0%	88.0%	57.6%	54.4%
Children & Families	95.0%	92.4%	96.4%	93.4%	80.4%	75.5%	71.3%	64.6%	60.9%
Commerce & Comm. Dev.	97.0%	87.9%	87.9%	78.8%	84.8%	78.8%	81.8%	72.7%	66.7%
Corrections	94.3%	82.2%	87.9%	82.2%	63.1%	66.9%	82.9%	60.6%	52.5%
Defender General	100.0%	100.0%	100.0%	94.7%	78.9%	84.2%	84.2%	73.7%	73.7%
Disabilities, Aging & Ind. Liv.	91.3%	91.4%	97.1%	94.3%	86.5%	89.5%	81.7%	74.5%	72.6%
Education	89.6%	69.5%	83.8%	72.0%	71.7%	68.2%	79.4%	50.5%	41.5%
Environmental Conservation	97.9%	91.5%	96.8%	90.4%	75.5%	75.5%	75.5%	58.5%	47.9%
Finance & Management	90.5%	95.2%	100.0%	90.5%	85.7%	71.4%	81.0%	52.4%	57.1%
Financial Regulation	96.3%	94.4%	94.3%	96.3%	87.0%	79.6%	88.9%	68.5%	66.7%
Fish & Wildlife	97.2%	86.1%	94.4%	88.9%	77.8%	88.9%	80.0%	75.0%	61.1%
Forests, Parks & Recreation	95.5%	93.2%	97.7%	93.2%	88.6%	90.9%	81.8%	75.0%	65.9%
Health	95.9%	95.9%	97.3%	93.6%	86.4%	79.6%	87.7%	67.4%	62.4%
Human Resources	96.5%	91.2%	98.3%	93.1%	75.9%	87.9%	77.6%	62.1%	64.9%
Human Services - CO	87.6%	86.0%	92.6%	90.9%	75.0%	76.0%	75.8%	57.9%	55.4%
Information & Innovation	84.8%	89.1%	80.4%	80.4%	69.6%	73.9%	80.4%	56.5%	56.5%
Labor	91.9%	87.9%	95.3%	90.6%	78.5%	79.1%	81.2%	65.8%	63.1%
Liquor Control	100.0%	93.8%	100.0%	100.0%	81.3%	87.5%	87.5%	62.5%	56.3%
Lottery	86.7%	86.7%	86.7%	86.7%	73.3%	86.7%	80.0%	73.3%	80.0%
Mental Health	95.2%	95.0%	97.6%	87.8%	78.0%	82.5%	85.4%	63.4%	53.7%
Military	100.0%	100.0%	100.0%	100.0%	87.5%	75.0%	93.8%	62.5%	68.8%
Motor Vehicles	97.1%	98.6%	98.6%	97.1%	78.3%	81.2%	91.3%	72.1%	73.9%
Natural Resources -CO	100.0%	87.2%	97.4%	97.4%	82.1%	79.5%	84.6%	76.9%	71.8%
Public Safety (incl VSP)	97.2%	91.1%	95.9%	93.9%	80.1%	84.5%	86.2%	67.8%	59.8%
Public Service Department	86.7%	93.3%	100.0%	93.3%	85.7%	85.7%	85.7%	71.4%	50.0%
Secretary of State	90.0%	95.0%	100.0%	95.0%	80.0%	80.0%	78.9%	63.2%	60.0%
Small Department	93.4%	95.1%	100.0%	96.7%	88.5%	83.6%	93.4%	73.3%	70.5%
Taxes	90.8%	90.8%	89.2%	90.8%	75.0%	73.8%	82.5%	70.3%	67.2%
Transportation - not DMV	94.3%	88.1%	94.7%	89.3%	76.2%	78.7%	85.2%	61.3%	57.3%
Vermont Health Access	82.5%	89.5%	93.0%	93.0%	73.7%	75.4%	64.9%	63.2%	56.1%
Veterans' Home	89.5%	86.0%	94.7%	93.0%	89.5%	75.4%	86.0%	68.4%	67.3%
<b>Average</b>	<b>93.8%</b>	<b>89.2%</b>	<b>94.3%</b>	<b>90.3%</b>	<b>77.8%</b>	<b>78.4%</b>	<b>82.6%</b>	<b>64.4%</b>	<b>59.8%</b>

Q12. I understand my job duties and responsibilities.

Q13. I understand the work, goals, and mission of my department or agency.

Q14. The work I perform is linked to my department or agency's work.

Q15. The work I perform has an impact on my department or agency meeting its goals and mission.

Q16. The work I perform is meaningful and rewarding.

Q17. The work I perform is varied and interesting.

Q18. I am confident that I can accomplish my work goals.

Q19. I feel proud when I tell people I work for the State of Vermont.

Q20. I would recommend the State of Vermont to others as a great place to work.

The average agreement for all respondents for the statement “I understand my job duties and responsibilities” was 93.8%. Departments with significantly lower than average agreement include Vermont Health Access (82.5%), Information & Innovation (84.8%), Lottery (86.7%), and Public Service Department (86.7%). Departments with significantly higher than average agreement include Natural Resources – Central Office, Attorney General, Defender General, Liquor Control, and Military (all 100%).

The average agreement for all respondents for the statement “I understand the work, goals, and mission of my department or agency” was 89.2%. Departments with significantly lower than average agreement include Education (69.5%), Agriculture (78.1%), and Corrections (82.2%). Departments with significantly higher than average agreement include Defender General (100%), Military (100%), and Motor Vehicles (98.6%).

The average agreement for all respondents for the statement “The work I perform is linked to my department or agency’s work” was 94.3%. Departments with significantly lower than average agreement include Information & Innovation (80.4%), Education (83.8%), and Lottery (86.7%). Departments with significantly higher than average agreement include Attorney General, Defender General, Finance & Management, Liquor Control, Military, Public Service Department, and Secretary of State (all 100%).

The average agreement for all respondents for the statement “The work I perform has an impact on my department or agency meeting its goals and mission” was 90.3%. Departments with significantly lower than average agreement include Education (72.0%), Commerce & Community Development (78.8%), and Information & Innovation (80.4%). Departments with significantly higher than average agreement include Liquor Control (100%), Military (100%), Natural Resources – Central Office (97.4%), and Motor Vehicles (97.1%).

The average agreement for all respondents for the statement “The work I perform is meaningful and rewarding” was 77.8%. Departments with significantly lower than average agreement include Corrections (63.1%), Information & Innovation (69.6%), and Education (71.7%). Departments with significantly higher than average agreement include Attorney General (90.6%), Veterans’ Home (89.5%), and Forests, Parks and Recreation (88.6%).

The average agreement for all respondents for the statement “The work I perform is varied and interesting” was 78.4%. Departments with significantly lower than average agreement include Corrections (66.9%), Education (68.2%), and Finance & Management (71.4%). Departments with significantly higher than average agreement include Forests, Parks & Recreation (90.9%), Disabilities, Aging, and Independent Living (89.5%) and Fish & Wildlife (88.9%).

The average agreement for all respondents for the statement “I am confident that I can accomplish my work goals” was 82.6%. Departments with significantly lower than average agreement include Vermont Health Access (64.9%), Children & Families (71.3%), and Environmental Conservation

(75.5%). Departments with significantly higher than average agreement include Military (93.8%), Motor Vehicles (91.3%), and Attorney General (90.4%).

The average agreement for all respondents for the statement “I feel proud when I tell people I work for the State of Vermont” was 64.4%. Departments with significantly lower than average agreement include Education (50.5%), Finance & Management (52.4%), and Information & Innovation (56.5%). Departments with significantly higher than average agreement include Attorney General (86.8%), Natural Resources – Central Office (76.9%), Fish & Wildlife (75.0%) and Forests, Parks & Recreation (75.0%).

The average agreement for all respondents for the statement “I would recommend the State of Vermont to others as a great place to work” was 59.8%. Departments with significantly lower than average agreement include Education (41.5%), Environmental Conservation (47.9%), and Public Service Department (50%). Departments with significantly higher than average agreement include Lottery (80.0%), Motor Vehicles (73.9%), Defender General (73.7%), and Attorney General (73.6%).

Table 12 displays percent agreement for respondents by length of service to survey statements for “Job Duties and their Relationship to the Mission and Goals of your Agency or Department.” The only significant finding was that respondents in the “less than 5 years” group tended to have higher agreement that they were proud when they tell people they work for the State of Vermont (70.7%).

**Table 12 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Length of Service**

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department	Length of Service							
	Less than 5 years	5 - 9 years	10 - 14 years	15 -19 years	20 - 24 years	25 - 29 years	30 - 35 years	More than 35 years
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Q12. I understand my job duties and responsibilities.	94.3%	93.5%	93.1%	92.9%	93.1%	93.9%	94.0%	98.8%
Q13. I understand the work, goals, and mission of my department or agency.	90.5%	88.9%	87.9%	89.7%	85.7%	91.7%	89.2%	94.0%
Q14. The work I perform is linked to my department or agency's work.	95.6%	93.5%	92.5%	94.7%	92.2%	97.1%	94.6%	98.8%
Q15. The work I perform has an impact on my department or agency meeting its goals and mission.	91.1%	89.2%	88.7%	91.8%	88.0%	92.8%	90.4%	95.2%
Q16. The work I perform is meaningful and rewarding.	82.3%	77.2%	75.2%	74.6%	73.6%	77.4%	82.5%	81.9%
Q17. The work I perform is varied and interesting.	80.3%	79.1%	75.5%	76.8%	77.2%	77.1%	83.2%	81.9%
Q18. I am confident that I can accomplish my work goals.	84.5%	85.1%	81.0%	80.8%	76.8%	82.9%	81.9%	80.5%
Q19. I feel proud when I tell people I work for the State of Vermont.	70.7%	61.2%	62.3%	62.3%	62.5%	63.4%	64.1%	65.1%
Q20. I would recommend the State of Vermont to others as a great place to work.	65.2%	54.4%	57.9%	60.4%	60.9%	58.8%	60.5%	66.3%

Table 13 displays percent agreement for respondents by age group to survey statements for “Job Duties and their Relationship to the Mission and Goals of your Agency or Department.” The only significant finding was that respondents in the “65 + years group tended to have higher agreement that they were proud when they tell people they work for the State of Vermont (83.1%) and that they would recommend the State of Vermont to others as a great place to work (78.7%).

**Table 13 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Age Group**

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department	Age Group							Prefer not to answer
	18 - 24 years	25 - 34 years	35 - 44 years	45 - 54 years	55 - 64 years	65+ years		
Question	% Agree	% Agree	% Agree					
Q12. I understand my job duties and responsibilities.	95.5%	94.0%	95.4%	93.2%	93.5%	96.7%	81.6%	
Q13. I understand the work, goals, and mission of my department or agency.	89.4%	87.9%	91.3%	89.2%	89.4%	92.1%	77.6%	
Q14. The work I perform is linked to my department or agency's work.	93.9%	93.8%	94.2%	94.4%	95.0%	98.9%	81.6%	
Q15. The work I perform has an impact on my department or agency meeting its goals and mission.	87.7%	90.7%	90.8%	89.9%	90.6%	96.7%	79.2%	
Q16. The work I perform is meaningful and rewarding.	77.3%	76.8%	79.0%	76.7%	79.1%	92.1%	63.3%	
Q17. The work I perform is varied and interesting.	81.8%	77.0%	80.4%	77.7%	79.2%	87.8%	57.1%	
Q18. I am confident that I can accomplish my work goals.	95.4%	85.7%	83.0%	81.6%	81.5%	91.0%	61.2%	
Q19. I feel proud when I tell people I work for the State of Vermont.	65.2%	66.2%	63.2%	62.5%	66.5%	83.1%	44.9%	
Q20. I would recommend the State of Vermont to others as a great place to work.	59.1%	59.7%	59.3%	58.4%	61.5%	78.7%	38.8%	

Table 14 displays percent agreement for respondents by salary range to survey statements for “Job Duties and their Relationship to the Mission and Goals of your Agency or Department.” Those in the \$25,000-\$34,999 salary range were least likely to agree that the work they perform is meaningful and rewarding (72.5%), while respondents in the more than \$75,000 were most likely to agree (89.9%). Similarly, those in the \$25,000-\$34,999 salary range were least likely to agree that the work they perform is varied and interesting (71.5%), while respondents in the “more than \$75,000” range were most likely to agree (90.4%).

Respondents in the “less than \$25,000” salary range were most likely to agree that they were proud when they tell people they work for the State of Vermont (78.4%). Respondents in the “less than \$25,000” salary range and the “more than \$75,000” range tended to have higher agreement that they would recommend the State of Vermont to others as a great place to work (70.8% and 72.1% respectively).

**Table 14 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Annual Salary Range**

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department	Annual Salary Range						
	Less than \$25,000	\$25,000 - \$34,999	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	More than \$75,000
Question	% Agree	% Agree					
Q12. I understand my job duties and responsibilities.	96.6%	93.1%	93.9%	94.1%	91.5%	95.6%	97.5%
Q13. I understand the work, goals, and mission of my department or agency.	89.9%	89.2%	89.5%	88.6%	86.5%	92.9%	95.4%
Q14. The work I perform is linked to my department or agency's work.	94.4%	93.4%	94.4%	94.6%	93.0%	95.2%	98.5%
Q15. The work I perform has an impact on my department or agency meeting its goals and mission.	87.5%	89.0%	89.9%	89.7%	89.3%	92.5%	97.5%
Q16. The work I perform is meaningful and rewarding.	78.7%	72.5%	77.9%	77.3%	76.4%	83.3%	89.9%
Q17. The work I perform is varied and interesting.	76.1%	71.5%	78.3%	77.5%	79.4%	85.0%	90.4%
Q18. I am confident that I can accomplish my work goals.	92.1%	86.2%	84.8%	81.9%	76.9%	82.6%	87.4%
Q19. I feel proud when I tell people I work for the State of Vermont.	78.4%	64.8%	64.5%	62.3%	62.5%	68.2%	69.5%
Q20. I would recommend the State of Vermont to others as a great place to work.	70.8%	57.7%	61.7%	57.6%	57.1%	59.7%	72.1%

Table 15 displays percent agreement for respondents by job type to survey statements for “Job Duties and their Relationship to the Mission and Goals of your Agency or Department.” Exempt respondents were significantly more likely than classified respondents to agree that the work they perform is meaningful and rewarding (86.9% and 76.3% respectively) and that the work they perform is varied and interesting (86.5% and 77.5% respectively).

Similarly, exempt respondents were significantly more likely than classified respondents to agree that they were proud when they tell people they work for the State of Vermont (72.6% and 62.5% respectively) and that they would recommend the State of Vermont to others as a great place to work (67.1% and 58.2% respectively).

**Table 15 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Job Type**

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department	Job Type		
	Classified	Exempt	Other
	% Agree	% Agree	% Agree
Q12. I understand my job duties and responsibilities.	93.5%	95.0%	95.9%
Q13. I understand the work, goals, and mission of my department or agency.	88.6%	92.8%	92.9%
Q14. The work I perform is linked to my department or agency's work.	94.1%	94.9%	96.7%
Q15. The work I perform has an impact on my department or agency meeting its goals and mission.	89.9%	94.1%	90.8%
Q16. The work I perform is meaningful and rewarding.	76.3%	86.9%	85.3%
Q17. The work I perform is varied and interesting.	77.5%	86.5%	80.4%
Q18. I am confident that I can accomplish my work goals.	81.5%	86.1%	89.5%
Q19. I feel proud when I tell people I work for the State of Vermont.	62.5%	72.6%	76.2%
Q20. I would recommend the State of Vermont to others as a great place to work.	58.2%	67.1%	71.0%

Table 16 displays percent agreement for respondents by bargaining unit to survey statements for “Job Duties and their Relationship to the Mission and Goals of your Agency or Department.” The corrections bargaining unit respondents had significantly lower agreement on nearly all statements, with the exception that manager and/or confidential respondents were least likely to agree that they were confident that they could accomplish their work goals (77.2%).

**Table 16 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Bargaining Unit**

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department	Bargaining Unit				
	Non-Management	Supervisory	Corrections	State Police	Manager and/or Confidential
	% Agree	% Agree	% Agree	% Agree	% Agree
Q12. I understand my job duties and responsibilities.	92.8%	95.0%	92.4%	100.0%	95.6%
Q13. I understand the work, goals, and mission of my department or agency.	88.3%	91.4%	80.3%	91.7%	93.4%
Q14. The work I perform is linked to my department or agency's work.	93.8%	95.7%	85.2%	98.8%	98.9%
Q15. The work I perform has an impact on my department or agency meeting its goals and mission.	89.6%	92.7%	77.6%	95.2%	97.8%
Q16. The work I perform is meaningful and rewarding.	75.6%	82.4%	59.9%	78.6%	87.9%
Q17. The work I perform is varied and interesting.	75.8%	83.9%	65.6%	88.1%	88.5%
Q18. I am confident that I can accomplish my work goals.	81.9%	81.3%	82.5%	89.3%	77.2%
Q19. I feel proud when I tell people I work for the State of Vermont.	61.4%	66.9%	56.3%	67.5%	69.6%
Q20. I would recommend the State of Vermont to others as a great place to work.	56.9%	64.3%	45.1%	56.6%	72.4%

Table 17 displays percent agreement for respondents by gender to survey statements for “Job Duties and their Relationship to the Mission and Goals of your Agency or Department.” Females tended to agree significantly more than males that they understand the work, goals, and mission of their department or agency (91.6% and 87.0% respectively) and that the work they perform is meaningful and rewarding (81.8% and 74.7% respectively).

Female respondents were significantly more likely than males to agree that they were proud when they tell people they work for the State of Vermont (68.0% and 62.5% respectively) and that they would recommend the State of Vermont to others as a great place to work (63.8% and 57.3% respectively).

**Table 17 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Gender**

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department	Gender		
	Male	Female	Prefer not to answer
Question	% Agree	% Agree	% Agree
Q12. I understand my job duties and responsibilities.	94.0%	93.9%	91.8%
Q13. I understand the work, goals, and mission of my department or agency.	87.0%	91.6%	80.9%
Q14. The work I perform is linked to my department or agency's work.	93.1%	95.7%	88.2%
Q15. The work I perform has an impact on my department or agency meeting its goals and mission.	89.0%	91.9%	81.8%
Q16. The work I perform is meaningful and rewarding.	74.7%	81.8%	62.4%
Q17. The work I perform is varied and interesting.	77.2%	80.5%	65.1%
Q18. I am confident that I can accomplish my work goals.	83.6%	83.1%	70.6%
Q19. I feel proud when I tell people I work for the State of Vermont.	62.5%	68.0%	36.7%
Q20. I would recommend the State of Vermont to others as a great place to work.	57.3%	63.8%	33.6%

Table 18 displays percent agreement for respondents by racial/ethnic group to survey statements for “Job Duties and their Relationship to the Mission and Goals of your Agency or Department.” White respondents were significantly more likely than minority respondents to agree that they would recommend the State of Vermont to others as a great place to work (61.6% and 49.2% respectively).

**Table 18 Job duties and their Relationship to the Mission and Goals of your agency or Department by Racial/Ethnic Group**

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department	Racial/Ethnic Group			
	Minority	White	Two or more Races	Prefer not to Answer
Question	% Agree	% Agree	% Agree	% Agree
Q12. I understand my job duties and responsibilities.	95.1%	94.1%	93.6%	91.5%
Q13. I understand the work, goals, and mission of my department or agency.	93.4%	89.6%	87.2%	83.5%
Q14. The work I perform is linked to my department or agency's work.	95.1%	94.8%	87.0%	89.4%
Q15. The work I perform has an impact on my department or agency meeting its goals and mission.	86.9%	90.7%	89.4%	85.0%
Q16. The work I perform is meaningful and rewarding.	73.8%	79.1%	72.3%	66.8%
Q17. The work I perform is varied and interesting.	75.4%	79.3%	72.3%	69.9%
Q18. I am confident that I can accomplish my work goals.	88.3%	83.4%	74.5%	75.4%
Q19. I feel proud when I tell people I work for the State of Vermont.	63.9%	65.9%	59.6%	46.0%
Q20. I would recommend the State of Vermont to others as a great place to work.	49.2%	61.6%	51.1%	40.6%

## Summary of Key Findings: Communication and Input within your Organization

Table 19 displays percent agreement for all respondents to survey statements for “Communication and Input within your Organization.” Less than half of respondents agreed that management and senior leadership communicate important information to staff in a timely and effective manner (47.0%). More respondents felt they had an opportunity to communicate with and provide feedback to management and senior leadership (57.8%) and were encouraged to share ideas on improving either service delivery or business process efficiency (53.0%).

A majority of respondents agreed that their department or agency works well with other departments and agencies (55.5%) and their department or agency works well with business partners outside of State Government (56.2%). There was, however, a relatively high level of “neutral” responses, which shows respondents’ ambivalence about these statements (31.0% and 34.4%).

**Table 19      Communication and Input within your Organization – All Respondents**

Survey Items: Communication and Input within Your Organization	All Respondents			
	Question	% Agree	% Neutral	% Disagree
Q21. Management and senior leadership communicate important information to staff in a timely and effective manner.		47.0%	21.6%	31.4%
Q22. I have an opportunity to communicate with and provide feedback to management and senior leadership.		57.8%	18.7%	23.6%
Q23. I am encouraged to share ideas on improving either service delivery or business process efficiency.		53.0%	21.1%	25.9%
Q24. My department or agency works well with other departments and agencies.		55.5%	31.0%	13.4%
Q25. My department or agency works well with business partners outside of State Government.		56.2%	34.4%	9.4%

Table 20 displays percent agreement for respondents by department to survey statements for “Communication and Input within your Organization.”

The average agreement for all respondents for the statement “Management and senior leadership communicate important information to staff in a timely and effective manner” was 47.0%. Departments with significantly lower than average agreement include Veterans’ Home (19.0%), Corrections (29.9%), and Education (30.8%). Departments with significantly higher than average agreement include Defender General (72.2%), Lottery (66.7%), and Vermont Health Access (64.9%).

The average agreement for all respondents for the statement “I have an opportunity to communicate with and provide feedback to management and senior leadership” was 57.8%. Departments with significantly lower than average agreement include Veterans’ Home (34.5%), Environmental Conservation (44.7%), and Education (46.7%). Departments with significantly higher than average agreement include Lottery (80.0%), Forests, Parks & Recreation (72.7%), and Disabilities, Aging & Independent Living (72.4%).

**Table 20 Communication and Input within your Organization by Department**

Survey Items: Communication and Input within Your Organization					
	Q21.	Q22.	Q23.	Q24.	Q25.
Department	% Agree				
Administration - CO	62.1%	58.6%	58.6%	65.5%	62.1%
Agriculture	40.6%	56.3%	48.4%	59.4%	64.5%
Attorney General	62.3%	67.9%	58.5%	69.8%	51.9%
Buildings & General Services	39.2%	54.4%	47.5%	51.3%	55.7%
Children & Families	47.5%	54.5%	54.1%	53.6%	52.0%
Commerce & Comm. Dev.	48.5%	60.6%	45.5%	63.6%	75.8%
Corrections	29.9%	49.2%	37.9%	39.3%	37.3%
Defender General	72.2%	72.2%	68.4%	63.2%	52.6%
Disabilities, Aging & Ind. Liv.	61.3%	72.4%	64.4%	68.6%	63.8%
Education	30.8%	46.7%	36.4%	32.1%	37.4%
Environmental Conservation	34.0%	44.7%	37.0%	48.9%	54.3%
Finance & Management	47.6%	57.1%	57.1%	47.6%	61.9%
Financial Regulation	59.3%	64.8%	66.7%	71.7%	75.9%
Fish & Wildlife	44.4%	50.0%	41.7%	63.9%	58.3%
Forests, Parks & Recreation	61.4%	72.7%	75.0%	63.6%	72.7%
Health	54.8%	64.3%	61.1%	57.5%	57.7%
Human Resources	55.2%	58.6%	65.5%	69.0%	45.6%
Human Services - CO	44.6%	63.6%	55.4%	58.7%	64.5%
Information & Innovation	52.2%	65.2%	68.9%	63.0%	67.4%
Labor	32.4%	49.3%	46.6%	45.6%	53.0%
Liquor Control	43.8%	68.8%	75.0%	56.3%	68.8%
Lottery	66.7%	80.0%	73.3%	53.3%	53.3%
Mental Health	41.5%	48.8%	53.7%	43.9%	50.0%
Military	50.0%	68.8%	75.0%	73.3%	87.5%
Motor Vehicles	55.1%	63.8%	58.0%	63.2%	55.9%
Natural Resources -CO	33.3%	53.8%	59.0%	43.6%	50.0%
Public Safety (incl VSP)	50.4%	53.3%	45.7%	61.2%	57.7%
Public Service Department	60.0%	66.7%	53.3%	78.6%	85.7%
Secretary of State	55.0%	68.4%	57.9%	68.4%	63.2%
Small Department	72.1%	83.6%	83.3%	82.0%	78.7%
Taxes	46.2%	56.9%	47.7%	50.8%	56.9%
Transportation - not DMV	51.0%	60.2%	55.0%	59.0%	61.5%
Vermont Health Access	64.9%	64.9%	66.7%	64.3%	66.1%
Veterans' Home	19.0%	34.5%	34.5%	29.3%	27.6%
<b>Average</b>	<b>47.0%</b>	<b>57.8%</b>	<b>53.0%</b>	<b>55.5%</b>	<b>56.2%</b>

Q21. Management and senior leadership communicate important information to staff in a timely and effective manner.

Q22. I have an opportunity to communicate with and provide feedback to management and senior leadership.

Q23. I am encouraged to share ideas on improving either service delivery or business process efficiency.

Q24. My department or agency works well with other departments and agencies.

Q25. My department or agency works well with business partners outside of State Government.

The average agreement for all respondents for the statement “I am encouraged to share ideas on improving either service delivery or business process efficiency” was 53.0%. Departments with significantly lower than average agreement include Veterans’ Home (34.5%), Education (36.4%), and Environmental Conservation (37.0%). Departments with significantly higher than average agreement include Forests, Parks & Recreation (75.0%), Military (75.0%), and Liquor Control (75.0%).

The average agreement for all respondents for the statement “My department or agency works well with other departments and agencies” was 55.5%. Departments with significantly lower than average agreement include Veterans’ Home (29.3%), Education (32.1%), and Corrections (39.3%). Departments with significantly higher than average agreement include Public Service Department (78.6%), Military (73.3%), and Financial Regulation (71.7%).

The average agreement for all respondents for the statement “My department or agency works well with business partners outside of State Government” was 56.2%. Departments with significantly lower than average agreement include Veterans’ Home (27.6%), Corrections (37.3%), and Education (37.4%). Departments with significantly higher than average agreement include Military (87.5%), Public Service Department (85.7%), and Financial Regulation (75.9%).

Table 21 displays percent agreement for respondents by length of service to survey statements for “Communication and Input within your Organization.” The only significant finding was that respondents in the “less than 5 years” group tended to have higher agreement that management and senior leadership communicate important information to staff in a timely and effective manner (56.8%), they have an opportunity to communicate with and provide feedback to management and senior leadership (66.5%), and they are encouraged to share ideas on improving either service delivery or business process (61.0%), while the 15-19 years group had the lowest agreement with these statements (36.4%, 50.1% and 44.7% respectively).

**Table 21      Communication and Input within your Organization by Length of Service**

Survey Items: Communication and Input within Your Organization	Length of Service							
	Less than 5 years	5 - 9 years	10 - 14 years	15 -19 years	20 - 24 years	25 - 29 years	30 - 35 years	More than 35 years
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Q21. Management and senior leadership communicate important information to staff in a timely and effective manner.	56.8%	43.9%	45.9%	36.4%	45.6%	42.8%	48.2%	51.8%
Q22. I have an opportunity to communicate with and provide feedback to management and senior leadership.	66.5%	54.0%	54.2%	50.1%	57.9%	57.9%	60.5%	61.4%
Q23. I am encouraged to share ideas on improving either service delivery or business process efficiency.	61.0%	51.3%	50.5%	44.7%	51.2%	49.3%	57.5%	56.1%
Q24. My department or agency works well with other departments and agencies.	59.0%	51.9%	56.5%	51.0%	56.5%	55.4%	57.8%	61.7%
Q25. My department or agency works well with business partners outside of State Government.	59.6%	55.6%	55.3%	56.2%	54.6%	54.3%	55.4%	52.4%

Table 22 displays percent agreement for respondents by age group to survey statements for “Communication and Input within your Organization.” There were no notable differences in agreement by age group to these statements.

**Table 22 Communication and Input within your Organization by Age Group**

Survey Items: Communication and Input within Your Organization	Age Group						
	18 - 24 years	25 - 34 years	35 - 44 years	45 - 54 years	55 - 64 years	65+ years	Prefer not to answer
Question	% Agree	% Agree	% Agree				
Q21. Management and senior leadership communicate important information to staff in a timely and effective manner.	59.1%	49.9%	47.1%	44.7%	48.0%	56.0%	32.7%
Q22. I have an opportunity to communicate with and provide feedback to management and senior leadership.	65.2%	58.1%	59.2%	57.0%	57.9%	67.4%	40.8%
Q23. I am encouraged to share ideas on improving either service delivery or business process efficiency.	62.1%	54.6%	54.9%	51.3%	53.3%	57.8%	34.7%
Q24. My department or agency works well with other departments and agencies.	54.5%	55.2%	55.0%	55.7%	56.8%	63.2%	46.9%
Q25. My department or agency works well with business partners outside of State Government.	60.0%	59.3%	56.3%	55.6%	55.6%	66.7%	44.9%

Table 23 displays percent agreement for respondents by salary range to survey statements for “Communication and Input within your Organization.” Respondents in the “more than \$75,000” group had significantly higher agreement than any other group with all statements related to “Communication and Input within your Organization.”

**Table 23 Communication and Input within your Organization by Annual Salary Range**

Survey Items: Communication and Input within Your Organization	Annual Salary Range						
	Less than \$25,000	\$25,000 - \$34,999	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	More than \$75,000
Question	% Agree	% Agree					
Q21. Management and senior leadership communicate important information to staff in a timely and effective manner.	61.8%	47.6%	46.2%	42.0%	47.0%	48.1%	68.2%
Q22. I have an opportunity to communicate with and provide feedback to management and senior leadership.	68.2%	57.4%	54.9%	55.4%	56.6%	61.0%	77.8%
Q23. I am encouraged to share ideas on improving either service delivery or business process efficiency.	58.6%	54.8%	49.7%	50.5%	50.3%	57.8%	72.2%
Q24. My department or agency works well with other departments and agencies.	58.0%	52.7%	52.6%	55.8%	51.7%	59.5%	75.8%
Q25. My department or agency works well with business partners outside of State Government.	58.6%	54.2%	56.6%	54.5%	52.5%	59.7%	72.1%

Table 24 displays percent agreement for respondents by job type to survey statements for “Communication and Input within your Organization.” Comparing just classified and exempt employees, the results show that exempt respondents had significantly higher agreement than classified respondents with all statements related to “Communication and Input within your Organization.”

**Table 24      Communication and Input within your Organization by Job Type**

Survey Items: Communication and Input within Your Organization	Job Type		
	Classified	Exempt	Other
Question	% Agree	% Agree	% Agree
Q21. Management and senior leadership communicate important information to staff in a timely and effective manner.	45.0%	59.1%	56.0%
Q22. I have an opportunity to communicate with and provide feedback to management and senior leadership.	55.9%	67.5%	68.6%
Q23. I am encouraged to share ideas on improving either service delivery or business process efficiency.	51.1%	61.8%	65.6%
Q24. My department or agency works well with other departments and agencies.	54.1%	64.6%	63.3%
Q25. My department or agency works well with business partners outside of State Government.	55.0%	63.6%	62.9%

Table 25 displays percent agreement for respondents by gender to survey statements for “Communication and Input within your Organization.” There were no notable differences in agreement to these statements.

**Table 25      Communication and Input within your Organization by Gender**

Survey Items: Communication and Input within Your Organization	Gender		
	Male	Female	Prefer not to answer
Question	% Agree	% Agree	% Agree
Q21. Management and senior leadership communicate important information to staff in a timely and effective manner.	47.8%	48.3%	26.4%
Q22. I have an opportunity to communicate with and provide feedback to management and senior leadership.	58.2%	59.2%	40.0%
Q23. I am encouraged to share ideas on improving either service delivery or business process efficiency.	52.5%	55.5%	28.2%
Q24. My department or agency works well with other departments and agencies.	55.5%	57.1%	39.1%
Q25. My department or agency works well with business partners outside of State Government.	56.9%	57.3%	40.4%

Table 26 displays percent agreement for respondents by bargaining unit to survey statements for “Communication and Input within your Organization.” The Corrections Bargaining Unit respondents had significantly lower agreement on nearly all statements related to “Communication and Input within your Organization,” with the exception that State Police respondents also had low agreement that they have an opportunity to communicate with and provide feedback to management and senior leadership (47.6%).

**Table 26 Communication and Input within your Organization by Bargaining Unit**

Survey Items: Communication and Input within Your Organization	Bargaining Unit				
	Non-Management	Supervisory	Corrections	State Police	Manager and/or Confidential
Question	% Agree	% Agree	% Agree	% Agree	% Agree
Q21. Management and senior leadership communicate important information to staff in a timely and effective manner.	42.7%	55.5%	27.3%	58.3%	65.4%
Q22. I have an opportunity to communicate with and provide feedback to management and senior leadership.	52.8%	71.4%	47.5%	47.6%	74.2%
Q23. I am encouraged to share ideas on improving either service delivery or business process efficiency.	49.3%	62.1%	35.0%	42.9%	72.4%
Q24. My department or agency works well with other departments and agencies.	51.5%	62.1%	36.1%	70.2%	75.3%
Q25. My department or agency works well with business partners outside of State Government.	54.4%	62.7%	35.2%	60.7%	66.1%

Table 27 displays percent agreement for respondents by racial/ethnic group to survey statements for “Communication and Input within your Organization.” There were no notable differences in agreement by Racial/Ethnic group to these statements.

**Table 27 Communication and Input within your Organization by Racial/Ethnic Group**

Survey Items: Communication and Input within Your Organization	Racial/Ethnic Group			
	Minority	White	Two or more Races	Prefer not to Answer
Question	% Agree	% Agree	% Agree	% Agree
Q21. Management and senior leadership communicate important information to staff in a timely and effective manner.	56.7%	48.2%	38.3%	33.0%
Q22. I have an opportunity to communicate with and provide feedback to management and senior leadership.	55.0%	58.7%	57.4%	51.1%
Q23. I am encouraged to share ideas on improving either service delivery or business process efficiency.	55.0%	54.0%	53.2%	41.0%
Q24. My department or agency works well with other departments and agencies.	52.5%	56.5%	54.3%	45.2%
Q25. My department or agency works well with business partners outside of State Government.	63.9%	56.8%	51.1%	49.7%

## Summary of Key Findings: Relationships and Morale in your Organization

Table 28 displays percent agreement for all respondents to survey statements for “Relationships and Morale in your Organization.” The largest percentage of respondents disagreed that morale within their department or agency is good (42.1%). (For further examination of morale see discussion and Table 37 on page 34).

Over 60% of all respondents agreed that the people they work with treat each other respectfully (62.4%) and the people they work with care about them (61.0%).

Nearly three out of four of all respondents agreed that harassment is not tolerated in their workplace (71.2%) and discrimination is not tolerated in their workplace (74.5%). Fewer respondents agreed that they were confident that any misconduct that they report will be handled properly (54.6%), which had a relatively high percent disagreeing with the statement (23.4%).

**Table 28 Relationships and Morale in your Organization – All Respondents**

Survey Items: Relationships and Morale in Your Organization	All Respondents		
	Question	% Agree	% Neutral
Q26. Morale within my department or agency is good.	35.5%	22.4%	42.1%
Q27. The people I work with treat each other respectfully.	62.4%	19.0%	18.7%
Q28. The people I work with care about me.	61.0%	25.0%	14.0%
Q29. Harassment is not tolerated in my workplace.	71.2%	16.0%	12.8%
Q30. Discrimination is not tolerated in my workplace.	74.5%	15.8%	9.7%
Q31. I am confident that any misconduct that I report will be handled properly.	54.6%	22.0%	23.4%

Table 29 displays percent agreement for respondents by department to survey statements for “Relationships and Morale in your Organization.”

The average agreement for all respondents for the statement “Morale within my department or agency is good” was 35.5%. Departments with significantly lower than average agreement include Education (13.2%), Corrections (16.8%), Environmental Conservation (20.2%), and Labor (21.2%). Departments with significantly higher than average agreement include Forests, Parks & Recreation (63.6%), Defender General (63.2%), and Military (62.5%).

The average agreement for all respondents for the statement “The people I work with treat each other respectfully” was 62.4%. Departments with significantly lower than average agreement include Veterans’ Home (28.1%), Corrections (42.5%), and Education (43.0%). Departments with significantly higher than average agreement include Defender General (89.5%), Attorney General (88.2%), and Commerce & Community Development (84.4%).

**Table 29 Relationships and Morale in your Organization by Department**

Survey Items: Relationships and Morale in Your Organization						
Department	Q26. % Agree	Q27. % Agree	Q28. % Agree	Q29. % Agree	Q30. % Agree	Q31. % Agree
Administration - CO	51.7%	65.5%	58.6%	65.5%	72.4%	51.7%
Agriculture	31.3%	62.5%	62.5%	68.8%	68.8%	46.9%
Attorney General	54.9%	88.2%	86.5%	90.4%	90.4%	80.8%
Buildings & General Services	28.6%	48.1%	46.8%	67.5%	65.6%	46.4%
Children & Families	24.6%	56.3%	60.3%	71.2%	76.3%	51.3%
Commerce & Comm. Dev.	40.6%	84.4%	65.6%	75.0%	84.4%	53.1%
Corrections	16.8%	42.5%	41.8%	57.5%	63.1%	40.8%
Defender General	63.2%	89.5%	84.2%	89.5%	89.5%	73.7%
Disabilities, Aging & Ind. Liv.	49.5%	81.9%	79.8%	84.8%	88.5%	63.8%
Education	13.2%	43.0%	53.8%	55.1%	57.5%	38.3%
Environmental Conservation	20.2%	70.2%	68.1%	74.2%	74.2%	45.7%
Finance & Management	47.6%	57.1%	71.4%	66.7%	76.2%	47.6%
Financial Regulation	55.8%	76.9%	65.4%	75.0%	84.6%	59.6%
Fish & Wildlife	38.9%	72.2%	61.1%	75.0%	77.8%	63.9%
Forests, Parks & Recreation	63.6%	79.5%	86.0%	84.1%	90.9%	63.6%
Health	47.3%	73.8%	72.9%	78.3%	82.8%	62.4%
Human Resources	46.6%	74.1%	75.9%	86.0%	86.0%	75.4%
Human Services - CO	31.7%	66.1%	63.3%	74.2%	75.8%	51.2%
Information & Innovation	45.7%	65.2%	60.9%	71.7%	71.7%	60.9%
Labor	21.2%	45.9%	51.7%	56.2%	62.8%	39.7%
Liquor Control	31.3%	43.8%	50.0%	75.0%	75.0%	43.8%
Lottery	57.1%	57.1%	85.7%	85.7%	92.9%	78.6%
Mental Health	26.8%	70.7%	61.0%	78.0%	73.2%	61.0%
Military	62.5%	68.8%	56.3%	62.5%	81.3%	56.3%
Motor Vehicles	50.7%	65.2%	73.9%	79.7%	78.3%	50.7%
Natural Resources -CO	40.5%	70.3%	54.1%	73.7%	73.7%	55.3%
Public Safety (incl VSP)	33.9%	67.6%	62.3%	75.0%	80.8%	64.9%
Public Service Department	53.3%	73.3%	64.3%	100.0%	92.9%	66.7%
Secretary of State	30.0%	50.0%	60.0%	63.2%	70.0%	40.0%
Small Department	63.8%	72.9%	82.8%	83.1%	86.4%	83.1%
Taxes	31.3%	68.8%	65.6%	78.1%	67.2%	65.6%
Transportation - not DMV	42.1%	63.8%	57.6%	71.1%	74.1%	55.7%
Vermont Health Access	43.9%	75.4%	78.2%	66.7%	75.4%	57.1%
Veterans' Home	22.4%	28.1%	25.9%	43.1%	50.0%	36.2%
<b>Average</b>	<b>35.5%</b>	<b>62.4%</b>	<b>61.0%</b>	<b>71.2%</b>	<b>74.5%</b>	<b>54.6%</b>

- Q26. Morale within my department or agency is good.
- Q27. The people I work with treat each other respectfully.
- Q28. The people I work with care about me.
- Q29. Harassment is not tolerated in my workplace.
- Q30. Discrimination is not tolerated in my workplace.
- Q31. I am confident that any misconduct that I report will be handled properly.

The average agreement for all respondents for the statement “The people I work with care about me” was 61.0%. Departments with significantly lower than average agreement include Veterans’ Home (25.9%), Corrections (41.8%), and Buildings & General Services (46.8%). Departments with significantly higher than average agreement include Attorney General (86.5%), Forests, Parks & Recreation (86.0%), and Lottery (85.7%).

The average agreement for all respondents for the statement “Harassment is not tolerated in my workplace” was 71.2%. Departments with significantly lower than average agreement include Veterans’ Home (43.1%), Education (55.1%), and Labor (56.2%). Departments with significantly higher than average agreement include Public Service Department (100%), Attorney General (90.4%), and Defender General (89.5%).

The average agreement for all respondents for the statement “Discrimination is not tolerated in my workplace” was 74.5%. Departments with significantly lower than average agreement include Veterans’ Home (50.0%), Education (57.5%), and Labor (62.8%). Departments with significantly higher than average agreement include Public Service Department (92.9%), Lottery (92.9%), and Forests, Parks & Recreation (90.9%).

The average agreement for all respondents for the statement “I am confident that any misconduct that I report will be handled properly” was 54.6%. Departments with significantly lower than average agreement include Veterans’ Home (36.2%), Education (38.3%), and Labor (39.7%). Departments with significantly higher than average agreement include Attorney General (80.8%), Lottery (78.6%), and Human Resources (75.4%).

Table 30 displays percent agreement for respondents by length of service to survey statements for “Relationships and Morale in your Organization.” Notable is that those in the “less than 5 years” of service tended to have higher agreement on nearly all statements related to “Relationships and Morale in your Organization.”

**Table 30 Relationships and Morale in your Organization by Length of Service**

Survey Items: Relationships and Morale in Your Organization	Length of Service							
	Less than 5 years	5 - 9 years	10 - 14 years	15 -19 years	20 - 24 years	25 - 29 years	30 - 35 years	More than 35 years
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Q26. Morale within my department or agency is good.	49.1%	31.9%	33.0%	27.5%	33.6%	26.1%	32.7%	35.4%
Q27. The people I work with treat each other respectfully.	67.5%	60.4%	61.7%	56.7%	64.3%	56.1%	65.5%	68.3%
Q28. The people I work with care about me.	67.1%	61.2%	58.3%	52.6%	65.0%	54.3%	62.2%	62.2%
Q29. Harassment is not tolerated in my workplace.	77.7%	68.3%	68.3%	65.1%	70.4%	70.0%	77.6%	73.2%
Q30. Discrimination is not tolerated in my workplace.	80.4%	72.2%	71.5%	69.6%	74.7%	72.6%	80.5%	75.6%
Q31. I am confident that any misconduct that I report will be handled properly.	67.5%	49.8%	48.4%	46.1%	55.8%	51.1%	55.8%	54.9%

Table 31 displays percent agreement for respondents by age group to survey statements for “Relationships and Morale in your Organization.” The significant findings were that respondents in the “18 – 24 years” age group had higher agreement that morale within their department or agency is good (56.1%), that discrimination is not tolerated in their workplace (83.3%) and that they were confident that any misconduct that they report will be handled properly (74.2%). Those in the “65+ years” age group had higher agreement that people they work with care about them (76.1%).

**Table 31 Relationships and Morale in your Organization by Age Group**

Survey Items: Relationships and Morale in Your Organization		Age Group						
		18 - 24 years	25 - 34 years	35 - 44 years	45 - 54 years	55 - 64 years	65+ years	Prefer not to answer
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Q26. Morale within my department or agency is good.	56.1%	39.1%	35.1%	33.5%	35.3%	45.5%	25.0%	
Q27. The people I work with treat each other respectfully.	73.8%	63.3%	60.4%	60.3%	65.5%	71.6%	45.8%	
Q28. The people I work with care about me.	72.3%	64.1%	61.4%	57.2%	62.3%	76.1%	43.8%	
Q29. Harassment is not tolerated in my workplace.	83.1%	73.8%	71.3%	69.5%	71.6%	73.9%	54.2%	
Q30. Discrimination is not tolerated in my workplace.	83.3%	79.8%	74.8%	72.2%	74.2%	81.6%	58.3%	
Q31. I am confident that any misconduct that I report will be handled properly.	74.2%	62.6%	54.4%	51.7%	52.6%	61.4%	41.7%	

Table 32 displays percent agreement for respondents by annual salary range to survey statements for “Relationships and Morale in your Organization.” Respondents in the “more than \$75,000” group had significantly higher agreement than any other group with all statements related to “Relationships and Morale in your Organization.”

**Table 32 Relationships and Morale in your Organization by Annual Salary Range**

Survey Items: Relationships and Morale in Your Organization		Annual Salary Range						
		Less than \$25,000	\$25,000 - \$34,999	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	More than \$75,000
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Q26. Morale within my department or agency is good.	51.1%	42.3%	35.1%	29.1%	31.7%	38.3%	54.1%	
Q27. The people I work with treat each other respectfully.	68.2%	57.1%	58.9%	59.4%	61.0%	74.0%	82.7%	
Q28. The people I work with care about me.	69.0%	57.8%	60.8%	58.2%	59.5%	66.4%	78.6%	
Q29. Harassment is not tolerated in my workplace.	79.5%	65.3%	70.1%	67.6%	70.4%	79.2%	88.8%	
Q30. Discrimination is not tolerated in my workplace.	77.3%	70.4%	73.1%	71.7%	73.2%	82.9%	92.3%	
Q31. I am confident that any misconduct that I report will be handled properly.	72.7%	54.4%	51.4%	50.4%	52.4%	58.7%	75.0%	

Table 33 displays percent agreement for respondents by job type to survey statements for “Relationships and Morale in your Organization.” Comparing just classified and exempt employees, the results show that exempt respondents had significantly higher agreement than classified respondents with all statements related to “Relationships and Morale in your Organization.”

**Table 33 Relationships and Morale in your Organization by Job Type**

Survey Items: Relationships and Morale in Your Organization	Job Type		
	Classified	Exempt	Other
Question	% Agree	% Agree	% Agree
Q26. Morale within my department or agency is good.	32.8%	53.9%	47.9%
Q27. The people I work with treat each other respectfully.	60.8%	73.3%	69.0%
Q28. The people I work with care about me.	59.3%	74.5%	66.9%
Q29. Harassment is not tolerated in my workplace.	69.4%	82.8%	78.7%
Q30. Discrimination is not tolerated in my workplace.	72.9%	87.6%	81.2%
Q31. I am confident that any misconduct that I report will be handled properly.	52.7%	66.1%	63.8%

Table 34 displays percent agreement for respondents by bargaining unit to survey statements for “Relationships and Morale in your Organization.” Corrections Bargaining Unit respondents had significantly lower agreement on all statements related to “Relationships and Morale in your Organization.” In contrast, manager and/or confidential respondents had significantly higher agreement with all statements, with the exception that State Police respondents also had high agreement that they were confident that any misconduct that they report will be handled properly (74.7%).

**Table 34 Relationships and Morale in your Organization by Bargaining Unit**

Survey Items: Relationships and Morale in Your Organization	Bargaining Unit				
	Non-Management	Supervisory	Corrections	State Police	Manager and/or Confidential
Question	% Agree	% Agree	% Agree	% Agree	% Agree
Q26. Morale within my department or agency is good.	31.9%	38.2%	14.8%	32.5%	50.3%
Q27. The people I work with treat each other respectfully.	58.9%	68.9%	39.8%	71.1%	78.9%
Q28. The people I work with care about me.	58.4%	65.5%	38.5%	68.7%	75.4%
Q29. Harassment is not tolerated in my workplace.	66.5%	83.8%	48.1%	83.1%	87.2%
Q30. Discrimination is not tolerated in my workplace.	69.6%	86.6%	55.0%	90.4%	89.9%
Q31. I am confident that any misconduct that I report will be handled properly.	49.2%	65.1%	33.5%	74.7%	74.3%

Table 35 displays percent agreement for respondents by gender to survey statements for “Relationships and Morale in your Organization.” Female respondents were significantly more likely to agree that the people they work with care about them (64.0%) than were male respondents (59.6%), while male respondents were significantly more likely to agree that discrimination is not tolerated in my workplace (76.8%) than were female respondents (74.4%).

**Table 35 Relationships and Morale in your Organization by Gender**

Survey Items: Relationships and Morale in Your Organization		Gender		
Question	Male	Female	Prefer not to answer	
	% Agree	% Agree	% Agree	
Q26. Morale within my department or agency is good.	36.9%	36.1%	16.7%	
Q27. The people I work with treat each other respectfully.	64.9%	62.1%	41.7%	
Q28. The people I work with care about me.	59.6%	64.0%	40.7%	
Q29. Harassment is not tolerated in my workplace.	73.5%	70.8%	52.8%	
Q30. Discrimination is not tolerated in my workplace.	76.8%	74.4%	56.5%	
Q31. I am confident that any misconduct that I report will be handled properly.	57.8%	53.5%	38.9%	

Table 36 displays percent agreement for respondents by racial/ethnic group to survey statements for “Relationships and Morale in your Organization.” White respondents were significantly more likely than minority respondents to agree that the people they work with care about them (62.7% and 54.1% respectively), harassment is not tolerated in their workplace (72.4% and 62.3% respectively), discrimination is not tolerated in my workplace (76.1% and 60.0% respectively), and they were confident that any misconduct that they report will be handled properly (55.8% and 49.2% respectively).

**Table 36 Relationships and Morale in your Organization by Racial/Ethnic Group**

Survey Items: Relationships and Morale in Your Organization		Racial/Ethnic Group			
Question	Minority	White	Two or more Races	Prefer not to Answer	
	% Agree	% Agree	% Agree	% Agree	
Q26. Morale within my department or agency is good.	40.0%	36.5%	29.8%	23.9%	
Q27. The people I work with treat each other respectfully.	60.0%	63.3%	61.7%	51.6%	
Q28. The people I work with care about me.	54.1%	62.7%	51.1%	44.3%	
Q29. Harassment is not tolerated in my workplace.	62.3%	72.4%	59.6%	59.2%	
Q30. Discrimination is not tolerated in my workplace.	60.0%	76.1%	59.6%	62.0%	
Q31. I am confident that any misconduct that I report will be handled properly.	49.2%	55.8%	53.2%	42.4%	

## Morale

In Table 28 of this section the results show that the largest percentage of respondents disagreed that morale within their department or agency is good (42.1%), and only a little more than a third of respondents agreed with this statement (35.5%). Morale can mean different things to employees. However, this low agreement appears to contradict other results of this survey, such as the relatively high level of general job satisfaction – nearly 70% agreed that in general they were satisfied with their job (69.7%; Table 66).

To further analyze this finding, responses for the “Morale within my department or agency is good” statement were correlated with every other statement and demographic variable. Table 37 shows the highest correlations. The strongest correlation was with “management and senior leadership communicate important information to staff in a timely and effective manner” (.57). This shows that morale is highly correlated with statements related to “Communication and Input with your Organization” (Q21, Q23, Q22, Q24) and “Your Supervisor” (Q38, Q33, Q36).

**Table 37 Highest Correlations with Morale Statement**

Item	Correlation
Q21 Management and senior leadership communicate important information to staff in a timely and effective manner.	0.57
Q31 I am confident that any misconduct that I report will be handled properly.	0.55
Q27 The people I work with treat each other respectfully.	0.54
Q23 I am encouraged to share ideas on improving either service delivery or business process efficiency.	0.53
Q22 I have an opportunity to communicate with and provide feedback to management and senior leadership.	0.50
Q57 In general, I am satisfied with my job.	0.48
Q28 The people I work with care about me.	0.46
Q24 My department or agency works well with other departments and agencies.	0.46
Q38 My supervisor provides me with the guidance and training resources that I need to improve my performance.	0.45
Q33 My supervisor regularly provides me with timely and useful feedback.	0.43
Q36 My supervisor treats employees fairly and respectfully.	0.43

## Summary of Key Findings: Your Supervisor

Table 38 displays percent agreement for all respondents to survey statements for “Your Supervisor.” Generally there were relatively high levels of agreement across the range of statements, including that the respondent’s supervisor clearly communicates to them what their job performance standards and expectations are (66.1%), regularly provides them with timely and useful feedback (57.7%), gives them recognition and praise when they have excelled at performing their duties (62.0%), provides them with the autonomy to make decisions when it’s appropriate (75.6%), treats employees fairly and respectfully (70.3%), and seems to care about them as a person (72.6%).

To a lesser extent, all respondents agreed that their supervisor provides them with the guidance and training resources they need to improve their performance (59.5%).

For all respondents, 55.9% agreed that their performance evaluations are completed annually, with a relatively high percent disagreeing with the statement (27.3%).

**Table 38 Your Supervisor – All Respondents**

Survey Items: Your Supervisor	All Respondents		
	Question	% Agree	% Neutral
Q32. My supervisor clearly communicates to me what my job performance standards and expectations are.	66.1%	16.1%	17.7%
Q33. My supervisor regularly provides me with timely and useful feedback.	57.7%	20.1%	22.2%
Q34. My supervisor gives me recognition and praise when I have excelled at performing my duties.	62.0%	17.6%	20.4%
Q35. My supervisor provides me with the autonomy to make decisions when it's appropriate.	75.6%	12.6%	11.8%
Q36. My supervisor treats employees fairly and respectfully.	70.3%	15.3%	14.4%
Q37. My supervisor seems to care about me as a person.	72.6%	15.6%	11.9%
Q38. My supervisor provides me with the guidance and training resources that I need to improve my performance.	59.5%	21.3%	19.3%
Q39. My performance evaluations are completed annually.	55.9%	16.8%	27.3%

Table 39 displays percent agreement for respondents by department to survey statements for “Your Supervisor.”

The average agreement for all respondents for the statement “My supervisor clearly communicates to me what my job performance standards and expectations are” was 66.1%. Departments with significantly lower than average agreement include Veterans’ Home (43.6%), Labor (46.6%), and Mental Health (53.7%). Departments with significantly higher than average agreement include Defender General (89.5%), Lottery (85.7%), and Attorney General (80.8%).

**Table 39 Your Supervisor by Department**

Department	Survey Items: Your Supervisor							
	Q32. % Agree	Q33. % Agree	Q34. % Agree	Q35. % Agree	Q36. % Agree	Q37. % Agree	Q38. % Agree	Q39. % Agree
Administration - CO	69.0%	58.6%	65.5%	78.6%	75.9%	65.5%	62.1%	61.5%
Agriculture	71.9%	68.8%	68.8%	90.6%	78.1%	84.4%	62.5%	38.7%
Attorney General	80.8%	67.3%	76.5%	82.7%	84.6%	84.6%	69.2%	40.0%
Buildings & General Services	60.4%	51.0%	56.5%	69.5%	61.0%	63.6%	55.8%	63.2%
Children & Families	67.9%	59.9%	65.2%	76.2%	75.1%	79.4%	58.9%	42.3%
Commerce & Comm. Dev.	75.0%	56.3%	75.0%	84.4%	78.1%	81.3%	59.4%	65.6%
Corrections	59.5%	49.6%	52.3%	66.7%	61.9%	59.5%	52.7%	40.2%
Defender General	89.5%	78.9%	84.2%	94.7%	84.2%	94.7%	78.9%	84.2%
Disabilities, Aging & Ind. Liv.	77.7%	68.3%	76.9%	89.3%	82.5%	89.2%	66.3%	64.1%
Education	54.2%	46.7%	47.6%	64.2%	55.1%	66.4%	45.8%	30.8%
Environmental Conservation	66.7%	55.9%	66.7%	77.4%	77.4%	80.6%	47.8%	55.4%
Finance & Management	66.7%	47.6%	57.1%	61.9%	52.4%	85.0%	55.0%	21.1%
Financial Regulation	76.9%	72.5%	70.6%	84.6%	78.4%	82.4%	73.1%	68.6%
Fish & Wildlife	58.3%	47.2%	58.3%	72.2%	75.0%	72.2%	52.8%	61.8%
Forests, Parks & Recreation	68.2%	61.4%	75.0%	90.9%	79.5%	81.8%	65.9%	79.5%
Health	75.1%	67.4%	71.9%	83.3%	80.5%	81.2%	70.6%	82.2%
Human Resources	58.9%	50.9%	64.9%	73.7%	73.7%	73.7%	51.8%	37.5%
Human Services - CO	55.4%	50.4%	52.1%	73.6%	65.5%	69.2%	57.0%	34.5%
Information & Innovation	56.5%	50.0%	56.5%	80.4%	69.6%	60.9%	60.9%	30.4%
Labor	46.6%	39.7%	48.6%	63.0%	54.1%	61.4%	40.7%	19.2%
Liquor Control	56.3%	43.8%	75.0%	87.5%	62.5%	81.3%	50.0%	50.0%
Lottery	85.7%	85.7%	78.6%	92.9%	78.6%	85.7%	78.6%	71.4%
Mental Health	53.7%	53.7%	48.8%	68.3%	63.4%	70.0%	56.1%	14.6%
Military	68.8%	56.3%	56.3%	93.8%	81.3%	81.3%	68.8%	43.8%
Motor Vehicles	72.5%	62.3%	66.7%	73.9%	73.9%	73.9%	69.6%	91.3%
Natural Resources -CO	68.4%	56.8%	60.5%	81.1%	68.4%	81.6%	57.9%	55.6%
Public Safety (incl VSP)	70.6%	61.2%	63.7%	76.6%	71.0%	69.3%	61.3%	53.9%
Public Service Department	78.6%	60.0%	46.7%	86.7%	85.7%	78.6%	66.7%	53.3%
Secretary of State	70.0%	80.0%	68.4%	65.0%	70.0%	75.0%	55.0%	78.9%
Small Department	71.2%	59.3%	78.0%	83.1%	83.1%	84.5%	67.8%	43.1%
Taxes	67.2%	60.9%	60.9%	76.6%	70.3%	75.0%	57.8%	45.3%
Transportation - not DMV	70.1%	62.5%	62.0%	77.8%	71.6%	72.7%	65.6%	83.1%
Vermont Health Access	66.7%	61.4%	71.9%	78.9%	76.8%	71.4%	71.4%	56.4%
Veterans' Home	43.6%	32.7%	35.2%	40.0%	34.5%	36.4%	22.2%	43.6%
<b>Average</b>	<b>66.1%</b>	<b>57.7%</b>	<b>62.0%</b>	<b>75.6%</b>	<b>70.3%</b>	<b>72.6%</b>	<b>59.5%</b>	<b>55.9%</b>

Q32. My supervisor clearly communicates to me what my job performance standards and expectations are.

Q33. My supervisor regularly provides me with timely and useful feedback.

Q34. My supervisor gives me recognition and praise when I have excelled at performing my duties.

Q35. My supervisor provides me with the autonomy to make decisions when it's appropriate.

Q36. My supervisor treats employees fairly and respectfully.

Q37. My supervisor seems to care about me as a person.

Q38. My supervisor provides me with the guidance and training resources that I need to improve my performance.

Q39. My performance evaluations are completed annually.

The average agreement for all respondents for the statement “My supervisor regularly provides me with timely and useful feedback” was 57.7%. Departments with significantly lower than average agreement include Veterans’ Home (32.7%), Labor (39.7%), and Liquor Control (43.8%). Departments with significantly higher than average agreement include Lottery (85.7%), Secretary of State (80.0%), Defender General (78.9%).

The average agreement for all respondents for the statement “My supervisor gives me recognition and praise when I have excelled at performing my duties” was 62.0%. Departments with significantly lower than average agreement include Veterans’ Home (35.2%), Public Service Department (46.7%), and Education (47.6%). Departments with significantly higher than average agreement include Defender General (84.2%), Lottery (78.6%), and Disabilities, Aging & Independent Living (76.9%).

The average agreement for all respondents for the statement “My supervisor provides me with the autonomy to make decisions when it’s appropriate” was 75.6%. Departments with significantly lower than average agreement include Veterans’ Home (40.0%), Finance & Management (61.9%), and Labor (63.0%). Departments with significantly higher than average agreement include Defender General (94.7%), Military (93.8%), and Lottery (92.9%).

The average agreement for all respondents for the statement “My supervisor treats employees fairly and respectfully” was 70.3%. Departments with significantly lower than average agreement include Veterans’ Home (34.5%), Finance & Management (52.4%), and Labor (54.1%). Departments with significantly higher than average agreement include Public Service Department (85.7%), Attorney General (84.6%), and Defender General (84.2%).

The average agreement for all respondents for the statement “My supervisor seems to care about me as a person” was 72.6%. Departments with significantly lower than average agreement include Veterans’ Home (36.4%), Corrections (59.5%), and Information & Innovation (60.9%). Departments with significantly higher than average agreement include Defender General (94.7%), Disabilities, Aging & Independent Living (89.2%), and Lottery (85.7%).

The average agreement for all respondents for the statement “My supervisor provides me with the guidance and training resources that I need to improve my performance” was 59.5%. Departments with significantly lower than average agreement include Veterans’ Home (22.2%), Labor (40.7%), and Education (45.8%). Departments with significantly higher than average agreement include Defender General (78.9%), Lottery (78.6%), and Financial Regulation (73.1%).

The average agreement for all respondents for the statement “My performance evaluations are completed annually” was 55.9%. Departments with significantly lower than average agreement include Mental Health (14.6%), Labor (19.2%), and Finance & Management (21.1%). Departments with significantly higher than average agreement include Motor Vehicles (91.3%), Defender General (84.2%), and Transportation (not Motor Vehicles) (83.1%).

Table 40 displays percent agreement for respondents by length of service to survey statements for “Your Supervisor.” The only significant finding was that respondents in the “less than 5 years” group tended to have higher agreement on several of the statements related to “Your Supervisor,” including that their supervisor regularly provides them with timely and useful feedback (66.1%), their supervisor gives them recognition and praise when they have excelled at performing their duties (69.6%), their supervisor treats employees fairly and respectfully (76.6%), their supervisor seems to care about them as a person (77.3%), and their supervisor provides them with the guidance and training resources that they need to improve their performance (66.1%).

**Table 40 Your Supervisor by Length of Service**

Survey Items: Your Supervisor	Length of Service							
	Less than 5 years	5 - 9 years	10 - 14 years	15 -19 years	20 - 24 years	25 - 29 years	30 - 35 years	More than 35 years
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Q32. My supervisor clearly communicates to me what my job performance standards and expectations are.	71.2%	65.4%	65.4%	62.8%	65.3%	62.6%	62.2%	65.9%
Q33. My supervisor regularly provides me with timely and useful feedback.	66.1%	55.7%	57.5%	48.2%	56.4%	54.3%	56.7%	53.7%
Q34. My supervisor gives me recognition and praise when I have excelled at performing my duties.	69.6%	60.5%	61.0%	56.1%	60.3%	58.0%	59.8%	56.1%
Q35. My supervisor provides me with the autonomy to make decisions when it's appropriate.	79.1%	75.9%	72.5%	73.1%	74.9%	71.4%	76.8%	84.1%
Q36. My supervisor treats employees fairly and respectfully.	76.6%	69.0%	68.8%	64.9%	68.0%	66.1%	71.3%	74.4%
Q37. My supervisor seems to care about me as a person.	77.3%	72.9%	71.6%	68.7%	72.6%	66.1%	73.0%	69.5%
Q38. My supervisor provides me with the guidance and training resources that I need to improve my performance.	66.1%	56.0%	59.2%	56.3%	59.1%	56.7%	57.7%	54.3%
Q39. My performance evaluations are completed annually.	60.5%	51.8%	60.6%	56.6%	55.2%	51.5%	43.2%	56.8%

Table 41 displays percent agreement for respondents by age group to survey statements for “Your Supervisor.” The significant finding was that respondents in the “18 – 24 years” age group had higher agreement for several statements related to “Your Supervisor,” including that their supervisor clearly communicates to them what their job performance standards and expectations are (80.3%), their supervisor regularly provides them with timely and useful feedback (77.3%), their supervisor gives them recognition and praise when they have excelled at performing their duties (72.7%), their supervisor provides them with the guidance and training resources that they need to improve their performance (78.8%), and their performance evaluations are completed annually (68.8%).

**Table 41 Your Supervisor by Age Group**

Survey Items: Your Supervisor	Age Group						
	18 - 24 years	25 - 34 years	35 - 44 years	45 - 54 years	55 - 64 years	65+ years	Prefer not to answer
Question	% Agree	% Agree	% Agree				
Q32. My supervisor clearly communicates to me what my job performance standards and expectations are.	80.3%	67.0%	69.1%	63.5%	65.2%	73.6%	50.0%
Q33. My supervisor regularly provides me with timely and useful feedback.	77.3%	59.8%	61.5%	55.8%	54.4%	64.0%	45.8%
Q34. My supervisor gives me recognition and praise when I have excelled at performing my duties.	72.7%	64.4%	65.5%	60.7%	58.1%	68.6%	56.3%
Q35. My supervisor provides me with the autonomy to make decisions when it's appropriate.	84.6%	79.1%	76.7%	74.5%	75.4%	69.4%	62.5%
Q36. My supervisor treats employees fairly and respectfully.	83.3%	74.4%	70.4%	68.8%	69.7%	74.7%	56.3%
Q37. My supervisor seems to care about me as a person.	81.8%	76.2%	74.8%	70.5%	71.6%	74.1%	52.1%
Q38. My supervisor provides me with the guidance and training resources that I need to improve my performance.	78.8%	62.1%	61.4%	57.6%	57.8%	65.5%	43.8%
Q39. My performance evaluations are completed annually.	68.8%	59.0%	59.0%	56.0%	52.6%	46.5%	38.3%

Table 42 displays percent agreement for respondents by annual salary range to survey statements for “Your Supervisor.” Respondents in the “more than \$75,000” group had significantly higher agreement than any other group with several statements related to “Your Supervisor,” including that their supervisor provides them with the autonomy to make decisions when it’s appropriate (87.2%), their supervisor treats employees fairly and respectfully (86.7%), their supervisor seems to care about them as a person (85.1%), and their supervisor provides them with the guidance and training resources that they need to improve their performance (73.5%).

Interestingly, respondents in the “more than \$75,000” group had significantly lower agreement than any other group that their performance evaluations are completed annually (48.2%).

**Table 42 Your Supervisor by Annual Salary Range**

Survey Items: Your Supervisor	Annual Salary Range						
	Less than \$25,000	\$25,000 - \$34,999	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	More than \$75,000
Question	% Agree	% Agree					
Q32. My supervisor clearly communicates to me what my job performance standards and expectations are.	73.6%	69.9%	68.3%	63.1%	63.5%	62.8%	74.5%
Q33. My supervisor regularly provides me with timely and useful feedback.	60.5%	61.0%	59.8%	54.5%	56.9%	54.3%	65.3%
Q34. My supervisor gives me recognition and praise when I have excelled at performing my duties.	69.0%	59.5%	62.8%	60.3%	63.2%	58.2%	73.7%
Q35. My supervisor provides me with the autonomy to make decisions when it's appropriate.	74.7%	69.2%	75.4%	72.7%	79.4%	79.3%	87.2%
Q36. My supervisor treats employees fairly and respectfully.	72.4%	64.4%	70.8%	66.6%	73.8%	71.7%	86.7%
Q37. My supervisor seems to care about me as a person.	74.4%	68.7%	73.2%	70.7%	73.8%	71.2%	85.1%
Q38. My supervisor provides me with the guidance and training resources that I need to improve my performance.	65.1%	60.7%	59.8%	56.7%	59.4%	57.5%	73.5%
Q39. My performance evaluations are completed annually.	50.6%	64.3%	58.4%	54.6%	52.9%	55.0%	48.2%

Table 43 displays percent agreement for respondents by job type to survey statements for “Your Supervisor.” Exempt respondents were significantly more likely than classified respondents to agree that their supervisor provides them with the autonomy to make decisions when it’s appropriate (82.8% and 74.7% respectively), and their supervisor treats employees fairly and respectfully (77.4% and 69.1% respectively), and their supervisor provides them with the guidance and training resources that they need to improve their performance (67.8% and 57.9% respectively).

In contrast, exempt respondents were significantly less likely than classified respondents to agree that their performance evaluations are completed annually (44.3% and 56.7% respectively).

**Table 43 Your Supervisor by Job Type**

Survey Items: Your Supervisor	Job Type		
	Classified	Exempt	Other
Question	% Agree	% Agree	% Agree
Q32. My supervisor clearly communicates to me what my job performance standards and expectations are.	65.0%	71.8%	73.0%
Q33. My supervisor regularly provides me with timely and useful feedback.	56.6%	61.1%	66.9%
Q34. My supervisor gives me recognition and praise when I have excelled at performing my duties.	61.0%	65.5%	69.6%
Q35. My supervisor provides me with the autonomy to make decisions when it's appropriate.	74.7%	82.8%	78.8%
Q36. My supervisor treats employees fairly and respectfully.	69.1%	77.4%	76.7%
Q37. My supervisor seems to care about me as a person.	71.5%	78.6%	77.4%
Q38. My supervisor provides me with the guidance and training resources that I need to improve my performance.	57.9%	67.8%	68.1%
Q39. My performance evaluations are completed annually.	56.7%	44.3%	55.7%

Table 44 displays percent agreement for respondents by bargaining unit to survey statements for “Your Supervisor.” The Corrections Bargaining Unit respondents had significantly lower agreement on all statements.

State Police Bargaining Unit respondents had significantly higher agreement that their supervisor clearly communicates to them what their job performance standards and expectations are (79.5%), their supervisor regularly provides them with timely and useful feedback (72.3%), their supervisor provides them with the guidance and training resources that they need to improve their performance (71.1%), and their performance evaluations are completed annually (89.0%).

Manager and/or confidential respondents had significantly higher agreement that their supervisor provides them with the autonomy to make decisions when it’s appropriate (86.0%), their supervisor treats employees fairly and respectfully (84.4%), and their supervisor seems to care about them as a person (82.5%).

**Table 44 Your Supervisor by Bargaining Unit**

Survey Items: Your Supervisor	Bargaining Unit				
	Non-Management	Supervisory	Corrections	State Police	Manager and/or Confidential
Question	% Agree	% Agree	% Agree	% Agree	% Agree
Q32. My supervisor clearly communicates to me what my job performance standards and expectations are.	64.4%	67.0%	59.3%	79.5%	69.7%
Q33. My supervisor regularly provides me with timely and useful feedback.	55.8%	61.2%	48.4%	72.3%	63.7%
Q34. My supervisor gives me recognition and praise when I have excelled at performing my duties.	59.8%	67.3%	49.5%	69.9%	73.2%
Q35. My supervisor provides me with the autonomy to make decisions when it’s appropriate.	72.7%	82.4%	64.8%	80.7%	86.0%
Q36. My supervisor treats employees fairly and respectfully.	66.8%	78.9%	60.2%	74.7%	84.4%
Q37. My supervisor seems to care about me as a person.	70.7%	78.6%	56.9%	73.2%	82.5%
Q38. My supervisor provides me with the guidance and training resources that I need to improve my performance.	56.4%	62.4%	52.7%	71.1%	68.5%
Q39. My performance evaluations are completed annually.	57.9%	58.8%	41.8%	89.0%	45.5%

Table 45 displays percent agreement for respondents by gender to survey statements for “Your Supervisor.” Female respondents were significantly more likely to agree that their supervisor seems to care about them as a person (75.2% and 70.7% respectively), while male respondents were significantly more likely to agree that their performance evaluations are completed annually (60.5% and 53.0% respectively).

**Table 45 Your Supervisor by Gender**

Survey Items: Your Supervisor	Gender		
	Male	Female	Prefer not to answer
Question	% Agree	% Agree	% Agree
Q32. My supervisor clearly communicates to me what my job performance standards and expectations are.	66.3%	67.6%	46.3%
Q33. My supervisor regularly provides me with timely and useful feedback.	57.3%	59.5%	40.7%
Q34. My supervisor gives me recognition and praise when I have excelled at performing my duties.	61.0%	64.0%	45.8%
Q35. My supervisor provides me with the autonomy to make decisions when it's appropriate.	75.2%	77.2%	59.8%
Q36. My supervisor treats employees fairly and respectfully.	70.3%	71.7%	54.2%
Q37. My supervisor seems to care about me as a person.	70.7%	75.2%	57.0%
Q38. My supervisor provides me with the guidance and training resources that I need to improve my performance.	60.0%	60.4%	42.1%
Q39. My performance evaluations are completed annually.	60.5%	53.0%	46.7%

Table 46 displays percent agreement for respondents by racial/ethnic group to survey statements for “Your Supervisor.” There were no meaningful differences in agreement by Racial/Ethnic group to these statements.

**Table 46 Your Supervisor by Racial/Ethnic Group**

Survey Items: Your Supervisor	Racial/Ethnic Group			
	Minority	White	Two or more Races	Prefer not to Answer
Question	% Agree	% Agree	% Agree	% Agree
Q32. My supervisor clearly communicates to me what my job performance standards and expectations are.	71.0%	67.1%	63.8%	53.8%
Q33. My supervisor regularly provides me with timely and useful feedback.	67.2%	58.5%	55.3%	47.0%
Q34. My supervisor gives me recognition and praise when I have excelled at performing my duties.	67.2%	63.0%	51.1%	50.0%
Q35. My supervisor provides me with the autonomy to make decisions when it's appropriate.	73.8%	76.5%	76.6%	66.1%
Q36. My supervisor treats employees fairly and respectfully.	77.0%	71.3%	68.1%	59.0%
Q37. My supervisor seems to care about me as a person.	75.4%	73.5%	70.2%	61.7%
Q38. My supervisor provides me with the guidance and training resources that I need to improve my performance.	60.7%	60.5%	53.2%	48.1%
Q39. My performance evaluations are completed annually.	55.0%	56.5%	51.1%	48.9%

## Summary of Key Findings: Workload, Staffing and Resources

Table 47 displays percent agreement for all respondents to survey statements for “Workload, Staffing and Resources.” The highest percentage of respondents disagreed that their department or agency has the staffing and resources necessary to achieve its mission (48.3%).

A majority of all respondents agreed that the amount of work they are expected to perform is reasonable (50.8%) and that their job and work environment allow for a good balance between work and their personal life (54.0%).

A somewhat higher percentage of all respondents agreed that they have the materials and tools that they need to perform their duties effectively (60.3%) and that their department or agency provides them with the technology needed to perform their duties effectively (59.6%).

Approximately two out of three of all respondents agreed that their work site is well maintained and meets their needs (65.3%) and that they feel safe and secure in their work environment (73.7%).

**Table 47 Workload, Staffing and Resources – All Respondents**

Survey Items: Workload, Staffing and Resources	All Respondents		
	Question	% Agree	% Neutral
Q40. My department or agency has the staffing and resources necessary to achieve its mission.	32.2%	19.5%	48.3%
Q41. The amount of work I am expected to perform is reasonable.	50.8%	20.3%	28.9%
Q42. My job and work environment allow for a good balance between work and my personal life.	54.0%	21.5%	24.5%
Q43. I have the materials and tools that I need to perform my duties effectively.	60.3%	19.0%	20.7%
Q44. My department or agency provides me with the technology needed to perform my duties effectively.	59.6%	17.4%	23.0%
Q45. My work site is well maintained and meets my needs.	65.3%	18.2%	16.4%
Q46. I feel safe and secure in my work environment.	73.7%	15.2%	11.2%

Table 48 displays percent agreement for respondents by department to survey statements for “Workload, Staffing and Resources.”

The average agreement for all respondents for the statement “My department or agency has the staffing and resources necessary to achieve its mission” was 32.2%. Departments with significantly lower than average agreement include Forests, Parks & Recreation (9.1%), Liquor Control (12.5%), and Environmental Conservation (15.2%). Departments with significantly higher than average agreement include Lottery (71.4%), Financial Regulation (68.6%), and Finance & Management (60.0%).

**Table 48 Workload, Staffing and Resources by Department**

Survey Items: Workload, Staffing and Resources							
Department	Q40. % Agree	Q41. % Agree	Q42. % Agree	Q43. % Agree	Q44. % Agree	Q45. % Agree	Q46. % Agree
Administration - CO	48.3%	55.2%	62.1%	75.9%	82.8%	72.4%	72.4%
Agriculture	31.3%	37.5%	43.8%	50.0%	50.0%	65.6%	75.0%
Attorney General	36.5%	63.5%	69.2%	61.5%	55.8%	90.4%	98.1%
Buildings & General Services	42.2%	58.4%	56.2%	73.2%	72.5%	66.7%	72.1%
Children & Families	18.0%	32.7%	41.7%	51.7%	47.0%	58.7%	69.9%
Commerce & Comm. Dev.	18.8%	46.9%	46.9%	59.4%	62.5%	62.5%	84.4%
Corrections	29.2%	45.7%	41.1%	52.7%	41.5%	55.8%	62.1%
Defender General	26.3%	52.6%	63.2%	52.6%	68.4%	57.9%	68.4%
Disabilities, Aging & Ind. Liv.	28.8%	37.5%	53.3%	63.5%	54.8%	72.1%	80.8%
Education	21.2%	50.5%	50.5%	54.3%	61.9%	61.5%	73.3%
Environmental Conservation	15.2%	41.3%	47.3%	56.5%	61.5%	56.0%	76.9%
Finance & Management	60.0%	75.0%	70.0%	75.0%	75.0%	85.0%	90.0%
Financial Regulation	68.6%	80.4%	84.3%	76.5%	78.4%	82.4%	68.6%
Fish & Wildlife	19.4%	38.9%	41.7%	55.6%	55.6%	44.4%	63.9%
Forests, Parks & Recreation	9.1%	29.5%	68.2%	56.8%	63.6%	72.7%	79.1%
Health	35.7%	56.6%	65.6%	63.3%	53.4%	70.1%	81.8%
Human Resources	26.8%	50.0%	62.5%	62.5%	71.4%	78.6%	85.7%
Human Services - CO	22.2%	36.8%	52.5%	54.2%	50.8%	66.1%	72.0%
Information & Innovation	33.3%	51.1%	80.0%	68.9%	75.6%	75.6%	86.7%
Labor	24.8%	45.5%	55.2%	45.8%	46.9%	51.0%	57.6%
Liquor Control	12.5%	50.0%	43.8%	68.8%	75.0%	75.0%	68.8%
Lottery	71.4%	71.4%	64.3%	92.9%	92.9%	92.9%	92.9%
Mental Health	34.1%	68.3%	36.6%	56.1%	63.4%	53.7%	59.0%
Military	43.8%	62.5%	68.8%	93.8%	93.8%	56.3%	75.0%
Motor Vehicles	56.9%	64.6%	67.7%	76.9%	70.8%	72.3%	80.0%
Natural Resources -CO	44.4%	50.0%	57.9%	81.6%	71.1%	71.1%	73.7%
Public Safety (incl VSP)	20.3%	47.3%	43.9%	62.2%	68.0%	68.0%	77.5%
Public Service Department	33.3%	40.0%	50.0%	78.6%	80.0%	73.3%	93.3%
Secretary of State	40.0%	45.0%	73.7%	78.9%	52.6%	68.4%	83.3%
Small Department	45.8%	66.1%	76.3%	72.9%	78.0%	78.0%	88.1%
Taxes	15.6%	39.7%	50.0%	59.4%	50.8%	81.3%	78.1%
Transportation - not DMV	46.9%	66.5%	59.3%	61.0%	65.5%	65.2%	72.4%
Vermont Health Access	43.6%	56.4%	61.8%	61.8%	63.0%	80.0%	83.6%
Veterans' Home	20.4%	27.8%	24.1%	38.9%	38.9%	38.9%	51.9%
<b>Average</b>	<b>32.2%</b>	<b>50.8%</b>	<b>54.0%</b>	<b>60.3%</b>	<b>59.6%</b>	<b>65.3%</b>	<b>73.7%</b>

- Q40. My department or agency has the staffing and resources necessary to achieve its mission.
- Q41. The amount of work I am expected to perform is reasonable.
- Q42. My job and work environment allow for a good balance between work and my personal life.
- Q43. I have the materials and tools that I need to perform my duties effectively.
- Q44. My department or agency provides me with the technology needed to perform my duties effectively.
- Q45. My work site is well maintained and meets my needs.
- Q46. I feel safe and secure in my work environment.

The average agreement for all respondents for the statement “The amount of work I am expected to perform is reasonable” was 50.8%. Departments with significantly lower than average agreement include Veterans’ Home (27.8%), Forests, Parks & Recreation (29.5%), and Children & Families (32.7%). Departments with significantly higher than average agreement include Financial Regulation (80.4%), Finance & Management (75.0%), and Lottery (71.4%).

The average agreement for all respondents for the statement “My job and work environment allow for a good balance between work and my personal life” was 54.0%. Departments with significantly lower than average agreement include Veterans’ Home (24.1%), Mental Health (36.6%), Corrections (41.1%) and Children & Families (41.7%). Departments with significantly higher than average agreement include Financial Regulation (84.3%), Information & Innovation (80.0%), and Secretary of State (73.7%).

The average agreement for all respondents for the statement “I have the materials and tools that I need to perform my duties effectively” was 60.3%. Departments with significantly lower than average agreement include Veterans’ Home (38.9%), Labor (45.8%), and Agriculture (50.0%). Departments with significantly higher than average agreement include Military (93.8%), Lottery (92.9%), and Natural Resources – Central Office (81.6%).

The average agreement for all respondents for the statement “My department or agency provides me with the technology needed to perform my duties effectively” was 59.6%. Departments with significantly lower than average agreement include Veterans’ Home (38.9%), Corrections (41.5%), Labor (46.9%), and Children & Families (47.0%). Departments with significantly higher than average agreement include Military (93.8%), Lottery (92.9%), and Administration – Central Office (82.8%).

The average agreement for all respondents for the statement “My work site is well maintained and meets my needs” was 65.3%. Departments with significantly lower than average agreement include Veterans’ Home (38.9%), Fish & Wildlife (44.4%), and Labor (51.0%). Departments with significantly higher than average agreement include Lottery (92.9%), Attorney General (90.4%), and Finance & Management (85.0%).

The average agreement for all respondents for the statement “I feel safe and secure in my work environment” was 73.7%. Departments with significantly lower than average agreement include Veterans’ Home (51.9%), Labor (57.6%), and Mental Health (59.0%). Departments with significantly higher than average agreement include Attorney General (98.1%), Public Service Department (93.3%), and Lottery (92.9%).

Table 49 displays percent agreement for respondents by length of service to survey statements for “Workload, Staffing and Resources.” There were no statistically meaningful differences in agreement by length of service to these statements.

**Table 49 Workload, Staffing and Resources by Length of Service**

Survey Items: Workload, Staffing and Resources	Length of Service							
	Less than 5 years	5 - 9 years	10 - 14 years	15 -19 years	20 - 24 years	25 - 29 years	30 - 35 years	More than 35 years
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Q40. My department or agency has the staffing and resources necessary to achieve its mission.	38.0%	30.6%	34.2%	26.5%	24.9%	30.4%	26.4%	42.5%
Q41. The amount of work I am expected to perform is reasonable.	63.0%	49.3%	50.4%	42.8%	41.7%	43.8%	42.1%	53.8%
Q42. My job and work environment allow for a good balance between work and my personal life.	62.9%	53.8%	51.8%	46.5%	49.2%	47.8%	50.6%	61.3%
Q43. I have the materials and tools that I need to perform my duties effectively.	65.2%	58.5%	61.5%	56.9%	60.5%	55.4%	56.7%	60.0%
Q44. My department or agency provides me with the technology needed to perform my duties effectively.	63.2%	56.8%	60.3%	57.4%	56.5%	60.1%	59.1%	66.3%
Q45. My work site is well maintained and meets my needs.	72.2%	62.8%	63.3%	61.4%	62.8%	62.7%	63.4%	70.0%
Q46. I feel safe and secure in my work environment.	76.8%	74.0%	71.6%	67.4%	71.4%	71.9%	79.8%	78.5%

Table 50 displays percent agreement for respondents by age group to survey statements for “Workload, Staffing and Resources.” The only significant finding was that respondents in the “18-24 years” group tended to have higher agreement than other age groups that the amount of work they are expected to perform is reasonable (69.7%).

**Table 50 Workload, Staffing and Resources by Age Group**

Survey Items: Workload, Staffing and Resources	Age Group						
	18 - 24 years	25 - 34 years	35 - 44 years	45 - 54 years	55 - 64 years	65+ years	Prefer not to answer
Question	% Agree	% Agree	% Agree				
Q40. My department or agency has the staffing and resources necessary to achieve its mission.	41.5%	32.4%	30.2%	31.6%	33.8%	39.8%	23.4%
Q41. The amount of work I am expected to perform is reasonable.	69.7%	57.0%	49.8%	48.6%	48.8%	63.6%	42.6%
Q42. My job and work environment allow for a good balance between work and my personal life.	62.1%	58.3%	54.2%	51.3%	53.9%	64.8%	44.7%
Q43. I have the materials and tools that I need to perform my duties effectively.	68.2%	61.3%	60.3%	60.2%	59.8%	67.4%	48.9%
Q44. My department or agency provides me with the technology needed to perform my duties effectively.	65.2%	61.2%	58.0%	60.8%	58.8%	67.8%	53.2%
Q45. My work site is well maintained and meets my needs.	72.7%	68.8%	64.8%	64.3%	63.3%	79.1%	63.0%
Q46. I feel safe and secure in my work environment.	83.3%	75.9%	74.0%	73.5%	71.3%	82.8%	63.8%

Table 51 displays percent agreement for respondents by annual salary range to survey statements for “Workload, Staffing and Resources.” Respondents at the higher annual salary ranges – “\$55,000 - \$64,999” and “\$65,000 - \$74,999” – tended to have lower agreement that their department or agency has the staffing and resources necessary to achieve its mission (26.0% and 25.9% respectively) than respondents at the lower annual salary ranges – “Less than \$25,000” and “\$25,000 – 34,999” (41.0% and 42.5%). A similar result was found in the lower agreement among those in these same higher annual salary ranges that the amount of work they are expected to perform is reasonable (41.7% and 44.1% respectively) compared to the same lower annual salary ranges (72.4% and 64.7% respectively). Those respondents at the top two annual salary ranges (“\$65,000 - \$74,999” and “More than \$75,000”) had higher agreement that they feel safe and secure in their work environment (81.0% and 86.8% respectively).

**Table 51 Workload, Staffing and Resources by Annual Salary Range**

Survey Items: Workload, Staffing and Resources	Annual Salary Range						
	Less than \$25,000	\$25,000 - \$34,999	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	More than \$75,000
Question	% Agree	% Agree					
Q40. My department or agency has the staffing and resources necessary to achieve its mission.	41.9%	42.5%	33.7%	32.0%	26.0%	25.9%	29.5%
Q41. The amount of work I am expected to perform is reasonable.	72.4%	64.7%	54.9%	48.7%	41.7%	44.1%	45.1%
Q42. My job and work environment allow for a good balance between work and my personal life.	65.1%	59.7%	59.7%	50.2%	49.4%	50.3%	53.4%
Q43. I have the materials and tools that I need to perform my duties effectively.	72.1%	64.1%	62.4%	58.3%	55.3%	59.0%	68.9%
Q44. My department or agency provides me with the technology needed to perform my duties effectively.	63.5%	63.6%	59.1%	58.8%	54.9%	60.7%	72.4%
Q45. My work site is well maintained and meets my needs.	75.6%	69.2%	64.4%	62.3%	63.3%	66.2%	73.6%
Q46. I feel safe and secure in my work environment.	76.7%	70.1%	70.9%	71.8%	73.8%	81.0%	86.8%

Table 52 displays percent agreement for respondents by job type to survey statements for “Workload, Staffing and Resources.” Exempt respondents were significantly more likely than classified respondents to agree that they have the materials and tools that they need to perform their duties effectively (67.1% and 59.0% respectively), their work site is well maintained and meets their needs (74.3% and 64.1% respectively), and they feel safe and secure in their work environment (80.7% and 72.5% respectively).

**Table 52 Workload, Staffing and Resources by Job Type**

Survey Items: Workload, Staffing and Resources	Job Type		
	Classified	Exempt	Other
Question	% Agree	% Agree	% Agree
Q40. My department or agency has the staffing and resources necessary to achieve its mission.	31.1%	35.9%	40.7%
Q41. The amount of work I am expected to perform is reasonable.	49.6%	50.6%	64.7%
Q42. My job and work environment allow for a good balance between work and my personal life.	53.2%	56.7%	61.7%
Q43. I have the materials and tools that I need to perform my duties effectively.	59.0%	67.1%	69.7%
Q44. My department or agency provides me with the technology needed to perform my duties effectively.	58.4%	63.9%	68.0%
Q45. My work site is well maintained and meets my needs.	64.1%	74.3%	70.9%
Q46. I feel safe and secure in my work environment.	72.5%	80.7%	81.4%

Table 53 displays percent agreement for respondents by bargaining unit to survey statements for “Workload, Staffing and Resources.” State Police Bargaining Unit respondents had significantly lower agreement that their department or agency has the staffing and resources necessary to achieve its mission (15.9%). However, the highest agreement among bargaining unit respondents that they have the materials and tools that they need to perform their duties effectively was found for State Police Bargaining Unit (76.8%). Corrections Bargaining Unit respondents had the lowest agreement that they feel safe and secure in their work environment (59.6%).

**Table 53 Workload, Staffing and Resources by Bargaining Unit**

Survey Items: Workload, Staffing and Resources	Bargaining Unit				
	Non-Management	Supervisory	Corrections	State Police	Manager and/or Confidential
Question	% Agree	% Agree	% Agree	% Agree	% Agree
Q40. My department or agency has the staffing and resources necessary to achieve its mission.	32.4%	29.3%	27.2%	15.9%	35.2%
Q41. The amount of work I am expected to perform is reasonable.	52.0%	42.1%	46.1%	43.9%	47.2%
Q42. My job and work environment allow for a good balance between work and my personal life.	55.7%	48.6%	40.6%	36.6%	53.4%
Q43. I have the materials and tools that I need to perform my duties effectively.	58.6%	59.1%	51.7%	76.8%	64.2%
Q44. My department or agency provides me with the technology needed to perform my duties effectively.	58.5%	57.2%	42.2%	79.3%	70.5%
Q45. My work site is well maintained and meets my needs.	64.3%	61.8%	55.0%	69.5%	79.5%
Q46. I feel safe and secure in my work environment.	71.1%	78.7%	59.6%	78.0%	86.8%

Table 54 displays percent agreement for respondents by gender to survey statements for “Workload, Staffing and Resources.” Female respondents were significantly more likely to agree that amount of work they are expected to perform is reasonable (48.8%) than were male respondents (54.8%).

**Table 54 Workload, Staffing and Resources by Gender**

Survey Items: Workload, Staffing and Resources	Gender		
	Male	Female	Prefer not to answer
Question	% Agree	% Agree	% Agree
Q40. My department or agency has the staffing and resources necessary to achieve its mission.	34.3%	31.5%	23.4%
Q41. The amount of work I am expected to perform is reasonable.	54.8%	48.8%	39.6%
Q42. My job and work environment allow for a good balance between work and my personal life.	54.5%	55.0%	38.3%
Q43. I have the materials and tools that I need to perform my duties effectively.	60.1%	61.7%	46.3%
Q44. My department or agency provides me with the technology needed to perform my duties effectively.	60.5%	59.9%	48.1%
Q45. My work site is well maintained and meets my needs.	65.8%	65.6%	55.7%
Q46. I feel safe and secure in my work environment.	74.4%	74.3%	56.5%

Table 55 displays percent agreement for respondents by racial/ethnic group to survey statements for “Workload, Staffing and Resources.” White respondents were significantly more likely than minority respondents to agree that their job and work environment allow for a good balance between work and their personal life (55.5% and 46.7% respectively) and that they feel safe and secure in their work environment (74.9% and 61.7% respectively).

**Table 55 Workload, Staffing and Resources by Racial/Ethnic Group**

Survey Items: Workload, Staffing and Resources	Racial/Ethnic Group			
	Minority	White	Two or more Races	Prefer not to Answer
Question	% Agree	% Agree	% Agree	% Agree
Q40. My department or agency has the staffing and resources necessary to achieve its mission.	40.7%	32.9%	19.1%	25.6%
Q41. The amount of work I am expected to perform is reasonable.	51.7%	51.9%	42.6%	39.1%
Q42. My job and work environment allow for a good balance between work and my personal life.	46.7%	55.5%	40.4%	38.9%
Q43. I have the materials and tools that I need to perform my duties effectively.	56.7%	61.8%	42.6%	47.0%
Q44. My department or agency provides me with the technology needed to perform my duties effectively.	56.7%	60.9%	34.0%	50.8%
Q45. My work site is well maintained and meets my needs.	58.3%	66.2%	57.4%	57.5%
Q46. I feel safe and secure in my work environment.	61.7%	74.9%	63.8%	63.3%

## Summary of Key Findings: Compensation and Benefits

Table 56 displays percent agreement for all respondents to survey statements for “Compensation and Benefits.” Nearly half of respondents (47.9%) agreed that they felt that they were compensated fairly for the work they perform, while 33.1% disagreed.

Over three out of four of all respondents agreed that working for the State of Vermont provides them with good job stability (77.6%), while to a lesser extent 56.2% agreed that that working for the State of Vermont provided them with a solid career path.

Nearly four out of five respondents agreed that they understand their benefits plan (78.3%), and a lower percent agreed that the benefits that they receive are as good as or better than those offered by other employers (65.5%). Similarly, 57.0% of all respondents agree that they understand their retirement benefits, and 48.0% agree that the retirement package they are eligible for is as good as or better than those offered by other employers.

**Table 56 Compensation and Benefits – All Respondents**

Survey Items: Compensation and Benefits	All Respondents		
	Question	% Agree	% Neutral
Q47. I feel that I am compensated fairly for the work I perform.	47.9%	19.0%	33.1%
Q48. I feel that working for the State of Vermont provides me with good job stability.	77.6%	14.6%	7.8%
Q49. I feel that working for the State of Vermont provides me with a solid career path.	56.2%	25.9%	17.9%
Q50. I understand my benefits plan.	78.3%	15.6%	6.1%
Q51. The benefits I receive are as good as or better than those offered by other employers.	65.5%	23.5%	11.0%
Q52. I understand my retirement benefits.	57.0%	27.1%	15.9%
Q53. The retirement package I am eligible for is as good as or better than those offered by other employers.	48.0%	41.3%	10.7%

Table 57 displays percent agreement for respondents by department to survey statements for “Compensation and Benefits.”

The average agreement for all respondents for the statement “I feel that I am compensated fairly for the work I perform” was 47.9%. Departments with significantly lower than average agreement include Public Service Department (26.7%), Information & Innovation (28.9%), and Administration – Central Office (34.5%). Departments with significantly higher than average agreement include Financial Regulation (64.7%), Disabilities, Aging & Independent Living (58.7%), and Fish & Wildlife (58.3%).

**Table 57 Compensation and Benefits by Department**

Survey Items: Compensation and Benefits							
Department	Q47. % Agree	Q48. % Agree	Q49. % Agree	Q50. % Agree	Q51. % Agree	Q52. % Agree	Q53. % Agree
Administration - CO	34.5%	72.4%	53.6%	75.9%	72.4%	55.2%	44.8%
Agriculture	43.8%	75.0%	59.4%	78.1%	81.3%	56.3%	65.6%
Attorney General	46.2%	82.7%	59.6%	80.8%	69.2%	63.5%	44.2%
Buildings & General Services	41.6%	74.0%	43.8%	73.9%	63.8%	57.2%	46.4%
Children & Families	47.5%	82.6%	59.2%	77.0%	71.2%	51.9%	45.4%
Commerce & Comm. Dev.	46.9%	84.4%	50.0%	84.4%	68.8%	59.4%	59.4%
Corrections	45.7%	81.0%	59.7%	75.6%	61.2%	50.0%	40.3%
Defender General	52.6%	78.9%	47.4%	78.9%	68.4%	63.2%	22.2%
Disabilities, Aging & Ind. Liv.	58.7%	78.1%	63.8%	77.9%	69.6%	57.1%	49.0%
Education	49.5%	75.2%	42.9%	72.4%	56.2%	50.0%	42.9%
Environmental Conservation	42.4%	67.4%	53.8%	79.3%	65.2%	56.0%	37.8%
Finance & Management	55.0%	75.0%	55.0%	85.0%	70.0%	70.0%	55.0%
Financial Regulation	64.7%	76.5%	62.7%	92.0%	76.0%	70.6%	64.7%
Fish & Wildlife	58.3%	77.8%	52.8%	68.6%	63.9%	57.1%	51.4%
Forests, Parks & Recreation	54.5%	70.5%	47.7%	81.8%	59.1%	65.1%	50.0%
Health	45.7%	77.4%	47.1%	83.7%	67.4%	57.3%	48.9%
Human Resources	55.4%	87.5%	64.3%	91.1%	83.9%	57.1%	60.7%
Human Services - CO	50.0%	73.5%	49.2%	83.9%	63.2%	59.0%	49.2%
Information & Innovation	28.9%	84.4%	48.9%	71.1%	46.7%	57.8%	46.7%
Labor	46.5%	68.1%	49.3%	77.8%	67.4%	53.8%	49.3%
Liquor Control	37.5%	81.3%	56.3%	75.0%	50.0%	50.0%	50.0%
Lottery	35.7%	78.6%	85.7%	64.3%	71.4%	57.1%	64.3%
Mental Health	48.8%	78.0%	56.1%	70.7%	65.9%	51.2%	48.8%
Military	43.8%	93.8%	68.8%	87.5%	87.5%	56.3%	37.5%
Motor Vehicles	56.9%	84.6%	69.2%	70.8%	64.6%	49.2%	46.2%
Natural Resources -CO	36.8%	68.4%	52.6%	81.1%	62.2%	54.1%	43.2%
Public Safety (incl VSP)	47.5%	79.2%	62.8%	76.8%	58.5%	62.8%	52.1%
Public Service Department	26.7%	73.3%	60.0%	80.0%	73.3%	60.0%	50.0%
Secretary of State	50.0%	80.0%	60.0%	73.7%	65.0%	65.0%	55.0%
Small Department	66.1%	91.5%	69.0%	87.9%	76.3%	66.1%	56.9%
Taxes	42.2%	67.2%	43.8%	79.7%	73.4%	59.4%	47.6%
Transportation - not DMV	47.9%	79.3%	60.5%	78.4%	61.3%	58.8%	47.9%
Vermont Health Access	52.7%	67.3%	56.4%	80.0%	65.5%	63.6%	56.4%
Veterans' Home	53.8%	69.2%	56.9%	71.2%	84.6%	50.0%	50.0%
<b>Average</b>	<b>47.9%</b>	<b>77.6%</b>	<b>56.2%</b>	<b>78.3%</b>	<b>65.5%</b>	<b>57.0%</b>	<b>48.0%</b>

- Q47. I feel that I am compensated fairly for the work I perform.
- Q48. I feel that working for the State of Vermont provides me with good job stability.
- Q49. I feel that working for the State of Vermont provides me with a solid career path.
- Q50. I understand my benefits plan.
- Q51. The benefits I receive are as good as or better than those offered by other employers.
- Q52. I understand my retirement benefits.
- Q53. The retirement package I am eligible for is as good as or better than those offered by other employers.

The average agreement for all respondents for the statement “I feel that working for the State of Vermont provides me with good job stability” was 77.6%. Departments with significantly lower than average agreement include Taxes (67.2%), Vermont Health Access (67.3%), and Environmental Conservation (67.4%). Departments with significantly higher than average agreement include Military (93.8%), Human Resources (87.5%), and Motor Vehicles (84.6%).

The average agreement for all respondents for the statement “I feel that working for the State of Vermont provides me with a solid career path” was 56.2%. Departments with significantly lower than average agreement include Education (42.9%), Taxes (43.8%), and Buildings & General Services (43.8%). Departments with significantly higher than average agreement include Lottery (85.7%), Motor Vehicles (69.2%), and Military (68.8%).

The average agreement for all respondents for the statement “I understand my benefits plan” was 78.3%. Departments with significantly lower than average agreement include Lottery (64.3%) and Fish & Wildlife (68.6%). Departments with significantly higher than average agreement include Financial Regulation (92.0%) and Human Resources (91.1%).

The average agreement for all respondents for the statement “The benefits I receive are as good as or better than those offered by other employers” was 65.5%. Departments with significantly lower than average agreement include Information & Innovation (46.7%), Liquor Control (50.0%), and Education (56.2%). Departments with significantly higher than average agreement include Military (87.5%), Veterans’ Home (84.6%), and Human Resources (83.9%).

The average agreement for all respondents for the statement “I understand my retirement benefits.” was 57.0%. Departments with significantly lower than average agreement include Motor Vehicles (49.2%), Corrections (50.0%), Education (50.0%), Liquor Control (50.0%), and Veterans’ Home (50.0%). Departments with significantly higher than average agreement include Financial Regulation (70.6%), and Finance & Management (70.0%)

The average agreement for all respondents for the statement “The retirement package I am eligible for is as good as or better than those offered by other employers” was 48.0%. Departments with significantly lower than average agreement include Defender General (22.2%), Military (37.5%), and Environmental Conservation (37.8%). Departments with significantly higher than average agreement include Agriculture (65.6%), Financial Regulation (64.7%), and Lottery (64.3%).

Table 58 displays percent agreement for respondents by length of service to survey statements for “Compensation and Benefits.” Respondents with greater length of service had higher agreement that they feel that working for the State of Vermont provides them with good job stability, with the “more than 35 years” group having the highest agreement (87.5%). Respondents with “more than 35 years” of service had significantly higher agreement that they understand their retirement benefits than did the “less than five years” group (81.3% and 49.4% respectively).

**Table 58 Compensation and Benefits by Length of Service**

Survey Items: Compensation and Benefits	Length of Service							
	Less than 5 years	5 - 9 years	10 - 14 years	15 -19 years	20 - 24 years	25 - 29 years	30 - 35 years	More than 35 years
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Q47. I feel that I am compensated fairly for the work I perform.	44.6%	41.0%	51.2%	51.2%	53.0%	52.2%	59.5%	56.3%
Q48. I feel that working for the State of Vermont provides me with good job stability.	76.8%	72.8%	78.7%	77.3%	79.8%	82.9%	83.4%	87.5%
Q49. I feel that working for the State of Vermont provides me with a solid career path.	62.4%	50.1%	57.6%	49.8%	56.3%	54.5%	61.3%	63.3%
Q50. I understand my benefits plan.	62.4%	50.1%	57.6%	49.8%	56.3%	54.5%	61.3%	63.3%
Q51. The benefits I receive are as good as or better than those offered by other employers.	61.8%	63.2%	67.5%	68.3%	68.3%	70.1%	67.3%	71.3%
Q52. I understand my retirement benefits.	49.4%	55.4%	60.1%	55.2%	61.0%	62.0%	69.2%	81.3%
Q53. The retirement package I am eligible for is as good as or better than those offered by other employers.	46.0%	47.6%	49.4%	46.4%	44.4%	52.6%	50.9%	62.0%

Table 59 displays percent agreement for respondents by age group to survey statements for “Compensation and Benefits.” Respondents in the “65+ years” group had significantly higher agreement that they feel that they are compensated fairly for the work they perform than those in the “25 – 34 years” group (67.8% and 42.3% respectively). Respondents in the “65+” years group had significantly higher agreement than those in the “18 – 24 years” group that they understand their retirement benefits (69.4% and 36.9% respectively) and that the retirement package they are eligible for is as good as or better than those offered by other employers (57.0% and 32.3% respectively).

**Table 59 Compensation and Benefits by Age Group**

Survey Items: Compensation and Benefits	Age Group							Prefer not to answer
	18 - 24 years	25 - 34 years	35 - 44 years	45 - 54 years	55 - 64 years	65+ years		
Question	% Agree	% Agree	% Agree					
Q47. I feel that I am compensated fairly for the work I perform.	50.0%	42.3%	45.5%	47.7%	51.9%	67.8%	46.8%	
Q48. I feel that working for the State of Vermont provides me with good job stability.	80.3%	82.4%	79.3%	76.5%	75.7%	80.7%	61.7%	
Q49. I feel that working path for the State of Vermont provides me with a solid career path.	65.2%	67.1%	59.6%	52.9%	52.2%	56.3%	29.8%	
Q50. I understand my benefits plan.	60.0%	73.0%	75.3%	78.8%	85.9%	79.1%	69.6%	
Q51. The benefits I receive are as good as or better than those offered by other employers.	60.0%	63.9%	63.4%	67.6%	67.3%	70.6%	51.1%	
Q52. I understand my retirement benefits.	36.9%	53.4%	54.8%	56.3%	63.4%	69.4%	48.9%	
Q53. The retirement package I am eligible for is as good as or better than those offered by other employers.	32.3%	45.6%	49.4%	46.6%	51.4%	57.0%	30.4%	

Table 60 displays percent agreement for respondents by annual salary range to survey statements for “Compensation and Benefits.” Respondents in the “More than \$75,000” group had significantly higher agreement with all statements related to “Compensation and Benefits.”

**Table 60 Compensation and Benefits by Annual Salary Range**

Survey Items: Compensation and Benefits	Annual Salary Range						
	Less than \$25,000	\$25,000 - \$34,999	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	More than \$75,000
Question	% Agree	% Agree					
Q47. I feel that I am compensated fairly for the work I perform.	43.0%	41.8%	46.5%	48.6%	47.4%	51.7%	63.7%
Q48. I feel that working for the State of Vermont provides me with good job stability.	62.1%	70.7%	79.4%	78.1%	78.2%	83.0%	83.4%
Q49. I feel that working for the State of Vermont provides me with a solid career path.	52.9%	55.8%	59.3%	55.2%	51.7%	57.3%	69.4%
Q50. I understand my benefits plan.	48.8%	67.4%	76.1%	80.6%	82.5%	85.9%	90.7%
Q51. The benefits I receive are as good as or better than those offered by other employers.	38.8%	63.1%	67.6%	68.1%	64.6%	62.8%	74.1%
Q52. I understand my retirement benefits.	38.1%	46.9%	52.0%	56.1%	60.9%	69.2%	79.3%
Q53. The retirement package I am eligible for is as good as or better than those offered by other employers.	31.0%	42.3%	45.0%	47.9%	52.2%	53.1%	63.7%

Table 61 displays percent agreement for respondents by job type to survey statements for “Compensation and Benefits.” There were no statistically meaningful differences in agreement by job type to these statements.

**Table 61 Compensation and Benefits by Job Type**

Survey Items: Compensation and Benefits	Job Type		
	Classified	Exempt	Other
Question	% Agree	% Agree	% Agree
Q47. I feel that I am compensated fairly for the work I perform.	48.0%	42.4%	53.7%
Q48. I feel that working for the State of Vermont provides me with good job stability.	78.8%	73.9%	68.1%
Q49. I feel that working for the State of Vermont provides me with a solid career path.	55.3%	61.1%	62.9%
Q50. I understand my benefits plan.	79.6%	79.2%	64.3%
Q51. The benefits I receive are as good as or better than those offered by other employers.	66.1%	67.8%	56.4%
Q52. I understand my retirement benefits.	57.4%	62.3%	48.0%
Q53. The retirement package I am eligible for is as good as or better than those offered by other employers.	48.4%	51.7%	40.1%

Table 62 displays percent agreement for respondents by bargaining unit to survey statements for “Compensation and Benefits.” The corrections bargaining unit respondents had lower agreement on almost all statements related to “Compensation and Benefits.” State Police bargaining unit respondents had significantly lower agreement that they feel that they are compensated fairly for the work they perform (35.8%).

**Table 62 Compensation and Benefits by Bargaining Unit**

Survey Items: Compensation and Benefits	Bargaining Unit				
	Non-Management	Supervisory	Corrections	State Police	Manager and/or Confidential
Question	% Agree	% Agree	% Agree	% Agree	% Agree
Q47. I feel that I am compensated fairly for the work I perform.	46.9%	52.2%	44.4%	35.8%	59.1%
Q48. I feel that working for the State of Vermont provides me with good job stability.	76.9%	82.3%	79.4%	81.7%	88.1%
Q49. I feel that working for the State of Vermont provides me with a solid career path.	51.9%	61.8%	57.2%	72.0%	69.1%
Q50. I understand my benefits plan.	78.1%	86.4%	72.2%	76.8%	90.9%
Q51. The benefits I receive are as good as or better than those offered by other employers.	66.3%	68.5%	61.1%	54.9%	73.3%
Q52. I understand my retirement benefits.	54.9%	65.5%	45.3%	75.3%	71.6%
Q53. The retirement package I am eligible for is as good as or better than those offered by other employers.	46.6%	51.8%	41.1%	64.6%	59.8%

Table 63 displays percent agreement for respondents by gender to survey statements for “Compensation and Benefits.” Female respondents had higher agreement than males that the benefits they receive are as good as or better than those offered by other employers (69.7% and 61.5% respectively), while male respondents had higher agreement that they understand their retirement benefits (61.7% and 54.3% respectively).

**Table 63 Compensation and Benefits by Gender**

Survey Items: Compensation and Benefits	Gender		
	Male	Female	Prefer not to answer
Question	% Agree	% Agree	% Agree
Q47. I feel that I am compensated fairly for the work I perform.	45.2%	50.7%	43.5%
Q48. I feel that working for the State of Vermont provides me with good job stability.	78.0%	78.5%	66.4%
Q49. I feel that working for the State of Vermont provides me with a solid career path.	56.6%	57.8%	34.3%
Q50. I understand my benefits plan.	76.8%	80.0%	72.4%
Q51. The benefits I receive are as good as or better than those offered by other employers.	61.5%	69.7%	52.8%
Q52. I understand my retirement benefits.	61.7%	54.3%	44.9%
Q53. The retirement package I am eligible for is as good as or better than those offered by other employers.	49.7%	47.9%	33.7%

Table 64 displays percent agreement for respondents by racial/ethnic group to survey statements for “Compensation and Benefits.” White respondents had significantly higher agreement than minority respondents that they feel that working for the State of Vermont provides them with good job stability (78.9% and 65.0% respectively) and that they feel that working for the State of Vermont provides them with a solid career path (58.2% and 48.3% respectively).

**Table 64 Compensation and Benefits by Racial/Ethnic Group**

Survey Items: Compensation and Benefits	Racial/Ethnic Group			
	Minority	White	Two or more Races	Prefer not to Answer
Question	% Agree	% Agree	% Agree	% Agree
Q47. I feel that I am compensated fairly for the work I perform.	51.7%	48.6%	40.4%	39.8%
Q48. I feel that working for the State of Vermont provides me with good job stability.	65.0%	78.9%	68.1%	68.9%
Q49. I feel that working for the State of Vermont provides me with a solid career path.	48.3%	58.2%	48.9%	34.3%
Q50. I understand my benefits plan.	71.2%	79.0%	70.2%	72.6%
Q51. The benefits I receive are as good as or better than those offered by other employers.	67.8%	66.1%	70.2%	55.6%
Q52. I understand my retirement benefits.	45.0%	57.9%	45.7%	52.8%
Q53. The retirement package I am eligible for is as good as or better than those offered by other employers.	46.7%	48.8%	44.7%	38.6%

## Summary of Key Findings: Overall Job Satisfaction

Table 65 displays percent agreement for all respondents for “Overall Job Satisfaction.” Nearly 70% agreed that in general they were satisfied with their job (69.7%).

**Table 65 Overall Job Satisfaction – All Respondents**

Survey Items: Overall Job Satisfaction		All Respondents		
Question		% Agree	% Neutral	% Disagree
Q57. In general, I am satisfied with my job.		69.7%	16.9%	13.4%

Table 66 displays percent agreement for respondents by department for “Overall Job Satisfaction.”

The average agreement for all respondents for the statement “In general, I am satisfied with my job” was 69.7%.

Fish & Wildlife had significantly lower than average agreement (55.6%). The relatively high level of “neutral” as a response shows the ambivalence respondents felt about this statement (30.6%). Veterans’ Home respondents also had low agreement (59.3%) and had the highest level of disagreement (27.8%). Other departments with low agreement include Corrections (60.2%) and Education (60.6%).

Departments with significantly higher than average overall satisfaction agreement include Lottery (85.7%), Defender General (84.2%), Forests, Parks & Recreation (84.1%), Attorney General (82.7%), and Health (81.3%).

**Table 66 Overall Job Satisfaction by Department**

Survey Items: Overall Job Satisfaction			
Q57. In general, I am satisfied with my job.			
Department	% Agree	% Neutral	% Disagree
Administration - CO	71.4%	10.7%	17.9%
Agriculture	68.8%	18.8%	12.5%
Attorney General	82.7%	9.6%	7.7%
Buildings & General Services	60.8%	23.5%	15.7%
Children & Families	66.9%	17.2%	15.9%
Commerce & Comm. Dev.	71.9%	21.9%	6.3%
Corrections	60.2%	22.0%	17.7%
Defender General	84.2%	15.8%	0.0%
Disabilities, Aging & Ind. Liv.	77.1%	8.6%	14.3%
Education	60.6%	17.3%	22.1%
Environmental Conservation	65.9%	22.0%	12.1%
Finance & Management	75.0%	10.0%	15.0%
Financial Regulation	78.4%	15.7%	5.9%
Fish & Wildlife	55.6%	30.6%	13.9%
Forests, Parks & Recreation	84.1%	13.6%	2.3%
Health	81.3%	10.0%	8.7%
Human Resources	74.5%	20.0%	5.5%
Human Services - CO	63.2%	21.4%	15.4%
Information & Innovation	71.1%	15.6%	13.3%
Labor	61.5%	19.6%	18.9%
Liquor Control	75.0%	12.5%	12.5%
Lottery	85.7%	7.1%	7.1%
Mental Health	62.5%	17.5%	20.0%
Military	68.8%	31.3%	0.0%
Motor Vehicles	76.6%	18.8%	4.7%
Natural Resources -CO	73.7%	7.9%	18.4%
Public Safety (incl VSP)	70.8%	16.7%	12.5%
Public Service Department	80.0%	6.7%	13.3%
Secretary of State	75.0%	15.0%	10.0%
Small Department	86.4%	6.8%	6.8%
Taxes	70.3%	14.1%	15.6%
Transportation - not DMV	71.8%	16.7%	11.6%
Vermont Health Access	70.4%	18.5%	11.1%
Veterans' Home	59.3%	13.0%	27.8%
<b>Average</b>	<b>69.7%</b>	<b>16.9%</b>	<b>13.4%</b>

Table 67 displays percent agreement for respondents by length of service for “Overall Job Satisfaction.” Overall job satisfaction does not appear to be significantly related to length of service.

**Table 67 Overall Job Satisfaction by Length of Service**

Survey Items: Overall Job Satisfaction	Length of Service							
	Less than 5 years	5 - 9 years	10 - 14 years	15 -19 years	20 - 24 years	25 - 29 years	30 - 35 years	More than 35 years
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Q57. In general, I am satisfied with my job.	74.8%	67.3%	70.0%	64.5%	68.8%	65.5%	73.3%	73.4%

Table 68 displays percent agreement for respondents by age group for “Overall Job Satisfaction.” Overall job satisfaction does not appear to be significantly related to length of service.

**Table 68 Overall Job Satisfaction by Age Group**

Survey Items: Overall Job Satisfaction	Age Group						
	18 - 24 years	25 - 34 years	35 - 44 years	45 - 54 years	55 - 64 years	65+ years	Prefer not to answer
Question	% Agree	% Agree	% Agree				
Q57. In general, I am satisfied with my job.	75.8%	69.6%	71.2%	69.0%	69.2%	79.3%	56.5%

Table 69 displays percent agreement for respondents by annual salary range for “Overall Job Satisfaction.” Respondents in the “more than \$75,000” salary range had significantly higher agreement that, in general, they were satisfied with their job (81.9%).

**Table 69 Overall Job Satisfaction by Annual Salary Range**

Survey Items: Overall Job Satisfaction	Annual Salary Range						
	Less than \$25,000	\$25,000 - \$34,999	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	More than \$75,000
Question	% Agree	% Agree					
Q57. In general, I am satisfied with my job.	74.7%	66.8%	70.6%	68.3%	69.1%	69.6%	81.9%

Table 70 displays percent agreement for respondents by job type for “Overall Job Satisfaction.” Exempt respondents had significantly higher agreement that, in general, they were satisfied with their job (81.1%).

**Table 70 Overall Job Satisfaction by Job Type**

Survey Items: Overall Job Satisfaction	Job Type		
	Classified	Exempt	Other
Question	% Agree	% Agree	% Agree
Q57. In general, I am satisfied with my job.	68.1%	81.1%	77.4%

Table 71 displays percent agreement for respondents by bargaining unit for “Overall Job Satisfaction.” The corrections bargaining unit respondents had significantly lower agreement that, in general, they were satisfied with their job (56.8%), while manager and/or confidential respondents had the highest level of agreement (82.8%).

**Table 71 Overall Job Satisfaction by Bargaining Unit**

Survey Items: Overall Job Satisfaction	Bargaining Unit				
	Non-Management	Supervisory	Corrections	State Police	Manager and/or Confidential
Question	% Agree	% Agree	% Agree	% Agree	% Agree
Q57. In general, I am satisfied with my job.	66.9%	74.0%	56.8%	70.7%	82.8%

Table 72 displays percent agreement for respondents by gender or “Overall Job Satisfaction.” Female respondents were significantly more likely to agree that, in general, they were satisfied with their job (73.5%) than were male respondents (66.5%).

**Table 72 Overall Job Satisfaction by Gender**

Survey Items: Overall Job Satisfaction	Gender		
	Male	Female	Prefer not to answer
Question	% Agree	% Agree	% Agree
Q57. In general, I am satisfied with my job.	66.5%	73.5%	54.8%

Table 73 displays percent agreement for respondents by racial/ethnic group for “Overall Job Satisfaction.” White respondents were significantly more likely to agree that, in general, they were satisfied with their job (71.1%) than were minority (61.0%) or “two or more races” respondents (61.7%).

**Table 73 Overall Job Satisfaction by Racial/Ethnic Group**

Survey Items: Overall Job Satisfaction	Racial/Ethnic Group			
	Minority	White	Two or more Races	Prefer not to Answer
Question	% Agree	% Agree	% Agree	% Agree
Q57. In general, I am satisfied with my job.	61.0%	71.1%	61.7%	58.3%

## Transportation

The survey also presented several items that assessed employees' transportation to and from work.

Table 74 displays all respondents reported commute distance to work. The highest percent of respondents reported a 10.1 to 20 mile commute (23.8%). Over 50% report a commute of 10.1 to 50 miles (54.6%).

**Table 74 Commute Distance to Work – All Respondents**

<b>Q11. How far is your commute to work?</b>		
<b>Distance</b>	<b>Number</b>	<b>Percent</b>
Less than 1 mile	173	5.1%
1 to 3 miles	332	9.8%
3.1 to 5 miles	215	6.3%
5.1 to 10 miles	533	15.7%
10.1 to 20 miles	807	23.8%
20.1 to 35 miles	576	17.0%
35.1 to 50 miles	466	13.8%
More than 50 miles	177	5.2%
Missing	110	3.2%
<b>Total</b>	<b>3,389</b>	<b>100.0%</b>

Table 75 displays all respondents reported most common mean of transportation to commute to work. The vast majority of respondents reported that they drive their own car with no other passengers (77.8%).

**Table 75 Most Common Means of Transportation to Commute to Work – All Respondents**

<b>Q10. What is the means of transportation you most commonly use when commuting to work?</b>		
<b>Response</b>	<b>Number</b>	<b>Percent</b>
Drive my own car with no other passengers	2,636	77.8%
Carpool	287	8.5%
Public bus	90	2.7%
Van Pool	21	0.6%
Bicycle	11	0.3%
Walk	76	2.2%
State vehicle	153	4.5%
Missing	113	3.3%
<b>Total</b>	<b>3,389</b>	<b>100.0%</b>

Table 76 shows percent agreement to several transportation survey questions. Two thirds of respondents agreed that the amount of time they spend commuting to work is reasonable (66.6%). Over 50% agreed that there is ample parking at their work site (53.5%). A majority of respondents disagreed that public transportation to their work site is easily accessible (50.5%).

**Table 76 Transportation Survey Questions – All Respondents**

Survey Items: Transportation	All Respondents		
Question	% Agree	% Neutral	% Disagree
Q54. The amount of time I spend commuting to work is reasonable.	66.6%	11.2%	14.3%
Q55. Public transportation to my work site is easily accessible.	20.2%	20.9%	50.5%
Q56. There is ample parking at my work site.	53.5%	10.0%	28.1%

Table 77 shows percent agreement for respondents by location that public transportation to their work site is easily accessible. Lowest agreement was found in several rural counties, such as Lamoille County (3.0%), Orleans County (8.6%), and Windsor County (10.0%). Highest agreement was for Burlington (49.3%).

**Table 77 Public Transportation to my Work Site is Easily Accessible by Location**

Survey Item: Public transportation to my work site is easily accessible.	All Respondents		
Location	% Agree	% Neutral	% Disagree
Addison County	19.2%	23.1%	57.7%
Bennington County	14.4%	25.6%	60.0%
Burlington	49.3%	15.6%	35.0%
Caledonia/Essex Counties	11.0%	29.7%	59.3%
Chittenden County - Not Burlington	14.5%	23.1%	62.3%
Franklin/Grand Isle Counties	11.3%	14.5%	74.2%
Lamoille County	3.0%	13.6%	83.3%
Montpelier - National Life	26.1%	22.7%	51.2%
Montpelier - Not National Life	26.8%	25.2%	47.9%
Orange County	16.0%	24.0%	60.0%
Orleans County	8.6%	13.6%	77.8%
Rutland County	23.9%	25.6%	50.6%
Washington County - Not Montpelier	19.3%	26.4%	54.3%
Windham County	10.5%	20.2%	69.3%
Windsor County	10.0%	22.1%	67.9%

Table 78 shows percent agreement for respondents by location that there is ample parking at their work site. For most locations over 70% agreed that there was ample parking. The notable exception was in Montpelier, where 43.1% of “Montpelier – National Life” respondents disagreed and 68.2% of “Montpelier - Not National Life” disagreed.

**Table 78      There is Ample Parking at my Work Site by Location**

Location	All Respondents		
	% Agree	% Neutral	% Disagree
Addison County	80.8%	15.4%	3.8%
Bennington County	84.9%	7.9%	7.1%
Burlington	72.2%	9.2%	18.6%
Caledonia/Essex Counties	71.9%	5.6%	22.5%
Chittenden County - Not Burlington	78.9%	8.2%	12.9%
Franklin/Grand Isle Counties	76.4%	12.2%	11.4%
Lamoille County	58.5%	9.2%	32.3%
Montpelier - National Life	35.7%	21.2%	43.1%
Montpelier - Not National Life	20.0%	11.8%	68.2%
Orange County	76.0%	8.0%	16.0%
Orleans County	62.2%	6.1%	31.7%
Rutland County	84.1%	6.6%	9.3%
Washington County - Not Montpelier	81.3%	6.1%	12.6%
Windham County	71.9%	13.2%	14.9%
Windsor County	69.1%	8.6%	22.3%

## Appendix A – List of Survey Items

Q1. In what part of Vermont State Government do you work?

Agency of Administration – Central Office  
Agency of Agriculture  
Agency of Commerce and Community  
Development  
Agency of Education  
Agency of Human Services – Central Office  
Agency of Natural Resources – Central Office  
Agency of Transportation – other than Motor Vehicles  
Auditor  
Buildings and General Services  
Children and Families  
Corrections  
Disabilities, Aging and Independent Living  
Environmental Conservation  
Finance and Management  
Financial Regulation  
Fish and Wildlife  
Forests, Parks and Recreation  
Health  
Human Resources  
Information and Innovation  
Judiciary  
Labor  
Libraries  
Liquor Control  
Lottery  
Mental Health  
Military  
Motor Vehicles  
Public Safety (including Vermont State Police)  
Public Service Department  
Secretary of State  
Taxes  
Treasurer  
Vermont Health Access  
Veterans' Home  
Other (please specify in the box provided)

Q2. What type of employee are you?

Classified  
Exempt  
Other

Q3. If you are a classified employee, which bargaining unit do you belong to?

Non-Management

Supervisory

Corrections

State Police

NA. I am a designated manager and/or confidential employee.

Q4. What is your assigned work location? (Select one.)

Bennington County

Burlington

Caledonia County

Chittenden County – not including Burlington

Franklin County

Lamoille County

Montpelier – not including National Life

Montpelier National Life

Orleans County

Rutland County

Washington County not including Montpelier

Windham County

Other Location (please specify)

Q5. For how long have you worked for Vermont State Government?

Less than 5 years

5-9 years

10-14 years

15-19 years

20-24 years

25-29 years

30-35 years

More than 35 years

Q6. What age group do you belong to?

18-24

25-34

35-44

45-54

55-64

65 + years

Prefer not to answer

Q7. What gender group do you belong to?

Male

Female

Transgender

Prefer not to answer

Q8. What racial/ethnic group do you belong to?

- American Indian/Alaskan Native
- Asian/Pacific Islander
- Black or African American
- Hispanic or Latino
- Native Hawaiian/Other Pacific Islander
- White
- Two or more races
- Prefer not to answer

Q9. What is your annual salary range before taxes?

- Less than \$25,000
- Between \$25,000 and \$34,999
- Between \$35,000 and \$44,999
- Between \$45,000 and \$54,999
- Between \$55,000 and \$64,999
- Between \$65,000 and \$74,999
- More than \$75,000

Q10. What is the means of transportation you most commonly use when commuting to work?

- Drive my own car with no other passengers
- Carpool
- Public bus
- Van Pool
- Bicycle
- Walk
- Other (please specify)

Q11. How far is your commute to work?

- Less than 1 mile
- Between 1 mile and 3 miles
- Between 3.1 miles and 5 miles
- Between 5.1 miles and 10 miles
- Between 10.1 and 20 miles
- Between 20.1 and 35 miles
- Between 35.1 and 50 miles
- More than 50 miles

For the following items the response scale was: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, and Strongly Disagree.

Q12. I understand my job duties and responsibilities.

Q13. I understand the work, goals, and mission of my department or agency.

Q14. The work I perform is linked to my department or agency's work.

Q15. The work I perform has an impact on my department or agency meeting its goals and mission.

Q16. The work I perform is meaningful and rewarding.

Q17. The work I perform is varied and interesting.

- Q18. I am confident that I can accomplish my work goals.
- Q19. I feel proud when I tell people I work for the State of Vermont.
- Q20. I would recommend the State of Vermont to others as a great place to work.
- Q21. Management and senior leadership communicate important information to staff in a timely and effective manner.
- Q22. I have an opportunity to communicate with and provide feedback to management and senior leadership.
- Q23. I am encouraged to share ideas on improving either service delivery or business process efficiency.
- Q24. My department or agency works well with other departments and agencies.
- Q25. My department or agency works well with business partners outside of State Government.
- Q26. Morale within my department or agency is good.
- Q27. The people I work with treat each other respectfully.
- Q28. The people I work with care about me.
- Q29. Harassment is not tolerated in my workplace.
- Q30. Discrimination is not tolerated in my workplace.
- Q31. I am confident that any misconduct that I report will be handled properly.
- Q32. My supervisor clearly communicates to me what my job performance standards and expectations are.
- Q33. My supervisor regularly provides me with timely and useful feedback.
- Q34. My supervisor gives me recognition and praise when I have excelled at performing my duties.
- Q35. My supervisor provides me with the autonomy to make decisions when it's appropriate.
- Q36. My supervisor treats employees fairly and respectfully.
- Q37. My supervisor seems to care about me as a person.
- Q38. My supervisor provides me with the guidance and training resources that I need to improve my performance.
- Q39. My performance evaluations are completed annually.
- Q40. My department or agency has the staffing and resources necessary to achieve its mission.
- Q41. The amount of work I am expected to perform is reasonable.
- Q42. My job and work environment allow for a good balance between work and my personal life.
- Q43. I have the materials and tools that I need to perform my duties effectively.
- Q44. My department or agency provides me with the technology needed to perform my duties effectively.
- Q45. My work site is well maintained and meets my needs.
- Q46. I feel safe and secure in my work environment.
- Q47. I feel that I am compensated fairly for the work I perform.
- Q48. I feel that working for the State of Vermont provides me with good job stability.
- Q49. I feel that working for the State of Vermont provides me with a solid career path.
- Q50. I understand my benefits plan.
- Q51. The benefits I receive are as good as or better than those offered by other employers.
- Q52. I understand my retirement benefits.
- Q53. The retirement package I am eligible for is as good as or better than those offered by other employers.
- Q54. The amount of time I spend commuting to work is reasonable.
- Q55. Public transportation to my work site is easily accessible.
- Q56. There is ample parking at my work site.
- Q57. In general, I am satisfied with my job.

## Appendix B – Frequencies for All Respondents by all Items

### Q1 Agency/Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administration - CO	30	0.9	0.9	0.9
	Agriculture	33	1.0	1.0	1.9
	ACCD	35	1.0	1.0	2.9
	Education	115	3.4	3.4	6.3
	Human Services - CO	124	3.7	3.7	10.0
	ANR - CO	41	1.2	1.2	11.3
	Transportation - not DMV	543	16.0	16.2	27.4
	Auditor	7	0.2	0.2	27.7
	BGS	162	4.8	4.8	32.5
	Children & Families	319	9.4	9.5	42.0
	Corrections	289	8.5	8.6	50.6
	DAIL	111	3.3	3.3	53.9
	Environmental Conservation	98	2.9	2.9	56.8
	Finance & Management	22	0.6	0.7	57.5
	Financial Regulation	54	1.6	1.6	59.1
	Fish & Wildlife	39	1.2	1.2	60.3
	Forests, Parks & Recreation	44	1.3	1.3	61.6
	Health	228	6.7	6.8	68.4
	Human Resources	63	1.9	1.9	70.2
	Information & Innovation	50	1.5	1.5	71.7
	Labor	152	4.5	4.5	76.3
	Libraries	12	0.4	0.4	76.6
	Liquor Control	17	0.5	0.5	77.1
	Lottery	17	0.5	0.5	77.6
	Mental Health	46	1.4	1.4	79.0
	Military	17	0.5	0.5	79.5
	Motor Vehicles	72	2.1	2.1	81.6
	Public Safety (incl VSP)	267	7.9	8.0	89.6
	Public Service Department	16	0.5	0.5	90.1
	Secretary of State	23	0.7	0.7	90.8
	Taxes	69	2.0	2.1	92.8
	Treasurer	14	0.4	0.4	93.2
	Vermont Health Access	60	1.8	1.8	95.0
	Veterans' Home	62	1.8	1.8	96.9
	Attorney General	54	1.6	1.6	98.5
	Criminal Justice Training Council	3	0.1	0.1	98.6
	Defender General	19	0.6	0.6	99.1
	E 911	3	0.1	0.1	99.2
	Green Mountain Care Board	11	0.3	0.3	99.6
	Natural Resources Board	13	0.4	0.4	99.9
	Public Service Board	2	0.1	0.1	100.0
	Total	3,356	99.0	100.0	
Missing	0	32	0.9		
	44	1	0.0		
	Total	33	1.0		
Total		3,389	100.0		

**Q2 Type of Employee**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Classified	2,820	83.2	84.6	84.6
	Exempt	252	7.4	7.6	92.1
	Other	262	7.7	7.9	100.0
	Total	3,334	98.4	100.0	
Missing	0	55	1.6		
Total		3,389	100.0		

**Q3 Bargaining Unit**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non-Management	1,988	58.7	68.7	68.7
	Supervisory	417	12.3	14.4	83.2
	Corrections	195	5.8	6.7	89.9
	State Police	92	2.7	3.2	93.1
	NA Manager and/or Confidential	200	5.9	6.9	100.0
	Total	2,892	85.3	100.0	
Missing	0	497	14.7		
Total		3,389	100.0		

**Q4 Work Location**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bennington County	141	4.2	4.3	4.3
	Burlington	305	9.0	9.3	13.6
	Caledonia County	98	2.9	3.0	16.6
	Chittenden County - Not Burlington	432	12.7	13.2	29.7
	Franklin County	122	3.6	3.7	33.5
	Lamoille County	73	2.2	2.2	35.7
	Montpelier - Not Nat. Life	751	22.2	22.9	58.6
	Montpelier - Nat Life	407	12.0	12.4	71.0
	Orleans County	89	2.6	2.7	73.7
	Rutland County	201	5.9	6.1	79.8
	Washington County - Not Montpelier	334	9.9	10.2	90.0
	Windham County	121	3.6	3.7	93.7
	Windsor County	144	4.2	4.4	98.0
	Addison County	28	0.8	0.9	98.9
	Essex County	3	0.1	0.1	99.0
	Grand Isle County	6	0.2	0.2	99.2
	Orange County	27	0.8	0.8	100.0
	Total	3,282	96.8	100.0	
Missing	System	107	3.2		
Total		3,389	100.0		

**Q5 How Long worked for SOV**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	828	24.4	24.7	24.7
	5 - 9 years	759	22.4	22.6	47.3
	10 - 14 years	579	17.1	17.3	64.6
	15 -19 years	354	10.4	10.6	75.2
	20 - 24 years	272	8.0	8.1	83.3
	25 - 29 years	296	8.7	8.8	92.1
	30 - 35 years	176	5.2	5.2	97.3
	More than 35 years	89	2.6	2.7	100.0
	Total	3,353	98.9	100.0	
Missing	0	36	1.1		
Total		3,389	100.0		

**Q6 Age Group**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 24 years	72	2.1	2.2	2.2
	25 - 34 years	472	13.9	14.1	16.3
	35 - 44 years	791	23.3	23.7	40.0
	45 - 54 years	984	29.0	29.5	69.5
	55 - 64 years	870	25.7	26.1	95.6
	65+ years	93	2.7	2.8	98.4
	Prefer not to answer	55	1.6	1.6	100.0
	Total	3,337	98.5	100.0	
Missing	0	52	1.5		
Total		3,389	100.0		

**Q7 Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	1,391	41.0	42.3	42.3
	Female	1,782	52.6	54.2	96.5
	Transgender	5	0.1	0.2	96.6
	Prefer not to answer	111	3.3	3.4	100.0
	Total	3,289	97.0	100.0	
Missing	0	100	3.0		
Total		3,389	100.0		

**Q8 Racial/Ethnic Group**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	American Indian/Alaskan Native	32	0.9	1.0	1.0
	Asian/Pacific Islander	15	0.4	0.5	1.4
	Black or African American	4	0.1	0.1	1.6
	Hispanic or Latino	11	0.3	0.3	1.9
	Native Hawaiian/Other Pacific Islander	2	0.1	0.1	1.9
	White	2,978	87.9	90.5	92.5
	Two or more races	47	1.4	1.4	93.9
	Prefer not to answer	200	5.9	6.1	100.0
	Total	3,289	97.0	100.0	
Missing	0	100	3.0		
Total		3,389	100.0		

**Q9 Annual salary range**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than \$25,000	94	2.8	2.9	2.9
	\$25,000 - \$34,999	407	12.0	12.7	15.6
	\$35,000 - \$44,999	809	23.9	25.2	40.8
	\$45,000 - \$54,999	830	24.5	25.8	66.6
	\$55,000 - \$64,999	555	16.4	17.3	83.9
	\$65,000 - \$74,999	305	9.0	9.5	93.4
	More than \$75,000	212	6.3	6.6	100.0
	Total	3,212	94.8	100.0	
Missing	0	177	5.2		
Total		3,389	100.0		

**Q10 Means of Transportation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Drive my own car with no other passengers	2,636	77.8	80.5	80.5
	Carpool	287	8.5	8.8	89.3
	Public bus	90	2.7	2.7	92.0
	Van Pool	21	0.6	0.6	92.7
	Bicycle	11	0.3	0.3	93.0
	Walk	76	2.2	2.3	95.3
	State vehicle	153	4.5	4.7	100.0
	Total	3,274	96.6	100.0	
Missing	0	2	0.1		
	System	113	3.3		
	Total	115	3.4		
Total		3,389	100.0		

**Q11 How far is commute**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 mile	173	5.1	5.3	5.3
	1 to 3 miles	332	9.8	10.1	15.4
	3.1 to 5 miles	215	6.3	6.6	22.0
	5.1 to 10 miles	533	15.7	16.3	38.2
	10.1 to 20 miles	807	23.8	24.6	62.8
	20.1 to 35 miles	576	17.0	17.6	80.4
	35.1 to 50 miles	466	13.8	14.2	94.6
	More than 50 miles	177	5.2	5.4	100.0
	Total	3,279	96.8	100.0	
Missing	0	110	3.2		
Total		3,389	100.0		

**Q12 I understand my job duties and responsibilities.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,904	56.2	59.4	59.4
	Agree	1,101	32.5	34.4	93.8
	Neither Agree nor Disagree	119	3.5	3.7	97.5
	Disagree	66	1.9	2.1	99.5
	Strongly Disagree	15	0.4	0.5	100.0
	Total	3,205	94.6	100.0	
Missing	System	184	5.4		
Total		3,389	100.0		

**Q13 I understand the work, goals, and mission of my department or agency.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,630	48.1	51.0	51.0
	Agree	1,224	36.1	38.3	89.2
	Neither Agree nor Disagree	209	6.2	6.5	95.8
	Disagree	103	3.0	3.2	99.0
	Strongly Disagree	32	0.9	1.0	100.0
	Total	3,198	94.4	100.0	
Missing	System	191	5.6		
Total		3,389	100.0		

**Q14 The work I perform is linked to my department or agency's work.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,891	55.8	59.1	59.1
	Agree	1,126	33.2	35.2	94.3
	Neither Agree nor Disagree	144	4.2	4.5	98.8
	Disagree	23	0.7	0.7	99.5
	Strongly Disagree	16	0.5	0.5	100.0
	Total	3,200	94.4	100.0	
Missing	System	189	5.6		
Total		3,389	100.0		

**Q15 The work I perform has an impact on my department or agency meeting its goals and mission.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,791	52.8	55.9	55.9
	Agree	1,099	32.4	34.3	90.3
	Neither Agree nor Disagree	246	7.3	7.7	97.9
	Disagree	44	1.3	1.4	99.3
	Strongly Disagree	22	0.6	0.7	100.0
	Total	3,202	94.5	100.0	
Missing	System	187	5.5		
Total		3,389	100.0		

**Q16 The work I perform is meaningful and rewarding.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,332	39.3	41.7	41.7
	Agree	1,156	34.1	36.2	77.8
	Neither Agree nor Disagree	444	13.1	13.9	91.7
	Disagree	185	5.5	5.8	97.5
	Strongly Disagree	79	2.3	2.5	100.0
	Total	3,196	94.3	100.0	
Missing	System	193	5.7		
Total		3,389	100.0		

**Q17 The work I perform is varied and interesting.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,337	39.5	41.8	41.8
	Agree	1,168	34.5	36.5	78.4
	Neither Agree nor Disagree	468	13.8	14.6	93.0
	Disagree	156	4.6	4.9	97.9
	Strongly Disagree	68	2.0	2.1	100.0
	Total	3,197	94.3	100.0	
Missing	System	192	5.7		
Total		3,389	100.0		

**Q18 I am confident that I can accomplish my work goals.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,438	42.4	45.1	45.1
	Agree	1,198	35.3	37.5	82.6
	Neither Agree nor Disagree	326	9.6	10.2	92.8
	Disagree	176	5.2	5.5	98.3
	Strongly Disagree	53	1.6	1.7	100.0
	Total	3,191	94.2	100.0	
Missing	System	198	5.8		
Total		3,389	100.0		

**Q19 I feel proud when I tell people I work for the State of Vermont.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	982	29.0	30.7	30.7
	Agree	1,075	31.7	33.6	64.4
	Neither Agree nor Disagree	794	23.4	24.9	89.2
	Disagree	231	6.8	7.2	96.5
	Strongly Disagree	113	3.3	3.5	100.0
	Total	3,195	94.3	100.0	
Missing	System	194	5.7		
Total		3,389	100.0		

**Q20 I would recommend the State of Vermont to others as a great place to work.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	822	24.3	25.7	25.7
	Agree	1,089	32.1	34.1	59.8
	Neither Agree nor Disagree	825	24.3	25.8	85.6
	Disagree	296	8.7	9.3	94.8
	Strongly Disagree	166	4.9	5.2	100.0
	Total	3,198	94.4	100.0	
Missing	System	191	5.6		
Total		3,389	100.0		

**Q21 Management and senior leadership communicate important information to staff in a timely and effective manner.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	448	13.2	14.0	14.0
	Agree	1,058	31.2	33.0	47.0
	Neither Agree nor Disagree	692	20.4	21.6	68.6
	Disagree	672	19.8	21.0	89.6
	Strongly Disagree	333	9.8	10.4	100.0
	Total	3,203	94.5	100.0	
Missing	System	186	5.5		
Total		3,389	100.0		

**Q22 I have an opportunity to communicate with and provide feedback to management and senior leadership.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	662	19.5	20.7	20.7
	Agree	1,189	35.1	37.1	57.8
	Neither Agree nor Disagree	598	17.6	18.7	76.4
	Disagree	475	14.0	14.8	91.3
	Strongly Disagree	280	8.3	8.7	100.0
	Total	3,204	94.5	100.0	
Missing	System	185	5.5		
Total		3,389	100.0		

**Q23 I am encouraged to share ideas on improving either service delivery or business process efficiency.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	655	19.3	20.5	20.5
	Agree	1,039	30.7	32.5	53.0
	Neither Agree nor Disagree	675	19.9	21.1	74.1
	Disagree	522	15.4	16.3	90.4
	Strongly Disagree	306	9.0	9.6	100.0
	Total	3,197	94.3	100.0	
Missing	System	192	5.7		
Total		3,389	100.0		

**Q24 My department or agency works well with other departments and agencies.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	547	16.1	17.1	17.1
	Agree	1,228	36.2	38.4	55.5
	Neither Agree nor Disagree	992	29.3	31.0	86.6
	Disagree	297	8.8	9.3	95.9
	Strongly Disagree	132	3.9	4.1	100.0
	Total	3,196	94.3	100.0	
Missing	System	193	5.7		
Total		3,389	100.0		

**Q25 My department or agency works well with business partners outside of State Government.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	586	17.3	18.4	18.4
	Agree	1,209	35.7	37.9	56.2
	Neither Agree nor Disagree	1,099	32.4	34.4	90.6
	Disagree	192	5.7	6.0	96.6
	Strongly Disagree	107	3.2	3.4	100.0
	Total	3,193	94.2	100.0	
Missing	System	196	5.8		
Total		3,389	100.0		

**Q26 Morale within my department or agency is good.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	228	6.7	7.2	7.2
	Agree	901	26.6	28.4	35.5
	Neither Agree nor Disagree	711	21.0	22.4	57.9
	Disagree	810	23.9	25.5	83.4
	Strongly Disagree	526	15.5	16.6	100.0
	Total	3,176	93.7	100.0	
Missing	System	213	6.3		
Total		3,389	100.0		

**Q27 The people I work with treat each other respectfully.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	603	17.8	19.0	19.0
	Agree	1,378	40.7	43.4	62.4
	Neither Agree nor Disagree	603	17.8	19.0	81.3
	Disagree	402	11.9	12.7	94.0
	Strongly Disagree	191	5.6	6.0	100.0
	Total	3,177	93.7	100.0	
Missing	System	212	6.3		
Total		3,389	100.0		

**Q28 The people I work with care about me.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	598	17.6	18.9	18.9
	Agree	1,332	39.3	42.1	61.0
	Neither Agree nor Disagree	790	23.3	25.0	86.0
	Disagree	279	8.2	8.8	94.8
	Strongly Disagree	164	4.8	5.2	100.0
	Total	3,163	93.3	100.0	
Missing	System	226	6.7		
Total		3,389	100.0		

**Q29 Harassment is not tolerated in my workplace.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,035	30.5	32.6	32.6
	Agree	1,223	36.1	38.6	71.2
	Neither Agree nor Disagree	508	15.0	16.0	87.2
	Disagree	263	7.8	8.3	95.5
	Strongly Disagree	143	4.2	4.5	100.0
	Total	3,172	93.6	100.0	
Missing	System	217	6.4		
Total		3,389	100.0		

**Q30 Discrimination is not tolerated in my workplace.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,121	33.1	35.4	35.4
	Agree	1,242	36.6	39.2	74.5
	Neither Agree nor Disagree	501	14.8	15.8	90.3
	Disagree	185	5.5	5.8	96.2
	Strongly Disagree	121	3.6	3.8	100.0
	Total	3,170	93.5	100.0	
Missing	System	219	6.5		
Total		3,389	100.0		

**Q31 I am confident that any misconduct that I report will be handled properly.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	708	20.9	22.3	22.3
	Agree	1,026	30.3	32.3	54.6
	Neither Agree nor Disagree	699	20.6	22.0	76.6
	Disagree	439	13.0	13.8	90.4
	Strongly Disagree	305	9.0	9.6	100.0
	Total	3,177	93.7	100.0	
Missing	System	212	6.3		
Total		3,389	100.0		

**Q32 My supervisor clearly communicates to me what my job performance standards and expectations are.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	884	26.1	27.9	27.9
	Agree	1,214	35.8	38.3	66.1
	Neither Agree nor Disagree	512	15.1	16.1	82.3
	Disagree	387	11.4	12.2	94.5
	Strongly Disagree	176	5.2	5.5	100.0
	Total	3,173	93.6	100.0	
Missing	System	216	6.4		
Total		3,389	100.0		

**Q33 My supervisor regularly provides me with timely and useful feedback.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	787	23.2	24.8	24.8
	Agree	1,045	30.8	32.9	57.7
	Neither Agree nor Disagree	637	18.8	20.1	77.8
	Disagree	482	14.2	15.2	93.0
	Strongly Disagree	222	6.6	7.0	100.0
	Total	3,173	93.6	100.0	
Missing	System	216	6.4		
Total		3,389	100.0		

**Q34 My supervisor gives me recognition and praise when I have excelled at performing my duties.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	911	26.9	28.8	28.8
	Agree	1,053	31.1	33.2	62.0
	Neither Agree nor Disagree	557	16.4	17.6	79.6
	Disagree	398	11.7	12.6	92.2
	Strongly Disagree	248	7.3	7.8	100.0
	Total	3,167	93.4	100.0	
Missing	System	222	6.6		
Total		3,389	100.0		

**Q35 My supervisor provides me with the autonomy to make decisions when it's appropriate.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,148	33.9	36.2	36.2
	Agree	1,246	36.8	39.3	75.6
	Neither Agree nor Disagree	398	11.7	12.6	88.2
	Disagree	209	6.2	6.6	94.8
	Strongly Disagree	166	4.9	5.2	100.0
	Total	3,167	93.4	100.0	
Missing	System	222	6.6		
Total		3,389	100.0		

**Q36 My supervisor treats employees fairly and respectfully.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,173	34.6	37.0	37.0
	Agree	1,055	31.1	33.3	70.3
	Neither Agree nor Disagree	485	14.3	15.3	85.6
	Disagree	242	7.1	7.6	93.3
	Strongly Disagree	213	6.3	6.7	100.0
	Total	3,168	93.5	100.0	
Missing	System	221	6.5		
Total		3,389	100.0		

**Q37 My supervisor seems to care about me as a person.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,182	34.9	37.5	37.5
	Agree	1,108	32.7	35.1	72.6
	Neither Agree nor Disagree	491	14.5	15.6	88.1
	Disagree	201	5.9	6.4	94.5
	Strongly Disagree	173	5.1	5.5	100.0
	Total	3,155	93.1	100.0	
Missing	System	234	6.9		
Total		3,389	100.0		

**Q38 My supervisor provides me with the guidance and training resources that I need to improve my performance.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	852	25.1	26.9	26.9
	Agree	1,031	30.4	32.6	59.5
	Neither Agree nor Disagree	673	19.9	21.3	80.7
	Disagree	372	11.0	11.7	92.5
	Strongly Disagree	238	7.0	7.5	100.0
	Total	3,166	93.4	100.0	
Missing	System	223	6.6		
Total		3,389	100.0		

**Q39 My performance evaluations are completed annually.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	856	25.3	27.3	27.3
	Agree	899	26.5	28.6	55.9
	Neither Agree nor Disagree	527	15.6	16.8	72.7
	Disagree	345	10.2	11.0	83.6
	Strongly Disagree	514	15.2	16.4	100.0
	Total	3,141	92.7	100.0	
Missing	System	248	7.3		
Total		3,389	100.0		

**Q40 My department or agency has the staffing and resources necessary to achieve its mission.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	205	6.0	6.5	6.5
	Agree	806	23.8	25.7	32.2
	Neither Agree nor Disagree	611	18.0	19.5	51.7
	Disagree	944	27.9	30.1	81.7
	Strongly Disagree	573	16.9	18.3	100.0
	Total	3,139	92.6	100.0	
Missing	System	250	7.4		
Total		3,389	100.0		

**Q41 The amount of work I am expected to perform is reasonable.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	317	9.4	10.1	10.1
	Agree	1,280	37.8	40.7	50.8
	Neither Agree nor Disagree	637	18.8	20.3	71.1
	Disagree	616	18.2	19.6	90.7
	Strongly Disagree	293	8.6	9.3	100.0
	Total	3,143	92.7	100.0	
Missing	System	246	7.3		
Total		3,389	100.0		

**Q42 My job and work environment allow for a good balance between work and my personal life.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	448	13.2	14.3	14.3
	Agree	1,247	36.8	39.7	54.0
	Neither Agree nor Disagree	675	19.9	21.5	75.5
	Disagree	496	14.6	15.8	91.3
	Strongly Disagree	273	8.1	8.7	100.0
	Total	3,139	92.6	100.0	
Missing	System	250	7.4		
Total		3,389	100.0		

**Q43 I have the materials and tools that I need to perform my duties effectively.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	454	13.4	14.5	14.5
	Agree	1,440	42.5	45.8	60.3
	Neither Agree nor Disagree	597	17.6	19.0	79.3
	Disagree	462	13.6	14.7	94.0
	Strongly Disagree	188	5.5	6.0	100.0
	Total	3,141	92.7	100.0	
Missing	System	248	7.3		
Total		3,389	100.0		

**Q44 My department or agency provides me with the technology needed to perform my duties effectively.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	473	14.0	15.1	15.1
	Agree	1,398	41.3	44.5	59.6
	Neither Agree nor Disagree	546	16.1	17.4	77.0
	Disagree	491	14.5	15.6	92.6
	Strongly Disagree	233	6.9	7.4	100.0
	Total	3,141	92.7	100.0	
Missing	System	248	7.3		
Total		3,389	100.0		

**Q45 My work site is well maintained and meets my needs.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	585	17.3	18.6	18.6
	Agree	1,466	43.3	46.7	65.3
	Neither Agree nor Disagree	573	16.9	18.2	83.6
	Disagree	344	10.2	11.0	94.5
	Strongly Disagree	172	5.1	5.5	100.0
	Total	3,140	92.7	100.0	
Missing	System	249	7.3		
Total		3,389	100.0		

**Q46 I feel safe and secure in my work environment.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	877	25.9	28.0	28.0
	Agree	1,431	42.2	45.7	73.7
	Neither Agree nor Disagree	475	14.0	15.2	88.8
	Disagree	225	6.6	7.2	96.0
	Strongly Disagree	125	3.7	4.0	100.0
	Total	3,133	92.4	100.0	
Missing	System	256	7.6		
Total		3,389	100.0		

**Q47 I feel that I am compensated fairly for the work I perform.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	298	8.8	9.5	9.5
	Agree	1,206	35.6	38.4	47.9
	Neither Agree nor Disagree	595	17.6	19.0	66.9
	Disagree	724	21.4	23.1	90.0
	Strongly Disagree	315	9.3	10.0	100.0
	Total	3,138	92.6	100.0	
Missing	System	251	7.4		
Total		3,389	100.0		

**Q48 I feel that working for the State of Vermont provides me with good job stability.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	688	20.3	21.9	21.9
	Agree	1,748	51.6	55.7	77.6
	Neither Agree nor Disagree	458	13.5	14.6	92.2
	Disagree	174	5.1	5.5	97.7
	Strongly Disagree	72	2.1	2.3	100.0
	Total	3,140	92.7	100.0	
Missing	System	249	7.3		
Total		3,389	100.0		

**Q49 I feel that working for the State of Vermont provides me with a solid career path.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	498	14.7	15.9	15.9
	Agree	1,262	37.2	40.3	56.2
	Neither Agree nor Disagree	811	23.9	25.9	82.1
	Disagree	405	12.0	12.9	95.0
	Strongly Disagree	156	4.6	5.0	100.0
	Total	3,132	92.4	100.0	
Missing	System	257	7.6		
Total		3,389	100.0		

**Q50 I understand my benefits plan.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	638	18.8	20.4	20.4
	Agree	1,811	53.4	57.9	78.3
	Neither Agree nor Disagree	489	14.4	15.6	93.9
	Disagree	155	4.6	5.0	98.8
	Strongly Disagree	36	1.1	1.2	100.0
	Total	3,129	92.3	100.0	
Missing	System	260	7.7		
Total		3,389	100.0		

**Q51 The benefits I receive are as good as or better than those offered by other employers.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	683	20.2	21.8	21.8
	Agree	1,365	40.3	43.6	65.5
	Neither Agree nor Disagree	736	21.7	23.5	89.0
	Disagree	248	7.3	7.9	96.9
	Strongly Disagree	96	2.8	3.1	100.0
	Total	3,128	92.3	100.0	
Missing	System	261	7.7		
Total		3,389	100.0		

**Q52 I understand my retirement benefits.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	439	13.0	14.1	14.1
	Agree	1,341	39.6	42.9	57.0
	Neither Agree nor Disagree	847	25.0	27.1	84.1
	Disagree	421	12.4	13.5	97.6
	Strongly Disagree	75	2.2	2.4	100.0
	Total	3,123	92.2	100.0	
Missing	System	266	7.8		
Total		3,389	100.0		

**Q53 The retirement package I am eligible for is as good as or better than those offered by other employers.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	449	13.2	14.4	14.4
	Agree	1,050	31.0	33.6	48.0
	Neither Agree nor Disagree	1,289	38.0	41.3	89.3
	Disagree	255	7.5	8.2	97.5
	Strongly Disagree	78	2.3	2.5	100.0
	Total	3,121	92.1	100.0	
Missing	System	268	7.9		
Total		3,389	100.0		

**Q54 The amount of time I spend commuting to work is reasonable.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	932	27.5	29.8	29.8
	Agree	1,326	39.1	42.4	72.3
	Neither Agree nor Disagree	381	11.2	12.2	84.5
	Disagree	300	8.9	9.6	94.1
	Strongly Disagree	185	5.5	5.9	100.0
	Total	3,124	92.2	100.0	
Missing	System	265	7.8		
Total		3,389	100.0		

**Q55 Public transportation to my work site is easily accessible.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	257	7.6	8.3	8.3
	Agree	427	12.6	13.8	22.0
	Neither Agree nor Disagree	708	20.9	22.8	44.9
	Disagree	736	21.7	23.7	68.6
	Strongly Disagree	975	28.8	31.4	100.0
	Total	3,103	91.6	100.0	
Missing	System	286	8.4		
Total		3,389	100.0		

**Q56 There is ample parking at my work site.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	683	20.2	22.0	22.0
	Agree	1,130	33.3	36.4	58.4
	Neither Agree nor Disagree	340	10.0	11.0	69.4
	Disagree	405	12.0	13.0	82.4
	Strongly Disagree	546	16.1	17.6	100.0
	Total	3,104	91.6	100.0	
Missing	System	285	8.4		
Total		3,389	100.0		

**Q57 In general, I am satisfied with my job.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	610	18.0	19.6	19.6
	Agree	1,564	46.1	50.2	69.7
	Neither Agree nor Disagree	526	15.5	16.9	86.6
	Disagree	313	9.2	10.0	96.7
	Strongly Disagree	104	3.1	3.3	100.0
	Total	3,117	92.0	100.0	
Missing	System	272	8.0		
Total		3,389	100.0		