

Analysis of State of Vermont
Employee Engagement Survey Results – 2015

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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, building managerial and workforce excellence while fostering understanding and observance of regulatory requirements. DHR's 2012 – 2015 strategic plan heavily emphasized 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 2013, DHR implemented the first statewide survey assessing employee engagement in an effort to address the goal of developing workforce excellence using meaningful performance targets and measures. That survey provided baseline data on employee engagement.

The 2015 DHR State of Vermont Employee Engagement Survey continues to build on the baseline established in the 2013 survey, and provides important information for DHR to stay current on the status of employee engagement in Vermont State Government. This survey process allows us to measure how employees feel about their daily work and about the State of Vermont as an employer, and to establish goals for improved engagement.

The core 2015 survey structure remained the same as the 2014 survey and addressed the engagement areas of:

- 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.

Using the Report

The 2015 Engagement Survey provides a great deal of data from which stakeholders can glean information to improve organizational practices.

The first section of this report - Employee Engagement Survey Items: Summary of Key Findings - presents and discusses a high-level summary of key findings – results of all respondents to survey statements in each of the six engagement areas. It also provides the overall job satisfaction results. Results are also cross-tabulated by department.

The second report section provides a qualitative analysis of the responses to the survey's open-ended question.

The third section compares and discusses engagement survey responses for 2013 to 2015.

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

Methodology

Survey Instrument

The 2015 State of Vermont Employee Engagement Survey was designed to measure engagement across the Executive Branch of Vermont State Government and build on the baseline established in the 2013 Engagement survey.

The core survey structure remained the same as the 2014 survey. (After a review of the 2013 results in 2014 several new items were added and others were revised for clarity). The 2015 survey addressed the engagement areas of:

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

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

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

Demographic information collected for analysis included employment type, bargaining unit, whether newly hired employee, length of service, age, gender, race/ethnicity, type of occupation, and agency/department.

See Appendix A for a list of all survey items.

Survey Administration

The survey was administered electronically via Survey Monkey. An email invitation was sent to all classified and exempt employees¹ using their “preferred” email address as indicated in VTHR on October 26, 2015. The survey was active from October 26 through November 2, 2015. A hard copy version of the survey was also made available to employees. 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.

¹ The Department of State’s Attorneys and Sheriffs was not including in the sample.
Employee Engagement Survey Results - 2015

The survey sample included all classified and exempt employees of the Executive Branch employed during the survey period, 7,961 employees.

Of the 7,961 employees surveyed, 4,523 employees responded to the survey for an overall response rate of 56.8%. While this was a robust sample, since survey participation was voluntary it should be noted that this survey was based on a “convenience” sample of employees who chose to respond. Therefore, the reader should keep this in mind when interpreting results.

Data Analysis

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

To ensure anonymity certain response categories with very small numbers of respondents were recoded. Departments with fewer than 15 employees 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.

Response Rates

Table 1 shows response rate by department. With an overall response rate of 56.8%, department rates varied from a low of 18.6% (Veterans’ Home) to a high of 95.8% (Human Resources).

Characteristics of Survey Sample

To further understand the survey sample, data was generated from the State’s Human Resource Information System (VTHR) based on the 10/18/15 pay period end date for: (1) job type, (2) bargaining unit, (3) length of service, (4) age group, (5) gender, (6) racial/ethnic group, and (7) occupational group. Number of completed surveys and percent were compared with the percent in the employee population. These results are shown in Tables 2 to 9.

Most demographic results showed little difference between survey representation and the employee population. In sum, the survey sample reasonably approximates the total employee population.

Table 1 Response Rate by Department

Department	Number	Completed Surveys	Response Rate
Agency of Administration	50	26	52.0%
Agency of Human Services – Central Office	137	103	75.2%
Agency of Natural Resources – Central Office	32	25	78.1%
Agriculture, Food & Markets	104	76	73.1%
Attorney General	79	67	84.8%
Auditor of Accounts	15	9	60.0%
Buildings & General Services	303	174	57.4%
Children & Families	1,075	507	47.2%
Commerce & Community Development	92	52	56.5%
Corrections	1,049	434	41.4%
Defender General	66	19	28.8%
Disabilities, Aging & Independent Living	264	200	75.8%
Education	142	116	81.7%
Environmental Conservation	287	152	53.0%
Finance & Management	29	16	55.2%
Financial Regulation	99	75	75.8%
Fish & Wildlife	129	67	51.9%
Forests, Parks & Recreation	102	68	66.7%
Green Mountain Care Board	24	16	66.7%
Health	492	407	82.7%
Human Resources	71	68	95.8%
Information and Innovation	111	64	57.7%
Labor	251	127	50.6%
Libraries	18	13	72.2%
Liquor Control	51	29	56.9%
Lottery Commission	22	12	54.5%
Mental Health	225	106	47.1%
Military	119	41	34.5%
Motor Vehicles	224	127	56.7%
Natural Resources Board	24	11	45.8%
Public Safety	550	208	37.8%
Public Service Board	25	8	32.0%
Public Service Department	49	20	40.8%
Secretary of State	66	36	54.5%
Small Department	43	15	34.9%
State Treasurer	32	22	68.8%
Taxes	149	70	47.0%
Transportation (not DMV)	993	521	52.5%
Vermont Health Access	185	102	55.1%
Veterans' Home	183	34	18.6%
Missing/Other		341	n/a
Grand Total	7,961	4,523	56.8%

Table 2 Job Type

Job Type	Completed Surveys	Percent	Percent in Employee Population
Classified	3,548	82.9%	92.4%
Exempt	348	8.1%	7.6%
Don't Know	385	9.0%	
No Response	242	n/a	
Grand Total	4,523		

Table 3 Bargaining Unit

Bargaining Unit	Completed Surveys	Percent	Percent in Employee Population
Non-Management	2,472	65.9%	60.9%
Supervisory	566	15.1%	11.4%
Corrections	326	8.7%	10.0%
State Police	63	1.7%	3.2%
I am a designated manager and/or confidential employee	247	6.6%	8.1%
I am an exempt employee	76	2.0%	
No Response	773		
Grand Total	4,523		

Table 4 New Hires

Newly hired employee in original probation	Frequency	Completed Surveys
Yes	219	4.8%
No	4,049	89.5%
No Response	255	
Grand Total	4,523	

Table 5 Length of Service

Length of Service	Frequency	Completed Surveys	Percent in Employee Population
Less than 5 years	1,334	31.3%	33.7%
5 - 14 years	1,415	33.2%	33.5%
15 - 24 years	897	21.0%	18.4%
More than 25 years	617	14.5%	14.4%
No Response	260		
Grand Total	4,523		

Table 6 Age Group

Age Group	Completed Surveys	Percent	Percent in Employee Population
25 or less	90	2.1%	2.0%
25 - 34	608	14.4%	17.9%
35 - 44	961	22.8%	22.7%
45 - 54	1,209	28.6%	28.8%
55 - 65	1022	24.2%	25.6%
65 or older	125	3.0%	3.0%
Prefer not to answer	207	4.9%	
No Response	301		
Grand Total	4,523		

Table 7 Occupational Group

Occupational Group	Completed Surveys	Percent	Percent in Employee Population
Administrative Support	626	15.2%	5.7%
Service Maintenance, or Skilled Craft	320	7.8%	8.3%
Paraprofessional, or Technical	383	9.3%	10.3%
Professional	1,826	44.5%	55.9%
Protective Services	369	9.0%	12.8%
Managerial, or Administration	583	14.2%	7.1%
No Response	416		
Grand Total	4,523		

Table 8 Sex

Sex	Completed Surveys	Percent	Percent in Employee Population
Male	1,697	40.1%	49.3%
Female	2,207	52.2%	50.7%
Prefer not to answer	328	7.8%	
No Response	291		
Grand Total	4,523		

Table 9 Racial/Ethnic Group

Ethnic Group	Completed Surveys	Percent	Percent in Employee Population
White	3,635	86.5%	97.0%
Minority	154	3.7%	3.0%
Prefer not to answer	413	9.8%	
No Response	321		
Grand Total	4,523		

Employee Engagement Survey Items: 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.”

More than 90% of respondents agreed that they understand their job duties and responsibilities (92.0%). A high level of agreement was also seen when asked if they understood the work, goals, and mission of their department or agency (89.1%) and that the work they perform is linked to their department or agency meeting its goals and mission (88.5%).

To a lesser extent, respondents agreed that they enjoy performing the day to day work of their job (78.0%) and that the work they perform is meaningful and rewarding (74.9%).

The lowest agreement was found among all respondents when asked if they would recommend the State of Vermont to others as a great place to work (65.4%). The relatively high level of “neutral” as a response shows the ambivalence respondents felt about this statement (23.3%).

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
Q1. I understand my job duties and responsibilities.	92.0%	5.0%	2.9%
Q2. I understand the work, goals, and mission of my department or agency.	89.1%	7.3%	3.6%
Q3. The work I perform is linked to my department or agency meeting its goals and mission.	88.5%	8.5%	3.0%
Q4. I enjoy the performing the day to day work of my job.	78.0%	14.5%	7.5%
Q5. The work I perform is meaningful and rewarding.	74.9%	16.3%	8.8%
Q6. I would recommend the State of Vermont to others as a great place to work.	65.4%	23.3%	11.2%

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	Q1.	Q2.	Q3.	Q4.	Q5.	Q6.
	% Agree					
Agency of Administration	84.6%	84.6%	80.8%	76.9%	65.4%	57.7%
Agriculture, Food & Markets	88.0%	84.0%	86.7%	74.7%	71.6%	68.0%
Attorney General	95.5%	94.0%	100.0%	92.5%	87.9%	85.1%
Auditor of Accounts	100.0%	100.0%	100.0%	88.9%	88.9%	88.9%
Buildings & General Services	94.2%	87.2%	90.2%	83.8%	74.6%	63.6%
Children & Families	92.9%	92.9%	92.3%	76.5%	77.0%	63.8%
Commerce & Community Dev.	90.4%	86.5%	86.5%	90.4%	84.6%	61.5%
Corrections	90.5%	80.6%	75.1%	67.1%	56.7%	48.7%
DAIL	93.5%	93.5%	94.5%	87.0%	90.5%	77.4%
Defender General	100.0%	100.0%	100.0%	73.7%	89.5%	68.4%
Education	84.5%	70.7%	72.4%	68.1%	64.7%	52.6%
Environmental Conservation	90.1%	84.9%	86.8%	73.7%	70.2%	68.2%
Finance & Management	81.3%	81.3%	87.5%	81.3%	80.0%	75.0%
Financial Regulation	100.0%	97.3%	96.0%	94.7%	89.3%	89.3%
Fish & Wildlife	94.0%	92.5%	92.5%	76.1%	82.1%	67.2%
Forests, Parks & Recreation	98.5%	97.1%	95.6%	83.8%	85.1%	61.2%
Green Mountain Care Board	75.0%	87.5%	81.3%	75.0%	62.5%	50.0%
Health	94.3%	95.5%	94.3%	83.7%	82.1%	73.5%
Human Resources	94.7%	89.3%	89.3%	85.3%	81.3%	81.1%
Human Services – CO	89.3%	94.2%	91.2%	80.6%	76.7%	68.0%
Information and Innovation	85.9%	76.6%	82.8%	73.4%	70.3%	57.8%
Labor	92.9%	84.3%	85.0%	73.2%	74.8%	65.4%
Libraries	76.9%	76.9%	69.2%	61.5%	61.5%	30.8%
Liquor Control	93.1%	89.7%	96.6%	86.2%	82.8%	65.5%
Lottery Commission	100.0%	100.0%	100.0%	83.3%	75.0%	83.3%
Average	92.1%	89.1%	88.5%	77.9%	74.8%	65.4%

KEY:

Q1. I understand my job duties and responsibilities.

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

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

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

Q5. The work I perform is meaningful and rewarding.

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

Table 11 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Department (Cont.)

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department						
	Q1.	Q2.	Q3.	Q4.	Q5.	Q6.
Department	% Agree					
Mental Health	84.9%	86.8%	88.7%	73.6%	76.4%	71.7%
Military	92.7%	97.6%	92.7%	90.2%	82.9%	82.9%
Motor Vehicles	93.7%	90.5%	93.7%	77.0%	65.9%	68.3%
Natural Resources – CO	95.8%	96.0%	96.0%	76.0%	72.0%	68.0%
Natural Resources Board	90.9%	90.9%	100.0%	90.9%	90.9%	90.9%
Public Safety	92.8%	88.9%	90.4%	77.9%	76.9%	59.1%
Public Service Board	87.5%	75.0%	75.0%	50.0%	50.0%	62.5%
Public Service Department	95.0%	80.0%	75.0%	65.0%	68.4%	55.0%
Secretary of State	94.4%	97.2%	91.7%	86.1%	80.6%	75.0%
State Treasurer	95.5%	95.5%	90.9%	90.5%	86.4%	86.4%
Taxes	87.1%	87.1%	91.4%	84.3%	75.7%	64.3%
Transportation (not DMV)	94.0%	90.8%	86.9%	76.6%	73.3%	64.9%
Vermont Health Access	88.2%	91.2%	86.3%	66.7%	69.6%	63.7%
Veterans' Home	94.1%	94.1%	91.2%	79.4%	88.2%	51.5%
Average	92.1%	89.1%	88.5%	77.9%	74.8%	65.4%

KEY:

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

Communication and Input within your Organization

Table 12 displays percent agreement for all respondents to survey statements for “Communication and Input within your Organization.”

A little over half of respondents agreed that management and senior leadership communicates important information in an effective manner (51.8%). However, nearly 30% disagreed with this statement (28.2%).

More respondents felt they had an opportunity to communicate with and provide feedback to management and senior leadership (59.6%), were encouraged to share ideas on improving either service delivery or business process efficiency (58.6%), and that their department or agency works well with other departments and agencies (60.4%). However, there was a relatively high level of “neutral” and “disagree” responses (all total over 40%), which shows respondents’ ambivalence about these statements.

Table 12 Communication and Input within your Organization – All Respondents

Survey Items: Communication and Input within Your Organization		All Respondents		
Question	% Agree	% Neutral	% Disagree	
Q7. Management and senior leadership communicates important information effectively.	51.8%	20.0%	28.2%	
Q8. I have an opportunity to communicate with and provide feedback to management and senior leadership.	59.6%	19.4%	21.0%	
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.	58.6%	20.2%	21.2%	
Q10. My department or agency works well with other departments and agencies.	60.4%	27.4%	12.2%	

Table 13 displays percent agreement for respondents by department to survey statements for “Communication and Input within your Organization.”

Table 13 Communication and Input within your Organization by Department

Survey Items: Communication and Input within Your Organization				
	Q7.	Q8	Q9	Q10
Department	% Agree	% Agree	% Agree	% Agree
Agency of Administration	42.3%	57.7%	57.7%	42.3%
Agriculture, Food & Markets	56.0%	64.0%	58.7%	65.3%
Attorney General	67.2%	65.7%	67.2%	67.2%
Auditor of Accounts	88.9%	88.9%	88.9%	88.9%
Buildings & General Services	43.9%	57.2%	57.8%	64.7%
Children & Families	52.7%	56.0%	54.3%	56.4%
Commerce & Community Dev.	59.6%	73.1%	71.2%	69.2%
Corrections	35.6%	46.6%	38.3%	43.1%
DAIL	74.5%	76.0%	76.5%	69.8%
Defender General	73.7%	73.7%	52.6%	73.7%
Education	42.2%	39.7%	47.4%	37.1%
Environmental Conservation	38.8%	46.7%	59.3%	59.9%
Finance & Management	68.8%	75.0%	68.8%	62.5%
Financial Regulation	81.3%	86.7%	86.7%	78.7%
Fish & Wildlife	68.7%	76.1%	65.7%	79.1%
Forests, Parks & Recreation	51.5%	64.7%	67.6%	72.1%
Green Mountain Care Board	68.8%	75.0%	81.3%	75.0%
Health	68.6%	72.2%	70.4%	72.9%
Human Resources	62.7%	63.5%	72.0%	72.0%
Human Services – CO	50.5%	67.0%	70.9%	65.0%
Information and Innovation	35.9%	54.7%	53.1%	34.4%
Labor	32.3%	50.4%	46.5%	50.4%
Libraries	15.4%	23.1%	30.8%	41.7%
Liquor Control	34.5%	65.5%	62.1%	72.4%
Lottery Commission	75.0%	91.7%	91.7%	91.7%
Average	51.8%	59.8%	58.7%	60.3%

Key:

Q7. Management and senior leadership communicates important information effectively.

Q8. I have an opportunity to provide feedback to management and senior leadership.

Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.

Q10. My department or agency works well with other departments and agencies.

Table 13 Communication and Input within your Organization by Department (Cont.)

Survey Items: Communication and Input within Your Organization				
	Q7.	Q8	Q9	Q10
Department	% Agree	% Agree	% Agree	% Agree
Mental Health	43.4%	60.0%	55.7%	50.5%
Military	70.7%	80.5%	73.2%	78.0%
Motor Vehicles	50.4%	57.5%	54.3%	59.1%
Natural Resources – CO	72.0%	80.0%	72.0%	76.0%
Natural Resources Board	72.7%	100.0%	90.9%	90.9%
Public Safety	46.6%	55.6%	51.7%	62.8%
Public Service Board	62.5%	87.5%	87.5%	75.0%
Public Service Department	45.0%	55.0%	40.0%	50.0%
Secretary of State	72.2%	75.0%	83.3%	80.6%
State Treasurer	72.7%	63.6%	72.7%	90.9%
Taxes	52.9%	55.7%	58.6%	45.7%
Transportation (not DMV)	49.6%	56.5%	57.7%	62.3%
Vermont Health Access	39.2%	60.8%	58.8%	47.1%
Veterans' Home	38.2%	41.2%	29.4%	47.1%
Average	51.8%	59.8%	58.7%	60.3%

Key:

Q7. Management and senior leadership communicates important information effectively.

Q8. I have an opportunity to provide feedback to management and senior leadership.

Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.

Q10. My department or agency works well with other departments and agencies.

Relationships and Morale in your Organization

Table 14 displays percent agreement for all respondents to survey statements for “Relationships and Morale in your Organization.”

About the same percentage of respondents agreed that morale within their department or agency is good (41.5%) as those that disagreed (35.8%).

Nearly 70% of all respondents agreed that the people they work with treat each other respectfully (69.0%) and to a slightly lesser extent that the people they work with care about them (65.5%).

Approximately three out of four of respondents agreed that their fellow employees are committed to doing good work (78.4%) and that employees in their work group work well together as a team (73.6%).

A little over 60% of respondents felt they can communicate honestly and openly in their workplace (61.1%), which had a relatively high percent disagreeing with the statement (20.8%).

Three out of four of all respondents agreed that harassment is not tolerated in their workplace (75.8%) and discrimination is not tolerated in their workplace (78.8%). Fewer respondents agreed that they were confident that any misconduct that they report will be handled properly (59.5%), which had a relatively high percent disagreeing with the statement (18.8%).

Table 14 Relationships and Morale in your Organization – All Respondents

Survey Items: Relationships and Morale in Your Organization		All Respondents		
Question	% Agree	% Neutral	% Disagree	
Q11. Morale within my department or agency is good.	41.5%	22.7%	35.8%	
Q12. The people I work with treat each other respectfully.	69.0%	16.5%	14.5%	
Q13. The people I work with care about me.	65.5%	24.3%	10.2%	
Q14. My fellow employees are committed to doing good work.	78.4%	16.0%	5.6%	
Q15. The employees in my work group work well together as a team.	73.6%	16.4%	10.0%	
Q16. I feel I can communicate honestly and openly in my workplace.	61.1%	18.1%	20.8%	
Q17. Harassment is not tolerated in my workplace.	75.8%	13.7%	10.5%	
Q18. Discrimination is not tolerated in my workplace.	78.8%	13.3%	7.9%	
Q19. I am confident that any misconduct that I report will be handled properly.	59.5%	21.7%	18.8%	

Table 15 displays percent agreement for respondents by department to survey statements for “Relationships and Morale in your Organization.”

Table 15 Relationships and Morale in your Organization by Department

Survey Items: Relationships and Morale in Your Organization									
	Q11.	Q12.	Q13.	Q14.	Q15.	Q16.	Q17.	Q18.	Q19.
Department	% Agree								
Agency of Administration	30.8%	38.5%	50.0%	72.0%	50.0%	38.5%	53.8%	72.0%	50.0%
Agriculture, Food & Markets	46.7%	76.0%	64.9%	76.0%	72.0%	65.3%	76.0%	79.7%	68.0%
Attorney General	70.1%	91.0%	83.6%	95.5%	85.1%	82.1%	86.6%	86.6%	79.1%
Auditor of Accounts	88.9%	100.0%	100.0%	100.0%	88.9%	100.0%	100.0%	100.0%	88.9%
Buildings & General Services	39.3%	64.2%	60.1%	72.8%	72.3%	60.7%	79.8%	79.8%	56.6%
Children & Families	31.4%	66.1%	65.8%	81.4%	71.6%	55.2%	73.0%	78.4%	55.7%
Commerce & Community Dev.	57.7%	73.1%	80.8%	86.5%	78.8%	71.2%	78.8%	80.8%	71.2%
Corrections	18.5%	50.3%	48.3%	58.0%	67.0%	43.6%	64.2%	67.9%	50.1%
DAIL	64.0%	84.5%	83.0%	92.0%	85.0%	73.5%	81.4%	86.5%	63.5%
Defender General	36.8%	73.7%	73.7%	84.2%	52.6%	68.4%	84.2%	94.7%	52.6%
Education	20.7%	55.2%	64.7%	78.4%	67.2%	43.1%	58.3%	62.1%	44.8%
Environmental Conservation	37.5%	75.0%	70.5%	84.2%	73.0%	64.2%	80.8%	79.6%	55.0%
Finance & Management	53.3%	68.8%	68.8%	87.5%	68.8%	66.7%	68.8%	66.7%	50.0%
Financial Regulation	72.0%	86.7%	88.0%	88.0%	86.7%	81.3%	85.1%	86.7%	70.7%
Fish & Wildlife	70.1%	85.1%	70.1%	89.6%	80.6%	68.2%	77.6%	85.1%	71.6%
Forests, Parks & Recreation	45.6%	80.9%	73.5%	89.7%	77.9%	70.6%	86.8%	86.8%	70.6%
Green Mountain Care Board	62.5%	81.3%	75.0%	100.0%	81.3%	75.0%	87.5%	87.5%	68.8%
Health	62.1%	79.8%	79.8%	89.7%	80.8%	72.3%	82.9%	86.0%	72.1%
Human Resources	66.7%	85.3%	77.3%	88.0%	86.7%	77.3%	90.7%	89.2%	78.7%
Human Services – CO	56.3%	78.6%	69.9%	82.5%	79.6%	69.9%	78.6%	80.6%	68.0%
Information and Innovation	10.9%	50.0%	48.4%	65.6%	57.8%	53.1%	71.9%	76.6%	39.1%
Labor	31.0%	57.5%	57.5%	75.6%	61.4%	43.3%	63.0%	66.1%	40.9%
Libraries	7.7%	76.9%	53.8%	69.2%	38.5%	38.5%	84.6%	92.3%	50.0%
Liquor Control	48.3%	62.1%	65.5%	82.8%	72.4%	51.7%	75.9%	75.9%	58.6%
Lottery Commission	58.3%	66.7%	50.0%	100.0%	100.0%	100.0%	100.0%	91.7%	91.7%
Average	41.6%	69.2%	65.8%	78.5%	73.6%	61.4%	75.9%	78.9%	59.5%

Key:

Q11. Morale in my department or agency is good.

Q12. The people I work with treat each other respectfully.

Q13. The people I work with care about me.

Q14. My fellow employees are committed to doing good work.

Q15. The employees in my work group work well together as a team.

Q16. I feel I can communicate honestly and openly in my workplace.

Q17. Harassment is not tolerated in my workplace.

Q18. Discrimination is not tolerated in my workplace.

Q19. I am confident that any misconduct that I report will be handled properly.

Table 15 Relationships and Morale in your Organization by Department (Cont.)

Survey Items: Relationships and Morale in Your Organization									
	Q11.	Q12.	Q13.	Q14.	Q15.	Q16.	Q17.	Q18.	Q19.
Department	% Agree								
Mental Health	34.3%	61.9%	65.7%	81.7%	69.5%	58.1%	65.7%	77.1%	54.8%
Military	75.6%	70.7%	73.2%	75.6%	75.6%	75.6%	87.8%	90.0%	78.0%
Motor Vehicles	39.4%	64.6%	57.5%	65.4%	66.1%	54.3%	76.2%	76.4%	55.9%
Natural Resources – CO	44.0%	80.0%	80.0%	92.0%	84.0%	76.0%	84.0%	84.0%	64.0%
Natural Resources Board	63.6%	81.8%	81.8%	100.0%	72.7%	90.9%	90.9%	100.0%	81.8%
Public Safety	30.9%	67.6%	65.2%	74.9%	74.9%	63.3%	74.4%	80.7%	62.3%
Public Service Board	62.5%	87.5%	75.0%	87.5%	75.0%	62.5%	87.5%	87.5%	50.0%
Public Service Department	50.0%	70.0%	65.0%	70.0%	60.0%	60.0%	60.0%	73.7%	50.0%
Secretary of State	72.2%	77.8%	74.3%	86.1%	83.3%	75.0%	88.6%	86.1%	69.4%
State Treasurer	63.6%	77.3%	63.6%	86.4%	81.8%	77.3%	90.5%	90.9%	72.7%
Taxes	27.1%	54.3%	58.6%	71.4%	60.0%	52.9%	70.0%	70.0%	54.3%
Transportation (not DMV)	41.3%	71.4%	59.2%	72.4%	72.4%	64.7%	77.5%	77.1%	56.7%
Vermont Health Access	32.4%	78.4%	72.3%	87.1%	81.4%	63.7%	84.3%	89.2%	61.8%
Veterans' Home	20.6%	38.2%	32.4%	70.6%	70.6%	38.2%	58.8%	61.8%	44.1%
Average	41.6%	69.2%	65.8%	78.5%	73.6%	61.4%	75.9%	78.9%	59.5%

Key:

Q11. Morale in my department or agency is good.

Q12. The people I work with treat each other respectfully.

Q13. The people I work with care about me.

Q14. My fellow employees are committed to doing good work.

Q15. The employees in my work group work well together as a team.

Q16. I feel I can communicate honestly and openly in my workplace.

Q17. Harassment is not tolerated in my workplace.

Q18. Discrimination is not tolerated in my workplace.

Q19. I am confident that any misconduct that I report will be handled properly.

Your Supervisor

Table 16 displays percent agreement for all respondents to survey statements for “Your Supervisor.”

Generally, there were moderate levels of agreement across the range of statements, but with relatively high levels of “neutral” and “disagree” responses (in the 30% to 40% range) which shows that these supervisory items have variability based on other factors, such as across departments. See Table 17.

The lowest agreement among all respondents was when asked if their supervisor discussed and planned their career development with them (41.0%).

For all respondents, 62.8% agreed that their performance evaluations are completed annually. To a lesser extent respondents agreed that the standards used to evaluate their performance were fair (57.7%), with a high level of “neutral” (29.1%), which shows respondents’ ambivalence about this statement.

Table 16 Your Supervisor – All Respondents

Survey Items: Your Supervisor Question	All Respondents		
	% Agree	% Neutral	% Disagree
Q20. My supervisor clearly explains my job performance expectations.	68.5%	17.3%	14.2%
Q21. My supervisor regularly provides me with timely and useful feedback.	60.9%	19.4%	19.7%
Q22. My supervisor gives me an opportunity to do my best work.	73.7%	15.1%	11.3%
Q23. I am satisfied with the recognition I receive from my supervisor for my work.	61.9%	18.9%	19.2%
Q24. My supervisor treats employees fairly and respectfully.	70.8%	15.8%	13.4%
Q25. My supervisor seems to care about me as a person.	75.0%	15.5%	9.5%
Q26. My supervisor provides the help I need to improve my job performance.	63.8%	20.4%	15.7%
Q27. I have an opportunity to learn and grow professionally.	64.5%	19.1%	16.4%
Q28. I receive the training I need to perform my job.	61.6%	22.5%	15.9%
Q29. My supervisor and I discuss and plan my career development.	41.0%	29.2%	29.9%
Q30. My performance evaluations are completed annually.	62.8%	17.4%	19.8%
Q31. The standards used to evaluate my performance are fair.	57.7%	29.1%	13.2%

Table 17 displays percent agreement for respondents by department to survey statements for “Your Supervisor.”

Table 17 Your Supervisor by Department

Survey Items: Your Supervisor												
Department	Q20. % Agree	Q21. % Agree	Q22. % Agree	Q23. % Agree	Q24. % Agree	Q25. % Agree	Q26. % Agree	Q27. % Agree	Q28. % Agree	Q29. % Agree	Q30. % Agree	Q31. % Agree
Agency of Administration	53.8%	50.0%	57.7%	50.0%	65.4%	73.1%	46.2%	50.0%	38.5%	46.2%	42.3%	42.3%
Agriculture, Food & Markets	65.3%	58.7%	73.3%	60.0%	66.7%	73.3%	59.5%	64.0%	56.0%	44.6%	56.0%	56.0%
Attorney General	83.6%	68.2%	89.4%	81.8%	85.1%	83.6%	78.8%	78.8%	61.2%	35.8%	41.8%	49.3%
Auditor of Accounts	100.0%	88.9%	88.9%	88.9%	88.9%	87.5%	88.9%	88.9%	100.0%	25.0%	88.9%	88.9%
Buildings & General Services	69.0%	62.2%	78.5%	60.2%	71.5%	74.3%	68.6%	55.0%	64.3%	36.0%	57.0%	56.1%
Children & Families	67.3%	62.1%	72.1%	60.2%	66.7%	76.1%	64.6%	62.2%	60.5%	38.1%	57.8%	52.4%
Commerce & Community Dev.	69.2%	61.5%	82.7%	73.1%	76.9%	78.8%	69.2%	69.2%	51.9%	38.5%	55.8%	57.7%
Corrections	63.7%	55.6%	67.6%	52.0%	61.4%	65.1%	55.7%	56.7%	56.6%	31.9%	60.8%	52.5%
DAIL	79.5%	75.5%	86.5%	76.0%	82.5%	88.0%	74.9%	79.0%	69.2%	57.0%	66.3%	72.0%
Defender General	68.4%	52.6%	68.4%	63.2%	68.4%	89.5%	63.2%	73.7%	57.9%	31.6%	52.6%	47.4%
Education	56.5%	51.7%	66.4%	51.7%	62.1%	73.3%	54.8%	57.8%	42.1%	28.1%	43.4%	41.2%
Environmental Conservation	69.1%	59.2%	70.4%	63.8%	77.6%	76.7%	60.3%	58.6%	49.3%	35.3%	74.3%	65.1%
Finance & Management	62.5%	43.8%	75.0%	68.8%	68.8%	81.3%	62.5%	68.8%	68.8%	37.5%	31.3%	31.3%
Financial Regulation	86.7%	73.3%	92.0%	74.7%	85.1%	84.0%	84.0%	85.3%	83.8%	70.7%	73.3%	72.0%
Fish & Wildlife	73.1%	59.7%	79.1%	65.7%	85.1%	81.8%	70.1%	68.7%	62.7%	32.8%	71.6%	68.2%
Forests, Parks & Recreation	70.6%	47.1%	80.9%	61.8%	77.9%	76.5%	63.2%	69.1%	50.0%	35.3%	70.1%	74.6%
Green Mountain Care Board	56.3%	68.8%	68.8%	62.5%	75.0%	87.5%	56.3%	68.8%	56.3%	31.3%	40.0%	50.0%
Health	77.6%	72.4%	79.8%	72.8%	79.1%	84.5%	72.1%	75.5%	71.4%	49.5%	84.2%	74.5%
Human Resources	69.3%	65.3%	76.0%	70.7%	82.7%	81.3%	72.0%	69.3%	58.7%	46.7%	35.6%	46.6%
Human Services – CO	63.7%	65.7%	69.6%	61.8%	72.5%	75.2%	63.7%	72.5%	54.9%	41.2%	59.8%	53.9%
Information and Innovation	53.1%	48.4%	62.5%	43.8%	57.8%	67.2%	50.0%	45.3%	37.5%	28.1%	23.4%	34.4%
Labor	58.3%	41.7%	61.4%	40.9%	52.0%	64.8%	44.9%	46.5%	49.6%	27.6%	19.7%	24.0%
Libraries	61.5%	53.8%	53.8%	69.2%	84.6%	69.2%	61.5%	46.2%	53.8%	23.1%	46.2%	53.8%
Liquor Control	72.4%	65.5%	79.3%	69.0%	69.0%	72.4%	55.2%	62.1%	72.4%	37.9%	53.6%	53.6%
Lottery Commission	83.3%	83.3%	91.7%	91.7%	91.7%	91.7%	91.7%	83.3%	91.7%	50.0%	83.3%	75.0%
Average	68.6%	61.1%	73.8%	62.1%	71.0%	75.2%	64.0%	64.7%	61.6%	41.0%	62.8%	57.9%

Key:

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

Table 17 Your Supervisor by Department (cont.)

Survey Items: Your Supervisor												
Department	Q20. % Agree	Q21. % Agree	Q22. % Agree	Q23. % Agree	Q24. % Agree	Q25. % Agree	Q26. % Agree	Q27. % Agree	Q28. % Agree	Q29. % Agree	Q30. % Agree	Q31. % Agree
Mental Health	63.2%	53.8%	68.9%	52.8%	69.8%	70.8%	57.5%	58.5%	64.2%	30.2%	54.3%	43.8%
Military	85.0%	65.9%	90.2%	61.0%	73.2%	78.0%	68.3%	75.6%	78.0%	56.1%	63.4%	73.2%
Motor Vehicles	70.9%	61.4%	72.4%	63.0%	66.9%	70.1%	67.7%	64.6%	66.1%	40.9%	85.8%	65.4%
Natural Resources – CO	76.0%	84.0%	84.0%	80.0%	84.0%	88.0%	80.0%	72.0%	60.0%	60.0%	80.0%	76.0%
Natural Resources Board	72.7%	72.7%	90.9%	72.7%	81.8%	81.8%	72.7%	90.9%	90.9%	54.5%	81.8%	100.0%
Public Safety	63.3%	56.0%	69.6%	61.8%	73.4%	74.9%	64.1%	62.6%	65.9%	41.5%	50.7%	47.8%
Public Service Board	87.5%	75.0%	100.0%	100.0%	100.0%	100.0%	75.0%	62.5%	50.0%	37.5%	71.4%	85.7%
Public Service Department	50.0%	45.0%	75.0%	55.0%	65.0%	52.6%	50.0%	55.0%	57.9%	30.0%	45.0%	25.0%
Secretary of State	72.2%	63.9%	77.8%	66.7%	82.9%	80.6%	72.2%	77.8%	61.1%	44.4%	66.7%	80.6%
State Treasurer	72.7%	63.6%	81.8%	72.7%	63.6%	81.8%	59.1%	63.6%	68.2%	63.6%	42.9%	63.6%
Taxes	58.6%	50.0%	61.4%	51.4%	58.6%	67.1%	52.9%	54.3%	48.6%	28.6%	37.7%	37.7%
Transportation (not DMV)	71.8%	64.3%	75.4%	63.0%	72.7%	73.5%	64.9%	68.7%	70.5%	51.6%	85.4%	68.4%
Vermont Health Access	67.6%	63.7%	69.6%	64.4%	68.6%	74.5%	67.6%	62.7%	57.8%	43.1%	67.3%	67.3%
Veterans' Home	52.9%	32.4%	47.1%	38.2%	41.2%	47.1%	38.2%	35.3%	38.2%	20.6%	47.1%	52.9%
Average	68.6%	61.1%	73.8%	62.1%	71.0%	75.2%	64.0%	64.7%	61.6%	41.0%	62.8%	57.9%

Key:

Q20. My supervisor clearly explains my job performance expectations.

Q21. My supervisor regularly provides me with timely and useful feedback.

Q22. My supervisor gives me an opportunity to do my best work.

Q23. I am satisfied with the recognition I receive from my supervisor for my work.

Q24. My supervisor treats employees fairly and respectfully.

Q25. My supervisor seems to care about me as a person.

Q26. My supervisor provides the help I need to improve my job performance.

Q27. I have an opportunity to learn and grow professionally.

Q28. I receive the training I need to perform my job.

Q29. My supervisor and I discuss and plan my career development.

Q30. My performance evaluations are completed annually.

Q31. The standards used to evaluate my performance are fair.

Workload, Staffing and Resources

Table 18 displays percent agreement for all respondents to survey statements for “Workload, Staffing and Resources.”

A majority of respondents disagreed that their department or agency has the staffing and resources necessary to achieve its mission (53.4%).

While 50.0% of all respondents agreed that the amount of work they are expected to perform is reasonable, nearly one-third (28.8%) disagreed. A higher percentage agreed that their job and work environment allow for a good balance between work and their personal life (58.2%).

A majority of all respondents agreed that they have the resources to do their job well (54.7%) and that their department or agency had the technology needed to get the work done (52.6%).

Over three out of four of all respondents agreed that their physical working environment is reasonable for their type of work (76.8%) and to a lesser extent that they feel safe and secure in their work environment (72.3%).

Table 18 Workload, Staffing and Resources – All Respondents

Survey Items: Workload, Staffing and Resources	All Respondents		
Question	% Agree	% Neutral	% Disagree
Q32. My Agency or Department has the staffing necessary to achieve its mission.	26.9%	19.7%	53.4%
Q33. The amount of work I am expected to perform is reasonable.	50.0%	21.2%	28.8%
Q34. My job allows a good balance between work and my personal life.	58.2%	22.0%	19.8%
Q35. I have the resources to do my job well.	54.7%	21.6%	23.8%
Q36. My Agency or Department has the technology needed to get the work done.	52.6%	20.1%	27.4%
Q37. My physical working environment is reasonable for my type of work.	76.8%	12.6%	10.6%
Q38. I feel safe and secure in my work environment.	72.3%	15.2%	12.6%

Table 19 displays percent agreement for respondents by department to survey statements for “Workload, Staffing and Resources.”

Table 19 Workload, Staffing and Resources by Department

Survey Items: Workload, Staffing and Resources							
Department	Q32. % Agree	Q33. % Agree	Q34. % Agree	Q35. % Agree	Q36. % Agree	Q37. % Agree	Q38. % Agree
Agency of Administration	23.1%	57.7%	57.7%	42.3%	61.5%	65.4%	73.1%
Agriculture, Food & Markets	28.9%	50.0%	56.6%	59.2%	50.0%	80.3%	78.9%
Attorney General	44.8%	53.7%	71.6%	50.7%	44.8%	88.1%	94.0%
Auditor of Accounts	55.6%	88.9%	88.9%	100.0%	100.0%	100.0%	88.9%
Buildings & General Services	29.1%	61.3%	70.5%	64.7%	67.1%	78.6%	72.3%
Children & Families	18.2%	36.0%	47.8%	45.7%	37.2%	68.7%	60.8%
Commerce & Community Dev.	32.7%	55.8%	65.4%	63.5%	57.7%	59.6%	78.8%
Corrections	17.1%	44.9%	42.3%	45.1%	39.0%	72.5%	55.3%
DAIL	28.5%	48.0%	61.5%	57.0%	54.8%	82.0%	78.0%
Defender General	15.8%	31.6%	31.6%	42.1%	55.6%	73.7%	78.9%
Education	15.5%	38.8%	46.6%	38.8%	42.2%	67.2%	36.2%
Environmental Conservation	20.5%	36.2%	62.3%	43.3%	35.1%	57.6%	68.9%
Finance & Management	31.3%	43.8%	50.0%	50.0%	62.5%	75.0%	62.5%
Financial Regulation	66.7%	80.0%	92.0%	88.0%	79.7%	89.3%	93.3%
Fish & Wildlife	28.4%	58.2%	62.7%	71.6%	64.2%	77.6%	76.1%
Forests, Parks & Recreation	7.4%	27.9%	52.9%	30.9%	45.6%	80.6%	85.3%
Green Mountain Care Board	12.5%	37.5%	43.8%	37.5%	37.5%	68.8%	56.3%
Health	35.2%	55.4%	65.0%	63.7%	55.6%	85.5%	85.0%
Human Resources	32.0%	53.3%	68.0%	60.0%	53.3%	85.3%	89.3%
Human Services – CO	28.2%	55.3%	66.0%	54.4%	48.5%	81.6%	70.9%
Information and Innovation	21.9%	54.7%	71.9%	50.0%	71.9%	84.4%	85.9%
Labor	24.6%	51.2%	54.3%	57.5%	46.5%	70.9%	59.8%
Libraries	0.0%	38.5%	76.9%	30.8%	23.1%	100.0%	76.9%
Liquor Control	31.0%	55.2%	58.6%	51.7%	48.3%	86.2%	72.4%
Lottery Commission	33.3%	66.7%	83.3%	83.3%	75.0%	91.7%	91.7%
Average	26.8%	50.0%	58.2%	54.6%	52.4%	76.8%	72.3%

Key:

Q32. My Agency or Department has the staffing necessary to achieve its mission.

Q33. The amount of work I am expected to perform is reasonable.

Q34. My job allows a good balance between work and my personal life.

Q35. I have the resources to do my job well.

Q36. My Agency or Department has the technology needed to get the work done.

Q37. My physical working environment is reasonable for my type of work.

Q38. I feel safe and secure in my work environment.

Table 19 Workload, Staffing and Resources by Department (Cont.)

Survey Items: Workload, Staffing and Resources							
Department	Q32. % Agree	Q33. % Agree	Q34. % Agree	Q35. % Agree	Q36. % Agree	Q37. % Agree	Q38. % Agree
Mental Health	29.2%	65.1%	56.6%	57.5%	53.8%	68.9%	68.9%
Military	51.2%	68.3%	75.6%	73.2%	73.2%	87.8%	87.5%
Motor Vehicles	26.0%	55.9%	61.4%	61.4%	52.0%	74.8%	70.1%
Natural Resources – CO	16.0%	44.0%	64.0%	68.0%	52.0%	68.0%	88.0%
Natural Resources Board	45.5%	63.6%	72.7%	72.7%	72.7%	100.0%	90.9%
Public Safety	13.0%	40.9%	43.3%	47.6%	56.5%	77.4%	77.9%
Public Service Board	25.0%	50.0%	50.0%	62.5%	62.5%	87.5%	87.5%
Public Service Department	40.0%	50.0%	40.0%	60.0%	50.0%	90.0%	70.0%
Secretary of State	58.3%	69.4%	75.0%	63.9%	51.4%	86.1%	77.8%
State Treasurer	40.9%	59.1%	72.7%	81.8%	90.9%	95.5%	100.0%
Taxes	14.3%	30.0%	54.3%	52.9%	52.9%	78.6%	71.4%
Transportation (not DMV)	36.3%	59.3%	63.5%	60.0%	66.8%	80.2%	78.0%
Vermont Health Access	25.5%	52.0%	66.7%	52.0%	52.9%	83.3%	85.3%
Veterans' Home	29.4%	47.1%	38.2%	26.5%	32.4%	55.9%	52.9%
Average	26.8%	50.0%	58.2%	54.6%	52.4%	76.8%	72.3%

Key:

Q32. My Agency or Department has the staffing necessary to achieve its mission.

Q33. The amount of work I am expected to perform is reasonable.

Q34. My job allows a good balance between work and my personal life.

Q35. I have the resources to do my job well.

Q36. My Agency or Department has the technology needed to get the work done.

Q37. My physical working environment is reasonable for my type of work.

Q38. I feel safe and secure in my work environment.

Compensation and Benefits

Table 20 displays percent agreement for all respondents to survey statements for “Compensation and Benefits.”

Over half of all respondents (55.7%) agreed that they felt that they were paid fairly for the work they perform, while 25.6% disagreed.

Nearly three out of four of all respondents agreed that working for the State of Vermont provides them with good job security (71.4%), while to a lesser extent 58.0% 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 (77.6%), and a lower percent agreed that they understand their retirement benefits (60.2%). Overall, 74.5% agreed that they were satisfied with the benefits they received.

Table 20 Compensation and Benefits – All Respondents

Survey Items: Compensation and Benefits	All Respondents		
	Question	% Agree	% Neutral
Q39. I am paid fairly for the work I do.	55.7%	18.7%	25.6%
Q40. I feel that working for the State of Vermont provides me with good job security.	71.4%	17.5%	11.1%
Q41. I feel that working for the State of Vermont provides me with a solid career path.	58.0%	26.2%	15.8%
Q42. I understand my benefit plans.	77.6%	15.0%	7.4%
Q43. I understand my retirement benefits.	60.2%	24.1%	15.7%
Q44. Overall, I am satisfied with the benefits I receive.	74.5%	18.4%	7.1%

Table 21 displays percent agreement for respondents by department to survey statements for “Compensation and Benefits.”

Table 21 Compensation and Benefits by Department

Survey Items: Compensation and Benefits						
	Q39.	Q40.	Q41.	Q42.	Q43.	Q44.
Department	% Agree					
Agency of Administration	53.8%	69.2%	46.2%	84.6%	69.2%	76.9%
Agriculture, Food & Markets	59.2%	67.1%	46.1%	71.1%	59.2%	75.0%
Attorney General	43.3%	64.2%	56.7%	82.1%	67.2%	68.7%
Auditor of Accounts	88.9%	100.0%	55.6%	100.0%	100.0%	100.0%
Buildings & General Services	42.8%	66.5%	50.3%	74.0%	58.1%	68.8%
Children & Families	52.5%	77.7%	62.5%	77.1%	56.8%	75.1%
Commerce & Community Dev.	59.6%	61.5%	50.0%	82.7%	65.4%	73.1%
Corrections	54.3%	72.5%	63.0%	70.8%	50.1%	66.7%
DAIL	68.0%	74.5%	70.0%	82.0%	62.0%	86.0%
Defender General	52.6%	63.2%	47.4%	73.7%	47.4%	73.7%
Education	50.9%	59.5%	36.2%	79.3%	56.9%	71.6%
Environmental Conservation	49.7%	60.9%	48.3%	74.8%	59.6%	71.3%
Finance & Management	56.3%	75.0%	56.3%	87.5%	75.0%	81.3%
Financial Regulation	80.0%	84.0%	78.7%	93.3%	81.3%	93.3%
Fish & Wildlife	58.2%	71.6%	59.7%	69.7%	50.0%	71.6%
Forests, Parks & Recreation	50.0%	48.5%	39.7%	73.5%	48.5%	75.0%
Green Mountain Care Board	81.3%	75.0%	37.5%	87.5%	75.0%	87.5%
Health	54.2%	69.4%	53.6%	80.7%	58.2%	74.3%
Human Resources	74.7%	77.3%	64.0%	94.7%	78.7%	88.0%
Human Services – CO	67.0%	73.8%	62.1%	79.6%	66.0%	75.7%
Information and Innovation	37.5%	73.4%	37.5%	78.1%	70.3%	62.5%
Labor	59.8%	67.7%	54.3%	75.6%	56.7%	74.6%
Libraries	61.5%	23.1%	30.8%	84.6%	76.9%	84.6%
Liquor Control	58.6%	72.4%	69.0%	82.8%	62.1%	79.3%
Lottery Commission	50.0%	75.0%	58.3%	83.3%	83.3%	83.3%
Average	55.7%	71.5%	58.1%	77.6%	60.1%	74.5%

Key:

Q39. I am paid fairly for the work I do.

Q40. I feel that working for the State of Vermont provides me with good job security.

Q41. I feel that working for the State of Vermont provides me with a solid career path.

Q42. I understand my benefit plans.

Q43. I understand my retirement benefits.

Q44. Overall, I am satisfied with the benefits I receive.

Table 21 Compensation and Benefits by Department (Cont.)

Survey Items: Compensation and Benefits						
	Q39.	Q40.	Q41.	Q42.	Q43.	Q44.
Department	% Agree					
Mental Health	61.3%	83.0%	60.4%	82.1%	66.7%	81.0%
Military	68.3%	68.3%	75.6%	78.0%	65.9%	80.5%
Motor Vehicles	55.6%	78.0%	63.8%	63.8%	51.2%	75.2%
Natural Resources – CO	52.0%	80.0%	68.0%	88.0%	72.0%	84.0%
Natural Resources Board	81.8%	63.6%	63.6%	81.8%	63.6%	72.7%
Public Safety	54.8%	76.4%	61.1%	80.1%	64.3%	75.0%
Public Service Board	75.0%	75.0%	37.5%	87.5%	87.5%	87.5%
Public Service Department	55.0%	55.0%	35.0%	65.0%	65.0%	65.0%
Secretary of State	69.4%	80.6%	77.8%	80.6%	55.6%	88.9%
State Treasurer	63.6%	81.8%	72.7%	86.4%	90.9%	86.4%
Taxes	51.4%	50.0%	47.1%	81.4%	58.6%	72.9%
Transportation (not DMV)	52.6%	75.4%	62.4%	76.2%	64.3%	72.2%
Vermont Health Access	58.8%	72.5%	53.9%	84.3%	55.9%	80.4%
Veterans' Home	54.5%	67.6%	58.8%	88.2%	79.4%	76.5%
Average	55.7%	71.5%	58.1%	77.6%	60.1%	74.5%

Key:

Q39. I am paid fairly for the work I do.

Q40. I feel that working for the State of Vermont provides me with good job security.

Q41. I feel that working for the State of Vermont provides me with a solid career path.

Q42. I understand my benefit plans.

Q43. I understand my retirement benefits.

Q44. Overall, I am satisfied with the benefits I receive.

Overall Job Satisfaction

Table 22 displays percent agreement for all respondents for “Overall Job Satisfaction.” Over 70% agreed that in general they were satisfied with their job (72.1%).

Table 22 Overall Job Satisfaction – All Respondents

Survey Items: Overall Job Satisfaction	All Respondents		
Question	% Agree	% Neutral	% Disagree
Q45. In general, I am satisfied with my job.	72.1%	16.5%	11.4%

Table 23 displays percent agreement for respondents by department for “Overall Job Satisfaction.”

Table 23 Overall Job Satisfaction by Department

Survey Items: Overall Job Satisfaction			
Department	Q45. In general, I am satisfied with my job.		
	% Agree	% Neutral	% Disagree
Agency of Administration	57.7%	23.1%	19.2%
Agriculture, Food & Markets	73.7%	14.5%	11.8%
Attorney General	88.1%	6.0%	6.0%
Auditor of Accounts	88.9%	11.1%	0.0%
Buildings & General Services	72.5%	17.0%	10.5%
Children & Families	68.7%	19.0%	12.3%
Commerce & Community Dev.	80.8%	13.5%	5.8%
Corrections	61.6%	19.5%	18.8%
DAIL	87.3%	8.6%	4.1%
Defender General	68.4%	21.1%	10.5%
Education	57.4%	20.0%	22.6%
Environmental Conservation	70.2%	16.6%	13.2%
Finance & Management	75.0%	12.5%	12.5%
Financial Regulation	93.3%	5.3%	1.3%
Fish & Wildlife	82.1%	11.9%	6.0%
Forests, Parks & Recreation	77.3%	13.6%	9.1%
Green Mountain Care Board	68.8%	6.3%	25.0%
Health	79.1%	13.4%	7.5%
Human Resources	82.7%	13.3%	4.0%
Human Services – CO	72.5%	19.6%	7.8%
Information and Innovation	60.3%	19.0%	20.6%
Labor	67.7%	15.3%	16.9%
Libraries	66.7%	0.0%	33.3%
Liquor Control	75.9%	17.2%	6.9%
Lottery Commission	83.3%	16.7%	0.0%
Mental Health	69.2%	16.3%	14.4%
Military	90.2%	7.3%	2.4%
Motor Vehicles	69.4%	19.8%	10.7%
Natural Resources – CO	76.0%	16.0%	8.0%
Natural Resources Board	90.9%	0.0%	9.1%
Public Safety	69.7%	16.8%	13.5%
Public Service Board	75.0%	12.5%	12.5%
Public Service Department	55.0%	30.0%	15.0%
Secretary of State	85.7%	5.7%	8.6%
State Treasurer	90.9%	4.5%	4.5%
Taxes	67.6%	13.2%	19.1%
Transportation (not DMV)	72.9%	18.2%	8.9%
Vermont Health Access	65.7%	23.5%	10.8%
Veterans' Home	52.9%	26.5%	20.6%
Average	72.2%	16.3%	11.4%

Qualitative Analysis of Open-Ended Question Responses

Overview

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

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

Out of the 4,523 employees who responded to the survey, 1,867 provided a response to the open-ended question for a response rate of 41.3%.

Two raters independently analyzed and coded each comment for major themes and subthemes. Major themes were named based on what was interpreted to be the key idea or ideas expressed in the response (based on key words or phrases that were commonly used). Subthemes were within the major theme but mentioned often enough that it deserved its own tally.

How often a theme or subtheme came up was tallied. The 1,867 comments contained over 4,000 thematic ideas.

Results

Summary

Major Themes	Num.	Percent
Workload & Staffing	599	14.5%
Work Environment & Employee Morale	554	13.4%
Pay & Benefits	488	11.8%
Leadership	472	11.4%
Supervision	471	11.4%
Policies	379	9.2%
Work Conditions	267	6.5%
Communication	228	5.5%
Government Efficiency	186	4.5%
Training & Development	175	4.2%
IT Systems	119	2.9%
Specific Department Programs	100	2.4%
Pride in Their Work	99	2.4%
SUM	4137	

The results are presented in descending order of frequency. Number in parenthesis is the number of comments that contained that theme or subtheme.

Workload & Staffing (599)

Concerns about understaffing (273)

Fairness and Improvements in Hiring Practices (84)

Comments related to workload and staffing were clearly the most prevalent theme. Respondents mentioned concerns about the negative impact of heavy work/caseloads on their ability to provide services. They also identified: general understaffing, a need to improve hiring practices and to fill vacancies in a timely manner, wanting the resources to fulfill organizational mandates, mandatory overtime, a desire for greater access to promotional opportunities, and concern about retaining good staff.

I would say the staffing at the facilities is very poor and the workload is very high. The state needs to have more online security staff on all 3 shifts. I have been with the DOC for 10 years and this is the worst I have seen it.

Staffing levels in my department do not allow me to do the work that I know that I should be doing to meet the needs of the population that I serve. This over reliance on too few people to do too much work is contributing to professional burnout and diminished services to needy Vermonters who deserve better.

Begin by selecting the best people for the work rather than hiring relatives and promoting internal staff that may not possess the prerequisites needed for the work. Number of years on the job does not always translate to capacity or capability. Not all staff puts forth the same effort nor do they possess similar skills or experience.

State employees are continuously required to do more with less. This is fine to a certain point but, when the line has been crossed the affects can be poor morale, loss in work production, more sick time used, negative attitudes, lack of motivation and so forth.

I love the job that I do. However, we are operating seriously understaffed and are not able to do our best work and sometimes even solid work due to extremely high workload. The workload has been increasingly impacted and much higher level functions have been tacked onto the job. As a result, I am making high level decisions without equal compensation, nor the opportunity to at least have the time to ensure it's the best decision. My work is prioritized by the next deadline. There is no time to be thoughtful and strategic about identifying efficient work processes. We need supports in the form of technology and staffing.

My division is severely understaffed for the work staff are mandated to do. Stress is very high, and quality suffers. The people of Vermont deserve better.

Responses to related survey questions showed a majority of respondents disagreed that their department or agency has the staffing and resources necessary to achieve its mission (53.4%). While 50.0% of all respondents agreed that the amount of work they are expected to perform is reasonable, nearly one-third (28.8%) disagreed.

Work Environment and General Employee Morale (554)

Work environment is a broad category that encompasses desires for improvements in work atmosphere or organizational culture. This includes comments about “favoritism,” and “cliques.”

...it is not what you know it is who you know that gets you the upgrade. This is the “old boys club” at its worst. I am not a disgruntle worker, just sick of watching morale go down every time a deserving candidate gets shot down, or lied to by the “boss”. A big step forward would be to make the interview process more transparent.

Worker morale needs to be addressed directly, immediately, and thoroughly to prevent employees from leaving in droves and for performance to increase for those who remain. Lines of communication between upper management and others needs to be dramatically improved. Decisions are being made with no input whatsoever from those most familiar with the work that is being affected.

Responses to related survey questions showed that 41.5% of respondents agreed that morale within their department or agency is good, while 35.8% disagreed. Over 60% of all respondents agreed that the people they work with treat each other respectfully (69.0%) and the people they work with care about them (65.5%). About 60% of respondents agreed that they can communicate honestly and openly in their workplace (61.1%), while a relatively high percent disagreed with that statement (20.8%).

Pay & Benefits (488)

Concerns about equity in job titles and the job classification process (59)

Pay for Performance/Performance Incentive programs linked to rewards or Pay increases (46)

Another major theme was pay and benefits. Most often cited was the desire for better pay. In comments related to benefits, often cited was the recent increase in health care premiums. Some respondents wanted improvements in vision and dental coverage. Finally, respondents expressed concerns about equity in job titles and the job classification process.

More incentives to do an “outstanding” job and recognize the employees that do more.

Increase options to get bonus or incentive pay. Provide inter-department training to move employee’s up the chain as positions become available.

The state’s award system for outstanding employees is very limited, which results in some of the best works leaving state employment for better options. A seniority based system is a thing of the past and needs revamping.

We need better paths to advancement for high-skilled workers who are not supervisors. The current position grading system, which essentially only allows advancement into the upper ranks if you supervise, sends the message that the state does not expect to have truly high-performing employees, and this is reflected in the compensation system.

Clear concise training on our benefits packaging would have helped me immensely. I was never offered training on how to fill out my forms for benefits.

Responses to related survey questions showed over half of all respondents (55.7%) agreed that they are paid fairly for the work they perform, while 25.6% disagreed. Nearly four out of five respondents agreed that they understand their benefits plan (77.6%), and a lower percent agreed that they understand their retirement benefits (60.2%). Overall, 74.5% agreed that they are satisfied with the benefits they received.

Leadership (472)

Comments coded here included a desire for more effective leadership, increased communication between leadership and employees, better working relationships between leaders and staff, and treating staff respectfully and fairly. Comments coded here typically referred to upper-level management.

The leadership does not always give a clear view of the goals or mission of the Department. The Department is more ran in a reactionary type environment without a lot of staff supervision. Staff who do their job well often are recognized by given more work that essentially another position could do or a person who is not performing should be doing.

There needs to be much better communication from upper management down through the appropriate channels to the front line. There seems to currently be a disconnect between the goals and objectives being set by upper management and the message being communicated from supervisors to the workers on the front line. It causes frustration and increases the cost of doing business.

Management must be credible AND held accountable!! Communicate, motivate and be responsive. Respect from employees will come if they feel they are being treated fairly and not micro-managed. I hear that so often from State employees in other departments. Listen to your employees; and don't forget to thank them!!

Management Does Not communicate with employees!!!

The comments are consistent with the responses to related survey questions. For instance, about half of respondents agreed that management and senior leadership communicate important information in an effective manner (51.8%). Nearly 30% disagreed with this statement (28.2%). More respondents reported they have an opportunity to communicate with and provide feedback to management and senior leadership (59.6%) and are encouraged to share ideas on improving either service delivery or business process efficiency (58.6%).

Supervision (471)

Performance management/addressing the issue of non-performing employees (73)

Performance Evaluation (53)

Recognition of staff (48)

Supervisor Training (43)

Common suggestions were improvements in reward and recognition, feedback on work performed, performance evaluations, effectively dealing with work-related interpersonal situations, supervisor training and holding employees accountable for work performance and professional behavior.

Hold employees more accountable for their performance. If they don't perform, shifting the work onto others is not the answer. Supervisors need more freedom to remove people who are a cancer on the workforce. The amount of time and effort required of a supervisor to deal with problem employees keeps them from providing support to the rest of their staff and contributes to low morale of those left to pick up the slack.

Make people accountable and follow through!

When an employee is not performing or meeting job expectations- the SOV is too afraid to discipline the employee making the employees who are working hard- work harder.

Supervisors have too many responsibilities to effectively supervise staff for practice and professional improvement. Supervision meetings are regularly cancelled in order for supervisors to attend other meetings required. Supervisors should have workloads that are balanced to enable them ample time to supervise staff.

To have a system that can better address poor work performance. It is very challenging to address poor work performance (that is not medical related) in a timely fashion and see results, if any.

Provide supervisors with better skills and tools to deal with employees who are not working to their best potential and not keep employees who don't meet minimal job expectations.

The comments are consistent with the responses to survey questions regarding "Your Supervisor." Those results showed generally there were moderate levels of agreement across the range of statements related to one's supervisor, but with relatively high levels of "neutral" and "disagree" responses (in the 30% to 40% range) which shows that these supervisory items have variability based on other factors, such as across departments. For example, 62.8% agreed that their performance evaluations are completed annually. A slightly lower percentage agreed that the standards used to evaluate their performance were fair (57.7%), with a high level of "neutral" (29.1%), which shows respondents' ambivalence about this statement. When asked if they are satisfied with the recognition they received from their supervisor, 61.9% agreed, while 38.1% were neutral or disagreed.

Policies (379)

Respondents had a wide variety of suggested improvements to policies including telecommuting, alternative/flex schedules, sick and other leave, smoking in the workplace, onboarding of new employees, hiring and promotion, and pay for performance. There was frustration with policies and procedures related to dealing with poor performance, discipline and terminations.

I think that telecommuting also needs to be a viable option.

More flex time and work remotely options.

Processes should be amended so that state employees that are not doing their jobs at all and slacking big time-the supervisor has the ability to let them go....It should not be a difficult process to let the employee go. I've seen state employees get away with behaviors that wouldn't fly in any other setting. Such employees are a waste of tax payer dollars.

Work Conditions (267)

"Open office" (55)

Many respondents wanted improvements in their work conditions. Most often respondents cited concerns about "open office" or "cubicle" building layout. Also frequently mentioned were frustration with parking and suggestions for rewarding alternative commuting options.

Security needs to be address in relation to how the general public enter and exit physical state addresses. My workplace has no control once the public is in the building and considering the recent security issues, this needs to be addressed.

Open environment working is the most unproductive environment I have ever worked in. You hear every conversation that is going on around you. The focus rooms are a joke because you can still hear people talking and walking by having conversations.

Communication (228)

This theme centered on respondents' desire for improved communication and collaboration both within and between departments. Comments coded here are distinct from communication with direct supervisor or from upper-level management.

Continue to create an environment where employees can voice their ideas and be heard. Provide more open communication about future directions.

Responses to related survey questions showed a little over half of respondents agreed that management and senior leadership communicates important information in an effective manner (51.8%). Almost 30% disagreed with this statement (28.2%).

Government Efficiency, Quality Improvement and Cost Savings Ideas (186)

This was a wide-ranging theme with respondents commenting on ways to improve how State government operates.

Training & Development (175)

Respondents asked for improvements in access to more training opportunities, professional development, (Note: comments that specifically mention supervisory training are coded under the subtheme "Supervisory Training"), technical training, new employee orientation, and training in order to enhance career advancement (career ladders).

IT Systems (119)

The desire to have improvements in information technology systems and support in order to better do their jobs.

Specific Department Programs (100)

These were comments that related directly to agency/department specific programs.

Pride in Their Work (99)

Respondents expressed pride in the work that they do and felt that they made a difference in the lives of Vermonters.

As someone with only a high school diploma, I feel that VT DOC allows me to have a well-paying job with great medical benefits and retirement. In the few years I have been a state employee I have grown not only as a correctional officer but also as a person.

Since I started working here I have felt like part of the team. My coworkers and team leaders have offered me support as well as welcomed my ideas.

Responses to the survey question questions regarding general job satisfaction showed over 70% agreed that in general they were satisfied with their job (72.2%).

Comparison of 2014 and 2015 Engagement Survey Responses

As was discussed in the Methodology section, the core 2015 survey structure remained the same as the 2014 survey.

As shown in Table 24, the response rate for the 2015 survey was 56.8% compared to 52.8% in 2014. This is a substantial improvement and represents a very strong sample. It should be noted that in the 2013 survey there were several departments that had a greater than 100% return rate (e.g., “Central Office” for AHS and ANR). This was attributed to confusion on the part of respondents because of how the departments were presented to participants in the survey itself. In the 2014 and 2015 surveys this presentation was improved and response rates for these agency central offices appear to not be inflated.

Most departments showed improvements in response rate for the 2015 survey, some as much as 30%. This was a result of improved survey administration.

Tables 25 to 31 show results for all respondents for the six engagement areas as well as overall satisfaction. Percent agreement showed only minor changes from 2014 to 2015 in almost all cases. Differences of only several percentage points are probably not meaningful and are likely due to sampling differences. Two items that did show a relatively high difference from 2014 to 2015 were Question 30 “My performance evaluations are completed annually” (56.8% and 62.8% respectively) for a +6.0% change, and Question 40 “I feel that working for the State of Vermont provides me with good job security” (77.7% and 71.4% respectively) for a -6.2% change.

What the results show for the three years of the survey is that we have a strong baseline (especially given the robust 2015 sample) on the engagement items. Any initiatives aimed at improved practices will be detectable given the strong baseline.

Tables 32 to 38 show responses for engagement items by department for the 2013, 2014 and 2015 surveys. Department results are too numerous to detail in this report. As with the responses for all respondents, differences of only several percentage points are probably not meaningful and are likely due to sampling differences. A careful review by key stakeholders is encouraged to identify areas that may require additional investigation for next steps.

Table 24 Response Rate by Department - 2013 and 2014 Engagement Surveys

Department	2013 Engagement Survey			2014 Engagement Survey			2015 Engagement Survey		
	Num.	Completed Surveys	Response Rate	Num.	Completed Surveys	Response Rate	Num.	Completed Surveys	Response Rate
Agency of Administration	18	30	166.7%	56	29	51.8%	50	26	52.0%
Agency of Human Services – CO	107	124	115.9%	114	89	78.1%	137	103	75.2%
Agency of Natural Resources – CO	33	41	124.2%	34	30	88.2%	32	25	78.1%
Agriculture, Food & Markets	94	33	35.1%	96	64	66.7%	104	76	73.1%
Attorney General	79	54	68.4%	78	38	48.7%	79	67	84.8%
Auditor of Accounts	n/a			15	6	40.0%	15	9	60.0%
Buildings & General Services	344	162	47.1%	313	209	66.8%	303	174	57.4%
Children & Families	972	319	32.8%	1,002	555	55.4%	1,075	507	47.2%
Commerce & Community Development	82	35	42.7%	89	46	51.7%	92	52	56.5%
Corrections	1,066	289	27.1%	1,052	381	36.2%	1,049	434	41.4%
Defender General	70	19	27.1%	70	29	41.4%	66	19	28.8%
Disabilities, Aging & Independent Living	283	111	39.2%	274	207	75.5%	264	200	75.8%
Education	164	115	70.1%	146	87	59.6%	142	116	81.7%
Environmental Conservation	262	98	37.4%	285	179	62.8%	287	152	53.0%
Finance & Management	38	22	57.9%	27	12	44.4%	29	16	55.2%
Financial Regulation	109	54	49.5%	98	47	48.0%	99	75	75.8%
Fish & Wildlife	124	39	31.5%	131	62	47.3%	129	67	51.9%
Forests, Parks & Recreation	102	44	43.1%	103	88	85.4%	102	68	66.7%
Green Mountain Care Board	n/a			24	9	37.5%	24	16	66.7%
Health	484	228	47.1%	497	273	54.9%	492	407	82.7%
Human Resources	87	63	72.4%	76	74	97.4%	71	68	95.8%
Information and Innovation	83	50	60.2%	111	73	65.8%	111	64	57.7%
Labor	265	152	57.4%	256	165	64.5%	251	127	50.6%
Libraries	n/a			23	10	43.5%	18	13	72.2%
Liquor Control	48	17	35.4%	49	16	32.7%	51	29	56.9%
Lottery Commission	19	17	89.5%	20	13	65.0%	22	12	54.5%
Mental Health	171	46	26.9%	235	84	35.7%	225	106	47.1%
Military	122	17	13.9%	121	26	21.5%	119	41	34.5%
Motor Vehicles	n/a			229	109	47.6%	224	127	56.7%
Natural Resources Board	n/a			26	16	61.5%	24	11	45.8%
Public Safety	590	267	45.3%	562	192	34.2%	550	208	37.8%
Public Service Board	n/a			26	18	69.2%	25	8	32.0%
Public Service Department	45	16	35.6%	47	24	51.1%	49	20	40.8%
Secretary of State	66	23	34.8%	64	40	62.5%	66	36	54.5%
Small Department	171	66	38.6%	46	19	41.3%	43	15	34.9%
State Treasurer	n/a			34	13	38.2%	32	22	68.8%
Taxes	154	69	44.8%	160	65	40.6%	149	70	47.0%
Transportation (not DMV)	1,259	615	48.8%	1,007	312	31.0%	993	521	52.5%
Vermont Health Access	156	60	38.5%	188	126	67.0%	185	102	55.1%
Veterans' Home	202	62	30.7%	199	51	25.6%	183	34	18.6%
Grand Total	7,879	3,389	43.0%	7,983	4,216	52.8%	7,961	4,523	56.8%

Table 25 Job Duties and their Relationship to the Mission and Goals of your Agency or Department - 2013 - 2015 Engagement Surveys

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department	2013	2014	2015
Question	% Agree	% Agree	% Agree
Q1. I understand my job duties and responsibilities.	93.8%	91.4%	92.0%
Q2. I understand the work, goals, and mission of my department or agency.	89.2%	88.7%	89.1%
Q3. The work I perform is linked to my department or agency meeting its goals and mission.	n/a	88.2%	88.5%
Q4. I enjoy the performing the day to day work of my job.	n/a	78.9%	78.0%
Q5. The work I perform is meaningful and rewarding.	77.8%	77.5%	74.9%
Q6. I would recommend the State of Vermont to others as a great place to work.	59.8%	66.2%	65.4%

Table 26 Communication and Input within your Organization - 2013 - 2015 Engagement Surveys

Survey Items: Communication and Input within Your Organization	2013	2014	2015
Question	% Agree	% Agree	% Agree
Q7. Management and senior leadership communicates important information effectively.	n/a	49.3%	51.8%
Q8. I have an opportunity to communicate with and provide feedback to management and senior leadership.	57.8%	58.2%	59.6%
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.	53.0%	57.2%	58.6%
Q10. My department or agency works well with other departments and agencies.	55.5%	57.5%	60.4%

Table 27 Relationships and Morale in your Organization - 2013 - 2015 Engagement Surveys

Survey Items: Relationships and Morale in Your Organization	2013	2014	2015
Question	% Agree	% Agree	% Agree
Q11. Morale within my department or agency is good.	35.5%	40.7%	41.5%
Q12. The people I work with treat each other respectfully.	62.4%	66.2%	69.0%
Q13. The people I work with care about me.	61.0%	64.3%	65.5%
Q14. My fellow employees are committed to doing good work.	n/a	77.0%	78.4%
Q15. The employees in my work group work well together as a team.	n/a	71.4%	73.6%
Q16. I feel I can communicate honestly and openly in my workplace.	n/a	59.7%	61.1%
Q17. Harassment is not tolerated in my workplace.	71.2%	72.4%	75.8%
Q18. Discrimination is not tolerated in my workplace.	74.5%	75.9%	78.8%
Q19. I am confident that any misconduct that I report will be handled properly.	54.6%	55.8%	59.5%

Table 28 Your Supervisor - 2013 - 2015 Engagement Surveys

Survey Items: Your Supervisor	2013	2014	2015
Question	% Agree	% Agree	% Agree
Q20. My supervisor clearly explains my job performance expectations.	66.1%	67.0%	68.5%
Q21. My supervisor regularly provides me with timely and useful feedback.	57.7%	59.3%	60.9%
Q22. My supervisor gives me an opportunity to do my best work.	n/a	73.0%	73.7%
Q23. I am satisfied with the recognition I receive from my supervisor for my work.	n/a	60.9%	61.9%
Q24. My supervisor treats employees fairly and respectfully.	70.3%	70.5%	70.8%
Q25. My supervisor seems to care about me as a person.	72.6%	73.9%	75.0%
Q26. My supervisor provides the help I need to improve my job performance.	n/a	62.9%	63.8%
Q27. I have an opportunity to learn and grow professionally.	n/a	63.1%	64.5%
Q28. I receive the training I need to perform my job.	n/a	59.6%	61.6%
Q29. My supervisor and I discuss and plan my career development.	n/a	37.4%	41.0%
Q30. My performance evaluations are completed annually.	55.9%	56.8%	62.8%
Q31. The standards used to evaluate my performance are fair.	n/a	53.1%	57.7%

Table 29 Workload, Staffing and Resources - 2013 - 2015 Engagement Surveys

Survey Items: Workload, Staffing and Resources	2013	2014	2015
Question	% Agree	% Agree	% Agree
Q32. My Agency or Department has the staffing necessary to achieve its mission.	32.2%	30.1%	26.9%
Q33. The amount of work I am expected to perform is reasonable.	50.8%	49.3%	50.0%
Q34. My job allows a good balance between work and my personal life.	54.0%	56.9%	58.2%
Q35. I have the resources to do my job well.	n/a	52.8%	54.7%
Q36. My Agency or Department has the technology needed to get the work done.	n/a	48.8%	52.6%
Q37. My physical working environment is reasonable for my type of work.	n/a	73.6%	76.8%
Q38. I feel safe and secure in my work environment.	73.7%	76.7%	72.3%

Table 30 Compensation and Benefits - 2013 - 2015 Engagement Surveys

Survey Items: Compensation and Benefits	2013	2014	2015
Question	% Agree	% Agree	% Agree
Q39. I am paid fairly for the work I do.	47.9%	55.9%	55.7%
Q40. I feel that working for the State of Vermont provides me with good job security.	77.6%	77.7%	71.4%
Q41. I feel that working for the State of Vermont provides me with a solid career path.	56.2%	59.0%	58.0%
Q42. I understand my benefit plans.	78.3%	78.1%	77.6%
Q43. I understand my retirement benefits.	57.0%	60.1%	60.2%
Q44. Overall, I am satisfied with the benefits I receive.	n/a	76.5%	74.5%

Table 31 Overall Job Satisfaction - 2013 - 2015 Engagement Surveys

Survey Items: Overall Job Satisfaction	2013	2014	2015
Question	% Agree	% Agree	% Agree
Q45. In general, I am satisfied with my job.	69.7%	72.2%	72.1%

Table 32 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Department- 2013 - 2015 Engagement Surveys

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department												
Department	Q1.			Q2.			Q3.			Q4.		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
	% Agree											
Agency of Administration	93.1%	86.2%	84.6%	89.7%	82.8%	84.6%	n/a	79.3%	80.8%	n/a	86.2%	76.9%
Agriculture, Food & Markets	90.6%	92.1%	88.0%	78.1%	90.5%	84.0%	n/a	93.7%	86.7%	n/a	79.7%	74.7%
Attorney General	100.0%	97.4%	95.5%	96.2%	94.6%	94.0%	n/a	91.9%	100.0%	n/a	78.4%	92.5%
Buildings & General Services	90.5%	88.9%	94.2%	88.0%	84.5%	87.2%	n/a	85.6%	90.2%	n/a	78.3%	83.8%
Children & Families	95.0%	90.6%	92.9%	92.4%	90.8%	92.9%	n/a	89.1%	92.3%	n/a	76.5%	76.5%
Commerce & Community Dev.	97.0%	97.8%	90.4%	87.9%	86.7%	86.5%	n/a	77.8%	86.5%	n/a	77.8%	90.4%
Corrections	94.3%	92.1%	90.5%	82.2%	85.5%	80.6%	n/a	81.3%	75.1%	n/a	74.1%	67.1%
Defender General	100.0%	96.6%	100.0%	100.0%	100.0%	100.0%	n/a	96.6%	100.0%	n/a	86.2%	73.7%
Disabilities, Aging & Ind. Liv.	91.3%	91.7%	93.5%	91.4%	91.8%	93.5%	n/a	91.3%	94.5%	n/a	85.0%	87.0%
Education	89.6%	80.2%	84.5%	69.5%	62.8%	70.7%	n/a	70.6%	72.4%	n/a	69.8%	68.1%
Environmental Conservation	97.9%	96.1%	90.1%	91.5%	91.1%	84.9%	n/a	88.7%	86.8%	n/a	77.0%	73.7%
Finance & Management	90.5%	91.7%	81.3%	95.2%	83.3%	81.3%	n/a	100.0%	87.5%	n/a	83.3%	81.3%
Financial Regulation	96.3%	100.0%	100.0%	94.4%	97.9%	97.3%	n/a	97.9%	96.0%	n/a	93.6%	94.7%
Fish & Wildlife	97.2%	95.2%	94.0%	86.1%	93.5%	92.5%	n/a	90.3%	92.5%	n/a	79.0%	76.1%
Forests, Parks & Recreation	95.5%	90.9%	98.5%	93.2%	92.0%	97.1%	n/a	90.9%	95.6%	n/a	87.5%	83.8%
Health	95.9%	94.1%	94.3%	95.9%	93.0%	95.5%	n/a	92.6%	94.3%	n/a	83.4%	83.7%
Human Resources	96.5%	94.5%	94.7%	91.2%	89.0%	89.3%	n/a	87.7%	89.3%	n/a	82.2%	85.3%
Average	93.8%	91.6%	92.1%	89.2%	88.7%	89.1%	n/a	88.0%	88.5%	n/a	79.3%	77.9%

Key

Q1. I understand my job duties and responsibilities.

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

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

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

Table 32 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Department- 2013 - 2015 Engagement Surveys (Cont.)

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department												
Department	Q1.			Q2.			Q3.			Q4.		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree					
Human Services – CO	87.6%	91.0%	89.3%	86.0%	90.9%	94.2%	n/a	90.9%	91.2%	n/a	86.4%	80.6%
Information and Innovation	84.8%	84.9%	85.9%	89.1%	75.3%	76.6%	n/a	79.5%	82.8%	n/a	74.0%	73.4%
Labor	91.9%	92.7%	92.9%	87.9%	89.1%	84.3%	n/a	89.0%	85.0%	n/a	76.4%	73.2%
Liquor Control	100.0%	100.0%	93.1%	93.8%	81.3%	89.7%	n/a	93.8%	96.6%	n/a	87.5%	86.2%
Lottery Commission	86.7%	84.6%	100.0%	86.7%	69.2%	100.0%	n/a	69.2%	100.0%	n/a	76.9%	83.3%
Mental Health	95.2%	91.7%	84.9%	95.0%	91.6%	86.8%	n/a	92.7%	88.7%	n/a	86.7%	73.6%
Military	100.0%	100.0%	92.7%	100.0%	100.0%	97.6%	n/a	100.0%	92.7%	n/a	92.3%	90.2%
Motor Vehicles	97.1%	96.3%	93.7%	98.6%	89.9%	90.5%	n/a	93.6%	93.7%	n/a	78.0%	77.0%
Natural Resources – CO	100.0%	96.7%	95.8%	87.2%	93.3%	96.0%	n/a	90.0%	96.0%	n/a	86.2%	76.0%
Public Safety	97.2%	92.2%	92.8%	91.1%	91.1%	88.9%	n/a	87.5%	90.4%	n/a	80.6%	77.9%
Public Service Department	86.7%	95.8%	95.0%	93.3%	87.5%	80.0%	n/a	87.5%	75.0%	n/a	79.2%	65.0%
Secretary of State	90.0%	95.0%	94.4%	95.0%	97.5%	97.2%	n/a	100.0%	91.7%	n/a	92.5%	86.1%
Taxes	90.8%	92.3%	87.1%	90.8%	86.2%	87.1%	n/a	90.8%	91.4%	n/a	87.7%	84.3%
Transportation (not DMV)	94.3%	89.1%	94.0%	88.1%	84.9%	90.8%	n/a	84.6%	86.9%	n/a	75.6%	76.6%
Vermont Health Access	82.5%	85.7%	88.2%	89.5%	91.2%	91.2%	n/a	88.1%	86.3%	n/a	75.4%	66.7%
Veterans' Home	89.5%	94.1%	94.1%	86.0%	92.2%	94.1%	n/a	94.1%	91.2%	n/a	80.4%	79.4%
Average	93.8%	91.6%	92.1%	89.2%	88.7%	89.1%	n/a	88.0%	88.5%	n/a	79.3%	77.9%

Key

Q1. I understand my job duties and responsibilities.

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

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

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

Table 32 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Department- 2013 - 2015 Engagement Surveys (Cont.)

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department						
Department	Q5.			Q6.		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
	% Agree					
Agency of Administration	72.4%	79.3%	65.4%	65.5%	75.9%	57.7%
Agriculture, Food & Markets	84.4%	84.4%	71.6%	61.3%	67.2%	68.0%
Attorney General	90.6%	78.4%	87.9%	73.6%	64.9%	85.1%
Buildings & General Services	72.2%	75.4%	74.6%	54.4%	58.9%	63.6%
Children & Families	80.4%	76.6%	77.0%	60.9%	60.8%	63.8%
Commerce & Community Dev.	84.8%	68.9%	84.6%	66.7%	60.0%	61.5%
Corrections	63.1%	67.7%	56.7%	52.5%	62.1%	48.7%
Defender General	78.9%	89.7%	89.5%	73.7%	79.3%	68.4%
Disabilities, Aging & Ind. Liv.	86.5%	87.9%	90.5%	72.6%	73.8%	77.4%
Education	71.7%	64.3%	64.7%	41.5%	50.0%	52.6%
Environmental Conservation	75.5%	79.9%	70.2%	47.9%	68.0%	68.2%
Finance & Management	85.7%	75.0%	80.0%	57.1%	75.0%	75.0%
Financial Regulation	87.0%	93.5%	89.3%	66.7%	95.7%	89.3%
Fish & Wildlife	77.8%	77.4%	82.1%	61.1%	71.0%	67.2%
Forests, Parks & Recreation	88.6%	83.9%	85.1%	65.9%	75.0%	61.2%
Health	86.4%	84.8%	82.1%	62.4%	71.6%	73.5%
Human Resources	75.9%	79.5%	81.3%	64.9%	79.5%	81.1%
Average	77.8%	77.5%	74.8%	59.8%	66.6%	65.4%

Key

Q5. The work I perform is meaningful and rewarding.

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

Table 32 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Department- 2013 - 2015 Engagement Surveys (Cont.)

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department						
Department	Q5.			Q6.		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
	% Agree					
Human Services – CO	75.0%	86.4%	76.7%	55.4%	72.4%	68.0%
Information and Innovation	69.6%	72.6%	70.3%	56.5%	57.5%	57.8%
Labor	78.5%	77.4%	74.8%	63.1%	66.5%	65.4%
Liquor Control	81.3%	75.0%	82.8%	56.3%	68.8%	65.5%
Lottery Commission	73.3%	53.8%	75.0%	80.0%	53.8%	83.3%
Mental Health	78.0%	78.3%	76.4%	53.7%	73.5%	71.7%
Military	87.5%	88.5%	82.9%	68.8%	76.9%	82.9%
Motor Vehicles	78.3%	71.6%	65.9%	73.9%	75.9%	68.3%
Natural Resources – CO	82.1%	76.7%	72.0%	71.8%	80.0%	68.0%
Public Safety	80.1%	78.5%	76.9%	59.8%	64.1%	59.1%
Public Service Department	85.7%	79.2%	68.4%	50.0%	62.5%	55.0%
Secretary of State	80.0%	82.5%	80.6%	60.0%	75.0%	75.0%
Taxes	75.0%	83.1%	75.7%	67.2%	70.8%	64.3%
Transportation (not DMV)	76.2%	70.7%	73.3%	57.3%	65.6%	64.9%
Vermont Health Access	73.7%	76.2%	69.6%	56.1%	65.9%	63.7%
Veterans' Home	89.5%	88.2%	88.2%	67.3%	76.5%	51.5%
Average	77.8%	77.5%	74.8%	59.8%	66.6%	65.4%

Key

Q5. The work I perform is meaningful and rewarding.

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

Table 33 Communication and Input within your Organization by Department - 2013 - 2015 Engagement Surveys

Survey Items: Communication and Input within Your Organization												
Department	Q7			Q8			Q9			Q10		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
	% Agree											
Agency of Administration	n/a	53.6%	42.3%	58.6%	72.4%	57.7%	58.6%	65.5%	57.7%	65.5%	58.6%	42.3%
Agriculture, Food & Markets	n/a	57.8%	56.0%	56.3%	65.6%	64.0%	48.4%	68.8%	58.7%	59.4%	73.0%	65.3%
Attorney General	n/a	50.0%	67.2%	67.9%	67.6%	65.7%	58.5%	67.6%	67.2%	69.8%	64.9%	67.2%
Buildings & General Services	n/a	42.1%	43.9%	54.4%	51.7%	57.2%	47.5%	52.4%	57.8%	51.3%	58.4%	64.7%
Children & Families	n/a	49.7%	52.7%	54.5%	55.3%	56.0%	54.1%	55.2%	54.3%	53.6%	51.9%	56.4%
Commerce & Community Dev.	n/a	53.3%	59.6%	60.6%	60.0%	73.1%	45.5%	60.0%	71.2%	63.6%	68.2%	69.2%
Corrections	n/a	40.0%	35.6%	49.2%	47.6%	46.6%	37.9%	42.4%	38.3%	39.3%	46.6%	43.1%
Defender General	n/a	72.4%	73.7%	72.2%	79.3%	73.7%	68.4%	69.0%	52.6%	63.2%	75.9%	73.7%
Disabilities, Aging & Ind. Liv.	n/a	64.6%	74.5%	72.4%	66.8%	76.0%	64.4%	67.0%	76.5%	68.6%	61.8%	69.8%
Education	n/a	26.7%	42.2%	46.7%	34.9%	39.7%	36.4%	39.5%	47.4%	32.1%	27.9%	37.1%
Environmental Conservation	n/a	54.7%	38.8%	44.7%	55.9%	46.7%	37.0%	60.3%	59.3%	48.9%	53.7%	59.9%
Finance & Management	n/a	58.3%	68.8%	57.1%	50.0%	75.0%	57.1%	58.3%	68.8%	47.6%	75.0%	62.5%
Financial Regulation	n/a	83.0%	81.3%	64.8%	93.6%	86.7%	66.7%	91.5%	86.7%	71.7%	83.0%	78.7%
Fish & Wildlife	n/a	54.8%	68.7%	50.0%	61.3%	76.1%	41.7%	59.0%	65.7%	63.9%	71.0%	79.1%
Forests, Parks & Recreation	n/a	48.3%	51.5%	72.7%	75.0%	64.7%	75.0%	69.3%	67.6%	63.6%	71.3%	72.1%
Health	n/a	60.9%	68.6%	64.3%	65.3%	72.2%	61.1%	62.2%	70.4%	57.5%	66.8%	72.9%
Human Resources	n/a	53.4%	62.7%	58.6%	69.9%	63.5%	65.5%	67.1%	72.0%	69.0%	62.5%	72.0%
Average	n/a	49.4%	51.8%	57.8%	58.4%	59.8%	53.0%	57.3%	58.7%	55.5%	57.7%	60.3%

Key

Q7. Management and senior leadership communicates important information effectively.

Q8. I have an opportunity to provide feedback to management and senior leadership.

Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.

Q10. My department or agency works well with other departments and agencies.

Table 33 Communication and Input within your Organization by Department - 2013 - 2015 Engagement Surveys (Cont.)

Survey Items: Communication and Input within Your Organization												
Department	Q7			Q8			Q9			Q10		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
	% Agree											
Human Services – CO	n/a	59.1%	50.5%	63.6%	73.0%	67.0%	55.4%	73.9%	70.9%	58.7%	72.7%	65.0%
Information and Innovation	n/a	31.5%	35.9%	65.2%	47.9%	54.7%	68.9%	52.1%	53.1%	63.0%	43.8%	34.4%
Labor	n/a	38.8%	32.3%	49.3%	55.2%	50.4%	46.6%	53.3%	46.5%	45.6%	50.3%	50.4%
Liquor Control	n/a	43.8%	34.5%	68.8%	56.3%	65.5%	75.0%	56.3%	62.1%	56.3%	43.8%	72.4%
Lottery Commission	n/a	38.5%	75.0%	80.0%	46.2%	91.7%	73.3%	53.8%	91.7%	53.3%	69.2%	91.7%
Mental Health	n/a	40.5%	43.4%	48.8%	62.7%	60.0%	53.7%	60.2%	55.7%	43.9%	54.2%	50.5%
Military	n/a	80.8%	70.7%	68.8%	80.8%	80.5%	75.0%	76.9%	73.2%	73.3%	76.0%	78.0%
Motor Vehicles	n/a	52.3%	50.4%	63.8%	56.0%	57.5%	58.0%	54.1%	54.3%	63.2%	63.3%	59.1%
Natural Resources – CO	n/a	70.0%	72.0%	53.8%	69.0%	80.0%	59.0%	80.0%	72.0%	43.6%	73.3%	76.0%
Public Safety	n/a	37.5%	46.6%	53.3%	52.9%	55.6%	45.7%	44.8%	51.7%	61.2%	59.9%	62.8%
Public Service Department	n/a	58.3%	45.0%	66.7%	75.0%	55.0%	53.3%	66.7%	40.0%	78.6%	79.2%	50.0%
Secretary of State	n/a	52.5%	72.2%	68.4%	57.5%	75.0%	57.9%	67.5%	83.3%	68.4%	72.5%	80.6%
Taxes	n/a	55.4%	52.9%	56.9%	52.3%	55.7%	47.7%	53.8%	58.6%	50.8%	46.2%	45.7%
Transportation (not DMV)	n/a	44.7%	49.6%	60.2%	55.4%	56.5%	55.0%	53.1%	57.7%	59.0%	55.1%	62.3%
Vermont Health Access	n/a	48.0%	39.2%	64.9%	69.0%	60.8%	66.7%	75.4%	58.8%	64.3%	62.4%	47.1%
Veterans' Home	n/a	25.5%	38.2%	34.5%	36.0%	41.2%	34.5%	43.1%	29.4%	29.3%	52.9%	47.1%
Average	n/a	49.4%	51.8%	57.8%	58.4%	59.8%	53.0%	57.3%	58.7%	55.5%	57.7%	60.3%

Key

Q7. Management and senior leadership communicates important information effectively.

Q8. I have an opportunity to provide feedback to management and senior leadership.

Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.

Q10. My department or agency works well with other departments and agencies.

Table 34 Relationships and Morale in your Organization by Department - 2013 - 2014 Engagement Surveys

Survey Items: Relationships and Morale in Your Organization															
Department	Q11.			Q12.			Q13.			Q14.			Q15.		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
	% Agree														
Agency of Administration	51.7%	44.8%	30.8%	65.5%	65.5%	38.5%	58.6%	58.6%	50.0%	n/a	82.8%	72.0%	n/a	62.1%	50.0%
Agriculture, Food & Markets	31.3%	51.6%	46.7%	62.5%	68.3%	76.0%	62.5%	75.0%	64.9%	n/a	81.3%	76.0%	n/a	78.1%	72.0%
Attorney General	54.9%	57.9%	70.1%	88.2%	89.5%	91.0%	86.5%	76.3%	83.6%	n/a	89.5%	95.5%	n/a	89.5%	85.1%
Buildings & General Services	28.6%	36.8%	39.3%	48.1%	61.1%	64.2%	46.8%	61.8%	60.1%	n/a	76.0%	72.8%	n/a	75.1%	72.3%
Children & Families	24.6%	30.0%	31.4%	56.3%	65.1%	66.1%	60.3%	65.6%	65.8%	n/a	78.9%	81.4%	n/a	70.5%	71.6%
Commerce & Community Dev.	40.6%	45.7%	57.7%	84.4%	67.4%	73.1%	65.6%	67.4%	80.8%	n/a	89.1%	86.5%	n/a	80.0%	78.8%
Corrections	16.8%	25.9%	18.5%	42.5%	54.6%	50.3%	41.8%	53.6%	48.3%	n/a	61.8%	58.0%	n/a	68.5%	67.0%
Defender General	63.2%	55.2%	36.8%	89.5%	72.4%	73.7%	84.2%	82.8%	73.7%	n/a	89.7%	84.2%	n/a	82.8%	52.6%
Disabilities, Aging & Ind. Liv.	49.5%	48.8%	64.0%	81.9%	74.8%	84.5%	79.8%	73.3%	83.0%	n/a	89.3%	92.0%	n/a	73.3%	85.0%
Education	13.2%	17.4%	20.7%	43.0%	63.5%	55.2%	53.8%	62.8%	64.7%	n/a	81.4%	78.4%	n/a	76.7%	67.2%
Environmental Conservation	20.2%	37.4%	37.5%	70.2%	77.5%	75.0%	68.1%	72.5%	70.5%	n/a	79.9%	84.2%	n/a	71.5%	73.0%
Finance & Management	47.6%	50.0%	53.3%	57.1%	66.7%	68.8%	71.4%	75.0%	68.8%	n/a	75.0%	87.5%	n/a	83.3%	68.8%
Financial Regulation	55.8%	78.7%	72.0%	76.9%	89.1%	86.7%	65.4%	80.9%	88.0%	n/a	85.1%	88.0%	n/a	87.0%	86.7%
Fish & Wildlife	38.9%	64.5%	70.1%	72.2%	79.0%	85.1%	61.1%	64.5%	70.1%	n/a	83.9%	89.6%	n/a	79.0%	80.6%
Forests, Parks & Recreation	63.6%	60.9%	45.6%	79.5%	81.8%	80.9%	86.0%	79.5%	73.5%	n/a	85.2%	89.7%	n/a	76.1%	77.9%
Health	47.3%	57.2%	62.1%	73.8%	71.4%	79.8%	72.9%	75.1%	79.8%	n/a	85.6%	89.7%	n/a	74.9%	80.8%
Human Resources	46.6%	50.7%	66.7%	74.1%	82.2%	85.3%	75.9%	78.1%	77.3%	n/a	83.6%	88.0%	n/a	80.8%	86.7%
Average	35.5%	40.9%	41.6%	62.4%	66.3%	69.2%	61.0%	64.6%	65.8%	n/a	77.1%	78.5%	n/a	71.7%	73.6%

Key

Q11. Morale in my department or agency is good.

Q12. The people I work with treat each other respectfully.

Q13. The people I work with care about me.

Q14. My fellow employees are committed to doing good work.

Q15. The employees in my work group work well together as a team.

Table 34 Relationships and Morale in your Organization by Department - 2013 - 2014 Engagement Surveys (Cont.)

Survey Items: Relationships and Morale in Your Organization															
Department	Q11.			Q12.			Q13.			Q14.			Q15.		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
	% Agree														
Human Services – CO	31.7%	58.4%	56.3%	66.1%	84.3%	78.6%	63.3%	75.3%	69.9%	n/a	85.4%	82.5%	n/a	84.1%	79.6%
Information and Innovation	45.7%	26.0%	10.9%	65.2%	58.9%	50.0%	60.9%	43.1%	48.4%	n/a	75.3%	65.6%	n/a	61.6%	57.8%
Labor	21.2%	31.5%	31.0%	45.9%	55.5%	57.5%	51.7%	55.3%	57.5%	n/a	70.1%	75.6%	n/a	56.4%	61.4%
Liquor Control	31.3%	37.5%	48.3%	43.8%	56.3%	62.1%	50.0%	50.0%	65.5%	n/a	68.8%	82.8%	n/a	68.8%	72.4%
Lottery Commission	57.1%	15.4%	58.3%	57.1%	84.6%	66.7%	85.7%	61.5%	50.0%	n/a	84.6%	100.0%	n/a	84.6%	100.0%
Mental Health	26.8%	43.4%	34.3%	70.7%	65.5%	61.9%	61.0%	67.1%	65.7%	n/a	78.3%	81.7%	n/a	73.5%	69.5%
Military	62.5%	76.9%	75.6%	68.8%	76.9%	70.7%	56.3%	73.1%	73.2%	n/a	88.5%	75.6%	n/a	84.6%	75.6%
Motor Vehicles	50.7%	45.0%	39.4%	65.2%	56.5%	64.6%	73.9%	60.6%	57.5%	n/a	63.3%	65.4%	n/a	62.4%	66.1%
Natural Resources – CO	40.5%	76.7%	44.0%	70.3%	86.7%	80.0%	54.1%	76.7%	80.0%	n/a	83.3%	92.0%	n/a	90.0%	84.0%
Public Safety	33.9%	30.2%	30.9%	67.6%	54.2%	67.6%	62.3%	50.3%	65.2%	n/a	71.9%	74.9%	n/a	67.2%	74.9%
Public Service Department	53.3%	54.2%	50.0%	73.3%	87.5%	70.0%	64.3%	70.8%	65.0%	n/a	91.7%	70.0%	n/a	79.2%	60.0%
Secretary of State	30.0%	40.0%	72.2%	50.0%	62.5%	77.8%	60.0%	67.5%	74.3%	n/a	82.5%	86.1%	n/a	72.5%	83.3%
Taxes	31.3%	36.9%	27.1%	68.8%	60.0%	54.3%	65.6%	58.5%	58.6%	n/a	78.5%	71.4%	n/a	75.4%	60.0%
Transportation (not DMV)	42.1%	39.1%	41.3%	63.8%	62.5%	71.4%	57.6%	55.2%	59.2%	n/a	65.7%	72.4%	n/a	63.8%	72.4%
Vermont Health Access	43.9%	47.6%	32.4%	75.4%	78.6%	78.4%	78.2%	81.0%	72.3%	n/a	85.7%	87.1%	n/a	78.6%	81.4%
Veterans' Home	22.4%	29.4%	20.6%	28.1%	33.3%	38.2%	25.9%	43.1%	32.4%	n/a	68.0%	70.6%	n/a	62.7%	70.6%
Average	35.5%	40.9%	41.6%	62.4%	66.3%	69.2%	61.0%	64.6%	65.8%	n/a	77.1%	78.5%	n/a	71.7%	73.6%

Key

Q11. Morale in my department or agency is good.

Q12. The people I work with treat each other respectfully.

Q13. The people I work with care about me.

Q14. My fellow employees are committed to doing good work.

Q15. The employees in my work group work well together as a team.

Table 34 Relationships and Morale in your Organization by Department - 2013 - 2014 Engagement Surveys (Cont.)

Survey Items: Relationships and Morale in Your Organization												
Department	Q16.			Q17.			Q18.			Q19.		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
	% Agree											
Agency of Administration	n/a	58.6%	38.5%	65.5%	65.5%	53.8%	72.4%	69.0%	72.0%	51.7%	55.2%	50.0%
Agriculture, Food & Markets	n/a	76.6%	65.3%	68.8%	79.7%	76.0%	68.8%	90.6%	79.7%	46.9%	60.9%	68.0%
Attorney General	n/a	75.7%	82.1%	90.4%	89.5%	86.6%	90.4%	81.6%	86.6%	80.8%	73.0%	79.1%
Buildings & General Services	n/a	56.5%	60.7%	67.5%	68.4%	79.8%	65.6%	72.9%	79.8%	46.4%	55.0%	56.6%
Children & Families	n/a	58.5%	55.2%	71.2%	72.4%	73.0%	76.3%	77.0%	78.4%	51.3%	54.9%	55.7%
Commerce & Community Dev.	n/a	53.3%	71.2%	75.0%	71.7%	78.8%	84.4%	82.6%	80.8%	53.1%	60.9%	71.2%
Corrections	n/a	50.5%	43.6%	57.5%	65.3%	64.2%	63.1%	70.1%	67.9%	40.8%	49.6%	50.1%
Defender General	n/a	69.0%	68.4%	89.5%	89.7%	84.2%	89.5%	93.1%	94.7%	73.7%	62.1%	52.6%
Disabilities, Aging & Ind. Liv.	n/a	67.5%	73.5%	84.8%	70.4%	81.4%	88.5%	79.5%	86.5%	63.8%	55.6%	63.5%
Education	n/a	47.1%	43.1%	55.1%	60.0%	58.3%	57.5%	63.1%	62.1%	38.3%	31.4%	44.8%
Environmental Conservation	n/a	64.2%	64.2%	74.2%	74.3%	80.8%	74.2%	76.3%	79.6%	45.7%	59.3%	55.0%
Finance & Management	n/a	66.7%	66.7%	66.7%	58.3%	68.8%	76.2%	66.7%	66.7%	47.6%	50.0%	50.0%
Financial Regulation	n/a	85.1%	81.3%	75.0%	93.6%	85.1%	84.6%	95.7%	86.7%	59.6%	78.7%	70.7%
Fish & Wildlife	n/a	61.3%	68.2%	75.0%	67.7%	77.6%	77.8%	72.1%	85.1%	63.9%	66.1%	71.6%
Forests, Parks & Recreation	n/a	75.0%	70.6%	84.1%	81.8%	86.8%	90.9%	84.1%	86.8%	63.6%	68.2%	70.6%
Health	n/a	63.7%	72.3%	78.3%	79.6%	82.9%	82.8%	80.8%	86.0%	62.4%	64.1%	72.1%
Human Resources	n/a	75.3%	77.3%	86.0%	88.9%	90.7%	86.0%	91.8%	89.2%	75.4%	76.7%	78.7%
Average	n/a	60.1%	61.4%	71.2%	72.4%	75.9%	74.5%	76.1%	78.9%	54.6%	56.0%	59.5%

Key

Q16. I feel I can communicate honestly and openly in my workplace.

Q17. Harassment is not tolerated in my workplace.

Q18. Discrimination is not tolerated in my workplace.

Q19. I am confident that any misconduct that I report will be handled properly.

Table 34 Relationships and Morale in your Organization by Department - 2013 - 2014 Engagement Surveys (Cont.)

Survey Items: Relationships and Morale in Your Organization												
Department	Q16.			Q17.			Q18.			Q19.		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
	% Agree											
Human Services – CO	n/a	73.0%	69.9%	74.2%	87.5%	78.6%	75.8%	88.8%	80.6%	51.2%	70.8%	68.0%
Information and Innovation	n/a	61.6%	53.1%	71.7%	63.9%	71.9%	71.7%	70.4%	76.6%	60.9%	40.3%	39.1%
Labor	n/a	49.1%	43.3%	56.2%	58.8%	63.0%	62.8%	63.0%	66.1%	39.7%	43.3%	40.9%
Liquor Control	n/a	62.5%	51.7%	75.0%	68.8%	75.9%	75.0%	68.8%	75.9%	43.8%	50.0%	58.6%
Lottery Commission	n/a	38.5%	100.0%	85.7%	76.9%	100.0%	92.9%	76.9%	91.7%	78.6%	61.5%	91.7%
Mental Health	n/a	67.5%	58.1%	78.0%	71.4%	65.7%	73.2%	73.8%	77.1%	61.0%	60.2%	54.8%
Military	n/a	73.1%	75.6%	62.5%	92.3%	87.8%	81.3%	96.2%	90.0%	56.3%	84.6%	78.0%
Motor Vehicles	n/a	58.7%	54.3%	79.7%	77.1%	76.2%	78.3%	75.2%	76.4%	50.7%	54.1%	55.9%
Natural Resources – CO	n/a	80.0%	76.0%	73.7%	79.3%	84.0%	73.7%	89.7%	84.0%	55.3%	66.7%	64.0%
Public Safety	n/a	56.5%	63.3%	75.0%	66.7%	74.4%	80.8%	71.2%	80.7%	64.9%	53.9%	62.3%
Public Service Department	n/a	62.5%	60.0%	100.0%	78.3%	60.0%	92.9%	79.2%	73.7%	66.7%	66.7%	50.0%
Secretary of State	n/a	55.0%	75.0%	63.2%	75.0%	88.6%	70.0%	85.0%	86.1%	40.0%	55.0%	69.4%
Taxes	n/a	56.9%	52.9%	78.1%	66.2%	70.0%	67.2%	69.2%	70.0%	65.6%	61.5%	54.3%
Transportation (not DMV)	n/a	55.4%	64.7%	71.1%	71.8%	77.5%	74.1%	73.3%	77.1%	55.7%	49.5%	56.7%
Vermont Health Access	n/a	68.3%	63.7%	66.7%	82.4%	84.3%	75.4%	82.4%	89.2%	57.1%	58.7%	61.8%
Veterans' Home	n/a	31.4%	38.2%	43.1%	56.9%	58.8%	50.0%	62.7%	61.8%	36.2%	34.7%	44.1%
Average	n/a	60.1%	61.4%	71.2%	72.4%	75.9%	74.5%	76.1%	78.9%	54.6%	56.0%	59.5%

Key

Q16. I feel I can communicate honestly and openly in my workplace.

Q17. Harassment is not tolerated in my workplace.

Q18. Discrimination is not tolerated in my workplace.

Q19. I am confident that any misconduct that I report will be handled properly.

Table 35 Your Supervisor by Department - 2013 and 2015 Engagement Surveys

Survey Items: Your Supervisor												
Department	Q20.			Q21.			Q22.			Q23.		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
	% Agree											
Agency of Administration	69.0%	65.5%	53.8%	58.6%	62.1%	50.0%	n/a	72.4%	57.7%	n/a	72.4%	50.0%
Agriculture, Food & Markets	71.9%	68.8%	65.3%	68.8%	64.1%	58.7%	n/a	81.3%	73.3%	n/a	67.2%	60.0%
Attorney General	80.8%	57.9%	83.6%	67.3%	68.4%	68.2%	n/a	73.7%	89.4%	n/a	65.8%	81.8%
Buildings & General Services	60.4%	61.5%	69.0%	51.0%	57.2%	62.2%	n/a	71.6%	78.5%	n/a	56.3%	60.2%
Children & Families	67.9%	66.8%	67.3%	59.9%	62.1%	62.1%	n/a	72.6%	72.1%	n/a	62.7%	60.2%
Commerce & Community Dev.	75.0%	60.9%	69.2%	56.3%	57.8%	61.5%	n/a	67.4%	82.7%	n/a	65.2%	73.1%
Corrections	59.5%	65.8%	63.7%	49.6%	57.6%	55.6%	n/a	70.8%	67.6%	n/a	57.5%	52.0%
Defender General	89.5%	86.2%	68.4%	78.9%	69.0%	52.6%	n/a	75.9%	68.4%	n/a	72.4%	63.2%
Disabilities, Aging & Ind. Liv.	77.7%	77.7%	79.5%	68.3%	72.8%	75.5%	n/a	78.5%	86.5%	n/a	72.3%	76.0%
Education	54.2%	41.9%	56.5%	46.7%	37.2%	51.7%	n/a	62.8%	66.4%	n/a	41.9%	51.7%
Environmental Conservation	66.7%	70.4%	69.1%	55.9%	59.8%	59.2%	n/a	74.9%	70.4%	n/a	60.7%	63.8%
Finance & Management	66.7%	50.0%	62.5%	47.6%	41.7%	43.8%	n/a	66.7%	75.0%	n/a	50.0%	68.8%
Financial Regulation	76.9%	91.5%	86.7%	72.5%	83.0%	73.3%	n/a	95.7%	92.0%	n/a	83.0%	74.7%
Fish & Wildlife	58.3%	64.5%	73.1%	47.2%	51.6%	59.7%	n/a	72.6%	79.1%	n/a	49.2%	65.7%
Forests, Parks & Recreation	68.2%	71.6%	70.6%	61.4%	56.8%	47.1%	n/a	78.4%	80.9%	n/a	67.4%	61.8%
Health	75.1%	73.4%	77.6%	67.4%	66.7%	72.4%	n/a	73.4%	79.8%	n/a	66.8%	72.8%
Human Resources	58.9%	71.2%	69.3%	50.9%	67.1%	65.3%	n/a	83.6%	76.0%	n/a	65.8%	70.7%
Average	66.1%	67.2%	68.6%	57.7%	59.6%	61.1%	n/a	73.2%	73.8%	n/a	61.2%	62.1%

Key

Q20. My supervisor clearly explains my job performance expectations.

Q21. My supervisor regularly provides me with timely and useful feedback.

Q22. My supervisor gives me an opportunity to do my best work.

Q23. I am satisfied with the recognition I receive from my supervisor for my work.

Table 35 Your Supervisor by Department - 2013 and 2015 Engagement Surveys (Cont.)

Survey Items: Your Supervisor												
Department	Q20.			Q21.			Q22.			Q23.		
	FY '13 % Agree	FY '14 % Agree	FY '15 % Agree	FY '13 % Agree	FY '14 % Agree	FY '15 % Agree	FY '13 % Agree	FY '14 % Agree	FY '15 % Agree	FY '13 % Agree	FY '14 % Agree	FY '15 % Agree
Human Services – CO	55.4%	69.3%	63.7%	50.4%	62.1%	65.7%	n/a	83.1%	69.6%	n/a	70.5%	61.8%
Information and Innovation	56.5%	47.9%	53.1%	50.0%	45.2%	48.4%	n/a	60.3%	62.5%	n/a	47.9%	43.8%
Labor	46.6%	58.5%	58.3%	39.7%	48.5%	41.7%	n/a	65.5%	61.4%	n/a	49.1%	40.9%
Liquor Control	56.3%	56.3%	72.4%	43.8%	43.8%	65.5%	n/a	62.5%	79.3%	n/a	50.0%	69.0%
Lottery Commission	85.7%	53.8%	83.3%	85.7%	46.2%	83.3%	n/a	46.2%	91.7%	n/a	38.5%	91.7%
Mental Health	53.7%	72.6%	63.2%	53.7%	61.9%	53.8%	n/a	75.0%	68.9%	n/a	66.7%	52.8%
Military	68.8%	84.6%	85.0%	56.3%	73.1%	65.9%	n/a	88.5%	90.2%	n/a	84.6%	61.0%
Motor Vehicles	72.5%	71.6%	70.9%	62.3%	64.2%	61.4%	n/a	75.0%	72.4%	n/a	63.3%	63.0%
Natural Resources – CO	68.4%	83.3%	76.0%	56.8%	66.7%	84.0%	n/a	86.7%	84.0%	n/a	80.0%	80.0%
Public Safety	70.6%	62.8%	63.3%	61.2%	50.5%	56.0%	n/a	71.4%	69.6%	n/a	50.8%	61.8%
Public Service Department	78.6%	83.3%	50.0%	60.0%	83.3%	45.0%	n/a	83.3%	75.0%	n/a	79.2%	55.0%
Secretary of State	70.0%	71.8%	72.2%	80.0%	66.7%	63.9%	n/a	76.9%	77.8%	n/a	64.1%	66.7%
Taxes	67.2%	67.7%	58.6%	60.9%	53.8%	50.0%	n/a	66.2%	61.4%	n/a	52.3%	51.4%
Transportation (not DMV)	70.1%	65.7%	71.8%	62.5%	54.2%	64.3%	n/a	71.1%	75.4%	n/a	57.4%	63.0%
Vermont Health Access	66.7%	72.0%	67.6%	61.4%	68.0%	63.7%	n/a	80.0%	69.6%	n/a	72.0%	64.4%
Veterans' Home	43.6%	54.9%	52.9%	32.7%	39.2%	32.4%	n/a	54.9%	47.1%	n/a	43.1%	38.2%
Average	66.1%	67.2%	68.6%	57.7%	59.6%	61.1%	n/a	73.2%	73.8%	n/a	61.2%	62.1%

Key

Q20. My supervisor clearly explains my job performance expectations.

Q21. My supervisor regularly provides me with timely and useful feedback.

Q22. My supervisor gives me an opportunity to do my best work.

Q23. I am satisfied with the recognition I receive from my supervisor for my work.

Table 35 Your Supervisor by Department - 2013 and 2015 Engagement Surveys (Cont.)

Survey Items: Your Supervisor												
Department	Q24.			Q25.			Q26.			Q27.		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
	% Agree											
Agency of Administration	75.9%	75.9%	65.4%	65.5%	79.3%	73.1%	n/a	65.5%	46.2%	n/a	79.3%	50.0%
Agriculture, Food & Markets	78.1%	75.0%	66.7%	84.4%	81.3%	73.3%	n/a	67.2%	59.5%	n/a	75.0%	64.0%
Attorney General	84.6%	76.3%	85.1%	84.6%	81.6%	83.6%	n/a	65.8%	78.8%	n/a	63.2%	78.8%
Buildings & General Services	61.0%	62.8%	71.5%	63.6%	64.9%	74.3%	n/a	58.2%	68.6%	n/a	55.8%	55.0%
Children & Families	75.1%	71.2%	66.7%	79.4%	75.5%	76.1%	n/a	62.2%	64.6%	n/a	61.2%	62.2%
Commerce & Community Dev.	78.1%	65.2%	76.9%	81.3%	78.3%	78.8%	n/a	60.9%	69.2%	n/a	50.0%	69.2%
Corrections	61.9%	66.5%	61.4%	59.5%	67.4%	65.1%	n/a	60.6%	55.7%	n/a	61.1%	56.7%
Defender General	84.2%	72.4%	68.4%	94.7%	89.7%	89.5%	n/a	69.0%	63.2%	n/a	72.4%	73.7%
Disabilities, Aging & Ind. Liv.	82.5%	78.6%	82.5%	89.2%	81.1%	88.0%	n/a	74.0%	74.9%	n/a	74.8%	79.0%
Education	55.1%	55.8%	62.1%	66.4%	61.6%	73.3%	n/a	50.6%	54.8%	n/a	55.3%	57.8%
Environmental Conservation	77.4%	80.4%	77.6%	80.6%	80.4%	76.7%	n/a	63.7%	60.3%	n/a	64.8%	58.6%
Finance & Management	52.4%	75.0%	68.8%	85.0%	91.7%	81.3%	n/a	41.7%	62.5%	n/a	50.0%	68.8%
Financial Regulation	78.4%	87.2%	85.1%	82.4%	91.5%	84.0%	n/a	87.2%	84.0%	n/a	91.5%	85.3%
Fish & Wildlife	75.0%	71.0%	85.1%	72.2%	74.2%	81.8%	n/a	64.5%	70.1%	n/a	59.7%	68.7%
Forests, Parks & Recreation	79.5%	78.2%	77.9%	81.8%	86.2%	76.5%	n/a	70.5%	63.2%	n/a	72.7%	69.1%
Health	80.5%	76.7%	79.1%	81.2%	80.1%	84.5%	n/a	67.9%	72.1%	n/a	69.0%	75.5%
Human Resources	73.7%	86.3%	82.7%	73.7%	84.9%	81.3%	n/a	72.6%	72.0%	n/a	67.1%	69.3%
Average	70.3%	70.6%	71.0%	72.6%	74.0%	75.2%	n/a	63.2%	64.0%	n/a	63.2%	64.7%

Key

Q24. My supervisor treats employees fairly and respectfully.

Q25. My supervisor seems to care about me as a person.

Q26. My supervisor provides the help I need to improve my job performance.

Q27. I have an opportunity to learn and grow professionally.

Table 35 Your Supervisor by Department - 2013 and 2015 Engagement Surveys (Cont.)

Survey Items: Your Supervisor												
Department	Q24.			Q25.			Q26.			Q27.		
	FY '13 % Agree	FY '14 % Agree	FY '15 % Agree	FY '13 % Agree	FY '14 % Agree	FY '15 % Agree	FY '13 % Agree	FY '14 % Agree	FY '15 % Agree	FY '13 % Agree	FY '14 % Agree	FY '15 % Agree
Human Services – CO	65.5%	84.1%	72.5%	69.2%	77.3%	75.2%	n/a	70.5%	63.7%	n/a	71.9%	72.5%
Information and Innovation	69.6%	62.5%	57.8%	60.9%	54.8%	67.2%	n/a	50.7%	50.0%	n/a	47.9%	45.3%
Labor	54.1%	56.4%	52.0%	61.4%	67.1%	64.8%	n/a	49.7%	44.9%	n/a	47.6%	46.5%
Liquor Control	62.5%	50.0%	69.0%	81.3%	75.0%	72.4%	n/a	62.5%	55.2%	n/a	56.3%	62.1%
Lottery Commission	78.6%	53.8%	91.7%	85.7%	69.2%	91.7%	n/a	53.8%	91.7%	n/a	61.5%	83.3%
Mental Health	63.4%	76.2%	69.8%	70.0%	79.8%	70.8%	n/a	75.0%	57.5%	n/a	69.0%	58.5%
Military	81.3%	84.6%	73.2%	81.3%	84.6%	78.0%	n/a	84.0%	68.3%	n/a	80.8%	75.6%
Motor Vehicles	73.9%	66.1%	66.9%	73.9%	77.1%	70.1%	n/a	67.0%	67.7%	n/a	58.7%	64.6%
Natural Resources – CO	68.4%	80.0%	84.0%	81.6%	83.3%	88.0%	n/a	73.3%	80.0%	n/a	72.4%	72.0%
Public Safety	71.0%	63.4%	73.4%	69.3%	69.8%	74.9%	n/a	55.2%	64.1%	n/a	60.9%	62.6%
Public Service Department	85.7%	79.2%	65.0%	78.6%	79.2%	52.6%	n/a	83.3%	50.0%	n/a	79.2%	55.0%
Secretary of State	70.0%	74.4%	82.9%	75.0%	71.8%	80.6%	n/a	69.2%	72.2%	n/a	69.2%	77.8%
Taxes	70.3%	67.7%	58.6%	75.0%	67.7%	67.1%	n/a	55.4%	52.9%	n/a	61.5%	54.3%
Transportation (not DMV)	71.6%	65.9%	72.7%	72.7%	67.0%	73.5%	n/a	59.9%	64.9%	n/a	61.9%	68.7%
Vermont Health Access	76.8%	77.6%	68.6%	71.4%	86.4%	74.5%	n/a	72.0%	67.6%	n/a	68.0%	62.7%
Veterans' Home	34.5%	52.9%	41.2%	36.4%	51.0%	47.1%	n/a	39.2%	38.2%	n/a	43.1%	35.3%
Average	70.3%	70.6%	71.0%	72.6%	74.0%	75.2%	n/a	63.2%	64.0%	n/a	63.2%	64.7%

Key

Q24. My supervisor treats employees fairly and respectfully.

Q25. My supervisor seems to care about me as a person.

Q26. My supervisor provides the help I need to improve my job performance.

Q27. I have an opportunity to learn and grow professionally.

Table 35 Your Supervisor by Department - 2013 and 2015 Engagement Surveys (Cont.)

Survey Items: Your Supervisor												
Department	Q28.			Q29.			Q30.			Q31.		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
	% Agree											
Agency of Administration	n/a	69.0%	38.5%	n/a	48.3%	46.2%	61.5%	50.0%	42.3%	n/a	55.2%	42.3%
Agriculture, Food & Markets	n/a	59.4%	56.0%	n/a	51.6%	44.6%	38.7%	68.3%	56.0%	n/a	68.3%	56.0%
Attorney General	n/a	37.8%	61.2%	n/a	18.4%	35.8%	40.0%	34.2%	41.8%	n/a	45.9%	49.3%
Buildings & General Services	n/a	59.9%	64.3%	n/a	31.3%	36.0%	63.2%	53.4%	57.0%	n/a	48.5%	56.1%
Children & Families	n/a	56.0%	60.5%	n/a	37.8%	38.1%	42.3%	47.4%	57.8%	n/a	43.8%	52.4%
Commerce & Community Dev.	n/a	45.7%	51.9%	n/a	37.8%	38.5%	65.6%	62.2%	55.8%	n/a	47.8%	57.7%
Corrections	n/a	62.7%	56.6%	n/a	33.9%	31.9%	40.2%	58.3%	60.8%	n/a	55.6%	52.5%
Defender General	n/a	62.1%	57.9%	n/a	41.4%	31.6%	84.2%	79.3%	52.6%	n/a	69.0%	47.4%
Disabilities, Aging & Ind. Liv.	n/a	67.3%	69.2%	n/a	50.2%	57.0%	64.1%	59.6%	66.3%	n/a	65.5%	72.0%
Education	n/a	50.0%	42.1%	n/a	26.7%	28.1%	30.8%	35.3%	43.4%	n/a	27.4%	41.2%
Environmental Conservation	n/a	48.6%	49.3%	n/a	34.1%	35.3%	55.4%	67.4%	74.3%	n/a	59.6%	65.1%
Finance & Management	n/a	41.7%	68.8%	n/a	8.3%	37.5%	21.1%	25.0%	31.3%	n/a	25.0%	31.3%
Financial Regulation	n/a	83.0%	83.8%	n/a	76.6%	70.7%	68.6%	68.1%	73.3%	n/a	76.6%	72.0%
Fish & Wildlife	n/a	66.1%	62.7%	n/a	27.9%	32.8%	61.8%	80.6%	71.6%	n/a	57.4%	68.2%
Forests, Parks & Recreation	n/a	69.3%	50.0%	n/a	43.2%	35.3%	79.5%	78.2%	70.1%	n/a	76.7%	74.6%
Health	n/a	66.7%	71.4%	n/a	46.8%	49.5%	82.2%	75.4%	84.2%	n/a	64.9%	74.5%
Human Resources	n/a	58.9%	58.7%	n/a	39.7%	46.7%	37.5%	38.9%	35.6%	n/a	43.7%	46.6%
Average	n/a	59.8%	61.6%	n/a	37.5%	41.0%	55.9%	57.3%	62.8%	n/a	53.5%	57.9%

Key

Q28. I receive the training I need to perform my job.

Q29. My supervisor and I discuss and plan my career development.

Q30. My performance evaluations are completed annually.

Q31. The standards used to evaluate my performance are fair.

Table 35 Your Supervisor by Department - 2013 and 2015 Engagement Surveys (Cont.)

Survey Items: Your Supervisor												
Department	Q28.			Q29.			Q30.			Q31.		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
	% Agree											
Human Services – CO	n/a	55.7%	54.9%	n/a	53.4%	41.2%	34.5%	50.0%	59.8%	n/a	53.4%	53.9%
Information and Innovation	n/a	40.3%	37.5%	n/a	26.4%	28.1%	30.4%	16.4%	23.4%	n/a	29.6%	34.4%
Labor	n/a	45.7%	49.6%	n/a	26.1%	27.6%	19.2%	25.2%	19.7%	n/a	27.6%	24.0%
Liquor Control	n/a	68.8%	72.4%	n/a	18.8%	37.9%	50.0%	50.0%	53.6%	n/a	50.0%	53.6%
Lottery Commission	n/a	61.5%	91.7%	n/a	15.4%	50.0%	71.4%	53.8%	83.3%	n/a	66.7%	75.0%
Mental Health	n/a	59.5%	64.2%	n/a	38.6%	30.2%	14.6%	45.1%	54.3%	n/a	48.8%	43.8%
Military	n/a	80.8%	78.0%	n/a	50.0%	56.1%	43.8%	57.7%	63.4%	n/a	73.1%	73.2%
Motor Vehicles	n/a	66.7%	66.1%	n/a	34.9%	40.9%	91.3%	89.0%	85.8%	n/a	68.8%	65.4%
Natural Resources – CO	n/a	70.0%	60.0%	n/a	50.0%	60.0%	55.6%	70.0%	80.0%	n/a	60.0%	76.0%
Public Safety	n/a	64.6%	65.9%	n/a	29.2%	41.5%	53.9%	44.2%	50.7%	n/a	42.3%	47.8%
Public Service Department	n/a	70.8%	57.9%	n/a	54.2%	30.0%	53.3%	41.7%	45.0%	n/a	54.2%	25.0%
Secretary of State	n/a	65.8%	61.1%	n/a	46.2%	44.4%	78.9%	74.4%	66.7%	n/a	64.1%	80.6%
Taxes	n/a	50.8%	48.6%	n/a	30.8%	28.6%	45.3%	40.6%	37.7%	n/a	43.1%	37.7%
Transportation (not DMV)	n/a	65.3%	70.5%	n/a	38.6%	51.6%	83.1%	85.8%	85.4%	n/a	66.6%	68.4%
Vermont Health Access	n/a	66.4%	57.8%	n/a	47.2%	43.1%	56.4%	50.4%	67.3%	n/a	52.8%	67.3%
Veterans' Home	n/a	49.0%	38.2%	n/a	21.6%	20.6%	43.6%	60.8%	47.1%	n/a	53.2%	52.9%
Average	n/a	59.8%	61.6%	n/a	37.5%	41.0%	55.9%	57.3%	62.8%	n/a	53.5%	57.9%

Key

Q28. I receive the training I need to perform my job.

Q29. My supervisor and I discuss and plan my career development.

Q30. My performance evaluations are completed annually.

Q31. The standards used to evaluate my performance are fair.

Table 36 Workload, Staffing and Resources by Department - 2013 and 2015 Engagement Surveys

Survey Items: Workload, Staffing and Resources												
Department	Q32.			Q33.			Q34.			Q35.		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
	% Agree											
Agency of Administration	48.3%	55.2%	23.1%	55.2%	65.5%	57.7%	62.1%	82.8%	57.7%	n/a	58.6%	42.3%
Agriculture, Food & Markets	31.3%	37.5%	28.9%	37.5%	56.3%	50.0%	43.8%	65.6%	56.6%	n/a	48.4%	59.2%
Attorney General	36.5%	23.7%	44.8%	63.5%	50.0%	53.7%	69.2%	57.9%	71.6%	n/a	36.8%	50.7%
Buildings & General Services	42.2%	38.0%	29.1%	58.4%	57.7%	61.3%	56.2%	62.3%	70.5%	n/a	61.1%	64.7%
Children & Families	18.0%	20.7%	18.2%	32.7%	33.8%	36.0%	41.7%	43.0%	47.8%	n/a	41.2%	45.7%
Commerce & Community Dev.	18.8%	21.7%	32.7%	46.9%	42.2%	55.8%	46.9%	50.0%	65.4%	n/a	45.7%	63.5%
Corrections	29.2%	21.2%	17.1%	45.7%	44.7%	44.9%	41.1%	48.0%	42.3%	n/a	47.1%	45.1%
Defender General	26.3%	20.7%	15.8%	52.6%	57.1%	31.6%	63.2%	65.5%	31.6%	n/a	69.0%	42.1%
Disabilities, Aging & Ind. Liv.	28.8%	25.6%	28.5%	37.5%	42.0%	48.0%	53.3%	52.9%	61.5%	n/a	51.2%	57.0%
Education	21.2%	29.1%	15.5%	50.5%	44.7%	38.8%	50.5%	59.3%	46.6%	n/a	45.9%	38.8%
Environmental Conservation	15.2%	29.4%	20.5%	41.3%	47.2%	36.2%	47.3%	62.4%	62.3%	n/a	51.7%	43.3%
Finance & Management	60.0%	33.3%	31.3%	75.0%	41.7%	43.8%	70.0%	58.3%	50.0%	n/a	66.7%	50.0%
Financial Regulation	68.6%	80.9%	66.7%	80.4%	83.0%	80.0%	84.3%	91.5%	92.0%	n/a	87.2%	88.0%
Fish & Wildlife	19.4%	29.0%	28.4%	38.9%	40.3%	58.2%	41.7%	54.1%	62.7%	n/a	51.6%	71.6%
Forests, Parks & Recreation	9.1%	5.7%	7.4%	29.5%	34.5%	27.9%	68.2%	57.5%	52.9%	n/a	39.1%	30.9%
Health	35.7%	41.3%	35.2%	56.6%	57.6%	55.4%	65.6%	61.7%	65.0%	n/a	59.8%	63.7%
Human Resources	26.8%	19.4%	32.0%	50.0%	50.7%	53.3%	62.5%	61.6%	68.0%	n/a	53.4%	60.0%
Average	32.2%	30.1%	26.8%	50.8%	49.5%	50.0%	54.0%	57.1%	58.2%	n/a	53.0%	54.6%

Key

Q32. My Agency or Department has the staffing necessary to achieve its mission.

Q33. The amount of work I am expected to perform is reasonable.

Q34. My job allows a good balance between work and my personal life.

Q35. I have the resources to do my job well.

Table 36 Workload, Staffing and Resources by Department - 2013 and 2015 Engagement Surveys (Cont.)

Survey Items: Workload, Staffing and Resources												
Department	Q32.			Q33.			Q34.			Q35.		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
	% Agree	% Agree	% Agree	% Agree								
Human Services – CO	22.2%	28.1%	28.2%	36.8%	55.1%	55.3%	52.5%	67.4%	66.0%	n/a	48.3%	54.4%
Information and Innovation	33.3%	28.8%	21.9%	51.1%	47.9%	54.7%	80.0%	67.1%	71.9%	n/a	52.1%	50.0%
Labor	24.8%	29.3%	24.6%	45.5%	57.6%	51.2%	55.2%	62.2%	54.3%	n/a	59.8%	57.5%
Liquor Control	12.5%	18.8%	31.0%	50.0%	50.0%	55.2%	43.8%	43.8%	58.6%	n/a	62.5%	51.7%
Lottery Commission	71.4%	38.5%	33.3%	71.4%	46.2%	66.7%	64.3%	53.8%	83.3%	n/a	53.8%	83.3%
Mental Health	34.1%	29.8%	29.2%	68.3%	58.3%	65.1%	36.6%	58.3%	56.6%	n/a	54.8%	57.5%
Military	43.8%	50.0%	51.2%	62.5%	69.2%	68.3%	68.8%	80.8%	75.6%	n/a	92.0%	73.2%
Motor Vehicles	56.9%	36.7%	26.0%	64.6%	63.3%	55.9%	67.7%	61.5%	61.4%	n/a	70.6%	61.4%
Natural Resources – CO	44.4%	43.3%	16.0%	50.0%	55.2%	44.0%	57.9%	70.0%	64.0%	n/a	66.7%	68.0%
Public Safety	20.3%	19.8%	13.0%	47.3%	42.7%	40.9%	43.9%	44.8%	43.3%	n/a	51.0%	47.6%
Public Service Department	33.3%	41.7%	40.0%	40.0%	54.2%	50.0%	50.0%	50.0%	40.0%	n/a	50.0%	60.0%
Secretary of State	40.0%	52.5%	58.3%	45.0%	65.0%	69.4%	73.7%	79.5%	75.0%	n/a	65.0%	63.9%
Taxes	15.6%	27.7%	14.3%	39.7%	46.2%	30.0%	50.0%	60.0%	54.3%	n/a	55.4%	52.9%
Transportation (not DMV)	46.9%	38.8%	36.3%	66.5%	56.6%	59.3%	59.3%	61.4%	63.5%	n/a	58.8%	60.0%
Vermont Health Access	43.6%	37.3%	25.5%	56.4%	54.0%	52.0%	61.8%	66.7%	66.7%	n/a	54.0%	52.0%
Veterans' Home	20.4%	31.4%	29.4%	27.8%	41.2%	47.1%	24.1%	51.0%	38.2%	n/a	49.0%	26.5%
Average	32.2%	30.1%	26.8%	50.8%	49.5%	50.0%	54.0%	57.1%	58.2%	n/a	53.0%	54.6%

Key

Q32. My Agency or Department has the staffing necessary to achieve its mission.

Q33. The amount of work I am expected to perform is reasonable.

Q34. My job allows a good balance between work and my personal life.

Q35. I have the resources to do my job well.

Table 36 Workload, Staffing and Resources by Department - 2013 and 2015 Engagement Surveys (Cont.)

Survey Items: Workload, Staffing and Resources									
Department	Q36.			Q37.			Q38.		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
	% Agree								
Agency of Administration	n/a	72.4%	61.5%	n/a	82.8%	65.4%	72.4%	93.1%	73.1%
Agriculture, Food & Markets	n/a	46.0%	50.0%	n/a	82.8%	80.3%	75.0%	87.5%	78.9%
Attorney General	n/a	31.6%	44.8%	n/a	78.9%	88.1%	98.1%	94.7%	94.0%
Buildings & General Services	n/a	65.9%	67.1%	n/a	78.4%	78.6%	72.1%	68.3%	72.3%
Children & Families	n/a	27.6%	37.2%	n/a	66.0%	68.7%	69.9%	69.1%	60.8%
Commerce & Community Dev.	n/a	65.2%	57.7%	n/a	63.0%	59.6%	84.4%	88.9%	78.8%
Corrections	n/a	33.7%	39.0%	n/a	69.0%	72.5%	62.1%	66.9%	55.3%
Defender General	n/a	62.1%	55.6%	n/a	79.3%	73.7%	68.4%	82.8%	78.9%
Disabilities, Aging & Ind. Liv.	n/a	49.5%	54.8%	n/a	80.1%	82.0%	80.8%	83.5%	78.0%
Education	n/a	48.8%	42.2%	n/a	69.8%	67.2%	73.3%	70.9%	36.2%
Environmental Conservation	n/a	44.4%	35.1%	n/a	51.7%	57.6%	76.9%	79.7%	68.9%
Finance & Management	n/a	50.0%	62.5%	n/a	75.0%	75.0%	90.0%	75.0%	62.5%
Financial Regulation	n/a	73.9%	79.7%	n/a	93.6%	89.3%	68.6%	95.7%	93.3%
Fish & Wildlife	n/a	50.0%	64.2%	n/a	75.8%	77.6%	63.9%	74.2%	76.1%
Forests, Parks & Recreation	n/a	54.0%	45.6%	n/a	83.0%	80.6%	79.1%	86.4%	85.3%
Health	n/a	49.3%	55.6%	n/a	78.9%	85.5%	81.8%	86.7%	85.0%
Human Resources	n/a	47.9%	53.3%	n/a	84.9%	85.3%	85.7%	87.5%	89.3%
Average	n/a	48.8%	52.4%	n/a	73.7%	76.8%	73.7%	76.9%	72.3%

Key

Q36. My Agency or Department has the technology needed to get the work done.

Q37. My physical working environment is reasonable for my type of work.

Q38. I feel safe and secure in my work environment.

Table 36 Workload, Staffing and Resources by Department - 2013 and 2015 Engagement Surveys (Cont.)

Survey Items: Workload, Staffing and Resources									
Department	Q36.			Q37.			Q38.		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
Department	% Agree								
Human Services – CO	n/a	41.6%	48.5%	n/a	78.7%	81.6%	72.0%	83.1%	70.9%
Information and Innovation	n/a	63.0%	71.9%	n/a	87.7%	84.4%	86.7%	84.9%	85.9%
Labor	n/a	44.2%	46.5%	n/a	72.7%	70.9%	57.6%	70.1%	59.8%
Liquor Control	n/a	25.0%	48.3%	n/a	87.5%	86.2%	68.8%	81.3%	72.4%
Lottery Commission	n/a	53.8%	75.0%	n/a	69.2%	91.7%	92.9%	84.6%	91.7%
Mental Health	n/a	50.0%	53.8%	n/a	72.3%	68.9%	59.0%	69.0%	68.9%
Military	n/a	92.3%	73.2%	n/a	96.2%	87.8%	75.0%	96.2%	87.5%
Motor Vehicles	n/a	54.6%	52.0%	n/a	76.1%	74.8%	80.0%	78.9%	70.1%
Natural Resources – CO	n/a	60.0%	52.0%	n/a	66.7%	68.0%	73.7%	93.3%	88.0%
Public Safety	n/a	55.3%	56.5%	n/a	75.0%	77.4%	77.5%	73.8%	77.9%
Public Service Department	n/a	54.2%	50.0%	n/a	83.3%	90.0%	93.3%	79.2%	70.0%
Secretary of State	n/a	66.7%	51.4%	n/a	82.5%	86.1%	83.3%	80.0%	77.8%
Taxes	n/a	55.4%	52.9%	n/a	81.5%	78.6%	78.1%	81.5%	71.4%
Transportation (not DMV)	n/a	70.7%	66.8%	n/a	70.3%	80.2%	72.4%	74.5%	78.0%
Vermont Health Access	n/a	48.4%	52.9%	n/a	84.0%	83.3%	83.6%	89.6%	85.3%
Veterans' Home	n/a	40.0%	32.4%	n/a	64.7%	55.9%	51.9%	62.7%	52.9%
Average	n/a	48.8%	52.4%	n/a	73.7%	76.8%	73.7%	76.9%	72.3%

Key

Q36. My Agency or Department has the technology needed to get the work done.

Q37. My physical working environment is reasonable for my type of work.

Q38. I feel safe and secure in my work environment.

Table 37 Compensation and Benefits by Department - 2013 and 2015 Engagement Surveys

Survey Items: Compensation and Benefits												
Department	Q39.			Q40.			Q41.			Q42.		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
	% Agree											
Agency of Administration	34.5%	69.0%	53.8%	72.4%	75.9%	69.2%	53.6%	58.6%	46.2%	75.9%	89.7%	84.6%
Agriculture, Food & Markets	43.8%	50.0%	59.2%	75.0%	70.3%	67.1%	59.4%	56.3%	46.1%	78.1%	73.4%	71.1%
Attorney General	46.2%	39.5%	43.3%	82.7%	63.2%	64.2%	59.6%	52.6%	56.7%	80.8%	84.2%	82.1%
Buildings & General Services	41.6%	45.2%	42.8%	74.0%	71.2%	66.5%	43.8%	47.1%	50.3%	73.9%	74.5%	74.0%
Children & Families	47.5%	53.3%	52.5%	82.6%	80.7%	77.7%	59.2%	61.8%	62.5%	77.0%	76.9%	77.1%
Commerce & Community Dev.	46.9%	58.7%	59.6%	84.4%	76.1%	61.5%	50.0%	47.8%	50.0%	84.4%	84.8%	82.7%
Corrections	45.7%	59.9%	54.3%	81.0%	78.9%	72.5%	59.7%	67.4%	63.0%	75.6%	73.8%	70.8%
Defender General	52.6%	62.1%	52.6%	78.9%	89.7%	63.2%	47.4%	69.0%	47.4%	78.9%	86.2%	73.7%
Disabilities, Aging & Ind. Liv.	58.7%	64.6%	68.0%	78.1%	79.2%	74.5%	63.8%	69.6%	70.0%	77.9%	78.7%	82.0%
Education	49.5%	51.2%	50.9%	75.2%	75.6%	59.5%	42.9%	44.2%	36.2%	72.4%	79.1%	79.3%
Environmental Conservation	42.4%	52.8%	49.7%	67.4%	80.3%	60.9%	53.8%	57.3%	48.3%	79.3%	78.5%	74.8%
Finance & Management	55.0%	66.7%	56.3%	75.0%	83.3%	75.0%	55.0%	50.0%	56.3%	85.0%	91.7%	87.5%
Financial Regulation	64.7%	70.2%	80.0%	76.5%	93.6%	84.0%	62.7%	76.6%	78.7%	92.0%	95.7%	93.3%
Fish & Wildlife	58.3%	58.1%	58.2%	77.8%	75.8%	71.6%	52.8%	64.5%	59.7%	68.6%	72.1%	69.7%
Forests, Parks & Recreation	54.5%	58.6%	50.0%	70.5%	80.2%	48.5%	47.7%	50.6%	39.7%	81.8%	83.5%	73.5%
Health	45.7%	52.0%	54.2%	77.4%	73.1%	69.4%	47.1%	52.6%	53.6%	83.7%	80.0%	80.7%
Human Resources	55.4%	60.3%	74.7%	87.5%	84.9%	77.3%	64.3%	60.3%	64.0%	91.1%	89.0%	94.7%
Average	47.9%	56.1%	55.7%	77.6%	78.0%	71.5%	56.2%	59.1%	58.1%	78.3%	78.3%	77.6%

Key

Q39. I am paid fairly for the work I do.

Q40. I feel that working for the State of Vermont provides me with good job security.

Q41. I feel that working for the State of Vermont provides me with a solid career path.

Q42. I understand my benefit plans.

Table 37 Compensation and Benefits by Department - 2013 and 2015 Engagement Surveys (Cont.)

Survey Items: Compensation and Benefits												
Department	Q39.			Q40.			Q41.			Q42.		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
Department	% Agree											
Human Services – CO	50.0%	64.0%	67.0%	73.5%	75.0%	73.8%	49.2%	64.8%	62.1%	83.9%	83.1%	79.6%
Information and Innovation	28.9%	48.6%	37.5%	84.4%	80.8%	73.4%	48.9%	46.6%	37.5%	71.1%	80.8%	78.1%
Labor	46.5%	61.6%	59.8%	68.1%	76.2%	67.7%	49.3%	57.3%	54.3%	77.8%	73.0%	75.6%
Liquor Control	37.5%	37.5%	58.6%	81.3%	68.8%	72.4%	56.3%	56.3%	69.0%	75.0%	81.3%	82.8%
Lottery Commission	35.7%	46.2%	50.0%	78.6%	76.9%	75.0%	85.7%	69.2%	58.3%	64.3%	76.9%	83.3%
Mental Health	48.8%	65.5%	61.3%	78.0%	79.8%	83.0%	56.1%	64.3%	60.4%	70.7%	81.0%	82.1%
Military	43.8%	57.7%	68.3%	93.8%	84.6%	68.3%	68.8%	76.9%	75.6%	87.5%	88.5%	78.0%
Motor Vehicles	56.9%	58.7%	55.6%	84.6%	81.7%	78.0%	69.2%	56.9%	63.8%	70.8%	70.6%	63.8%
Natural Resources – CO	36.8%	63.3%	52.0%	68.4%	76.7%	80.0%	52.6%	80.0%	68.0%	81.1%	73.3%	88.0%
Public Safety	47.5%	55.5%	54.8%	79.2%	82.7%	76.4%	62.8%	62.8%	61.1%	76.8%	76.0%	80.1%
Public Service Department	26.7%	50.0%	55.0%	73.3%	62.5%	55.0%	60.0%	45.8%	35.0%	80.0%	70.8%	65.0%
Secretary of State	50.0%	50.0%	69.4%	80.0%	87.5%	80.6%	60.0%	55.0%	77.8%	73.7%	75.0%	80.6%
Taxes	42.2%	49.2%	51.4%	67.2%	70.8%	50.0%	43.8%	49.2%	47.1%	79.7%	83.1%	81.4%
Transportation (not DMV)	47.9%	53.7%	52.6%	79.3%	78.1%	75.4%	60.5%	57.2%	62.4%	78.4%	81.0%	76.2%
Vermont Health Access	52.7%	60.3%	58.8%	67.3%	75.4%	72.5%	56.4%	59.5%	53.9%	80.0%	80.2%	84.3%
Veterans' Home	53.8%	58.8%	54.5%	69.2%	68.6%	67.6%	56.9%	58.8%	58.8%	71.2%	80.0%	88.2%
Average	47.9%	56.1%	55.7%	77.6%	78.0%	71.5%	56.2%	59.1%	58.1%	78.3%	78.3%	77.6%

Key

Q39. I am paid fairly for the work I do.

Q40. I feel that working for the State of Vermont provides me with good job security.

Q41. I feel that working for the State of Vermont provides me with a solid career path.

Q42. I understand my benefit plans.

Table 37 Compensation and Benefits by Department - 2013 and 2015 Engagement Surveys (Cont.)

Survey Items: Compensation and Benefits						
Department	Q43.			Q44.		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
	% Agree					
Agency of Administration	55.2%	72.4%	69.2%	n/a	86.2%	76.9%
Agriculture, Food & Markets	56.3%	54.8%	59.2%	n/a	71.4%	75.0%
Attorney General	63.5%	70.3%	67.2%	n/a	76.3%	68.7%
Buildings & General Services	57.2%	59.2%	58.1%	n/a	70.0%	68.8%
Children & Families	51.9%	55.8%	56.8%	n/a	76.3%	75.1%
Commerce & Community Dev.	59.4%	71.7%	65.4%	n/a	66.7%	73.1%
Corrections	50.0%	54.0%	50.1%	n/a	71.0%	66.7%
Defender General	63.2%	69.0%	47.4%	n/a	89.7%	73.7%
Disabilities, Aging & Ind. Liv.	57.1%	61.0%	62.0%	n/a	86.4%	86.0%
Education	50.0%	58.3%	56.9%	n/a	74.4%	71.6%
Environmental Conservation	56.0%	62.3%	59.6%	n/a	76.3%	71.3%
Finance & Management	70.0%	83.3%	75.0%	n/a	91.7%	81.3%
Financial Regulation	70.6%	76.1%	81.3%	n/a	97.9%	93.3%
Fish & Wildlife	57.1%	50.8%	50.0%	n/a	61.3%	71.6%
Forests, Parks & Recreation	65.1%	71.8%	48.5%	n/a	73.3%	75.0%
Health	57.3%	57.8%	58.2%	n/a	75.3%	74.3%
Human Resources	57.1%	63.0%	78.7%	n/a	87.7%	88.0%
Average	57.0%	60.2%	60.1%	n/a	76.7%	74.5%

Key

Q43. I understand my retirement benefits.

Q44. Overall, I am satisfied with the benefits I receive.

Table 37 Compensation and Benefits by Department - 2013 and 2015 Engagement Surveys (Cont.)

Survey Items: Compensation and Benefits						
Department	Q43.			Q44.		
	FY '13	FY '14	FY '15	FY '13	FY '14	FY '15
	% Agree					
Human Services – CO	59.0%	65.2%	66.0%	n/a	79.8%	75.7%
Information and Innovation	57.8%	65.8%	70.3%	n/a	74.0%	62.5%
Labor	53.8%	60.4%	56.7%	n/a	80.4%	74.6%
Liquor Control	50.0%	43.8%	62.1%	n/a	68.8%	79.3%
Lottery Commission	57.1%	61.5%	83.3%	n/a	76.9%	83.3%
Mental Health	51.2%	59.5%	66.7%	n/a	85.2%	81.0%
Military	56.3%	69.2%	65.9%	n/a	88.5%	80.5%
Motor Vehicles	49.2%	56.0%	51.2%	n/a	72.5%	75.2%
Natural Resources – CO	54.1%	43.3%	72.0%	n/a	86.7%	84.0%
Public Safety	62.8%	62.0%	64.3%	n/a	78.1%	75.0%
Public Service Department	60.0%	45.8%	65.0%	n/a	58.3%	65.0%
Secretary of State	65.0%	57.5%	55.6%	n/a	80.0%	88.9%
Taxes	59.4%	67.7%	58.6%	n/a	78.5%	72.9%
Transportation (not DMV)	58.8%	65.9%	64.3%	n/a	77.6%	72.2%
Vermont Health Access	63.6%	60.8%	55.9%	n/a	75.4%	80.4%
Veterans' Home	50.0%	68.0%	79.4%	n/a	78.0%	76.5%
Average	57.0%	60.2%	60.1%	n/a	76.7%	74.5%

Key

Q43. I understand my retirement benefits.

Q44. Overall, I am satisfied with the benefits I receive.

Table 38 Overall Job Satisfaction by Department - 2013 - 2015 Engagement Surveys

Survey Items: Overall Job Satisfaction			
Q45.			
Department	FY '13 % Agree	FY '14 % Agree	FY '15 % Agree
Agency of Administration	71.4%	79.3%	57.7%
Agriculture, Food & Markets	68.8%	76.2%	73.7%
Attorney General	82.7%	68.4%	88.1%
Buildings & General Services	60.8%	67.5%	72.5%
Children & Families	66.9%	67.1%	68.7%
Commerce & Community Dev.	71.9%	73.9%	80.8%
Corrections	60.2%	68.0%	61.6%
Defender General	84.2%	82.8%	68.4%
Disabilities, Aging & Ind. Liv.	77.1%	78.3%	87.3%
Education	60.6%	61.2%	57.4%
Environmental Conservation	65.9%	79.3%	70.2%
Finance & Management	75.0%	75.0%	75.0%
Financial Regulation	78.4%	93.6%	93.3%
Fish & Wildlife	55.6%	80.6%	82.1%
Forests, Parks & Recreation	84.1%	75.0%	77.3%
Health	81.3%	78.2%	79.1%
Human Resources	74.5%	84.9%	82.7%
Average	69.7%	72.5%	72.2%

Key

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

Table 38 Overall Job Satisfaction by Department - 2013 - 2015 Engagement Surveys (Cont.)

Survey Items: Overall Job Satisfaction			
Q45.			
Department	FY '13	FY '14	FY '15
	% Agree	% Agree	% Agree
Human Services – CO	63.2%	83.9%	72.5%
Information and Innovation	71.1%	65.8%	60.3%
Labor	61.5%	67.3%	67.7%
Liquor Control	75.0%	62.5%	75.9%
Lottery Commission	85.7%	53.8%	83.3%
Mental Health	62.5%	72.6%	69.2%
Military	68.8%	91.7%	90.2%
Motor Vehicles	76.6%	76.9%	69.4%
Natural Resources – CO	73.7%	82.8%	76.0%
Public Safety	70.8%	70.3%	69.7%
Public Service Department	80.0%	70.8%	55.0%
Secretary of State	75.0%	82.5%	85.7%
Taxes	70.3%	75.4%	67.6%
Transportation (not DMV)	71.8%	69.4%	72.9%
Vermont Health Access	70.4%	77.0%	65.7%
Veterans' Home	59.3%	65.3%	52.9%
Average	69.7%	72.5%	72.2%

Key

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

Appendix A – List of Survey Items

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

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

Communication and Input within Your Organization

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

Relationships and Morale in Your Organization

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

Your Supervisor

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

Workload, Staffing and Resources

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

Compensation and Benefits

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

Overall Satisfaction

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

Comments

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

Demographic Information

46. What type of employee are you?
- Classified
 - Exempt
 - Don't know
47. If you are a classified employee, which bargaining unit do you belong to?
- Non-Management
 - Supervisory
 - Corrections
 - State Police
 - I am a designated manager and/or confidential employee.
 - I am an exempt employee
48. Are you a newly hired employee in your original probation (usually first six months)?
- Yes
 - No
49. How long have you worked for Vermont State Government?
- Less than 5 years
 - 5 -14 years
 - 14-24 years
 - More than 25 years
50. What is your age?
- 25 or less
 - 25 – 34
 - 35 – 44
 - 45 – 54
 - 55 – 65
 - 65 or older
 - Prefer not to answer
51. Are you:
- Male
 - Female

- Transgender
- Prefer not to answer

52. 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

53. Which best describes the work you do?

- Administrative support
- Service maintenance or Skilled craft
- Paraprofessional or Technical
- Professional
- Protective services
- Managerial or Administration

54. Where do you work?

Agriculture, Food & Markets
 Attorney General
 Auditor of Accounts
 Buildings & General Services
 Children & Families
 Commerce & Community Development
 Corrections
 Criminal Justice Training Council
 DAIL
 Defender General
 Education
 Enhanced 911 Board
 Environmental Conservation
 Finance & Management
 Financial Regulation
 Fish & Wildlife
 Forests, Parks & Recreation
 Governor's Office
 Green Mountain Care Board
 Health
 Human Resources
 Human Rights Commission
 Information and Innovation
 Labor Relations Board
 Labor
 Libraries
 Liquor Control
 Lottery Commission

Mental Health
Military
Motor Vehicles
Natural Resources Board
Public Safety
Public Service Board
Public Service Department
Secretary of State
State Treasurer
Taxes
Transportation (not DMV)
Vermont Commission on Women
Vermont Health Access
Veterans' Home
Agency of Administration
Agency of Human Services – Central Office
Agency of Natural Resources – Central Office
Other

Appendix B – Frequencies for All Respondents by all Items

Q1- I understand my job duties and responsibilities.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2,334	51.6	51.7	51.7
	Agree	1,818	40.2	40.3	92.0
	Neither Agree nor Disagree	227	5.0	5.0	97.1
	Disagree	111	2.5	2.5	99.5
	Strongly Disagree	21	0.5	0.5	100.0
	Total	4,511	99.7	100.0	
Missing	System	12	0.3		
Total		4,523	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2,200	48.6	48.8	48.8
	Agree	1,817	40.2	40.3	89.1
	Neither Agree nor Disagree	329	7.3	7.3	96.4
	Disagree	124	2.7	2.8	99.2
	Strongly Disagree	37	0.8	0.8	100.0
	Total	4,507	99.6	100.0	
Missing	System	16	0.4		
Total		4,523	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2,244	49.6	49.8	49.8
	Agree	1,743	38.5	38.7	88.5
	Neither Agree nor Disagree	382	8.4	8.5	97.0
	Disagree	108	2.4	2.4	99.4
	Strongly Disagree	28	0.6	0.6	100.0
	Total	4,505	99.6	100.0	
Missing	System	18	0.4		
Total		4,523	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,504	33.3	33.4	33.4
	Agree	2,009	44.4	44.6	78.0
	Neither Agree nor Disagree	654	14.5	14.5	92.5
	Disagree	236	5.2	5.2	97.7
	Strongly Disagree	103	2.3	2.3	100.0
	Total	4,506	99.6	100.0	
Missing	System	17	0.4		
Total		4,523	100.0		

Q5 - The work I perform is meaningful and rewarding.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,539	34.0	34.2	34.2
	Agree	1,828	40.4	40.7	74.9
	Neither Agree nor Disagree	734	16.2	16.3	91.2
	Disagree	269	5.9	6.0	97.2
	Strongly Disagree	125	2.8	2.8	100.0
	Total	4,495	99.4	100.0	
Missing	System	28	0.6		
Total		4,523	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,210	26.8	26.9	26.9
	Agree	1,732	38.3	38.5	65.4
	Neither Agree nor Disagree	1,050	23.2	23.3	88.8
	Disagree	323	7.1	7.2	96.0
	Strongly Disagree	182	4.0	4.0	100.0
	Total	4,497	99.4	100.0	
Missing	System	26	0.6		
Total		4,523	100.0		

Q7 - Management and senior leadership communicates important information effectively.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	690	15.3	15.3	15.3
	Agree	1,642	36.3	36.4	51.8
	Neither Agree nor Disagree	903	20.0	20.0	71.8
	Disagree	905	20.0	20.1	91.9
	Strongly Disagree	365	8.1	8.1	100.0
	Total	4,505	99.6	100.0	
Missing	System	18	0.4		
Total		4,523	100.0		

Q8 - I have an opportunity to provide feedback to management and senior leadership.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	971	21.5	21.6	21.6
	Agree	1,715	37.9	38.1	59.6
	Neither Agree nor Disagree	875	19.3	19.4	79.0
	Disagree	591	13.1	13.1	92.2
	Strongly Disagree	353	7.8	7.8	100.0
	Total	4,505	99.6	100.0	
Missing	System	18	0.4		
Total		4,523	100.0		

Q9 - I am encouraged to share ideas on improving either service delivery or business process efficiency.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,059	23.4	23.5	23.5
	Agree	1,579	34.9	35.0	58.6
	Neither Agree nor Disagree	911	20.1	20.2	78.8
	Disagree	621	13.7	13.8	92.6
	Strongly Disagree	335	7.4	7.4	100.0
	Total	4,505	99.6	100.0	
Missing	System	18	0.4		
Total		4,523	100.0		

Q10- My department or agency works well with other departments and agencies.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	915	20.2	20.3	20.3
	Agree	1,802	39.8	40.1	60.4
	Neither Agree nor Disagree	1,231	27.2	27.4	87.8
	Disagree	375	8.3	8.3	96.1
	Strongly Disagree	176	3.9	3.9	100.0
	Total	4,499	99.5	100.0	
Missing	System	24	0.5		
Total		4,523	100.0		

Q11 - Morale in my department or agency is good.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	401	8.9	9.0	9.0
	Agree	1,454	32.1	32.6	41.5
	Neither Agree nor Disagree	1,013	22.4	22.7	64.2
	Disagree	1,026	22.7	23.0	87.2
	Strongly Disagree	572	12.6	12.8	100.0
	Total	4,466	98.7	100.0	
Missing	System	57	1.3		
Total		4,523	100.0		

Q12 - The people I work with treat each other respectfully.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,007	22.3	22.5	22.5
	Agree	2,076	45.9	46.5	69.0
	Neither Agree nor Disagree	738	16.3	16.5	85.5
	Disagree	472	10.4	10.6	96.1
	Strongly Disagree	175	3.9	3.9	100.0
	Total	4,468	98.8	100.0	
Missing	System	55	1.2		
Total		4,523	100.0		

Q13 - The people I work with care about me.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	969	21.4	21.7	21.7
	Agree	1,952	43.2	43.8	65.5
	Neither Agree nor Disagree	1,085	24.0	24.3	89.8
	Disagree	301	6.7	6.8	96.6
	Strongly Disagree	152	3.4	3.4	100.0
	Total	4,459	98.6	100.0	
Missing	System	64	1.4		
Total		4,523	100.0		

Q14 - My fellow employees are committed to doing good work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,379	30.5	30.9	30.9
	Agree	2,120	46.9	47.5	78.4
	Neither Agree nor Disagree	714	15.8	16.0	94.4
	Disagree	182	4.0	4.1	98.5
	Strongly Disagree	67	1.5	1.5	100.0
	Total	4,462	98.7	100.0	
Missing	System	61	1.3		
Total		4,523	100.0		

Q15 - The employees in my work group work well together as a team.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,320	29.2	29.6	29.6
	Agree	1,966	43.5	44.0	73.6
	Neither Agree nor Disagree	732	16.2	16.4	90.0
	Disagree	322	7.1	7.2	97.2
	Strongly Disagree	126	2.8	2.8	100.0
	Total	4,466	98.7	100.0	
Missing	System	57	1.3		
Total		4,523	100.0		

Q16 - I feel I can communicate honestly and openly in my workplace.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,013	22.4	22.7	22.7
	Agree	1,713	37.9	38.4	61.1
	Neither Agree nor Disagree	807	17.8	18.1	79.2
	Disagree	585	12.9	13.1	92.3
	Strongly Disagree	345	7.6	7.7	100.0
	Total	4,463	98.7	100.0	
Missing	System	60	1.3		
Total		4,523	100.0		

Q17 - Harassment is not tolerated in my workplace.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,771	39.2	39.7	39.7
	Agree	1,608	35.6	36.1	75.8
	Neither Agree nor Disagree	609	13.5	13.7	89.5
	Disagree	299	6.6	6.7	96.2
	Strongly Disagree	171	3.8	3.8	100.0
	Total	4,458	98.6	100.0	
Missing	System	65	1.4		
Total		4,523	100.0		

Q18 - Discrimination is not tolerated in my workplace.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,886	41.7	42.3	42.3
	Agree	1,625	35.9	36.5	78.8
	Neither Agree nor Disagree	593	13.1	13.3	92.1
	Disagree	218	4.8	4.9	97.0
	Strongly Disagree	135	3.0	3.0	100.0
	Total	4,457	98.5	100.0	
Missing	System	66	1.5		
Total		4,523	100.0		

Q19 - I am confident that any misconduct that I report will be handled properly.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,163	25.7	26.1	26.1
	Agree	1,491	33.0	33.4	59.5
	Neither Agree nor Disagree	970	21.4	21.7	81.2
	Disagree	493	10.9	11.0	92.3
	Strongly Disagree	345	7.6	7.7	100.0
	Total	4,462	98.7	100.0	
Missing	System	61	1.3		
Total		4,523	100.0		

Q20 - My supervisor clearly explains my job performance expectations.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,174	26.0	26.6	26.6
	Agree	1,854	41.0	41.9	68.5
	Neither Agree nor Disagree	763	16.9	17.3	85.8
	Disagree	426	9.4	9.6	95.4
	Strongly Disagree	203	4.5	4.6	100.0
	Total	4,420	97.7	100.0	
Missing	System	103	2.3		
Total		4,523	100.0		

Q21 - My supervisor regularly provides me with timely and useful feedback.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,099	24.3	24.9	24.9
	Agree	1,594	35.2	36.1	60.9
	Neither Agree nor Disagree	856	18.9	19.4	80.3
	Disagree	610	13.5	13.8	94.1
	Strongly Disagree	261	5.8	5.9	100.0
	Total	4,420	97.7	100.0	
Missing	System	103	2.3		
Total		4,523	100.0		

Q22 - My supervisor gives me an opportunity to do my best work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,519	33.6	34.4	34.4
	Agree	1,736	38.4	39.3	73.7
	Neither Agree nor Disagree	666	14.7	15.1	88.7
	Disagree	318	7.0	7.2	95.9
	Strongly Disagree	180	4.0	4.1	100.0
	Total	4,419	97.7	100.0	
Missing	System	104	2.3		
Total		4,523	100.0		

Q23 - I am satisfied with the recognition I receive from my supervisor for my work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,215	26.9	27.5	27.5
	Agree	1,521	33.6	34.4	61.9
	Neither Agree nor Disagree	833	18.4	18.9	80.8
	Disagree	504	11.1	11.4	92.2
	Strongly Disagree	345	7.6	7.8	100.0
	Total	4,418	97.7	100.0	
Missing	System	105	2.3		
Total		4,523	100.0		

Q24 - My supervisor treats employees fairly and respectfully.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,512	33.4	34.2	34.2
	Agree	1,619	35.8	36.6	70.8
	Neither Agree nor Disagree	697	15.4	15.8	86.6
	Disagree	344	7.6	7.8	94.4
	Strongly Disagree	248	5.5	5.6	100.0
	Total	4,420	97.7	100.0	
Missing	System	103	2.3		
Total		4,523	100.0		

Q 25 - My supervisor seems to care about me as a person.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,644	36.3	37.3	37.3
	Agree	1,665	36.8	37.7	75.0
	Neither Agree nor Disagree	683	15.1	15.5	90.5
	Disagree	223	4.9	5.1	95.5
	Strongly Disagree	198	4.4	4.5	100.0
	Total	4,413	97.6	100.0	
Missing	System	110	2.4		
Total		4,523	100.0		

Q26 - My supervisor provides the help I need to improve my job performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,234	27.3	28.0	28.0
	Agree	1,581	35.0	35.9	63.8
	Neither Agree nor Disagree	901	19.9	20.4	84.3
	Disagree	454	10.0	10.3	94.6
	Strongly Disagree	239	5.3	5.4	100.0
	Total	4,409	97.5	100.0	
Missing	System	114	2.5		
Total		4,523	100.0		

Q27 - I have an opportunity to learn and grow professionally.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,219	27.0	27.6	27.6
	Agree	1,625	35.9	36.8	64.5
	Neither Agree nor Disagree	843	18.6	19.1	83.6
	Disagree	425	9.4	9.6	93.2
	Strongly Disagree	299	6.6	6.8	100.0
	Total	4,411	97.5	100.0	
Missing	System	112	2.5		
Total		4,523	100.0		

Q28 - I receive the training I need to perform my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,028	22.7	23.4	23.4
	Agree	1,681	37.2	38.2	61.6
	Neither Agree nor Disagree	992	21.9	22.5	84.1
	Disagree	456	10.1	10.4	94.5
	Strongly Disagree	243	5.4	5.5	100.0
	Total	4,400	97.3	100.0	
Missing	System	123	2.7		
Total		4,523	100.0		

Q29 - My supervisor and I discuss and plan my career development.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	718	15.9	16.3	16.3
	Agree	1,088	24.1	24.7	41.0
	Neither Agree nor Disagree	1,285	28.4	29.2	70.1
	Disagree	808	17.9	18.3	88.5
	Strongly Disagree	508	11.2	11.5	100.0
	Total	4,407	97.4	100.0	
Missing	System	116	2.6		
Total		4,523	100.0		

Q30 - My performance evaluations are completed annually.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,246	27.5	28.3	28.3
	Agree	1,516	33.5	34.5	62.8
	Neither Agree nor Disagree	765	16.9	17.4	80.2
	Disagree	407	9.0	9.3	89.4
	Strongly Disagree	464	10.3	10.6	100.0
	Total	4,398	97.2	100.0	
Missing	System	125	2.8		
Total		4,523	100.0		

Q31 - The standards used to evaluate my performance are fair.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,026	22.7	23.3	23.3
	Agree	1,511	33.4	34.4	57.7
	Neither Agree nor Disagree	1,279	28.3	29.1	86.8
	Disagree	301	6.7	6.8	93.6
	Strongly Disagree	280	6.2	6.4	100.0
	Total	4,397	97.2	100.0	
Missing	System	126	2.8		
Total		4,523	100.0		

Q32 - My Agency or Department has the staffing necessary to achieve its mission.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	245	5.4	5.6	5.6
	Agree	938	20.7	21.3	26.9
	Neither Agree nor Disagree	865	19.1	19.7	46.6
	Disagree	1,350	29.8	30.7	77.3
	Strongly Disagree	997	22.0	22.7	100.0
	Total	4,395	97.2	100.0	
Missing	System	128	2.8		
Total		4,523	100.0		

Q33 - The amount of work I am expected to perform is reasonable.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	442	9.8	10.0	10.0
	Agree	1,758	38.9	40.0	50.0
	Neither Agree nor Disagree	932	20.6	21.2	71.2
	Disagree	821	18.2	18.7	89.8
	Strongly Disagree	447	9.9	10.2	100.0
	Total	4,400	97.3	100.0	
Missing	System	123	2.7		
Total		4,523	100.0		

Q34 - My job allows a good balance between work and my personal life.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	689	15.2	15.7	15.7
	Agree	1,873	41.4	42.6	58.2
	Neither Agree nor Disagree	968	21.4	22.0	80.2
	Disagree	559	12.4	12.7	92.9
	Strongly Disagree	311	6.9	7.1	100.0
	Total	4,400	97.3	100.0	
Missing	System	123	2.7		
Total		4,523	100.0		

Q35 - I have the resources to do my job well.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	581	12.8	13.2	13.2
	Agree	1,822	40.3	41.5	54.7
	Neither Agree nor Disagree	947	20.9	21.6	76.2
	Disagree	733	16.2	16.7	92.9
	Strongly Disagree	311	6.9	7.1	100.0
	Total	4,394	97.1	100.0	
Missing	System	129	2.9		
Total		4,523	100.0		

Q36 - My Agency or Department has the technology needed to get the work done.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	550	12.2	12.5	12.5
	Agree	1,758	38.9	40.0	52.6
	Neither Agree nor Disagree	881	19.5	20.1	72.6
	Disagree	786	17.4	17.9	90.5
	Strongly Disagree	416	9.2	9.5	100.0
	Total	4,391	97.1	100.0	
Missing	System	132	2.9		
Total		4,523	100.0		

Q37 - My physical working environment is reasonable for my type of work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	959	21.2	21.8	21.8
	Agree	2,419	53.5	55.0	76.8
	Neither Agree nor Disagree	553	12.2	12.6	89.4
	Disagree	286	6.3	6.5	95.9
	Strongly Disagree	180	4.0	4.1	100.0
	Total	4,397	97.2	100.0	
Missing	System	126	2.8		
Total		4,523	100.0		

Q38 - My physical working environment is reasonable for my type of work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,182	26.1	26.9	26.9
	Agree	1,993	44.1	45.4	72.3
	Neither Agree nor Disagree	666	14.7	15.2	87.4
	Disagree	353	7.8	8.0	95.4
	Strongly Disagree	200	4.4	4.6	100.0
	Total	4,394	97.1	100.0	
Missing	System	129	2.9		
Total		4,523	100.0		

Q39 - I am paid fairly for the work I do.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	566	12.5	12.9	12.9
	Agree	1,881	41.6	42.8	55.7
	Neither Agree nor Disagree	822	18.2	18.7	74.4
	Disagree	799	17.7	18.2	92.5
	Strongly Disagree	328	7.3	7.5	100.0
	Total	4,396	97.2	100.0	
Missing	System	127	2.8		
Total		4,523	100.0		

Q40 - I feel that working for the State of Vermont provides me with good job security.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	915	20.2	20.8	20.8
	Agree	2,228	49.3	50.6	71.4
	Neither Agree nor Disagree	769	17.0	17.5	88.9
	Disagree	357	7.9	8.1	97.0
	Strongly Disagree	130	2.9	3.0	100.0
	Total	4,399	97.3	100.0	
Missing	System	124	2.7		
Total		4,523	100.0		

Q41 - 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	725	16.0	16.5	16.5
	Agree	1,826	40.4	41.5	58.0
	Neither Agree nor Disagree	1,153	25.5	26.2	84.2
	Disagree	497	11.0	11.3	95.5
	Strongly Disagree	196	4.3	4.5	100.0
	Total	4,397	97.2	100.0	
Missing	System	126	2.8		
Total		4,523	100.0		

Q42 - I understand my benefit plans.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	880	19.5	20.0	20.0
	Agree	2,531	56.0	57.6	77.6
	Neither Agree nor Disagree	658	14.5	15.0	92.6
	Disagree	254	5.6	5.8	98.4
	Strongly Disagree	71	1.6	1.6	100.0
	Total	4,394	97.1	100.0	
Missing	System	129	2.9		
Total		4,523	100.0		

Q43 - I understand my retirement benefits.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	625	13.8	14.2	14.2
	Agree	2,020	44.7	46.0	60.2
	Neither Agree nor Disagree	1,058	23.4	24.1	84.3
	Disagree	539	11.9	12.3	96.6
	Strongly Disagree	149	3.3	3.4	100.0
	Total	4,391	97.1	100.0	
Missing	System	132	2.9		
Total		4,523	100.0		

Q44 - Overall, I am satisfied with the benefits I receive.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	816	18.0	18.6	18.6
	Agree	2,458	54.3	56.0	74.5
	Neither Agree nor Disagree	808	17.9	18.4	92.9
	Disagree	239	5.3	5.4	98.4
	Strongly Disagree	71	1.6	1.6	100.0
	Total	4,392	97.1	100.0	
Missing	System	131	2.9		
Total		4,523	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	911	20.1	20.9	20.9
	Agree	2,233	49.4	51.2	72.1
	Neither Agree nor Disagree	720	15.9	16.5	88.6
	Disagree	370	8.2	8.5	97.1
	Strongly Disagree	125	2.8	2.9	100.0
	Total	4,359	96.4	100.0	
Missing	System	164	3.6		
Total		4,523	100.0		

Q46 - Type of Employee

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Classified	3,548	78.4	82.9	82.9
	Exempt	348	7.7	8.1	91.0
	Don't Know	385	8.5	9.0	100.0
	Total	4,281	94.6	100.0	
Missing	System	242	5.4		
Total		4,523	100.0		

Q47 - Bargaining Unit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non-Management	2,472	54.7	65.9	65.9
	Supervisory	566	12.5	15.1	81.0
	Corrections	326	7.2	8.7	89.7
	State Police	63	1.4	1.7	91.4
	Designated Manager/Confidential	247	5.5	6.6	98.0
	Exempt	76	1.7	2.0	100.0
	Total	3,750	82.9	100.0	
Missing	System	773	17.1		
Total		4,523	100.0		

Q48 - New Employee?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	219	4.8	5.1	5.1
	No	4,049	89.5	94.9	100.0
	Total	4,268	94.4	100.0	
Missing	System	255	5.6		
Total		4,523	100.0		

Q49 - How long worked for SOV?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	1,334	29.5	31.3	31.3
	5 - 14 years	1,415	31.3	33.2	64.5
	15 24 years	897	19.8	21.0	85.5
	More than 25 years	617	13.6	14.5	100.0
	Total	4,263	94.3	100.0	
Missing	System	260	5.7		
Total		4,523	100.0		

Q50 - Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 or less	90	2.0	2.1	2.1
	25 -34	608	13.4	14.4	16.5
	35 -44	961	21.2	22.8	39.3
	45 - 54	1,209	26.7	28.6	67.9
	55 - 65	1,022	22.6	24.2	92.1
	65 or older	125	2.8	3.0	95.1
	Prefer not to answer	207	4.6	4.9	100.0
	Total	4,222	93.3	100.0	
Missing	System	301	6.7		
Total		4,523	100.0		

Q51 - Sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	1,697	37.5	40.1	40.1
	Female	2,207	48.8	52.2	92.2
	Transgender	3	0.1	0.1	92.3
	Prefer not to answer	325	7.2	7.7	100.0
	Total	4,232	93.6	100.0	
Missing	System	291	6.4		
Total		4,523	100.0		

Q52 - Ethnic Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	American Indian/Alaskan Native	27	0.6	0.6	0.6
	Asian/Pacific Islander	21	0.5	0.5	1.1
	Black or African American	20	0.4	0.5	1.6
	Hispanic or Latino	18	0.4	0.4	2.0
	Native Hawaiian/Other Pacific Islander	3	0.1	0.1	2.1
	White	3,635	80.4	86.5	88.6
	Two or more races	65	1.4	1.5	90.2
	Prefer not to answer	413	9.1	9.8	100.0
	Total	4,202	92.9	100.0	
Missing	System	321	7.1		
Total		4,523	100.0		

Q53 - Occupational Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administrative Support	626	13.8	15.2	15.2
	Service Maintenance/Skilled Craft	320	7.1	7.8	23.0
	Paraprofessional/Technical	383	8.5	9.3	32.4
	Professional	1,826	40.4	44.5	76.8
	Protective Services	369	8.2	9.0	85.8
	Managerial/Administrator	583	12.9	14.2	100.0
	Total	4,107	90.8	100.0	
Missing	System	416	9.2		
Total		4,523	100.0		

Q54 - Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agriculture, Food & Markets	76	1.7	1.8	1.8
	Attorney General	67	1.5	1.5	3.3
	Auditor	9	0.2	0.2	3.5
	Buildings & General Services	174	3.8	4.0	7.5
	Children & Families	507	11.2	11.7	19.2
	ACCD	52	1.1	1.2	20.4
	Corrections	434	9.6	10.0	30.4
	CJTC	6	0.1	0.1	30.6
	DAIL	200	4.4	4.6	35.2
	Defender General	19	0.4	0.4	35.6
	Education	116	2.6	2.7	38.3
	Enhanced 911	1	0.0	0.0	38.3
	Environmental Conservation	152	3.4	3.5	41.8
	Finance & Management	16	0.4	0.4	42.2
	Financial Regulation	75	1.7	1.7	43.9
	Fish & Wildlife	67	1.5	1.5	45.4
	Forests, Parks & Recreation	68	1.5	1.6	47.0
	Governor's Office	5	0.1	0.1	47.1
	Green Mountain Care Board	16	0.4	0.4	47.5
	Health	407	9.0	9.4	56.9
	Human Resources	75	1.7	1.7	58.6
	Human Rights Commission	1	0.0	0.0	58.6
	Information & Innovation	64	1.4	1.5	60.1
	Labor Relations Board	1	0.0	0.0	60.1
	Labor	127	2.8	2.9	63.1
	Libraries	13	0.3	0.3	63.4
	Liquor Control	29	0.6	0.7	64.0
	Lottery	12	0.3	0.3	64.3
	Mental Health	106	2.3	2.4	66.8
	Military	41	0.9	0.9	67.7
	Motor Vehicles	127	2.8	2.9	70.6
	Natural Resources Board	11	0.2	0.3	70.9
	Public Safety	208	4.6	4.8	75.7
	Public Service Board	8	0.2	0.2	75.9
	Public Service Department	20	0.4	0.5	76.3
	Secretary of State	36	0.8	0.8	77.2
	State Treasurer	22	0.5	0.5	77.7
	Taxes	70	1.5	1.6	79.3
	Transportation (not DMV)	521	11.5	12.0	91.3
	Vermont Commission on Women	1	0.0	0.0	91.3
	Vermont Health Access	102	2.3	2.4	93.7
	Veterans' Home	34	0.8	0.8	94.4
	Agency of Administration	26	0.6	0.6	95.0
	Agency of Human Services - CO	103	2.3	2.4	97.4
	Agency of Natural Resources - CO	25	0.6	0.6	98.0
	Other	87	1.9	2.0	100.0
	Total	4,337	95.9	100.0	
Missing	System	186	4.1		
Total		4,523	100.0		