

Analysis of State of Vermont Employee Engagement Survey Results – 2017

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Introduction

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

While there are several ways to define employee engagement, simply stated it is the degree to which an individual is committed to an organization and the extent to which he/she works to fulfill and advance a stated mission. The 2017 survey 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 2017 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 trends over time. Finally, results from 2013 to 2017 by department are presented.

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.

Methodology

Survey Instrument

The 2017 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 2016 survey. (After a review of the 2013 results in 2014 several new items were added, and others were revised for clarity). The 2017 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.

Starting in the 2016 survey, several of the demographic items collected in previous years were eliminated to increase the anonymity of respondents, an action based on feedback from comments in previous years. What remained for analysis included were employment type, age group, 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 business email address as indicated in VTHR on October 16, 2017. The survey was active from October 16 through October 27, 2017. 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 - 2017

The survey sample included all classified and exempt employees of the Executive Branch employed during the survey period, 8,229 employees.

Of the 8,229 employees surveyed, 4,982 employees responded to the survey for an overall response rate of 60.5%. 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.”

Response Rates

Table 1 shows response rate by department. With an overall response rate of 60.5%, department rates varied from a low of 19% (Defender General’s Office) to a high of 100% (Finance & Management, Public Service Department, Administration Agency, and Digital Services Agency). Note that Administration Agency and Digital Services Agency had response rates greater than 100%. This can be attributed to respondents’ uncertainty about department affiliation, especially the newly formed Digital Services Agency.

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 10/16/17 pay period end date for: (1) job type, (2) age group, and (3) 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 4.

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
Administration Agency	19	20	105%
Agriculture, Food & Markets Agency	122	82	67%
Attorney General's Office	82	55	67%
Auditor of Accounts' Office	15	11	73%
Buildings & General Services	328	170	52%
Children and Families	1011	717	71%
Commerce & Community Dev Agency	91	50	55%
Corrections	1031	339	33%
Criminal Justice Training Council	10	10	100%
Defender General's Office	69	13	19%
Department of Motor Vehicles	229	123	54%
Digital Services Agency	102	124	122%
Disabilities Aging Ind. Living	275	201	73%
Education Agency	161	113	70%
Enhanced 911 Board	10	6	60%
Environmental Conservation	297	219	74%
Executive Office	11	8	73%
Finance & Management	26	26	100%
Financial Regulation	98	86	88%
Fish & Wildlife	145	95	66%
Forests, Parks & Recreation	115	69	60%
Green Mountain Care Board	30	18	60%
Health	517	342	66%
Human Resources	95	89	94%
Human Rights Commission	5	1	20%
Human Services Agency	129	85	66%
Labor	233	193	83%
Labor Relations Board	2	1	50%
Libraries	16	11	69%
Lieutenant Governor's Office	2	0	0%
Liquor Control	52	43	83%
Lottery Commission	21	17	81%
Mental Health	240	102	43%
Military	104	31	30%
Natural Resources Agency	36	27	75%
Natural Resources Board	23	8	35%
Public Safety	577	310	54%
Public Service Department	49	49	100%
Public Utility Commission	26	10	38%
Secretary of State's Office	70	58	83%
State Treasurer's Office	33	16	48%
Taxes	159	122	77%
Transportation Agency	1041	531	51%
Vermont Commission on Women	3	1	33%
Vermont Health Access	333	236	71%
Vermont Veterans' Home	185	47	25%
VOSHA Review Board	1	0	0%
Other		97	n/a
Grand Total	8,229	4,982	60.5%

Table 2 Job Type

Job Type	Completed Surveys	Percent	Percent in Employee Population
Classified	3,860	79.6%	90.6%
Exempt	402	8.3%	9.4%
Don't Know	585	12.1%	
Grand Total	4,847		

Table 3 Age Group

Age Group	Completed Surveys	Percent	Percent in Employee Population
34 or less	970	19.9%	21.2%
35-51	2105	43.3%	46.1%
52 or more	1,494	30.7%	32.7%
Prefer not to answer	295	6.1%	
Grand Total	4,864		

Table 4 Occupational Group

Occupational Group	Completed Surveys	Percent	Percent in Employee Population
Administrative Support	719	13.1%	15.1%
Service Maintenance, or Skilled Craft	297	5.4%	6.2%
Paraprofessional, or Technical	425	7.7%	8.9%
Professional	2,101	38.2%	44.0%
Protective Services	460	8.4%	9.6%
Managerial, or Administration	775	14.1%	16.2%
Grand Total	4,777		

Employee Engagement Survey Items: Summary of Key Findings

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

Table 5 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 (92.1%). A high level of agreement was also seen when asked if they understood the work, goals, and mission of their department or agency (90.5%) and that the work they perform is linked to their department or agency meeting its goals and mission (89.0%).

To a lesser extent, respondents agreed that they enjoy performing the day to day work of their job (78.8%) and that the work they perform is meaningful and rewarding (76.2%).

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 (74.3%). The relatively high level of “neutral” as a response shows the ambivalence respondents felt about this statement (18.1%).

Table 5 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	% Disagree
Q1. I understand my job duties and responsibilities.		92.1%	4.8%	3.0%
Q2. I understand the work, goals, and mission of my department or agency.		90.5%	5.8%	3.7%
Q3. The work I perform is linked to my department or agency meeting its goals and mission.		89.0%	8.0%	2.9%
Q4. I enjoy the performing the day to day work of my job.		78.8%	14.4%	6.9%
Q5. The work I perform is meaningful and rewarding.		76.2%	16.1%	7.7%
Q6. I would recommend the State of Vermont to others as a great place to work.		74.3%	18.1%	7.6%

Table 6 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 6 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						
	Q1.	Q2.	Q3.	Q4.	Q5.	Q6.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	95.0%	95.0%	90.0%	85.0%	70.0%	83.3%
Agency of Human Services	89.4%	87.1%	88.1%	85.9%	84.7%	75.3%
Agency of Natural Resources	96.3%	92.6%	92.6%	85.2%	88.9%	77.8%
Agriculture, Food & Markets	95.1%	95.1%	91.5%	86.6%	81.7%	72.0%
Attorney General	96.4%	90.9%	89.1%	83.6%	80.0%	81.8%
Auditor of Accounts	100.0%	100.0%	100.0%	81.8%	81.8%	81.8%
Buildings & General Services	90.6%	87.6%	90.0%	78.2%	67.3%	69.8%
Children & Families	94.3%	96.1%	93.1%	78.7%	79.1%	75.9%
Commerce & Community Dev.	90.0%	77.6%	67.3%	81.6%	78.0%	64.0%
Corrections	87.9%	78.8%	75.2%	65.8%	55.0%	58.4%
Criminal Justice Training Council	90.0%	90.0%	100.0%	90.0%	100.0%	80.0%
Defender General	100.0%	100.0%	100.0%	84.6%	92.3%	100.0%
Disabilities, Aging & Ind. Liv.	96.5%	97.0%	93.5%	88.1%	87.1%	85.0%
Digital Services	87.0%	79.5%	81.3%	75.6%	74.0%	72.4%
Education	90.3%	77.9%	82.3%	74.1%	71.2%	64.6%
Enhanced 911 Board	83.3%	100.0%	100.0%	83.3%	83.3%	83.3%
Environmental Conservation	92.6%	90.8%	88.9%	79.3%	78.3%	78.8%
Finance & Management	92.3%	92.3%	96.2%	80.8%	84.6%	88.5%
Financial Regulation	97.7%	98.8%	98.8%	89.5%	87.2%	91.9%
Fish & Wildlife	95.8%	94.7%	95.8%	81.1%	84.2%	77.9%
Forests, Parks & Recreation	94.2%	94.2%	97.1%	91.3%	91.3%	78.3%
Governor's Office	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Green Mountain Care Board	100.0%	100.0%	94.4%	94.4%	94.4%	83.3%
Health	94.4%	95.9%	93.8%	83.2%	82.1%	80.9%
Human Resources	96.6%	93.3%	92.1%	80.9%	72.7%	73.0%
Average	92.4%	90.8%	89.2%	79.5%	76.8%	74.8%

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 6 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	% Agree	% Agree	% Agree	% Agree	% Agree
Human Rights Commission	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Labor	89.6%	89.1%	89.1%	84.4%	79.6%	70.3%
Labor Relations Board	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Libraries	90.9%	100.0%	100.0%	72.7%	72.7%	81.8%
Liquor Control	95.3%	93.0%	93.0%	81.4%	78.6%	73.2%
Lottery Commission	94.1%	100.0%	100.0%	82.4%	64.7%	94.1%
Mental Health	89.0%	86.0%	80.0%	69.7%	64.6%	62.0%
Military	100.0%	96.8%	100.0%	87.1%	93.5%	93.5%
Motor Vehicles	90.2%	93.5%	90.2%	78.7%	73.8%	82.1%
Natural Resources Board	87.5%	100.0%	100.0%	87.5%	75.0%	75.0%
Other	88.5%	90.5%	85.3%	76.8%	74.7%	74.7%
Public Safety	93.5%	88.7%	86.1%	79.0%	80.1%	71.4%
Public Service Department	89.8%	71.4%	80.9%	65.3%	67.3%	55.1%
Public Utilities Commission	90.0%	80.0%	80.0%	50.0%	70.0%	70.0%
Secretary of State	87.9%	93.1%	82.8%	74.1%	72.4%	72.4%
State Treasurer	81.3%	81.3%	81.3%	75.0%	81.3%	68.8%
Taxes	86.9%	87.7%	87.7%	82.8%	74.6%	75.2%
Transportation (not DMV)	91.7%	90.0%	89.4%	77.9%	73.1%	75.4%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Vermont Health Access	93.6%	94.9%	94.5%	82.6%	81.5%	78.2%
Veterans' Home	97.9%	97.9%	91.5%	87.2%	93.6%	87.2%
Average	92.4%	90.8%	89.2%	79.5%	76.8%	74.8%

KEY:

Q1. I understand my job duties and responsibilities.

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

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

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

Q5. The work I perform is meaningful and rewarding.

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

Communication and Input within your Organization

Table 7 displays percent agreement for all respondents to survey statements for “Communication and Input within your Organization.”

More than half of respondents agreed that management and senior leadership communicates important information in an effective manner (56.3%). However, nearly 25% disagreed with this statement (24.3%).

More respondents felt they had an opportunity to communicate with and provide feedback to management and senior leadership (63.2%), were encouraged to share ideas on improving either service delivery or business process efficiency (62.6%), and that their department or agency works well with other departments and agencies (63.4%).

However, there was a relatively high level of “neutral” and “disagree” responses (all approximately 40%), which shows respondents’ ambivalence about these statements.

Table 7 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.		56.3%	19.3%	24.3%
Q8. I have an opportunity to communicate with and provide feedback to management and senior leadership.		63.2%	18.2%	18.6%
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.		62.6%	19.3%	18.1%
Q10. My department or agency works well with other departments and agencies.		63.4%	25.9%	10.6%

Table 8 displays percent agreement for respondents by department to survey statements for “Communication and Input within your Organization.”

Table 8 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	65.0%	75.0%	80.0%	70.0%
Agency of Human Services	52.9%	56.5%	68.2%	67.1%
Agency of Natural Resources	74.1%	77.8%	74.1%	59.3%
Agriculture, Food & Markets	63.4%	70.7%	72.0%	64.2%
Attorney General	65.5%	70.9%	69.1%	74.5%
Auditor of Accounts	81.8%	72.7%	81.8%	81.8%
Buildings & General Services	49.4%	56.5%	56.5%	58.8%
Children & Families	60.4%	63.9%	64.8%	62.7%
Commerce & Community Dev.	32.0%	46.0%	50.0%	60.0%
Corrections	38.1%	49.6%	44.0%	47.2%
Criminal Justice Training Council	70.0%	80.0%	90.0%	90.0%
Defender General	92.3%	69.2%	84.6%	84.6%
Disabilities, Aging & Ind. Liv.	75.1%	81.6%	78.6%	78.1%
Digital Services	46.3%	68.3%	68.3%	53.7%
Education	50.9%	47.8%	48.7%	44.2%
Enhanced 911 Board	100.0%	100.0%	100.0%	100.0%
Environmental Conservation	59.0%	65.9%	65.7%	54.8%
Finance & Management	57.7%	76.9%	80.8%	80.8%
Financial Regulation	75.6%	82.6%	88.4%	84.7%
Fish & Wildlife	65.3%	72.6%	70.5%	78.9%
Forests, Parks & Recreation	59.4%	68.1%	63.8%	71.0%
Governor's Office	87.5%	100.0%	87.5%	100.0%
Green Mountain Care Board	66.7%	77.8%	77.8%	77.8%
Health	66.0%	73.0%	67.4%	72.4%
Human Resources	65.2%	71.9%	71.9%	73.9%
Human Rights Commission	100.0%	100.0%	100.0%	100.0%
Average	56.6%	64.1%	63.5%	63.8%

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

Survey Items: Communication and Input within Your Organization				
	Q7.	Q8	Q9	Q10
Department	% Agree	% Agree	% Agree	% Agree
Labor	49.0%	59.4%	61.5%	53.9%
Labor Relations Board	100.0%	100.0%	100.0%	100.0%
Libraries	100.0%	100.0%	81.8%	90.9%
Liquor Control	51.2%	79.1%	67.4%	60.5%
Lottery Commission	52.9%	70.6%	64.7%	64.7%
Mental Health	48.0%	53.0%	46.0%	52.0%
Military	80.6%	67.7%	77.4%	77.4%
Motor Vehicles	48.8%	56.1%	56.1%	52.8%
Natural Resources Board	37.5%	75.0%	62.5%	75.0%
Other	58.9%	66.3%	69.5%	62.1%
Public Safety	50.6%	58.9%	56.5%	71.6%
Public Service Department	51.0%	59.2%	61.2%	55.1%
Public Utilities Commission	60.0%	70.0%	70.0%	60.0%
Secretary of State	56.9%	62.1%	58.6%	69.0%
State Treasurer	62.5%	62.5%	75.0%	81.3%
Taxes	62.3%	72.1%	69.7%	89.5%
Transportation (not DMV)	51.7%	62.3%	63.3%	67.4%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%
Vermont Health Access	58.9%	62.0%	65.1%	62.6%
Veterans' Home	46.8%	51.1%	51.1%	59.6%
Average	56.6%	64.1%	63.5%	63.8%

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

While almost half of respondents agreed that morale within their department or agency is good (48.8%), the majority (51.2%) were either neutral or disagreed.

Over 70% of all respondents agreed that the people they work with treat each other respectfully (72.1%) and to a slightly lesser extent that the people they work with care about them (68.2%).

More than 80% agreed that their fellow employees are committed to doing good work (80.4%) and approximately three out of four of respondents agreed that employees in their work group work well together as a team (76.2%).

A little over 60% of respondents felt they can communicate honestly and openly in their workplace (63.4%), which had a relatively high percent disagreeing with the statement (18.3%).

More than three out of four of all respondents agreed that harassment is not tolerated in their workplace (78.7%) and discrimination is not tolerated in their workplace (80.9%). Fewer respondents agreed that they were confident that any misconduct that they report will be handled properly (63.4%), which had a relatively high percent disagreeing with the statement (16.2%).

Table 9 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.	48.8%	23.2%	28.0%	
Q12. The people I work with treat each other respectfully.	72.1%	15.7%	12.2%	
Q13. The people I work with care about me.	68.2%	22.9%	8.8%	
Q14. My fellow employees are committed to doing good work.	80.4%	14.5%	5.1%	
Q15. The employees in my work group work well together as a team.	76.2%	14.8%	9.1%	
Q16. I feel I can communicate honestly and openly in my workplace.	63.4%	18.3%	18.3%	
Q17. Harassment is not tolerated in my workplace.	78.7%	12.7%	8.5%	
Q18. Discrimination is not tolerated in my workplace.	80.9%	12.5%	6.6%	
Q19. I am confident that any misconduct that I report will be handled properly.	63.4%	20.5%	16.2%	

Table 10 displays percent agreement for respondents by department to survey statements for “Relationships and Morale in your Organization.”

Table 10 Relationships and Morale in your Organization by Department

Survey Items: Relationships and Morale in Your Organization									
	Q11.	Q12.	Q13.	Q14.	Q15.	Q16.	Q17.	Q18.	Q19.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	50.0%	65.0%	60.0%	75.0%	70.0%	60.0%	60.0%	65.0%	55.0%
Agency of Human Services	50.6%	75.3%	74.1%	84.5%	83.5%	72.9%	78.6%	77.6%	68.2%
Agency of Natural Resources	77.8%	81.5%	80.0%	88.9%	85.2%	70.4%	88.9%	88.9%	74.1%
Agriculture, Food & Markets	59.8%	80.5%	72.0%	81.7%	75.6%	72.0%	84.1%	86.6%	68.3%
Attorney General	54.5%	83.6%	88.9%	98.2%	92.7%	72.7%	87.3%	85.5%	69.1%
Auditor of Accounts	72.7%	81.8%	63.6%	90.9%	72.7%	72.7%	90.0%	100.0%	81.8%
Buildings & General Services	36.5%	59.4%	55.6%	70.0%	66.3%	57.1%	75.7%	78.2%	50.0%
Children & Families	40.4%	69.2%	70.2%	83.2%	75.4%	61.2%	78.8%	80.6%	61.2%
Commerce & Community Dev.	44.0%	84.0%	74.0%	90.0%	76.0%	60.0%	82.0%	80.0%	56.0%
Corrections	22.4%	54.6%	53.1%	63.5%	67.8%	49.0%	66.9%	71.0%	51.3%
Criminal Justice Training Council	30.0%	100.0%	90.0%	90.0%	90.0%	90.0%	100.0%	100.0%	80.0%
Defender General	92.3%	92.3%	92.3%	100.0%	84.6%	92.3%	92.3%	100.0%	76.9%
Disabilities, Aging & Ind. Liv.	76.6%	89.1%	80.0%	89.1%	84.6%	75.6%	84.5%	87.6%	75.1%
Digital Services	43.9%	76.4%	73.2%	82.9%	80.5%	74.8%	85.4%	86.2%	69.7%
Education	41.6%	70.8%	72.3%	82.3%	80.5%	56.6%	69.0%	70.8%	58.4%
Enhanced 911 Board	100.0%	100.0%	83.3%	83.3%	66.7%	100.0%	83.3%	83.3%	100.0%
Environmental Conservation	55.1%	85.3%	78.6%	89.9%	77.0%	74.2%	80.6%	79.6%	64.4%
Finance & Management	61.5%	80.8%	80.8%	92.3%	92.3%	65.4%	80.8%	84.6%	69.2%
Financial Regulation	83.7%	93.0%	84.7%	90.7%	87.1%	82.6%	89.5%	87.1%	79.1%
Fish & Wildlife	69.5%	77.9%	73.7%	90.5%	77.9%	70.5%	86.2%	85.3%	77.9%
Forests, Parks & Recreation	71.0%	89.9%	87.0%	92.8%	89.9%	79.7%	95.7%	94.2%	84.1%
Governor's Office	87.5%	87.5%	100.0%	100.0%	87.5%	75.0%	100.0%	100.0%	100.0%
Green Mountain Care Board	88.9%	83.3%	83.3%	94.4%	77.8%	77.8%	94.4%	94.4%	83.3%
Health	65.7%	83.0%	77.7%	87.7%	81.8%	72.4%	88.3%	87.1%	71.3%
Human Resources	55.1%	76.4%	71.9%	85.4%	78.7%	68.5%	87.6%	88.8%	69.7%
Average	49.4%	72.4%	68.7%	80.7%	76.6%	64.3%	79.1%	81.1%	63.8%

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

Survey Items: Relationships and Morale in Your Organization									
	Q11.	Q12.	Q13.	Q14.	Q15.	Q16.	Q17.	Q18.	Q19.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Human Rights Commission	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Labor	38.5%	64.6%	63.4%	78.1%	75.5%	53.4%	69.6%	78.6%	49.5%
Labor Relations Board	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Libraries	81.8%	100.0%	81.8%	100.0%	100.0%	72.7%	100.0%	100.0%	100.0%
Liquor Control	51.2%	72.1%	58.1%	58.1%	69.8%	72.1%	81.0%	86.0%	58.1%
Lottery Commission	52.9%	70.6%	70.6%	58.8%	64.7%	64.7%	88.2%	82.4%	70.6%
Mental Health	39.0%	57.0%	57.0%	73.0%	63.0%	50.0%	66.0%	72.0%	53.5%
Military	77.4%	80.6%	71.0%	74.2%	71.0%	74.2%	96.8%	96.8%	67.7%
Motor Vehicles	46.3%	66.7%	63.4%	68.3%	74.0%	56.9%	74.8%	78.0%	62.6%
Natural Resources Board	50.0%	50.0%	50.0%	100.0%	75.0%	75.0%	87.5%	87.5%	50.0%
Other	52.1%	68.8%	67.7%	77.1%	71.9%	62.5%	75.0%	74.0%	63.5%
Public Safety	42.7%	71.8%	68.9%	79.9%	82.6%	62.6%	83.5%	86.8%	71.9%
Public Service Department	32.7%	79.6%	67.3%	89.8%	83.7%	59.2%	77.6%	81.6%	63.3%
Public Utilities Commission	50.0%	80.0%	50.0%	70.0%	60.0%	60.0%	70.0%	80.0%	50.0%
Secretary of State	60.3%	67.2%	63.8%	81.0%	74.1%	58.6%	75.9%	77.6%	56.9%
State Treasurer	50.0%	75.0%	75.0%	56.3%	68.8%	75.0%	75.0%	75.0%	68.8%
Taxes	45.1%	63.9%	64.5%	77.9%	66.4%	64.8%	73.8%	74.6%	57.4%
Transportation (not DMV)	49.4%	70.6%	61.4%	75.7%	76.0%	64.8%	78.1%	80.2%	60.9%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Vermont Health Access	55.3%	74.4%	70.1%	84.7%	78.7%	62.6%	77.0%	81.3%	66.2%
Veterans' Home	38.3%	36.2%	38.3%	72.3%	53.2%	44.7%	59.6%	66.0%	53.2%
Average	49.4%	72.4%	68.7%	80.7%	76.6%	64.3%	79.1%	81.1%	63.8%

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

On average, approximately 70% agreed to the range of statements regarding their supervisor (Q20 – Q26), but with relatively high levels of “neutral” and “disagree” responses (on average 30%), which shows that these supervisory items have variability based on other factors, such as across departments.

The lowest agreement among all respondents was when asked if their supervisor discussed and planned their career development with them (46.3%).

For all respondents, 66.2% agreed that their performance evaluations are completed annually. To a lesser extent, respondents agreed that the standards used to evaluate their performance were fair (60.4%), with a high level of “neutral” (27.8%), which shows respondents’ ambivalence about this statement.

Table 11 Your Supervisor – All Respondents

Survey Items: Your Supervisor		All Respondents		
Question		% Agree	% Neutral	% Disagree
Q20. My supervisor clearly explains my job performance expectations.		72.0%	15.3%	12.7%
Q21. My supervisor regularly provides me with timely and useful feedback.		65.5%	17.8%	16.7%
Q22. My supervisor gives me an opportunity to do my best work.		77.2%	12.9%	10.0%
Q23. I am satisfied with the recognition I receive from my supervisor for my work.		66.0%	17.4%	16.6%
Q24. My supervisor treats employees fairly and respectfully.		75.3%	13.0%	11.7%
Q25. My supervisor seems to care about me as a person.		77.2%	14.2%	8.6%
Q26. My supervisor provides the help I need to improve my job performance.		68.3%	18.5%	13.2%
Q27. I have an opportunity to learn and grow professionally.		67.8%	17.5%	14.7%
Q28. I receive the training I need to perform my job.		66.3%	19.8%	13.9%
Q29. My supervisor and I discuss and plan my career development.		46.3%	27.7%	26.0%
Q30. My performance evaluations are completed annually.		66.2%	16.2%	17.5%
Q31. The standards used to evaluate my performance are fair.		60.4%	27.8%	11.8%

Table 12 displays percent agreement for respondents by department to survey statements for “Your Supervisor.”

Table 12 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	75.0%	65.0%	80.0%	65.0%	65.0%	65.0%	65.0%	70.0%	65.0%	35.0%	57.9%	47.4%
Agency of Human Services	78.8%	75.3%	80.0%	74.1%	81.2%	85.9%	80.0%	78.8%	69.4%	51.8%	65.9%	58.8%
Agency of Natural Resources	70.4%	74.1%	81.5%	77.8%	88.9%	88.5%	70.4%	74.1%	77.8%	63.0%	65.4%	65.4%
Agriculture, Food & Markets	73.2%	68.3%	82.7%	73.2%	74.4%	81.7%	68.3%	69.5%	70.7%	42.7%	61.0%	62.2%
Attorney General	75.9%	74.1%	81.8%	67.3%	90.9%	81.5%	68.5%	64.8%	50.9%	38.2%	70.9%	61.8%
Auditor of Accounts	100.0%	63.6%	72.7%	81.8%	81.8%	54.5%	81.8%	63.6%	90.9%	36.4%	81.8%	72.7%
Buildings & General Services	69.2%	60.0%	77.1%	61.8%	68.2%	67.6%	66.5%	60.6%	68.2%	39.9%	63.5%	55.9%
Children & Families	74.0%	69.3%	78.3%	66.2%	72.5%	81.3%	70.0%	70.1%	66.4%	47.6%	68.2%	56.9%
Commerce & Community Dev.	62.0%	56.0%	70.0%	62.0%	72.0%	72.0%	62.0%	66.0%	62.0%	38.0%	58.0%	49.0%
Corrections	67.6%	55.9%	68.3%	54.3%	68.1%	65.8%	59.9%	57.5%	60.9%	35.8%	63.5%	53.7%
Criminal Justice Training Council	100.0%	70.0%	70.0%	80.0%	100.0%	90.0%	70.0%	50.0%	70.0%	50.0%	60.0%	70.0%
Defender General	92.3%	76.9%	92.3%	84.6%	92.3%	92.3%	84.6%	84.6%	84.6%	53.8%	30.8%	61.5%
Disabilities, Aging & Ind. Liv.	79.5%	74.1%	85.6%	75.6%	83.9%	84.0%	76.5%	76.6%	72.4%	58.3%	65.5%	71.4%
Digital Services	72.1%	69.1%	80.3%	69.7%	82.0%	82.1%	71.5%	72.4%	66.7%	48.0%	58.2%	52.8%
Education	69.9%	61.9%	78.8%	71.7%	77.0%	79.6%	73.9%	68.1%	54.9%	44.6%	68.8%	62.8%
Enhanced 911 Board	100.0%	100.0%	100.0%	66.7%	100.0%	100.0%	83.3%	83.3%	50.0%	66.7%	66.7%	83.3%
Environmental Conservation	73.0%	68.5%	81.4%	70.4%	83.8%	85.6%	67.1%	74.1%	63.9%	49.5%	75.2%	73.0%
Finance & Management	76.9%	65.4%	76.9%	65.4%	84.6%	76.9%	57.7%	65.4%	65.4%	50.0%	53.8%	53.8%
Financial Regulation	83.7%	74.4%	88.4%	74.4%	88.4%	84.7%	81.4%	83.7%	83.7%	64.7%	72.1%	74.4%
Fish & Wildlife	83.2%	69.5%	83.2%	66.3%	83.2%	79.8%	75.8%	74.7%	76.8%	52.6%	82.1%	75.8%
Forests, Parks & Recreation	76.8%	69.6%	91.3%	69.6%	84.1%	91.3%	79.7%	73.9%	65.2%	53.6%	70.6%	75.0%
Governor's Office	75.0%	50.0%	100.0%	100.0%	100.0%	75.0%	87.5%	87.5%	75.0%	75.0%	50.0%	62.5%
Green Mountain Care Board	82.4%	88.2%	88.2%	94.1%	94.1%	94.1%	82.4%	76.5%	64.7%	64.7%	35.3%	47.1%
Average	72.1%	65.7%	77.4%	66.2%	75.4%	77.5%	68.6%	68.3%	66.7%	44.6%	66.2%	60.6%

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 12 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
Health	73.2%	69.7%	79.4%	69.6%	79.9%	84.6%	72.6%	72.6%	74.2%	49.4%	81.7%	74.6%
Human Resources	77.3%	70.5%	80.7%	72.7%	83.0%	81.8%	71.6%	69.3%	69.0%	45.5%	58.4%	59.1%
Human Rights Commission	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Labor	61.4%	52.4%	67.7%	58.7%	61.9%	72.5%	58.3%	50.3%	50.0%	31.4%	36.6%	37.3%
Labor Relations Board	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Libraries	90.0%	90.9%	100.0%	100.0%	100.0%	81.8%	72.7%	63.6%	63.6%	45.5%	36.4%	81.8%
Liquor Control	76.2%	72.1%	86.0%	65.1%	72.1%	72.1%	72.1%	69.8%	78.6%	39.5%	60.5%	53.5%
Lottery Commission	76.5%	58.8%	70.6%	47.1%	52.9%	70.6%	64.7%	58.8%	70.6%	47.1%	41.2%	58.8%
Mental Health	55.0%	48.0%	61.0%	53.0%	65.0%	63.0%	53.0%	50.0%	54.0%	29.0%	44.0%	46.5%
Military	71.0%	67.7%	83.9%	67.7%	80.6%	90.3%	77.4%	80.6%	80.6%	61.3%	58.1%	64.5%
Motor Vehicles	75.6%	66.7%	74.6%	65.0%	61.0%	65.9%	67.5%	62.3%	63.9%	38.8%	85.2%	64.5%
Natural Resources Board	75.0%	62.5%	75.0%	50.0%	75.0%	62.5%	62.5%	50.0%	50.0%	50.0%	87.5%	75.0%
Other	75.0%	69.8%	74.7%	69.8%	74.7%	76.0%	74.0%	68.8%	67.4%	46.9%	60.4%	55.8%
Public Safety	71.0%	64.5%	74.5%	64.9%	78.0%	76.7%	67.9%	67.7%	71.2%	47.6%	53.5%	50.2%
Public Service Department	65.3%	60.4%	71.4%	69.4%	69.4%	75.5%	61.2%	75.5%	63.3%	46.9%	53.1%	52.1%
Public Utilities Commission	60.0%	40.0%	60.0%	60.0%	50.0%	60.0%	60.0%	50.0%	50.0%	30.0%	50.0%	50.0%
Secretary of State	56.9%	53.4%	70.7%	46.6%	63.8%	72.4%	51.7%	62.1%	48.3%	39.7%	67.2%	63.8%
State Treasurer	68.8%	62.5%	68.8%	81.3%	75.0%	75.0%	62.5%	62.5%	62.5%	43.8%	62.5%	68.8%
Taxes	67.2%	63.9%	75.4%	65.6%	73.8%	77.0%	63.9%	69.7%	59.2%	43.4%	42.5%	44.2%
Transportation (not DMV)	72.3%	64.2%	77.4%	66.3%	75.3%	75.3%	68.7%	70.8%	71.2%	51.6%	84.4%	69.5%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Vermont Health Access	69.7%	67.8%	79.6%	66.4%	78.8%	77.9%	69.4%	71.5%	68.1%	50.6%	62.8%	62.1%
Veterans' Home	66.0%	59.6%	72.3%	53.2%	63.8%	56.5%	57.4%	53.2%	53.2%	42.6%	70.2%	59.6%
Average	72.1%	65.7%	77.4%	66.2%	75.4%	77.5%	68.6%	68.3%	66.7%	44.6%	66.2%	60.6%

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

More respondents disagreed that their department or agency has the staffing and resources necessary to achieve its mission (44.5%) than agreed (36.4%).

While 56.3% of all respondents agreed that the amount of work they are expected to perform is reasonable, a quarter (25.2%) disagreed. A higher percentage agreed that their job and work environment allow for a good balance between work and their personal life (63.4%).

A majority of all respondents agreed that they have the resources to do their job well (59.6%) and that their department or agency had the technology needed to get the work done (55.5%).

Over three out of four of all respondents agreed that their physical working environment is reasonable for their type of work (78.1%) and to a lesser extent that they feel safe and secure in their work environment (77.8%).

Table 13 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.		36.4%	19.1%	44.5%
Q33. The amount of work I am expected to perform is reasonable.		56.3%	18.5%	25.2%
Q34. My job allows a good balance between work and my personal life.		63.4%	18.9%	17.7%
Q35. I have the resources to do my job well.		59.6%	20.8%	19.6%
Q36. My Agency or Department has the technology needed to get the work done.		55.5%	19.9%	24.6%
Q37. My physical working environment is reasonable for my type of work.		78.1%	12.4%	9.5%
Q38. I feel safe and secure in my work environment.		78.8%	12.9%	8.3%

Table 14 displays percent agreement for respondents by department to survey statements for “Workload, Staffing and Resources.”

Table 14 Workload, Staffing and Resources by Department

Survey Items: Workload, Staffing and Resources							
	Q32.	Q33.	Q34.	Q35.	Q36.	Q37.	Q38.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	50.0%	70.0%	80.0%	84.2%	70.0%	95.0%	95.0%
Agency of Human Services	35.3%	55.3%	69.4%	50.6%	48.2%	81.2%	84.7%
Agency of Natural Resources	44.4%	59.3%	66.7%	66.7%	63.0%	74.1%	85.2%
Agriculture, Food & Markets	37.8%	59.8%	68.3%	68.3%	63.0%	86.6%	90.2%
Attorney General	30.9%	58.2%	63.6%	49.1%	38.2%	89.1%	96.4%
Auditor of Accounts	63.6%	90.9%	100.0%	90.9%	63.6%	72.7%	81.8%
Buildings & General Services	31.2%	60.6%	68.8%	60.6%	55.3%	74.1%	74.7%
Children & Families	34.4%	45.6%	55.6%	51.1%	44.2%	75.5%	69.3%
Commerce & Community Dev.	12.0%	48.0%	53.1%	52.0%	54.0%	68.0%	76.0%
Corrections	23.0%	42.8%	44.5%	43.4%	32.2%	62.7%	54.4%
Criminal Justice Training Council	10.0%	30.0%	70.0%	30.0%	40.0%	80.0%	70.0%
Defender General	46.2%	53.8%	69.2%	76.9%	84.6%	84.6%	100.0%
Disabilities, Aging & Ind. Liv.	34.3%	51.2%	68.0%	62.7%	59.7%	79.1%	84.5%
Digital Services	25.4%	52.0%	74.0%	56.9%	64.2%	83.7%	88.5%
Education	29.2%	49.6%	55.8%	55.8%	52.2%	70.8%	75.2%
Enhanced 911 Board	16.7%	66.7%	83.3%	66.7%	100.0%	100.0%	83.3%
Environmental Conservation	30.9%	48.6%	71.0%	58.3%	53.2%	71.0%	82.9%
Finance & Management	61.5%	69.2%	80.8%	76.9%	73.1%	80.8%	88.5%
Financial Regulation	86.0%	91.9%	91.9%	88.4%	66.3%	90.7%	93.0%
Fish & Wildlife	48.4%	61.1%	65.3%	70.5%	70.5%	81.1%	82.1%
Forests, Parks & Recreation	10.1%	42.6%	60.9%	50.7%	60.9%	84.1%	89.9%
Governor's Office	100.0%	100.0%	87.5%	100.0%	87.5%	100.0%	100.0%
Green Mountain Care Board	66.7%	83.3%	88.9%	83.3%	83.3%	94.4%	100.0%
Average	36.7%	56.4%	63.7%	59.8%	55.7%	78.4%	79.0%

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 14 Workload, Staffing and Resources by Department (Cont.)

Survey Items: Workload, Staffing and Resources							
	Q32.	Q33.	Q34.	Q35.	Q36.	Q37.	Q38.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Health	49.6%	68.5%	74.7%	69.3%	61.5%	84.7%	90.6%
Human Resources	36.0%	67.4%	71.9%	52.8%	47.2%	82.0%	85.4%
Human Rights Commission	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Labor	16.7%	51.6%	60.9%	53.6%	42.7%	74.0%	69.6%
Labor Relations Board	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Libraries	45.5%	72.7%	90.9%	72.7%	72.7%	90.9%	81.8%
Liquor Control	53.5%	76.7%	81.4%	69.8%	67.4%	79.1%	72.1%
Lottery Commission	64.7%	70.6%	70.6%	70.6%	82.4%	88.2%	88.2%
Mental Health	28.0%	66.0%	55.4%	53.0%	42.4%	57.0%	60.0%
Military	51.6%	64.5%	77.4%	71.0%	74.2%	90.3%	93.5%
Motor Vehicles	44.3%	63.4%	65.0%	68.3%	52.0%	78.9%	82.1%
Natural Resources Board	50.0%	37.5%	50.0%	50.0%	50.0%	87.5%	75.0%
Other	42.7%	65.6%	69.8%	61.5%	62.5%	84.4%	82.3%
Public Safety	20.1%	41.7%	43.7%	59.2%	60.5%	82.8%	82.8%
Public Service Department	10.2%	34.7%	42.9%	53.1%	61.2%	87.8%	77.6%
Public Utilities Commission	40.0%	40.0%	50.0%	60.0%	60.0%	90.0%	80.0%
Secretary of State	44.8%	63.8%	67.2%	51.7%	70.7%	89.7%	81.0%
State Treasurer	43.8%	75.0%	75.0%	62.5%	87.5%	87.5%	93.8%
Taxes	18.0%	45.9%	70.2%	59.8%	69.7%	88.5%	71.3%
Transportation (not DMV)	53.2%	71.3%	69.8%	69.6%	72.6%	81.1%	84.7%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Vermont Health Access	50.6%	65.1%	72.3%	66.4%	50.4%	77.4%	87.7%
Veterans' Home	36.2%	48.9%	48.9%	51.1%	51.1%	76.6%	76.6%
Average	36.7%	56.4%	63.7%	59.8%	55.7%	78.4%	79.0%

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

Over 60% (63.7%) of all respondents agreed that they felt that they were paid fairly for the work they perform, while 19.1% disagreed.

Over 80% of all respondents agreed that working for the State of Vermont provides them with good job security (82.1%), while to a lesser extent (67.2%) respondents agreed that working for the State of Vermont provided them with a solid career path.

Nearly four out of five respondents agreed that they understand their benefits plan (78.8%), and a lower percent agreed that they understand their retirement benefits (61.6%).

Overall, 80.3% agreed that they were satisfied with the benefits they received. Only 5.5% disagreed.

Table 15 Compensation and Benefits – All Respondents

Survey Items: Compensation and Benefits		All Respondents		
Question		% Agree	% Neutral	% Disagree
Q39. I am paid fairly for the work I do.		63.7%	17.2%	19.1%
Q40. I feel that working for the State of Vermont provides me with good job security.		82.1%	12.4%	5.4%
Q41. I feel that working for the State of Vermont provides me with a solid career path.		67.2%	21.8%	11.0%
Q42. I understand my benefit plans.		78.8%	14.1%	7.1%
Q43. I understand my retirement benefits.		61.6%	22.9%	15.5%
Q44. Overall, I am satisfied with the benefits I receive.		80.3%	14.3%	5.5%

Table 16 displays percent agreement for respondents by department to survey statements for “Compensation and Benefits.”

Table 16 Compensation and Benefits by Department

Survey Items: Compensation and Benefits						
	Q39.	Q40.	Q41.	Q42.	Q43.	Q44.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	65.0%	90.0%	70.0%	95.0%	75.0%	100.0%
Agency of Human Services	74.1%	81.2%	60.0%	81.2%	61.2%	83.5%
Agency of Natural Resources	55.6%	77.8%	70.4%	77.8%	59.3%	77.8%
Agriculture, Food & Markets	66.7%	81.7%	68.3%	80.5%	59.8%	82.9%
Attorney General	45.5%	74.5%	54.5%	81.8%	70.9%	74.5%
Auditor of Accounts	90.9%	90.9%	45.5%	100.0%	100.0%	90.9%
Buildings & General Services	48.5%	78.8%	61.8%	75.9%	56.5%	74.7%
Children & Families	65.4%	86.4%	70.1%	76.2%	55.3%	80.8%
Commerce & Community Dev.	48.0%	78.0%	56.0%	74.0%	56.0%	72.0%
Corrections	59.5%	75.2%	67.0%	76.7%	54.0%	69.0%
Criminal Justice Training Council	50.0%	100.0%	60.0%	60.0%	40.0%	70.0%
Defender General	84.6%	100.0%	84.6%	92.3%	69.2%	100.0%
Disabilities, Aging & Ind. Liv.	77.5%	85.0%	74.4%	79.5%	61.0%	88.0%
Digital Services	58.5%	86.2%	63.4%	83.6%	68.0%	87.5%
Education	59.3%	80.5%	51.3%	82.3%	62.8%	77.9%
Enhanced 911 Board	83.3%	83.3%	50.0%	66.7%	66.7%	83.3%
Environmental Conservation	62.2%	82.9%	70.5%	82.4%	65.4%	80.6%
Finance & Management	73.1%	88.5%	84.6%	84.6%	73.1%	92.0%
Financial Regulation	81.4%	90.7%	77.9%	94.2%	82.6%	91.9%
Fish & Wildlife	63.8%	74.5%	67.0%	74.2%	57.0%	70.2%
Forests, Parks & Recreation	60.9%	78.3%	60.3%	73.5%	52.9%	76.8%
Governor's Office	75.0%	62.5%	75.0%	87.5%	75.0%	75.0%
Green Mountain Care Board	77.8%	94.4%	83.3%	88.9%	72.2%	94.4%
Average	63.8%	82.4%	67.6%	79.0%	61.7%	80.4%

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 16 Compensation and Benefits by Department (Cont.)

Survey Items: Compensation and Benefits						
	Q39.	Q40.	Q41.	Q42.	Q43.	Q44.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Health	65.6%	80.3%	67.6%	80.0%	61.5%	82.6%
Human Resources	68.5%	89.9%	70.5%	94.4%	74.2%	91.0%
Human Rights Commission	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Labor	61.5%	74.3%	59.9%	78.6%	64.9%	82.8%
Labor Relations Board	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Libraries	81.8%	81.8%	72.7%	90.9%	81.8%	100.0%
Liquor Control	47.6%	93.0%	76.2%	81.4%	58.1%	71.4%
Lottery Commission	58.8%	94.1%	76.5%	76.5%	47.1%	94.1%
Mental Health	74.0%	82.0%	60.4%	84.8%	65.0%	80.0%
Military	64.5%	90.3%	83.9%	87.1%	77.4%	83.9%
Motor Vehicles	57.7%	86.9%	71.5%	74.8%	58.3%	77.2%
Natural Resources Board	75.0%	75.0%	50.0%	75.0%	62.5%	87.5%
Other	58.9%	81.3%	58.9%	73.7%	57.9%	74.0%
Public Safety	59.7%	87.4%	74.2%	79.0%	70.0%	78.0%
Public Service Department	67.3%	69.4%	53.1%	61.2%	57.1%	73.5%
Public Utilities Commission	70.0%	70.0%	60.0%	90.0%	90.0%	70.0%
Secretary of State	62.1%	81.0%	63.8%	79.3%	74.1%	89.7%
State Treasurer	75.0%	87.5%	56.3%	93.8%	100.0%	100.0%
Taxes	66.1%	86.1%	64.5%	80.3%	68.9%	84.3%
Transportation (not DMV)	58.9%	86.1%	72.1%	77.2%	60.1%	80.3%
Vermont Commission on Women	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Vermont Health Access	74.5%	69.4%	64.7%	76.5%	58.7%	81.3%
Veterans' Home	78.7%	80.9%	63.8%	80.9%	61.7%	76.6%
Average	63.8%	82.4%	67.6%	79.0%	61.7%	80.4%

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 17 displays percent agreement for all respondents for “Overall Job Satisfaction.”

Over 75% agreed that in general they were satisfied with their job (76.5%).

Table 17 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.	76.5%	14.1%	9.4%	

Table 18 displays percent agreement for respondents by department for “Overall Job Satisfaction.”

Table 18 Overall Job Satisfaction by Department

Survey Items: Overall Job Satisfaction			
Q45. In general, I am satisfied with my job.			
Department	% Agree	% Neutral	% Disagree
Agency of Administration	80.0%	10.0%	10.0%
Agency of Human Services	82.1%	11.9%	6.0%
Agency of Natural Resources	88.9%	3.7%	7.4%
Agriculture, Food & Markets	86.4%	9.9%	3.7%
Attorney General	80.0%	9.1%	10.9%
Auditor of Accounts	72.7%	18.2%	9.1%
Buildings & General Services	68.9%	13.8%	17.4%
Children & Families	75.6%	15.2%	9.2%
Commerce & Community Dev.	70.0%	22.0%	8.0%
Corrections	61.9%	18.9%	19.2%
Criminal Justice Training Council	70.0%	20.0%	10.0%
Defender General	100.0%	0.0%	0.0%
Disabilities, Aging & Ind. Liv.	82.0%	10.5%	7.5%
Digital Services	76.4%	12.2%	11.4%
Education	66.7%	19.8%	13.5%
Enhanced 911 Board	83.3%	16.7%	0.0%
Environmental Conservation	79.0%	14.5%	6.5%
Finance & Management	76.9%	11.5%	11.5%
Financial Regulation	90.6%	5.9%	3.5%
Fish & Wildlife	83.2%	7.4%	9.5%
Forests, Parks & Recreation	92.8%	4.3%	2.9%
Governor's Office	100.0%	0.0%	0.0%
Green Mountain Care Board	94.4%	5.6%	0.0%
Health	84.0%	11.8%	4.1%
Human Resources	84.1%	9.1%	6.8%
Human Rights Commission	100.0%	0.0%	0.0%
Labor	72.4%	16.1%	11.5%
Labor Relations Board	100.0%	0.0%	0.0%
Libraries	72.7%	27.3%	0.0%
Liquor Control	86.0%	4.7%	9.3%
Lottery Commission	88.2%	5.9%	5.9%
Mental Health	64.3%	21.4%	14.3%
Military	90.3%	3.2%	6.5%
Motor Vehicles	81.1%	9.8%	9.0%
Natural Resources Board	62.5%	37.5%	0.0%
Other	76.1%	14.1%	9.8%
Public Safety	72.7%	17.9%	9.4%
Public Service Department	69.4%	20.4%	10.2%
Public Utilities Commission	60.0%	10.0%	30.0%
Secretary of State	77.6%	5.2%	17.2%
State Treasurer	75.0%	12.5%	12.5%
Taxes	73.9%	15.1%	10.9%
Transportation (not DMV)	77.0%	15.0%	8.0%
Vermont Commission on Women	100.0%	0.0%	0.0%
Vermont Health Access	82.5%	12.8%	4.7%
Veterans' Home	84.8%	6.5%	8.7%
Average	76.9%	13.8%	9.3%

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 4,982 employees who responded to the survey, 1,804 provided a response to the open-ended question for a response rate of 36%.

Two groups of 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. In addition, the raters coded whether the comment theme expressed was clearly “negative,” “positive,” or “neutral.”

How often a theme or subtheme came up was tallied. The 1,804 comments contained over 4,600 thematic ideas.

Results

Summary

Major Themes	Number	Percent	Type of Comment		
			Positive	Negative	Neutral
Workload & Staffing	611	13.2%	1.0%	70.4%	28.6%
Pay & Benefits	611	13.2%	2.6%	59.4%	38.0%
Supervision	595	12.9%	5.7%	68.1%	10.4%
Work Environment & Employee Morale	566	12.2%	16.8%	65.7%	17.5%
Leadership	453	9.8%	6.0%	67.5%	26.5%
Policies	397	8.6%	2.3%	63.7%	34.0%
Training & Development	282	6.1%	3.5%	49.3%	47.2%
Government Efficiency	265	5.7%	7.9%	23.0%	69.1%
Work Conditions	231	5.0%	0.9%	67.1%	32.0%
IT Systems	214	4.6%	2.8%	60.3%	36.9%
Communication	212	4.6%	0.9%	56.1%	42.9%
Pride in Their Work	104	2.2%	74.0%	6.7%	19.2%
Specific Department Programs	88	1.9%	0.0%	42.0%	58.0%
Total	4,629				

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 (611)

Concerns about understaffing (291)

Fairness and Improvements in Hiring Practices (106)

Comments related to workload and staffing were tied with “Pay & Benefits” as the most prevalent themes. 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.

Themes Reflected in Comments

- Staffing
 - Deficient staffing levels:
 - Staff safety compromised (VCPH and DOC).
 - Adversely impacting workload.
 - Can’t successfully achieve new initiatives with current staffing models.
 - Hiring Practices:
 - Too many temporary employees used.
 - Not enough diversity reflected in hiring practices.
 - Too much favoritism when promoting internals.
 - Organizational Structure:
 - Too many managers and not enough non-supervisors.
 - Discrepancy between central office staffing and field staffing levels.
 - Concern about impending retirements and the lack of structured succession planning in place.
- Workload
 - Insufficient staffing adversely impacting the ability to manage workload:
 - Example provided of social workers.
 - Miscellaneous factors adversely impacting the ability to manage workload:
 - Example provided of the impact of the opioid crisis on workload and staffing.
 - Supervisory Practices:
 - Supervisors not successfully managing non-productive and problem employees, which places an unfair burden on performing employees to pick up the slack.
 - Excessive use of leave time stretches resources.

Pay & Benefits (611)

Pay for Performance/Performance Incentive programs linked to rewards or pay increases (132)

Concerns about equity in job titles and the job classification process (103)

Comments related to pay and benefits were tied with “Workload & Staffing” as the most prevalent themes. 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.

Themes Reflected in Comments

- Pay
 - Salaries need to be higher:
 - Not competitive with private sector pay.
 - State of Vermont salaries are not competitive with those of neighboring state governments.
 - Move to a pay for performance structure.
 - Employees with higher salary than supervisors shouldn’t exist.
 - RFR (Request for Review) process is misused by some departments to manipulate pay rates.
- Benefits
 - Communications:
 - DHR needs to do a better job of communicating details on benefits plans to new employees, including with the New Employee Orientation.
 - DHR needs to make information on the benefits plans more easily accessible.
 - Dental and Vision plans:
 - Plans are inadequate.
 - Enhance Wellness opportunities:
 - Gym membership subsidies.
 - Allow for wellness breaks during the workday.
 - Leave time:
 - Utilize a combined time off model rather than existing model.
 - Leave time allocated is insufficient.
 - EAP:
 - Needs to offer better services for staff that have experienced workplace related trauma.
 - Retirement:

- Retirement needs to offer more and better education on retirement benefits and plans.
- Classified employees should be afforded the opportunity to have the option to participate in a defined option or contribution plan.
- FMLA:
 - Displeasure with the terms of the cascade.

Supervision (595)

Performance management/addressing the issue of non-performing employees (138)

Performance Evaluation (88)

Recognition of staff (58)

Supervisor Training (52)

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.

Themes Reflected in Comments

- Inconsistencies in practices:
 - Lack of knowledge on how to supervise, and of applicable policies and rules.
 - Favoritism demonstrated towards certain employees.
 - Lack of providing employee recognition.
 - Employees promoted to supervisory role who should not have been.
- Performance management:
 - Do not hold poor performing employees accountable.
 - Performance evaluations not completed.
- Praise:
 - Numerous references made by employees that their supervisor does an excellent job.
 - Supervisor does an outstanding job of promoting growth and learning.

Work Environment and General Employee Morale (566)

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

Themes Reflected in Comments

- Work Environment
 - Deficient staffing impacting ability to manage workload.
 - Desire for the State to offer more opportunities for employees to have schedules with more flexible hours.

- Desire for the State to offer more opportunities to telecommute.
- Dissatisfaction with open office environment.
- Understaffing is creating workplace safety issues.
- **Morale**
 - Understaffing and heavy workload have a negative impact on morale.
 - Stress impacting morale of employees who work with potentially volatile populations (VPCH, DOC).
 - DOC third shift employees feeling isolated from other employees and leadership.

Leadership (453)

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.

Themes Reflected in Comments

- **Communication:**
 - Leaders are out of touch with what employees are experiencing.
 - Improved lines of communication needed between leaders and employees.
 - Leaders need to be more accessible to employees.
 - Too many communications and messages originating from leadership that get filtered through management, sometimes resulting in conflicting messages.
- **Training:**
 - Exempt employees should be required to attend Supervising in State Government I.

Policies (397)

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.

Themes Reflected in Comments

- **Work scheduling**
 - Allow for greater flexibility in shift assignments/hours, either at the request of the supervisor or the employee.
 - Provide more opportunities for telecommuting.
 - Allow for voluntary reduction of hours.
- **Discrepancies in pay between departments/agencies for similarly situated jobs**
- **Benefits**

- More leave time for new employees.
- Sick leave paid out at time of retirement.

Training & Development (282)

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).

Themes Reflected in Comments

- Provide more training opportunities.
- Make training more accessible for all employees.
- Provide better training on the use of technology.
- Better career growth opportunities are needed.

Government Efficiency, Quality Improvement and Cost Savings Ideas (265)

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

Themes Reflected in Comments

- Technology
 - VTHER and Vision are not user friendly.
 - Dated systems.
- RBA (Results Based Accountability)
 - Better use of metrics to measure performance.
 - Make performance measurements transparent.
 - Better use of employee surveys.
- DHR
 - Provide better supervisory training and guidance to supervisors.
 - Processes for administering job and pay changes are too time consuming.

Work Conditions (231)

“Open office” (65)

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.

Themes Reflected in Comments

- Office environment

- Open office environment.
 - Too noisy and distracting.
 - Cubicle walls should be higher.
 - Better focus rooms.
- Individual work spaces.
 - There should be more flexibility with how an employee's work space is laid out.
 - More furniture use/style options.
 - Furniture is old and dated.
 - More standing desks.
- Workplace Safety
 - All State office buildings should have the same level of security, particularly those that deal populations where there is greater exposure to security/safety risk.
 - Need better follow up on building safety and security concerns.
 - More training made available on safety and security topics.
- Allow for more telecommuting.

IT Systems (214)

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

Themes Reflected in Comments

- IT systems and software are antiquated.
- Hardware is often outdated.
- Job effectiveness impacted by outdated systems and software.
- More accessibility to IT tech support.
- Quality of IT work isn't sufficient.

Communication (212)

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.

Themes Reflected in Comments

- Better communication needed between agencies/departments.
- Better communication needed from leadership.
- More opportunities for employees to communicate with management and leadership.

Pride in Their Work (104)

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

Themes Reflected in Comments

- Enjoyment of and respect for colleagues.
- Belief in the importance and impact of the mission work of the performed.
- Appreciation for flexibility offered, although there were some comments where the desire for more flexibility was expressed.
- Appreciation of career growth opportunities.

Specific Department Programs (88)

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

There were no consistent themes provided.

Engagement Survey Responses – Summary and Trends

As shown in Table 19, the response rate for the 2017 survey was 60.5% compared to 55.7% in 2016. This is a substantial improvement (the highest response rate in the survey's history) and represents a very strong sample. Note that in 2017 Administration Agency and Digital Services Agency had response rates greater than 100%. This can be attributed to respondents' uncertainty about department affiliation, especially the newly formed Digital Services Agency.

Table 19 Response Rate by Department - 2014 - 2017 Engagement Surveys

Department	2014 Engagement Survey			2015 Engagement Survey			2016 Engagement Survey			2017 Engagement Survey		
	Num.	Completed Surveys	Response Rate	Num.	Completed Surveys	Response Rate	Num.	Completed Surveys	Response Rate	Num.	Completed Surveys	Response Rate
Agency of Administration	56	29	51.8%	50	26	52.0%	28	21	75.0%	19	20	105.0%
Agency of Human Services – CO	114	89	78.1%	137	103	75.2%	138	99	71.7%	129	85	66.0%
Agency of Natural Resources – CO	34	30	88.2%	32	25	78.1%	30	25	83.3%	36	27	75.0%
Agriculture, Food & Markets	96	64	66.7%	104	76	73.1%	107	40	37.4%	122	82	67.0%
Attorney General	78	38	48.7%	79	67	84.8%	78	42	53.8%	82	55	67.0%
Auditor of Accounts	15	6	40.0%	15	9	60.0%	15	10	66.7%	15	11	73.0%
Buildings & General Services	313	209	66.8%	303	174	57.4%	329	162	49.2%	328	170	52%
Children & Families	1,002	555	55.4%	1,075	507	47.2%	1,018	689	67.7%	1011	717	71%
Commerce & Community Development	89	46	51.7%	92	52	56.5%	92	71	77.2%	91	50	55%
Corrections	1,052	381	36.2%	1,049	434	41.4%	1,040	331	31.8%	1031	339	33%
Defender General	70	29	41.4%	66	19	28.8%	69	21	30.4%	69	13	19%
Disabilities, Aging & Independent Living	274	207	75.5%	264	200	75.8%	275	192	69.8%	275	201	73.0%
Digital Services	111	73	65.8%	111	64	57.7%	103	62	60.2%	102	124	122.0%
Education	146	87	59.6%	142	116	81.7%	145	123	84.8%	161	113	70.0%
Environmental Conservation	285	179	62.8%	287	152	53.0%	291	145	49.8%	297	219	74.0%
Finance & Management	27	12	44.4%	29	16	55.2%	26	24	92.3%	26	26	100.0%
Financial Regulation	98	47	48.0%	99	75	75.8%	100	57	57.0%	98	86	88.0%
Fish & Wildlife	131	62	47.3%	129	67	51.9%	131	49	37.4%	145	95	66.0%
Forests, Parks & Recreation	103	88	85.4%	102	68	66.7%	101	53	52.5%	115	69	60.0%
Green Mountain Care Board	24	9	37.5%	24	16	66.7%	23	6	26.1%	30	18	60.0%
Health	497	273	54.9%	492	407	82.7%	500	359	71.8%	517	342	66.0%
Human Resources	76	74	97.4%	71	68	95.8%	93	82	88.2%	95	89	94.0%
Labor	256	165	64.5%	251	127	50.6%	242	129	53.3%	233	193	83.0%
Libraries	23	10	43.5%	18	13	72.2%	10	6	60.0%	16	11	69.0%
Liquor Control	49	16	32.7%	51	29	56.9%	53	33	62.3%	52	43	83.0%
Lottery Commission	20	13	65.0%	22	12	54.5%	19	9	47.4%	21	17	81.0%
Mental Health	235	84	35.7%	225	106	47.1%	232	77	33.2%	240	102	43.0%
Military	121	26	21.5%	119	41	34.5%	99	22	22.2%	104	31	30.0%
Motor Vehicles	229	109	47.6%	224	127	56.7%	222	148	66.7%	229	123	54.0%
Natural Resources Board	26	16	61.5%	24	11	45.8%	24	7	29.2%	23	8	35.0%
Public Safety	562	192	34.2%	550	208	37.8%	575	185	32.2%	577	310	54.0%
Public Service Department	47	24	51.1%	49	20	40.8%	51	45	88.2%	49	49	100.0%
Public Utilities Commission	26	18	69.2%	25	8	32.0%	27	8	29.6%	26	10	38.0%
Secretary of State	64	40	62.5%	66	36	54.5%	71	37	52.1%	70	58	83.0%
Small Department	46	19	41.3%	43	15	34.9%	42	12	28.6%	44	27	61.4%
State Treasurer	34	13	38.2%	32	22	68.8%	32	17	53.1%	33	16	48.0%
Taxes	160	65	40.6%	149	70	47.0%	152	83	54.6%	159	122	77.0%
Transportation (not DMV)	1,007	312	31.0%	993	521	52.5%	1,036	524	50.6%	1,041	531	51.0%
Vermont Health Access	188	126	67.0%	185	102	55.1%	318	169	53.1%	333	236	71.0%
Veterans' Home	199	51	25.6%	183	34	18.6%	153	18	11.8%	185	47	25.0%
Grand Total	7,983	4,216	52.8%	7,961	4,523	56.8%	8,092	4,506	55.7%	8,229	4,982	60.5%

With the 2017 survey we now have five years of data from the base 2013 survey and four years from 2014 when several new items were added, and others were revised for clarity. The following Tables 20 to 26 show results for all respondents for the six engagement areas as well as overall satisfaction for 2014 to 2017 with an analysis of patterns and change. The “new” base year for this presentation is 2014 because from 2014 forward we have a complete set of items. Discussion will focus on trends and what we can learn from the data. It should be noted that differences of only several percentage points are probably not meaningful and are likely due to sampling differences.

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

Heat Map Legend
Red = Less than 60% agreement
Yellow = 60% - 75% agreement
Green = Greater than 75% agreement

Heat Map Legend
Red = Less than 60% agreement
Yellow = 60% - 75% agreement
Green = Greater than 75% agreement

Table 20 Job Duties and their Relationship to the Mission and Goals of your Agency or Department - 2014 – 2017 Trends

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department							
Question	2014 % Agree	2015 % Agree	2016 % Agree	2017 % Agree	Average	Percent Change FY '16 to FY '17	Percent Change FY '14 to FY '17
Q1. I understand my job duties and responsibilities.	91.4%	92.0%	92.9%	92.1%	92.1%	-0.8%	0.8%
Q2. I understand the work, goals, and mission of my department or agency.	88.7%	89.1%	90.5%	90.5%	89.7%	0.0%	2.1%
Q3. The work I perform is linked to my department or agency meeting its goals and mission.	88.2%	88.5%	89.7%	89.0%	88.8%	-0.7%	0.9%
Q4. I enjoy the performing the day to day work of my job.	78.9%	78.0%	78.8%	78.8%	78.6%	0.1%	-0.1%
Q5. The work I perform is meaningful and rewarding.	77.5%	74.9%	77.2%	76.2%	76.5%	-1.3%	-1.7%
Q6. I would recommend the State of Vermont to others as a great place to work.	66.2%	65.4%	71.2%	74.3%	69.3%	4.3%	12.2%

Questions 1 -3 have seen high agreement since the benchmark year (2014) and remained high with near to or better that 90% agreement and with little variation. What this tells us is that employees feel they understand their job duties and department mission/goals.

While not as high, there is agreement generally above our 75% threshold for questions 4 and 5, again with little variation, that tells us that three out of four more of our employees enjoy performing the day to day work of their jobs and find their work meaningful and rewarding.

The one item in this category that has shown any significant improvement from 2014 to 2017 is Question 6, which asked about whether the respondent would recommend the State of Vermont to others as a great place to work. Agreement increased from 66.2% to 74.3% (+12.2%); in the 2017 survey this item fell just short of the 75% threshold. There are large department differences (see Table 27).

Heat Map Legend
Red = Less than 60% agreement
Yellow = 60% - 75% agreement
Green = Greater than 75% agreement

Table 21 Communication and Input within your Organization - 2014 - 2017 Trends

Survey Items: Communication and Input within Your Organization					Average	Percent Change FY '16 to FY '17	Percent Change FY '14 to FY '17
Question	2014 % Agree	2015 % Agree	2016 % Agree	2017 % Agree			
Q7. Management and senior leadership communicates important information effectively.	49.3%	51.8%	54.5%	56.3%	53.0%	3.3%	14.1%
Q8. I have an opportunity to communicate with and provide feedback to management and senior leadership.	58.2%	59.6%	63.0%	63.2%	61.0%	0.3%	8.6%
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.	57.2%	58.6%	61.3%	62.6%	59.9%	2.1%	9.5%
Q10. My department or agency works well with other departments and agencies.	57.5%	60.4%	61.9%	63.4%	60.8%	2.3%	10.3%

While all these items related to internal communication have shown some positive change, many remain under 60% agreement and they all remain well below the 75% threshold. Over this time frame, Q7 has moved from 49.3% agreement to 56.3% (+14.1), an improvement but still not reaching the 60% threshold.

Reviewing Table 35 shows considerable cross department differences related to items measuring communication and input. This is an area that deserves examination to improve organizational processes around communication and employee input. See also discussion at Table 22.

Heat Map Legend
Red = Less than 60% agreement
Yellow = 60% - 75% agreement
Green = Greater than 75% agreement

Table 22 Relationships and Morale in your Organization - 2014 - 2017 Trends

Survey Items: Relationships and Morale in Your Organization					Average	Percent Change FY '16 to FY '17	Percent Change FY '14 to FY '17
Question	2014 % Agree	2015 % Agree	2016 % Agree	2017 % Agree			
Q11. Morale within my department or agency is good.	40.7%	41.5%	46.3%	48.8%	44.3%	5.4%	20.0%
Q12. The people I work with treat each other respectfully.	66.2%	69.0%	70.4%	72.1%	69.4%	2.5%	8.9%
Q13. The people I work with care about me.	64.3%	65.5%	67.9%	68.2%	66.5%	0.5%	6.1%
Q14. My fellow employees are committed to doing good work.	77.0%	78.4%	80.2%	80.4%	79.0%	0.3%	4.4%
Q15. The employees in my work group work well together as a team.	71.4%	73.6%	74.5%	76.2%	73.9%	2.3%	6.7%
Q16. I feel I can communicate honestly and openly in my workplace.	59.7%	61.1%	63.0%	63.4%	61.8%	0.7%	6.2%
Q17. Harassment is not tolerated in my workplace.	72.4%	75.8%	77.6%	78.7%	76.1%	1.4%	8.8%
Q18. Discrimination is not tolerated in my workplace.	75.9%	78.8%	80.1%	80.9%	78.9%	1.0%	6.5%
Q19. I am confident that any misconduct that I report will be handled properly.	55.8%	59.5%	61.2%	63.4%	60.0%	3.6%	13.7%

While agreement that morale within their department or agency is good has shown improvement from 2014 to 2017 (+20.0%), the level of agreement has never risen above the 50% level (four-year average 44.3%). During the same time frame general job satisfaction has been consistently above 70% (See Table 26). So, what drives “morale”? Certainly, there are significant departmental differences, but using 2017 data a correlational matrix was calculated to examine what items were most highly related to morale. The following items are the top five highest correlated items:

- Q16. I feel I can communicate honestly and openly in my workplace (.65).
- Q12. The people I work with treat each other respectfully (.64).
- Q7. Management and senior leadership communicates important information effectively (.64).
- Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency (.59).
- Q8. I have an opportunity to provide feedback to management and senior leadership (.59).

These are all very high and significant correlations. Since these are correlations we cannot say these *caused* high morale, but it behooves departments to consider that improving the organization's structures and culture around these items will likely have an impact of perceived "morale."

Consistently reaching the 75% threshold respondents have agreed that their fellow employees are committed to doing good work. In 2017 approximately three out of four of respondents agreed that employees in their work group work well together as a team reaching the reaching 75% threshold for the first time. Since baseline these items have shown only modest change.

The labor relation/legal items have shown improvement since baseline (2014):

- Q17. Harassment is not tolerated in my workplace. From 72.4% to 78.7% (+8.8%).
- Q18. Discrimination is not tolerated in my workplace. From 75.9% to 80.9% (+6.5%).
- Q19. I am confident that any misconduct that I report will be handled properly. From 55.8% to 63.4% (+13.7%).

Q17 and Q18 have been above the 75% threshold. While Q19 has moved out of the lowest band (less than 60%), it is well below the 75% threshold and deserves examination.

Heat Map Legend
Red = Less than 60% agreement
Yellow = 60% - 75% agreement
Green = Greater than 75% agreement

Table 23 Your Supervisor - 2014 - 2017 Trends

Survey Items: Your Supervisor							
Question	2014 % Agree	2015 % Agree	2016 % Agree	2017 % Agree	Average	Percent Change FY '16 to FY '17	Percent Change FY '14 to FY '17
Q20. My supervisor clearly explains my job performance expectations.	67.0%	68.5%	71.4%	72.0%	69.7%	0.9%	7.5%
Q21. My supervisor regularly provides me with timely and useful feedback.	59.3%	60.9%	65.2%	65.5%	62.7%	0.5%	10.4%
Q22. My supervisor gives me an opportunity to do my best work.	73.0%	73.7%	75.9%	77.2%	74.9%	1.7%	5.8%
Q23. I am satisfied with the recognition I receive from my supervisor for my work.	60.9%	61.9%	64.6%	66.0%	63.4%	2.2%	8.4%
Q24. My supervisor treats employees fairly and respectfully.	70.5%	70.8%	74.2%	75.3%	72.7%	1.5%	6.9%
Q25. My supervisor seems to care about me as a person.	73.9%	75.0%	77.2%	77.2%	75.8%	0.0%	4.5%
Q26. My supervisor provides the help I need to improve my job performance.	62.9%	63.8%	67.1%	68.3%	65.5%	1.8%	8.6%
Q27. I have an opportunity to learn and grow professionally.	63.1%	64.5%	66.8%	67.8%	65.5%	1.5%	7.5%
Q28. I receive the training I need to perform my job.	59.6%	61.6%	65.4%	66.3%	63.2%	1.3%	11.2%
Q29. My supervisor and I discuss and plan my career development.	37.4%	41.0%	44.5%	46.3%	42.3%	4.1%	23.9%
Q30. My performance evaluations are completed annually.	56.8%	62.8%	64.6%	66.2%	62.6%	2.5%	16.6%
Q31. The standards used to evaluate my performance are fair.	53.1%	57.7%	59.9%	60.4%	57.8%	0.8%	13.7%

On average, approximately 70% agreed to the range of statements regarding their supervisor (Q20 – Q26), but with relatively high levels of “neutral” and “disagree” responses, which shows that these supervisory items have variability based on other factors, such as across departments.

There are a group of questions that all show improvement that can reasonable be attributed to the emphasis on supervisory training, which became mandatory in 2015.

- Q20. My supervisor clearly explains my job performance expectations. From 67.0% to 72.0% (+7.5%).
- Q21. My supervisor regularly provides me with timely and useful feedback. From 59.3% to 65.5% (+10.4%).

- Q23. I am satisfied with the recognition I receive from my supervisor for my work. From 60.9 to 66.0% (+8.4%).
- Q26. My supervisor provides the help I need to improve my job performance. From 62.9% to 68.3% (+8.6%)
- Q29. My supervisor and I discuss and plan my career development. From 37.4% to 46.3% (+23.9%).
- Q30. My performance evaluations are completed annually. From 56.8% to 66.2% (+16.6%).
- Q31. The standards used to evaluate my performance are fair. From 53.1% to 60.4% (+13.7%)

Of note is the increase in those reporting their evaluations completed to 66% in 2017, still below the 75% threshold but clearly showing year-over-year improvement.

Heat Map Legend
Red = Less than 60% agreement
Yellow = 60% - 75% agreement
Green = Greater than 75% agreement

Table 24 Workload, Staffing and Resources - 2014 – 2017 Trends

Survey Items: Workload, Staffing and Resources							
Question	2014 % Agree	2015 % Agree	2016 % Agree	2017 % Agree	Average	Percent Change FY '16 to FY '17	Percent Change FY '14 to FY '17
Q32. My Agency or Department has the staffing necessary to achieve its mission.	30.1%	26.9%	35.1%	36.4%	32.1%	3.7%	21.0%
Q33. The amount of work I am expected to perform is reasonable.	49.3%	50.0%	54.2%	56.3%	52.4%	3.9%	14.2%
Q34. My job allows a good balance between work and my personal life.	56.9%	58.2%	61.7%	63.4%	60.0%	2.8%	11.5%
Q35. I have the resources to do my job well.	52.8%	54.7%	59.2%	59.6%	56.6%	0.6%	12.9%
Q36. My Agency or Department has the technology needed to get the work done.	48.8%	52.6%	56.5%	55.5%	53.3%	-1.7%	13.8%
Q37. My physical working environment is reasonable for my type of work.	73.6%	76.8%	78.8%	78.1%	76.8%	-0.9%	6.1%
Q38. I feel safe and secure in my work environment.	76.7%	72.3%	77.6%	78.8%	76.4%	1.5%	2.7%

While there has been a substantial increase in agreement from 2014 to 2017 (+21.0%), a very low percent of respondents agreed that their department or agency has the staffing necessary to achieve its mission (four-year average of 32.1%). This has been consistent since the baseline year.

Similarly, less than 60% of all respondents agreed that the amount of work they are expected to perform is reasonable. A higher percentage agreed that their job and work environment allow for a good balance between work and their personal life, and this item has improved (+11.5%) since 2014.

Questions 35 and 36 look at respondents' agreement that they have the resources and technology to do their job and while both of these items have shown improvement from 2014 to 2017 (+12.9% and +13.8% respectively), they both still remain under the 60% threshold.

Finally, respondents' agreement as to whether they feel safe and secure in their work environment took a dip in 2015, likely because the survey came just months after the tragic death of State employee Laura Sobel. The agreement rebounded back above the 75% threshold

in 2016 and almost reached 80% in 2017. This can reasonably be attributed to the State's efforts at improving workplace safety and security, as well as training on emergency procedures.

Heat Map Legend
Red = Less than 60% agreement
Yellow = 60% - 75% agreement
Green = Greater than 75% agreement

Table 25 Compensation and Benefits - 2014 – 2017 Trends

Survey Items: Compensation and Benefits							
Question	2014 % Agree	2015 % Agree	2016 % Agree	2017 % Agree	Average	Percent Change FY '16 to FY '17	Percent Change FY '14 to FY '17
Q39. I am paid fairly for the work I do.	55.9%	55.7%	60.6%	63.7%	59.0%	5.1%	13.9%
Q40. I feel that working for the State of Vermont provides me with good job security.	77.7%	71.4%	80.3%	82.1%	77.9%	2.2%	5.7%
Q41. I feel that working for the State of Vermont provides me with a solid career path.	59.0%	58.0%	63.7%	67.2%	62.0%	5.5%	14.0%
Q42. I understand my benefit plans.	78.1%	77.6%	78.4%	78.8%	78.2%	0.6%	0.9%
Q43. I understand my retirement benefits.	60.1%	60.2%	61.5%	61.6%	60.9%	0.2%	2.4%
Q44. Overall, I am satisfied with the benefits I receive.	76.5%	74.5%	78.8%	80.3%	77.5%	1.9%	5.0%

In 2017 over 60% (63.7%) of all respondents agreed that they felt that they were paid fairly for the work they perform. The percent agreeing has increased substantially since the baseline year (+13.9%).

In 2017 over 80% of all respondents agreed that working for the State of Vermont provides them with good job security (82.1%); this has been relatively stable over the four-year period.

Respondents agreeing that working for the State of Vermont provided them with a solid career path has increased from 2014 to 2017 (14.0%).

The percent of respondents who agreed that they understand their benefit plans has consistently hovered near 80%, while a lower percent agreed that they understand their retirement benefits (four-year average 60.9%). Overall in 2017, 80.3% agreed that they were satisfied with the benefits they received. All three of these items have been consistent since baseline year.

Heat Map Legend
Red = Less than 60% agreement
Yellow = 60% - 75% agreement
Green = Greater than 75% agreement

Table 26 Overall Job Satisfaction - 2014 – 2017 Trends

Survey Items: Overall Job Satisfaction							
Question	2014 % Agree	2015 % Agree	2016 % Agree	2017 % Agree	Average	Percent Change FY '16 to FY '17	Percent Change FY '14 to FY '17
Q45. In general, I am satisfied with my job.	72.2%	72.1%	76.5%	76.5%	74.3%	0.0%	5.9%

General job satisfaction has increased from 72.2% to 76.5% (+5.9%). It has been above the 75% threshold for the past two years.

Engagement Survey Results – 2013 – 2017

Tables 27 to 33 show responses for engagement items by department for the 2013 to 2017 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 27 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Department- 2013 - 2017 Engagement Surveys

Department	Q1.					Q2.				
	FY '13 % Agree	FY '14 % Agree	FY '15 % Agree	FY '16 % Agree	FY '17 % Agree	FY '13 % Agree	FY '14 % Agree	FY '15 % Agree	FY '16 % Agree	FY '17 % Agree
Agency of Administration	93.1%	86.2%	84.6%	95.2%	95.0%	89.7%	82.8%	84.6%	85.7%	95.0%
Agency of Human Services	87.6%	91.0%	89.3%	93.9%	89.4%	86.0%	90.9%	94.2%	88.9%	87.1%
Agency of Natural Resources	100.0%	96.7%	95.8%	100.0%	96.3%	87.2%	93.3%	96.0%	92.0%	92.6%
Agriculture, Food & Markets	90.6%	92.1%	88.0%	97.5%	95.1%	78.1%	90.5%	84.0%	92.5%	95.1%
Attorney General	100.0%	97.4%	95.5%	100.0%	96.4%	96.2%	94.6%	94.0%	100.0%	90.9%
Buildings & General Services	90.5%	88.9%	94.2%	91.4%	90.6%	88.0%	84.5%	87.2%	88.9%	87.6%
Children & Families	95.0%	90.6%	92.9%	94.2%	94.3%	92.4%	90.8%	92.9%	94.9%	96.1%
Commerce & Community Dev.	97.0%	97.8%	90.4%	88.7%	90.0%	87.9%	86.7%	86.5%	93.0%	77.6%
Corrections	94.3%	92.1%	90.5%	89.7%	87.9%	82.2%	85.5%	80.6%	77.6%	78.8%
Defender General	100.0%	96.6%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Disabilities, Aging & Ind. Liv.	91.3%	91.7%	93.5%	97.4%	96.5%	91.4%	91.8%	93.5%	96.4%	97.0%
Digital Services	84.8%	84.9%	85.9%	77.4%	87.0%	89.1%	75.3%	76.6%	71.0%	79.5%
Education	89.6%	80.2%	84.5%	84.6%	90.3%	69.5%	62.8%	70.7%	78.0%	77.9%
Environmental Conservation	97.9%	96.1%	90.1%	93.8%	92.6%	91.5%	91.1%	84.9%	87.4%	90.8%
Finance & Management	90.5%	91.7%	81.3%	96.4%	92.3%	95.2%	83.3%	81.3%	96.4%	92.3%
Financial Regulation	96.3%	100.0%	100.0%	96.5%	97.7%	94.4%	97.9%	97.3%	98.2%	98.8%
Fish & Wildlife	97.2%	95.2%	94.0%	98.0%	95.8%	86.1%	93.5%	92.5%	100.0%	94.7%
Forests, Parks & Recreation	95.5%	90.9%	98.5%	100.0%	94.2%	93.2%	92.0%	97.1%	98.1%	94.2%
Health	95.9%	94.1%	94.3%	94.4%	94.4%	95.9%	93.0%	95.5%	94.7%	95.9%
Human Resources	96.5%	94.5%	94.7%	98.8%	96.6%	91.2%	89.0%	89.3%	91.5%	93.3%
Labor	91.9%	92.7%	92.9%	93.0%	89.6%	87.9%	89.1%	84.3%	86.8%	89.1%
Liquor Control	100.0%	100.0%	93.1%	97.0%	95.3%	93.8%	81.3%	89.7%	90.9%	93.0%
Lottery Commission	86.7%	84.6%	100.0%	100.0%	94.1%	86.7%	69.2%	100.0%	100.0%	100.0%
Mental Health	95.2%	91.7%	84.9%	90.9%	89.0%	95.0%	91.6%	86.8%	92.2%	86.0%
Military	100.0%	100.0%	92.7%	100.0%	100.0%	100.0%	100.0%	97.6%	100.0%	96.8%
Motor Vehicles	97.1%	96.3%	93.7%	95.9%	90.2%	98.6%	89.9%	90.5%	94.6%	93.5%
Public Safety	97.2%	92.2%	92.8%	91.8%	93.5%	91.1%	91.1%	88.9%	89.0%	88.7%
Public Service Department	86.7%	95.8%	95.0%	86.7%	89.8%	93.3%	87.5%	80.0%	84.4%	71.4%
Secretary of State	90.0%	95.0%	94.4%	81.1%	87.9%	95.0%	97.5%	97.2%	91.9%	93.1%
Taxes	90.8%	92.3%	87.1%	85.5%	86.9%	90.8%	86.2%	87.1%	79.5%	87.7%
Transportation (not DMV)	94.3%	89.1%	94.0%	93.9%	91.7%	88.1%	84.9%	90.8%	91.7%	90.0%
Vermont Health Access	82.5%	85.7%	88.2%	91.1%	93.6%	89.5%	91.2%	91.2%	89.9%	94.9%
Veterans' Home	89.5%	94.1%	94.1%	100.0%	97.9%	86.0%	92.2%	94.1%	100.0%	97.9%
Average	93.8%	91.6%	92.1%	93.0%	92.4%	89.2%	88.7%	89.1%	90.6%	90.8%

Key

Q1. I understand my job duties and responsibilities.

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

Table 27 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Department- 2013 - 2017 Engagement Surveys (Cont.)

Department	Q3.					Q4.				
	FY '13	FY '14	FY '15	FY '16	FY '17	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	n/a	79.3%	80.8%	90.5%	90.0%	n/a	86.2%	76.9%	81.0%	85.0%
Agency of Human Services	n/a	90.9%	91.2%	91.9%	88.1%	n/a	86.4%	80.6%	80.2%	85.9%
Agency of Natural Resources	n/a	90.0%	96.0%	96.0%	92.6%	n/a	86.2%	76.0%	88.0%	85.2%
Agriculture, Food & Markets	n/a	93.7%	86.7%	85.0%	91.5%	n/a	79.7%	74.7%	87.5%	86.6%
Attorney General	n/a	91.9%	100.0%	100.0%	89.1%	n/a	78.4%	92.5%	92.9%	83.6%
Buildings & General Services	n/a	85.6%	90.2%	87.0%	90.0%	n/a	78.3%	83.8%	80.1%	78.2%
Children & Families	n/a	89.1%	92.3%	94.0%	93.1%	n/a	76.5%	76.5%	79.2%	78.7%
Commerce & Community Dev.	n/a	77.8%	86.5%	91.5%	67.3%	n/a	77.8%	90.4%	87.3%	81.6%
Corrections	n/a	81.3%	75.1%	76.2%	75.2%	n/a	74.1%	67.1%	67.8%	65.8%
Defender General	n/a	96.6%	100.0%	100.0%	100.0%	n/a	86.2%	73.7%	81.0%	84.6%
Disabilities, Aging & Ind. Liv.	n/a	91.3%	94.5%	92.7%	93.5%	n/a	85.0%	87.0%	87.5%	88.1%
Digital Services	n/a	79.5%	82.8%	66.1%	81.3%	n/a	74.0%	73.4%	66.1%	75.6%
Education	n/a	70.6%	72.4%	78.9%	82.3%	n/a	69.8%	68.1%	77.0%	74.1%
Environmental Conservation	n/a	88.7%	86.8%	93.8%	88.9%	n/a	77.0%	73.7%	79.2%	79.3%
Finance & Management	n/a	100.0%	87.5%	92.9%	96.2%	n/a	83.3%	81.3%	85.7%	80.8%
Financial Regulation	n/a	97.9%	96.0%	94.7%	98.8%	n/a	93.6%	94.7%	93.0%	89.5%
Fish & Wildlife	n/a	90.3%	92.5%	91.8%	95.8%	n/a	79.0%	76.1%	71.4%	81.1%
Forests, Parks & Recreation	n/a	90.9%	95.6%	96.2%	97.1%	n/a	87.5%	83.8%	83.0%	91.3%
Health	n/a	92.6%	94.3%	94.1%	93.8%	n/a	83.4%	83.7%	79.8%	83.2%
Human Resources	n/a	87.7%	89.3%	91.5%	92.1%	n/a	82.2%	85.3%	82.9%	80.9%
Labor	n/a	89.0%	85.0%	90.7%	89.1%	n/a	76.4%	73.2%	83.7%	84.4%
Liquor Control	n/a	93.8%	96.6%	97.0%	93.0%	n/a	87.5%	86.2%	93.9%	81.4%
Lottery Commission	n/a	69.2%	100.0%	100.0%	100.0%	n/a	76.9%	83.3%	100.0%	82.4%
Mental Health	n/a	92.7%	88.7%	92.2%	80.0%	n/a	86.7%	73.6%	75.3%	69.7%
Military	n/a	100.0%	92.7%	100.0%	100.0%	n/a	92.3%	90.2%	86.4%	87.1%
Motor Vehicles	n/a	93.6%	93.7%	91.8%	90.2%	n/a	78.0%	77.0%	79.7%	78.7%
Public Safety	n/a	87.5%	90.4%	88.5%	86.1%	n/a	80.6%	77.9%	76.4%	79.0%
Public Service Department	n/a	87.5%	75.0%	77.8%	80.9%	n/a	79.2%	65.0%	57.8%	65.3%
Secretary of State	n/a	100.0%	91.7%	91.9%	82.8%	n/a	92.5%	86.1%	73.0%	74.1%
Taxes	n/a	90.8%	91.4%	80.5%	87.7%	n/a	87.7%	84.3%	74.7%	82.8%
Transportation (not DMV)	n/a	84.6%	86.9%	91.7%	89.4%	n/a	75.6%	76.6%	80.2%	77.9%
Vermont Health Access	n/a	88.1%	86.3%	89.3%	94.5%	n/a	75.4%	66.7%	72.5%	82.6%
Veterans' Home	n/a	94.1%	91.2%	100.0%	91.5%	n/a	80.4%	79.4%	77.8%	87.2%
Average	n/a	88.0%	88.5%	89.9%	89.2%	n/a	79.3%	77.9%	78.8%	79.5%

Key

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 27 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Department- 2013 - 2017 Engagement Surveys (Cont.)

Department	Q5.					Q6.				
	FY '13	FY '14	FY '15	FY '16	FY '17	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	72.4%	79.3%	65.4%	71.4%	70.0%	65.5%	75.9%	57.7%	76.2%	83.3%
Agency of Human Services	75.0%	86.4%	76.7%	81.8%	84.7%	55.4%	72.4%	68.0%	72.7%	75.3%
Agency of Natural Resources	82.1%	76.7%	72.0%	80.0%	88.9%	71.8%	80.0%	68.0%	76.0%	77.8%
Agriculture, Food & Markets	84.4%	84.4%	71.6%	80.0%	81.7%	61.3%	67.2%	68.0%	75.0%	72.0%
Attorney General	90.6%	78.4%	87.9%	81.0%	80.0%	73.6%	64.9%	85.1%	81.0%	81.8%
Buildings & General Services	72.2%	75.4%	74.6%	76.7%	67.3%	54.4%	58.9%	63.6%	66.5%	69.8%
Children & Families	80.4%	76.6%	77.0%	82.5%	79.1%	60.9%	60.8%	63.8%	75.1%	75.9%
Commerce & Community Dev.	84.8%	68.9%	84.6%	81.7%	78.0%	66.7%	60.0%	61.5%	75.7%	64.0%
Corrections	63.1%	67.7%	56.7%	61.3%	55.0%	52.5%	62.1%	48.7%	59.4%	58.4%
Defender General	78.9%	89.7%	89.5%	95.2%	92.3%	73.7%	79.3%	68.4%	66.7%	100.0%
Disabilities, Aging & Ind. Liv.	86.5%	87.9%	90.5%	90.6%	87.1%	72.6%	73.8%	77.4%	84.9%	85.0%
Digital Services	69.6%	72.6%	70.3%	61.3%	74.0%	56.5%	57.5%	57.8%	58.1%	72.4%
Education	71.7%	64.3%	64.7%	68.6%	71.2%	41.5%	50.0%	52.6%	61.0%	64.6%
Environmental Conservation	75.5%	79.9%	70.2%	79.2%	78.3%	47.9%	68.0%	68.2%	72.2%	78.8%
Finance & Management	85.7%	75.0%	80.0%	89.3%	84.6%	57.1%	75.0%	75.0%	85.7%	88.5%
Financial Regulation	87.0%	93.5%	89.3%	89.5%	87.2%	66.7%	95.7%	89.3%	91.2%	91.9%
Fish & Wildlife	77.8%	77.4%	82.1%	77.6%	84.2%	61.1%	71.0%	67.2%	73.5%	77.9%
Forests, Parks & Recreation	88.6%	83.9%	85.1%	83.0%	91.3%	65.9%	75.0%	61.2%	66.0%	78.3%
Health	86.4%	84.8%	82.1%	82.9%	82.1%	62.4%	71.6%	73.5%	75.9%	80.9%
Human Resources	75.9%	79.5%	81.3%	78.0%	72.7%	64.9%	79.5%	81.1%	79.0%	73.0%
Labor	78.5%	77.4%	74.8%	78.3%	79.6%	63.1%	66.5%	65.4%	62.8%	70.3%
Liquor Control	81.3%	75.0%	82.8%	81.8%	78.6%	56.3%	68.8%	65.5%	63.6%	73.2%
Lottery Commission	73.3%	53.8%	75.0%	88.9%	64.7%	80.0%	53.8%	83.3%	100.0%	94.1%
Mental Health	78.0%	78.3%	76.4%	72.7%	64.6%	53.7%	73.5%	71.7%	71.4%	62.0%
Military	87.5%	88.5%	82.9%	86.4%	93.5%	68.8%	76.9%	82.9%	90.9%	93.5%
Motor Vehicles	78.3%	71.6%	65.9%	73.0%	73.8%	73.9%	75.9%	68.3%	78.4%	82.1%
Public Safety	80.1%	78.5%	76.9%	74.2%	80.1%	59.8%	64.1%	59.1%	61.5%	71.4%
Public Service Department	85.7%	79.2%	68.4%	55.6%	67.3%	50.0%	62.5%	55.0%	55.6%	55.1%
Secretary of State	80.0%	82.5%	80.6%	73.0%	72.4%	60.0%	75.0%	75.0%	67.6%	72.4%
Taxes	75.0%	83.1%	75.7%	66.3%	74.6%	67.2%	70.8%	64.3%	67.5%	75.2%
Transportation (not DMV)	76.2%	70.7%	73.3%	77.8%	73.1%	57.3%	65.6%	64.9%	72.7%	75.4%
Vermont Health Access	73.7%	76.2%	69.6%	76.6%	81.5%	56.1%	65.9%	63.7%	70.1%	78.2%
Veterans' Home	89.5%	88.2%	88.2%	94.4%	93.6%	67.3%	76.5%	51.5%	83.3%	87.2%
Average	77.8%	77.5%	74.8%	77.4%	76.8%	59.8%	66.6%	65.4%	71.6%	74.8%

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 28 Communication and Input within your Organization by Department - 2013 - 2017
Engagement Surveys

Department	Q7					Q8				
	FY '13	FY '14	FY '15	FY '16	FY '17	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	n/a	53.6%	42.3%	52.4%	65.0%	58.6%	72.4%	57.7%	66.7%	75.0%
Agency of Human Services	n/a	59.1%	50.5%	50.5%	52.9%	63.6%	73.0%	67.0%	70.7%	56.5%
Agency of Natural Resources	n/a	70.0%	72.0%	72.0%	74.1%	53.8%	69.0%	80.0%	72.0%	77.8%
Agriculture, Food & Markets	n/a	57.8%	56.0%	65.0%	63.4%	56.3%	65.6%	64.0%	72.5%	70.7%
Attorney General	n/a	50.0%	67.2%	69.0%	65.5%	67.9%	67.6%	65.7%	78.6%	70.9%
Buildings & General Services	n/a	42.1%	43.9%	44.7%	49.4%	54.4%	51.7%	57.2%	54.7%	56.5%
Children & Families	n/a	49.7%	52.7%	60.3%	60.4%	54.5%	55.3%	56.0%	65.4%	63.9%
Commerce & Community Dev.	n/a	53.3%	59.6%	53.5%	32.0%	60.6%	60.0%	73.1%	64.3%	46.0%
Corrections	n/a	40.0%	35.6%	38.0%	38.1%	49.2%	47.6%	46.6%	49.1%	49.6%
Defender General	n/a	72.4%	73.7%	57.1%	92.3%	72.2%	79.3%	73.7%	52.4%	69.2%
Disabilities, Aging & Ind. Liv.	n/a	64.6%	74.5%	72.9%	75.1%	72.4%	66.8%	76.0%	72.9%	81.6%
Digital Services	n/a	31.5%	35.9%	33.9%	46.3%	65.2%	47.9%	54.7%	58.1%	68.3%
Education	n/a	26.7%	42.2%	50.0%	50.9%	46.7%	34.9%	39.7%	48.4%	47.8%
Environmental Conservation	n/a	54.7%	38.8%	51.0%	59.0%	44.7%	55.9%	46.7%	57.6%	65.9%
Finance & Management	n/a	58.3%	68.8%	64.3%	57.7%	57.1%	50.0%	75.0%	75.0%	76.9%
Financial Regulation	n/a	83.0%	81.3%	71.9%	75.6%	64.8%	93.6%	86.7%	76.8%	82.6%
Fish & Wildlife	n/a	54.8%	68.7%	63.3%	65.3%	50.0%	61.3%	76.1%	65.3%	72.6%
Forests, Parks & Recreation	n/a	48.3%	51.5%	56.6%	59.4%	72.7%	75.0%	64.7%	71.7%	68.1%
Health	n/a	60.9%	68.6%	67.0%	66.0%	64.3%	65.3%	72.2%	69.8%	73.0%
Human Resources	n/a	53.4%	62.7%	58.5%	65.2%	58.6%	69.9%	63.5%	67.1%	71.9%
Labor	n/a	38.8%	32.3%	37.2%	49.0%	49.3%	55.2%	50.4%	48.8%	59.4%
Liquor Control	n/a	43.8%	34.5%	54.5%	51.2%	68.8%	56.3%	65.5%	81.8%	79.1%
Lottery Commission	n/a	38.5%	75.0%	55.6%	52.9%	80.0%	46.2%	91.7%	77.8%	70.6%
Mental Health	n/a	40.5%	43.4%	46.8%	48.0%	48.8%	62.7%	60.0%	59.7%	53.0%
Military	n/a	80.8%	70.7%	72.7%	80.6%	68.8%	80.8%	80.5%	86.4%	67.7%
Motor Vehicles	n/a	52.3%	50.4%	60.1%	48.8%	63.8%	56.0%	57.5%	64.2%	56.1%
Public Safety	n/a	37.5%	46.6%	45.9%	50.6%	53.3%	52.9%	55.6%	56.3%	58.9%
Public Service Department	n/a	58.3%	45.0%	46.7%	51.0%	66.7%	75.0%	55.0%	48.9%	59.2%
Secretary of State	n/a	52.5%	72.2%	48.6%	56.9%	68.4%	57.5%	75.0%	62.2%	62.1%
Taxes	n/a	55.4%	52.9%	43.4%	62.3%	56.9%	52.3%	55.7%	56.6%	72.1%
Transportation (not DMV)	n/a	44.7%	49.6%	53.9%	51.7%	60.2%	55.4%	56.5%	67.0%	62.3%
Vermont Health Access	n/a	48.0%	39.2%	47.0%	58.9%	64.9%	69.0%	60.8%	58.3%	62.0%
Veterans' Home	n/a	25.5%	38.2%	44.4%	46.8%	34.5%	36.0%	41.2%	61.1%	51.1%
Average	n/a	49.4%	51.8%	54.6%	56.6%	57.8%	58.4%	59.8%	63.1%	64.1%

Key

Q7. Management and senior leadership communicates important information effectively.

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

Table 28 Communication and Input within your Organization by Department - 2013 - 2017 Engagement Surveys (Cont.)

Department	Q9					Q10				
	FY '13	FY '14	FY '15	FY '16	FY '17	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	58.6%	65.5%	57.7%	57.1%	80.0%	65.5%	58.6%	42.3%	61.9%	70.0%
Agency of Human Services	55.4%	73.9%	70.9%	73.7%	68.2%	58.7%	72.7%	65.0%	63.6%	67.1%
Agency of Natural Resources	59.0%	80.0%	72.0%	75.0%	74.1%	43.6%	73.3%	76.0%	72.0%	59.3%
Agriculture, Food & Markets	48.4%	68.8%	58.7%	70.0%	72.0%	59.4%	73.0%	65.3%	71.8%	64.2%
Attorney General	58.5%	67.6%	67.2%	69.0%	69.1%	69.8%	64.9%	67.2%	73.8%	74.5%
Buildings & General Services	47.5%	52.4%	57.8%	52.2%	56.5%	51.3%	58.4%	64.7%	63.4%	58.8%
Children & Families	54.1%	55.2%	54.3%	63.2%	64.8%	53.6%	51.9%	56.4%	62.1%	62.7%
Commerce & Community Dev.	45.5%	60.0%	71.2%	64.8%	50.0%	63.6%	68.2%	69.2%	67.6%	60.0%
Corrections	37.9%	42.4%	38.3%	46.7%	44.0%	39.3%	46.6%	43.1%	46.1%	47.2%
Defender General	68.4%	69.0%	52.6%	66.7%	84.6%	63.2%	75.9%	73.7%	71.4%	84.6%
Disabilities, Aging & Ind. Liv.	64.4%	67.0%	76.5%	76.0%	78.6%	68.6%	61.8%	69.8%	71.9%	78.1%
Digital Services	68.9%	52.1%	53.1%	45.2%	68.3%	63.0%	43.8%	34.4%	33.9%	53.7%
Education	36.4%	39.5%	47.4%	51.2%	48.7%	32.1%	27.9%	37.1%	44.3%	44.2%
Environmental Conservation	37.0%	60.3%	59.3%	61.8%	65.7%	48.9%	53.7%	59.9%	53.8%	54.8%
Finance & Management	57.1%	58.3%	68.8%	75.0%	80.8%	47.6%	75.0%	62.5%	89.3%	80.8%
Financial Regulation	66.7%	91.5%	86.7%	83.9%	88.4%	71.7%	83.0%	78.7%	78.6%	84.7%
Fish & Wildlife	41.7%	59.0%	65.7%	59.2%	70.5%	63.9%	71.0%	79.1%	81.6%	78.9%
Forests, Parks & Recreation	75.0%	69.3%	67.6%	69.8%	63.8%	63.6%	71.3%	72.1%	64.2%	71.0%
Health	61.1%	62.2%	70.4%	67.0%	67.4%	57.5%	66.8%	72.9%	71.8%	72.4%
Human Resources	65.5%	67.1%	72.0%	72.0%	71.9%	69.0%	62.5%	72.0%	73.2%	73.9%
Labor	46.6%	53.3%	46.5%	49.6%	61.5%	45.6%	50.3%	50.4%	42.6%	53.9%
Liquor Control	75.0%	56.3%	62.1%	72.7%	67.4%	56.3%	43.8%	72.4%	66.7%	60.5%
Lottery Commission	73.3%	53.8%	91.7%	77.8%	64.7%	53.3%	69.2%	91.7%	66.7%	64.7%
Mental Health	53.7%	60.2%	55.7%	54.5%	46.0%	43.9%	54.2%	50.5%	58.4%	52.0%
Military	75.0%	76.9%	73.2%	81.8%	77.4%	73.3%	76.0%	78.0%	68.2%	77.4%
Motor Vehicles	58.0%	54.1%	54.3%	61.5%	56.1%	63.2%	63.3%	59.1%	68.2%	52.8%
Public Safety	45.7%	44.8%	51.7%	50.3%	56.5%	61.2%	59.9%	62.8%	60.7%	71.6%
Public Service Department	53.3%	66.7%	40.0%	39.5%	61.2%	78.6%	79.2%	50.0%	48.9%	55.1%
Secretary of State	57.9%	67.5%	83.3%	70.3%	58.6%	68.4%	72.5%	80.6%	73.0%	69.0%
Taxes	47.7%	53.8%	58.6%	59.8%	69.7%	50.8%	46.2%	45.7%	51.8%	89.5%
Transportation (not DMV)	55.0%	53.1%	57.7%	65.2%	63.3%	59.0%	55.1%	62.3%	68.1%	67.4%
Vermont Health Access	66.7%	75.4%	58.8%	61.3%	65.1%	64.3%	62.4%	47.1%	52.7%	62.6%
Veterans' Home	34.5%	43.1%	29.4%	55.6%	51.1%	29.3%	52.9%	47.1%	61.1%	59.6%
Average	53.0%	57.3%	58.7%	61.7%	63.5%	55.5%	57.7%	60.3%	62.3%	63.8%

Key

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 29 Relationships and Morale in your Organization by Department - 2013 - 2017 Engagement Surveys

Department	Q11.					Q12.				
	FY '13	FY '14	FY '15	FY '16	FY '17	FY '13	FY '14	FY '15	FY '16	FY '17
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	51.7%	44.8%	30.8%	52.4%	50.0%	65.5%	65.5%	38.5%	61.9%	65.0%
Agency of Human Services	31.7%	58.4%	56.3%	52.5%	50.6%	66.1%	84.3%	78.6%	71.7%	75.3%
Agency of Natural Resources	40.5%	76.7%	44.0%	60.0%	77.8%	70.3%	86.7%	80.0%	80.0%	81.5%
Agriculture, Food & Markets	31.3%	51.6%	46.7%	60.0%	59.8%	62.5%	68.3%	76.0%	77.5%	80.5%
Attorney General	54.9%	57.9%	70.1%	64.3%	54.5%	88.2%	89.5%	91.0%	92.9%	83.6%
Buildings & General Services	28.6%	36.8%	39.3%	38.1%	36.5%	48.1%	61.1%	64.2%	68.5%	59.4%
Children & Families	24.6%	30.0%	31.4%	43.4%	40.4%	56.3%	65.1%	66.1%	69.8%	69.2%
Commerce & Community Dev.	40.6%	45.7%	57.7%	53.5%	44.0%	84.4%	67.4%	73.1%	81.7%	84.0%
Corrections	16.8%	25.9%	18.5%	23.6%	22.4%	42.5%	54.6%	50.3%	58.8%	54.6%
Defender General	63.2%	55.2%	36.8%	52.4%	92.3%	89.5%	72.4%	73.7%	85.7%	92.3%
Disabilities, Aging & Ind. Liv.	49.5%	48.8%	64.0%	65.1%	76.6%	81.9%	74.8%	84.5%	85.9%	89.1%
Digital Services	45.7%	26.0%	10.9%	25.8%	43.9%	65.2%	58.9%	50.0%	50.0%	76.4%
Education	13.2%	17.4%	20.7%	29.5%	41.6%	43.0%	63.5%	55.2%	71.3%	70.8%
Environmental Conservation	20.2%	37.4%	37.5%	50.3%	55.1%	70.2%	77.5%	75.0%	78.6%	85.3%
Finance & Management	47.6%	50.0%	53.3%	67.9%	61.5%	57.1%	66.7%	68.8%	89.3%	80.8%
Financial Regulation	55.8%	78.7%	72.0%	78.9%	83.7%	76.9%	89.1%	86.7%	86.0%	93.0%
Fish & Wildlife	38.9%	64.5%	70.1%	69.4%	69.5%	72.2%	79.0%	85.1%	69.4%	77.9%
Forests, Parks & Recreation	63.6%	60.9%	45.6%	62.3%	71.0%	79.5%	81.8%	80.9%	81.1%	89.9%
Health	47.3%	57.2%	62.1%	58.9%	65.7%	73.8%	71.4%	79.8%	79.9%	83.0%
Human Resources	46.6%	50.7%	66.7%	51.2%	55.1%	74.1%	82.2%	85.3%	73.2%	76.4%
Labor	21.2%	31.5%	31.0%	32.6%	38.5%	45.9%	55.5%	57.5%	61.2%	64.6%
Liquor Control	31.3%	37.5%	48.3%	51.5%	51.2%	43.8%	56.3%	62.1%	57.6%	72.1%
Lottery Commission	57.1%	15.4%	58.3%	66.7%	52.9%	57.1%	84.6%	66.7%	66.7%	70.6%
Mental Health	26.8%	43.4%	34.3%	40.3%	39.0%	70.7%	65.5%	61.9%	63.6%	57.0%
Military	62.5%	76.9%	75.6%	63.6%	77.4%	68.8%	76.9%	70.7%	77.3%	80.6%
Motor Vehicles	50.7%	45.0%	39.4%	53.4%	46.3%	65.2%	56.5%	64.6%	69.6%	66.7%
Public Safety	33.9%	30.2%	30.9%	38.6%	42.7%	67.6%	54.2%	67.6%	62.0%	71.8%
Public Service Department	53.3%	54.2%	50.0%	24.4%	32.7%	73.3%	87.5%	70.0%	66.7%	79.6%
Secretary of State	30.0%	40.0%	72.2%	54.1%	60.3%	50.0%	62.5%	77.8%	64.9%	67.2%
Taxes	31.3%	36.9%	27.1%	28.9%	45.1%	68.8%	60.0%	54.3%	56.6%	63.9%
Transportation (not DMV)	42.1%	39.1%	41.3%	52.9%	49.4%	63.8%	62.5%	71.4%	72.0%	70.6%
Vermont Health Access	43.9%	47.6%	32.4%	39.3%	55.3%	75.4%	78.6%	78.4%	64.3%	74.4%
Veterans' Home	22.4%	29.4%	20.6%	44.4%	38.3%	28.1%	33.3%	38.2%	50.0%	36.2%
Average	35.5%	40.9%	41.6%	46.5%	49.4%	62.4%	66.3%	69.2%	70.6%	72.4%

Key

Q11. Morale in my department or agency is good.

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

**Table 29 Relationships and Morale in your Organization by Department - 2013 - 2017
Engagement Surveys (Cont.)**

Department	Q13.					Q14.				
	FY '13	FY '14	FY '15	FY '16	FY '17	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	58.6%	58.6%	50.0%	66.7%	60.0%	n/a	82.8%	72.0%	66.7%	75.0%
Agency of Human Services	63.3%	75.3%	69.9%	76.8%	74.1%	n/a	85.4%	82.5%	90.9%	84.5%
Agency of Natural Resources	54.1%	76.7%	80.0%	70.8%	80.0%	n/a	83.3%	92.0%	88.0%	88.9%
Agriculture, Food & Markets	62.5%	75.0%	64.9%	80.0%	72.0%	n/a	81.3%	76.0%	80.0%	81.7%
Attorney General	86.5%	76.3%	83.6%	81.0%	88.9%	n/a	89.5%	95.5%	92.9%	98.2%
Buildings & General Services	46.8%	61.8%	60.1%	63.1%	55.6%	n/a	76.0%	72.8%	73.8%	70.0%
Children & Families	60.3%	65.6%	65.8%	72.2%	70.2%	n/a	78.9%	81.4%	84.3%	83.2%
Commerce & Community Dev.	65.6%	67.4%	80.8%	80.0%	74.0%	n/a	89.1%	86.5%	90.1%	90.0%
Corrections	41.8%	53.6%	48.3%	55.6%	53.1%	n/a	61.8%	58.0%	63.6%	63.5%
Defender General	84.2%	82.8%	73.7%	85.7%	92.3%	n/a	89.7%	84.2%	100.0%	100.0%
Disabilities, Aging & Ind. Liv.	79.8%	73.3%	83.0%	81.7%	80.0%	n/a	89.3%	92.0%	90.6%	89.1%
Digital Services	60.9%	43.1%	48.4%	37.1%	73.2%	n/a	75.3%	65.6%	71.0%	82.9%
Education	53.8%	62.8%	64.7%	69.9%	72.3%	n/a	81.4%	78.4%	81.3%	82.3%
Environmental Conservation	68.1%	72.5%	70.5%	74.5%	78.6%	n/a	79.9%	84.2%	88.3%	89.9%
Finance & Management	71.4%	75.0%	68.8%	82.1%	80.8%	n/a	75.0%	87.5%	100.0%	92.3%
Financial Regulation	65.4%	80.9%	88.0%	83.9%	84.7%	n/a	85.1%	88.0%	93.0%	90.7%
Fish & Wildlife	61.1%	64.5%	70.1%	66.7%	73.7%	n/a	83.9%	89.6%	79.6%	90.5%
Forests, Parks & Recreation	86.0%	79.5%	73.5%	77.4%	87.0%	n/a	85.2%	89.7%	83.0%	92.8%
Health	72.9%	75.1%	79.8%	77.0%	77.7%	n/a	85.6%	89.7%	90.5%	87.7%
Human Resources	75.9%	78.1%	77.3%	74.4%	71.9%	n/a	83.6%	88.0%	80.5%	85.4%
Labor	51.7%	55.3%	57.5%	59.7%	63.4%	n/a	70.1%	75.6%	76.0%	78.1%
Liquor Control	50.0%	50.0%	65.5%	60.6%	58.1%	n/a	68.8%	82.8%	72.7%	58.1%
Lottery Commission	85.7%	61.5%	50.0%	77.8%	70.6%	n/a	84.6%	100.0%	77.8%	58.8%
Mental Health	61.0%	67.1%	65.7%	71.4%	57.0%	n/a	78.3%	81.7%	84.4%	73.0%
Military	56.3%	73.1%	73.2%	72.7%	71.0%	n/a	88.5%	75.6%	72.7%	74.2%
Motor Vehicles	73.9%	60.6%	57.5%	66.2%	63.4%	n/a	63.3%	65.4%	75.0%	68.3%
Public Safety	62.3%	50.3%	65.2%	57.1%	68.9%	n/a	71.9%	74.9%	72.8%	79.9%
Public Service Department	64.3%	70.8%	65.0%	62.2%	67.3%	n/a	91.7%	70.0%	77.8%	89.8%
Secretary of State	60.0%	67.5%	74.3%	62.2%	63.8%	n/a	82.5%	86.1%	81.1%	81.0%
Taxes	65.6%	58.5%	58.6%	55.4%	64.5%	n/a	78.5%	71.4%	69.9%	77.9%
Transportation (not DMV)	57.6%	55.2%	59.2%	64.3%	61.4%	n/a	65.7%	72.4%	77.2%	75.7%
Vermont Health Access	78.2%	81.0%	72.3%	62.5%	70.1%	n/a	85.7%	87.1%	79.2%	84.7%
Veterans' Home	25.9%	43.1%	32.4%	50.0%	38.3%	n/a	68.0%	70.6%	83.3%	72.3%
Average	61.0%	64.6%	65.8%	68.1%	68.7%	n/a	77.1%	78.5%	80.5%	80.7%

Key

Q13. The people I work with care about me.

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

**Table 29 Relationships and Morale in your Organization by Department - 2013 - 2017
Engagement Surveys (Cont.)**

Department	Q15.					Q16.				
	FY '13	FY '14	FY '15	FY '16	FY '17	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	n/a	62.1%	50.0%	66.7%	70.0%	n/a	58.6%	38.5%	61.9%	60.0%
Agency of Human Services	n/a	84.1%	79.6%	78.8%	83.5%	n/a	73.0%	69.9%	73.7%	72.9%
Agency of Natural Resources	n/a	90.0%	84.0%	76.0%	85.2%	n/a	80.0%	76.0%	56.0%	70.4%
Agriculture, Food & Markets	n/a	78.1%	72.0%	72.5%	75.6%	n/a	76.6%	65.3%	70.0%	72.0%
Attorney General	n/a	89.5%	85.1%	83.3%	92.7%	n/a	75.7%	82.1%	83.3%	72.7%
Buildings & General Services	n/a	75.1%	72.3%	69.4%	66.3%	n/a	56.5%	60.7%	62.3%	57.1%
Children & Families	n/a	70.5%	71.6%	75.0%	75.4%	n/a	58.5%	55.2%	62.4%	61.2%
Commerce & Community Dev.	n/a	80.0%	78.8%	70.4%	76.0%	n/a	53.3%	71.2%	64.8%	60.0%
Corrections	n/a	68.5%	67.0%	67.3%	67.8%	n/a	50.5%	43.6%	48.9%	49.0%
Defender General	n/a	82.8%	52.6%	71.4%	84.6%	n/a	69.0%	68.4%	71.4%	92.3%
Disabilities, Aging & Ind. Liv.	n/a	73.3%	85.0%	87.5%	84.6%	n/a	67.5%	73.5%	75.5%	75.6%
Digital Services	n/a	61.6%	57.8%	62.9%	80.5%	n/a	61.6%	53.1%	64.5%	74.8%
Education	n/a	76.7%	67.2%	81.3%	80.5%	n/a	47.1%	43.1%	58.2%	56.6%
Environmental Conservation	n/a	71.5%	73.0%	81.4%	77.0%	n/a	64.2%	64.2%	72.4%	74.2%
Finance & Management	n/a	83.3%	68.8%	96.4%	92.3%	n/a	66.7%	66.7%	75.0%	65.4%
Financial Regulation	n/a	87.0%	86.7%	86.0%	87.1%	n/a	85.1%	81.3%	78.9%	82.6%
Fish & Wildlife	n/a	79.0%	80.6%	79.6%	77.9%	n/a	61.3%	68.2%	71.4%	70.5%
Forests, Parks & Recreation	n/a	76.1%	77.9%	83.0%	89.9%	n/a	75.0%	70.6%	83.0%	79.7%
Health	n/a	74.9%	80.8%	80.4%	81.8%	n/a	63.7%	72.3%	69.0%	72.4%
Human Resources	n/a	80.8%	86.7%	76.8%	78.7%	n/a	75.3%	77.3%	69.5%	68.5%
Labor	n/a	56.4%	61.4%	71.9%	75.5%	n/a	49.1%	43.3%	51.9%	53.4%
Liquor Control	n/a	68.8%	72.4%	66.7%	69.8%	n/a	62.5%	51.7%	75.8%	72.1%
Lottery Commission	n/a	84.6%	100.0%	88.9%	64.7%	n/a	38.5%	100.0%	55.6%	64.7%
Mental Health	n/a	73.5%	69.5%	72.4%	63.0%	n/a	67.5%	58.1%	58.4%	50.0%
Military	n/a	84.6%	75.6%	72.7%	71.0%	n/a	73.1%	75.6%	68.2%	74.2%
Motor Vehicles	n/a	62.4%	66.1%	74.3%	74.0%	n/a	58.7%	54.3%	58.8%	56.9%
Public Safety	n/a	67.2%	74.9%	69.0%	82.6%	n/a	56.5%	63.3%	56.5%	62.6%
Public Service Department	n/a	79.2%	60.0%	68.9%	83.7%	n/a	62.5%	60.0%	46.7%	59.2%
Secretary of State	n/a	72.5%	83.3%	67.6%	74.1%	n/a	55.0%	75.0%	62.2%	58.6%
Taxes	n/a	75.4%	60.0%	61.4%	66.4%	n/a	56.9%	52.9%	53.0%	64.8%
Transportation (not DMV)	n/a	63.8%	72.4%	74.5%	76.0%	n/a	55.4%	64.7%	67.0%	64.8%
Vermont Health Access	n/a	78.6%	81.4%	73.8%	78.7%	n/a	68.3%	63.7%	57.1%	62.6%
Veterans' Home	n/a	62.7%	70.6%	61.1%	53.2%	n/a	31.4%	38.2%	55.6%	44.7%
Average	n/a	71.7%	73.6%	74.8%	76.6%	n/a	60.1%	61.4%	63.4%	64.3%

Key

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.

**Table 29 Relationships and Morale in your Organization by Department - 2013 - 2017
Engagement Surveys (Cont.)**

Department	Q17.					Q18.				
	FY '13	FY '14	FY '15	FY '16	FY '17	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	65.5%	65.5%	53.8%	71.4%	60.0%	72.4%	69.0%	72.0%	71.4%	65.0%
Agency of Human Services	74.2%	87.5%	78.6%	85.7%	78.6%	75.8%	88.8%	80.6%	84.8%	77.6%
Agency of Natural Resources	73.7%	79.3%	84.0%	80.0%	88.9%	73.7%	89.7%	84.0%	72.0%	88.9%
Agriculture, Food & Markets	68.8%	79.7%	76.0%	82.5%	84.1%	68.8%	90.6%	79.7%	80.0%	86.6%
Attorney General	90.4%	89.5%	86.6%	92.9%	87.3%	90.4%	81.6%	86.6%	88.1%	85.5%
Buildings & General Services	67.5%	68.4%	79.8%	78.4%	75.7%	65.6%	72.9%	79.8%	79.6%	78.2%
Children & Families	71.2%	72.4%	73.0%	80.9%	78.8%	76.3%	77.0%	78.4%	83.4%	80.6%
Commerce & Community Dev.	75.0%	71.7%	78.8%	77.5%	82.0%	84.4%	82.6%	80.8%	80.3%	80.0%
Corrections	57.5%	65.3%	64.2%	69.0%	66.9%	63.1%	70.1%	67.9%	74.2%	71.0%
Defender General	89.5%	89.7%	84.2%	85.7%	92.3%	89.5%	93.1%	94.7%	95.2%	100.0%
Disabilities, Aging & Ind. Liv.	84.8%	70.4%	81.4%	88.0%	84.5%	88.5%	79.5%	86.5%	90.1%	87.6%
Digital Services	71.7%	63.9%	71.9%	69.4%	85.4%	71.7%	70.4%	76.6%	64.5%	86.2%
Education	55.1%	60.0%	58.3%	62.0%	69.0%	57.5%	63.1%	62.1%	67.8%	70.8%
Environmental Conservation	74.2%	74.3%	80.8%	77.1%	80.6%	74.2%	76.3%	79.6%	77.1%	79.6%
Finance & Management	66.7%	58.3%	68.8%	82.1%	80.8%	76.2%	66.7%	66.7%	85.7%	84.6%
Financial Regulation	75.0%	93.6%	85.1%	78.9%	89.5%	84.6%	95.7%	86.7%	80.7%	87.1%
Fish & Wildlife	75.0%	67.7%	77.6%	81.3%	86.2%	77.8%	72.1%	85.1%	85.4%	85.3%
Forests, Parks & Recreation	84.1%	81.8%	86.8%	84.9%	95.7%	90.9%	84.1%	86.8%	92.5%	94.2%
Health	78.3%	79.6%	82.9%	87.7%	88.3%	82.8%	80.8%	86.0%	86.6%	87.1%
Human Resources	86.0%	88.9%	90.7%	86.4%	87.6%	86.0%	91.8%	89.2%	87.8%	88.8%
Labor	56.2%	58.8%	63.0%	58.9%	69.6%	62.8%	63.0%	66.1%	65.1%	78.6%
Liquor Control	75.0%	68.8%	75.9%	75.8%	81.0%	75.0%	68.8%	75.9%	84.8%	86.0%
Lottery Commission	85.7%	76.9%	100.0%	88.9%	88.2%	92.9%	76.9%	91.7%	88.9%	82.4%
Mental Health	78.0%	71.4%	65.7%	67.5%	66.0%	73.2%	73.8%	77.1%	73.7%	72.0%
Military	62.5%	92.3%	87.8%	81.8%	96.8%	81.3%	96.2%	90.0%	86.4%	96.8%
Motor Vehicles	79.7%	77.1%	76.2%	83.0%	74.8%	78.3%	75.2%	76.4%	88.5%	78.0%
Public Safety	75.0%	66.7%	74.4%	72.7%	83.5%	80.8%	71.2%	80.7%	77.7%	86.8%
Public Service Department	100.0%	78.3%	60.0%	66.7%	77.6%	92.9%	79.2%	73.7%	71.1%	81.6%
Secretary of State	63.2%	75.0%	88.6%	78.4%	75.9%	70.0%	85.0%	86.1%	75.7%	77.6%
Taxes	78.1%	66.2%	70.0%	65.1%	73.8%	67.2%	69.2%	70.0%	63.9%	74.6%
Transportation (not DMV)	71.1%	71.8%	77.5%	78.8%	78.1%	74.1%	73.3%	77.1%	81.6%	80.2%
Vermont Health Access	66.7%	82.4%	84.3%	76.8%	77.0%	75.4%	82.4%	89.2%	78.6%	81.3%
Veterans' Home	43.1%	56.9%	58.8%	72.2%	59.6%	50.0%	62.7%	61.8%	72.2%	66.0%
Average	71.2%	72.4%	75.9%	78.0%	79.1%	74.5%	76.1%	78.9%	80.4%	81.1%

Key

Q17. Harassment is not tolerated in my workplace.

Q18. Discrimination is not tolerated in my workplace.

Table 29 Relationships and Morale in your Organization by Department - 2013 - 2017 Engagement Surveys (Cont.)

Department	Q19.				
	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	51.7%	55.2%	50.0%	57.1%	55.0%
Agency of Human Services	51.2%	70.8%	68.0%	68.7%	68.2%
Agency of Natural Resources	55.3%	66.7%	64.0%	66.7%	74.1%
Agriculture, Food & Markets	46.9%	60.9%	68.0%	57.5%	68.3%
Attorney General	80.8%	73.0%	79.1%	73.8%	69.1%
Buildings & General Services	46.4%	55.0%	56.6%	57.4%	50.0%
Children & Families	51.3%	54.9%	55.7%	61.0%	61.2%
Commerce & Community Dev.	53.1%	60.9%	71.2%	64.8%	56.0%
Corrections	40.8%	49.6%	50.1%	53.9%	51.3%
Defender General	73.7%	62.1%	52.6%	66.7%	76.9%
Disabilities, Aging & Ind. Liv.	63.8%	55.6%	63.5%	74.5%	75.1%
Digital Services	60.9%	40.3%	39.1%	41.9%	69.7%
Education	38.3%	31.4%	44.8%	47.1%	58.4%
Environmental Conservation	45.7%	59.3%	55.0%	61.4%	64.4%
Finance & Management	47.6%	50.0%	50.0%	78.6%	69.2%
Financial Regulation	59.6%	78.7%	70.7%	73.7%	79.1%
Fish & Wildlife	63.9%	66.1%	71.6%	61.2%	77.9%
Forests, Parks & Recreation	63.6%	68.2%	70.6%	75.5%	84.1%
Health	62.4%	64.1%	72.1%	69.7%	71.3%
Human Resources	75.4%	76.7%	78.7%	67.1%	69.7%
Labor	39.7%	43.3%	40.9%	43.4%	49.5%
Liquor Control	43.8%	50.0%	58.6%	69.7%	58.1%
Lottery Commission	78.6%	61.5%	91.7%	88.9%	70.6%
Mental Health	61.0%	60.2%	54.8%	53.2%	53.5%
Military	56.3%	84.6%	78.0%	77.3%	67.7%
Motor Vehicles	50.7%	54.1%	55.9%	68.2%	62.6%
Public Safety	64.9%	53.9%	62.3%	54.9%	71.9%
Public Service Department	66.7%	66.7%	50.0%	44.4%	63.3%
Secretary of State	40.0%	55.0%	69.4%	56.8%	56.9%
Taxes	65.6%	61.5%	54.3%	55.4%	57.4%
Transportation (not DMV)	55.7%	49.5%	56.7%	65.1%	60.9%
Vermont Health Access	57.1%	58.7%	61.8%	57.1%	66.2%
Veterans' Home	36.2%	34.7%	44.1%	61.1%	53.2%
Average	54.6%	56.0%	59.5%	61.7%	63.8%

Key

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

Table 30 Your Supervisor by Department – 2013 – 2017 Engagement Surveys

Department	Q20.					Q21.				
	FY '13	FY '14	FY '15	FY '16	FY '17	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	69.0%	65.5%	53.8%	66.7%	75.0%	58.6%	62.1%	50.0%	52.4%	65.0%
Agency of Human Services	55.4%	69.3%	63.7%	71.7%	78.8%	50.4%	62.1%	65.7%	72.7%	75.3%
Agency of Natural Resources	68.4%	83.3%	76.0%	80.0%	70.4%	56.8%	66.7%	84.0%	72.0%	74.1%
Agriculture, Food & Markets	71.9%	68.8%	65.3%	69.2%	73.2%	68.8%	64.1%	58.7%	64.1%	68.3%
Attorney General	80.8%	57.9%	83.6%	83.3%	75.9%	67.3%	68.4%	68.2%	76.2%	74.1%
Buildings & General Services	60.4%	61.5%	69.0%	72.7%	69.2%	51.0%	57.2%	62.2%	63.8%	60.0%
Children & Families	67.9%	66.8%	67.3%	74.1%	74.0%	59.9%	62.1%	62.1%	68.9%	69.3%
Commerce & Community Dev.	75.0%	60.9%	69.2%	71.8%	62.0%	56.3%	57.8%	61.5%	66.2%	56.0%
Corrections	59.5%	65.8%	63.7%	65.5%	67.6%	49.6%	57.6%	55.6%	58.5%	55.9%
Defender General	89.5%	86.2%	68.4%	66.7%	92.3%	78.9%	69.0%	52.6%	66.7%	76.9%
Disabilities, Aging & Ind. Liv.	77.7%	77.7%	79.5%	77.5%	79.5%	68.3%	72.8%	75.5%	70.2%	74.1%
Digital Services	56.5%	47.9%	53.1%	40.3%	72.1%	50.0%	45.2%	48.4%	38.7%	69.1%
Education	54.2%	41.9%	56.5%	63.4%	69.9%	46.7%	37.2%	51.7%	61.0%	61.9%
Environmental Conservation	66.7%	70.4%	69.1%	70.3%	73.0%	55.9%	59.8%	59.2%	64.1%	68.5%
Finance & Management	66.7%	50.0%	62.5%	78.6%	76.9%	47.6%	41.7%	43.8%	71.4%	65.4%
Financial Regulation	76.9%	91.5%	86.7%	89.5%	83.7%	72.5%	83.0%	73.3%	73.7%	74.4%
Fish & Wildlife	58.3%	64.5%	73.1%	81.6%	83.2%	47.2%	51.6%	59.7%	69.4%	69.5%
Forests, Parks & Recreation	68.2%	71.6%	70.6%	62.3%	76.8%	61.4%	56.8%	47.1%	52.8%	69.6%
Health	75.1%	73.4%	77.6%	75.1%	73.2%	67.4%	66.7%	72.4%	75.1%	69.7%
Human Resources	58.9%	71.2%	69.3%	74.4%	77.3%	50.9%	67.1%	65.3%	61.7%	70.5%
Labor	46.6%	58.5%	58.3%	54.3%	61.4%	39.7%	48.5%	41.7%	43.4%	52.4%
Liquor Control	56.3%	56.3%	72.4%	78.8%	76.2%	43.8%	43.8%	65.5%	72.7%	72.1%
Lottery Commission	85.7%	53.8%	83.3%	100.0%	76.5%	85.7%	46.2%	83.3%	88.9%	58.8%
Mental Health	53.7%	72.6%	63.2%	55.8%	55.0%	53.7%	61.9%	53.8%	59.7%	48.0%
Military	68.8%	84.6%	85.0%	72.7%	71.0%	56.3%	73.1%	65.9%	63.6%	67.7%
Motor Vehicles	72.5%	71.6%	70.9%	82.4%	75.6%	62.3%	64.2%	61.4%	73.0%	66.7%
Public Safety	70.6%	62.8%	63.3%	65.8%	71.0%	61.2%	50.5%	56.0%	58.2%	64.5%
Public Service Department	78.6%	83.3%	50.0%	57.8%	65.3%	60.0%	83.3%	45.0%	48.9%	60.4%
Secretary of State	70.0%	71.8%	72.2%	59.5%	56.9%	80.0%	66.7%	63.9%	56.8%	53.4%
Taxes	67.2%	67.7%	58.6%	66.3%	67.2%	60.9%	53.8%	50.0%	59.0%	63.9%
Transportation (not DMV)	70.1%	65.7%	71.8%	77.6%	72.3%	62.5%	54.2%	64.3%	68.1%	64.2%
Vermont Health Access	66.7%	72.0%	67.6%	63.7%	69.7%	61.4%	68.0%	63.7%	58.9%	67.8%
Veterans' Home	43.6%	54.9%	52.9%	66.7%	66.0%	32.7%	39.2%	32.4%	61.1%	59.6%
Average	66.1%	67.2%	68.6%	71.5%	72.1%	57.7%	59.6%	61.1%	65.1%	65.7%

Key

Q20. My supervisor clearly explains my job performance expectations.

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

Table 30 Your Supervisor by Department - 2013 - 2017 Engagement Surveys (Cont.)

Department	Q22.					Q23.				
	FY '13	FY '14	FY '15	FY '16	FY '17	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	n/a	72.4%	57.7%	66.7%	80.0%	n/a	72.4%	50.0%	42.9%	65.0%
Agency of Human Services	n/a	83.1%	69.6%	80.8%	80.0%	n/a	70.5%	61.8%	73.5%	74.1%
Agency of Natural Resources	n/a	86.7%	84.0%	84.0%	81.5%	n/a	80.0%	80.0%	76.0%	77.8%
Agriculture, Food & Markets	n/a	81.3%	73.3%	80.0%	82.7%	n/a	67.2%	60.0%	70.0%	73.2%
Attorney General	n/a	73.7%	89.4%	90.5%	81.8%	n/a	65.8%	81.8%	78.6%	67.3%
Buildings & General Services	n/a	71.6%	78.5%	77.0%	77.1%	n/a	56.3%	60.2%	62.5%	61.8%
Children & Families	n/a	72.6%	72.1%	76.0%	78.3%	n/a	62.7%	60.2%	65.8%	66.2%
Commerce & Community Dev.	n/a	67.4%	82.7%	78.9%	70.0%	n/a	65.2%	73.1%	64.8%	62.0%
Corrections	n/a	70.8%	67.6%	74.2%	68.3%	n/a	57.5%	52.0%	57.3%	54.3%
Defender General	n/a	75.9%	68.4%	76.2%	92.3%	n/a	72.4%	63.2%	61.9%	84.6%
Disabilities, Aging & Ind. Liv.	n/a	78.5%	86.5%	83.9%	85.6%	n/a	72.3%	76.0%	75.0%	75.6%
Digital Services	n/a	60.3%	62.5%	59.7%	80.3%	n/a	47.9%	43.8%	40.3%	69.7%
Education	n/a	62.8%	66.4%	72.1%	78.8%	n/a	41.9%	51.7%	65.6%	71.7%
Environmental Conservation	n/a	74.9%	70.4%	80.0%	81.4%	n/a	60.7%	63.8%	70.3%	70.4%
Finance & Management	n/a	66.7%	75.0%	78.6%	76.9%	n/a	50.0%	68.8%	78.6%	65.4%
Financial Regulation	n/a	95.7%	92.0%	82.5%	88.4%	n/a	83.0%	74.7%	75.4%	74.4%
Fish & Wildlife	n/a	72.6%	79.1%	73.5%	83.2%	n/a	49.2%	65.7%	60.4%	66.3%
Forests, Parks & Recreation	n/a	78.4%	80.9%	77.4%	91.3%	n/a	67.4%	61.8%	60.4%	69.6%
Health	n/a	73.4%	79.8%	80.4%	79.4%	n/a	66.8%	72.8%	73.7%	69.6%
Human Resources	n/a	83.6%	76.0%	74.4%	80.7%	n/a	65.8%	70.7%	67.1%	72.7%
Labor	n/a	65.5%	61.4%	60.5%	67.7%	n/a	49.1%	40.9%	46.5%	58.7%
Liquor Control	n/a	62.5%	79.3%	90.9%	86.0%	n/a	50.0%	69.0%	78.8%	65.1%
Lottery Commission	n/a	46.2%	91.7%	100.0%	70.6%	n/a	38.5%	91.7%	77.8%	47.1%
Mental Health	n/a	75.0%	68.9%	70.1%	61.0%	n/a	66.7%	52.8%	59.2%	53.0%
Military	n/a	88.5%	90.2%	90.9%	83.9%	n/a	84.6%	61.0%	68.2%	67.7%
Motor Vehicles	n/a	75.0%	72.4%	79.7%	74.6%	n/a	63.3%	63.0%	64.2%	65.0%
Public Safety	n/a	71.4%	69.6%	69.9%	74.5%	n/a	50.8%	61.8%	56.8%	64.9%
Public Service Department	n/a	83.3%	75.0%	53.3%	71.4%	n/a	79.2%	55.0%	44.4%	69.4%
Secretary of State	n/a	76.9%	77.8%	70.3%	70.7%	n/a	64.1%	66.7%	54.1%	46.6%
Taxes	n/a	66.2%	61.4%	63.9%	75.4%	n/a	52.3%	51.4%	61.4%	65.6%
Transportation (not DMV)	n/a	71.1%	75.4%	79.7%	77.4%	n/a	57.4%	63.0%	67.6%	66.3%
Vermont Health Access	n/a	80.0%	69.6%	70.2%	79.6%	n/a	72.0%	64.4%	58.3%	66.4%
Veterans' Home	n/a	54.9%	47.1%	77.8%	72.3%	n/a	43.1%	38.2%	61.1%	53.2%
Average	n/a	73.2%	73.8%	76.1%	77.4%	n/a	61.2%	62.1%	64.7%	66.2%

Key

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 30 Your Supervisor by Department - 2013 - 2017 Engagement Surveys (Cont.)

Department	Q24.					Q25.				
	FY '13	FY '14	FY '15	FY '16	FY '17	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	75.9%	75.9%	65.4%	61.9%	65.0%	65.5%	79.3%	73.1%	61.9%	65.0%
Agency of Human Services	65.5%	84.1%	72.5%	85.9%	81.2%	69.2%	77.3%	75.2%	87.9%	85.9%
Agency of Natural Resources	68.4%	80.0%	84.0%	84.0%	88.9%	81.6%	83.3%	88.0%	83.3%	88.5%
Agriculture, Food & Markets	78.1%	75.0%	66.7%	77.5%	74.4%	84.4%	81.3%	73.3%	85.0%	81.7%
Attorney General	84.6%	76.3%	85.1%	90.5%	90.9%	84.6%	81.6%	83.6%	88.1%	81.5%
Buildings & General Services	61.0%	62.8%	71.5%	69.8%	68.2%	63.6%	64.9%	74.3%	71.4%	67.6%
Children & Families	75.1%	71.2%	66.7%	75.4%	72.5%	79.4%	75.5%	76.1%	80.2%	81.3%
Commerce & Community Dev.	78.1%	65.2%	76.9%	71.8%	72.0%	81.3%	78.3%	78.8%	81.7%	72.0%
Corrections	61.9%	66.5%	61.4%	66.1%	68.1%	59.5%	67.4%	65.1%	67.2%	65.8%
Defender General	84.2%	72.4%	68.4%	76.2%	92.3%	94.7%	89.7%	89.5%	90.5%	92.3%
Disabilities, Aging & Ind. Liv.	82.5%	78.6%	82.5%	84.4%	83.9%	89.2%	81.1%	88.0%	89.1%	84.0%
Digital Services	69.6%	62.5%	57.8%	62.9%	82.0%	60.9%	54.8%	67.2%	58.1%	82.1%
Education	55.1%	55.8%	62.1%	76.4%	77.0%	66.4%	61.6%	73.3%	78.9%	79.6%
Environmental Conservation	77.4%	80.4%	77.6%	79.3%	83.8%	80.6%	80.4%	76.7%	84.1%	85.6%
Finance & Management	52.4%	75.0%	68.8%	78.6%	84.6%	85.0%	91.7%	81.3%	85.7%	76.9%
Financial Regulation	78.4%	87.2%	85.1%	84.2%	88.4%	82.4%	91.5%	84.0%	89.3%	84.7%
Fish & Wildlife	75.0%	71.0%	85.1%	79.6%	83.2%	72.2%	74.2%	81.8%	77.1%	79.8%
Forests, Parks & Recreation	79.5%	78.2%	77.9%	79.2%	84.1%	81.8%	86.2%	76.5%	75.5%	91.3%
Health	80.5%	76.7%	79.1%	81.8%	79.9%	81.2%	80.1%	84.5%	86.9%	84.6%
Human Resources	73.7%	86.3%	82.7%	76.5%	83.0%	73.7%	84.9%	81.3%	78.0%	81.8%
Labor	54.1%	56.4%	52.0%	58.1%	61.9%	61.4%	67.1%	64.8%	61.2%	72.5%
Liquor Control	62.5%	50.0%	69.0%	87.9%	72.1%	81.3%	75.0%	72.4%	78.1%	72.1%
Lottery Commission	78.6%	53.8%	91.7%	88.9%	52.9%	85.7%	69.2%	91.7%	77.8%	70.6%
Mental Health	63.4%	76.2%	69.8%	67.5%	65.0%	70.0%	79.8%	70.8%	75.3%	63.0%
Military	81.3%	84.6%	73.2%	86.4%	80.6%	81.3%	84.6%	78.0%	95.5%	90.3%
Motor Vehicles	73.9%	66.1%	66.9%	77.0%	61.0%	73.9%	77.1%	70.1%	77.7%	65.9%
Public Safety	71.0%	63.4%	73.4%	70.5%	78.0%	69.3%	69.8%	74.9%	72.3%	76.7%
Public Service Department	85.7%	79.2%	65.0%	61.4%	69.4%	78.6%	79.2%	52.6%	62.2%	75.5%
Secretary of State	70.0%	74.4%	82.9%	64.9%	63.8%	75.0%	71.8%	80.6%	64.9%	72.4%
Taxes	70.3%	67.7%	58.6%	69.9%	73.8%	75.0%	67.7%	67.1%	74.7%	77.0%
Transportation (not DMV)	71.6%	65.9%	72.7%	74.3%	75.3%	72.7%	67.0%	73.5%	76.6%	75.3%
Vermont Health Access	76.8%	77.6%	68.6%	67.9%	78.8%	71.4%	86.4%	74.5%	70.2%	77.9%
Veterans' Home	34.5%	52.9%	41.2%	55.6%	63.8%	36.4%	51.0%	47.1%	55.6%	56.5%
Average	70.3%	70.6%	71.0%	74.3%	75.4%	72.6%	74.0%	75.2%	77.3%	77.5%

Key

Q24. My supervisor treats employees fairly and respectfully.

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

Table 30 Your Supervisor by Department - 2013 - 2017 Engagement Surveys (Cont.)

Department	Q26.					Q27.				
	FY '13	FY '14	FY '15	FY '16	FY '17	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	n/a	65.5%	46.2%	57.1%	65.0%	n/a	79.3%	50.0%	66.7%	70.0%
Agency of Human Services	n/a	70.5%	63.7%	82.7%	80.0%	n/a	71.9%	72.5%	78.6%	78.8%
Agency of Natural Resources	n/a	73.3%	80.0%	79.2%	70.4%	n/a	72.4%	72.0%	72.0%	74.1%
Agriculture, Food & Markets	n/a	67.2%	59.5%	75.0%	68.3%	n/a	75.0%	64.0%	72.5%	69.5%
Attorney General	n/a	65.8%	78.8%	81.0%	68.5%	n/a	63.2%	78.8%	73.8%	64.8%
Buildings & General Services	n/a	58.2%	68.6%	67.5%	66.5%	n/a	55.8%	55.0%	56.0%	60.6%
Children & Families	n/a	62.2%	64.6%	68.2%	70.0%	n/a	61.2%	62.2%	68.2%	70.1%
Commerce & Community Dev.	n/a	60.9%	69.2%	64.8%	62.0%	n/a	50.0%	69.2%	64.8%	66.0%
Corrections	n/a	60.6%	55.7%	59.9%	59.9%	n/a	61.1%	56.7%	60.4%	57.5%
Defender General	n/a	69.0%	63.2%	57.1%	84.6%	n/a	72.4%	73.7%	66.7%	84.6%
Disabilities, Aging & Ind. Liv.	n/a	74.0%	74.9%	73.4%	76.5%	n/a	74.8%	79.0%	77.1%	76.6%
Digital Services	n/a	50.7%	50.0%	50.0%	71.5%	n/a	47.9%	45.3%	61.3%	72.4%
Education	n/a	50.6%	54.8%	63.4%	73.9%	n/a	55.3%	57.8%	61.8%	68.1%
Environmental Conservation	n/a	63.7%	60.3%	68.3%	67.1%	n/a	64.8%	58.6%	71.7%	74.1%
Finance & Management	n/a	41.7%	62.5%	78.6%	57.7%	n/a	50.0%	68.8%	82.1%	65.4%
Financial Regulation	n/a	87.2%	84.0%	80.7%	81.4%	n/a	91.5%	85.3%	82.5%	83.7%
Fish & Wildlife	n/a	64.5%	70.1%	69.4%	75.8%	n/a	59.7%	68.7%	61.2%	74.7%
Forests, Parks & Recreation	n/a	70.5%	63.2%	62.3%	79.7%	n/a	72.7%	69.1%	71.7%	73.9%
Health	n/a	67.9%	72.1%	70.6%	72.6%	n/a	69.0%	75.5%	72.3%	72.6%
Human Resources	n/a	72.6%	72.0%	70.7%	71.6%	n/a	67.1%	69.3%	68.3%	69.3%
Labor	n/a	49.7%	44.9%	49.6%	58.3%	n/a	47.6%	46.5%	50.4%	50.3%
Liquor Control	n/a	62.5%	55.2%	84.8%	72.1%	n/a	56.3%	62.1%	72.7%	69.8%
Lottery Commission	n/a	53.8%	91.7%	77.8%	64.7%	n/a	61.5%	83.3%	77.8%	58.8%
Mental Health	n/a	75.0%	57.5%	60.5%	53.0%	n/a	69.0%	58.5%	54.5%	50.0%
Military	n/a	84.0%	68.3%	72.7%	77.4%	n/a	80.8%	75.6%	72.7%	80.6%
Motor Vehicles	n/a	67.0%	67.7%	74.3%	67.5%	n/a	58.7%	64.6%	65.5%	62.3%
Public Safety	n/a	55.2%	64.1%	63.6%	67.9%	n/a	60.9%	62.6%	58.7%	67.7%
Public Service Department	n/a	83.3%	50.0%	46.7%	61.2%	n/a	79.2%	55.0%	53.3%	75.5%
Secretary of State	n/a	69.2%	72.2%	59.5%	51.7%	n/a	69.2%	77.8%	63.9%	62.1%
Taxes	n/a	55.4%	52.9%	57.8%	63.9%	n/a	61.5%	54.3%	58.5%	69.7%
Transportation (not DMV)	n/a	59.9%	64.9%	70.1%	68.7%	n/a	61.9%	68.7%	73.1%	70.8%
Vermont Health Access	n/a	72.0%	67.6%	63.7%	69.4%	n/a	68.0%	62.7%	64.7%	71.5%
Veterans' Home	n/a	39.2%	38.2%	55.6%	57.4%	n/a	43.1%	35.3%	61.1%	53.2%
Average	n/a	63.2%	64.0%	67.2%	68.6%	n/a	63.2%	64.7%	67.0%	68.3%

Key

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

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

Table 30 Your Supervisor by Department - 2013 - 2017 Engagement Surveys (Cont.)

Department	Q28.					Q29.				
	FY '13	FY '14	FY '15	FY '16	FY '17	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	n/a	69.0%	38.5%	61.9%	65.0%	n/a	48.3%	46.2%	42.9%	35.0%
Agency of Human Services	n/a	55.7%	54.9%	69.7%	69.4%	n/a	53.4%	41.2%	51.5%	51.8%
Agency of Natural Resources	n/a	70.0%	60.0%	52.0%	77.8%	n/a	50.0%	60.0%	56.0%	63.0%
Agriculture, Food & Markets	n/a	59.4%	56.0%	65.0%	70.7%	n/a	51.6%	44.6%	50.0%	42.7%
Attorney General	n/a	37.8%	61.2%	69.0%	50.9%	n/a	18.4%	35.8%	47.6%	38.2%
Buildings & General Services	n/a	59.9%	64.3%	65.4%	68.2%	n/a	31.3%	36.0%	35.7%	39.9%
Children & Families	n/a	56.0%	60.5%	67.2%	66.4%	n/a	37.8%	38.1%	45.1%	47.6%
Commerce & Community Dev.	n/a	45.7%	51.9%	57.7%	62.0%	n/a	37.8%	38.5%	39.4%	38.0%
Corrections	n/a	62.7%	56.6%	59.5%	60.9%	n/a	33.9%	31.9%	37.5%	35.8%
Defender General	n/a	62.1%	57.9%	66.7%	84.6%	n/a	41.4%	31.6%	28.6%	53.8%
Disabilities, Aging & Ind. Liv.	n/a	67.3%	69.2%	72.9%	72.4%	n/a	50.2%	57.0%	52.6%	58.3%
Digital Services	n/a	40.3%	37.5%	43.5%	66.7%	n/a	26.4%	28.1%	33.9%	48.0%
Education	n/a	50.0%	42.1%	56.1%	54.9%	n/a	26.7%	28.1%	32.0%	44.6%
Environmental Conservation	n/a	48.6%	49.3%	53.8%	63.9%	n/a	34.1%	35.3%	50.7%	49.5%
Finance & Management	n/a	41.7%	68.8%	67.9%	65.4%	n/a	8.3%	37.5%	39.3%	50.0%
Financial Regulation	n/a	83.0%	83.8%	80.7%	83.7%	n/a	76.6%	70.7%	66.7%	64.7%
Fish & Wildlife	n/a	66.1%	62.7%	79.6%	76.8%	n/a	27.9%	32.8%	55.1%	52.6%
Forests, Parks & Recreation	n/a	69.3%	50.0%	56.6%	65.2%	n/a	43.2%	35.3%	41.5%	53.6%
Health	n/a	66.7%	71.4%	73.7%	74.2%	n/a	46.8%	49.5%	51.5%	49.4%
Human Resources	n/a	58.9%	58.7%	61.0%	69.0%	n/a	39.7%	46.7%	45.7%	45.5%
Labor	n/a	45.7%	49.6%	39.5%	50.0%	n/a	26.1%	27.6%	24.8%	31.4%
Liquor Control	n/a	68.8%	72.4%	78.8%	78.6%	n/a	18.8%	37.9%	48.5%	39.5%
Lottery Commission	n/a	61.5%	91.7%	77.8%	70.6%	n/a	15.4%	50.0%	66.7%	47.1%
Mental Health	n/a	59.5%	64.2%	59.7%	54.0%	n/a	38.6%	30.2%	38.2%	29.0%
Military	n/a	80.8%	78.0%	86.4%	80.6%	n/a	50.0%	56.1%	42.9%	61.3%
Motor Vehicles	n/a	66.7%	66.1%	72.1%	63.9%	n/a	34.9%	40.9%	45.9%	38.8%
Public Safety	n/a	64.6%	65.9%	63.9%	71.2%	n/a	29.2%	41.5%	45.4%	47.6%
Public Service Department	n/a	70.8%	57.9%	46.7%	63.3%	n/a	54.2%	30.0%	28.9%	46.9%
Secretary of State	n/a	65.8%	61.1%	51.4%	48.3%	n/a	46.2%	44.4%	40.5%	39.7%
Taxes	n/a	50.8%	48.6%	55.4%	59.2%	n/a	30.8%	28.6%	36.1%	43.4%
Transportation (not DMV)	n/a	65.3%	70.5%	73.2%	71.2%	n/a	38.6%	51.6%	50.1%	51.6%
Vermont Health Access	n/a	66.4%	57.8%	64.3%	68.1%	n/a	47.2%	43.1%	43.5%	50.6%
Veterans' Home	n/a	49.0%	38.2%	72.2%	53.2%	n/a	21.6%	20.6%	38.9%	42.6%
Average	n/a	59.8%	61.6%	65.4%	66.7%	n/a	37.5%	41.0%	44.6%	46.6%

Key

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

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

Table 30 Your Supervisor by Department - 2013 - 2017 Engagement Surveys (Cont.)

Department	Q30.					Q31.				
	FY '13	FY '14	FY '15	FY '16	FY '17	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	61.5%	50.0%	42.3%	47.6%	57.9%	n/a	55.2%	42.3%	33.3%	47.4%
Agency of Human Services	34.5%	50.0%	59.8%	61.2%	65.9%	n/a	53.4%	53.9%	63.9%	58.8%
Agency of Natural Resources	55.6%	70.0%	80.0%	80.0%	65.4%	n/a	60.0%	76.0%	68.0%	65.4%
Agriculture, Food & Markets	38.7%	68.3%	56.0%	65.0%	61.0%	n/a	68.3%	56.0%	60.0%	62.2%
Attorney General	40.0%	34.2%	41.8%	73.8%	70.9%	n/a	45.9%	49.3%	81.0%	61.8%
Buildings & General Services	63.2%	53.4%	57.0%	59.7%	63.5%	n/a	48.5%	56.1%	55.3%	55.9%
Children & Families	42.3%	47.4%	57.8%	65.0%	68.2%	n/a	43.8%	52.4%	57.6%	56.9%
Commerce & Community Dev.	65.6%	62.2%	55.8%	60.6%	58.0%	n/a	47.8%	57.7%	53.5%	49.0%
Corrections	40.2%	58.3%	60.8%	62.6%	63.5%	n/a	55.6%	52.5%	53.2%	53.7%
Defender General	84.2%	79.3%	52.6%	38.1%	30.8%	n/a	69.0%	47.4%	47.6%	61.5%
Disabilities, Aging & Ind. Liv.	64.1%	59.6%	66.3%	61.4%	65.5%	n/a	65.5%	72.0%	63.7%	71.4%
Digital Services	30.4%	16.4%	23.4%	26.2%	58.2%	n/a	29.6%	34.4%	25.8%	52.8%
Education	30.8%	35.3%	43.4%	47.9%	68.8%	n/a	27.4%	41.2%	46.7%	62.8%
Environmental Conservation	55.4%	67.4%	74.3%	74.1%	75.2%	n/a	59.6%	65.1%	72.9%	73.0%
Finance & Management	21.1%	25.0%	31.3%	71.4%	53.8%	n/a	25.0%	31.3%	71.4%	53.8%
Financial Regulation	68.6%	68.1%	73.3%	78.6%	72.1%	n/a	76.6%	72.0%	71.9%	74.4%
Fish & Wildlife	61.8%	80.6%	71.6%	89.8%	82.1%	n/a	57.4%	68.2%	77.6%	75.8%
Forests, Parks & Recreation	79.5%	78.2%	70.1%	60.4%	70.6%	n/a	76.7%	74.6%	63.5%	75.0%
Health	82.2%	75.4%	84.2%	80.5%	81.7%	n/a	64.9%	74.5%	76.0%	74.6%
Human Resources	37.5%	38.9%	35.6%	62.2%	58.4%	n/a	43.7%	46.6%	63.0%	59.1%
Labor	19.2%	25.2%	19.7%	23.0%	36.6%	n/a	27.6%	24.0%	33.6%	37.3%
Liquor Control	50.0%	50.0%	53.6%	63.6%	60.5%	n/a	50.0%	53.6%	57.6%	53.5%
Lottery Commission	71.4%	53.8%	83.3%	55.6%	41.2%	n/a	66.7%	75.0%	77.8%	58.8%
Mental Health	14.6%	45.1%	54.3%	59.7%	44.0%	n/a	48.8%	43.8%	55.8%	46.5%
Military	43.8%	57.7%	63.4%	59.1%	58.1%	n/a	73.1%	73.2%	68.2%	64.5%
Motor Vehicles	91.3%	89.0%	85.8%	84.5%	85.2%	n/a	68.8%	65.4%	70.9%	64.5%
Public Safety	53.9%	44.2%	50.7%	45.4%	53.5%	n/a	42.3%	47.8%	47.3%	50.2%
Public Service Department	53.3%	41.7%	45.0%	35.6%	53.1%	n/a	54.2%	25.0%	31.8%	52.1%
Secretary of State	78.9%	74.4%	66.7%	55.6%	67.2%	n/a	64.1%	80.6%	48.6%	63.8%
Taxes	45.3%	40.6%	37.7%	42.7%	42.5%	n/a	43.1%	37.7%	45.8%	44.2%
Transportation (not DMV)	83.1%	85.8%	85.4%	85.0%	84.4%	n/a	66.6%	68.4%	72.1%	69.5%
Vermont Health Access	56.4%	50.4%	67.3%	58.3%	62.8%	n/a	52.8%	67.3%	51.2%	62.1%
Veterans' Home	43.6%	60.8%	47.1%	77.8%	70.2%	n/a	53.2%	52.9%	77.8%	59.6%
Average	55.9%	57.3%	62.8%	64.6%	66.2%	n/a	53.5%	57.9%	60.0%	60.6%

Key

Q30. My performance evaluations are completed annually.

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

Table 31 Workload, Staffing and Resources by Department - 2013 - 2017 Engagement Surveys

Department	Q32.					Q33.				
	FY '13	FY '14	FY '15	FY '16	FY '17	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	48.3%	55.2%	23.1%	47.6%	50.0%	55.2%	65.5%	57.7%	61.9%	70.0%
Agency of Human Services	22.2%	28.1%	28.2%	26.3%	35.3%	36.8%	55.1%	55.3%	51.5%	55.3%
Agency of Natural Resources	44.4%	43.3%	16.0%	28.0%	44.4%	50.0%	55.2%	44.0%	52.0%	59.3%
Agriculture, Food & Markets	31.3%	37.5%	28.9%	42.5%	37.8%	37.5%	56.3%	50.0%	52.5%	59.8%
Attorney General	36.5%	23.7%	44.8%	40.5%	30.9%	63.5%	50.0%	53.7%	54.8%	58.2%
Buildings & General Services	42.2%	38.0%	29.1%	38.8%	31.2%	58.4%	57.7%	61.3%	65.2%	60.6%
Children & Families	18.0%	20.7%	18.2%	32.8%	34.4%	32.7%	33.8%	36.0%	46.5%	45.6%
Commerce & Community Dev.	18.8%	21.7%	32.7%	31.0%	12.0%	46.9%	42.2%	55.8%	63.4%	48.0%
Corrections	29.2%	21.2%	17.1%	24.8%	23.0%	45.7%	44.7%	44.9%	43.6%	42.8%
Defender General	26.3%	20.7%	15.8%	35.0%	46.2%	52.6%	57.1%	31.6%	42.9%	53.8%
Disabilities, Aging & Ind. Liv.	28.8%	25.6%	28.5%	33.3%	34.3%	37.5%	42.0%	48.0%	47.4%	51.2%
Digital Services	33.3%	28.8%	21.9%	22.6%	25.4%	51.1%	47.9%	54.7%	45.2%	52.0%
Education	21.2%	29.1%	15.5%	19.5%	29.2%	50.5%	44.7%	38.8%	45.1%	49.6%
Environmental Conservation	15.2%	29.4%	20.5%	24.3%	30.9%	41.3%	47.2%	36.2%	42.1%	48.6%
Finance & Management	60.0%	33.3%	31.3%	46.4%	61.5%	75.0%	41.7%	43.8%	60.7%	69.2%
Financial Regulation	68.6%	80.9%	66.7%	84.2%	86.0%	80.4%	83.0%	80.0%	86.0%	91.9%
Fish & Wildlife	19.4%	29.0%	28.4%	30.6%	48.4%	38.9%	40.3%	58.2%	46.9%	61.1%
Forests, Parks & Recreation	9.1%	5.7%	7.4%	11.3%	10.1%	29.5%	34.5%	27.9%	35.8%	42.6%
Health	35.7%	41.3%	35.2%	43.6%	49.6%	56.6%	57.6%	55.4%	59.5%	68.5%
Human Resources	26.8%	19.4%	32.0%	29.3%	36.0%	50.0%	50.7%	53.3%	50.0%	67.4%
Labor	24.8%	29.3%	24.6%	25.6%	16.7%	45.5%	57.6%	51.2%	54.7%	51.6%
Liquor Control	12.5%	18.8%	31.0%	42.4%	53.5%	50.0%	50.0%	55.2%	63.6%	76.7%
Lottery Commission	71.4%	38.5%	33.3%	66.7%	64.7%	71.4%	46.2%	66.7%	88.9%	70.6%
Mental Health	34.1%	29.8%	29.2%	36.4%	28.0%	68.3%	58.3%	65.1%	59.7%	66.0%
Military	43.8%	50.0%	51.2%	50.0%	51.6%	62.5%	69.2%	68.3%	59.1%	64.5%
Motor Vehicles	56.9%	36.7%	26.0%	43.9%	44.3%	64.6%	63.3%	55.9%	67.6%	63.4%
Public Safety	20.3%	19.8%	13.0%	17.9%	20.1%	47.3%	42.7%	40.9%	38.0%	41.7%
Public Service Department	33.3%	41.7%	40.0%	35.6%	10.2%	40.0%	54.2%	50.0%	55.6%	34.7%
Secretary of State	40.0%	52.5%	58.3%	45.9%	44.8%	45.0%	65.0%	69.4%	56.8%	63.8%
Taxes	15.6%	27.7%	14.3%	18.1%	18.0%	39.7%	46.2%	30.0%	44.6%	45.9%
Transportation (not DMV)	46.9%	38.8%	36.3%	51.7%	53.2%	66.5%	56.6%	59.3%	69.5%	71.3%
Vermont Health Access	43.6%	37.3%	25.5%	35.3%	50.6%	56.4%	54.0%	52.0%	62.3%	65.1%
Veterans' Home	20.4%	31.4%	29.4%	33.3%	36.2%	27.8%	41.2%	47.1%	50.0%	48.9%
Average	32.2%	30.1%	26.8%	35.2%	36.7%	50.8%	49.5%	50.0%	54.3%	56.4%

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.

Table 31 Workload, Staffing and Resources by Department - 2013 - 2017 Engagement Surveys (Cont.)

Department	Q34.					Q35.				
	FY '13	FY '14	FY '15	FY '16	FY '17	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	62.1%	82.8%	57.7%	71.4%	80.0%	n/a	58.6%	42.3%	66.7%	84.2%
Agency of Human Services	52.5%	67.4%	66.0%	68.7%	69.4%	n/a	48.3%	54.4%	55.6%	50.6%
Agency of Natural Resources	57.9%	70.0%	64.0%	64.0%	66.7%	n/a	66.7%	68.0%	60.0%	66.7%
Agriculture, Food & Markets	43.8%	65.6%	56.6%	65.0%	68.3%	n/a	48.4%	59.2%	65.0%	68.3%
Attorney General	69.2%	57.9%	71.6%	73.8%	63.6%	n/a	36.8%	50.7%	50.0%	49.1%
Buildings & General Services	56.2%	62.3%	70.5%	74.5%	68.8%	n/a	61.1%	64.7%	68.9%	60.6%
Children & Families	41.7%	43.0%	47.8%	54.9%	55.6%	n/a	41.2%	45.7%	54.3%	51.1%
Commerce & Community Dev.	46.9%	50.0%	65.4%	67.6%	53.1%	n/a	45.7%	63.5%	59.2%	52.0%
Corrections	41.1%	48.0%	42.3%	44.4%	44.5%	n/a	47.1%	45.1%	47.7%	43.4%
Defender General	63.2%	65.5%	31.6%	47.6%	69.2%	n/a	69.0%	42.1%	52.4%	76.9%
Disabilities, Aging & Ind. Liv.	53.3%	52.9%	61.5%	62.5%	68.0%	n/a	51.2%	57.0%	61.3%	62.7%
Digital Services	80.0%	67.1%	71.9%	67.7%	74.0%	n/a	52.1%	50.0%	46.8%	56.9%
Education	50.5%	59.3%	46.6%	52.8%	55.8%	n/a	45.9%	38.8%	51.2%	55.8%
Environmental Conservation	47.3%	62.4%	62.3%	64.1%	71.0%	n/a	51.7%	43.3%	57.2%	58.3%
Finance & Management	70.0%	58.3%	50.0%	75.0%	80.8%	n/a	66.7%	50.0%	75.0%	76.9%
Financial Regulation	84.3%	91.5%	92.0%	91.2%	91.9%	n/a	87.2%	88.0%	85.7%	88.4%
Fish & Wildlife	41.7%	54.1%	62.7%	51.0%	65.3%	n/a	51.6%	71.6%	57.1%	70.5%
Forests, Parks & Recreation	68.2%	57.5%	52.9%	45.3%	60.9%	n/a	39.1%	30.9%	35.8%	50.7%
Health	65.6%	61.7%	65.0%	69.3%	74.7%	n/a	59.8%	63.7%	70.1%	69.3%
Human Resources	62.5%	61.6%	68.0%	64.6%	71.9%	n/a	53.4%	60.0%	54.9%	52.8%
Labor	55.2%	62.2%	54.3%	58.9%	60.9%	n/a	59.8%	57.5%	50.8%	53.6%
Liquor Control	43.8%	43.8%	58.6%	63.6%	81.4%	n/a	62.5%	51.7%	69.7%	69.8%
Lottery Commission	64.3%	53.8%	83.3%	77.8%	70.6%	n/a	53.8%	83.3%	77.8%	70.6%
Mental Health	36.6%	58.3%	56.6%	59.7%	55.4%	n/a	54.8%	57.5%	55.8%	53.0%
Military	68.8%	80.8%	75.6%	81.8%	77.4%	n/a	92.0%	73.2%	77.3%	71.0%
Motor Vehicles	67.7%	61.5%	61.4%	70.1%	65.0%	n/a	70.6%	61.4%	69.6%	68.3%
Public Safety	43.9%	44.8%	43.3%	44.0%	43.7%	n/a	51.0%	47.6%	51.6%	59.2%
Public Service Department	50.0%	50.0%	40.0%	55.6%	42.9%	n/a	50.0%	60.0%	44.4%	53.1%
Secretary of State	73.7%	79.5%	75.0%	58.3%	67.2%	n/a	65.0%	63.9%	59.5%	51.7%
Taxes	50.0%	60.0%	54.3%	57.8%	70.2%	n/a	55.4%	52.9%	53.0%	59.8%
Transportation (not DMV)	59.3%	61.4%	63.5%	71.8%	69.8%	n/a	58.8%	60.0%	69.3%	69.6%
Vermont Health Access	61.8%	66.7%	66.7%	69.5%	72.3%	n/a	54.0%	52.0%	58.1%	66.4%
Veterans' Home	24.1%	51.0%	38.2%	55.6%	48.9%	n/a	49.0%	26.5%	44.4%	51.1%
Average	54.0%	57.1%	58.2%	61.9%	63.7%	n/a	53.0%	54.6%	59.4%	59.8%

Key

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

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

Table 31 Workload, Staffing and Resources by Department - 2013 - 2017 Engagement Surveys (Cont.)

Department	Q36.					Q37.				
	FY '13	FY '14	FY '15	FY '16	FY '17	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	n/a	72.4%	61.5%	66.7%	70.0%	n/a	82.8%	65.4%	85.7%	95.0%
Agency of Human Services	n/a	41.6%	48.5%	60.2%	48.2%	n/a	78.7%	81.6%	84.8%	81.2%
Agency of Natural Resources	n/a	60.0%	52.0%	68.0%	63.0%	n/a	66.7%	68.0%	60.0%	74.1%
Agriculture, Food & Markets	n/a	46.0%	50.0%	67.5%	63.0%	n/a	82.8%	80.3%	92.5%	86.6%
Attorney General	n/a	31.6%	44.8%	40.5%	38.2%	n/a	78.9%	88.1%	85.7%	89.1%
Buildings & General Services	n/a	65.9%	67.1%	69.8%	55.3%	n/a	78.4%	78.6%	82.1%	74.1%
Children & Families	n/a	27.6%	37.2%	43.2%	44.2%	n/a	66.0%	68.7%	76.6%	75.5%
Commerce & Community Dev.	n/a	65.2%	57.7%	69.0%	54.0%	n/a	63.0%	59.6%	69.0%	68.0%
Corrections	n/a	33.7%	39.0%	37.4%	32.2%	n/a	69.0%	72.5%	67.0%	62.7%
Defender General	n/a	62.1%	55.6%	66.7%	84.6%	n/a	79.3%	73.7%	76.2%	84.6%
Disabilities, Aging & Ind. Liv.	n/a	49.5%	54.8%	61.5%	59.7%	n/a	80.1%	82.0%	87.0%	79.1%
Digital Services	n/a	63.0%	71.9%	53.2%	64.2%	n/a	87.7%	84.4%	71.0%	83.7%
Education	n/a	48.8%	42.2%	50.0%	52.2%	n/a	69.8%	67.2%	73.2%	70.8%
Environmental Conservation	n/a	44.4%	35.1%	51.0%	53.2%	n/a	51.7%	57.6%	66.2%	71.0%
Finance & Management	n/a	50.0%	62.5%	71.4%	73.1%	n/a	75.0%	75.0%	92.9%	80.8%
Financial Regulation	n/a	73.9%	79.7%	78.9%	66.3%	n/a	93.6%	89.3%	91.2%	90.7%
Fish & Wildlife	n/a	50.0%	64.2%	59.2%	70.5%	n/a	75.8%	77.6%	81.6%	81.1%
Forests, Parks & Recreation	n/a	54.0%	45.6%	39.6%	60.9%	n/a	83.0%	80.6%	75.5%	84.1%
Health	n/a	49.3%	55.6%	63.4%	61.5%	n/a	78.9%	85.5%	87.9%	84.7%
Human Resources	n/a	47.9%	53.3%	50.0%	47.2%	n/a	84.9%	85.3%	81.7%	82.0%
Labor	n/a	44.2%	46.5%	47.3%	42.7%	n/a	72.7%	70.9%	70.5%	74.0%
Liquor Control	n/a	25.0%	48.3%	51.5%	67.4%	n/a	87.5%	86.2%	87.9%	79.1%
Lottery Commission	n/a	53.8%	75.0%	77.8%	82.4%	n/a	69.2%	91.7%	100.0%	88.2%
Mental Health	n/a	50.0%	53.8%	61.0%	42.4%	n/a	72.3%	68.9%	64.9%	57.0%
Military	n/a	92.3%	73.2%	68.2%	74.2%	n/a	96.2%	87.8%	95.5%	90.3%
Motor Vehicles	n/a	54.6%	52.0%	61.5%	52.0%	n/a	76.1%	74.8%	79.7%	78.9%
Public Safety	n/a	55.3%	56.5%	58.7%	60.5%	n/a	75.0%	77.4%	72.8%	82.8%
Public Service Department	n/a	54.2%	50.0%	54.5%	61.2%	n/a	83.3%	90.0%	82.2%	87.8%
Secretary of State	n/a	66.7%	51.4%	56.8%	70.7%	n/a	82.5%	86.1%	67.6%	89.7%
Taxes	n/a	55.4%	52.9%	68.7%	69.7%	n/a	81.5%	78.6%	88.0%	88.5%
Transportation (not DMV)	n/a	70.7%	66.8%	73.2%	72.6%	n/a	70.3%	80.2%	83.5%	81.1%
Vermont Health Access	n/a	48.4%	52.9%	50.6%	50.4%	n/a	84.0%	83.3%	80.0%	77.4%
Veterans' Home	n/a	40.0%	32.4%	50.0%	51.1%	n/a	64.7%	55.9%	72.2%	76.6%
Average	n/a	48.8%	52.4%	56.7%	55.7%	n/a	73.7%	76.8%	78.9%	78.4%

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.

Table 31 Workload, Staffing and Resources by Department - 2013 - 2017 Engagement Surveys (Cont.)

Department	Q38.				
	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	72.4%	93.1%	73.1%	81.0%	95.0%
Agency of Human Services	72.0%	83.1%	70.9%	84.8%	84.7%
Agency of Natural Resources	73.7%	93.3%	88.0%	84.0%	85.2%
Agriculture, Food & Markets	75.0%	87.5%	78.9%	77.5%	90.2%
Attorney General	98.1%	94.7%	94.0%	90.5%	96.4%
Buildings & General Services	72.1%	68.3%	72.3%	73.8%	74.7%
Children & Families	69.9%	69.1%	60.8%	69.8%	69.3%
Commerce & Community Dev.	84.4%	88.9%	78.8%	84.5%	76.0%
Corrections	62.1%	66.9%	55.3%	61.4%	54.4%
Defender General	68.4%	82.8%	78.9%	90.5%	100.0%
Disabilities, Aging & Ind. Liv.	80.8%	83.5%	78.0%	79.2%	84.5%
Digital Services	86.7%	84.9%	85.9%	82.3%	88.5%
Education	73.3%	70.9%	36.2%	70.7%	75.2%
Environmental Conservation	76.9%	79.7%	68.9%	80.7%	82.9%
Finance & Management	90.0%	75.0%	62.5%	89.3%	88.5%
Financial Regulation	68.6%	95.7%	93.3%	89.5%	93.0%
Fish & Wildlife	63.9%	74.2%	76.1%	85.4%	82.1%
Forests, Parks & Recreation	79.1%	86.4%	85.3%	84.9%	89.9%
Health	81.8%	86.7%	85.0%	88.8%	90.6%
Human Resources	85.7%	87.5%	89.3%	87.8%	85.4%
Labor	57.6%	70.1%	59.8%	67.4%	69.6%
Liquor Control	68.8%	81.3%	72.4%	81.8%	72.1%
Lottery Commission	92.9%	84.6%	91.7%	100.0%	88.2%
Mental Health	59.0%	69.0%	68.9%	75.3%	60.0%
Military	75.0%	96.2%	87.5%	90.9%	93.5%
Motor Vehicles	80.0%	78.9%	70.1%	76.4%	82.1%
Public Safety	77.5%	73.8%	77.9%	77.2%	82.8%
Public Service Department	93.3%	79.2%	70.0%	77.8%	77.6%
Secretary of State	83.3%	80.0%	77.8%	81.1%	81.0%
Taxes	78.1%	81.5%	71.4%	80.7%	71.3%
Transportation (not DMV)	72.4%	74.5%	78.0%	81.4%	84.7%
Vermont Health Access	83.6%	89.6%	85.3%	82.0%	87.7%
Veterans' Home	51.9%	62.7%	52.9%	72.2%	76.6%
Average	73.7%	76.9%	72.3%	77.6%	79.0%

Key

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

Table 32 Compensation and Benefits by Department - 2013 -2017 Engagement Surveys

Department	Q39.					Q40.				
	FY '13	FY '14	FY '15	FY '16	FY '17	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	34.5%	69.0%	53.8%	52.4%	65.0%	72.4%	75.9%	69.2%	66.7%	90.0%
Agency of Human Services	50.0%	64.0%	67.0%	61.6%	74.1%	73.5%	75.0%	73.8%	80.6%	81.2%
Agency of Natural Resources	36.8%	63.3%	52.0%	56.0%	55.6%	68.4%	76.7%	80.0%	84.0%	77.8%
Agriculture, Food & Markets	43.8%	50.0%	59.2%	62.5%	66.7%	75.0%	70.3%	67.1%	80.0%	81.7%
Attorney General	46.2%	39.5%	43.3%	33.3%	45.5%	82.7%	63.2%	64.2%	69.0%	74.5%
Buildings & General Services	41.6%	45.2%	42.8%	50.0%	48.5%	74.0%	71.2%	66.5%	74.7%	78.8%
Children & Families	47.5%	53.3%	52.5%	60.9%	65.4%	82.6%	80.7%	77.7%	85.6%	86.4%
Commerce & Community Dev.	46.9%	58.7%	59.6%	57.7%	48.0%	84.4%	76.1%	61.5%	75.7%	78.0%
Corrections	45.7%	59.9%	54.3%	59.7%	59.5%	81.0%	78.9%	72.5%	77.3%	75.2%
Defender General	52.6%	62.1%	52.6%	85.7%	84.6%	78.9%	89.7%	63.2%	90.5%	100.0%
Disabilities, Aging & Ind. Liv.	58.7%	64.6%	68.0%	74.5%	77.5%	78.1%	79.2%	74.5%	81.3%	85.0%
Digital Services	28.9%	48.6%	37.5%	40.3%	58.5%	84.4%	80.8%	73.4%	75.8%	86.2%
Education	49.5%	51.2%	50.9%	53.7%	59.3%	75.2%	75.6%	59.5%	78.0%	80.5%
Environmental Conservation	42.4%	52.8%	49.7%	50.7%	62.2%	67.4%	80.3%	60.9%	81.3%	82.9%
Finance & Management	55.0%	66.7%	56.3%	89.3%	73.1%	75.0%	83.3%	75.0%	89.3%	88.5%
Financial Regulation	64.7%	70.2%	80.0%	78.9%	81.4%	76.5%	93.6%	84.0%	91.2%	90.7%
Fish & Wildlife	58.3%	58.1%	58.2%	61.2%	63.8%	77.8%	75.8%	71.6%	79.6%	74.5%
Forests, Parks & Recreation	54.5%	58.6%	50.0%	56.6%	60.9%	70.5%	80.2%	48.5%	69.8%	78.3%
Health	45.7%	52.0%	54.2%	65.1%	65.6%	77.4%	73.1%	69.4%	80.7%	80.3%
Human Resources	55.4%	60.3%	74.7%	70.7%	68.5%	87.5%	84.9%	77.3%	90.2%	89.9%
Labor	46.5%	61.6%	59.8%	64.3%	61.5%	68.1%	76.2%	67.7%	70.5%	74.3%
Liquor Control	37.5%	37.5%	58.6%	57.6%	47.6%	81.3%	68.8%	72.4%	81.8%	93.0%
Lottery Commission	35.7%	46.2%	50.0%	55.6%	58.8%	78.6%	76.9%	75.0%	88.9%	94.1%
Mental Health	48.8%	65.5%	61.3%	75.3%	74.0%	78.0%	79.8%	83.0%	85.7%	82.0%
Military	43.8%	57.7%	68.3%	54.5%	64.5%	93.8%	84.6%	68.3%	77.3%	90.3%
Motor Vehicles	56.9%	58.7%	55.6%	54.4%	57.7%	84.6%	81.7%	78.0%	87.8%	86.9%
Public Safety	47.5%	55.5%	54.8%	56.0%	59.7%	79.2%	82.7%	76.4%	78.3%	87.4%
Public Service Department	26.7%	50.0%	55.0%	51.1%	67.3%	73.3%	62.5%	55.0%	51.1%	69.4%
Secretary of State	50.0%	50.0%	69.4%	43.2%	62.1%	80.0%	87.5%	80.6%	70.3%	81.0%
Taxes	42.2%	49.2%	51.4%	61.4%	66.1%	67.2%	70.8%	50.0%	69.9%	86.1%
Transportation (not DMV)	47.9%	53.7%	52.6%	58.6%	58.9%	79.3%	78.1%	75.4%	85.4%	86.1%
Vermont Health Access	52.7%	60.3%	58.8%	72.0%	74.5%	67.3%	75.4%	72.5%	71.4%	69.4%
Veterans' Home	53.8%	58.8%	54.5%	50.0%	78.7%	69.2%	68.6%	67.6%	83.3%	80.9%
Average	47.9%	56.1%	55.7%	60.7%	63.8%	77.6%	78.0%	71.5%	80.4%	82.4%

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.

Table 32 Compensation and Benefits by Department - 2013 - 2017 Engagement Surveys (Cont.)

Department	Q41.					Q42.				
	FY '13	FY '14	FY '15	FY '16	FY '17	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	53.6%	58.6%	46.2%	61.9%	70.0%	75.9%	89.7%	84.6%	81.0%	95.0%
Agency of Human Services	49.2%	64.8%	62.1%	65.3%	60.0%	83.9%	83.1%	79.6%	82.7%	81.2%
Agency of Natural Resources	52.6%	80.0%	68.0%	64.0%	70.4%	81.1%	73.3%	88.0%	84.0%	77.8%
Agriculture, Food & Markets	59.4%	56.3%	46.1%	57.5%	68.3%	78.1%	73.4%	71.1%	72.5%	80.5%
Attorney General	59.6%	52.6%	56.7%	59.5%	54.5%	80.8%	84.2%	82.1%	81.0%	81.8%
Buildings & General Services	43.8%	47.1%	50.3%	55.0%	61.8%	73.9%	74.5%	74.0%	74.5%	75.9%
Children & Families	59.2%	61.8%	62.5%	67.6%	70.1%	77.0%	76.9%	77.1%	74.8%	76.2%
Commerce & Community Dev.	50.0%	47.8%	50.0%	62.0%	56.0%	84.4%	84.8%	82.7%	81.7%	74.0%
Corrections	59.7%	67.4%	63.0%	64.8%	67.0%	75.6%	73.8%	70.8%	72.3%	76.7%
Defender General	47.4%	69.0%	47.4%	71.4%	84.6%	78.9%	86.2%	73.7%	81.0%	92.3%
Disabilities, Aging & Ind. Liv.	63.8%	69.6%	70.0%	71.9%	74.4%	77.9%	78.7%	82.0%	83.3%	79.5%
Digital Services	48.9%	46.6%	37.5%	50.0%	63.4%	71.1%	80.8%	78.1%	83.9%	83.6%
Education	42.9%	44.2%	36.2%	48.0%	51.3%	72.4%	79.1%	79.3%	78.9%	82.3%
Environmental Conservation	53.8%	57.3%	48.3%	62.5%	70.5%	79.3%	78.5%	74.8%	84.0%	82.4%
Finance & Management	55.0%	50.0%	56.3%	67.9%	84.6%	85.0%	91.7%	87.5%	89.3%	84.6%
Financial Regulation	62.7%	76.6%	78.7%	82.5%	77.9%	92.0%	95.7%	93.3%	96.5%	94.2%
Fish & Wildlife	52.8%	64.5%	59.7%	55.1%	67.0%	68.6%	72.1%	69.7%	67.3%	74.2%
Forests, Parks & Recreation	47.7%	50.6%	39.7%	43.4%	60.3%	81.8%	83.5%	73.5%	75.5%	73.5%
Health	47.1%	52.6%	53.6%	59.9%	67.6%	83.7%	80.0%	80.7%	81.5%	80.0%
Human Resources	64.3%	60.3%	64.0%	59.8%	70.5%	91.1%	89.0%	94.7%	87.8%	94.4%
Labor	49.3%	57.3%	54.3%	56.6%	59.9%	77.8%	73.0%	75.6%	73.6%	78.6%
Liquor Control	56.3%	56.3%	69.0%	72.7%	76.2%	75.0%	81.3%	82.8%	84.8%	81.4%
Lottery Commission	85.7%	69.2%	58.3%	66.7%	76.5%	64.3%	76.9%	83.3%	77.8%	76.5%
Mental Health	56.1%	64.3%	60.4%	66.2%	60.4%	70.7%	81.0%	82.1%	85.5%	84.8%
Military	68.8%	76.9%	75.6%	63.6%	83.9%	87.5%	88.5%	78.0%	86.4%	87.1%
Motor Vehicles	69.2%	56.9%	63.8%	68.9%	71.5%	70.8%	70.6%	63.8%	71.6%	74.8%
Public Safety	62.8%	62.8%	61.1%	65.2%	74.2%	76.8%	76.0%	80.1%	76.6%	79.0%
Public Service Department	60.0%	45.8%	35.0%	38.6%	53.1%	80.0%	70.8%	65.0%	64.4%	61.2%
Secretary of State	60.0%	55.0%	77.8%	54.1%	63.8%	73.7%	75.0%	80.6%	67.6%	79.3%
Taxes	43.8%	49.2%	47.1%	55.4%	64.5%	79.7%	83.1%	81.4%	83.1%	80.3%
Transportation (not DMV)	60.5%	57.2%	62.4%	72.0%	72.1%	78.4%	81.0%	76.2%	79.3%	77.2%
Vermont Health Access	56.4%	59.5%	53.9%	62.5%	64.7%	80.0%	80.2%	84.3%	78.6%	76.5%
Veterans' Home	56.9%	58.8%	58.8%	61.1%	63.8%	71.2%	80.0%	88.2%	94.4%	80.9%
Average	56.2%	59.1%	58.1%	63.8%	67.6%	78.3%	78.3%	77.6%	78.4%	79.0%

Key

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

Q42. I understand my benefit plans.

Table 32 Compensation and Benefits by Department - 2013 - 2017 Engagement Surveys (Cont.)

Department	Q43.					Q44.				
	FY '13	FY '14	FY '15	FY '16	FY '17	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	55.2%	72.4%	69.2%	57.1%	75.0%	n/a	86.2%	76.9%	81.0%	100.0%
Agency of Human Services	59.0%	65.2%	66.0%	71.1%	61.2%	n/a	79.8%	75.7%	83.7%	83.5%
Agency of Natural Resources	54.1%	43.3%	72.0%	88.0%	59.3%	n/a	86.7%	84.0%	80.0%	77.8%
Agriculture, Food & Markets	56.3%	54.8%	59.2%	55.0%	59.8%	n/a	71.4%	75.0%	77.5%	82.9%
Attorney General	63.5%	70.3%	67.2%	66.7%	70.9%	n/a	76.3%	68.7%	78.6%	74.5%
Buildings & General Services	57.2%	59.2%	58.1%	61.5%	56.5%	n/a	70.0%	68.8%	76.4%	74.7%
Children & Families	51.9%	55.8%	56.8%	56.6%	55.3%	n/a	76.3%	75.1%	74.8%	80.8%
Commerce & Community Dev.	59.4%	71.7%	65.4%	62.0%	56.0%	n/a	66.7%	73.1%	76.1%	72.0%
Corrections	50.0%	54.0%	50.1%	51.2%	54.0%	n/a	71.0%	66.7%	71.8%	69.0%
Defender General	63.2%	69.0%	47.4%	52.4%	69.2%	n/a	89.7%	73.7%	100.0%	100.0%
Disabilities, Aging & Ind. Liv.	57.1%	61.0%	62.0%	60.7%	61.0%	n/a	86.4%	86.0%	89.5%	88.0%
Digital Services	57.8%	65.8%	70.3%	69.4%	68.0%	n/a	74.0%	62.5%	67.7%	87.5%
Education	50.0%	58.3%	56.9%	56.9%	62.8%	n/a	74.4%	71.6%	74.8%	77.9%
Environmental Conservation	56.0%	62.3%	59.6%	66.7%	65.4%	n/a	76.3%	71.3%	80.4%	80.6%
Finance & Management	70.0%	83.3%	75.0%	75.0%	73.1%	n/a	91.7%	81.3%	92.9%	92.0%
Financial Regulation	70.6%	76.1%	81.3%	77.2%	82.6%	n/a	97.9%	93.3%	94.6%	91.9%
Fish & Wildlife	57.1%	50.8%	50.0%	49.0%	57.0%	n/a	61.3%	71.6%	73.5%	70.2%
Forests, Parks & Recreation	65.1%	71.8%	48.5%	60.4%	52.9%	n/a	73.3%	75.0%	75.5%	76.8%
Health	57.3%	57.8%	58.2%	61.3%	61.5%	n/a	75.3%	74.3%	82.7%	82.6%
Human Resources	57.1%	63.0%	78.7%	68.3%	74.2%	n/a	87.7%	88.0%	85.4%	91.0%
Labor	53.8%	60.4%	56.7%	58.9%	64.9%	n/a	80.4%	74.6%	80.6%	82.8%
Liquor Control	50.0%	43.8%	62.1%	75.8%	58.1%	n/a	68.8%	79.3%	84.8%	71.4%
Lottery Commission	57.1%	61.5%	83.3%	75.0%	47.1%	n/a	76.9%	83.3%	88.9%	94.1%
Mental Health	51.2%	59.5%	66.7%	70.1%	65.0%	n/a	85.2%	81.0%	84.4%	80.0%
Military	56.3%	69.2%	65.9%	63.6%	77.4%	n/a	88.5%	80.5%	81.8%	83.9%
Motor Vehicles	49.2%	56.0%	51.2%	59.2%	58.3%	n/a	72.5%	75.2%	77.6%	77.2%
Public Safety	62.8%	62.0%	64.3%	62.5%	70.0%	n/a	78.1%	75.0%	79.3%	78.0%
Public Service Department	60.0%	45.8%	65.0%	56.8%	57.1%	n/a	58.3%	65.0%	57.8%	73.5%
Secretary of State	65.0%	57.5%	55.6%	51.4%	74.1%	n/a	80.0%	88.9%	73.0%	89.7%
Taxes	59.4%	67.7%	58.6%	65.1%	68.9%	n/a	78.5%	72.9%	83.1%	84.3%
Transportation (not DMV)	58.8%	65.9%	64.3%	65.8%	60.1%	n/a	77.6%	72.2%	78.7%	80.3%
Vermont Health Access	63.6%	60.8%	55.9%	61.3%	58.7%	n/a	75.4%	80.4%	83.9%	81.3%
Veterans' Home	50.0%	68.0%	79.4%	77.8%	61.7%	n/a	78.0%	76.5%	94.1%	76.6%
Average	57.0%	60.2%	60.1%	61.7%	61.7%	n/a	76.7%	74.5%	78.9%	80.4%

Key

Q43. I understand my retirement benefits.

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

Table 33 Overall Job Satisfaction by Department - 2013 - 2017 Engagement Surveys

Department	Q45.				
	FY '13	FY '14	FY '15	FY '16	FY '17
	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	71.4%	79.3%	57.7%	85.7%	80.0%
Agency of Human Services	63.2%	83.9%	72.5%	79.6%	82.1%
Agency of Natural Resources	73.7%	82.8%	76.0%	84.0%	88.9%
Agriculture, Food & Markets	68.8%	76.2%	73.7%	82.5%	86.4%
Attorney General	82.7%	68.4%	88.1%	92.9%	80.0%
Buildings & General Services	60.8%	67.5%	72.5%	75.8%	68.9%
Children & Families	66.9%	67.1%	68.7%	78.1%	75.6%
Commerce & Community Dev.	71.9%	73.9%	80.8%	81.7%	70.0%
Corrections	60.2%	68.0%	61.6%	66.6%	61.9%
Defender General	84.2%	82.8%	68.4%	90.5%	100.0%
Disabilities, Aging & Ind. Liv.	77.1%	78.3%	87.3%	84.8%	82.0%
Digital Services	71.1%	65.8%	60.3%	61.3%	76.4%
Education	60.6%	61.2%	57.4%	70.5%	66.7%
Environmental Conservation	65.9%	79.3%	70.2%	78.6%	79.0%
Finance & Management	75.0%	75.0%	75.0%	88.9%	76.9%
Financial Regulation	78.4%	93.6%	93.3%	91.1%	90.6%
Fish & Wildlife	55.6%	80.6%	82.1%	75.5%	83.2%
Forests, Parks & Recreation	84.1%	75.0%	77.3%	80.4%	92.8%
Health	81.3%	78.2%	79.1%	79.2%	84.0%
Human Resources	74.5%	84.9%	82.7%	77.8%	84.1%
Labor	61.5%	67.3%	67.7%	68.2%	72.4%
Liquor Control	75.0%	62.5%	75.9%	81.8%	86.0%
Lottery Commission	85.7%	53.8%	83.3%	100.0%	88.2%
Mental Health	62.5%	72.6%	69.2%	77.9%	64.3%
Military	68.8%	91.7%	90.2%	86.4%	90.3%
Motor Vehicles	76.6%	76.9%	69.4%	83.6%	81.1%
Public Safety	70.8%	70.3%	69.7%	65.6%	72.7%
Public Service Department	80.0%	70.8%	55.0%	57.8%	69.4%
Secretary of State	75.0%	82.5%	85.7%	73.0%	77.6%
Taxes	70.3%	75.4%	67.6%	64.2%	73.9%
Transportation (not DMV)	71.8%	69.4%	72.9%	79.8%	77.0%
Vermont Health Access	70.4%	77.0%	65.7%	77.4%	82.5%
Veterans' Home	59.3%	65.3%	52.9%	83.3%	84.8%
Average	69.7%	72.5%	72.2%	76.6%	76.9%

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. What is your age?

- 34 or younger
- 35 – 51
- 52 or older
- Prefer not to answer

48. Which best describes the work you do?

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

49. Where do you work?

Administration Agency

Agriculture, Food & Markets

Attorney General

Auditor of Accounts

Buildings & General Services

Children & Families

Commerce & Community Development

Corrections

Criminal Justice Training Council

DAIL

Defender General

Digital Services Agency

Education

Enhanced 911 Board

Environmental Conservation

Executive Office
Finance & Management
Financial Regulation
Fish & Wildlife
Forests, Parks & Recreation
Green Mountain Care Board
Health
Human Resources
Human Rights Commission
Human Services Agency
Labor
Labor Relations Board
Libraries
Liquor Control
Lottery Commission
Mental Health
Military
Motor Vehicles
Natural Resources Agency
Natural Resources Board
Other
Public Safety
Public Service Department
Public Utilities Commission
Secretary of State
State Treasurer
Taxes
Transportation (not DMV)
Vermont Commission on Women
Vermont Health Access
Veterans' Home
VOSHA Review Board