Analysis of State of Vermont

Employee Engagement Survey Results – 2021

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VERMONT
DEPARTMENT OF HUMAN RESOURCES

Table of Contents

Introduction 3

Using the Report 3

Methodology 4

Table 1 Response Rate by Department 7

Table 2 Job Type 8

Table 3 Gender 8

Table 4 Generation 8

Table 5 Identification 8

Table 6 Management Level 9

Employee Engagement Survey Items: Summary of Key Findings 10

Job Duties and their Relationship to the Mission and Goals of Your Agency or Department 10

Table 7 Job Duties and their Relationship to the Mission and Goals of your Agency or Department – All Respondents 10

Table 8 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Department. 12

Communication and Input within your Organization 14

Table 9 Communication and Input within your Organization – All Respondents 14

Table 10 Communication and Input within your Organization by Department 16

Relationships and Morale in your Organization 18

Table 11 Relationships and Morale in your Organization – All Respondents 18

Table 12 Relationships and Morale in your Organization by Department 20

Your Supervisor 22

Table 13 Your Supervisor – All Respondents 22

Table 14 Your Supervisor by Department 24

Workload, Staffing and Resources 28

Table 15 Workload, Staffing and Resources – All Respondents 28

Table 16 Workload, Staffing and Resources by Department 30

Compensation and Benefits 32

Table 17 Compensation and Benefits – All Respondents 32

Table 18 Compensation and Benefits by Department 34

Overall Job Satisfaction 36

Table 19 Overall Job Satisfaction – All Respondents 36

Table 20 Overall Job Satisfaction by Department 37

Diversity, Equity and Inclusion (DEI) 38
Table 21 Diversity, Equity & Inclusion – All Respondents 39
Table 22 Diversity, Equity and Inclusion items by Department 40
Engagement Survey Items – Summary and Trends 44
Table 23 Job Duties and their Relationship to the Mission and Goals of your Agency or Department - 2014 – 2021 Trends 44
Table 24 Communication and Input within your Organization - 2014 - 2021 Trends 45
Table 25 Relationships and Morale in your Organization - 2014 - 2021 Trends 46
Table 26 Your Supervisor - 2014 - 2021 Trends 47
Table 27 Workload, Staffing and Resources - 2014 – 2021 Trends 48
Table 28 Compensation and Benefits - 2014 – 2021 Trends 49
Table 29 Overall Job Satisfaction - 2014 – 2021 Trends 50
Engagement Survey Items by Demographic Questions 51
Employee Engagement Results 53
Table 30- Engagement Scores - 2014 to 2021 53
Table 31 – Employee Engagement Model 54
Table 32 – Components of Employee Engagement – 2021 Averages 55
Table 33 – Employee Engagement Components – 2014 to 2021 56
Table 33 – Employee Engagement Crosstabulations 58
Table 34 2021 Scores for Employee Engagement and Components by Department 59
Qualitative Analysis of Open-Ended Question Responses 60
Table 34 Themes found in Open-Ended Responses 61
Special Section: Ranking 67
Table 33 Characteristics Indicated as Most Needing a Focus on Improvement 67
Table 33 Characteristics Indicated as Most Successfully Addressed 68
Special Section: “Year Ago” Comparison 69
Table 35 How do you feel NOW about the following statements compared to LAST YEAR (before the pandemic/March 2020). 69
Appendix A – List of Survey Items 74
Appendix B – 2021 Responses to Survey Questions by Department Compared with Statewide (Excel File) 79
Appendix C – Cross Tabulation of 2021 Responses to Survey Questions by Demographic Questions (Excel File) 79
Appendix D – 2021 Engagement Scores by Department Compared to Statewide (Excel File) 79
Appendix E - Rankings by Department Compared to Statewide. (Excel File) 79

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.

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

The 2021 survey was distributed in an unprecedented environment. First, many employees had been working for over a year on a remote basis and at the time of the survey guidance as to return to work had not yet been issued. Second, for over a year, employees in many departments had been under unprecedented workload pressures because of the State's response to the pandemic and its impacts. Finally, the Legislature was discussing possible restructuring of the employee pension plan due to the increasing problem of unfunded liabilities. All these things had an impact on responses to the survey and will be noted in the discussion of results.

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 2021 survey contained questions in the 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.

In addition, for 2021 several special sections were added, including the opportunity for employees to rank factors related to employees' engagement and satisfaction that were either being successfully addressed in their Department or they felt needed improvement; there was a section on employee perception of diversity, equity, and inclusion issues; and there was a section to allow employees to compare whether certain key elements of employee engagement and satisfaction were better or worse compared to the previous year (pre pandemic).

Using the Report

The 2021 Engagement Survey provides a great deal of data from which stakeholders can glean information to improve organizational practices.

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

Methodology

Survey Instrument

The 2021 State of Vermont Employee Engagement Survey was designed to measure engagement across the Executive Branch of Vermont State Government.

The core survey structure remained the same as the 2019 survey. (After a review of the 2013 results in 2014 several new items were added, and others were revised for clarity). The 2021 survey contained questions in the areas of:

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

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.

See Appendix A for a list of all survey items.

Survey Administration

The survey was administered electronically via Survey Monkey. An email invitation was sent to all Executive Branch classified and exempt employees[1] using their "preferred" email address as indicated in VTHR on March 29, 2021. The survey was active from March 29 through April 9, 2021.

The survey sample included all classified and exempt employees of the Executive Branch employed during the survey period, 7,985 employees.

[1] The Department of State's Attorneys and Sheriffs was not including in the sample.

Of the 7,985 employees surveyed, 4,995 employees responded to the survey for an overall response rate of 62.1%. While this was a robust sample, since survey participation was voluntary it should be noted that this survey was based on a "convenience" sample of employees who chose to respond. Therefore, the reader should keep this in mind when interpreting results.

Data Analysis

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

Employee Engagement

An index of employee engagement was calculated – an "Employee Engagement Score." This score is the average of six components of employee engagement. The model is presented in Table 31.[2] The following are the individual components or scales, questions making up that component or scale and the reliability of the scale as measured by Cronbach's Alpha.[3]

Growth (Alpha=.883)
Q26. My supervisor provides the help I need to improve my job performance.
Q27. I have an opportunity to learn and grow professionally
Q28. I receive the training I need to perform my job.
Q29. My supervisor and I discuss and plan my career development.

Balance (Alpha=.802)
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.

Supervisor (Alpha=.939)
Q20. My supervisor clearly explains my job performance expectations.
Q21. My supervisor regularly provides me with timely and useful feedback.
Q22. My supervisor gives me an opportunity to do my best work.
Q23. I am satisfied with the recognition I receive from my supervisor for my work.
Q24. My supervisor treats employees fairly and respectfully.
Q25. My supervisor seems to care about me as a person.

Communication (Alpha=.872)
Q7. Management and senior leadership communicates important information effectively.
Q8. I have an opportunity to provide feedback to management and senior leadership.
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.
Q16. I feel I can communicate honestly and openly in my workplace.

[2] Based on research reported in Vance, R.J. (2006) Employee Engagement and Commitment. Alexandria, VA: SHRM Foundation.
[3] Cronbach's Alpha is a statistical index of internal consistency. Alpha coefficients of .8 or higher indicate a scale has very good internal consistent or reliability.

Peers (Alpha=.878)
Q12. The people I work with treat each other respectfully.
Q13. The people I work with care about me.
Q14. My fellow employees are committed to doing good work.
Q15. The employees in my work group work well together as a team.

Alignment (Alpha=.845)
Q1. I understand my job duties and responsibilities.
Q2. I understand the work, goals, and mission of my department or agency.
Q3. The work I perform is linked to my department or agency meeting its goals and mission.

Satisfaction (Alpha=.876)
Q4. I enjoy performing the day to day work of my job.
Q5. The work I perform is meaningful and rewarding.
Q6. I would recommend the State of Vermont to others as a great place to work
Q41. I feel that working for the State of Vermont provides me with a solid career path.
Q45. In general, I am satisfied with my job.

Response Rates

Table 1 shows response rate by department. With an overall response rate of 62.1%, department response rates varied considerably.

Characteristics of Survey Sample

To further understand the survey sample, the number of completed surveys and percent were compared with the percent in the employee population (data from the 2020 Workforce Report). These results are shown in Tables 2 to 6.

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

Table 1 Response Rate by Department

Department	Number	Competed Surveys	Response Rate
Administration Agency	20	15	75.0%
Agriculture, Food & Mrkts Agen	136	85	62.5%
Attorney General's Office	82	50	61.0%
Auditor of Accounts' Office	15	10	66.7%
Buildings & General Services	316	199	63.0%
Children and Families	919	457	49.7%
Commerce & Community Dev Agenc	76	53	69.7%
Corrections	927	268	28.9%
Defender General's Office	74	20	27.0%
Digital Services Agency	342	192	56.1%
Disabilities Aging Ind. Living	266	185	69.5%
Education Agency	152	96	63.2%
Enhanced 911 Board	9	5	55.6%
Environmental Conservation	283	139	49.1%
Executive Office	9	2	22.2%
Finance & Management	27	17	63.0%
Financial Regulation	98	69	70.4%
Fish & Wildlife	132	85	64.4%
Forests, Parks & Recreation	113	62	54.9%
Green Mountain Care Board	30	21	70.0%
Health	504	282	56.0%
Human Resources	91	83	91.2%
Human Rights Commission	6	2	33.3%
Human Services Agency	54	42	77.8%
Labor	223	188	84.3%
Labor Relations Board	2	1	50.0%
Libraries	17	17	100.0%
Lieutenant Governor's Office	2	0	0.0%
Liquor and Lottery	66	31	47.0%
Mental Health	228	95	41.7%
Military	128	37	28.9%
Natural Resources Agency	21	15	71.4%
Natural Resources Board	24	10	41.7%
Public Safety	550	155	28.2%
Public Service Department	46	38	82.6%
Public Utility Commission	24	14	58.3%
Secretary of State's Office	74	49	66.2%
State Ethics Commission	1	0	0.0%
State Treasurer's Office	36	15	41.7%
Taxes	138	125	90.6%
Transportation Agency	1199	615	51.3%
Vermont Commission on Women	3	1	33.3%
Vermont Criminal Justice Council	10	8	80.0%
Vermont Health Access	344	262	76.2%
Vermont Veterans' Home	167	33	19.8%
VOSHA Review Board	1	0	0.0%
Other/(blank)		807	
Total	7,985	4,955	62.1%

Table 2 Job Type

Job Type	Completed Surveys	Percent	Percent in Employee Population
Classified	2,867	71.3%	92.3%
Exempt	339	8.4%	7.7%
Don't Know	524	13.0%	
Prefer not to Answer	293	7.3%	
Total	4,023		

Table 3 Gender

Gender	Completed Surveys	Percent	Percent in Employee Population
Woman	2,227	55.2%	51.3%
Man	1,431	35.4%	48.7%
Non-Binary	33	8.6%	
Prefer not to answer	346	16.2%	
Total	4,037		

Table 4 Generation

Generation	Completed Surveys	Percent	Percent in Employee Population
Gen Z	47	1.2%	1.7%
Millennial	1171	29.0%	33.0%
Gen X	1,606	39.8%	44.0%
Baby Boomer	878	21.7%	24.1%
Pre-Baby Boomer	11	30.0%	0.2%
Prefer not to Answer	327	8.1%	
Total	4,040		

Table 5 Identification

Do you identify as any of the following groups: American Indian or Alaskan Native (Non-Hispanic or Latino), Asian (Non-Hispanic or Latino), Black or African American (Non-Hispanic or Latino), Hispanic or Latino, Native Hawaiian or Other Pacific Islander(Non-Hispanic or Latino), or Two or More Races (Non-Hispanic Or Latino)?	Completed Surveys	Percent	Percent in Employee Population
Yes	173	4.2%	4.2%
No	3431	84.2%	95.8%
Prefer not to Answer	471	11.6%	
Total	4,075		

Table 6 Management Level

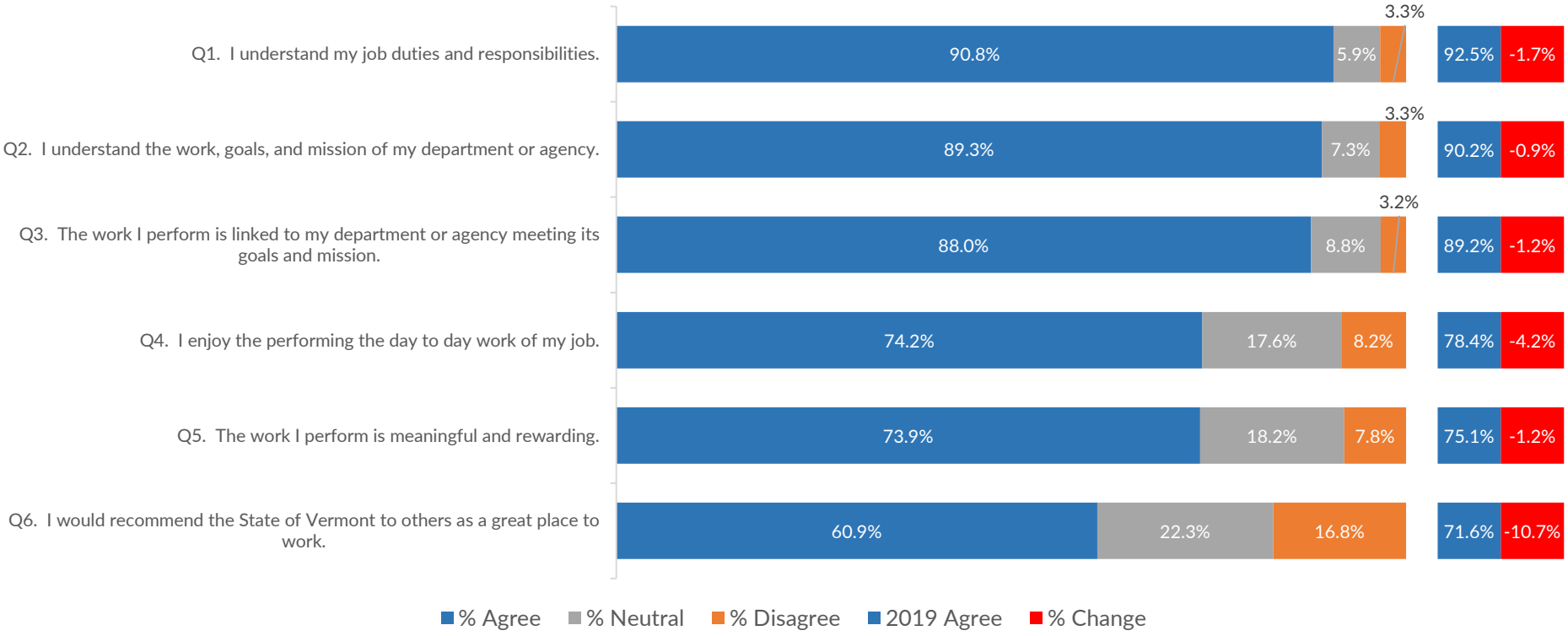
Management Level	Completed Surveys	Percent	Percent in Employee Population
Manager/Supervisor	957	23.4%	19.9%
Not a Manager or Supervisor	2,655	64.9%	80.1%
Other	134	3.3%	
Prefer not to Answer	348	8.5%	
Grand Total	4,094		

Employee Engagement Survey Items: Summary of Key Findings

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

Table 7 displays percent agreement for all respondents to survey statements for "Job Duties and their Relationship to the Mission and Goals of your Agency or Department." The table also shows the percent agreement for the same question in the 2019 survey and a percent change from 2019 to 2021 in agreement.

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



More than 90% of respondents agreed that they understand their job duties and responsibilities (90.8%). A high level of agreement was also seen when asked if they understood the work, goals, and mission of their department or agency (89.3%) and that the work they perform is linked to their department or agency meeting its goals and mission (88.0%). These all remain relatively unchanged from the 2019 survey results.

To a lesser extent, respondents agreed that they enjoy performing the day-to-day work of their job (74.2%) and that the work they perform is meaningful and rewarding (73.9%). Again, these remain relatively unchanged from the 2019 survey results.

The lowest agreement was found among all respondents when asked if they would recommend the State of Vermont to others as a great place to work (60.9%). This is a substantial drop (-10.7%) in agreement compared to that found in the 2019 survey (71.6%).

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

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

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department	Q1.	Q2.	Q3.	Q4.	Q5.	Q6.
Department	**% Agree**	**% Agree**	**% Agree**	**% Agree**	**% Agree**	**% Agree**
Agency of Administration	93.3%	80.0%	86.7%	100.0%	86.7%	80.0%
Agency of Human Services	92.9%	100.0%	88.1%	81.0%	83.3%	71.4%
Agency of Natural Resources	100.0%	100.0%	100.0%	73.3%	80.0%	73.3%
Agriculture, Food & Markets	89.4%	90.6%	87.1%	84.7%	90.5%	79.8%
Attorney General	96.0%	90.0%	96.0%	86.0%	84.0%	84.0%
Auditor of Accounts	100.0%	100.0%	100.0%	100.0%	80.0%	90.0%
Buildings & General Services	91.5%	88.4%	87.9%	81.4%	71.7%	65.7%
Children & Families	95.6%	94.5%	92.6%	75.5%	77.6%	63.5%
Commerce & Community Dev.	84.9%	92.5%	88.7%	83.0%	77.4%	64.2%
Corrections	83.5%	77.1%	69.3%	54.7%	45.8%	32.2%
Criminal Justice Training Council	100.0%	87.5%	100.0%	100.0%	87.5%	87.5%
DAIL	96.7%	96.8%	95.7%	82.6%	85.9%	81.1%
Defender General	100.0%	95.0%	95.0%	75.0%	90.0%	90.0%
Digital Services	86.5%	82.3%	84.4%	71.9%	71.2%	49.5%
Education	86.5%	69.8%	73.7%	65.6%	72.9%	51.0%
Enhanced 911 Board	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Environmental Conservation	92.1%	89.2%	87.1%	75.5%	75.5%	63.3%
Finance & Management	82.4%	88.2%	94.1%	76.5%	70.6%	47.1%
Financial Regulation	94.2%	92.8%	94.2%	86.8%	85.5%	78.3%
Fish & Wildlife	92.9%	89.4%	92.9%	75.3%	78.8%	70.6%
Forests, Parks & Recreation	91.9%	96.8%	93.5%	85.5%	85.5%	55.7%
Green Mountain Care Board	95.2%	90.5%	95.2%	81.0%	76.2%	81.0%
Health	86.5%	92.4%	87.5%	65.5%	77.6%	57.5%
Human Resources	98.8%	96.3%	94.0%	86.7%	78.0%	78.3%
Average	91.2%	89.5%	88.0%	74.5%	74.2%	61.3%

Heat Map

Below Average Agreement for Question

KEY:

Q1. I understand my job duties and responsibilities.

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

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

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

Q5. The work I perform is meaningful and rewarding.

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

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

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department						
	Q1.	Q2.	Q3.	Q4.	Q5.	Q6.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Labor	78.2%	86.2%	86.7%	73.9%	69.7%	68.1%
Libraries	94.1%	100.0%	94.1%	76.5%	70.6%	64.7%
Liquor & Lottery	96.8%	93.5%	96.8%	80.6%	77.4%	54.8%
Mental Health	91.6%	89.5%	85.3%	66.3%	75.8%	62.8%
Military	91.9%	89.2%	89.2%	83.8%	75.0%	67.6%
Motor Vehicles	91.8%	88.7%	91.8%	78.4%	63.9%	49.0%
Natural Resources Board	90.0%	90.0%	90.0%	70.0%	50.0%	60.0%
Other	86.4%	80.7%	84.1%	64.8%	67.0%	44.3%
Public Safety	96.8%	89.0%	85.8%	73.5%	76.0%	43.2%
Public Service Department	100.0%	84.2%	86.8%	68.4%	78.9%	60.5%
Public Utilities Commission	92.9%	85.7%	92.9%	78.6%	85.7%	85.7%
Secretary of State	91.8%	91.8%	93.9%	77.6%	79.6%	77.6%
State Treasurer	93.3%	93.3%	86.7%	66.7%	86.7%	53.3%
Taxes	96.8%	92.0%	88.8%	77.6%	76.0%	79.8%
Transportation (not DMV)	90.5%	88.0%	85.9%	71.8%	68.5%	50.2%
Vermont Health Access	93.9%	95.4%	94.6%	81.3%	82.0%	79.2%
Veterans' Home	97.0%	100.0%	93.9%	78.8%	90.9%	60.6%
Average	91.2%	89.5%	88.0%	74.5%	74.2%	61.3%

Heat Map

Below Average Agreement for Question

KEY:

Q1. I understand my job duties and responsibilities.

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

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

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

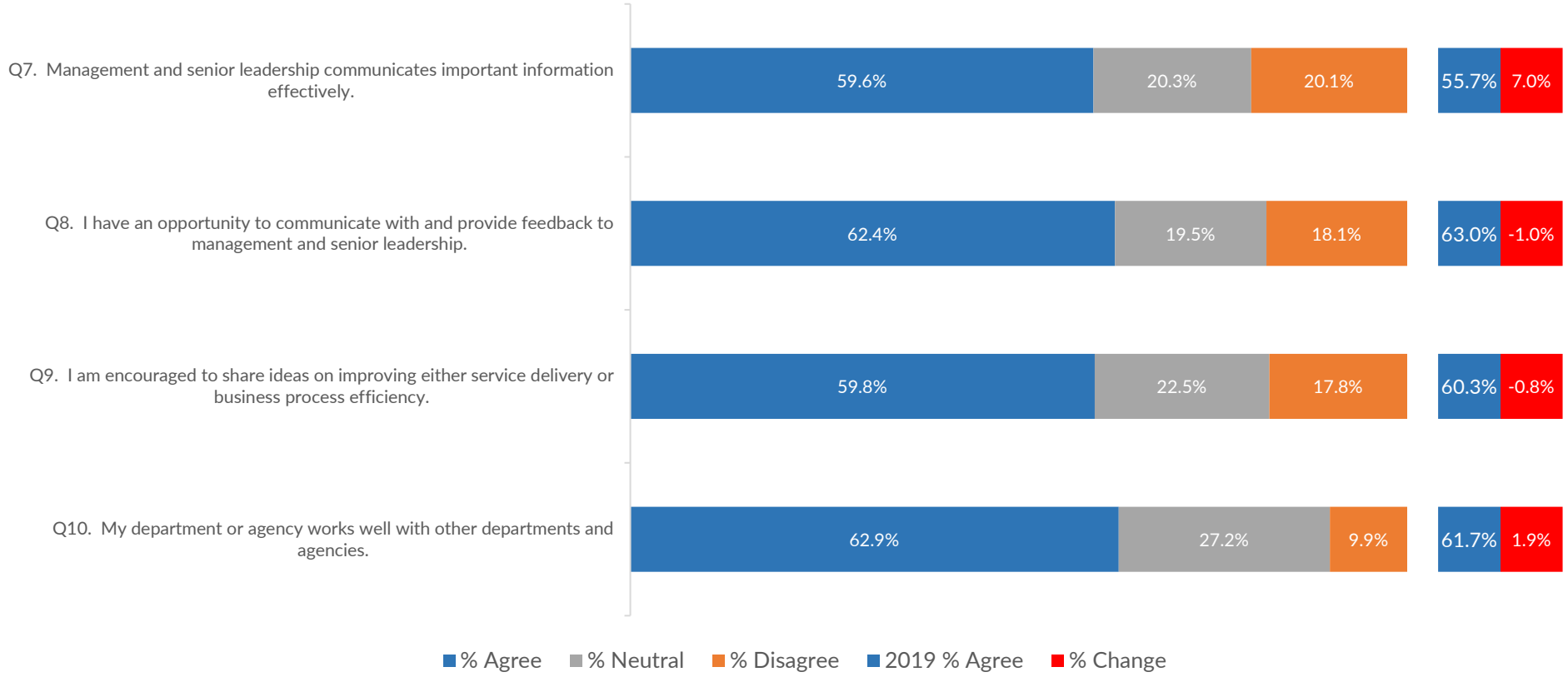
Q5. The work I perform is meaningful and rewarding.

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

Communication and Input within your Organization

Table 9 displays percent agreement for all respondents to survey statements for "Communication and Input within your Organization." The table also shows the percent agreement for the same question in the 2019 survey and a percent change from 2019 to 2021 in agreement.

Table 9 Communication and Input within your Organization – All Respondents



Nearly 60% (59.6%) of respondents agreed that management and senior leadership communicates important information in an effective manner. This is a modest increase (7.0%) over the 2019 survey response agreement.

More respondents felt they had an opportunity to communicate with and provide feedback to management and senior leadership (62.4%), were encouraged to share ideas on improving either service delivery or business process efficiency (59.8%), and that their department or agency works well with other departments and agencies (62.9%). These all remain relatively unchanged from the 2019 survey results.

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

Table 10 Communication and Input within your Organization by Department

Survey Items: Communication and Input within Your Organization				
	Q7.	Q8	Q9	Q10
Department	% Agree	% Agree	% Agree	% Agree
Agency of Administration	60.0%	80.0%	86.7%	86.7%
Agency of Human Services	52.4%	57.1%	73.2%	69.0%
Agency of Natural Resources	80.0%	86.7%	73.3%	73.3%
Agriculture, Food & Markets	74.1%	76.5%	81.2%	65.9%
Attorney General	72.0%	64.0%	56.0%	66.0%
Auditor of Accounts	70.0%	50.0%	80.0%	90.0%
Buildings & General Services	63.8%	66.8%	67.8%	67.8%
Children & Families	60.4%	65.4%	56.6%	63.7%
Commerce & Community Dev.	64.2%	62.3%	69.8%	77.4%
Corrections	43.1%	45.7%	40.4%	41.1%
Criminal Justice Training Council	62.5%	87.5%	87.5%	87.5%
DAIL	83.7%	82.2%	76.2%	78.9%
Defender General	65.0%	70.0%	70.0%	60.0%
Digital Services	61.5%	59.9%	61.5%	57.8%
Education	31.3%	38.5%	43.8%	32.6%
Enhanced 911 Board	60.0%	80.0%	80.0%	100.0%
Environmental Conservation	69.1%	63.0%	66.9%	51.1%
Finance & Management	58.8%	52.9%	52.9%	82.4%
Financial Regulation	79.7%	82.6%	78.3%	85.5%
Fish & Wildlife	55.3%	60.0%	59.5%	69.4%
Forests, Parks & Recreation	64.5%	69.4%	69.4%	66.1%
Green Mountain Care Board	71.4%	76.2%	71.4%	85.7%
Health	57.5%	56.8%	51.6%	63.7%
Human Resources	74.7%	72.3%	69.5%	78.3%
Average	59.6%	62.4%	60.1%	62.8%

Heat Map

Below Average Agreement for Question

Key:

Q7. Management and senior leadership communicates important information effectively.

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

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

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

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

Survey Items: Communication and Input within Your Organization				
	Q7.	Q8	Q9	Q10
Department	% Agree	% Agree	% Agree	% Agree
Labor	60.1%	59.0%	60.1%	58.5%
Libraries	94.1%	94.1%	76.5%	88.2%
Liquor & Lottery	51.6%	58.1%	71.0%	67.7%
Mental Health	56.8%	63.2%	63.2%	52.6%
Military	47.2%	54.1%	62.2%	54.1%
Motor Vehicles	37.1%	43.3%	37.1%	42.3%
Natural Resources Board	20.0%	40.0%	20.0%	20.0%
Other	54.0%	56.8%	52.3%	55.7%
Public Safety	44.5%	51.0%	43.9%	58.1%
Public Service Department	52.6%	68.4%	60.5%	57.9%
Public Utilities Commission	85.7%	78.6%	64.3%	64.3%
Secretary of State	61.2%	75.5%	57.1%	73.5%
State Treasurer	66.7%	60.0%	73.3%	60.0%
Taxes	75.2%	73.4%	70.4%	71.2%
Transportation (not DMV)	50.1%	57.8%	58.3%	66.3%
Vermont Health Access	72.4%	73.1%	71.0%	68.7%
Veterans' Home	60.6%	66.7%	51.5%	60.6%
Average	59.6%	62.4%	60.1%	62.8%

Heat Map
Below Average Agreement for Question

Key:

Q7. Management and senior leadership communicates important information effectively.

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

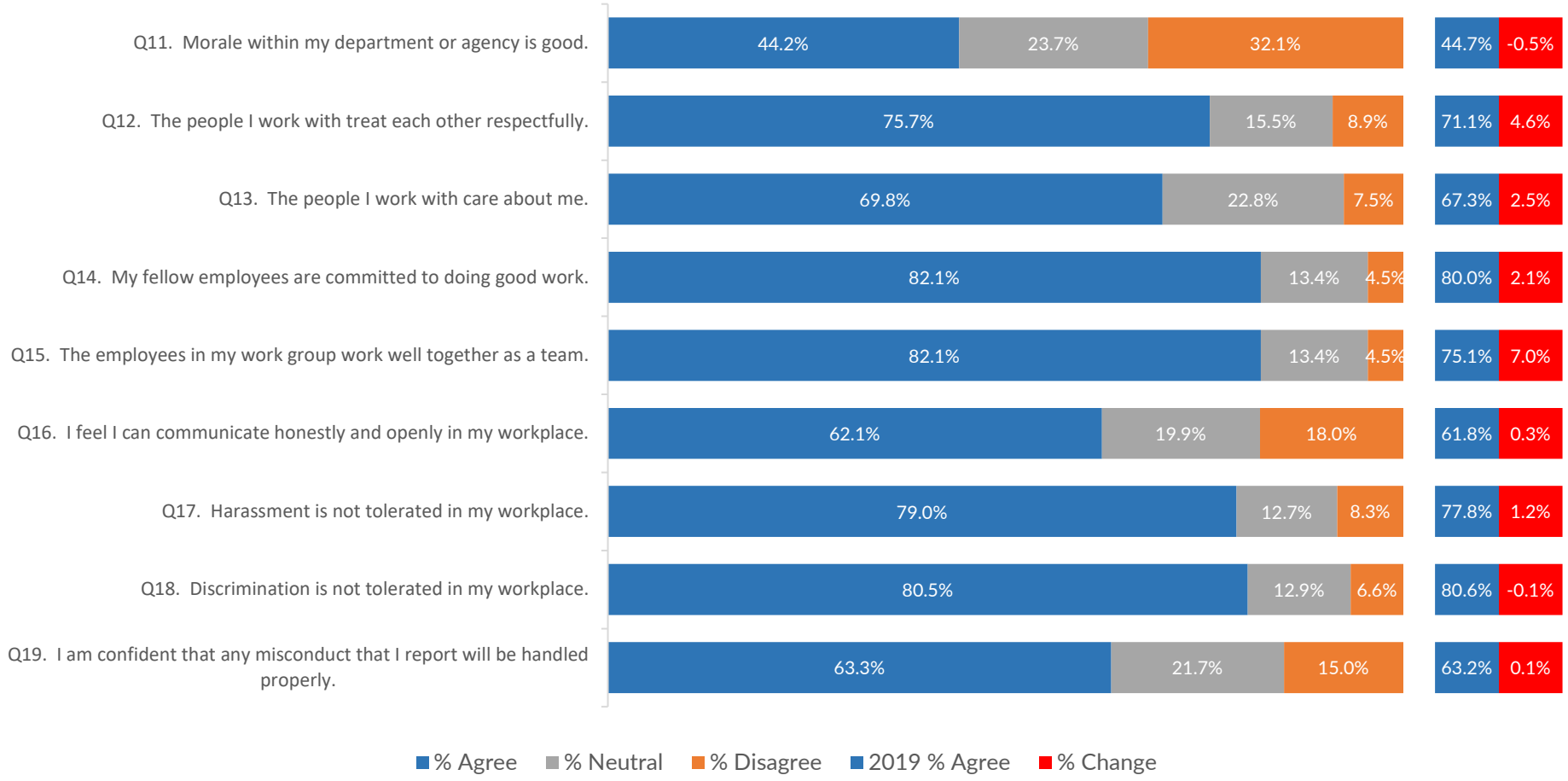
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.

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

Relationships and Morale in your Organization

Table 11 displays percent agreement for all respondents to survey statements for "Relationships and Morale in your Organization." The table also shows the percent agreement for the same question in the 2019 survey and a percent change from 2019 to 2021 in agreement.

Table 11 Relationships and Morale in your Organization – All Respondents



Less than half of respondents agreed that morale within their department or agency is good (44.2%); almost a third disagreed (32.1%).

Over 70% of all respondents agreed that the people they work with treat each other respectfully (75.7%) and to a slightly lesser extent that the people they work with care about them (69.8%). These both showed small increases over agreement found in the 2019 survey.

82.1% agreed that their fellow employees are committed to doing good and that employees in their work group work well together as a team. The latter showed a modest increase (7.0%) over the 2019 survey response agreement.

A little over 60% of respondents felt they can communicate honestly and openly in their workplace (62.1%), which had a relatively high percent disagreeing with the statement (18.0%).

More than three out of four of all respondents agreed that harassment is not tolerated in their workplace (79.0%) and discrimination is not tolerated in their workplace (80.5%). Fewer respondents agreed that they were confident that any misconduct that they report will be handled properly (63.3%), which had a relatively high percent disagreeing with the statement (15.0%). All these questions showed little change in agreement from the 2019 survey results.

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

Table 12 Relationships and Morale in your Organization by Department

Survey Items: Relationships and Morale in Your Organization	Q11.	Q12.	Q13.	Q14.	Q15.	Q16.	Q17.	Q18.	Q19.
Department	**% Agree**	**% Agree**	**% Agree**	**% Agree**	**% Agree**	**% Agree**	**% Agree**	**% Agree**	**% Agree**
Agency of Administration	60.0%	73.3%	66.7%	80.0%	73.3%	80.0%	93.3%	93.3%	73.3%
Agency of Human Services	45.2%	78.6%	71.4%	95.2%	78.6%	57.1%	81.0%	81.0%	73.8%
Agency of Natural Resources	60.0%	80.0%	64.3%	86.7%	73.3%	80.0%	93.3%	92.9%	73.3%
Agriculture, Food & Markets	75.0%	91.7%	88.1%	89.3%	83.5%	84.5%	85.7%	83.3%	72.6%
Attorney General	60.4%	94.0%	88.0%	94.0%	88.0%	68.0%	88.0%	88.0%	74.0%
Auditor of Accounts	80.0%	100.0%	66.7%	100.0%	90.0%	80.0%	80.0%	80.0%	80.0%
Buildings & General Services	50.3%	75.4%	60.8%	76.9%	80.3%	61.6%	79.4%	81.7%	65.3%
Children & Families	37.2%	77.1%	76.2%	84.5%	79.0%	58.3%	79.2%	79.7%	61.1%
Commerce & Community Dev.	67.3%	88.5%	86.5%	96.2%	86.5%	75.0%	78.8%	88.5%	61.5%
Corrections	9.7%	48.9%	50.9%	58.2%	69.0%	44.0%	60.2%	64.9%	44.0%
Criminal Justice Training Council	75.0%	100.0%	87.5%	100.0%	100.0%	87.5%	100.0%	100.0%	100.0%
DAIL	75.1%	95.1%	79.2%	95.1%	90.8%	76.2%	90.8%	91.8%	80.0%
Defender General	55.0%	75.0%	95.0%	90.0%	75.0%	75.0%	90.0%	90.0%	80.0%
Digital Services	45.5%	80.6%	70.7%	82.7%	78.5%	65.4%	79.6%	79.1%	61.8%
Education	27.1%	78.1%	69.8%	89.5%	78.1%	61.5%	67.7%	66.7%	54.2%
Enhanced 911 Board	60.0%	80.0%	80.0%	100.0%	80.0%	80.0%	100.0%	100.0%	80.0%
Environmental Conservation	54.0%	83.5%	74.1%	91.4%	83.5%	69.1%	80.6%	80.6%	59.7%
Finance & Management	76.5%	94.1%	82.4%	100.0%	94.1%	82.4%	100.0%	100.0%	82.4%
Financial Regulation	72.5%	85.5%	87.0%	88.2%	88.4%	71.0%	88.4%	88.4%	71.0%
Fish & Wildlife	47.1%	87.1%	72.9%	91.8%	91.8%	71.8%	81.0%	76.5%	69.0%
Forests, Parks & Recreation	66.1%	90.2%	75.8%	91.9%	90.3%	72.6%	77.4%	79.0%	66.1%
Green Mountain Care Board	52.4%	95.2%	95.2%	95.2%	85.7%	85.7%	95.2%	100.0%	81.0%
Health	29.1%	81.6%	79.4%	92.5%	82.5%	59.8%	83.6%	84.3%	62.6%
Human Resources	73.5%	88.0%	87.8%	90.4%	96.4%	73.5%	90.4%	90.4%	84.3%
Average	44.6%	76.2%	70.2%	82.4%	80.2%	62.7%	79.3%	80.6%	63.5%

Heat Map

Below Average Agreement for Question

Key:

Q11. Morale in my department or agency is good.

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

Q13. The people I work with care about me.

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

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

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

Q17. Harassment is not tolerated in my workplace.

Q18. Discrimination is not tolerated in my workplace.

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

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

Survey Items: Relationships and Morale in Your Organization									
	Q11.	Q12.	Q13.	Q14.	Q15.	Q16.	Q17.	Q18.	Q19.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Labor	44.7%	74.3%	69.1%	77.7%	74.5%	55.9%	74.5%	76.5%	60.6%
Libraries	82.4%	94.1%	76.5%	100.0%	94.1%	70.6%	94.1%	94.1%	76.5%
Liquor & Lottery	41.9%	74.2%	63.3%	83.9%	80.6%	61.3%	83.9%	96.8%	74.2%
Mental Health	38.9%	64.2%	63.8%	80.0%	76.8%	57.9%	70.5%	78.9%	57.9%
Military	54.1%	62.2%	51.4%	63.9%	67.6%	64.9%	75.7%	75.7%	54.3%
Motor Vehicles	23.7%	61.9%	57.9%	64.9%	74.2%	41.2%	75.3%	81.4%	48.5%
Natural Resources Board	0.0%	70.0%	80.0%	70.0%	80.0%	30.0%	70.0%	70.0%	40.0%
Other	34.1%	61.4%	60.2%	79.5%	72.7%	55.7%	70.1%	71.6%	53.4%
Public Safety	25.8%	72.7%	69.7%	81.2%	82.6%	54.8%	81.3%	80.0%	61.3%
Public Service Department	34.2%	81.6%	68.4%	89.5%	84.2%	65.8%	76.3%	81.6%	63.2%
Public Utilities Commission	50.0%	71.4%	71.4%	85.7%	71.4%	50.0%	64.3%	57.1%	35.7%
Secretary of State	51.0%	77.6%	67.3%	83.7%	69.4%	59.2%	87.8%	91.8%	81.6%
State Treasurer	33.3%	100.0%	93.3%	93.3%	100.0%	66.7%	93.3%	100.0%	86.7%
Taxes	61.6%	76.8%	68.0%	83.2%	81.6%	71.2%	84.0%	81.5%	78.4%
Transportation (not DMV)	38.2%	72.8%	62.7%	75.8%	76.2%	63.4%	80.9%	80.9%	61.6%
Vermont Health Access	66.0%	77.4%	71.4%	84.2%	85.1%	69.8%	78.8%	81.6%	67.6%
Veterans' Home	30.3%	30.3%	36.4%	63.6%	60.6%	45.5%	60.6%	69.7%	45.5%
Average	44.6%	76.2%	70.2%	82.4%	80.2%	62.7%	79.3%	80.6%	63.5%

Heat Map

Below Average Agreement for Question

Key:

Q11. Morale in my department or agency is good.

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

Q13. The people I work with care about me.

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

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

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

Q17. Harassment is not tolerated in my workplace.

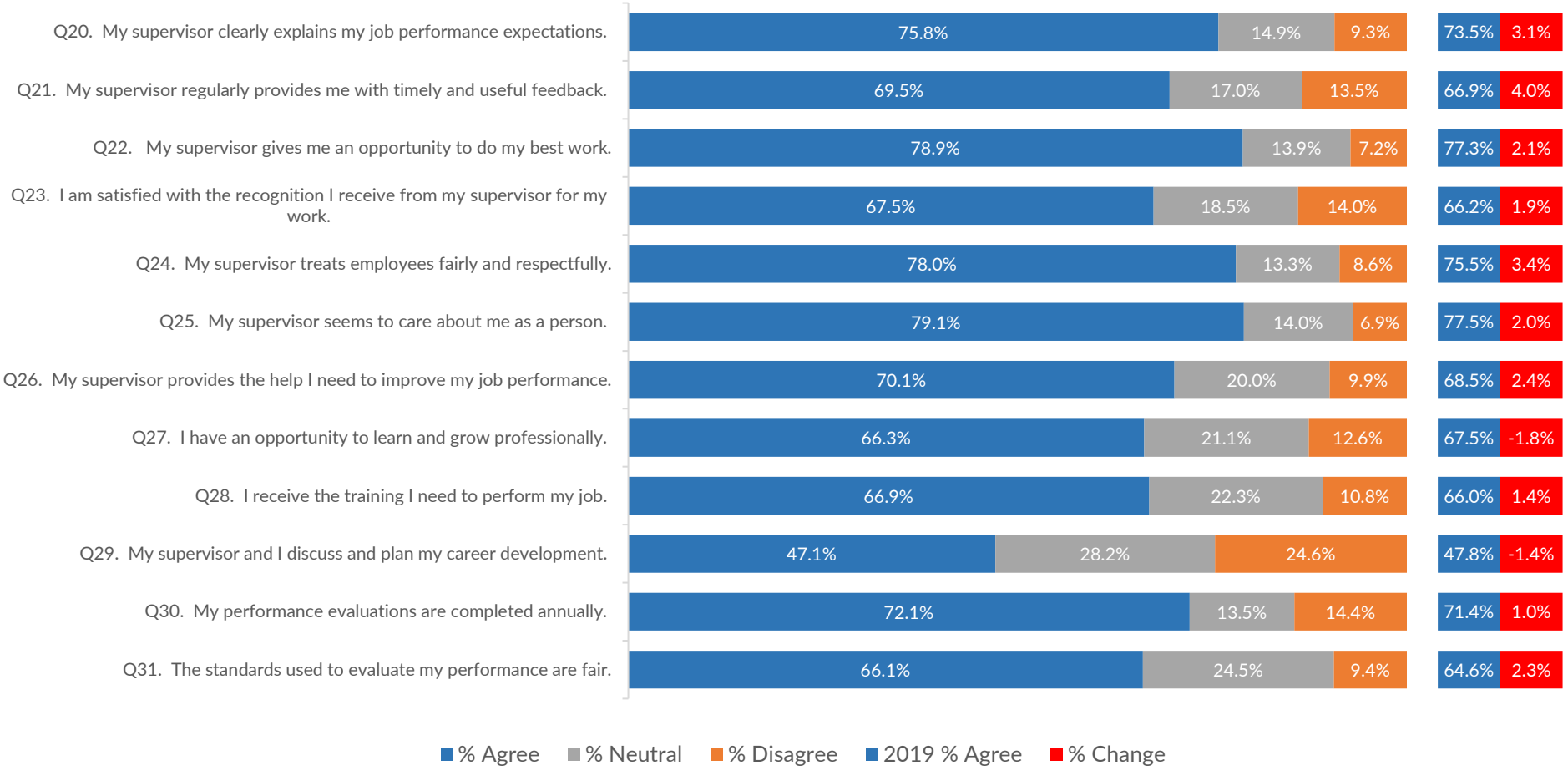
Q18. Discrimination is not tolerated in my workplace.

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

Your Supervisor

Table 13 displays percent agreement for all respondents to survey statements for "Your Supervisor." The table also shows the percent agreement for the same question in the 2019 survey and a percent change from 2019 to 2021 in agreement.

Table 13 Your Supervisor – All Respondents



On average, approximately 70% agreed to the range of statements regarding their supervisor (Q20 – Q26), but with relatively high levels of “neutral” and “disagree” responses (on average 30%), which shows that these supervisory items have variability based on other factors, such as across departments. All these questions showed a slight but consistent increase over the 2019 survey results.

The lowest agreement among all respondents was when asked if their supervisor discussed and planned their career development with them (47.1%).

For all respondents, 72.1% agreed that their performance evaluations are completed annually. To a lesser extent, respondents agreed that the standards used to evaluate their performance were fair (66.1%), with a high level of “neutral” (24.5%), which shows respondents’ ambivalence about this statement. These showed little change in agreement from the results of the 2019 survey.

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

Table 14 Your Supervisor by Department

Survey Items: Your Supervisor	Q20.	Q21.	Q22	Q23.	Q24.	Q25.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	73.3%	80.0%	86.7%	66.7%	73.3%	80.0%
Agency of Human Services	71.4%	69.0%	78.6%	64.3%	88.1%	83.3%
Agency of Natural Resources	73.3%	73.3%	93.3%	80.0%	86.7%	78.6%
Agriculture, Food & Markets	70.6%	74.1%	87.1%	78.8%	87.1%	92.9%
Attorney General	90.0%	78.0%	90.0%	80.0%	92.0%	94.0%
Auditor of Accounts	100.0%	80.0%	90.0%	90.0%	90.0%	66.7%
Buildings & General Services	78.9%	72.7%	81.4%	70.4%	82.4%	76.3%
Children & Families	78.8%	74.7%	80.3%	66.8%	75.8%	78.8%
Commerce & Community Dev.	75.0%	61.5%	73.1%	71.2%	78.8%	84.6%
Corrections	71.3%	61.6%	68.7%	57.3%	63.4%	67.5%
Criminal Justice Training Council	75.0%	62.5%	75.0%	75.0%	75.0%	75.0%
DAIL	84.3%	77.3%	88.6%	75.1%	88.6%	89.2%
Defender General	70.0%	70.0%	95.0%	75.0%	85.0%	95.0%
Digital Services	74.5%	67.7%	77.5%	66.7%	78.1%	80.1%
Education	74.0%	80.2%	82.3%	74.0%	86.5%	88.5%
Enhanced 911 Board	100.0%	80.0%	80.0%	60.0%	80.0%	80.0%
Environmental Conservation	81.9%	77.0%	76.3%	74.6%	84.2%	86.3%
Finance & Management	64.7%	58.8%	88.2%	47.1%	82.4%	76.5%
Financial Regulation	85.5%	75.4%	84.1%	78.3%	82.6%	82.6%
Fish & Wildlife	78.8%	67.1%	89.4%	71.8%	88.2%	85.9%
Forests, Parks & Recreation	82.3%	83.9%	85.5%	82.3%	85.5%	88.7%
Green Mountain Care Board	75.0%	75.0%	75.0%	80.0%	85.0%	85.0%
Health	72.9%	63.6%	76.8%	68.2%	75.1%	80.0%
Human Resources	81.9%	78.3%	80.7%	80.7%	89.2%	91.6%
Average	76.0%	70.0%	79.1%	67.9%	78.3%	79.4%

Heat Map

Below Average Agreement for Question

Key:

Q20. My supervisor clearly explains my job performance expectations.

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

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

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

Q24. My supervisor treats employees fairly and respectfully.

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

Table 14 Your Supervisor by Department (cont.)

Survey Items: Your Supervisor	Q20.	Q21.	Q22	Q23.	Q24.	Q25.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Labor	59.7%	57.0%	70.3%	57.8%	71.0%	72.0%
Libraries	88.2%	88.2%	94.1%	88.2%	94.1%	88.2%
Liquor & Lottery	67.7%	54.8%	74.2%	61.3%	83.9%	67.7%
Mental Health	69.5%	61.1%	70.5%	57.4%	70.5%	68.4%
Military	62.2%	54.1%	73.0%	56.8%	73.0%	70.3%
Motor Vehicles	71.1%	58.8%	76.3%	57.3%	68.0%	73.2%
Natural Resources Board	50.0%	50.0%	50.0%	50.0%	50.0%	40.0%
Other	70.5%	61.4%	61.4%	55.7%	68.2%	64.8%
Public Safety	78.7%	67.7%	80.5%	66.5%	83.2%	78.1%
Public Service Department	84.2%	76.3%	89.2%	68.4%	84.2%	81.6%
Public Utilities Commission	84.6%	61.5%	84.6%	61.5%	53.8%	69.2%
Secretary of State	72.9%	67.3%	77.6%	65.3%	75.5%	79.6%
State Treasurer	86.7%	86.7%	86.7%	73.3%	80.0%	86.7%
Taxes	82.3%	76.0%	80.8%	77.6%	84.7%	83.1%
Transportation (not DMV)	74.4%	68.7%	81.4%	64.5%	76.2%	78.3%
Vermont Health Access	81.2%	79.4%	80.9%	76.6%	84.7%	85.1%
Veterans' Home	68.8%	69.7%	78.8%	45.5%	51.5%	60.6%
Average	76.0%	70.0%	79.1%	67.9%	78.3%	79.4%

Heat Map

Below Average Agreement for Question

Key:

Q20. My supervisor clearly explains my job performance expectations.

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

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

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

Q24. My supervisor treats employees fairly and respectfully.

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

Table 14 Your Supervisor by Department (cont.)

Survey Items: Your Supervisor	Q26.	Q27.	Q28.	Q29.	Q30.	Q31.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	80.0%	66.7%	80.0%	40.0%	53.3%	53.3%
Agency of Human Services	69.0%	69.0%	66.7%	50.0%	61.9%	64.3%
Agency of Natural Resources	80.0%	66.7%	66.7%	33.3%	60.0%	66.7%
Agriculture, Food & Markets	75.3%	77.6%	70.6%	44.7%	65.9%	73.8%
Attorney General	78.0%	74.0%	64.0%	44.0%	82.0%	72.0%
Auditor of Accounts	90.0%	90.0%	90.0%	33.3%	60.0%	70.0%
Buildings & General Services	75.3%	59.8%	67.5%	47.5%	73.2%	66.2%
Children & Families	70.2%	66.5%	69.7%	47.0%	77.2%	66.1%
Commerce & Community Dev.	63.5%	55.8%	55.8%	34.6%	72.5%	73.1%
Corrections	59.7%	54.1%	57.1%	40.4%	70.1%	54.9%
Criminal Justice Training Council	62.5%	62.5%	50.0%	50.0%	62.5%	62.5%
DAIL	78.1%	78.4%	76.1%	58.5%	69.4%	74.6%
Defender General	75.0%	85.0%	85.0%	40.0%	20.0%	50.0%
Digital Services	66.1%	59.9%	53.7%	47.9%	70.8%	68.6%
Education	80.0%	71.9%	64.6%	44.8%	69.8%	71.9%
Enhanced 911 Board	80.0%	60.0%	60.0%	20.0%	40.0%	40.0%
Environmental Conservation	70.5%	68.3%	66.9%	47.5%	80.6%	69.1%
Finance & Management	76.5%	58.8%	52.9%	41.2%	82.4%	64.7%
Financial Regulation	82.6%	88.4%	85.5%	69.6%	79.7%	75.4%
Fish & Wildlife	81.2%	76.5%	69.4%	47.1%	84.7%	76.5%
Forests, Parks & Recreation	79.0%	72.6%	75.8%	48.4%	79.0%	77.4%
Green Mountain Care Board	70.0%	75.0%	65.0%	65.0%	95.0%	80.0%
Health	65.1%	62.9%	63.0%	44.3%	76.4%	72.9%
Human Resources	77.1%	75.9%	75.9%	68.7%	94.0%	88.0%
Average	70.5%	66.6%	67.0%	47.2%	72.5%	66.3%

Heat Map

Below Average Agreement for Question

Key:

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

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

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

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

Q30. My performance evaluations are completed annually.

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

Table 14 Your Supervisor by Department (cont.)

Survey Items: Your Supervisor Department	Q26. % Agree	Q27. % Agree	Q28. % Agree	Q29. % Agree	Q30. % Agree	Q31. % Agree
Labor	61.3%	51.6%	56.5%	30.6%	34.1%	41.3%
Libraries	94.1%	82.4%	88.2%	64.7%	64.7%	70.6%
Liquor & Lottery	71.0%	67.7%	77.4%	40.0%	45.2%	40.0%
Mental Health	63.2%	53.7%	50.5%	40.0%	53.7%	52.1%
Military	64.9%	62.2%	73.0%	37.8%	32.4%	55.6%
Motor Vehicles	67.7%	62.9%	61.9%	43.3%	69.1%	58.8%
Natural Resources Board	40.0%	50.0%	40.0%	20.0%	60.0%	70.0%
Other	62.5%	51.1%	59.1%	40.9%	62.5%	50.0%
Public Safety	70.3%	63.2%	63.6%	40.5%	51.6%	48.4%
Public Service Department	71.1%	65.8%	65.8%	44.7%	63.2%	63.2%
Public Utilities Commission	61.5%	92.3%	92.3%	30.8%	69.2%	84.6%
Secretary of State	63.3%	69.4%	71.4%	50.0%	87.2%	83.0%
State Treasurer	85.7%	60.0%	73.3%	53.3%	40.0%	60.0%
Taxes	76.0%	69.4%	75.2%	52.8%	73.4%	70.4%
Transportation (not DMV)	71.5%	73.5%	72.1%	50.4%	89.3%	71.8%
Vermont Health Access	76.6%	73.8%	72.5%	58.8%	81.2%	72.6%
Veterans' Home	48.5%	51.5%	63.6%	39.4%	78.8%	57.6%
Average	70.5%	66.6%	67.0%	47.2%	72.5%	66.3%

Heat Map

Below Average Agreement for Question

Key:

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

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

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

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

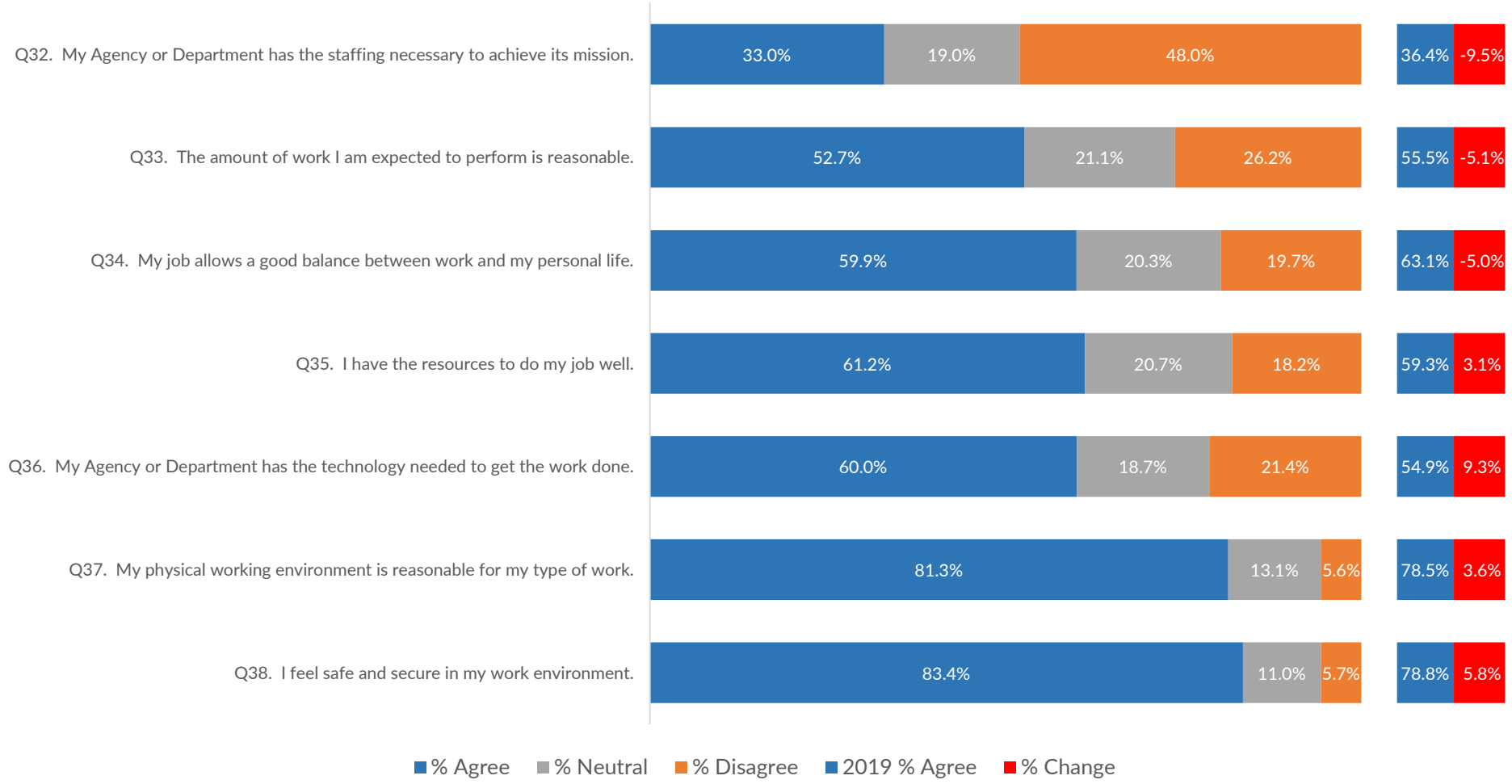
Q30. My performance evaluations are completed annually.

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

Workload, Staffing and Resources

Table 15 displays percent agreement for all respondents to survey statements for "Workload, Staffing and Resources." The table also shows the percent agreement for the same question in the 2019 survey and a percent change from 2019 to 2021 in agreement.

Table 15 Workload, Staffing and Resources – All Respondents



More respondents disagreed that their department or agency has the staffing and resources necessary to achieve its mission (48.0%) than agreed (33.0%). This was significantly greater disagreement than was found in the 2019 survey (-9.5%)

While 52.7% of all respondents agreed that the amount of work, they are expected to perform is reasonable, more than a quarter (26.2%) disagreed. A higher percentage agreed that their job and work environment allow for a good balance between work and their personal life (59.9%). Both of these are down slightly from 2019 survey results.

A majority of all respondents agreed that they have the resources to do their job well (60.0%) and that their department or agency had the technology needed to get the work done (60.0%). The percent agreeing that they had the technology needed to get the work done increased significantly (9.3%) compared to the 2019 survey results.

Over three out of four of all respondents agreed that their physical working environment is reasonable for their type of work (81.3%) and that they feel safe and secure in their work environment (83.4%). Both of these had a slight increase from the 2019 survey results.

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

Table 16 Workload, Staffing and Resources by Department

Survey Items: Workload, Staffing and Resources							
Department	Q32. % Agree	Q33. % Agree	Q34. % Agree	Q35. % Agree	Q36. % Agree	Q37. % Agree	Q38. % Agree
Agency of Administration	20.0%	46.7%	73.3%	66.7%	86.7%	93.3%	93.3%
Agency of Human Services	35.7%	54.8%	61.9%	54.8%	54.8%	88.1%	90.5%
Agency of Natural Resources	26.7%	60.0%	73.3%	66.7%	60.0%	86.7%	100.0%
Agriculture, Food & Markets	56.0%	67.9%	72.6%	78.6%	72.6%	94.0%	94.0%
Attorney General	36.0%	56.0%	60.0%	60.0%	48.0%	90.0%	92.0%
Auditor of Accounts	100.0%	100.0%	90.0%	100.0%	100.0%	90.0%	100.0%
Buildings & General Services	41.2%	66.3%	71.2%	66.2%	61.8%	83.4%	82.8%
Children & Families	31.4%	44.8%	57.4%	57.0%	50.1%	80.9%	81.9%
Commerce & Community Dev.	22.6%	44.2%	46.2%	42.3%	40.4%	80.8%	88.5%
Corrections	10.9%	36.3%	35.6%	42.9%	41.2%	62.9%	63.5%
Criminal Justice Training Council	12.5%	50.0%	75.0%	37.5%	25.0%	75.0%	87.5%
DAIL	36.8%	60.0%	70.3%	72.8%	68.1%	82.2%	94.1%
Defender General	45.0%	60.0%	60.0%	95.0%	90.0%	90.0%	95.0%
Digital Services	26.6%	53.9%	68.8%	62.0%	63.0%	87.0%	88.0%
Education	21.9%	49.0%	64.6%	55.2%	59.4%	75.0%	77.9%
Enhanced 911 Board	20.0%	40.0%	80.0%	80.0%	100.0%	100.0%	100.0%
Environmental Conservation	18.8%	30.4%	56.5%	58.7%	60.1%	84.1%	84.1%
Finance & Management	76.5%	76.5%	76.5%	70.6%	82.4%	94.1%	100.0%
Financial Regulation	65.2%	78.3%	84.1%	84.1%	82.6%	91.2%	94.2%
Fish & Wildlife	20.0%	45.9%	58.8%	70.6%	62.4%	88.2%	85.7%
Forests, Parks & Recreation	8.1%	24.2%	54.8%	45.2%	50.0%	80.6%	83.6%
Green Mountain Care Board	47.6%	66.7%	81.0%	71.4%	61.9%	90.5%	100.0%
Health	25.8%	41.2%	40.5%	58.4%	62.4%	82.1%	86.7%
Human Resources	44.6%	61.4%	78.3%	73.5%	60.2%	85.5%	94.0%
Average	32.9%	52.5%	60.3%	61.0%	59.9%	81.4%	83.6%

Heat Map
Below Average Agreement for Question

Key:

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

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

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

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

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

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

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

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

Survey Items: Workload, Staffing and Resources							
Department	Q32. % Agree	Q33. % Agree	Q34. % Agree	Q35. % Agree	Q36. % Agree	Q37. % Agree	Q38. % Agree
Labor	29.3%	50.0%	59.4%	52.7%	48.9%	76.5%	80.3%
Libraries	41.2%	52.9%	76.5%	76.5%	100.0%	100.0%	100.0%
Liquor & Lottery	16.1%	48.4%	64.5%	74.2%	67.7%	83.9%	87.1%
Mental Health	41.1%	65.3%	51.6%	54.7%	63.2%	75.8%	73.1%
Military	43.2%	59.5%	70.3%	62.2%	62.2%	91.7%	88.9%
Motor Vehicles	33.3%	50.0%	60.4%	57.3%	47.9%	75.8%	75.0%
Natural Resources Board	10.0%	20.0%	40.0%	20.0%	30.0%	70.0%	100.0%
Other	28.7%	48.3%	54.0%	51.7%	48.3%	75.9%	73.6%
Public Safety	20.8%	45.2%	43.2%	51.6%	50.0%	72.5%	77.8%
Public Service Department	18.4%	47.4%	55.3%	55.3%	68.4%	84.2%	84.2%
Public Utilities Commission	35.7%	71.4%	78.6%	92.9%	71.4%	92.9%	85.7%
Secretary of State	40.8%	55.1%	75.5%	61.2%	63.3%	83.7%	87.8%
State Treasurer	33.3%	53.3%	60.0%	93.3%	80.0%	86.7%	80.0%
Taxes	44.8%	65.6%	77.6%	68.0%	77.6%	92.0%	86.3%
Transportation (not DMV)	36.1%	57.3%	61.7%	61.7%	66.8%	78.8%	83.1%
Vermont Health Access	54.4%	68.3%	75.6%	74.8%	66.4%	88.9%	89.6%
Veterans' Home	42.4%	57.6%	42.4%	57.6%	81.3%	75.8%	66.7%
Average	32.9%	52.5%	60.3%	61.0%	59.9%	81.4%	83.6%

Heat Map
Below Average Agreement for Question

Key:

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

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

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

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

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

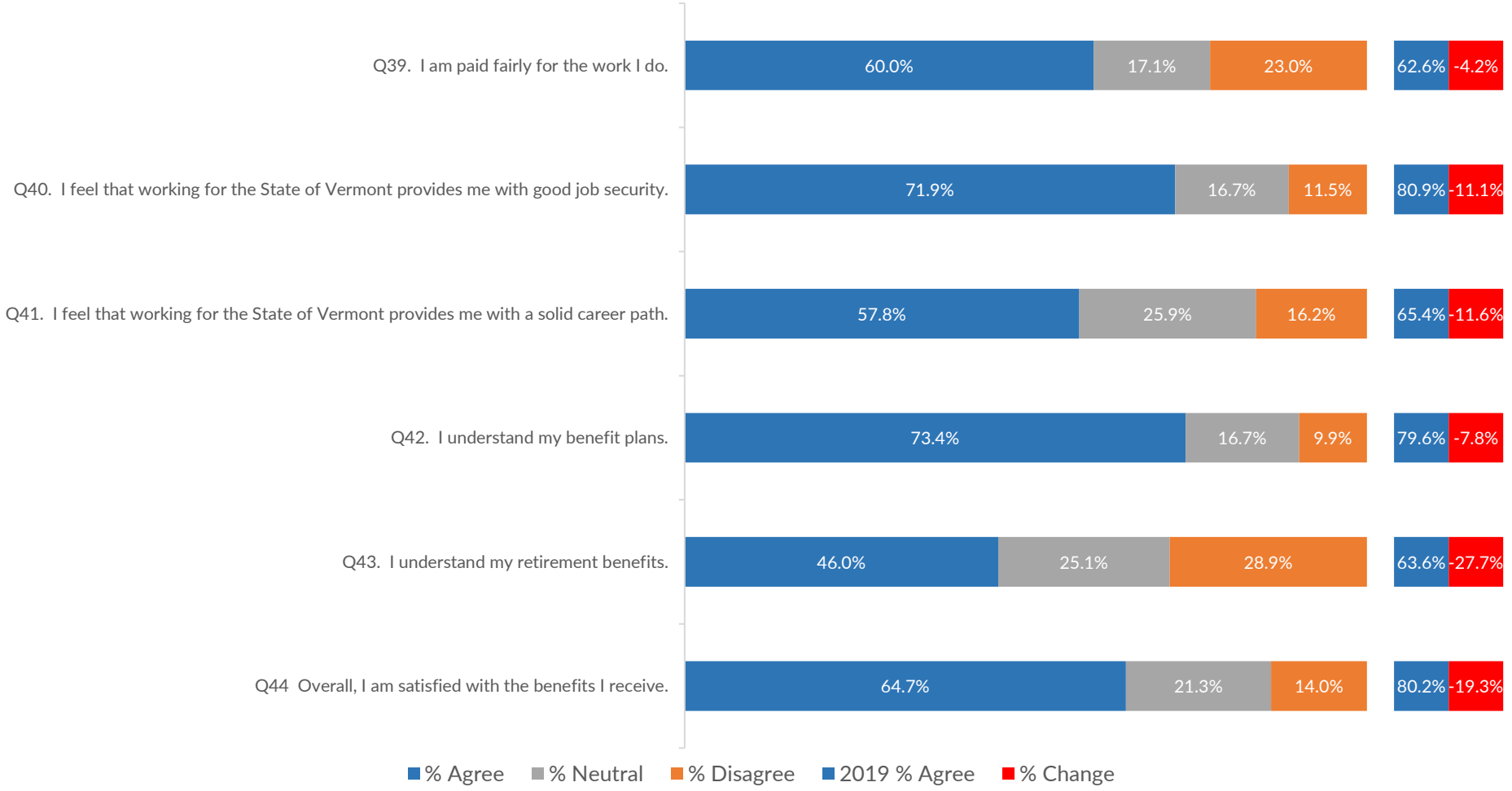
Q37. My physical working environment is reasonable for my type of work.

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

Compensation and Benefits

Table 17 displays percent agreement for all respondents to survey statements for "Compensation and Benefits." The table also shows the percent agreement for the same question in the 2019 survey and a percent change from 2019 to 2021 in agreement.

Table 17 Compensation and Benefits – All Respondents



60.0% of all respondents agreed that they felt that they were paid fairly for the work they perform, while 23.0% disagreed. This is a slight decrease from 2019 survey results.

Just over 70% of all respondents agreed that working for the State of Vermont provides them with good job security (71.9%), while to a lesser extent 57.8% agreed that that working for the State of Vermont provided them with a solid career path. Both of these are down significantly from the 2019 survey results (-11.1% and -11.6% respectively).

Nearly three out of four respondents agreed that they understand their benefits plan (73.4%%).

Less than half of respondents agreed they understood their retirement benefits (46.0%). This is down dramatically (-27.7%) from 2019 survey results.

Overall, 64.7% agreed that they were satisfied with the benefits they received. This is down significantly (-19.3) from 2019 survey results.

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

Table 18 Compensation and Benefits by Department

Survey Items: Compensation and Benefits						
Department	Q39. % Agree	Q40. % Agree	Q41. % Agree	Q42. % Agree	Q43. % Agree	Q44. % Agree
Agency of Administration	60.0%	93.3%	60.0%	86.7%	73.3%	93.3%
Agency of Human Services	73.8%	69.0%	59.5%	78.6%	45.2%	61.9%
Agency of Natural Resources	46.7%	60.0%	40.0%	80.0%	46.7%	86.7%
Agriculture, Food & Markets	83.3%	78.6%	70.2%	70.2%	58.3%	78.6%
Attorney General	58.0%	78.0%	52.0%	78.0%	62.0%	72.0%
Auditor of Accounts	100.0%	100.0%	80.0%	100.0%	70.0%	100.0%
Buildings & General Services	45.2%	70.9%	52.0%	70.2%	46.4%	67.0%
Children & Families	67.2%	75.3%	60.8%	72.7%	38.4%	65.1%
Commerce & Community Dev.	53.8%	76.9%	55.8%	84.6%	59.6%	69.2%
Corrections	50.7%	57.1%	46.1%	60.2%	29.2%	42.2%
Criminal Justice Training Council	100.0%	100.0%	75.0%	75.0%	37.5%	87.5%
DAIL	76.2%	83.8%	75.7%	82.6%	52.7%	84.3%
Defender General	65.0%	85.0%	75.0%	50.0%	45.0%	60.0%
Digital Services	50.0%	68.2%	42.7%	71.9%	44.3%	52.6%
Education	45.8%	74.0%	50.0%	80.2%	48.4%	65.6%
Enhanced 911 Board	60.0%	80.0%	40.0%	80.0%	60.0%	80.0%
Environmental Conservation	56.1%	66.9%	57.6%	68.3%	40.6%	61.9%
Finance & Management	58.8%	70.6%	58.8%	76.5%	64.7%	64.7%
Financial Regulation	81.2%	82.6%	77.9%	86.8%	63.8%	79.4%
Fish & Wildlife	58.8%	64.7%	51.8%	61.4%	41.0%	57.6%
Forests, Parks & Recreation	50.0%	67.7%	45.2%	67.7%	40.3%	54.8%
Green Mountain Care Board	71.4%	90.5%	61.9%	95.2%	71.4%	85.7%
Health	51.2%	71.2%	56.8%	77.9%	48.6%	63.7%
Human Resources	73.5%	88.0%	69.9%	90.4%	57.8%	86.7%
Average	59.7%	72.4%	58.0%	73.6%	46.3%	65.0%

Heat Map
Below Average Agreement for Question

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

Table 18 Compensation and Benefits by Department (Cont.)

Survey Items: Compensation and Benefits						
Department	Q39. % Agree	Q40. % Agree	Q41. % Agree	Q42. % Agree	Q43. % Agree	Q44. % Agree
Labor	62.2%	76.6%	61.7%	75.0%	49.2%	71.1%
Libraries	58.8%	76.5%	52.9%	88.2%	70.6%	82.4%
Liquor & Lottery	61.3%	61.3%	54.8%	74.2%	48.4%	77.4%
Mental Health	67.4%	65.3%	50.5%	73.7%	46.3%	60.0%
Military	62.2%	81.1%	56.8%	73.0%	51.4%	70.3%
Motor Vehicles	51.5%	71.9%	53.6%	70.1%	45.4%	60.8%
Natural Resources Board	70.0%	70.0%	60.0%	90.0%	20.0%	60.0%
Other	55.7%	55.7%	42.0%	59.8%	36.8%	52.3%
Public Safety	59.4%	60.0%	50.3%	69.5%	44.5%	49.4%
Public Service Department	65.8%	63.2%	60.5%	78.9%	50.0%	60.5%
Public Utilities Commission	71.4%	85.7%	64.3%	78.6%	64.3%	78.6%
Secretary of State	63.3%	87.8%	75.5%	79.2%	57.1%	85.7%
State Treasurer	53.3%	80.0%	60.0%	93.3%	86.7%	60.0%
Taxes	69.6%	84.0%	68.0%	80.8%	60.0%	75.2%
Transportation (not DMV)	48.5%	67.1%	54.6%	68.3%	42.9%	58.1%
Vermont Health Access	73.7%	84.7%	73.8%	82.1%	46.7%	77.5%
Veterans' Home	69.7%	78.8%	75.8%	87.9%	66.7%	87.5%
Average	59.7%	72.4%	58.0%	73.6%	46.3%	65.0%

Heat Map
Below Average Agreement for Question

Key:

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

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

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

Q42. I understand my benefit plans.

Q43. I understand my retirement benefits.

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

Overall Job Satisfaction

Table 19 displays percent agreement for all respondents for "Overall Job Satisfaction." The table also shows the percent agreement for the same question in the 2019 survey and a percent change from 2019 to 2021 in agreement.

Just over 70% of respondents agreed that in general they were satisfied with their job (71.7%). This is down slightly from 2019 survey results.

Table 19 Overall Job Satisfaction – All Respondents

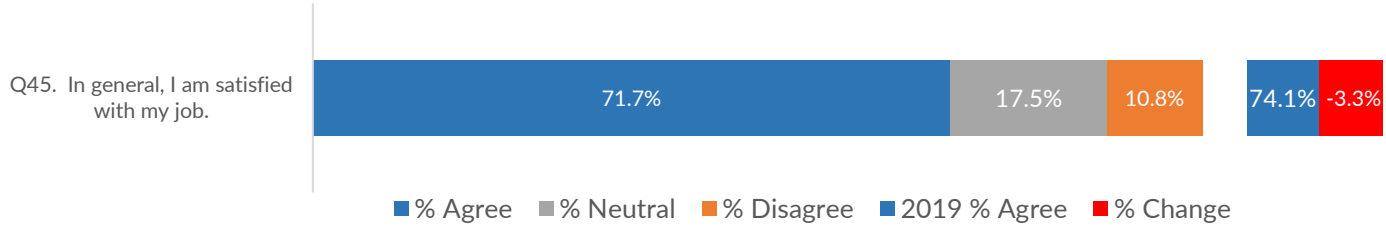


Table 20 displays percent agreement for respondents by department for "Overall Job Satisfaction." A "heat map" of responses is used to visually represent levels of agreement that are below the average for that question. This is a visual tool to make cross department comparisons.

Table 20 Overall Job Satisfaction by Department

Survey Items: Overall Job Satisfaction Q45. In general, I am satisfied with my job.			
Department	**% Agree**	**% Neutral**	**% Disagree**
Agency of Administration	78.6%	21.4%	0.0%
Agency of Human Services	81.0%	19.0%	0.0%
Agency of Natural Resources	86.7%	6.7%	6.7%
Agriculture, Food & Markets	84.5%	10.7%	4.8%
Attorney General	88.0%	8.0%	4.0%
Auditor of Accounts	90.0%	0.0%	10.0%
Buildings & General Services	77.6%	16.1%	6.3%
Children & Families	72.6%	17.3%	10.1%
Commerce & Community Development	75.0%	11.5%	13.5%
Corrections	46.2%	30.5%	23.3%
Criminal Justice Training Council	87.5%	12.5%	0.0%
DAIL	84.8%	10.9%	4.3%
Defender General	95.0%	0.0%	5.0%
Digital Services	64.6%	20.8%	14.6%
Education	71.9%	12.5%	15.6%
Enhanced 911 Board	100.0%	0.0%	0.0%
Environmental Conservation	70.3%	20.3%	9.4%
Finance & Management	70.6%	23.5%	5.9%
Financial Regulation	88.4%	8.7%	2.9%
Fish & Wildlife	78.8%	11.8%	9.4%
Forests, Parks & Recreation	79.0%	17.7%	3.2%
Green Mountain Care Board	90.5%	9.5%	0.0%
Health	65.8%	19.2%	14.9%
Human Resources	85.4%	11.0%	3.7%
Labor	73.8%	17.6%	8.6%
Libraries	82.4%	17.6%	0.0%
Liquor & Lottery	80.0%	10.0%	10.0%
Mental Health	65.3%	22.1%	12.6%
Military	75.0%	13.9%	11.1%
Motor Vehicles	67.4%	23.2%	9.5%
Natural Resources Board	60.0%	10.0%	30.0%
Other	51.7%	27.6%	20.7%
Public Safety	59.4%	15.5%	25.2%
Public Service Department	73.7%	10.5%	15.8%
Public Utilities Commission	85.7%	7.1%	7.1%
Secretary of State	81.6%	10.2%	8.2%
State Treasurer	80.0%	20.0%	0.0%
Taxes	83.2%	8.0%	8.8%
Transportation (not DMV)	67.2%	22.9%	9.9%
Vermont Health Access	84.7%	11.1%	4.2%
Veterans' Home	75.0%	15.6%	9.4%
Average	71.7%	17.4%	10.7%

Heat Map
Below Average Agreement for Question

Diversity, Equity and Inclusion (DEI)

Table 21 displays percent agreement for all respondents to survey statements that were designed to assess perceptions of issues related to diversity and inclusion. The table also shows the percent agreement for five questions that were also in the 2019 survey and a percent change from 2019 to 2021 in agreement.

Over four out of five respondents agreed that their supervisor would take any report of sexual harassment very seriously (87.7%). This is a slight decrease from 2019 survey results.

To a lesser extent, respondents agreed that racial, sexual, and gender-based jokes or slurs are not tolerated in their Agency/Department (79.7%), that their supervisor values the diverse perspectives and ideas that come from staff members from different cultures, backgrounds and life experiences (76.8%) and that they believed that their Agency/ Department reflects a culture of respect, professionalism and civility (74.0%).

Levels of agreement have dropped since the 2019 survey when respondents were asked if their Agency/Department has an inclusive environment where staff diversity at all levels is valued and encouraged (-8.6%), and if the State has done a good job of providing training programs that promote an understanding of diversity, equity, and inclusion (-7.0%).

The lowest agreement among all respondents was when asked if management shows that diversity is important through its actions (56.9%).

Table 22 displays percent agreement for respondents by department to survey statements that were designed to assess perceptions of issues related to diversity and inclusion. A “heat map” of responses is used to visually represent levels of agreement that are below the average for that question. This is a visual tool to make cross department comparisons.

Table 21 Diversity, Equity & Inclusion – All Respondents

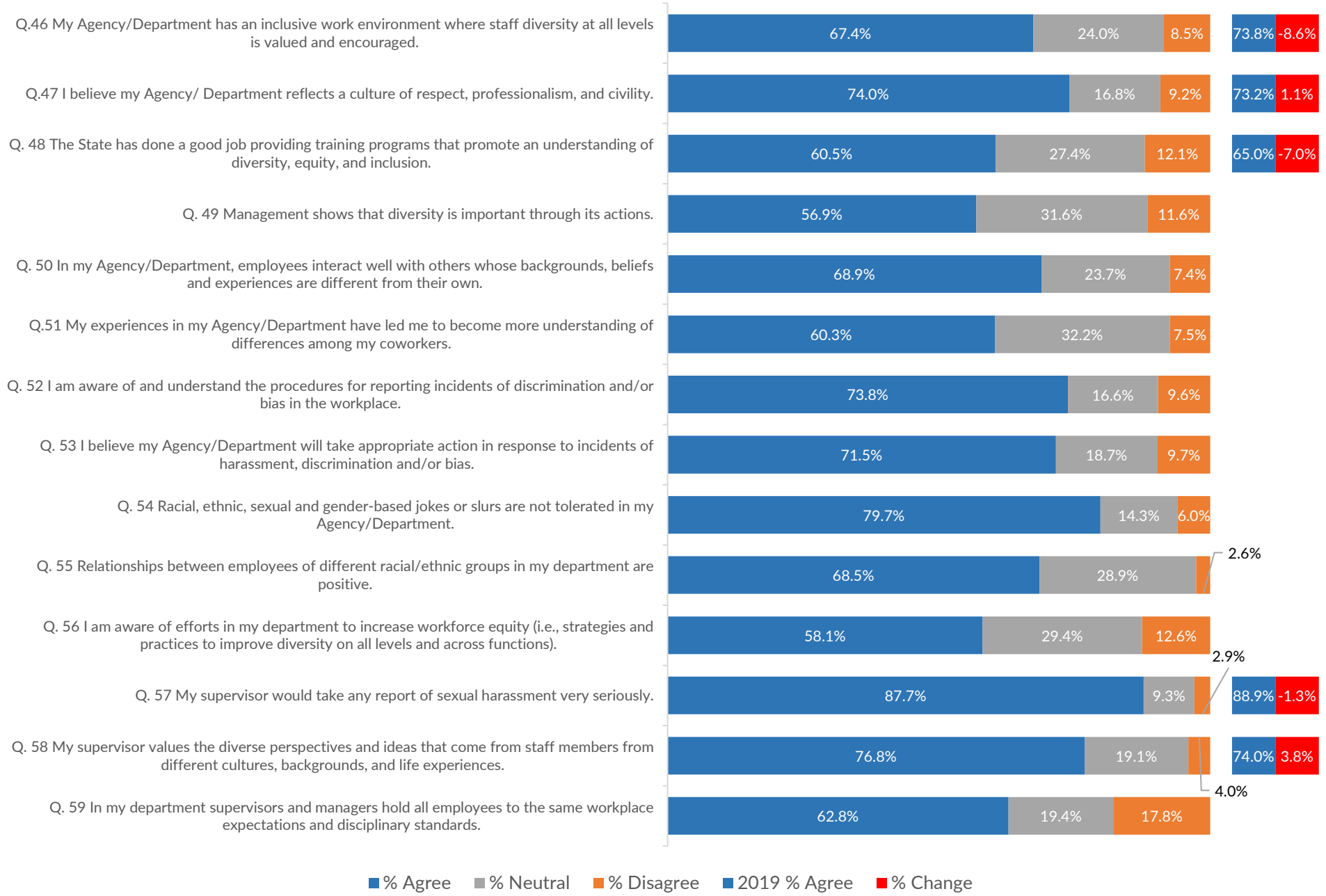


Table 22 Diversity, Equity and Inclusion items by Department

Survey Items: Diversity, Equity & Inclusion							
Department	Q46. % Agree	Q47. % Agree	Q48. % Agree	Q49. % Agree	Q50. % Agree	Q51. % Agree	Q52 % Agree
Agency of Administration	60.0%	66.7%	66.7%	53.3%	80.0%	60.0%	73.3%
Agency of Human Services	69.0%	78.6%	47.6%	47.6%	73.8%	64.3%	69.0%
Agency of Natural Resources	66.7%	86.7%	33.3%	53.3%	53.3%	66.7%	60.0%
Agriculture, Food & Markets	73.8%	79.8%	65.5%	63.1%	73.8%	58.3%	70.2%
Attorney General	74.0%	84.0%	66.0%	70.0%	70.0%	62.0%	80.0%
Auditor of Accounts	60.0%	100.0%	80.0%	60.0%	90.0%	60.0%	80.0%
Buildings & General Services	69.5%	76.1%	67.0%	59.9%	73.0%	67.5%	77.2%
Children & Families	73.2%	77.2%	57.5%	58.9%	69.5%	61.9%	75.3%
Commerce & Community Dev.	71.2%	86.5%	53.8%	53.8%	63.5%	57.7%	71.2%
Corrections	49.6%	45.7%	42.6%	38.1%	49.2%	47.3%	75.4%
Criminal Justice Training Council	75.0%	100.0%	62.5%	87.5%	100.0%	75.0%	87.5%
DAIL	80.4%	94.1%	66.8%	69.9%	81.5%	68.5%	71.9%
Defender General	80.0%	80.0%	60.0%	70.0%	75.0%	65.0%	78.9%
Digital Services	61.1%	67.7%	48.4%	42.6%	66.3%	43.7%	65.8%
Education	52.6%	64.6%	34.4%	34.4%	63.2%	42.7%	53.1%
Enhanced 911 Board	80.0%	100.0%	40.0%	60.0%	80.0%	40.0%	100.0%
Environmental Conservation	67.4%	81.3%	54.7%	63.3%	66.9%	59.0%	54.3%
Finance & Management	76.5%	82.4%	70.6%	52.9%	82.4%	58.8%	70.6%
Financial Regulation	73.1%	87.9%	65.7%	59.7%	76.1%	62.1%	73.1%
Fish & Wildlife	65.9%	81.2%	67.1%	61.4%	68.2%	74.1%	69.4%
Forests, Parks & Recreation	61.3%	79.0%	46.8%	46.8%	50.0%	54.8%	64.5%
Green Mountain Care Board	76.2%	85.7%	52.4%	52.4%	66.7%	42.9%	66.7%
Health	70.7%	82.1%	57.1%	58.2%	72.0%	62.9%	66.4%
Human Resources	83.1%	84.3%	74.7%	69.9%	86.7%	75.9%	84.3%
Average	67.7%	74.5%	60.6%	56.9%	69.2%	60.5%	73.7%

Heat Map

Below Average Agreement for Question

Key

Q.46 My Agency/Department has an inclusive work environment where staff diversity at all levels is valued and encouraged.

Q. 47 I believe my Agency/ Department reflects a culture of respect, professionalism, and civility.

Q. 48 The State has done a good job providing training programs that promote an understanding of diversity, equity, and inclusion.

Q. 49 Management shows that diversity is important through its actions.

Q. 50 In my Agency/Department, employees interact well with others whose backgrounds, beliefs and experiences are different from their own.

Q. 51 My experiences in my Agency/Department have led me to become more understanding of differences among my coworkers.

Q. 52 I am aware of and understand the procedures for reporting incidents of discrimination and/or bias in the workplace.

Table 22 Diversity, Equity and Inclusion items by Department (Cont.)

Survey Items: Diversity, Equity & Inclusion	Q46.	Q47.	Q48.	Q49.	Q50.	Q51.	Q52
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Labor	63.6%	70.6%	58.3%	54.5%	67.4%	54.8%	72.7%
Libraries	70.6%	88.2%	64.7%	76.5%	76.5%	70.6%	70.6%
Liquor & Lottery	77.4%	77.4%	74.2%	61.3%	87.1%	74.2%	87.1%
Mental Health	72.3%	69.5%	57.4%	60.6%	70.2%	60.6%	76.6%
Military	51.4%	62.2%	48.6%	54.1%	62.2%	54.1%	64.9%
Motor Vehicles	57.7%	46.4%	68.0%	51.6%	59.8%	63.9%	78.4%
Natural Resources Board	44.4%	44.4%	33.3%	22.2%	44.4%	66.7%	55.6%
Other	52.9%	63.2%	56.3%	55.2%	59.8%	54.0%	70.1%
Public Safety	70.3%	74.7%	69.0%	53.9%	74.8%	58.1%	85.2%
Public Service Department	50.0%	71.1%	57.9%	48.6%	63.2%	47.4%	60.5%
Public Utilities Commission	28.6%	50.0%	21.4%	28.6%	42.9%	30.8%	78.6%
Secretary of State	75.5%	85.7%	63.3%	63.3%	81.6%	60.4%	79.6%
State Treasurer	80.0%	86.7%	66.7%	60.0%	86.7%	53.3%	86.7%
Taxes	72.6%	82.3%	71.8%	60.5%	76.4%	58.1%	83.1%
Transportation (not DMV)	67.6%	73.4%	72.4%	62.4%	68.0%	65.4%	79.1%
Vermont Health Access	73.1%	80.0%	68.8%	61.5%	75.0%	70.1%	76.2%
Veterans' Home	66.7%	51.5%	51.5%	48.5%	57.6%	63.6%	87.9%
Average	67.7%	74.5%	60.6%	56.9%	69.2%	60.5%	73.7%

Heat Map

Below Average Agreement for Question

Key

Q.46 My Agency/Department has an inclusive work environment where staff diversity at all levels is valued and encouraged.

Q. 47 I believe my Agency/ Department reflects a culture of respect, professionalism, and civility.

Q. 48 The State has done a good job providing training programs that promote an understanding of diversity, equity, and inclusion.

Q. 49 Management shows that diversity is important through its actions.

Q. 50 In my Agency/Department, employees interact well with others whose backgrounds, beliefs and experiences are different from their own.

Q. 51 My experiences in my Agency/Department have led me to become more understanding of differences among my coworkers.

Q. 52 I am aware of and understand the procedures for reporting incidents of discrimination and/or bias in the workplace.

Table 22 Diversity, Equity and Inclusion items by Department (Cont.)

Survey Items: Diversity, Equity & Inclusion	Q53	Q54	Q55	Q56	Q57	Q58	Q59
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	73.3%	86.7%	66.7%	53.3%	100.0%	80.0%	73.3%
Agency of Human Services	69.0%	83.3%	61.9%	50.0%	88.1%	83.3%	64.3%
Agency of Natural Resources	73.3%	73.3%	53.3%	66.7%	86.7%	80.0%	60.0%
Agriculture, Food & Markets	76.2%	85.7%	72.6%	73.8%	92.9%	85.7%	69.0%
Attorney General	82.0%	92.0%	58.0%	80.0%	96.0%	86.0%	68.0%
Auditor of Accounts	70.0%	80.0%	30.0%	30.0%	70.0%	70.0%	70.0%
Buildings & General Services	75.3%	81.8%	67.7%	53.3%	85.4%	73.2%	63.6%
Children & Families	70.9%	83.6%	72.4%	67.0%	89.5%	78.1%	61.1%
Commerce & Community Dev.	74.5%	78.4%	62.7%	45.1%	78.4%	68.6%	64.0%
Corrections	46.4%	61.4%	60.1%	52.5%	79.8%	63.9%	37.0%
Criminal Justice Training Council	100.0%	100.0%	87.5%	75.0%	87.5%	87.5%	87.5%
DAIL	81.5%	87.5%	71.2%	71.7%	94.0%	85.9%	77.7%
Defender General	80.0%	75.0%	70.0%	40.0%	85.0%	80.0%	65.0%
Digital Services	69.6%	73.3%	67.0%	34.7%	85.8%	68.6%	63.9%
Education	54.2%	68.8%	58.3%	36.5%	88.5%	77.1%	52.1%
Enhanced 911 Board	80.0%	100.0%	20.0%	40.0%	80.0%	60.0%	60.0%
Environmental Conservation	60.4%	76.3%	58.0%	68.3%	84.1%	75.5%	64.0%
Finance & Management	76.5%	88.2%	52.9%	58.8%	88.2%	93.8%	82.4%
Financial Regulation	80.6%	83.6%	70.1%	52.2%	92.5%	79.1%	71.6%
Fish & Wildlife	76.5%	76.5%	60.0%	70.6%	91.8%	83.5%	70.6%
Forests, Parks & Recreation	72.6%	74.2%	45.2%	53.2%	91.9%	80.6%	62.9%
Green Mountain Care Board	81.0%	85.7%	70.0%	50.0%	95.2%	95.2%	71.4%
Health	73.5%	85.7%	72.6%	60.8%	89.2%	78.5%	64.2%
Human Resources	91.6%	92.8%	81.9%	68.7%	95.2%	88.0%	77.1%
Average	71.6%	79.8%	68.3%	57.9%	87.8%	76.9%	63.0%

Heat Map

Below Average Agreement for Question

Key

Q. 53 I believe my Agency/Department will take appropriate action in response to incidents of harassment, discrimination and/or bias.

Q. 54 Racial, ethnic, sexual and gender-based jokes or slurs are not tolerated in my Agency/Department.

Q. 55 Relationships between employees of different racial/ethnic groups in my department are positive.

Q. 56 I am aware of efforts in my department to increase workforce equity (i.e., strategies and practices to improve diversity on all levels and across functions).

Q. 57 My supervisor would take any report of sexual harassment very seriously.

Q. 58 My supervisor values the diverse perspectives and ideas that come from staff members from different cultures, backgrounds, and life experiences.

Q. 59 In my department supervisors and managers hold all employees to the same workplace expectations and disciplinary standards.

Table 22 Diversity, Equity and Inclusion items by Department (Cont.)

Survey Items: Diversity, Equity & Inclusion							
	Q53.	Q54.	Q55.	Q56.	Q57.	Q58.	Q59
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Labor	70.2%	75.3%	67.4%	40.6%	84.4%	73.3%	60.4%
Libraries	88.2%	82.4%	88.2%	70.6%	100.0%	94.1%	70.6%
Liquor & Lottery	90.3%	83.9%	80.6%	61.3%	90.3%	86.7%	71.0%
Mental Health	68.8%	79.8%	75.3%	71.0%	81.9%	75.5%	67.7%
Military	70.3%	75.7%	64.9%	54.1%	75.7%	73.0%	64.9%
Motor Vehicles	64.9%	80.4%	71.1%	53.6%	82.3%	66.0%	41.2%
Natural Resources Board	77.8%	88.9%	22.2%	0.0%	77.8%	44.4%	33.3%
Other	66.3%	72.4%	59.8%	54.0%	75.9%	65.5%	52.3%
Public Safety	73.5%	81.3%	74.7%	63.2%	91.0%	79.9%	58.1%
Public Service Department	65.8%	83.8%	52.6%	50.0%	92.1%	81.6%	71.1%
Public Utilities Commission	50.0%	42.9%	30.8%	21.4%	78.6%	64.3%	57.1%
Secretary of State	83.7%	87.8%	63.8%	46.9%	89.8%	79.6%	77.6%
State Treasurer	86.7%	93.3%	80.0%	40.0%	100.0%	86.7%	93.3%
Taxes	83.1%	84.7%	78.2%	50.8%	90.3%	83.1%	76.6%
Transportation (not DMV)	73.8%	77.8%	69.4%	63.5%	87.7%	76.4%	62.3%
Vermont Health Access	76.1%	85.4%	76.6%	59.2%	92.3%	81.5%	72.2%
Veterans' Home	57.6%	78.8%	65.6%	37.5%	84.8%	69.7%	45.5%
Average	71.6%	79.8%	68.3%	57.9%	87.8%	76.9%	63.0%

Heat Map
Below Average Agreement for Question

Key

Q. 53 I believe my Agency/Department will take appropriate action in response to incidents of harassment, discrimination and/or bias.

Q. 54 Racial, ethnic, sexual and gender-based jokes or slurs are not tolerated in my Agency/Department.

Q. 55 Relationships between employees of different racial/ethnic groups in my department are positive.

Q. 56 I am aware of efforts in my department to increase workforce equity (i.e., strategies and practices to improve diversity on all levels and across functions).

Q. 57 My supervisor would take any report of sexual harassment very seriously.

Q. 58 My supervisor values the diverse perspectives and ideas that come from staff members from different cultures, backgrounds, and life experiences.

Q. 59 In my department supervisors and managers hold all employees to the same workplace expectations and disciplinary standards.

Engagement Survey Items – Summary and Trends

With the 2021 survey we now have six years of data from the base 2013 survey and five years from 2014 when several new items were added, and others were revised for clarity. The following Tables 23 to 29 show results for all respondents for the six survey question areas as well as overall satisfaction for 2014 to 2021, with analysis of patterns and changes. Discussion will focus on trends and what we can learn from the data. It should be noted that differences of only several percentage points are probably not meaningful and are likely due to sampling differences.

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

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

Table 23 Job Duties and their Relationship to the Mission and Goals of your Agency or Department - 2014 – 2021 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	2019 % Agree	2021 % Agree	Average	% Change '19 to '21
Q1. I understand my job duties and responsibilities.	91.4%	92.0%	92.9%	92.1%	92.5%	90.8%	91.9%	-1.8%
Q2. I understand the work, goals, and mission of my department or agency.	88.7%	89.1%	90.5%	90.5%	90.2%	89.3%	89.7%	-0.9%
Q3. The work I perform is linked to my department or agency meeting its goals and mission.	88.2%	88.5%	89.7%	89.0%	89.2%	88.0%	88.7%	-1.4%
Q4. I enjoy the performing the day to day work of my job.	78.9%	78.0%	78.8%	78.8%	78.4%	74.2%	77.8%	-5.3%
Q5. The work I perform is meaningful and rewarding.	77.5%	74.9%	77.2%	76.2%	75.1%	73.9%	75.8%	-1.6%
Q6. I would recommend the State of Vermont to others as a great place to work.	66.2%	65.4%	71.2%	74.3%	71.6%	60.9%	68.3%	-14.9%

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

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

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

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

Table 24 Communication and Input within your Organization - 2014 - 2021 Trends

Survey Items: Communication and Input within Your Organization	2014	2015	2016	2017	2019	2021		% Change
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'19 to '21
Q7. Management and senior leadership communicates important information effectively.	49.3%	51.8%	54.5%	56.3%	55.7%	59.6%	54.5%	7.0%
Q8. I have an opportunity to communicate with and provide feedback to management and senior leadership.	58.2%	59.6%	63.0%	63.2%	63.0%	62.4%	61.6%	-1.0%
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.	57.2%	58.6%	61.3%	62.6%	60.3%	59.8%	60.0%	-0.8%
Q10. My department or agency works well with other departments and agencies.	57.5%	60.4%	61.9%	63.4%	61.7%	62.9%	61.3%	1.9%

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

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

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

Table 25 Relationships and Morale in your Organization - 2014 - 2021 Trends

Survey Items: Relationships and Morale in Your Organization	2014	2015	2016	2017	2019	2021		% Change
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'19 to '21
Q11. Morale within my department or agency is good.	40.7%	41.5%	46.3%	48.8%	44.7%	44.2%	44.4%	-1.2%
Q12. The people I work with treat each other respectfully.	66.2%	69.0%	70.4%	72.1%	71.1%	75.7%	70.7%	6.4%
Q13. The people I work with care about me.	64.3%	65.5%	67.9%	68.2%	67.3%	69.8%	67.2%	3.6%
Q14. My fellow employees are committed to doing good work.	77.0%	78.4%	80.2%	80.4%	80.0%	82.1%	79.7%	2.6%
Q15. The employees in my work group work well together as a team.	71.4%	73.6%	74.5%	76.2%	75.1%	82.1%	75.5%	9.3%
Q16. I feel I can communicate honestly and openly in my workplace.	59.7%	61.1%	63.0%	63.4%	61.8%	62.1%	61.8%	0.5%
Q17. Harassment is not tolerated in my workplace.	72.4%	75.8%	77.6%	78.7%	77.8%	79.0%	76.9%	1.6%
Q18. Discrimination is not tolerated in my workplace.	75.9%	78.8%	80.1%	80.9%	80.6%	80.5%	79.5%	-0.2%
Q19. I am confident that any misconduct that I report will be handled properly.	55.8%	59.5%	61.2%	63.4%	63.2%	63.3%	61.1%	0.1%

Fewer than half of respondents agreed that morale within their department or agency is good in the 2021 survey (44.2%). This item has been consistently among those items with the lowest percent agreement in the entire survey. This may have something to do with the ambiguity of the term morale and how people interpret that. So, while morale has very little agreement other items such as general job satisfaction are relatively high.

Over 80% agreed that their fellow employees are committed to doing good work (82.1%) and that employees in their work group work well together as a team (82.1%).

The labor relation/legal items have shown some improvement since baseline. Notably, Q19 - I am confident that any misconduct that I report will be handled properly went from 55.8% to 63.3% (+13.4%). Q17 and Q18 remain well above the 75% threshold.

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

Table 26 Your Supervisor - 2014 - 2021 Trends

Survey Items: Your Supervisor Question	2014 % Agree	2015 % Agree	2016 % Agree	2017 % Agree	2019 % Agree	2021 % Agree	Average	% Change '19 to '21
Q20. My supervisor clearly explains my job performance expectations.	67.0%	68.5%	71.4%	72.0%	73.5%	75.8%	71.4%	3.1%
Q21. My supervisor regularly provides me with timely and useful feedback.	59.3%	60.9%	65.2%	65.5%	66.9%	69.5%	64.6%	4.0%
Q22. My supervisor gives me an opportunity to do my best work.	73.0%	73.7%	75.9%	77.2%	77.3%	78.9%	76.0%	2.1%
Q23. I am satisfied with the recognition I receive from my supervisor for my work.	60.9%	61.9%	64.6%	66.0%	66.2%	67.5%	64.5%	1.9%
Q24. My supervisor treats employees fairly and respectfully.	70.5%	70.8%	74.2%	75.3%	75.5%	78.0%	74.1%	3.4%
Q25. My supervisor seems to care about me as a person.	73.9%	75.0%	77.2%	77.2%	77.5%	79.1%	76.6%	2.0%
Q26. My supervisor provides the help I need to improve my job performance.	62.9%	63.8%	67.1%	68.3%	68.5%	70.1%	66.8%	2.4%
Q27. I have an opportunity to learn and grow professionally.	63.1%	64.5%	66.8%	67.8%	67.5%	66.3%	66.0%	-1.8%
Q28. I receive the training I need to perform my job.	59.6%	61.6%	65.4%	66.3%	66.0%	66.9%	64.3%	1.4%
Q29. My supervisor and I discuss and plan my career development.	37.4%	41.0%	44.5%	46.3%	47.8%	47.1%	44.0%	-1.4%
Q30. My performance evaluations are completed annually.	56.8%	62.8%	64.6%	66.2%	71.4%	72.1%	65.6%	1.0%
Q31. The standards used to evaluate my performance are fair.	53.1%	57.7%	59.9%	60.4%	64.6%	66.1%	60.3%	2.3%

On average, approximately 70% agreed to the range of statements regarding their supervisor (Q20 – Q26). Interestingly this group of questions all showed pattern of slight increases from 2019 to 2021.

Of note is the increase in those reporting their evaluations completed annually to nearly 72.1% in 2021.

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

Table 27 Workload, Staffing and Resources - 2014 – 2021 Trends

Survey Items: Workload, Staffing and Resources	2014	2015	2016	2017	2019	2021		% Change
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'19 to '21
Q32. My Agency or Department has the staffing necessary to achieve its mission.	30.1%	26.9%	35.1%	36.4%	36.4%	33.0%	33.0%	-9.5%
Q33. The amount of work I am expected to perform is reasonable.	49.3%	50.0%	54.2%	56.3%	55.5%	52.7%	53.0%	-5.1%
Q34. My job allows a good balance between work and my personal life.	56.9%	58.2%	61.7%	63.4%	63.1%	59.9%	60.5%	-5.0%
Q35. I have the resources to do my job well.	52.8%	54.7%	59.2%	59.6%	59.3%	61.2%	57.8%	3.1%
Q36. My Agency or Department has the technology needed to get the work done.	48.8%	52.6%	56.5%	55.5%	54.9%	60.0%	54.7%	9.3%
Q37. My physical working environment is reasonable for my type of work.	73.6%	76.8%	78.8%	78.1%	78.5%	81.3%	77.9%	3.6%
Q38. I feel safe and secure in my work environment.	76.7%	72.3%	77.6%	78.8%	78.8%	83.4%	77.9%	5.8%

In 2021 only one-third of respondents agreed that their department or agency has the staffing and resources necessary to achieve its mission. This was a drop of 9.5% from the 2019 survey to the 2021 survey and again is most likely attributable to the increased workload and demands of the pandemic and the State's response.

Similarly, just over half 52.7 of all respondents agreed that the amount of work they are expected to perform is reasonable, this is a decrease (5.1%) from 2019. A higher percentage agreed that their job and work environment allow for a good balance between work and their personal life (59.9%), this is a decrease of 5%.

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

Table 28 Compensation and Benefits - 2014 – 2021 Trends

Survey Items: Compensation and Benefits	2014	2015	2016	2017	2019	2021		% Change
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'19 to '21
Q39. I am paid fairly for the work I do.	55.9%	55.7%	60.6%	63.7%	62.6%	60.0%	59.8%	-4.2%
Q40. I feel that working for the State of Vermont provides me with good job security.	77.7%	71.4%	80.3%	82.1%	80.9%	71.9%	77.4%	-11.1%
Q41. I feel that working for the State of Vermont provides me with a solid career path.	59.0%	58.0%	63.7%	67.2%	65.4%	57.8%	61.9%	-11.6%
Q42. I understand my benefit plans.	78.1%	77.6%	78.4%	78.8%	79.6%	73.4%	77.7%	-7.8%
Q43. I understand my retirement benefits.	60.1%	60.2%	61.5%	61.6%	63.6%	46.0%	58.8%	-27.7%
Q44. Overall, I am satisfied with the benefits I receive.	76.5%	74.5%	78.8%	80.3%	80.2%	64.7%	75.8%	-19.3%

In 2021 60% of all respondents agreed that they felt that they were paid fairly for the work they perform. The percent agreeing has increased since the baseline year.

- Q39. I am paid fairly for the work I do. From 55.9% to 60.0% (+7.3%).

The percent indicating that working for the State of Vermont provides them with good job security dropped below the 75% threshold for the first time since 2015. In addition, the percent agreeing that working for the State of Vermont provided them with a solid career path dropped below the 60% agreement level for the first time since 2016. Both are very likely related to the Legislature's discussions of pension reform which were taking place during the distribution of this survey.

The percent agreeing that they understood their benefit plans dropped below the 75% agreement level for the first time since 2014. In addition, less than half of respondents indicated that they understood their retirement benefits – the first time that this is dropped below the 60% level. This is a 27.7% decrease from the 2019 survey to the 2021 survey. Finally, the percent agreement with the statement "Overall I'm satisfied with the benefits I receive" also dropped below the 75% agreement level a 19.3% drop from 2019 to 2021. Again, all of these are very likely a reaction to concerns among employees about potential pension changes.

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

Table 29 Overall Job Satisfaction - 2014 – 2021 Trends

Survey Items: Overall Job Satisfaction Question	2014 % Agree	2015 % Agree	2016 % Agree	2017 % Agree	2019 % Agree	2021 % Agree	Average	% Change '19 to '21
Q45. In general, I am satisfied with my job.	72.2%	72.1%	76.5%	76.5%	74.1%	71.7%	73.9%	-3.3%

General job satisfaction has increased from 2014 to 2017 (+6.0%) but declined 3.1% from 2017 to 2019. There was a further drop from 2019 to 2021 of 3.3%

Additional Resource

Appendix B contains 2021 responses for survey items compared to the statewide average by department.

Engagement Survey Items by Demographic Questions

Survey items were cross tabulated with the five demographic questions asked in the survey. While results are too numerous to detail in this report, some noteworthy finding are summarized below. The reader can find the complete cross tabulations in Appendix C.

For the most part there few meaningful differences

Job Type

Respondents were asked to identify if they were a classified or an exempt employee. Job type showed frequent and significant differences, with exempt employees expressing greater agreement to many questions. Some examples (percent agreement shown):

- Q5. The work I perform is meaningful and rewarding (exempt, 83.8%; classified, 75.1%).
- Q6. I would recommend the State of Vermont to others as a great place to work. (exempt, 83.8%; classified, 75.1%).
- Q7. Management and senior leadership communicates important information effectively (exempt, 77.3%; classified, 61.6%).
- Q8. I have an opportunity to provide feedback to management and senior leadership (exempt, 71.6%; classified, 62.3%).
- Q11. Morale in my department or agency is good (exempt, 59.3%; classified, 44.2%).
- Q13. The people I work with care about me (exempt, 82.2%; classified, 71.2%).
- Q16. I feel I can communicate honestly and openly in my workplace (exempt, 74.6%; classified, 63.2%).

Gender

There were some differences based on gender some examples are shown below.

- Q5. The work I perform is meaningful and rewarding (Female, 80.1%; Male, 69.9%).
- Q6. I would recommend the State of Vermont to others as a great place to work (Female, 69.5%; Male, 55.8%).
- Q39. I am paid fairly for the work I do. (Female, 65.9%; Male, 53.7%).
- Q45. In general, I am satisfied with my job. (Female, 78.9%; Male, 67.7%).

Generation

Generally, there were no meaningful differences among generational groups for any survey questions. This is surprising given the typical generational differences one might expect. The one exception that was detected was the following:

- Q45. In general, I am satisfied with my job. Baby boomers tended to have a slightly higher percentage agreement (81.3%) than Gen X (72.7%), Millennial (71.1%) or Gen Z (70.2%).

EEO-4 Ethnic Groups

Respondents were asked "Do you identify as any of the following groups: American Indian or Alaskan Native (Non-Hispanic or Latino), Asian (Non-Hispanic or Latino), Black or African American (Non-Hispanic or Latino), Hispanic or Latino, Native Hawaiian or Other Pacific Islander (Non-Hispanic or Latino), or Two or More Races (Non-Hispanic or Latino)?"

For the most part, we did not find many meaningful differences among respondents answering yes but the "N" (sample size) was quite small (173) so our ability to detect differences was difficult.

Some examples of where we did find important differences:

NOTE: Yes = Identify as EEO-4 ethnic group as listed above. No = Did not identify as EEO-4 ethnic group as listed above.

- Q16. I feel I can communicate honestly and openly in my workplace (Yes, 55.8%; No, 65.4%).
- Q17. Harassment is not tolerated in my workplace. (Yes, 70.3%; No, 81.7%).
- Q18. Discrimination is not tolerated in my workplace. (Yes, 68.8%; No, 82.9%).
- Q39. I am paid fairly for the work I do. (Yes, 49.7%; No, 62.2%).
- Q50. In my Agency/Department, employees interact well with others whose backgrounds, beliefs and experiences are different from their own. (Yes, 61.6%; No, 71.4%).

Management Level

Respondents were asked to identify if they were a manager/supervisor or not a manager or supervisor. Much like job type, there were frequent and significant differences, with managers/supervisors often expressing greater agreement to many questions. Some examples (percent agreement shown):

- Q8. I have an opportunity to provide feedback to management and senior leadership (manager/supervisor, 72.4%; not manager or supervisor, 60.7%).
- Q16. I feel I can communicate honestly and openly in my workplace (manager/supervisor, 71.9%; not manager or supervisor, 61.5%).
- Q33. The amount of work I am expected to perform is reasonable. (manager/supervisor, 44.7%; not manager or supervisor, 57.0%).
- Q46. My Agency/Department has an inclusive work environment where staff diversity at all levels is valued and encouraged. (manager/supervisor, 76.4%; not manager or supervisor, 66.7%).

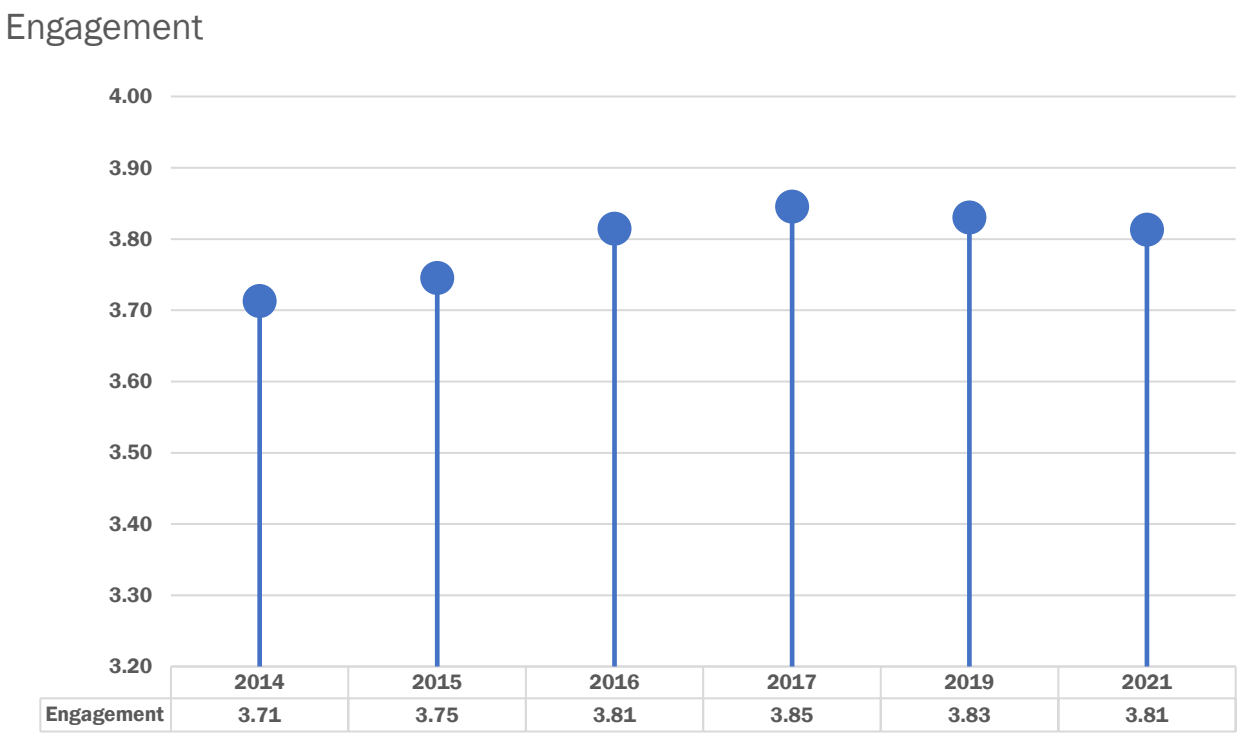
Employee Engagement Results

Overall employee engagement scores were calculated.[4] The score is the average of the seven components of engagement as outlined in the model illustrated in Table 31, which shows the components and the questions that make up each component.[5]

For 2021 the average employee engagement score was 3.81 out of a possible 5.0.

See Table 30 to compare employee engagement scores over time. Scores increased 3.6% from 2014 to 2017. There was a slight drop from 2017 to 2021.

Table 30- Engagement Scores - 2014 to 2021



	2014	2015	2016	2017	2019	2021
Engagement	3.71	3.75	3.81	3.85	3.83	3.81

[4] See Methodology on page 6.
[5] Based on research reported in Vance, R.J. (2006) Employee Engagement and Commitment. Alexandria, VA: SHRM Foundation.

Table 31 – Employee Engagement Model

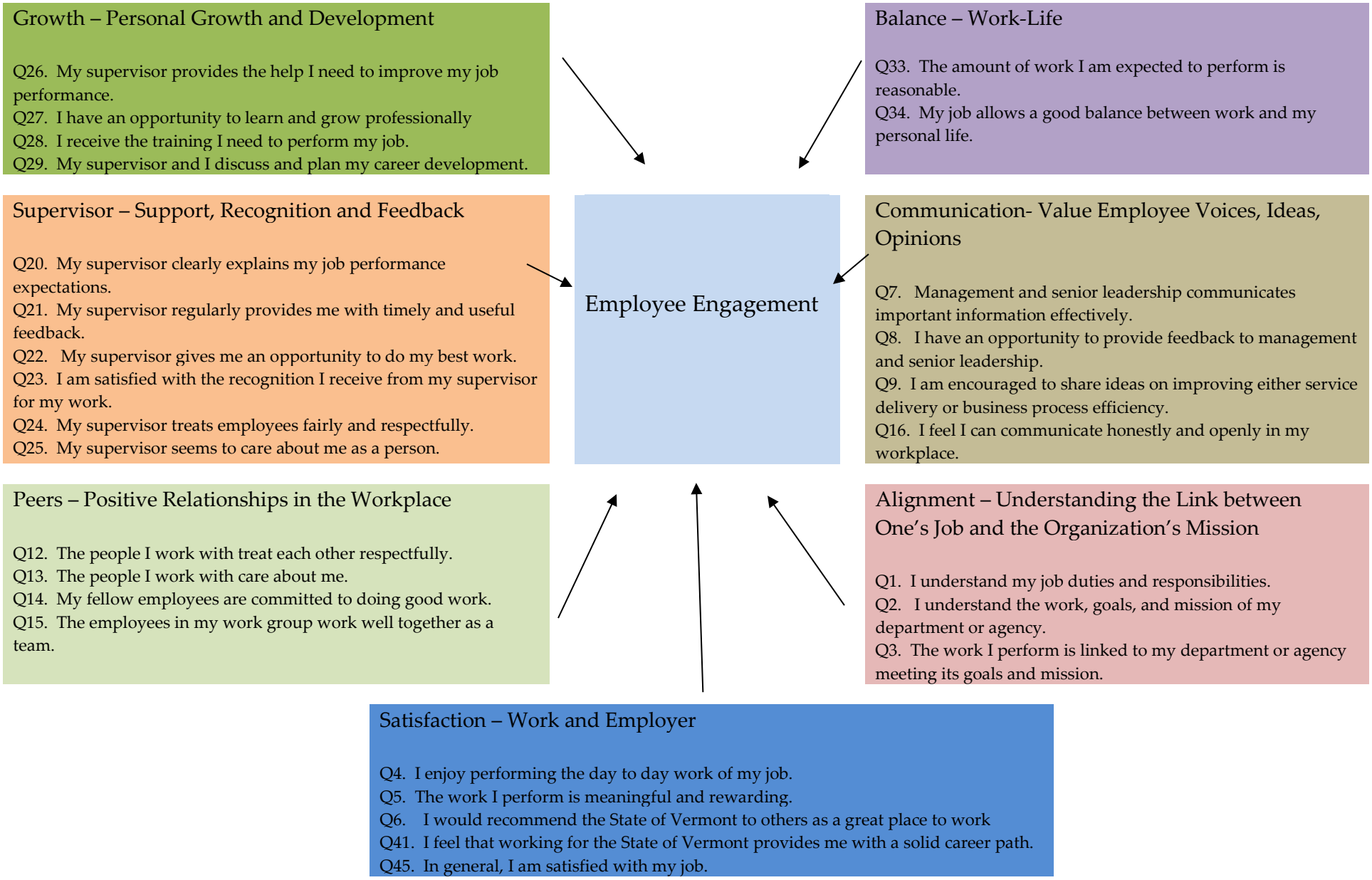


Table 32 – Components of Employee Engagement – 2021 Averages

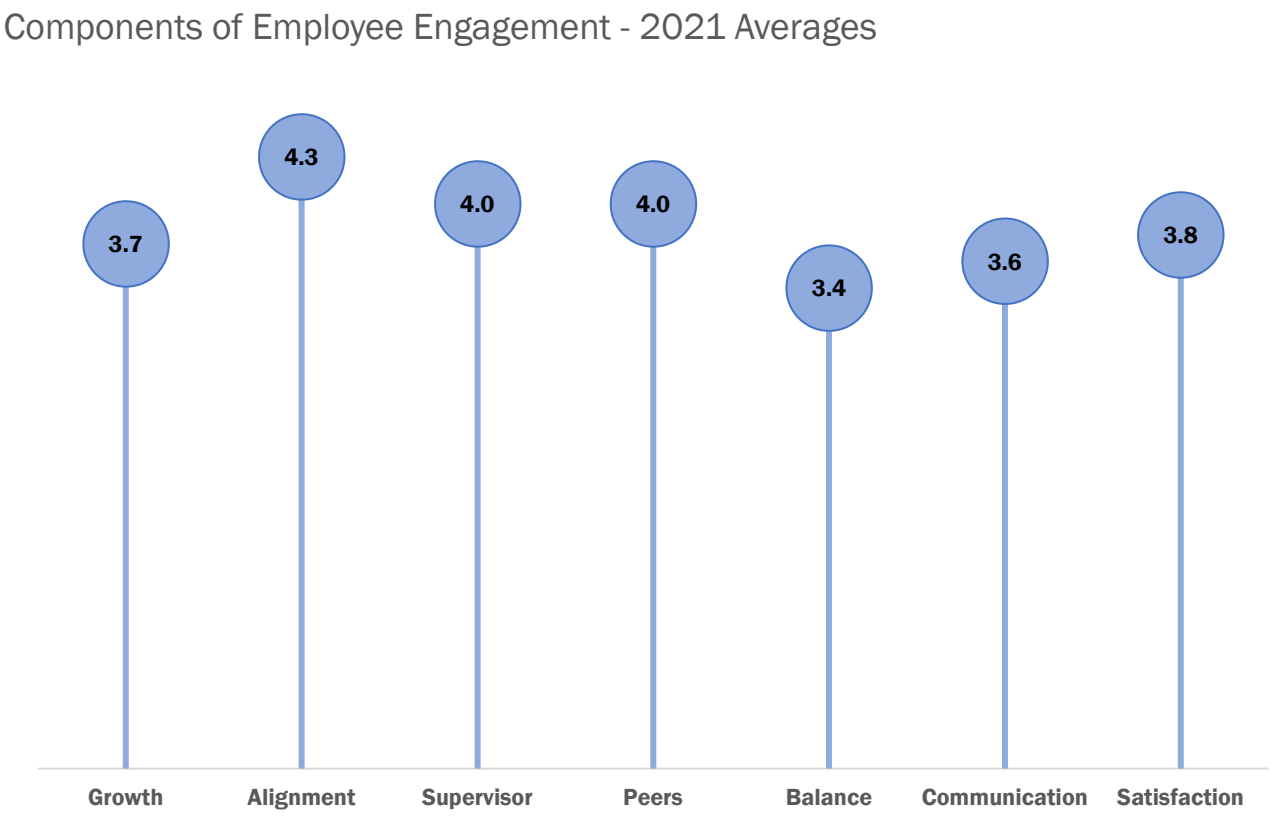


Table 32 shows the components of employee engagement. Alignment – understanding the link between one's job and the organization's mission - was the highest component score. Supervisor, Peers and Satisfaction all had high component scores. The lowest was Balance – the sense of work-life balance.

Table 33 shows scores for each of the seven components from 2014 to 2021. The three with the lowest average scores over that time period are Balance, Communication and Growth. These are areas where efforts to improve the component will increase overall engagement.

Table 34 shows 2021 scores for Employee Engagement and Components by Department. A "heat map" of responses is used to visually scores that are either equal to or greater than the **median** for that question or less than the **median** for that question. This is a visual tool to make cross department comparisons. The median was used to show the top 50%/bottom 50%.

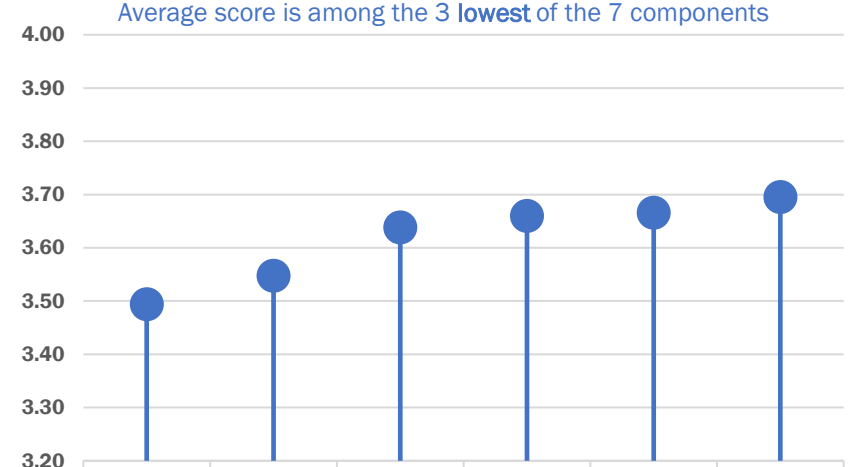
Additional Resources

In Appendix D shows 2021 Engagement scores by department compared to statewide scores.

Table 33 – Employee Engagement Components – 2014 to 2021

Growth

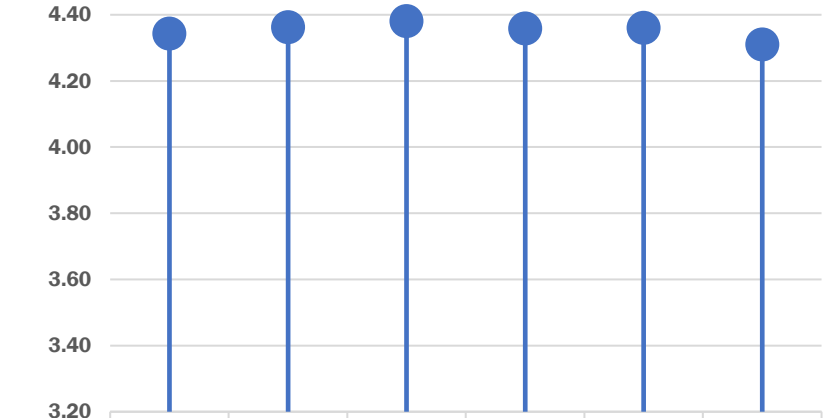
Scores increased 5.8% from 2014 to 2021
Average score is among the 3 **lowest** of the 7 components



	2014	2015	2016	2017	2019	2021
Growth	3.49	3.55	3.64	3.66	3.67	3.70

Alignment

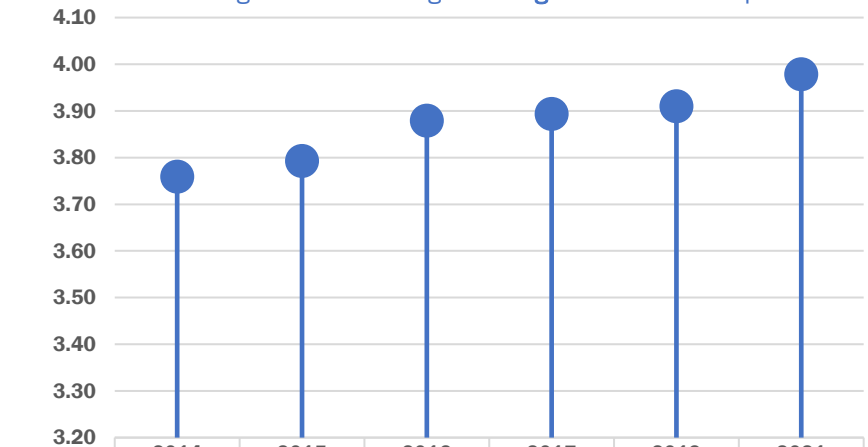
Scores are flat from 2014 to 2021
Highest average score of the 7 components



	2014	2015	2016	2017	2019	2021
Alignment	4.34	4.36	4.38	4.36	4.36	4.31

Supervisor

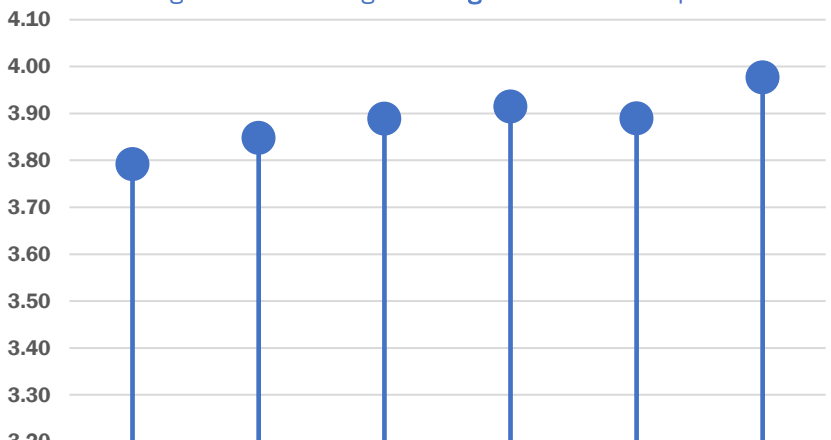
Scores increased 5.8% from 2014 to 2021
Average score is among the 4 **highest** of the 7 components



	2014	2015	2016	2017	2019	2021
Supervisor	3.76	3.79	3.88	3.89	3.91	3.98

Peers

Scores increased 4.9% from 2014 to 2021
Average score is among the 4 **highest** of the 7 components

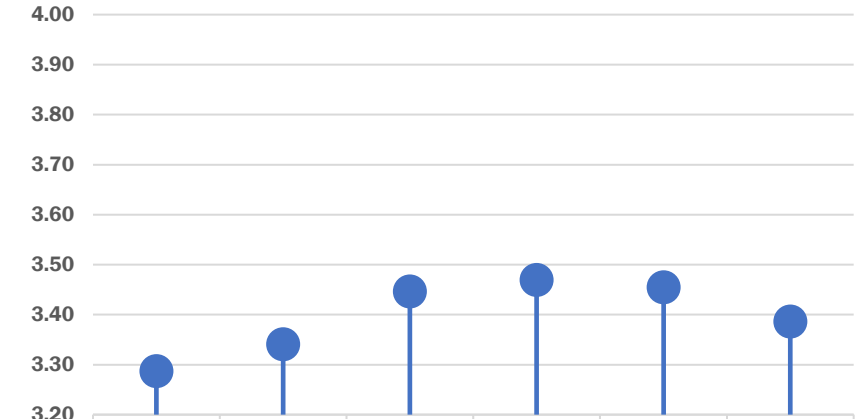


	2014	2015	2016	2017	2019	2021
Peers	3.79	3.85	3.89	3.91	3.89	3.98

Table 33 – (cont.)

Balance

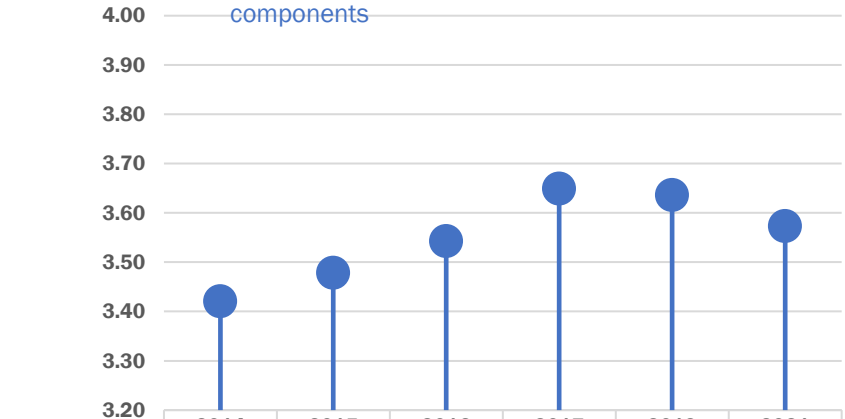
Scores increased 3.0% from 2014 to 2021
Lowest average score of the 7 components



	2014	2015	2016	2017	2019	2021
Balance	3.29	3.34	3.45	3.47	3.45	3.39

Communication

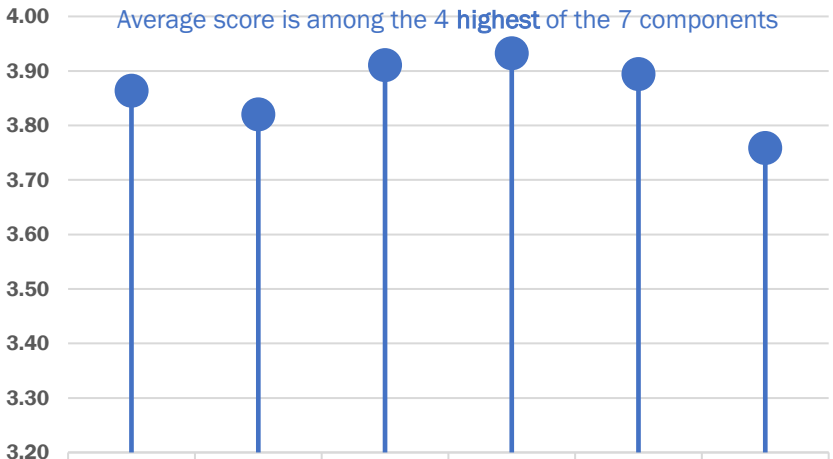
Scores increased 4.5% from 2014 to 2021
Average score is among the 3 **lowest** of the 7 components



	2014	2015	2016	2017	2019	2021
Communication	3.42	3.48	3.54	3.65	3.64	3.57

Satisfaction

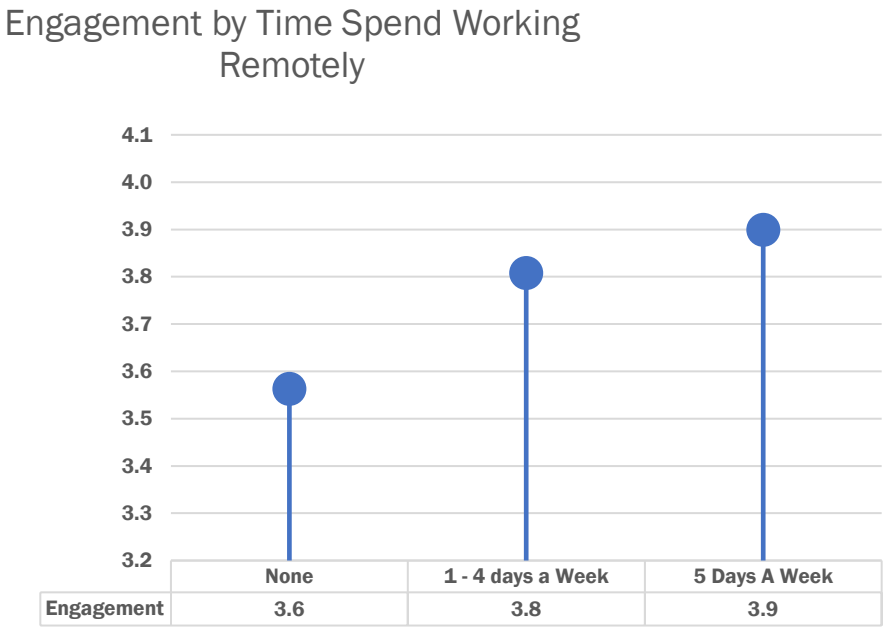
Scores are flat from 2014 to 2019. Score dropped -3.5% from 2019 to 2021.
Average score is among the 4 **highest** of the 7 components



	2014	2015	2016	2017	2019	2021
Satisfaction	3.86	3.82	3.91	3.93	3.89	3.76

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

Table 33 – Employee Engagement Crosstabulations



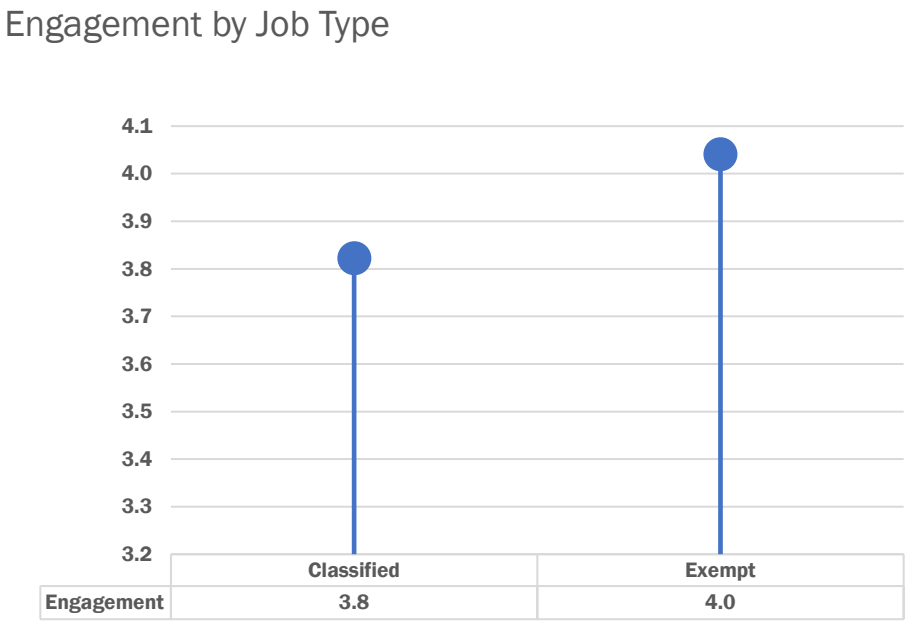


Table 34 2021 Scores for Employee Engagement and Components by Department

Department	Growth	Balance	Supervisor	Communication	Peers	Alignment	Satisfaction	Engagement
Agency of Administration	3.9	3.6	4.2	4.2	4.1	4.3	4.2	4.1
Agency of Human Services	3.7	3.4	4.0	3.6	4.1	4.4	3.9	3.9
Agency of Natural Resources	3.6	3.6	4.0	3.9	3.9	4.4	3.8	3.9
Agriculture, Food & Markets	3.9	3.8	4.3	4.0	4.3	4.3	4.1	4.1
Attorney General	3.8	3.5	4.3	3.7	4.3	4.5	4.0	4.0
Auditor of Accounts	4.1	4.6	4.2	4.0	4.3	4.7	4.5	4.3
Buildings & General Services	3.7	3.7	4.0	3.7	3.9	4.4	3.9	3.9
Children & Families	3.7	3.2	4.0	3.5	4.0	4.4	3.8	3.8
Commerce & Community Dev.	3.5	3.1	3.9	3.7	4.2	4.3	3.8	3.8
Corrections	3.4	2.8	3.7	3.0	3.5	3.9	3.2	3.4
Criminal Justice Training Council	3.9	3.4	4.1	4.3	4.5	4.4	4.2	4.1
DAIL	4.0	3.6	4.2	4.0	4.4	4.5	4.2	4.1
Defender General	3.9	3.4	4.1	3.8	4.1	4.7	4.2	4.0
Digital Services	3.6	3.6	4.0	3.6	4.0	4.2	3.6	3.8
Education	3.7	3.4	4.1	3.1	4.0	4.0	3.6	3.7
Enhanced 911 Board	3.4	3.5	4.0	3.9	4.3	4.7	4.1	4.0
Environmental Conservation	3.7	3.1	4.1	3.7	4.1	4.3	3.7	3.8
Finance & Management	3.7	3.9	3.9	3.7	4.1	4.3	3.8	3.9
Financial Regulation	4.1	4.1	4.2	4.0	4.3	4.6	4.2	4.2
Fish & Wildlife	3.8	3.3	4.1	3.6	4.2	4.4	3.9	3.9
Forests, Parks & Recreation	3.9	3.1	4.2	3.8	4.2	4.4	3.8	3.9
Green Mountain Care Board	4.0	3.8	4.2	4.0	4.5	4.4	4.0	4.1
Health	3.6	2.9	3.9	3.4	4.2	4.2	3.7	3.7
Human Resources	4.0	3.8	4.3	3.9	4.3	4.6	4.1	4.1
Labor	3.4	3.4	3.8	3.6	3.9	4.2	3.8	3.7
Libraries	4.2	3.7	4.4	4.2	4.3	4.3	3.8	4.1
Liquor & Lottery	3.6	3.3	3.8	3.5	4.2	4.5	3.8	3.8
Mental Health	3.5	3.5	3.8	3.6	4.0	4.2	3.7	3.7
Military	3.7	3.7	3.8	3.5	3.7	4.4	3.9	3.8
Motor Vehicles	3.5	3.4	3.8	3.1	3.6	4.3	3.7	3.6
Natural Resources Board	3.0	2.7	3.2	2.6	3.9	4.4	3.4	3.3
Public Safety	3.6	3.0	3.9	3.2	3.9	4.3	3.5	3.6
Public Service Department	3.6	3.4	4.0	3.5	4.0	4.2	3.7	3.8
Public Utilities Commission	3.8	3.8	3.9	3.9	3.9	4.6	4.0	4.0
Secretary of State	3.7	3.6	4.0	3.7	4.0	4.4	4.0	3.9
State Treasurer	4.0	3.6	4.2	3.8	4.4	4.5	4.0	4.1
Taxes	3.8	3.7	4.1	3.9	4.0	4.4	3.9	4.0
Transportation (not DMV)	3.8	3.5	3.9	3.5	3.8	4.2	3.6	3.8
Vermont Health Access	3.9	3.8	4.2	3.8	4.1	4.4	4.0	4.0
Veterans' Home	3.6	3.3	3.8	3.5	3.4	4.4	4.0	3.7
Median	3.7	3.5	4.0	3.7	4.1	4.4	3.9	3.9

Heat Map Legend	Above Median Score	Below Median Score

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 4,955 employees who responded to the survey, 2,048 provided a response to the open-ended question for a response rate of 41%.

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

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

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

Results

The 2,048 comments contained over 3,766 thematic ideas.

The two top themes reflect the timing of this survey. As has been mentioned before in this report at the time of the survey the legislature was considering changes to the state's pension system. In addition, guidance on return to work had not yet been issued.

Nearly 28% of all respondent comments contained expressions of concerns about reforms being proposed for the State of Vermont's pension system. In addition, nearly 26% of all respondent comments contained positive comments related to remote work.

Table 34 Themes found in Open-Ended Responses

Theme	Type	N	Percent	Percent of Cases
Pension Concerns	Concern	562	15.3%	27.8%
Policies – Remote work/Telework	Positive	517	14.1%	25.6%
Work Environment and General Employee Morale	Concern	321	8.7%	15.9%
Leadership	Concern	296	8.1%	14.7%
Workload & Staffing	Concern	256	7.0%	12.7%
Supervision	Concern	215	5.8%	10.6%
Pay & Benefits	Concern	196	5.3%	9.7%
Policies – Remote work/Telework	Neutral	103	2.8%	5.1%
Work Conditions	Concern	91	2.5%	4.5%
Communication	Concern	81	2.2%	4.0%
Pride in Their Work	Positive	80	2.2%	4.0%
Training & Development	Concern	79	2.1%	3.9%
Policies – Remote work/Telework	Concern	77	2.1%	3.8%
Diversity, Equity & Inclusion	Concern	77	2.1%	3.8%
Work Environment and General Employee Morale	Positive	55	1.5%	2.7%
Specific Department Programs/Policies	Concern	51	1.4%	2.5%
IT Systems	Concern	43	1.2%	2.1%
Government Efficiency	Concern	42	1.1%	2.1%
Other	Neutral	39	1.1%	1.9%
Leadership	Positive	35	1.0%	1.7%
Training & Development	Neutral	34	0.9%	1.7%
Diversity, Equity & Inclusion	Neutral	34	0.9%	1.7%
Policies - General	Concern	32	0.9%	1.6%
Government Efficiency	Neutral	32	0.9%	1.6%
Pension Concerns	Neutral	30	0.8%	1.5%
Policies - Leave	Concern	27	0.7%	1.3%
Pay & Benefits	Neutral	25	0.7%	1.2%
Other	Concern	25	0.7%	1.2%
Workload & Staffing	Neutral	22	0.6%	1.1%
Work Environment and General Employee Morale	Neutral	21	0.6%	1.0%
Supervision	Neutral	20	0.5%	1.0%
Supervision	Positive	15	0.4%	0.7%
Communication	Positive	14	0.4%	0.7%
Specific Department Programs/Policies	Neutral	14	0.4%	0.7%
IT Systems	Neutral	14	0.4%	0.7%
Communication	Neutral	12	0.3%	0.6%
Policies - Leave	Neutral	8	0.2%	0.4%
Pride in Their Work	Neutral	8	0.2%	0.4%
Pride in Their Work	Concern	7	0.2%	0.3%
Training & Development	Positive	6	0.2%	0.3%
Government Efficiency	Positive	6	0.2%	0.3%
Work Conditions	Neutral	5	0.1%	0.2%
Policies - General	Neutral	4	0.1%	0.2%
Pay & Benefits	Positive	4	0.1%	0.2%
Diversity, Equity & Inclusion	Positive	4	0.1%	0.2%
Specific Department Programs/Policies	Positive	3	0.1%	0.1%
Workload & Staffing	Positive	2	0.1%	0.1%
IT Systems	Positive	2	0.1%	0.1%
Total		3,677	100.0%	182.0%

Detailed discussion of some of the top themes found in open ended questions

Pension Concerns
(27.8% of Respondents)

Themes Reflected in Comments

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

Examples

While pension reform is critical, it needs to be handled in a manner that does not detract from the benefits of working for the State. Right now, the pension is one of the most critical components for attracting and retaining State employees.

Please support employees in retaining their retirement benefits. It is the primary benefit for most of us. Without a good retirement plan, Vermont as an employer is not as attractive. If I were five years younger, I'd be on the move to the private sector, where I could at least earn more and put away more into retirement savings.

I absolutely love my job and had no question that I planned to retire from the State of Vermont... until it became clear that the pension benefits promised to me when I was hired many years ago are not guaranteed and there is a good chance that I will have to pay more and work longer for less benefits. I have been headhunted over the years and always said no thank you, but now I am considering taking a job in the private sector that will pay more so I can invest my money myself instead of being at the mercy of the legislature until I retire. I am angry and sad about this whole situation.

The pension issue has cast a negative light on employment with the State. Morale is terribly low due to this.

In my profession (engineering), nobody decides to work for the State because of the salary. Instead it is the benefits both tangible (health insurance and pension) and intangible (agency mission and healthy work environment). The recent discussion regarding reducing the pension benefit is very disconcerting and will make the State a much less attractive place to work.

Policies – Remote work/Telework - Positive
(25.6% of Respondent)

Themes Reflected in Comments

- Desire to continue full-time or hybrid work schedule post pandemic

- Reasons cited may include work life balance, better work environment, fewer safety concerns, greater productivity, saving the state cost space, reduction of commuting barriers, allowing the state to remain more competitive in job market.

Examples

I really love my job, which a year ago was not the case. I really prefer working from home and hope that the State will give us an opportunity to continue. If anything positive has come out of COVID, it has proven that employees can continue work from remote locations.

I personally feel my productivity has increased since I have been working remotely. I believe if the State of Vermont allows employees the choice of remote working would increase moral and productivity of employees.

I hope the state of Vermont will consider keeping remote working as an option for employees as it provides a better work/ life balance, the working environment from home is beneficial, and I feel more productive and focused.

Please continue to support telework policies going forward, even if that is a combination of remote and in-person working. This has made many employees more productive and is highly beneficial to work/life balance.

I think it is very important that the State allow employees to work from home part time indefinitely. This is a huge benefit in terms of work life balance, and cuts significantly down on commuting miles as well. It is likely the fastest way we can cut our collective emissions as an agency and the easiest way to increase employee moral.

Hybrid future where we can work from home part of the week. I'm eager to have some office time but found work from home to be about 50% more productive.

Work Environment and General Employee Morale - Concerns
(15.9% of Respondents)

Themes Reflected in Comments

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

Examples

I see favoritism within leadership and not all employee's are recognized for outstanding work that they have done in the past year.

We get the opportunity to fill these surveys out every year, but I rarely see any changes. If management has courses on how to be a manager, then there should be courses for staff on how to deal with toxic supervisors and/or directors. I work in a division where my supervisor is not allowed to be a leader, but has to be a follower and has to always agree with the unit's director. He is not allowed to advocate for his team. When we all spoke up, my supervisor and my director have quickly dismissed (gaslight) how we felt. I believe that staff should be respectful to their managers and supervisors, but I started to noticed that they don't treat us equally, and that we don't have a voice.

Leadership – Concerns
(14.7% of respondents)

Themes Reflected in Comments

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

Examples

Communication from upper management is lacking, as we often find out about what's going on after the field. There needs to be a better way to keep employees informed of important initiatives.

I would encourage senior leadership in my Agency to respect the collective expertise of its staff. Not doing so is negatively affecting staff morale, especially at the least senior levels of the organization.

Accountability among leadership regarding professionalism and respectful interactions needs to be addressed.

Leadership communication from the top down is nonexistent. Our main source for information is VT Digger and WCAX. We don't feel valued for being experts in our respective fields.

Workload & Staffing – Concerns
(12.7% of Respondents)

Themes Reflected in Comments

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

Examples:

We are experiencing huge increases in workload/project assignments and have fewer staff in our team. This workload is unsustainable and is resulting in a combination of not being able to complete tasks and staff anxiety and burn out.

The site I work at is desperate for staff. Those that remain are over worked and exhausted, with no help in sight. We need mission critical communications equipment, we're told there's no money for it, yet management and casework staff got all new laptops, and the dep't is getting all new uniforms. I am actively searching for another job within the State, if the search for appropriate placement proves fruitless over the next few months I will leave State service.

The public has the concept that the State has too many employees, but in reality, there are many areas in which efficient work cannot be completed because employees are overworked and time is limited. Being able to have additional positions would make the production, accuracy, efficiency of some programs much higher. Educate the public about this.

We are woefully understaffed, and yet job responsibilities continue to get piled on with unreasonable expectations of continuing to have workloads that should be done by additional staff. The dedicated staff work hard and go "above and beyond" to get important work accomplished because they believe in the departments mission and think the work is important. However, it regularly (almost always) goes unrecognized and not appreciated, and only makes the situation worse in the long run because it perpetuated the unreasonable expectations, when leadership sees such great work being accomplished.

Supervision – Concerns
(10.6% of Respondents)

Themes Reflected in Comments

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

Examples

SOV is a great place to work, but inexperienced supervision can affect morale and create unnecessary stress on employees.

Accountability needs to become a major focus for the State of Vermont

I think it is important to hold people accountable for their work and their productivity.

It is hard to work in an environment where the supervisor cannot communicate effectively, as it commonly leads to a downward spiral of effects. First they cannot communicate what they wish to be done, so we do what we think they told us to do, and then they become upset when our actions did not yield the expected goal. Then, because we did not yield the desired results, we get another explanation and it only serves to confuse us even more

I wish my supervisor had a more in-depth understanding of how to perform the duties of my position on a daily basis. There are aspects of the position that I think my supervisor could gain a better understanding and knowledge of actual daily operations.

Pay & Benefits – Concerns
(9.7% of Respondents)

Themes Reflected in Comments

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

The State really needs to bring the licensed trades people wage scale into a much more competitive comparison to the private sector, as there are fewer candidates from which to choose to fill existing positions as they are vacated by the older employees.

Pay grades could be reevaluated and merit awards could be used more frequently.

I also would like to see a change to personal leave time to consider offering that time regardless of sick time used. Parents often use more sick time due to sick kids which seems unfair to take their personal time away because they had to tend to a sick child.

Create equity across pay grades and job descriptions across divisions and agencies.

The state will need to consider what it is offering to folks that they can't get working for other companies if they want any hope of retaining employees and attracting new and young talent.

My greatest concern is the lack of equity concerning salaries with private sector jobs

More merit based and less seniority based. While understanding that those who have put in more time should benefit and that there are opportunities for merit based compensation, they are often used infrequently. It is difficult to hold people accountable which makes it challenging for those who work hard to be doing the work of those who just tow the line..

Special Section: Ranking

For the 2021 employee engagement survey a set of questions were asked to allow respondents to rank up to five characteristics that they would recommend their agency/department focus the most on improving and five characteristics they would identify as most successfully addressed in their agency/department. The characteristics that were listed were all related to employee engagement and satisfaction.

A multiple response analysis was conducted since a single respondent could choose up to five of the characteristics. The statewide results are presented here, and individual department results are presented in appendix whatever.

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

The top five areas for improvement and most successfully addressed have been highlighted.

Table 33 Characteristics Indicated as Most Needing a Focus on Improvement

Respondents n = 4,955

Area	N	Percent of Cases
Adequate staffing levels for work expected	2,117	42.7%
Work/Life balance	1,911	38.6%
Opportunities for professional development/growth	1,893	38.2%
Recognizing employees for a job well done	1,669	33.7%
Evaluating processes and addressing inefficiencies	1,587	32.0%
All team members feel valued and respected	1,389	28.0%
Management listens to and values employee feedback	1,305	26.3%
Employees can trust their manager/supervisor has their best interests in mind	1,223	24.7%
Management seeks feedback from employees	1,013	20.4%
Leadership provides regular communication to employees	961	19.4%
A focus on continuous improvement/innovation	954	19.3%
Opportunities for training on job related skills	943	19.0%
Supervisors hold employees accountable for job performance	837	16.9%
Job expectations are clear	827	16.7%
Supervisors/managers provide regular feedback	667	13.5%
Encouraging employee collaboration	527	10.6%
Managers/supervisors model passion and positive attitude toward work	435	8.8%
Leadership defines and communicates core values and mission for organization	401	8.1%
Peers are supportive	328	6.6%
Other	298	6.0%
Total	21,285	429.6%

Table 33 Characteristics Indicated as Most Successfully Addressed

Respondents n = 4,955

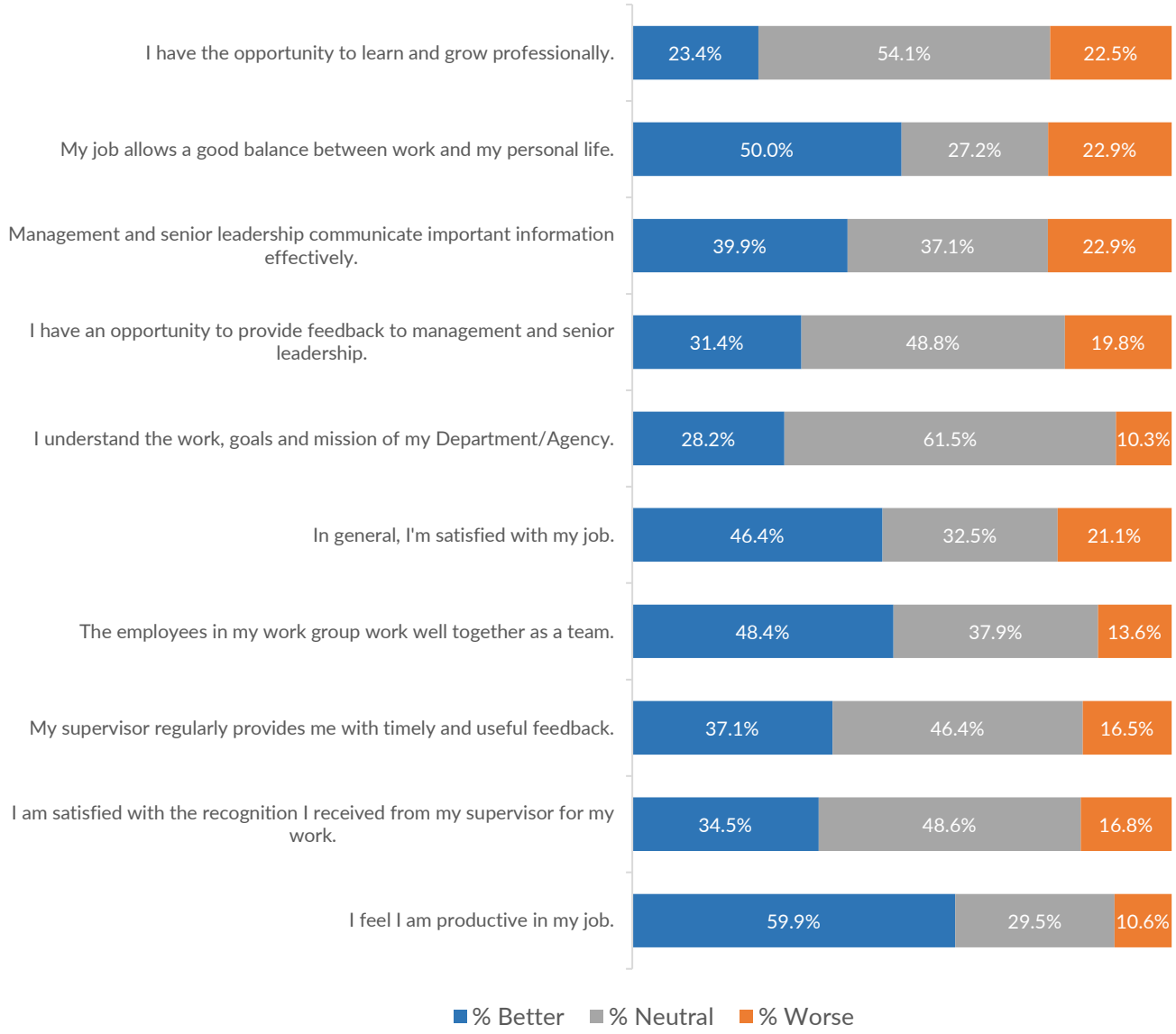
Area	N	Percent of Cases
Peers are supportive	1,805	38.3%
Work/Life balance	1,448	30.8%
Job expectations are clear	1,228	26.1%
Leadership provides regular communication to employees	1,225	26.0%
Supervisors/managers provide regular feedback	1,193	25.3%
Recognizing employees for a job well done	1,188	25.2%
Opportunities for professional development/growth	1,072	22.8%
Encouraging employee collaboration	963	20.5%
Opportunities for training on job related skills	936	19.9%
All team members feel valued and respected	866	18.4%
Leadership defines and communicates core values and mission for organization	839	17.8%
Employees can trust their manager/supervisor has their best interests in mind	819	17.4%
Management seeks feedback from employees	765	16.2%
Managers/supervisors model passion and positive attitude toward work	752	16.0%
Management listens to and values employee feedback	732	15.5%
A focus on continuous improvement/innovation	692	14.7%
Evaluating processes and addressing inefficiencies	529	11.2%
Supervisors hold employees accountable for job performance	499	10.6%
Adequate staffing levels for work expected	432	9.2%
Other	277	5.9%
Total	18,260	387.9%

Appendix E shows rankings by department compared to statewide.

Special Section: "Year Ago" Comparison

For the 2021 employee engagement survey a special section was included which asked respondents to think about how they feel now about a group of statements compared to last year before the pandemic. These questions were only asked of respondents who indicated that they were employed by the state of Vermont in March of 2020 (n = 4,126). The statements were ones that are used in the main body of the engagement survey and were on a response scale from "much worse" to "much better." For purposes of this presentation "much worse" and "slightly worse" were combined and "slightly better" and "much better" were combined and neutral stayed the same.

Table 35 How do you feel NOW about the following statements compared to LAST YEAR (before the pandemic/March 2020).



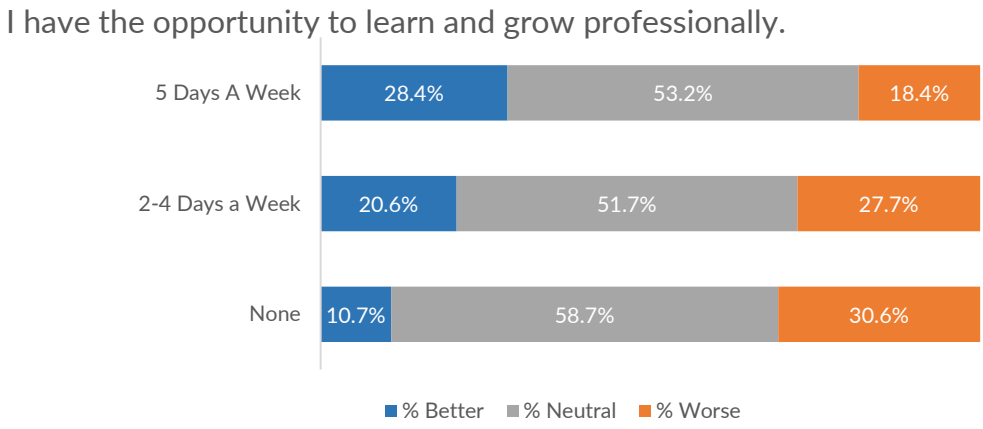
Statements with the highest percent indicating “better” include “I feel I am productive in my job” (59.9%), “My job allows a good balance between work and my personal life” (50.0%), “Employees in my work group work well together as a team” (48.4%) and “In general, I'm satisfied with my job” (46.4%).

Statements with the lowest percent indicating “better” include “I have the opportunity to learn and grow professionally” (23.4%), “I understand the work goals and mission of my department/agency” (28.2%) and “I have an opportunity to provide feedback to management and senior leadership”(31.4%).

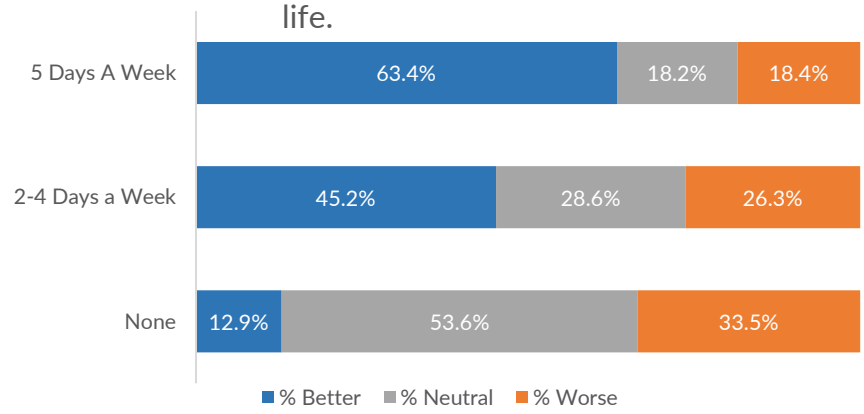
These results are consistent with data that has been collected on employee perceptions of remote work (See Workplace Employee Experience Survey)

To explore this further these questions were cross tabulated with the question “Considering the typical workweek right now how much time do you spend working remotely (teleworking.)? Responses could be “none,” “1 day a week,” “2-4 days a week,” or “Five days a week.”

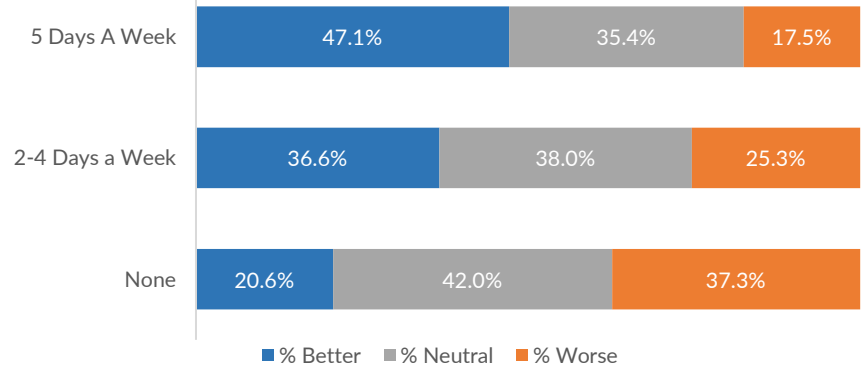
The following tables illustrate the positive relationship between amount of time the respondent was working remotely and how that amplifies the percent indicating “better” compared to a year ago for all the statements and particularly those that would be related to what are perceived to be the positive attributes of remote work, such as a feeling of greater productivity, work life balance, general job satisfaction, and interestingly, working well together as a team.



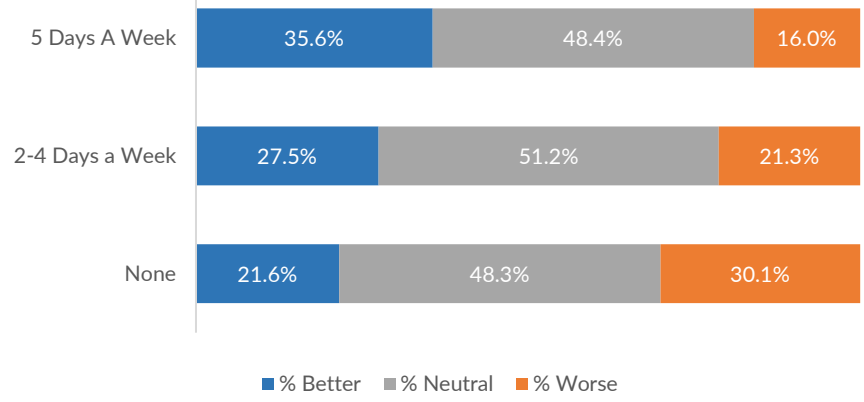
My job allows a good balance between work and my personal life.



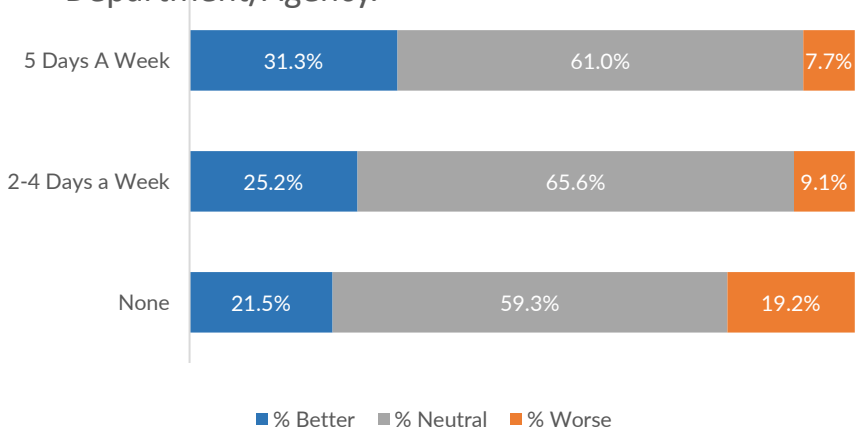
Management and senior leadership communicate important information effectively.



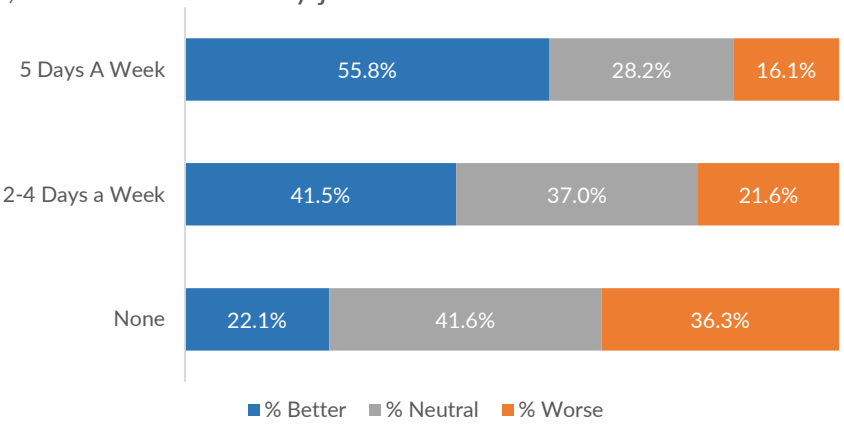
I have an opportunity to provide feedback to management and senior leadership.



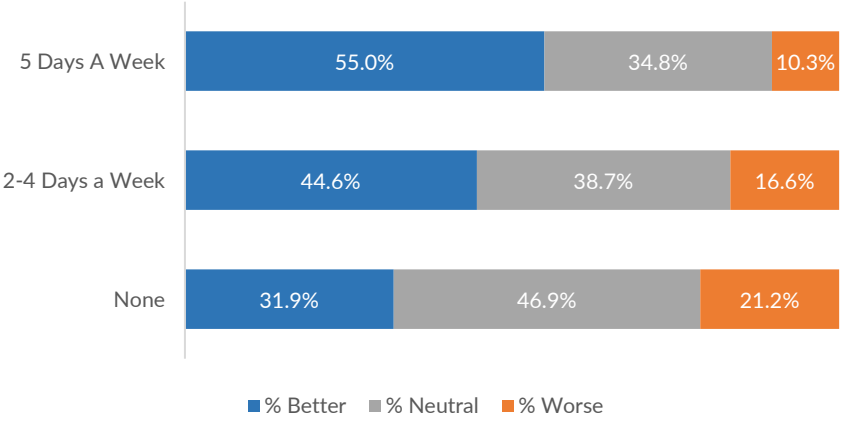
I understand the work, goals and mission of my Department/Agency.



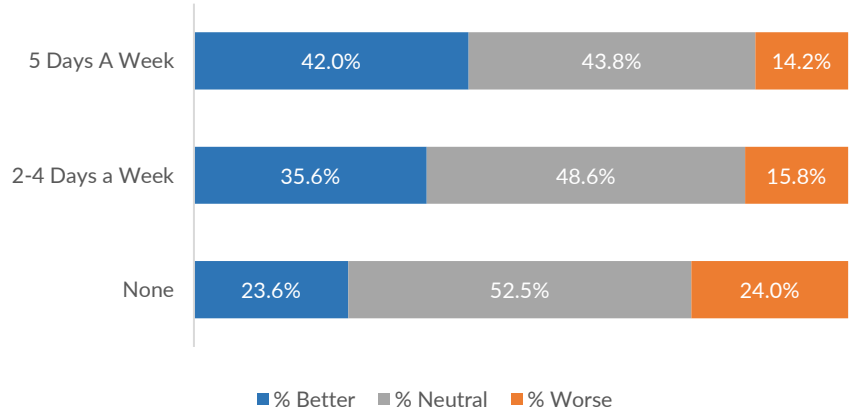
In general, I'm satisfied with my job.



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



My supervisor regularly provides me with timely and useful feedback.



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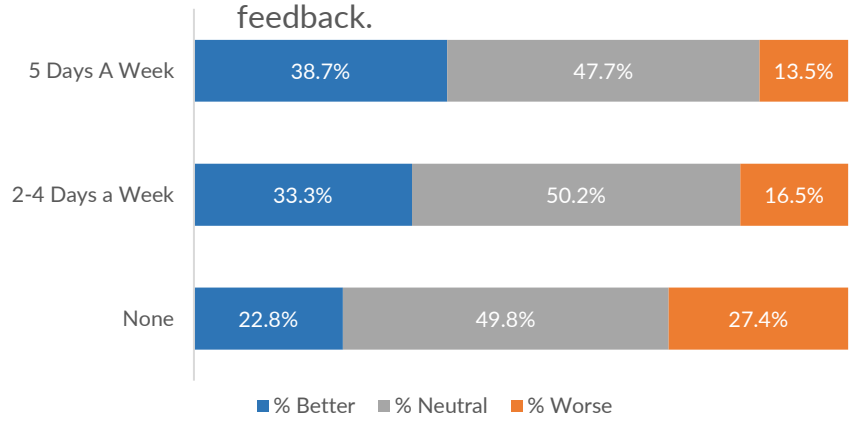
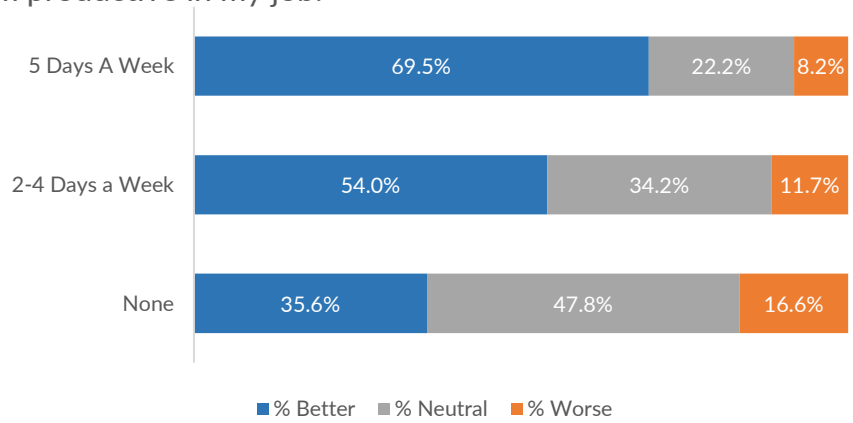


I feel I am productive in my job.



Appendix A – List of Survey Items

Department Ranking

Following is a list of characteristics that are considered important for employee engagement and satisfaction. Please review the list and choose up to five (5) characteristics that you would recommend that your agency/department focus the most effort on improving.

Opportunities for professional development/growth
Evaluating processes and addressing inefficiencies
Recognizing employees for a job well done
Supervisors/managers provide regular feedback
Management seeks feedback from employees
Leadership defines and communicates core values and mission for organization
Job expectations are clear
Work/Life balance
Management listens to and values employee feedback
Supervisors hold employees accountable for job performance
Opportunities for training on job related skills
Leadership provides regular communication to employees
A focus on continuous improvement/innovation
All team members feel valued and respected
Managers/supervisors model passion and positive attitude toward work
Adequate staffing levels for work expected
Encouraging employee collaboration
Employees can trust their manager/supervisor has their best interests in mind
Peers are supportive
Other (please specify)

Following is a list of characteristics that are considered important for employee engagement and satisfaction. Please review the list and choose up to five (5) characteristics that you would identify as the most successfully addressed in your agency/department.

Same list as above

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.

Diversity, Equity & Inclusion

Q46. My Agency/Department has an inclusive work environment where staff diversity at all levels is valued and encouraged.
Q47. I believe my Agency/ Department reflects a culture of respect, professionalism, and civility.
Q48. The State has done a good job providing training programs that promote an understanding of diversity, equity, and inclusion.

Q49. Management shows that diversity is important through its actions.
Q50. In my Agency/Department, employees interact well with others whose backgrounds, beliefs and experiences are different from their own.
Q51. My experiences in my Agency/Department have led me to become more understanding of differences among my coworkers.
Q52. I am aware of and understand the procedures for reporting incidents of discrimination and/or bias in the workplace.
Q53. I believe my Agency/Department will take appropriate action in response to incidents of harassment, discrimination and/or bias.
Q54. Racial, ethnic, sexual and gender-based jokes or slurs are not tolerated in my Agency/Department.
Q55. Relationships between employees of different racial/ethnic groups in my department are positive.
Q56. I am aware of efforts in my department to increase workforce equity (i.e., strategies and practices to improve diversity on all levels and across functions).
Q57. My supervisor would take any report of sexual harassment very seriously.
Q58. My supervisor values the diverse perspectives and ideas that come from staff members from different cultures, backgrounds, and life experiences.
Q59. In my department supervisors and managers hold all employees to the same workplace expectations and disciplinary standards.

Comments

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

Demographic Questions

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

Q60. What type of employee are you?

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

Q61. What gender are you?

- Woman
- Man
- Non-binary
- Prefer not to answer

Q62. What generation are you?

- Gen Z (1997 and later)
- Millennial (1981 - 1996)
- Gen X (1965 - 1980)
- Baby Boomer (1946 - 1964)
- Pre-Baby Boomer (1945 or earlier)
- Prefer not to answer

Q63. Do you identify as any of the following groups: American Indian or Alaskan Native (Non-Hispanic or Latino), Asian (Non-Hispanic or Latino), Black or African American (Non-Hispanic or Latino), Hispanic or Latino, Native Hawaiian or Other Pacific Islander(Non-Hispanic or Latino), or Two or More Races (Non-Hispanic or Latino)?

- Yes
- No
- Prefer not to answer

Q64. What is your management level?

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

Q65. 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

Appendix B – 2021 Responses to Survey Questions by Department Compared with Statewide (Excel File)

Appendix C – Cross Tabulation of 2021 Responses to Survey Questions by Demographic Questions (Excel File)

Appendix D – 2021 Engagement Scores by Department Compared to Statewide (Excel File)

Appendix E - Rankings by Department Compared to Statewide. (Excel File)