

Analysis of State of Vermont Employee Engagement Survey Results – 2024



Prepared by:
Vermont Department of Human Resources
October 2024

Table of Contents

- Executive Summary 4
- Employee Engagement: Statewide Index 6
- Employee Engagement Survey Items: Summary of Key Findings 7
 - Alignment – Understanding the Link between One’s Job and the Organization’s Mission 7
 - Table 1 Alignment – Understanding the Link between One’s Job and the Organization’s Mission..... 7
 - Table 2 Alignment by Department..... 8
 - Satisfaction – Work and Employer 9
 - Table 3 Satisfaction – Work and Employer 9
 - Table 4 Satisfaction by Department 10
 - Communication - Value Employee Voices, Ideas, Opinions..... 11
 - Table 5 Communication - Value Employee Voices, Ideas, Opinions 11
 - Table 6 Communication by Department..... 12
 - Peers - Positive Relationships in the Workplace..... 13
 - Table 7 Peers - Positive Relationships in the Workplace 13
 - Table 8 Peers - Positive Relationships in the Workplace by Department 14
 - Supervisor - Support, Recognition and Feedback..... 15
 - Table 9 Supervisor - Support, Recognition and Feedback 15
 - Table 10 Supervisor by Department 16
 - Growth – Personal Growth and Development..... 17
 - Table 11 Growth – Personal Growth and Development 17
 - Table 12 Growth by Department..... 18
 - Balance - Work-Life Integration 19
 - Table 13 Balance - Work-Life Integration..... 19
 - Table 14 Balance by Department 20
- Employee Engagement Results 21
 - Table 15 Engagement Scores - 2014 to 2024 21
 - Table 16 Employee Engagement Model..... 22
 - Table 17 Components of Employee Engagement – 2024 Averages 23
 - Table 18 Employee Engagement Components – 2014 to 2024 24
 - Table 19 2024 Scores for Employee Engagement and Components by Department 26
- Work Engagement Survey Items..... 27
 - Table 20 – Work Engagement Items..... 28
 - Table 21 - Statewide Distribution of Level of Work Engagement..... 29
 - Table 22 – Work Engagement by Department..... 30
- Employee Net Promoter score (eNPS)..... 31
 - Table 23 Statewide eNPS..... 31

Table 24	eNPS Scores by Department	32
Table 25	eNPS Scores by Department with Detail	33
Attrition Risk		34
Table 26	Attrition risk- Overall Response.....	34
Table 27	Retention Questions by Department.....	35
Table 28	Attrition Risk by Survey Components.....	37
Table 29	Top 5 Components with the Highest Difference between those Likely and Unlikely to Actively Look for a New Job	38
Table 30	Top 10 items with the Highest Difference between those Likely and Unlikely to Actively Look for a New Job	40
Employee Retention – Why Employees Stay and Leave		44
Table 31	Percent of Respondents Indicating Reason for Staying	44
Table 32	Percent of Respondents Indicating Reason for Leaving.....	45
Inclusive Workplace.....		46
Table 33	Inclusive Workplace Index	46
Table 34	Inclusive Workplace.....	47
Table 35	Inclusive Workplace by Department.....	48
Psychological Safety		49
Table 36	Psychological Safety Index.....	49
Table 37	Psychological Safety	50
Table 38	Psychological Safety by Department	51
Compensation and Benefits		52
Table 39	Compensation and Benefits Index.....	52
Table 40	Compensation and Benefits.....	53
Table 41	Compensation and Benefits by Department	54
Resources.....		55
Table 42	Resources Index	55
Table 43	Resources.....	56
Table 44	Resources by Department.....	57
Organizational Culture		58
Table 45	Organizational Culture Index.....	58
Table 46	Organizational Culture	59
Table 47	Organizational Culture by Department	60
Telework		61
Table 48	How Many Days on Average Do You Currently Telework Per Week Distribution	61
Table 49	How Often Does Your Team Work Together In Person Distribution.....	61
Table 50	Do You Think Your Team's In-Person Time Should Be More, Less, Or Remain the Same Distribution	62
Table 51	Telework	63

Table 52	Employee Engagement Components by Telework	64
Table 53	How Many Days on Average Do You Currently Telework Per Week by Department	66
Table 54	How Often Does Your Team Work Together In Person By Department	67
Table 55	Do You Think Your Team's In Person Time Should Be More, Less, or The Same By Department	68
Table 56	Telework Items by Department	69
Performance Management.....		70
Table 57	Performance Management Index	70
Table 58	Performance Management.....	71
Table 59	Performance Management by Department.....	72
Operational Excellence		73
Table 60	Operational Excellence	73
Table 61	Operational Excellence	74
Table 62	Operational Excellence by Department	75
Sentiment Analysis.....		76
Table 63	Sentiment of all Open-Ended Responses.....	76
Table 64	Sentiment Analysis by Department.....	77
Table 65	Top 50 Bigrams and Words in all Open-Ended Responses	78
Survey Results.....		79
Table 66	Survey Results.....	79
Table 67	Survey Questions by Department	80
Methodology.....		81
Table 68	Response Rate by Department.....	84
Table 69	Job Type.....	85
Table 70	Gender Identity.....	85
Table 71	Generation.....	85
Table 72	Identification	86
Table 73	Management Level.....	86
Appendix A – List of Survey Items.....		87
Appendix B – Engagement Survey Items – Summary and Trends		94

Executive Summary

- The 2024 employee engagement survey occurred in June of 2024. There was an overall response rate of 67.2%.
- Engagement as measured by seven different components - Alignment, Communication, Satisfaction, Peers, Supervisor, Growth, Balance - found the highest level of agreement on items assessing Alignment (understanding the link between one's job and the organization's mission) at 91.8% as well as Peers (positive relationships in the workplace) at 80.9%.
- The lowest levels of agreement were on items assessing engagement components were for Growth at 60.7% (personal growth and development) and Communication (value employee voices, ideas, opinions) at 65.5%.
- The 2024 average employee engagement score was 3.95 out of possible 5. This was not significantly different from the 2023 survey (3.96). Historically, the overall engagement score has not changed meaningfully since the first survey in 2014.
- The 2024 engagement survey featured another popular approach to more directly measure the concept of engagement. This work engagement scale includes items measuring vigor at work, dedication and absorption. In general, the results show high levels of work engagement among respondents. Particularly high was a measure of dedication "I'm proud of the work I do," which showed that 71.8% of respondents indicated they felt that way very often or always. This new measure shows great promise for future surveys.
- The Employee Net Promoter score, eNPS, which is another measure of employee engagement showed a statewide eNPS of .92, which was basically unchanged from the 2023 results (.90). eNPS is the difference between the percent of "detractors" who would not recommend the State of Vermont as an employer and the percent of "promoters" who would. The 0.92 eNPS indicates that there was a slightly higher percentage of promoters than detractors.
- Employee retention measures showed a high level of confidence that respondents felt they could find a job in another organization as good or better than their current one with nearly 55% confident.
- Nearly 57% indicated they were unlikely to be actively looking for a new job in the next year. On the other hand nearly 19% indicated that it was likely they would be looking for another job and nearly 25% were neutral.
- Engagement components that saw the greatest difference in agreement between those indicating they were likely to leave and those indicating they were unlikely to leave were organizational culture (-45.3%), satisfaction (-44.3%), communication (-42.2%), growth (-40.4%), and inclusive workplace (-35.5%). Departments wanting to address underlying causes that may be indicative of potential attrition can use these specific areas as targets for improvement.

- Respondents cited medical benefits as the top reason for staying with the State of Vermont by a wide margin (64.0%). To round out the top five reasons indicated for staying were retirement plan, workforce balance, telework/hybrid schedule, and pay/compensation.
- Respondents indicated compensation as the most important factor for potentially leaving state employment by a wide margin (74.5%). The rest of the top five include work life balance, medical benefits, telework/hybrid schedule, and doing work that they enjoy.
- For those respondents who had any amount of telework/hybrid schedule over 90% agreed that they can collaborate effectively with their colleagues while working remotely (92.1%) and that remote work positively impacts their work life balance (90.8%). In addition, 82.8% agreed that remote work positively impacts their individual performance.
- Respondents who indicated any amount of telework or hybrid schedule had higher levels of agreement across every employee engagement component compared to those for which a hybrid or telework schedule does not to their jobs.
- A sentiment analysis of the over 1,800 comments to the single open-ended question showed the overall sentiment was 46.5% negative, 34.1% neutral, and 19.5% positive.
- Over 70% of respondents indicated they had seen/read or otherwise been made aware of the results of the last employee engagement survey. However, only a little over 20% said they could identify a tangible change that was made because of the results of the survey.

Employee Engagement: Statewide Index

2024 Statewide Index

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



Alignment

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

91.8%



Balance

Work-Life Integration

66.9%



Communication

Value Employee Voices, Ideas, Opinions

65.5%



Growth

Personal Growth and Development

60.7%



Peers

Positive Relationships in the Workplace

80.9%



Satisfaction

Work and Employer

76.9%



Supervisor

Support, Recognition and Feedback

77.5%

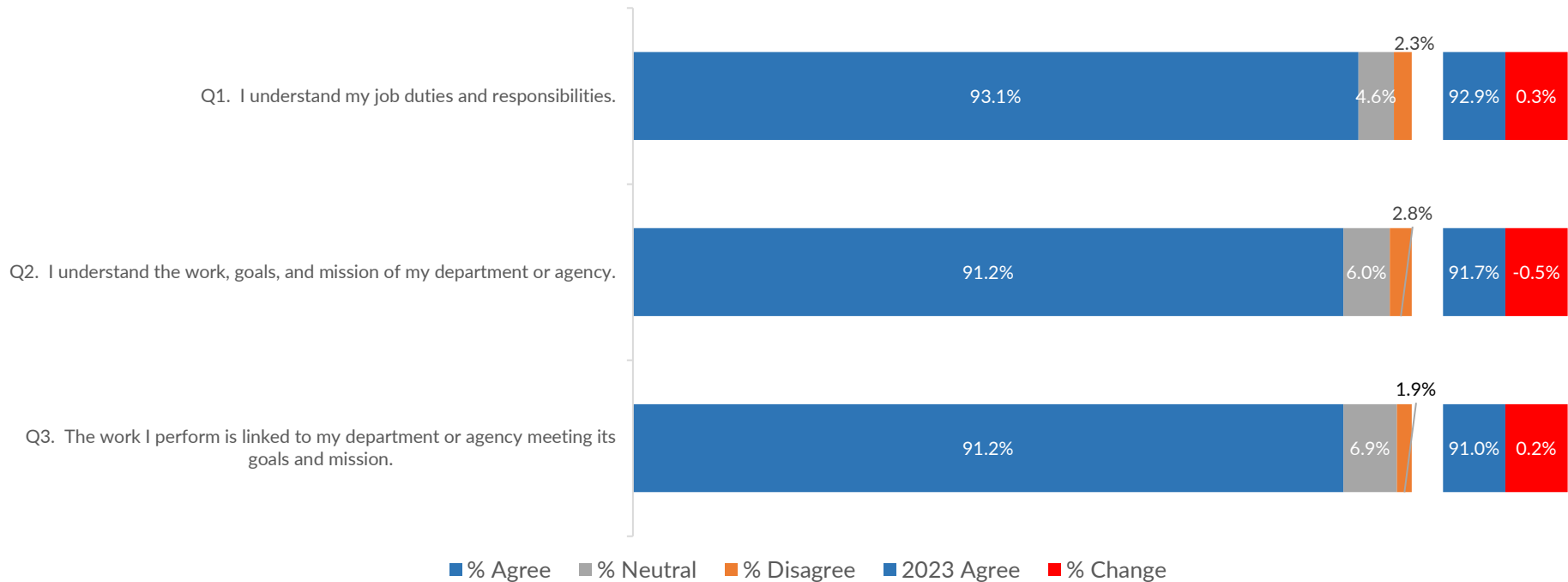
¹ Based on respondents identifying as classified or exempt employees.
Employee Engagement Survey Results - 2024

Employee Engagement Survey Items: Summary of Key Findings

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

Table 1 displays percent agreement for all respondents² to survey statements related to alignment. The table also shows the percent agreement for the same question in the 2023 survey and a percent change from 2023 to 2024 in agreement. Table 2 displays the percentage agreement for respondents by department to survey statements for alignment. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal.

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



² Based on respondents identifying as classified or exempt employees.

Table 2 Alignment by Department

Department	Q1 % Agree	Q2 % Agree	Q3 % Agree	Alignment Score % Agree
Agency of Administration	96.8%	96.8%	93.3%	95.6%
Agency of Human Services	90.0%	92.9%	94.0%	92.3%
Agency of Natural Resources	96.6%	96.6%	98.3%	97.1%
Agriculture, Food and Markets, Agency	94.1%	94.9%	94.9%	94.6%
Attorney General	98.5%	97.0%	97.0%	97.5%
Auditor of Accounts	92.3%	92.3%	92.3%	92.3%
Buildings and General Services	92.2%	87.2%	87.2%	88.9%
Children & Families	94.6%	95.4%	94.2%	94.7%
Commerce & Community Development, Agency	89.5%	89.3%	92.1%	90.3%
Corrections	93.2%	83.2%	79.9%	85.4%
Criminal Justice Council	100.0%	88.9%	88.9%	92.6%
DAIL	94.8%	98.6%	97.6%	97.0%
Defender General	100.0%	94.1%	100.0%	98.0%
Digital Services, Agency	87.8%	84.9%	84.1%	85.6%
Education	88.2%	67.6%	71.6%	75.8%
Enhanced 911 Board	100.0%	100.0%	100.0%	100.0%
Environmental Conservation	91.8%	91.8%	91.4%	91.7%
Finance & Management	91.4%	91.4%	97.1%	93.3%
Financial Regulation	98.4%	96.8%	96.8%	97.3%
Fish & Wildlife	98.2%	94.5%	92.7%	95.1%
Forests, Parks & Recreation	88.7%	86.6%	90.7%	88.7%
Governor's Office	100.0%	100.0%	100.0%	100.0%
Green Mountain Care Board	83.3%	91.7%	83.3%	86.1%
Health	91.2%	94.6%	94.2%	93.3%
Human Resources	93.6%	87.2%	91.0%	90.6%
Labor	94.4%	91.8%	92.3%	92.8%
Libraries	100.0%	81.3%	100.0%	93.8%
Liquor & Lottery	95.0%	83.3%	91.7%	90.0%
Mental Health	96.3%	93.5%	95.3%	95.0%
Military	87.9%	86.4%	86.4%	86.9%
Motor Vehicles	88.0%	83.0%	88.0%	86.3%
Natural Resources Board	93.8%	93.8%	100.0%	95.8%
Other	89.4%	86.2%	88.2%	87.9%
Public Safety	93.0%	86.0%	90.6%	89.9%
Public Service Department	94.7%	92.1%	86.8%	91.2%
Public Utility Commission	93.3%	80.0%	93.3%	88.9%
Secretary of State	100.0%	100.0%	98.2%	99.4%
State Treasurer	100.0%	100.0%	100.0%	100.0%
Taxes	96.6%	94.9%	98.3%	96.6%
Transportation (not DMV)	95.2%	92.1%	90.1%	92.5%
Vermont Health Access	96.3%	98.4%	99.6%	98.1%
Vermont Veterans Home	93.1%	100.0%	93.1%	95.4%
Total	93.1%	91.2%	91.2%	91.8%

Heat Map
GT/= 80%

Q1. I understand my job duties and responsibilities.

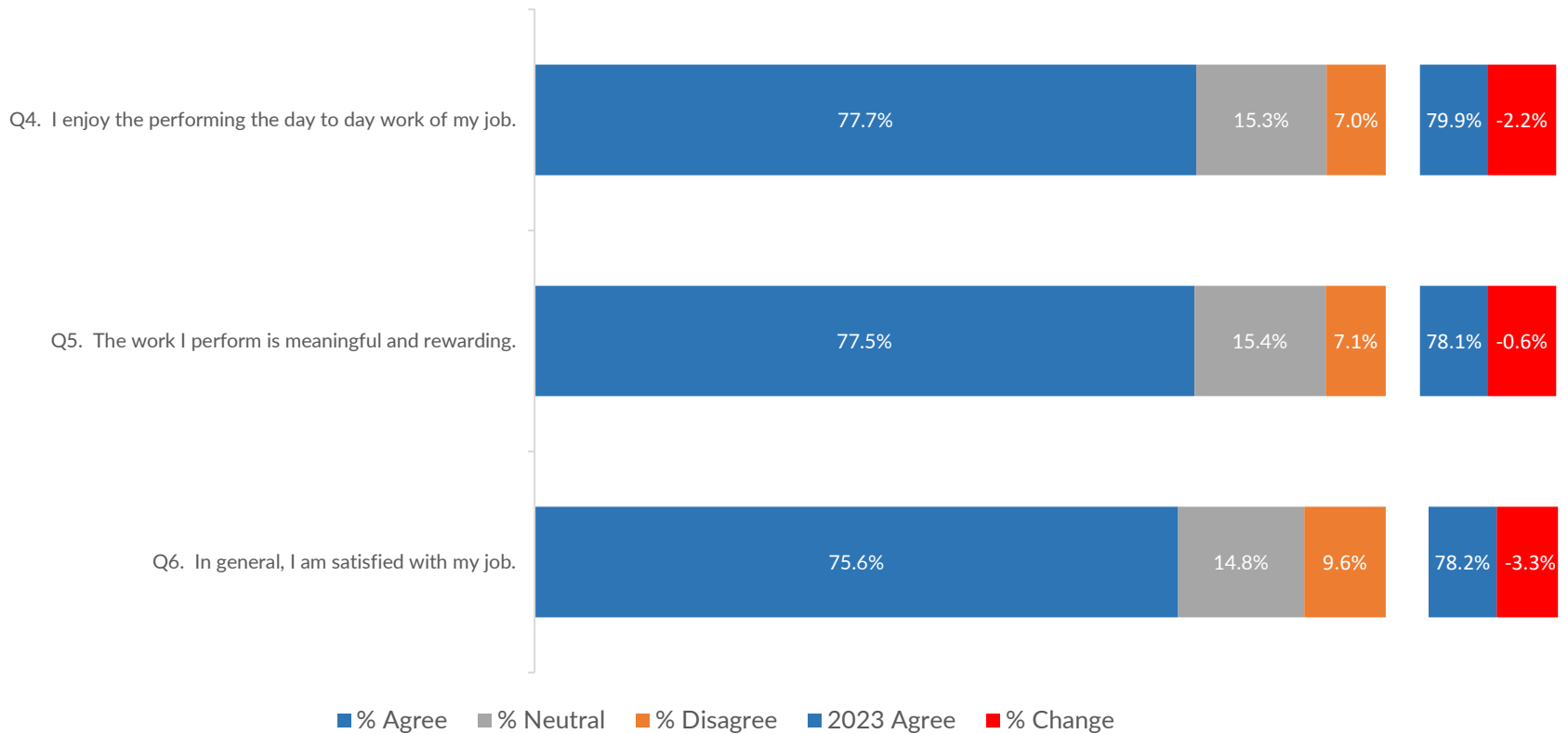
Q2. I understand the work, goals, and mission of my department or agency.

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

Satisfaction – Work and Employer

Table 3 displays percent agreement for all respondents³ to survey statements related to satisfaction. The table also shows the percent agreement for the same question in the 2023 survey and a percent change from 2023 to 2024 in agreement. Table 4 displays the percentage agreement for respondents by department to survey statements for satisfaction. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal.

Table 3 Satisfaction – Work and Employer



³ Based on respondents identifying as classified or exempt employees.

Table 4 Satisfaction by Department

Department	Q4	Q5	Q6	Satisfaction Score
	% Agree	% Agree	% Agree	% Agree
Agency of Administration	96.8%	90.3%	93.5%	93.5%
Agency of Human Services	82.0%	84.0%	78.0%	81.3%
Agency of Natural Resources	77.6%	77.6%	81.0%	78.7%
Agriculture, Food and Markets, Agency	84.7%	87.3%	91.5%	87.9%
Attorney General	85.1%	86.6%	85.1%	85.6%
Auditor of Accounts	92.3%	84.6%	84.6%	87.2%
Buildings and General Services	81.7%	77.8%	78.9%	79.4%
Children & Families	76.7%	79.2%	71.0%	75.6%
Commerce & Community Development, Agency	84.2%	84.2%	73.7%	80.7%
Corrections	65.5%	55.6%	62.2%	61.1%
Criminal Justice Council	77.8%	88.9%	77.8%	81.5%
DAIL	88.3%	93.0%	88.2%	89.8%
Defender General	82.4%	88.2%	76.5%	82.4%
Digital Services, Agency	71.3%	69.7%	66.7%	69.2%
Education	67.6%	69.6%	63.7%	67.0%
Enhanced 911 Board	88.9%	88.9%	88.9%	88.9%
Environmental Conservation	70.3%	76.0%	72.4%	72.9%
Finance & Management	85.7%	85.7%	85.7%	85.7%
Financial Regulation	93.5%	88.7%	91.9%	91.4%
Fish & Wildlife	84.4%	85.3%	80.7%	83.5%
Forests, Parks & Recreation	73.2%	78.4%	72.2%	74.6%
Governor's Office	100.0%	100.0%	100.0%	100.0%
Green Mountain Care Board	66.7%	75.0%	58.3%	66.7%
Health	78.9%	83.2%	79.8%	80.6%
Human Resources	84.4%	73.1%	79.5%	79.0%
Labor	79.0%	78.5%	74.5%	77.3%
Libraries	81.3%	87.5%	81.3%	83.3%
Liquor & Lottery	71.7%	73.3%	71.2%	72.1%
Mental Health	88.9%	82.4%	84.0%	85.1%
Military	77.3%	75.8%	81.8%	78.3%
Motor Vehicles	65.0%	57.0%	58.0%	60.0%
Natural Resources Board	68.8%	56.3%	62.5%	62.5%
Other	66.0%	68.1%	69.1%	67.7%
Public Safety	75.2%	79.1%	69.5%	74.6%
Public Service Department	76.3%	78.9%	73.7%	76.3%
Public Utility Commission	86.7%	80.0%	80.0%	82.2%
Secretary of State	90.7%	88.9%	87.0%	88.9%
State Treasurer	94.4%	100.0%	94.4%	96.3%
Taxes	86.2%	84.5%	80.9%	83.9%
Transportation (not DMV)	79.0%	74.0%	76.5%	76.5%
Vermont Health Access	79.2%	86.6%	85.0%	83.6%
Vermont Veterans Home	89.7%	86.2%	86.2%	87.4%
Total	77.7%	77.5%	75.6%	76.9%

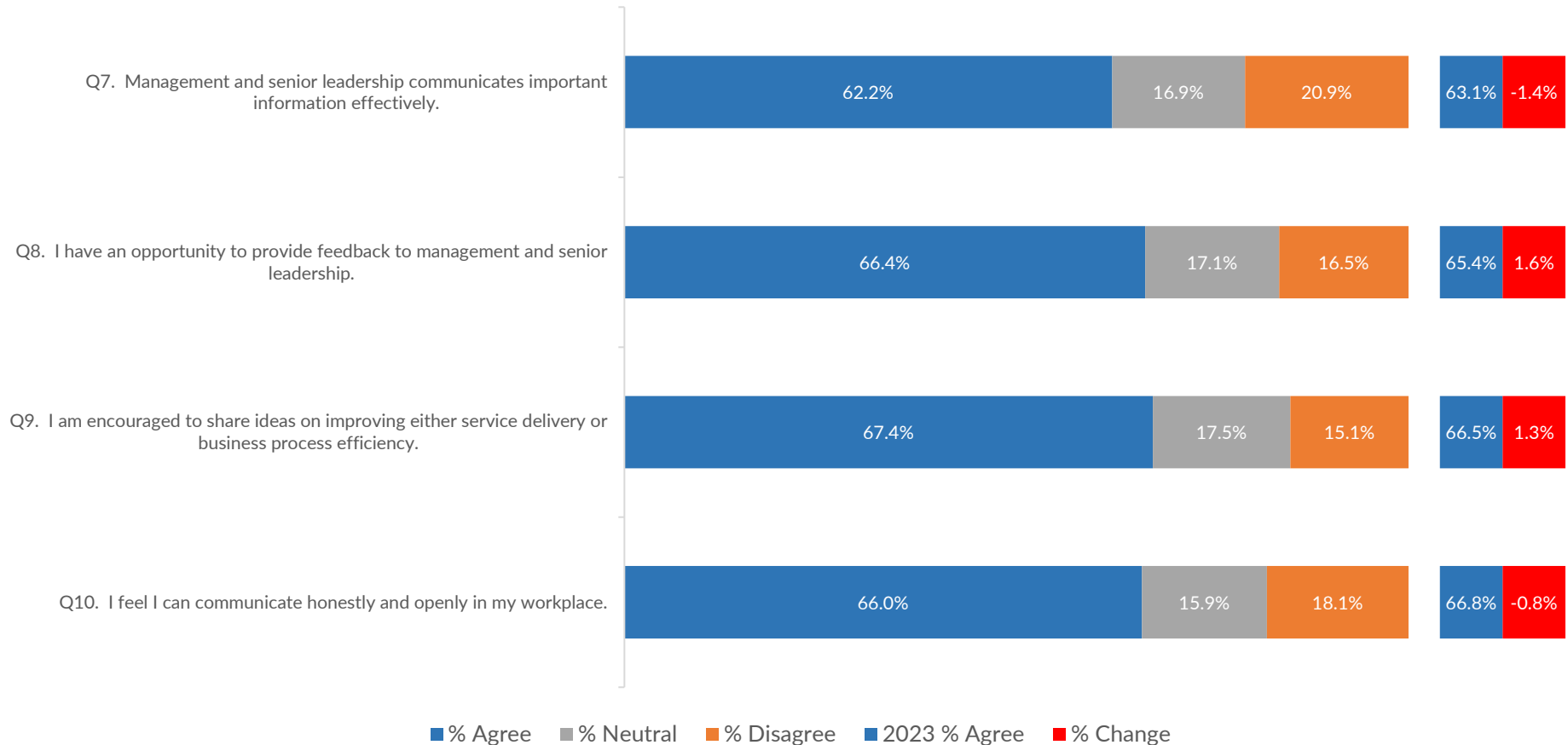
Heat Map
GT/= 80%

- Q4. I enjoy performing the day-to-day work of my job.
- Q5. The work I perform is meaningful and rewarding.
- Q6. In general, I am satisfied with my job.

Communication - Value Employee Voices, Ideas, Opinions

Table 5 displays percent agreement for all respondents⁴ to survey statements related to communication. The table also shows the percent agreement for the same question in the 2023 survey and a percent change from 2023 to 2024 in agreement. Table 6 displays the percentage agreement for respondents by department to survey statements for communication. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal.

Table 5 Communication - Value Employee Voices, Ideas, Opinions



⁴ Based on respondents identifying as classified or exempt employees.

Table 6 Communication by Department

Department	Q7	Q8	Q9	Q10	Communication Score
	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	74.2%	87.1%	83.9%	80.6%	81.5%
Agency of Human Services	70.7%	70.0%	73.0%	66.7%	70.1%
Agency of Natural Resources	69.0%	77.6%	77.6%	77.6%	75.4%
Agriculture, Food and Markets, Agency	78.8%	77.1%	85.6%	85.6%	81.8%
Attorney General	76.1%	74.6%	76.1%	79.1%	76.5%
Auditor of Accounts	69.2%	76.9%	61.5%	69.2%	69.2%
Buildings and General Services	58.3%	68.9%	65.6%	64.4%	64.3%
Children & Families	59.8%	64.5%	65.7%	60.3%	62.6%
Commerce & Community Development, Agency	68.4%	72.4%	63.2%	69.7%	68.4%
Corrections	44.5%	48.5%	43.8%	45.5%	45.6%
Criminal Justice Council	66.7%	88.9%	88.9%	88.9%	83.3%
DAIL	77.9%	78.4%	81.7%	72.6%	77.7%
Defender General	64.7%	52.9%	64.7%	52.9%	58.8%
Digital Services, Agency	57.1%	70.2%	71.4%	72.2%	67.8%
Education	43.1%	52.9%	52.0%	52.0%	50.0%
Enhanced 911 Board	100.0%	100.0%	100.0%	100.0%	100.0%
Environmental Conservation	53.5%	58.4%	60.4%	66.1%	59.6%
Finance & Management	88.6%	88.6%	85.7%	77.1%	85.0%
Financial Regulation	78.7%	79.0%	88.7%	80.3%	81.7%
Fish & Wildlife	50.5%	65.1%	60.6%	65.1%	60.3%
Forests, Parks & Recreation	59.8%	68.0%	77.3%	77.3%	70.6%
Governor's Office	85.7%	85.7%	85.7%	85.7%	85.7%
Green Mountain Care Board	33.3%	66.7%	66.7%	66.7%	58.3%
Health	70.0%	68.5%	70.6%	68.3%	69.3%
Human Resources	61.5%	70.5%	69.2%	64.1%	66.3%
Labor	70.3%	73.5%	68.7%	71.9%	71.1%
Libraries	68.8%	68.8%	62.5%	62.5%	65.6%
Liquor & Lottery	70.0%	71.7%	68.3%	70.0%	70.0%
Mental Health	63.6%	66.7%	66.4%	64.8%	65.3%
Military	45.5%	56.1%	56.1%	63.6%	55.3%
Motor Vehicles	37.0%	49.0%	48.0%	51.0%	46.3%
Natural Resources Board	50.0%	50.0%	62.5%	62.5%	56.3%
Other	60.6%	66.0%	67.0%	63.4%	64.3%
Public Safety	59.4%	60.5%	56.6%	61.4%	59.5%
Public Service Department	76.3%	78.9%	81.6%	81.6%	79.6%
Public Utility Commission	53.3%	86.7%	73.3%	93.3%	76.7%
Secretary of State	76.4%	76.4%	81.8%	80.0%	78.6%
State Treasurer	66.7%	72.2%	77.8%	77.8%	73.6%
Taxes	82.1%	79.5%	82.9%	81.0%	81.4%
Transportation (not DMV)	55.0%	59.5%	65.5%	65.7%	61.4%
Vermont Health Access	83.7%	81.7%	84.1%	73.2%	80.7%
Vermont Veterans Home	58.6%	72.4%	65.5%	62.1%	64.7%
Total	62.2%	66.4%	67.4%	66.0%	65.5%

Heat Map
GT/= 80%

Q7. Management and senior leadership* communicate important information effectively.

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

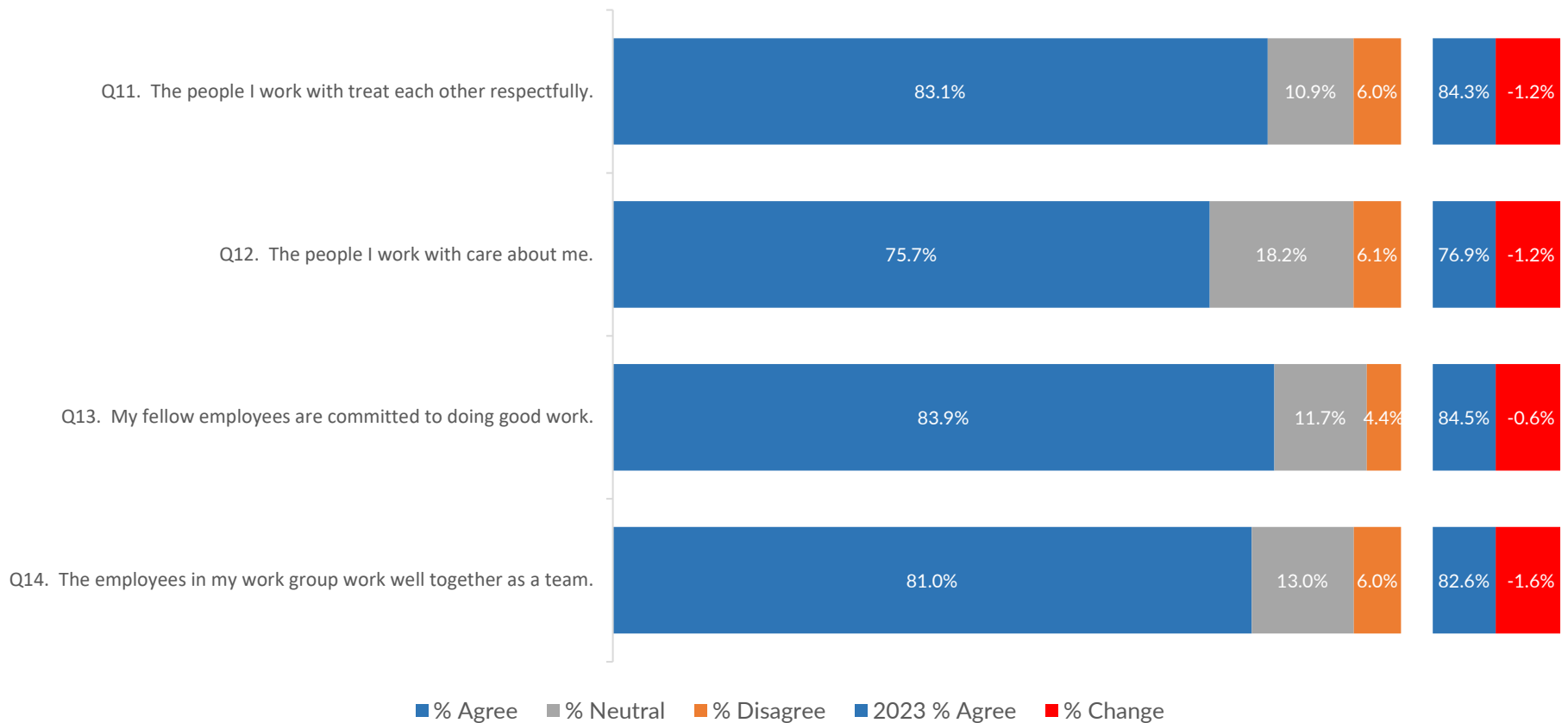
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.

Q10. I feel I can communicate honestly and openly in my workplace.

Peers - Positive Relationships in the Workplace

Table 7 displays percent agreement for all respondents⁵ to survey statements related to peers. The table also shows the percent agreement for the same question in the 2023 survey and a percent change from 2023 to 2024 in agreement. Table 8 displays the percentage agreement for respondents by department to survey statements for peers. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal.

Table 7 Peers - Positive Relationships in the Workplace



⁵ Based on respondents identifying as classified or exempt employees.

Table 8 Peers - Positive Relationships in the Workplace by Department

Department	Q11 % Agree	Q12 % Agree	Q13 % Agree	Q14 % Agree	Peers Score % Agree
Agency of Administration	87.1%	77.4%	90.3%	87.1%	85.5%
Agency of Human Services	87.9%	80.0%	91.0%	87.0%	86.5%
Agency of Natural Resources	84.5%	74.1%	93.1%	87.9%	84.9%
Agriculture, Food and Markets, Agency	92.4%	84.7%	93.2%	89.7%	90.0%
Attorney General	92.5%	85.1%	95.5%	86.6%	89.9%
Auditor of Accounts	100.0%	90.9%	100.0%	100.0%	97.7%
Buildings and General Services	75.6%	70.0%	79.4%	78.9%	76.0%
Children & Families	84.7%	77.6%	85.5%	79.8%	81.9%
Commerce & Community Development, Agency	81.6%	82.9%	93.4%	78.9%	84.2%
Corrections	67.1%	60.8%	62.7%	71.4%	65.5%
Criminal Justice Council	88.9%	77.8%	88.9%	88.9%	86.1%
DAIL	89.7%	83.6%	93.9%	87.8%	88.7%
Defender General	70.6%	94.1%	88.2%	88.2%	85.3%
Digital Services, Agency	87.3%	78.8%	84.9%	82.9%	83.5%
Education	81.4%	73.5%	89.2%	73.5%	79.4%
Enhanced 911 Board	100.0%	62.5%	88.9%	100.0%	87.8%
Environmental Conservation	88.6%	80.8%	88.5%	79.6%	84.4%
Finance & Management	91.4%	88.6%	88.6%	91.4%	90.0%
Financial Regulation	88.7%	82.3%	93.5%	85.5%	87.5%
Fish & Wildlife	91.7%	85.3%	93.6%	88.1%	89.7%
Forests, Parks & Recreation	85.6%	81.3%	87.6%	78.4%	83.2%
Governor's Office	100.0%	85.7%	100.0%	100.0%	96.4%
Green Mountain Care Board	83.3%	75.0%	100.0%	83.3%	85.4%
Health	90.6%	83.2%	93.2%	85.6%	88.2%
Human Resources	80.8%	78.2%	85.9%	87.2%	83.0%
Labor	87.2%	75.0%	83.1%	82.7%	82.0%
Libraries	93.8%	81.3%	100.0%	93.8%	92.2%
Liquor & Lottery	80.0%	70.0%	76.7%	76.7%	75.8%
Mental Health	70.4%	71.3%	79.6%	78.7%	75.0%
Military	69.7%	65.2%	69.7%	66.7%	67.8%
Motor Vehicles	68.0%	57.0%	69.0%	72.0%	66.5%
Natural Resources Board	87.5%	81.3%	87.5%	75.0%	82.8%
Other	73.4%	70.2%	81.9%	79.8%	76.3%
Public Safety	86.0%	72.1%	78.3%	78.3%	78.7%
Public Service Department	84.2%	84.2%	86.8%	81.1%	84.1%
Public Utility Commission	93.3%	73.3%	93.3%	86.7%	86.7%
Secretary of State	87.3%	81.8%	89.1%	92.7%	87.7%
State Treasurer	88.9%	83.3%	83.3%	77.8%	83.3%
Taxes	85.5%	79.5%	91.5%	85.5%	85.5%
Transportation (not DMV)	82.9%	70.7%	75.7%	78.7%	77.0%
Vermont Health Access	89.0%	82.5%	89.4%	87.0%	87.0%
Vermont Veterans Home	48.3%	48.3%	75.9%	62.1%	58.6%
Total	83.1%	75.7%	83.9%	81.0%	80.9%

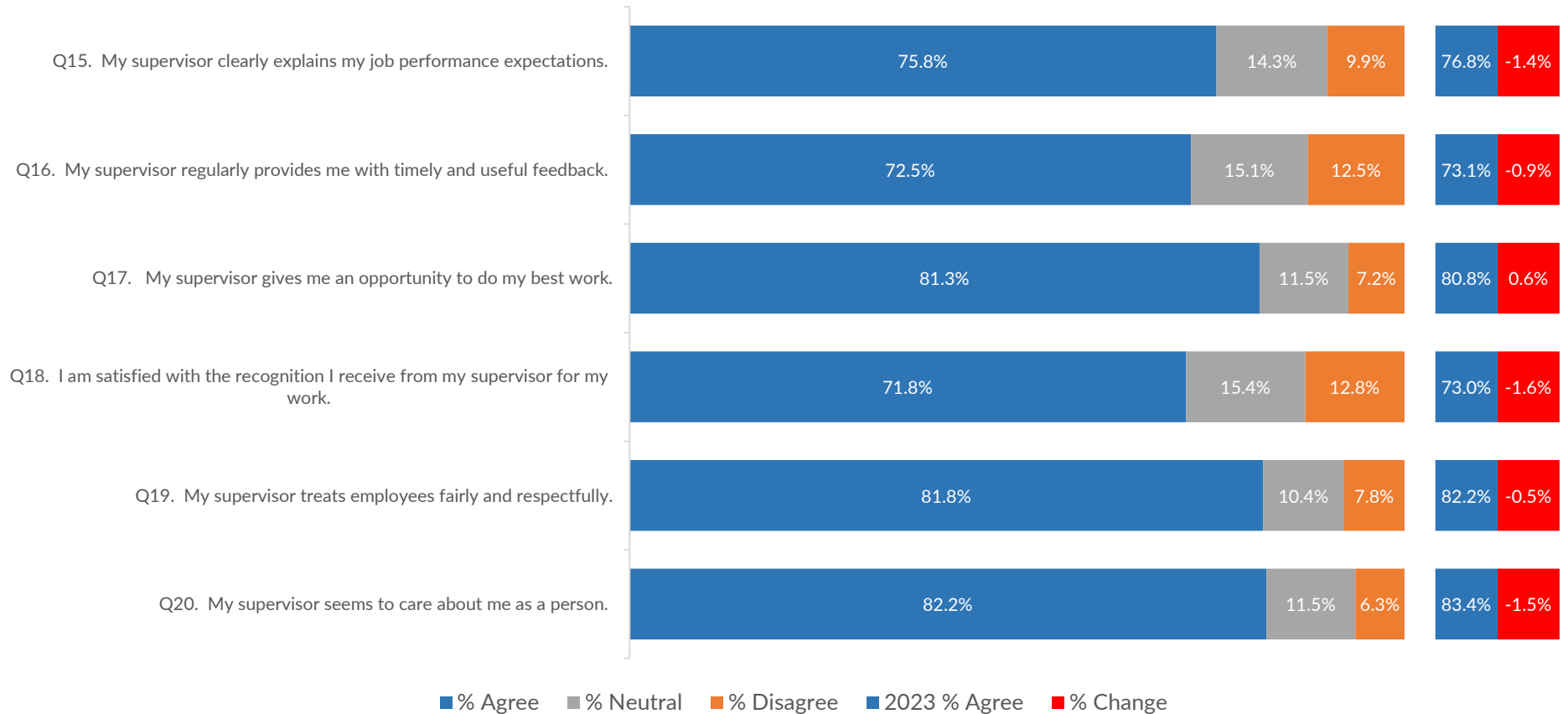
Heat Map
GT/= 80%

- Q11. The people I work with treat each other respectfully.
- Q12. The people I work with care about me.
- Q13. My fellow employees are committed to doing good work.
- Q14. The employees in my work group work well together as a team.

Supervisor - Support, Recognition and Feedback

Table 9 displays percent agreement for all respondents⁶ to survey statements related to supervisor. The table also shows the percent agreement for the same question in the 2023 survey and a percent change from 2023 to 2024 in agreement. Table 10 displays the percentage agreement for respondents by department to survey statements for supervisor. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal.

Table 9 Supervisor - Support, Recognition and Feedback



⁶ Based on respondents identifying as classified or exempt employees.

Table 10 Supervisor by Department

Department	Q15 % Agree	Q16 % Agree	Q17 % Agree	Q18 % Agree	Q19 % Agree	Q20 % Agree	Supervisor Score % Agree
Agency of Administration	93.5%	90.3%	96.8%	83.9%	93.5%	80.6%	89.8%
Agency of Human Services	75.0%	75.0%	79.0%	72.0%	83.0%	88.0%	78.7%
Agency of Natural Resources Agriculture, Food and Markets, Agency	75.9%	70.7%	84.5%	82.8%	93.1%	89.7%	82.8%
Attorney General	83.9%	79.7%	92.4%	91.5%	94.9%	93.2%	89.3%
Auditor of Accounts	76.1%	80.6%	88.1%	82.1%	87.9%	89.6%	84.0%
Buildings and General Services	84.6%	69.2%	84.6%	76.9%	84.6%	72.7%	78.8%
Children & Families	74.4%	67.8%	79.4%	67.8%	80.0%	80.4%	75.0%
Commerce & Com. Dev. Agency	75.5%	73.6%	81.9%	69.7%	81.9%	84.4%	77.8%
Corrections	69.7%	64.5%	78.9%	73.7%	81.6%	86.8%	75.9%
Criminal Justice Council	71.5%	63.8%	71.5%	56.4%	68.6%	69.6%	66.9%
DAIL	66.7%	66.7%	66.7%	44.4%	55.6%	55.6%	59.3%
Defender General	78.4%	76.5%	88.7%	79.7%	85.4%	84.5%	82.2%
Digital Services, Agency	70.6%	58.8%	82.4%	58.8%	70.6%	70.6%	68.6%
Education	72.2%	73.0%	84.5%	75.5%	88.5%	85.7%	79.9%
Enhanced 911 Board	63.4%	61.4%	73.3%	61.4%	76.2%	77.2%	68.8%
Environmental Conservation	88.9%	88.9%	100.0%	100.0%	100.0%	100.0%	96.3%
Finance & Management	73.5%	73.5%	77.6%	75.5%	84.5%	88.2%	78.8%
Financial Regulation	91.4%	85.7%	91.4%	82.9%	94.3%	94.3%	90.0%
Fish & Wildlife	85.5%	82.3%	90.3%	82.3%	83.9%	88.7%	85.5%
Forests, Parks & Recreation	81.7%	61.5%	87.0%	69.7%	85.3%	83.5%	78.1%
Governor's Office	76.3%	70.1%	84.4%	77.3%	84.5%	86.6%	79.9%
Green Mountain Care Board	71.4%	71.4%	85.7%	71.4%	85.7%	85.7%	78.6%
Health	66.7%	58.3%	75.0%	66.7%	91.7%	83.3%	73.6%
Human Resources	78.5%	76.7%	85.2%	77.1%	86.3%	88.1%	82.0%
Labor	71.4%	76.9%	76.9%	71.8%	83.3%	84.4%	77.5%
Libraries	75.5%	73.0%	83.2%	69.4%	82.7%	82.7%	77.7%
Liquor & Lottery	93.8%	87.5%	81.3%	75.0%	93.8%	87.5%	86.5%
Mental Health	80.0%	76.7%	76.7%	73.3%	80.0%	78.3%	77.5%
Military	74.1%	78.7%	82.4%	75.9%	84.1%	79.6%	79.1%
Motor Vehicles	57.6%	45.5%	74.2%	45.5%	68.2%	69.2%	60.0%
Natural Resources Board	60.0%	60.0%	63.0%	57.0%	68.0%	64.0%	62.0%
Other	68.8%	75.0%	87.5%	75.0%	75.0%	81.3%	77.1%
Public Safety	75.5%	68.1%	74.5%	62.8%	74.5%	74.5%	71.6%
Public Service Department	69.8%	61.2%	77.5%	68.2%	74.4%	73.6%	70.8%
Public Utility Commission	81.6%	71.1%	78.9%	78.9%	84.2%	86.8%	80.3%
Secretary of State	71.4%	64.3%	78.6%	71.4%	92.9%	78.6%	76.2%
State Treasurer	89.1%	87.3%	87.3%	83.6%	94.5%	94.5%	89.4%
Taxes	77.8%	72.2%	94.4%	83.3%	94.4%	88.9%	85.2%
Transportation (not DMV)	82.9%	79.5%	88.9%	75.2%	81.2%	86.2%	82.3%
Vermont Health Access	76.1%	72.9%	79.5%	70.4%	79.6%	78.3%	76.1%
Vermont Veterans Home	86.5%	82.4%	89.8%	80.3%	88.5%	89.8%	86.2%
Total	72.4%	69.0%	69.0%	71.4%	62.1%	69.0%	68.8%

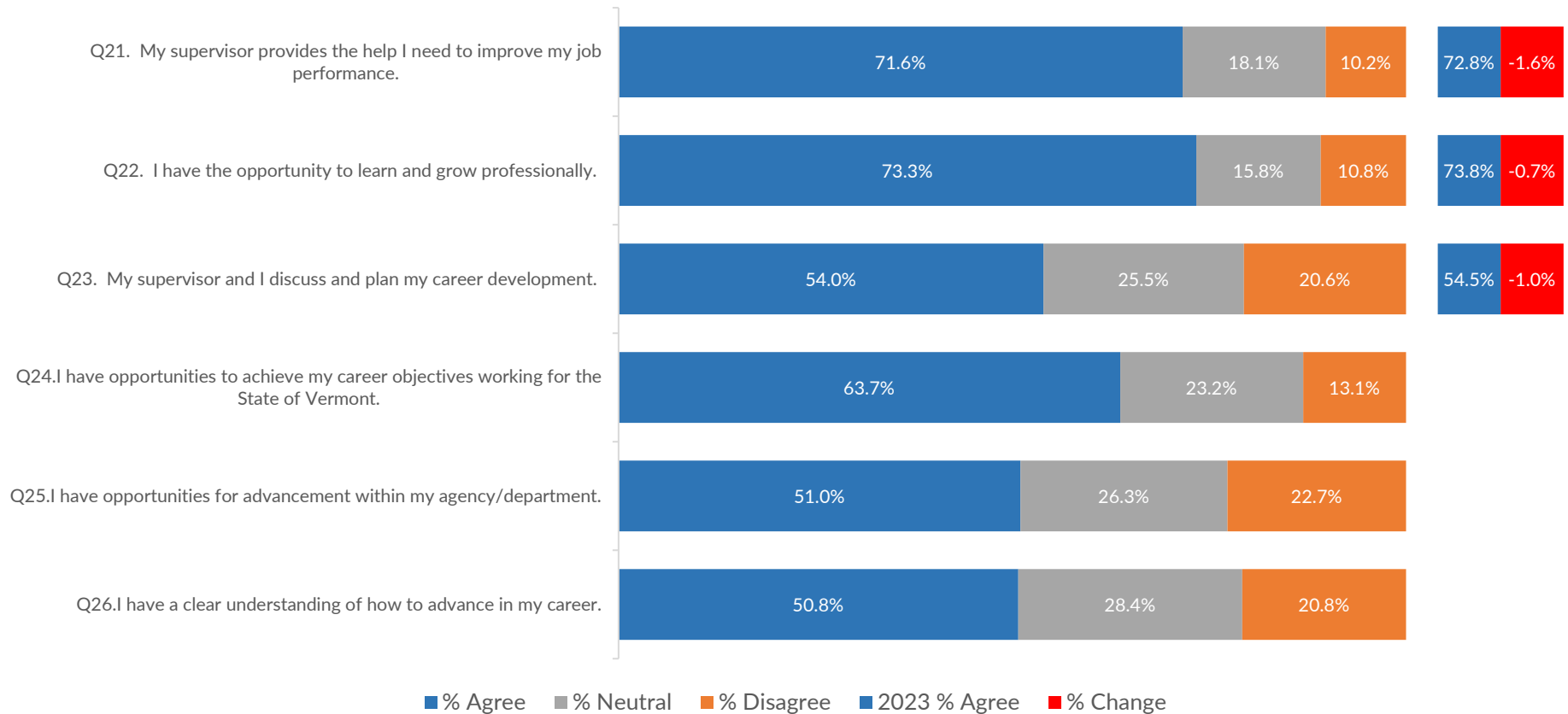
Heat Map
GT/= 80%

- Q15. My supervisor clearly explains my job performance expectations.
- Q16. My supervisor regularly provides me with timely and useful feedback.
- Q17. My supervisor gives me an opportunity to do my best work.
- Q18. I am satisfied with the recognition I receive from my supervisor for my work.
- Q19. My supervisor treats employees fairly and respectfully.
- Q20. My supervisor seems to care about me as a person.

Growth – Personal Growth and Development

Table 11 displays percent agreement for all respondents⁷ to survey statements related to growth. The table also shows the percent agreement for the same question in the 2023 survey and a percent change from 2023 to 2024 in agreement. Table 12 displays the percentage agreement for respondents by department to survey statements for growth. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal. (NOTE: questions 24 through 26 are new to the survey this year).

Table 11 Growth – Personal Growth and Development



⁷ Based on respondents identifying as classified or exempt employees.

Table 12 Growth by Department

Department	Q21 % Agree	Q22 % Agree	Q23 % Agree	Q24 % Agree	Q25 % Agree	Q26 % Agree	Growth Score % Agree
Agency of Administration	87.1%	93.5%	54.8%	87.1%	54.8%	51.6%	71.5%
Agency of Human Services	69.0%	76.8%	53.1%	68.0%	49.0%	41.4%	59.5%
Agency of Natural Resources	75.9%	81.0%	43.1%	60.3%	43.1%	32.8%	56.0%
Agriculture, Food and Markets, Agency	88.1%	83.9%	57.6%	69.5%	54.2%	50.4%	67.3%
Attorney General	79.1%	74.6%	50.7%	62.1%	41.8%	43.3%	58.6%
Auditor of Accounts	69.2%	76.9%	50.0%	76.9%	25.0%	25.0%	53.8%
Buildings and General Services	73.3%	68.9%	48.6%	60.0%	49.4%	50.8%	58.5%
Children & Families	71.5%	71.0%	50.5%	58.5%	51.7%	51.1%	59.1%
Commerce & Community Development, Agency	64.5%	71.1%	43.4%	60.5%	34.2%	34.2%	51.3%
Corrections	60.2%	64.9%	47.4%	55.6%	56.2%	58.1%	57.1%
Criminal Justice Council	66.7%	66.7%	44.4%	55.6%	44.4%	33.3%	51.9%
DAIL	76.5%	81.7%	60.1%	76.9%	56.3%	57.3%	68.1%
Defender General	58.8%	70.6%	11.8%	70.6%	17.6%	41.2%	45.1%
Digital Services, Agency	71.0%	69.8%	57.6%	60.4%	53.9%	46.5%	59.9%
Education	63.7%	63.7%	43.1%	51.0%	38.2%	36.3%	49.3%
Enhanced 911 Board	100.0%	100.0%	44.4%	88.9%	44.4%	77.8%	75.9%
Environmental Conservation	69.0%	68.2%	51.8%	58.8%	48.6%	47.1%	57.2%
Finance & Management	80.0%	85.7%	62.9%	77.1%	48.6%	57.1%	68.6%
Financial Regulation	87.1%	91.9%	71.0%	87.1%	77.4%	74.2%	81.5%
Fish & Wildlife	67.0%	76.1%	44.0%	63.3%	42.2%	46.8%	56.6%
Forests, Parks & Recreation	72.2%	74.2%	54.6%	61.9%	42.3%	39.2%	57.4%
Governor's Office	71.4%	100.0%	71.4%	71.4%	57.1%	57.1%	71.4%
Green Mountain Care Board	72.7%	90.9%	54.5%	81.8%	54.5%	45.5%	66.7%
Health	74.4%	77.8%	57.4%	64.6%	46.3%	43.7%	60.7%
Human Resources	73.1%	66.7%	52.6%	63.6%	43.6%	47.4%	57.8%
Labor	70.3%	73.5%	48.7%	61.7%	45.4%	50.0%	58.3%
Libraries	75.0%	62.5%	50.0%	56.3%	31.3%	37.5%	52.1%
Liquor & Lottery	75.0%	71.7%	48.3%	59.3%	48.3%	55.0%	59.6%
Mental Health	71.3%	73.1%	50.9%	58.3%	50.0%	56.1%	60.0%
Military	54.5%	57.6%	36.9%	45.5%	30.3%	36.4%	43.5%
Motor Vehicles	60.0%	57.0%	40.4%	47.0%	40.0%	42.0%	47.7%
Natural Resources Board	62.5%	62.5%	25.0%	50.0%	12.5%	25.0%	39.6%
Other	64.9%	61.7%	47.9%	53.2%	43.6%	40.4%	52.0%
Public Safety	60.5%	66.7%	45.7%	57.4%	38.8%	41.1%	51.7%
Public Service Department	78.9%	76.3%	60.5%	65.8%	52.6%	47.4%	63.6%
Public Utility Commission	71.4%	64.3%	35.7%	64.3%	35.7%	35.7%	51.2%
Secretary of State	81.8%	90.9%	65.5%	78.2%	58.2%	58.2%	72.1%
State Treasurer	83.3%	94.4%	27.8%	72.2%	50.0%	61.1%	64.8%
Taxes	79.5%	76.9%	55.2%	70.1%	65.0%	54.7%	66.9%
Transportation (not DMV)	73.8%	76.9%	63.7%	71.8%	58.5%	61.4%	67.7%
Vermont Health Access	82.9%	82.9%	75.8%	78.4%	71.4%	63.4%	75.8%
Vermont Veterans Home	62.1%	69.0%	62.1%	62.1%	41.4%	55.2%	58.6%
Total	71.6%	73.3%	54.0%	63.7%	51.0%	50.8%	60.7%

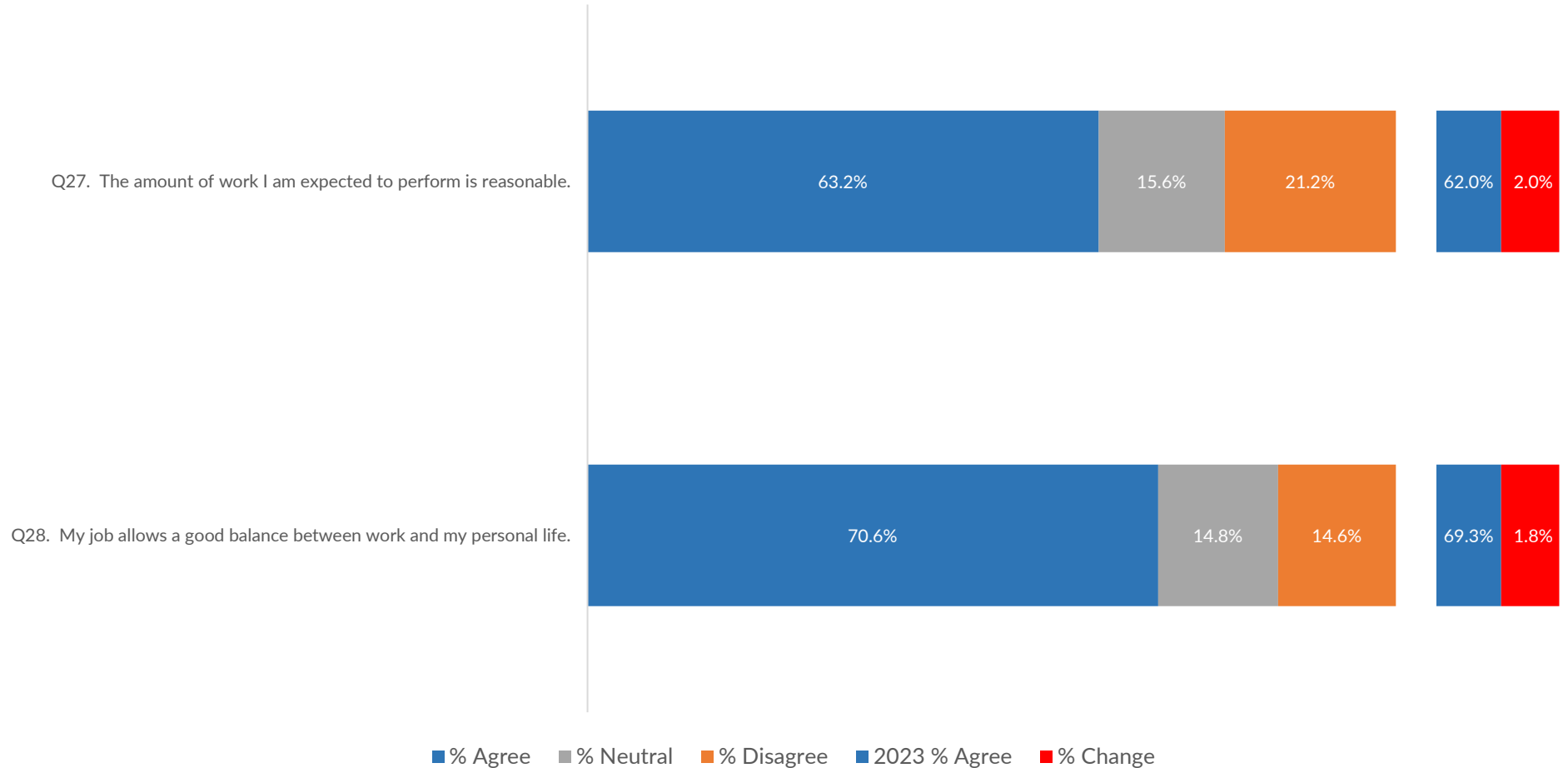
Heat Map
GT/= 80%

- Q21. My supervisor provides the help I need to improve my job performance.
- Q22. I have the opportunity to learn and grow professionally.
- Q23. My supervisor and I discuss and plan my career development.
- Q24. I have opportunities to achieve my career objectives working for the State of Vermont.
- Q25. I have opportunities for advancement within my agency/department.
- Q26. I have a clear understanding of how to advance in my career.

Balance - Work-Life Integration

Table 13 displays percent agreement for all respondents⁸ to survey statements related to balance. The table also shows the percent agreement for the same question in the 2023 survey and a percent change from 2023 to 2024 in agreement. Table 14 displays the percentage agreement for respondents by department to survey statements for balance. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal.

Table 13 Balance - Work-Life Integration



⁸ Based on respondents identifying as classified or exempt employees.

Table 14 Balance by Department

Department	Q27	Q28	Balance Score
	% Agree	% Agree	% Agree
Agency of Administration	67.7%	77.4%	72.6%
Agency of Human Services	67.0%	75.0%	71.0%
Agency of Natural Resources	56.9%	70.7%	63.8%
Agriculture, Food and Markets, Agency	78.0%	75.4%	76.7%
Attorney General	70.1%	80.6%	75.4%
Auditor of Accounts	92.3%	100.0%	96.2%
Buildings and General Services	68.9%	70.0%	69.4%
Children & Families	53.6%	63.4%	58.5%
Commerce & Community Development, Agency	57.9%	68.4%	63.2%
Corrections	51.2%	48.5%	49.9%
Criminal Justice Council	55.6%	77.8%	66.7%
DAIL	58.2%	69.0%	63.6%
Defender General	47.1%	58.8%	52.9%
Digital Services, Agency	61.6%	78.0%	69.8%
Education	54.5%	72.3%	63.4%
Enhanced 911 Board	77.8%	88.9%	83.3%
Environmental Conservation	43.7%	69.8%	56.7%
Finance & Management	80.0%	80.0%	80.0%
Financial Regulation	85.5%	95.2%	90.3%
Fish & Wildlife	45.9%	58.7%	52.3%
Forests, Parks & Recreation	35.1%	49.5%	42.3%
Governor's Office	100.0%	85.7%	92.9%
Green Mountain Care Board	36.4%	36.4%	36.4%
Health	66.6%	75.5%	71.0%
Human Resources	70.5%	84.6%	77.6%
Labor	74.5%	72.4%	73.5%
Libraries	68.8%	81.3%	75.0%
Liquor & Lottery	58.3%	68.3%	63.3%
Mental Health	75.9%	75.0%	75.5%
Military	77.3%	75.8%	76.5%
Motor Vehicles	56.0%	60.0%	58.0%
Natural Resources Board	75.0%	75.0%	75.0%
Other	60.6%	73.4%	67.0%
Public Safety	52.7%	55.8%	54.3%
Public Service Department	73.7%	81.6%	77.6%
Public Utility Commission	73.3%	73.3%	73.3%
Secretary of State	80.0%	89.1%	84.5%
State Treasurer	83.3%	94.4%	88.9%
Taxes	75.2%	81.2%	78.2%
Transportation (not DMV)	73.4%	76.2%	74.8%
Vermont Health Access	74.4%	84.6%	79.5%
Vermont Veterans Home	72.4%	71.4%	71.9%
Total	63.2%	70.6%	66.9%

Heat Map
GT/= 80%

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

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

Employee Engagement Results

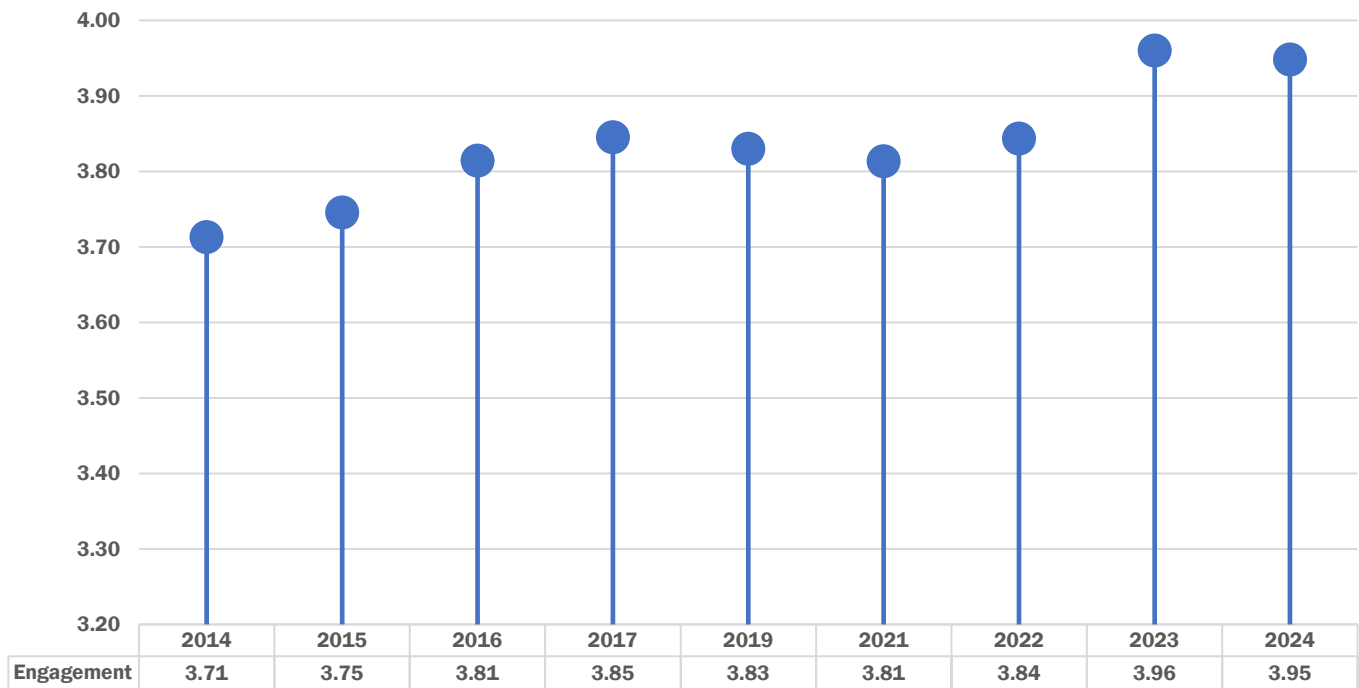
Overall employee engagement scores were calculated⁹. The score is the average of the seven components of engagement as outlined in the model illustrated in Table 16, which shows the components and the questions that make up each component.¹⁰

For 2024 the average employee engagement score was 3.95 out of a possible 5.0.

See Table 15 to compare employee engagement scores over time.



Table 15 Engagement Scores - 2014 to 2024
Engagement



⁹ Based on respondents identifying as classified or exempt employees..

¹⁰ Based on research reported in Vance, R.J. (2006) Employee Engagement and Commitment. Alexandria, VA: SHRM Foundation.

Table 16 Employee Engagement Model

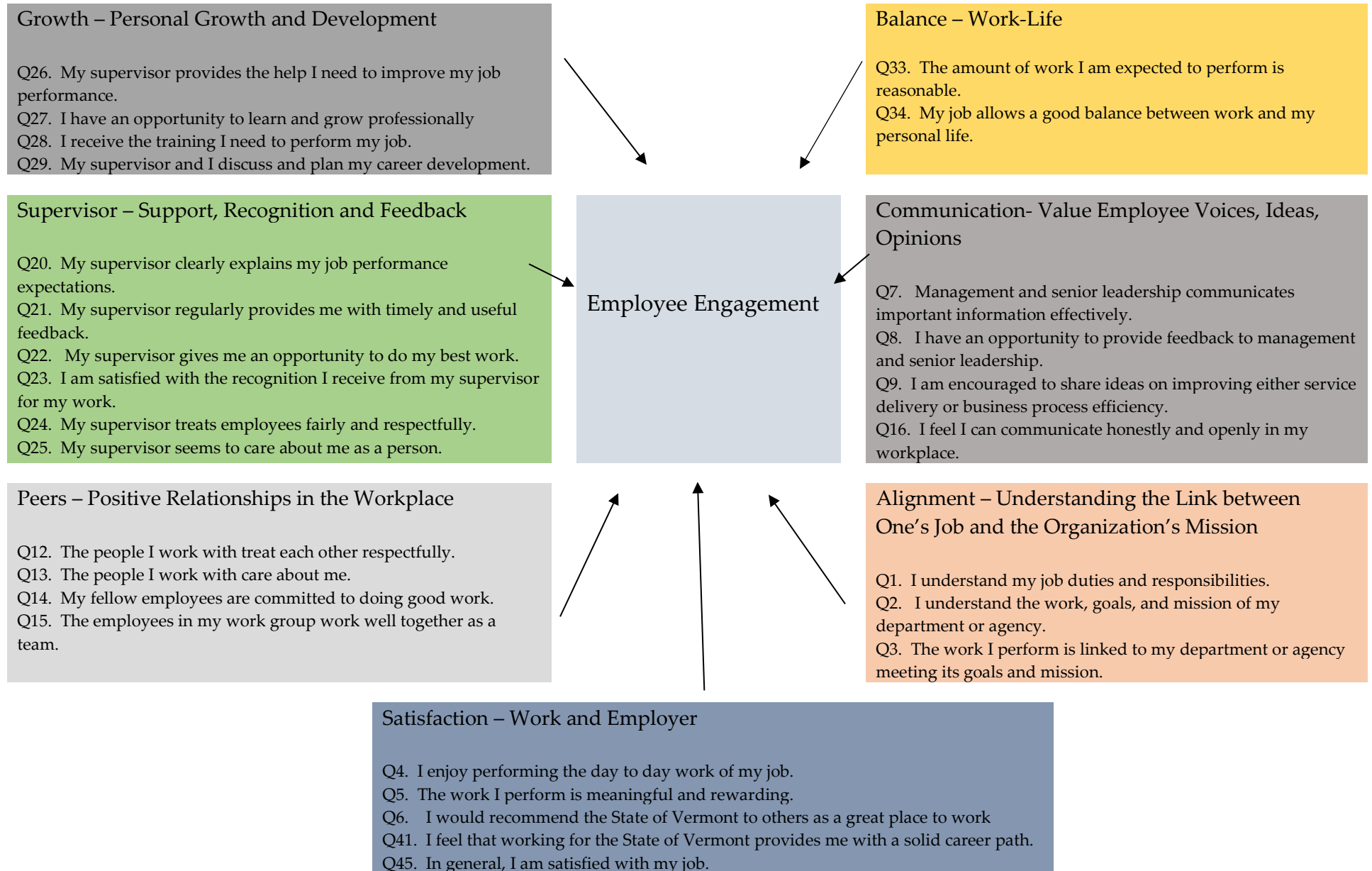


Table 17 Components of Employee Engagement – 2024 Averages

Components of Employee Engagement - 2024 Averages

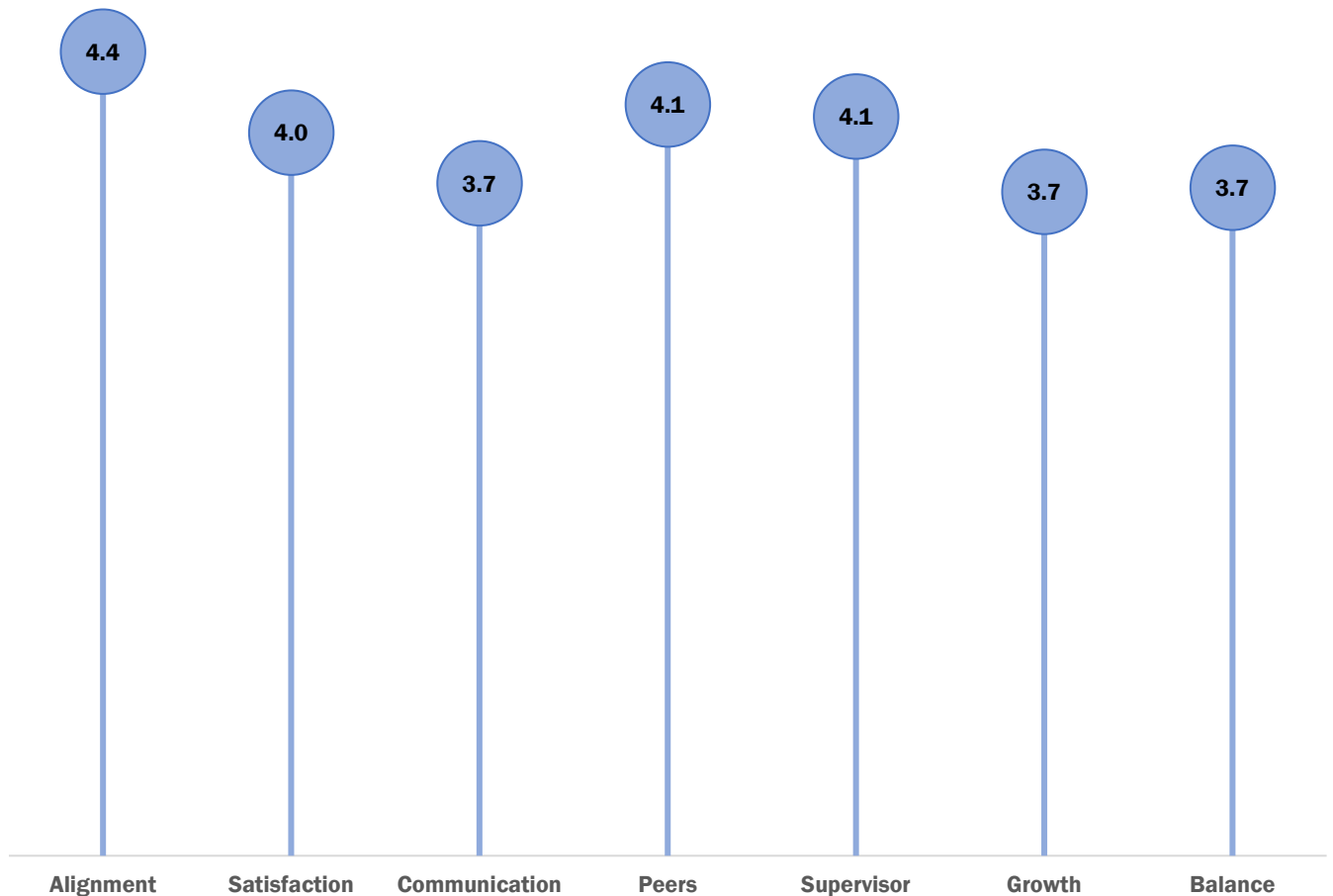


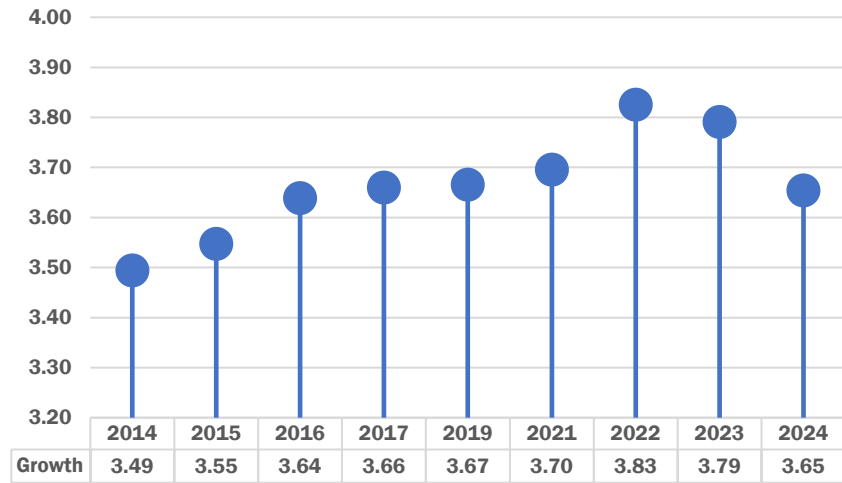
Table 17 shows the components of employee engagement. Alignment – understanding the link between one’s job and the organization’s mission - was the highest component score. Supervisor, Peers and Satisfaction all had high component scores. The lowest were Communication, Growth and Balance.

Table 18 shows scores for each of the seven components from 2014 to 2024.

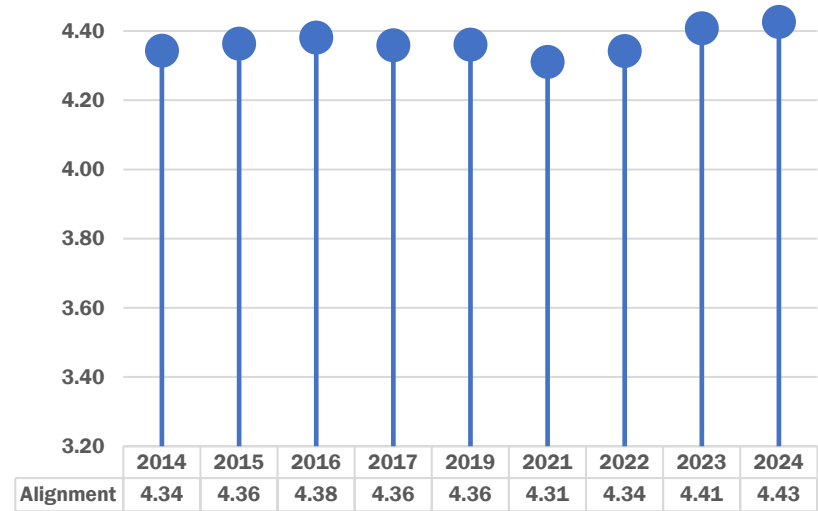
Table 19 shows 2024 scores for Employee Engagement and Components by Department. A “heat map” of responses is used to visually represent levels of agreement which represent an average score of 4.0 or better on the five-point scale. This is equal to 80% agreement for questions making up the index. This is a benchmark goal.

Table 18 Employee Engagement Components – 2014 to 2024

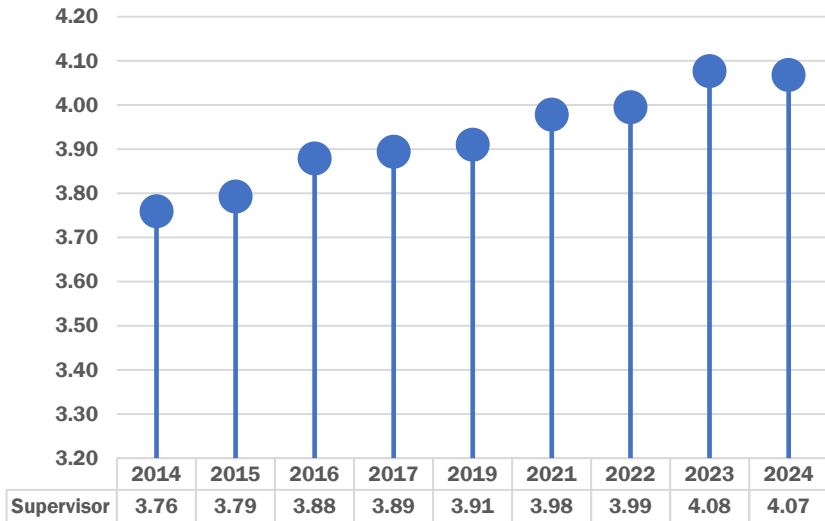
Growth



Alignment



Supervisor



Peers

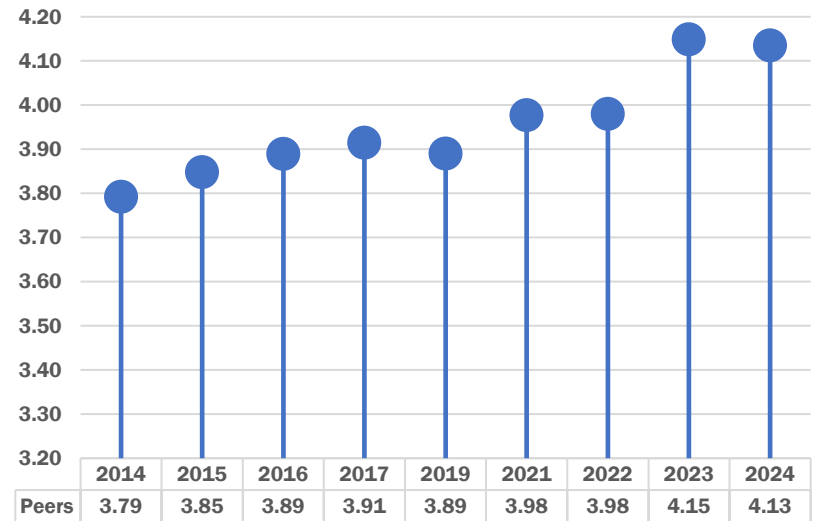
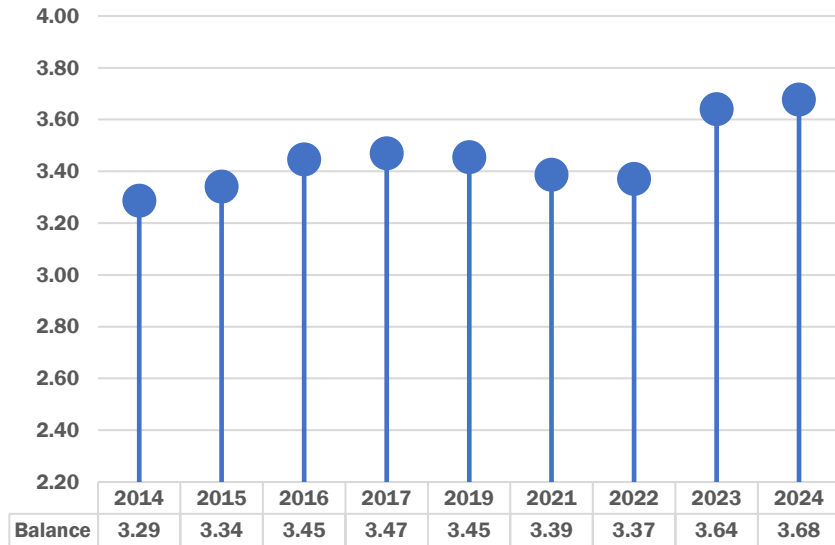
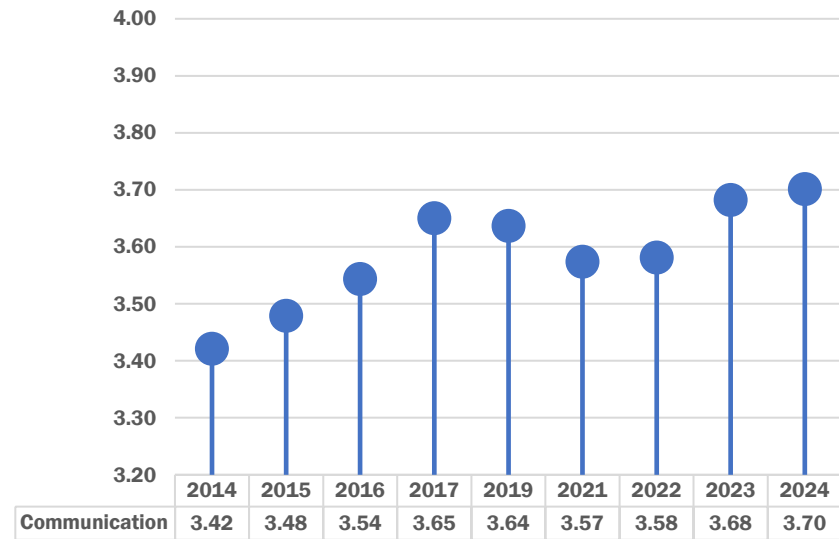


Table 18 Employee Engagement Components – 2014 to 2024 (cont.)

Balance



Communication



Satisfaction

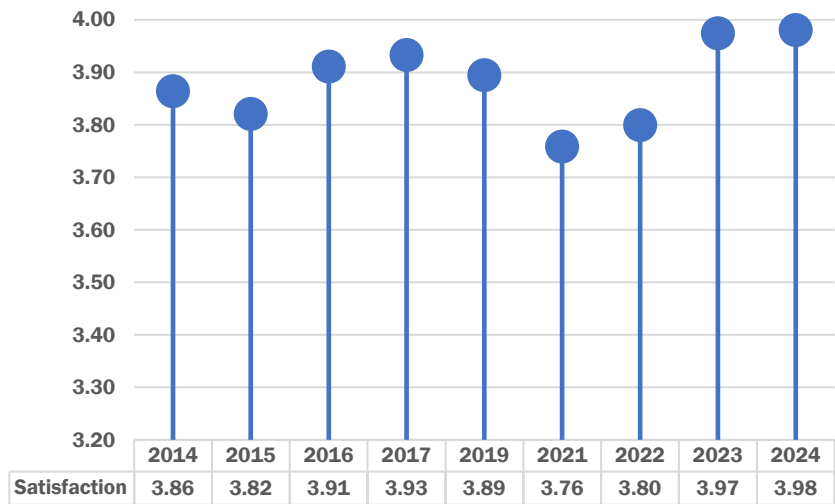


Table 19 2024 Scores for Employee Engagement and Components by Department

Department	Alignment	Satisfaction	Communication	Peers	Supervisor	Growth	Balance	Engagement
Agency of Administration	4.52	4.45	4.27	4.36	4.37	3.96	3.90	4.26
Agency of Human Services	4.43	4.14	3.85	4.33	4.14	3.70	3.75	4.05
Agency of Natural Resources	4.47	4.03	3.92	4.23	4.16	3.54	3.71	4.01
Agriculture, Food & Markets, Agency	4.58	4.27	4.20	4.39	4.43	3.91	3.96	4.25
Attorney General	4.64	4.10	3.95	4.46	4.32	3.65	3.93	4.15
Auditor of Accounts	4.64	4.23	3.96	4.63	3.99	3.60	4.65	4.25
Buildings & General Services	4.37	4.03	3.64	4.02	4.02	3.63	3.82	3.93
Children & Families	4.45	3.92	3.59	4.12	4.05	3.58	3.39	3.87
Commerce & Comm. Dev., Agency	4.46	4.14	3.84	4.26	4.04	3.46	3.66	3.98
Corrections	4.23	3.54	3.09	3.68	3.71	3.48	3.18	3.56
Criminal Justice Council	4.52	4.04	4.06	4.44	3.61	3.65	3.67	4.00
DAIL	4.67	4.34	4.09	4.39	4.22	3.90	3.64	4.18
Defender General	4.71	4.08	3.47	4.13	3.74	3.41	3.32	3.84
Digital Services, Agency	4.23	3.81	3.79	4.22	4.11	3.66	3.81	3.95
Education	3.99	3.75	3.13	4.13	3.79	3.27	3.56	3.66
Enhanced 911 Board	4.85	4.44	4.75	4.32	4.69	4.04	4.22	4.47
Environmental Conservation	4.40	3.87	3.55	4.22	4.11	3.58	3.35	3.87
Finance & Management	4.57	4.19	4.34	4.42	4.49	3.98	4.19	4.31
Financial Regulation	4.69	4.45	4.12	4.39	4.36	4.26	4.38	4.38
Fish & Wildlife	4.50	4.10	3.53	4.32	4.04	3.54	3.33	3.91
Forests, Parks & Recreation	4.38	3.96	3.87	4.23	4.15	3.62	3.02	3.89
Governor's Office	4.71	4.76	4.39	4.64	4.33	4.05	4.50	4.48
Green Mountain Care Board	4.36	3.72	3.58	4.25	3.99	3.85	3.09	3.81
Health	4.47	4.04	3.81	4.33	4.21	3.67	3.82	4.05
Human Resources	4.44	4.00	3.71	4.14	4.06	3.52	3.76	3.95
Labor	4.43	4.05	3.87	4.21	4.09	3.60	3.88	4.02
Libraries	4.46	4.29	3.83	4.52	4.38	3.50	3.94	4.13
Liquor & Lottery	4.45	4.03	3.83	3.96	4.02	3.60	3.68	3.94
Mental Health	4.48	4.16	3.73	4.02	4.15	3.70	3.95	4.03
Military	4.39	4.04	3.49	3.83	3.70	3.26	3.93	3.80
Motor Vehicles	4.21	3.53	3.23	3.72	3.67	3.26	3.33	3.56
Natural Resources Board	4.46	3.58	3.56	4.05	3.96	2.96	3.88	3.78
Public Safety	4.37	3.86	3.40	4.04	3.81	3.32	3.26	3.72
Public Service Department	4.36	3.89	4.02	4.17	4.10	3.70	4.07	4.04
Public Utility Commission	4.36	3.91	3.85	4.08	4.02	3.39	3.70	3.91
Secretary of State	4.76	4.41	4.20	4.43	4.49	4.01	4.26	4.37
State Treasurer	4.87	4.57	4.24	4.40	4.40	3.84	4.28	4.37
Taxes	4.57	4.13	4.10	4.26	4.18	3.81	4.03	4.16
Transportation (not DMV)	4.39	3.96	3.57	4.03	3.99	3.78	3.85	3.94
Vermont Health Access	4.59	4.12	4.11	4.24	4.31	4.04	4.03	4.21
Vermont Veterans' Home	4.61	4.25	3.82	3.65	4.03	3.67	3.67	3.96
Total	4.43	3.98	3.70	4.13	4.07	3.65	3.68	3.95

Heat Map	4.00 or higher
----------	----------------

Work Engagement Survey Items

The measurement of employee engagement has taken two primary approaches. One approach, exemplified by the Gallup Q12, focuses on specific conditions believed to contribute to engagement¹¹. For example, understanding one's job and the organization's goals, growth opportunities, relationship with peers, relationship with your supervisor and so on. The State's employee engagement survey was originally designed using the Q12 as a model.

Another popular approach more directly measures the concept of engagement. The Utrecht Work Engagement Scale (UWES) includes items measuring vigor at work ("At work I feel bursting with energy"), dedication ("I'm proud of the work I do"), and absorption ("I am immersed in my work").¹²

The 2024 engagement survey presented the short version of the UWES as a pilot.

Table 20 displays the results for each question on a six-point scale ranging from never/almost never to always for all respondents. In general, the results show high levels of work engagement. A measure of dedication Q 73 "I'm proud of the work I do" showed that 71.8% of respondents indicated they felt that way "very often" or "always." Also, a measure of absorption Q 74 "I am immersed in my work" showed 66.1% of respondents indicating they felt that way "very often" or "always."

Work engagement was categorized using the average of the scores of the seven items making up the scale. Work engagement was considered very high (average of 5.0 or greater on the six-point scale), high (4.0 to 4.99), moderate (3.0 to 3.99), low (2.0 to 2.99) and very low (less than 2.0). The visualization in Table 21 shows the statewide distribution of work engagement. This shows a high level of work engagement, with 65% of respondents categorized as having "high" or "very high" work engagement.

Finally, Table 22 shows the distribution of work engagement by department focusing on the percentage who are categorized as high or very high in work engagement.

¹¹ Harter, J.K., Schmidt, F.L. & Hayes, T.L. (2002). Business unit level relationship between employee satisfaction employee engagement and business outcomes: A meta-analysis. *Journey of Applied Psychology*, 87, 268-279.

¹² Meyer, J.P., (2020). Design and application of employee engagement surveys In *Employee Surveys and Sensing*. Edited by William H Macy and Alexis a Fink, Oxford University Press.

Table 20 – Work Engagement Items

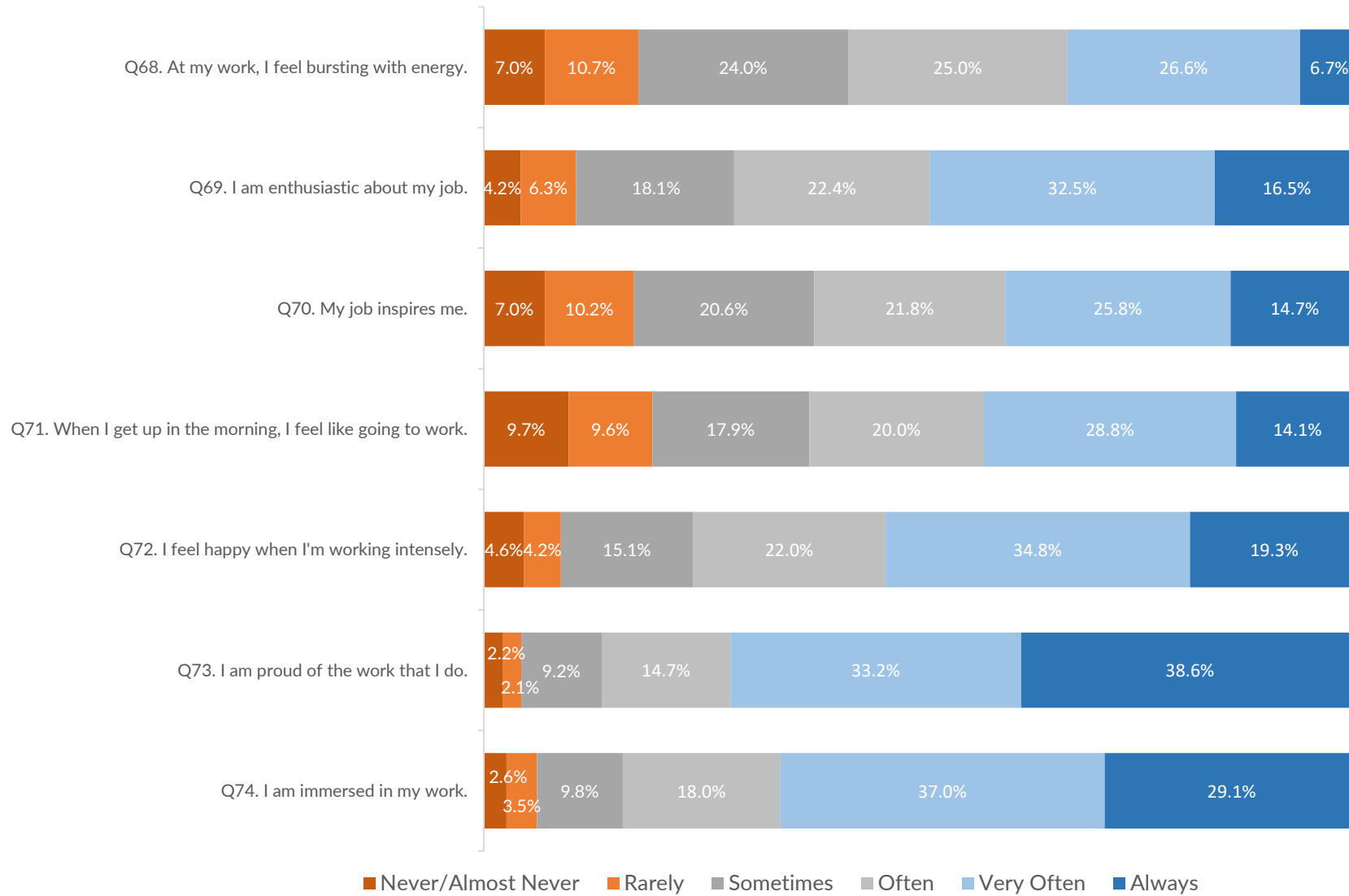


Table 21 - Statewide Distribution of Level of Work Engagement

Level of Work Engagement

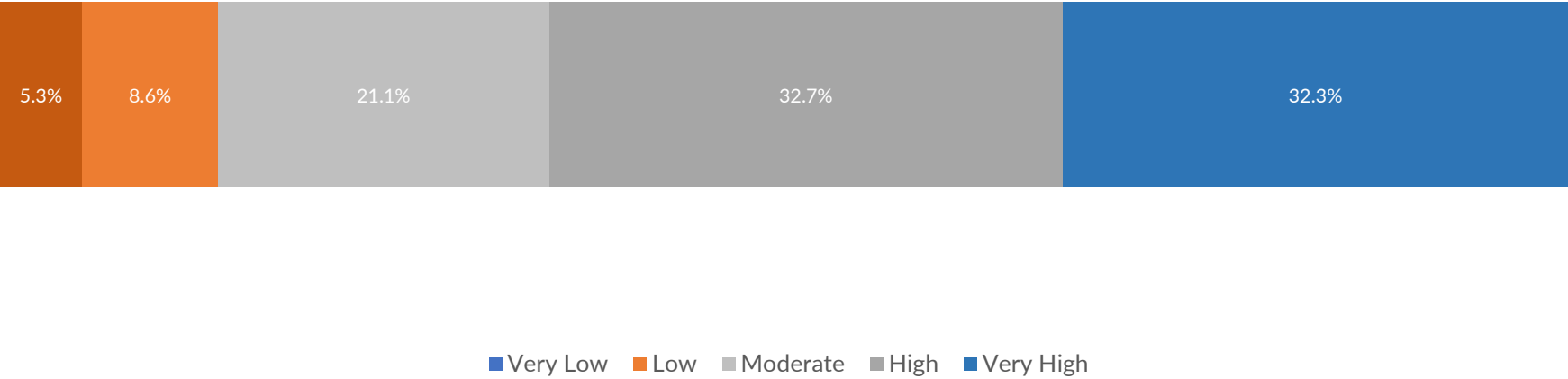
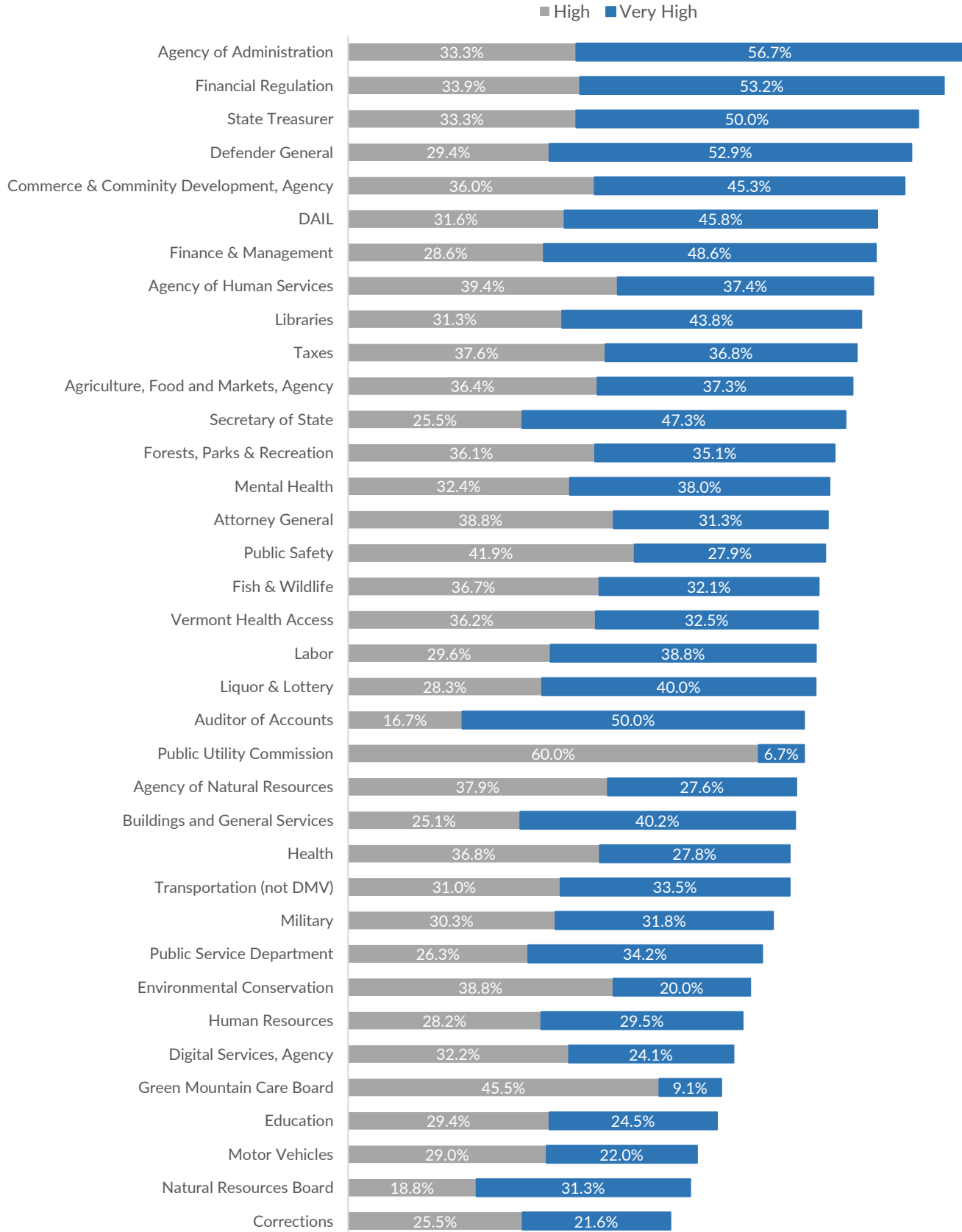


Table 22 – Work Engagement by Department



Employee Net Promoter score (eNPS)

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

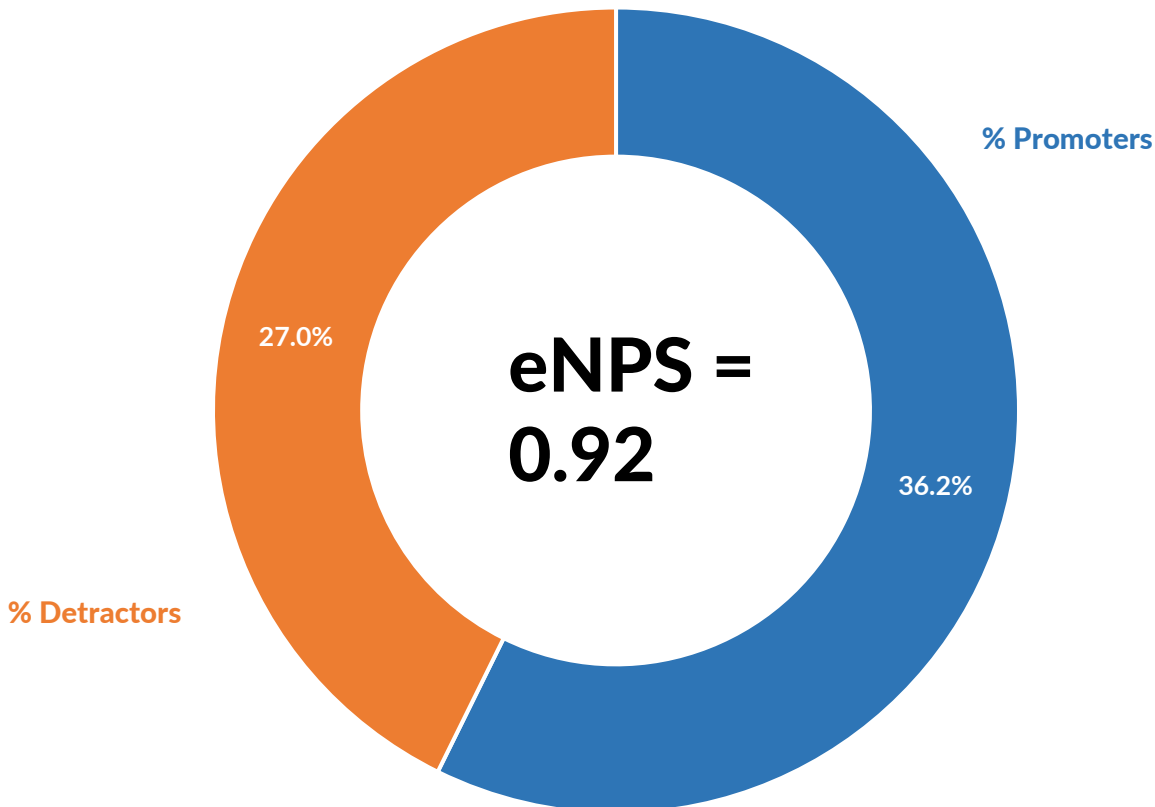
This question asks respondents to indicate their likelihood of recommending the organization as a place to work on a 0 to 10 scale.

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

The chart below shows that in the survey sample we found an eNPS of 0.92. In the sample of respondents there were a total of 27.0% detractors and 36.2% promoters.¹³

The 2024 results are basically unchanged from the 2023 results which showed a statewide eNPS of 0.90.

Table 23 Statewide eNPS



As Table 24 below shows there were wide variations between departments in eNPS. See Table 25 for details of number and percentage of each category by department.

¹³ Based on respondents identifying as classified or exempt employees.

Table 24 eNPS Scores by Department

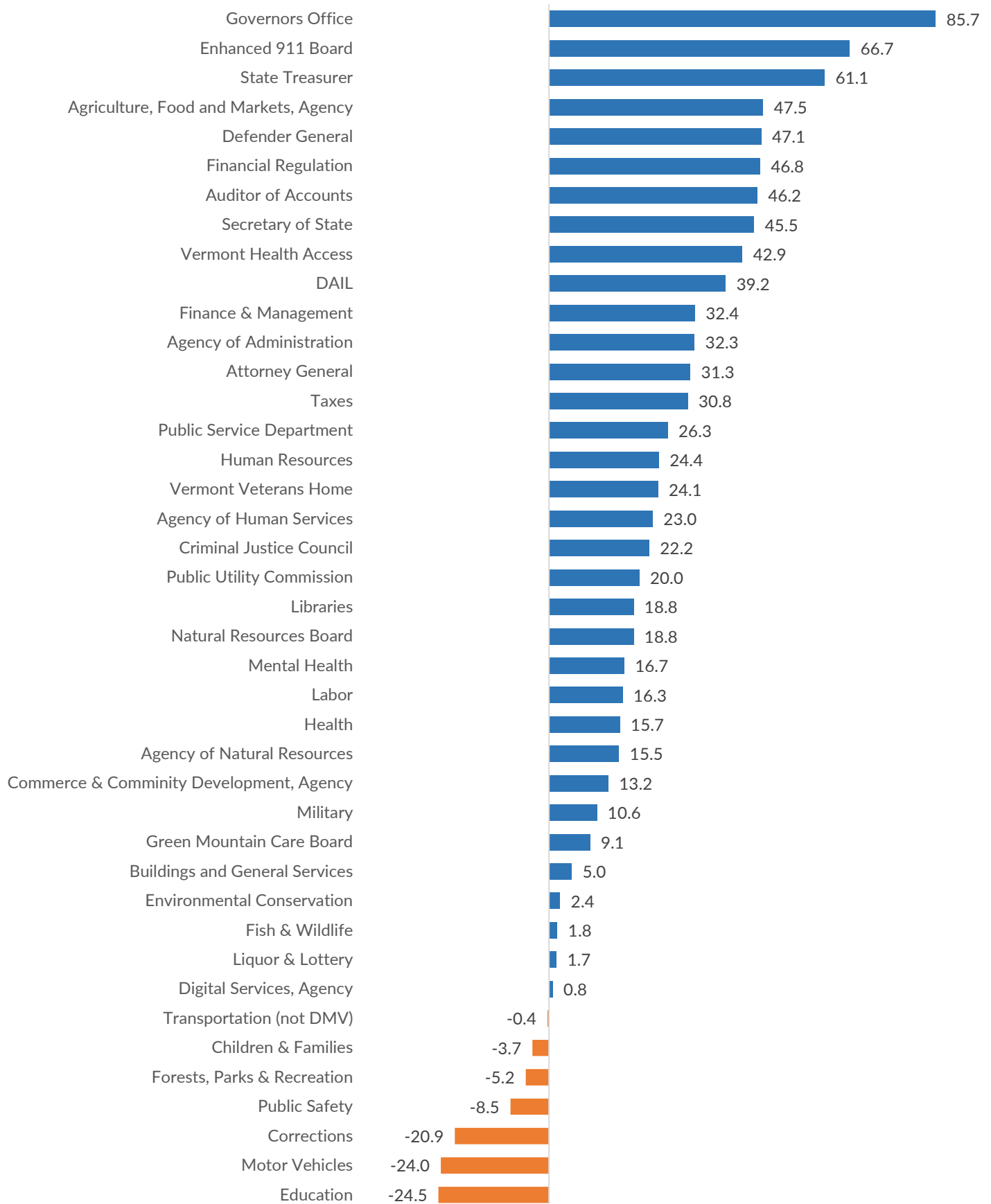


Table 25 eNPS Scores by Department with Detail

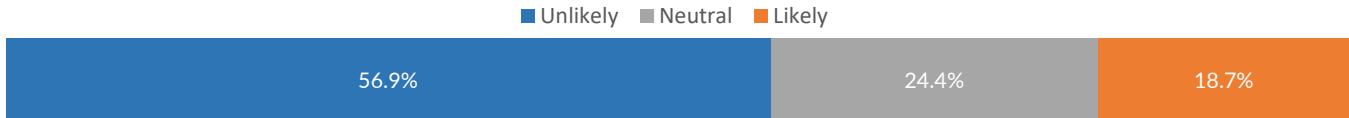
Department	% Promoter	% Passive	% Detractor	eNPS
Agency of Administration	51.6%	29.0%	19.4%	32.3
Agency of Human Services	40.0%	43.0%	17.0%	23.0
Agency of Natural Resources	41.4%	32.8%	25.9%	15.5
Agriculture, Food and Markets, Agency	55.9%	35.6%	8.5%	47.5
Attorney General	43.3%	44.8%	11.9%	31.3
Auditor of Accounts	61.5%	23.1%	15.4%	46.2
Buildings and General Services	37.4%	30.2%	32.4%	5.0
Children & Families	29.3%	37.8%	32.9%	-3.7
Commerce & Community Development, Agency	35.5%	42.1%	22.4%	13.2
Corrections	23.9%	31.3%	44.8%	-20.9
Criminal Justice Council	33.3%	55.6%	11.1%	22.2
DAIL	52.4%	34.4%	13.2%	39.2
Defender General	58.8%	29.4%	11.8%	47.1
Digital Services, Agency	29.4%	42.0%	28.6%	0.8
Education	19.6%	36.3%	44.1%	-24.5
Enhanced 911 Board	66.7%	33.3%	0.0%	66.7
Environmental Conservation	27.3%	47.8%	24.9%	2.4
Finance & Management	50.0%	32.4%	17.6%	32.4
Financial Regulation	54.8%	37.1%	8.1%	46.8
Fish & Wildlife	27.5%	46.8%	25.7%	1.8
Forests, Parks & Recreation	28.9%	37.1%	34.0%	-5.2
Governor's Office	85.7%	14.3%	0.0%	85.7
Green Mountain Care Board	27.3%	54.5%	18.2%	9.1
Health	37.8%	40.2%	22.0%	15.7
Human Resources	43.6%	37.2%	19.2%	24.4
Labor	39.8%	36.7%	23.5%	16.3
Libraries	50.0%	18.8%	31.3%	18.8
Liquor & Lottery	31.7%	38.3%	30.0%	1.7
Mental Health	37.0%	42.6%	20.4%	16.7
Military	31.8%	47.0%	21.2%	10.6
Motor Vehicles	22.0%	32.0%	46.0%	-24.0
Natural Resources Board	56.3%	6.3%	37.5%	18.8
Other	27.2%	29.3%	43.5%	-16.3
Public Safety	29.5%	32.6%	38.0%	-8.5
Public Service Department	47.4%	31.6%	21.1%	26.3
Public Utility Commission	40.0%	40.0%	20.0%	20.0
Secretary of State	56.4%	32.7%	10.9%	45.5
State Treasurer	61.1%	38.9%	0.0%	61.1
Taxes	47.9%	35.0%	17.1%	30.8
Transportation (not DMV)	31.7%	36.3%	32.0%	-0.4
Vermont Health Access	55.9%	31.0%	13.1%	42.9
Vermont Veterans Home	48.3%	27.6%	24.1%	24.1
TOTAL	36.2%	36.9%	27.0%	9.2

Attrition Risk

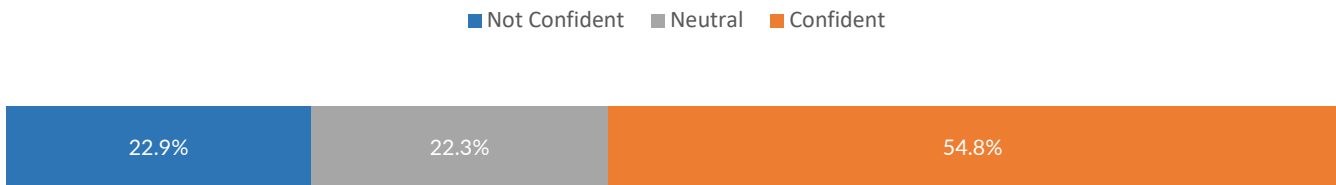
Two questions were used to assess risk of attrition. Table 26 below shows the 2024 results¹⁴. Note the question concerning likelihood of leaving for another job was rephrased based on feedback from participating agencies and departments.

Table 26 Attrition risk- Overall Response

Q52. How likely is it that you will actively look for a new job (with another employer) in the next year?



Q53. If you were to consider leaving the State of Vermont for a job opportunity at another organization, how confident are you could find a job with as good or better pay and benefits?



Nearly 57% indicated that they were unlikely to be actively looking for a new job in the next year. On the other hand, nearly 19% indicated that it was likely they would be looking for another job and nearly 25% were neutral.

Survey respondents showed a high level of confidence they could find a job in another organization as good or better on their current one, with nearly 55% indicating they were confident.

Table 27 displays percent agreement for respondents by department for both attrition risk questions. A “heat map” of responses is used to visually represent departments where respondents indicated above average levels of likely to be looking for a new job in the next year and above average levels of confidence they could find a job in another organization as good or better than their current one.

¹⁴ Based on respondents identifying as classified or exempt employees.

Table 27 Retention Questions by Department

Department	Q52			Q53		
	Unlikely	Neutral	Likely	Not Confident	Neutral	Confident
Agency of Administration	74.2%	19.4%	6.5%	22.6%	16.1%	61.3%
Agency of Human Services	62.0%	26.0%	12.0%	18.0%	23.0%	59.0%
Agency of Natural Resources	50.0%	22.4%	27.6%	15.5%	20.7%	63.8%
Agriculture, Food and Markets, Agency	72.9%	20.3%	6.8%	40.7%	22.0%	37.3%
Attorney General	61.2%	23.9%	14.9%	19.4%	22.4%	58.2%
Auditor of Accounts	69.2%	23.1%	7.7%	16.7%	25.0%	58.3%
Buildings and General Services	51.1%	28.3%	20.6%	21.9%	20.8%	57.3%
Children & Families	57.9%	20.9%	21.1%	31.0%	25.0%	44.1%
Commerce & Community Development, Agency	58.1%	21.6%	20.3%	17.6%	21.6%	60.8%
Corrections	48.8%	25.6%	25.6%	31.4%	22.9%	45.7%
Criminal Justice Council	66.7%	22.2%	11.1%	33.3%	22.2%	44.4%
DAIL	61.8%	24.1%	14.2%	28.9%	20.9%	50.2%
Defender General	58.8%	23.5%	17.6%	23.5%	47.1%	29.4%
Digital Services, Agency	56.0%	25.5%	18.5%	9.5%	20.6%	70.0%
Education	44.0%	22.0%	34.0%	13.9%	14.9%	71.3%
Enhanced 911 Board	66.7%	33.3%	0.0%	33.3%	22.2%	44.4%
Environmental Conservation	57.8%	24.6%	17.6%	19.8%	21.5%	58.7%
Finance & Management	60.0%	28.6%	11.4%	14.3%	14.3%	71.4%
Financial Regulation	83.9%	9.7%	6.5%	16.7%	15.0%	68.3%
Fish & Wildlife	59.6%	23.9%	16.5%	17.6%	20.4%	62.0%
Forests, Parks & Recreation	52.6%	29.9%	17.5%	14.4%	19.6%	66.0%
Governor's Office	71.4%	28.6%	0.0%	0.0%	28.6%	71.4%
Green Mountain Care Board	16.7%	41.7%	41.7%	33.3%	0.0%	66.7%
Health	56.9%	22.2%	20.9%	19.3%	22.0%	58.7%
Human Resources	61.5%	23.1%	15.4%	16.9%	24.7%	58.4%
Labor	55.9%	27.2%	16.9%	28.1%	20.4%	51.5%
Libraries	68.8%	12.5%	18.8%	37.5%	37.5%	25.0%
Liquor & Lottery	44.1%	33.9%	22.0%	16.7%	18.3%	65.0%
Mental Health	58.9%	24.3%	16.8%	20.4%	31.5%	48.1%
Military	53.0%	27.3%	19.7%	15.2%	24.2%	60.6%
Motor Vehicles	39.0%	22.0%	39.0%	18.0%	25.0%	57.0%
Natural Resources Board	56.3%	31.3%	12.5%	25.0%	31.3%	43.8%
Other	47.3%	29.0%	23.7%	24.7%	16.1%	59.1%
Public Safety	50.8%	24.2%	25.0%	19.4%	14.7%	65.9%
Public Service Department	52.6%	21.1%	26.3%	26.3%	23.7%	50.0%
Public Utility Commission	60.0%	26.7%	13.3%	30.8%	15.4%	53.8%
Secretary of State	72.7%	20.0%	7.3%	31.5%	24.1%	44.4%
State Treasurer	83.3%	5.6%	11.1%	27.8%	22.2%	50.0%
Taxes	59.0%	24.8%	16.2%	27.4%	23.1%	49.6%
Transportation (not DMV)	54.9%	28.3%	16.8%	15.0%	21.8%	63.2%
Vermont Health Access	67.5%	22.0%	10.6%	36.5%	27.0%	36.5%
Vermont Veterans Home	62.1%	31.0%	6.9%	13.8%	37.9%	48.3%
Total	56.9%	24.4%	18.7%	22.9%	22.3%	54.8%
Heat Map	GT Average					

Q52. How likely is it that you will actively look for a new job (with another employer) in the next year?

Q53. If you were to consider leaving the State of Vermont for a job opportunity at another organization, how confident are you could find a job with as good or better pay and benefits?

To analyze the relationship between attrition risk as measured by Q 52 “How likely is it that you will actively look for a new job with another employer in the next year” we compared the percent who indicated they were likely or unlikely to actively look for another job against statewide indexes.

Table 28 shows employee engagement components as well as scores on compensation, resources, organizational culture, inclusive workplace, performance management, and psychological safety measures. It shows the average percent agreement for each component for those indicating they were unlikely, likely or neutral in response to the question how likely is it that you will actively look for a new job (with another employer) in the next year. The table also shows the difference in average agreement for each component between those who indicated unlikely versus likely.

In every case those respondents indicating that they were likely to be looking for a new job had lower levels of agreement across every component, many with substantial differences.

As a caveat this shows a relationship but not necessarily a causal one - that is, the low agreement on these components could be indicative of reasons leading them to look for new employment or it could be that people looking for new employment had lower agreement because the desire to leave the organization colored their perceptions of these components.

Those components that saw the greatest difference between those indicating they were likely to leave and those indicating they were unlikely to leave were organizational culture (-45.3%), satisfaction (-44.3%), communication (-42.2%), growth (-40.4%), and inclusive workplace (-35.5%).

Table 29 visually compares the difference between those indicating unlikely to leave versus likely to leave for each of the top five components with the greatest difference.

Table 30 visually compares the difference between those indicating unlikely to leave versus likely for the 10 survey items with the greatest difference.

Departments wanting to address underlying causes that may be indicative of potential attrition can use these specific areas as targets for improvement.

Table 28 Attrition Risk by Survey Components

Component	How likely is it that you will actively look for a new job (with another employer) in the next year?				Difference Likely/Unlikely
	Unlikely	Neutral	Likely	Statewide Index	
Alignment Score	96.3%	90.8%	80.1%	92.0%	-16.2%
Satisfaction Score	90.1%	71.1%	45.7%	77.1%	-44.3%
Communication Score	78.7%	58.0%	36.5%	65.8%	-42.2%
Peers Score	89.3%	77.0%	62.6%	81.3%	-26.7%
Supervisor Score	87.1%	73.0%	55.3%	77.7%	-31.9%
Growth Score	73.5%	52.8%	33.2%	60.9%	-40.4%
Balance Score	77.8%	59.0%	44.4%	67.0%	-33.4%
Compensation Score	68.7%	48.8%	38.8%	58.2%	-29.9%
Resources Score	82.9%	65.8%	49.6%	72.5%	-33.2%
Organizational Culture Score	80.6%	59.6%	35.3%	67.0%	-45.3%
Inclusive Workplace Score	82.0%	64.8%	46.5%	71.2%	-35.5%
Performance Management Score	78.7%	66.5%	51.2%	70.6%	-27.5%
Psychological Safety Score	71.0%	52.3%	36.9%	60.0%	-34.1%

Table 29 Top 5 Components with the Highest Difference between those Likely and Unlikely to Actively Look for a New Job

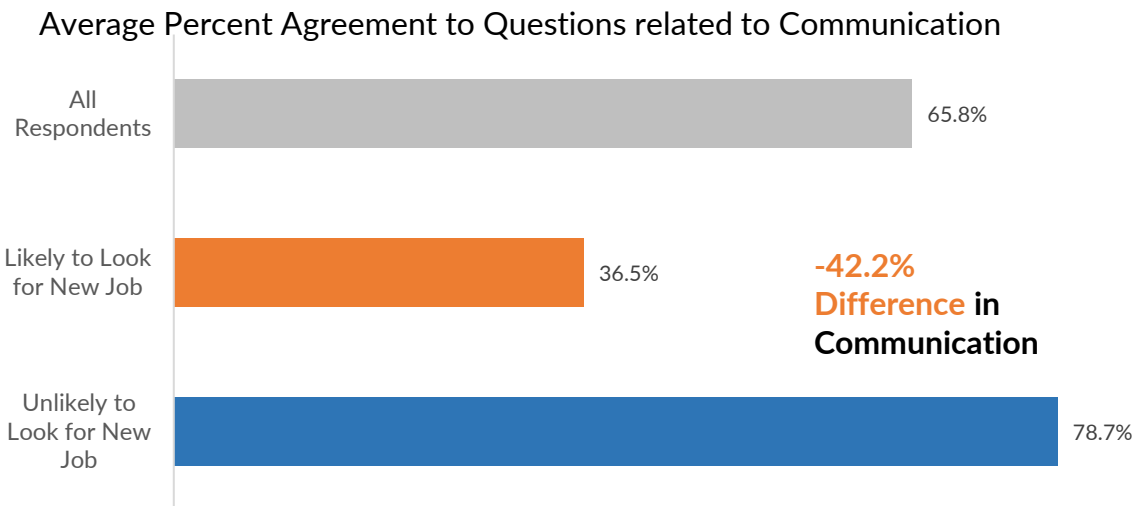
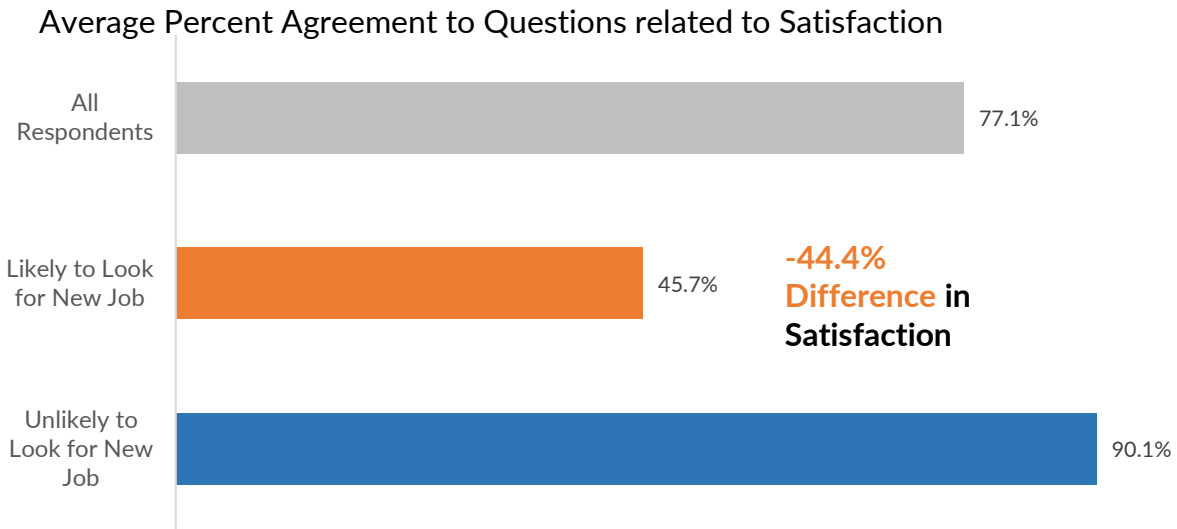
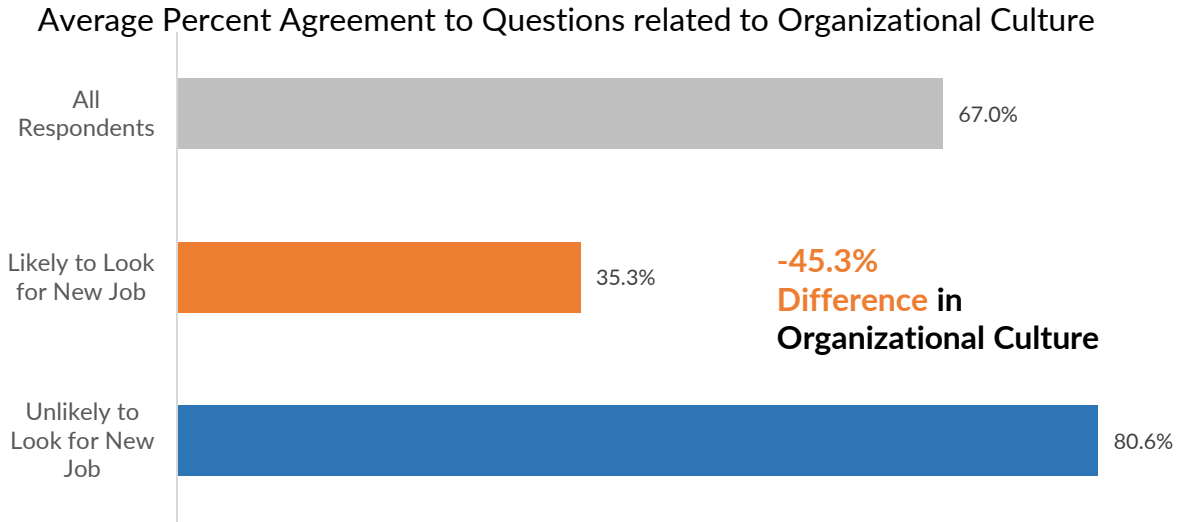
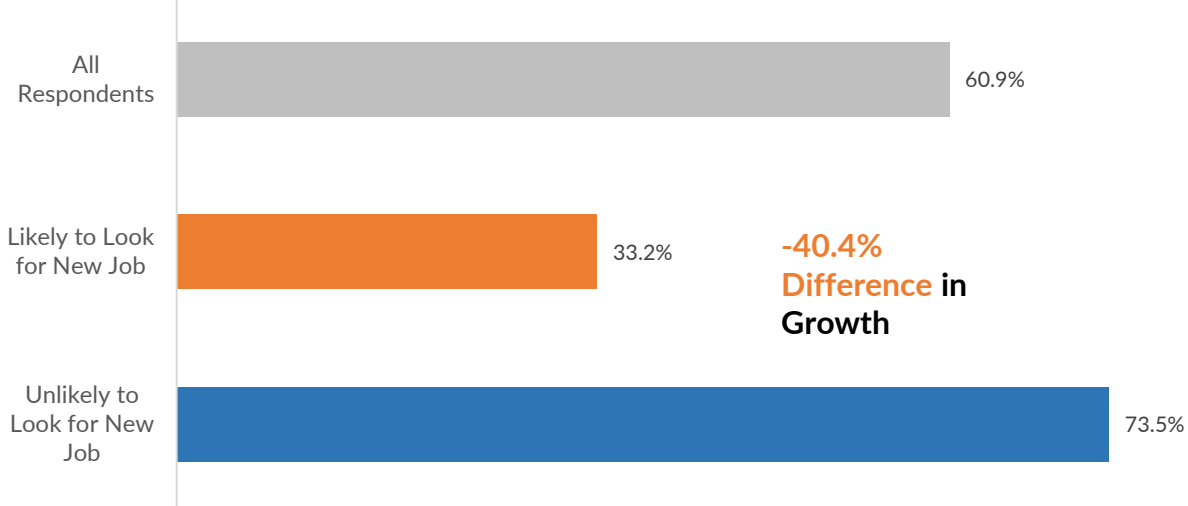


Table 29 Top 5 Components with the Highest Difference between those Likely and Unlikely to Actively Look for a New Job (Cont.)

Average Percent Agreement to Questions related to Growth



Average Percent Agreement to Questions related to Inclusive Workplace

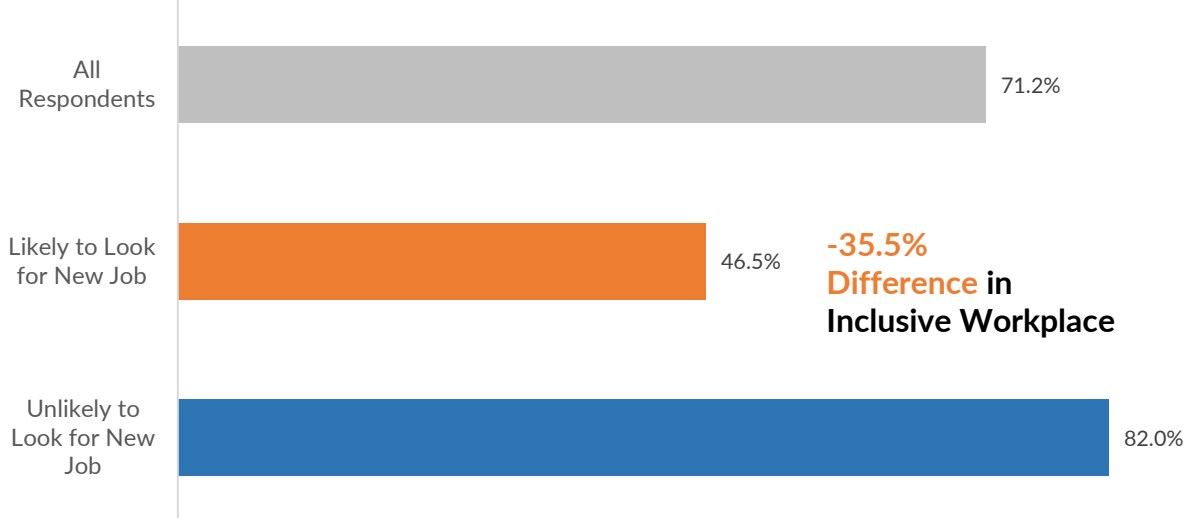


Table 30 Top 10 items with the Highest Difference between those Likely and Unlikely to Actively Look for a New Job

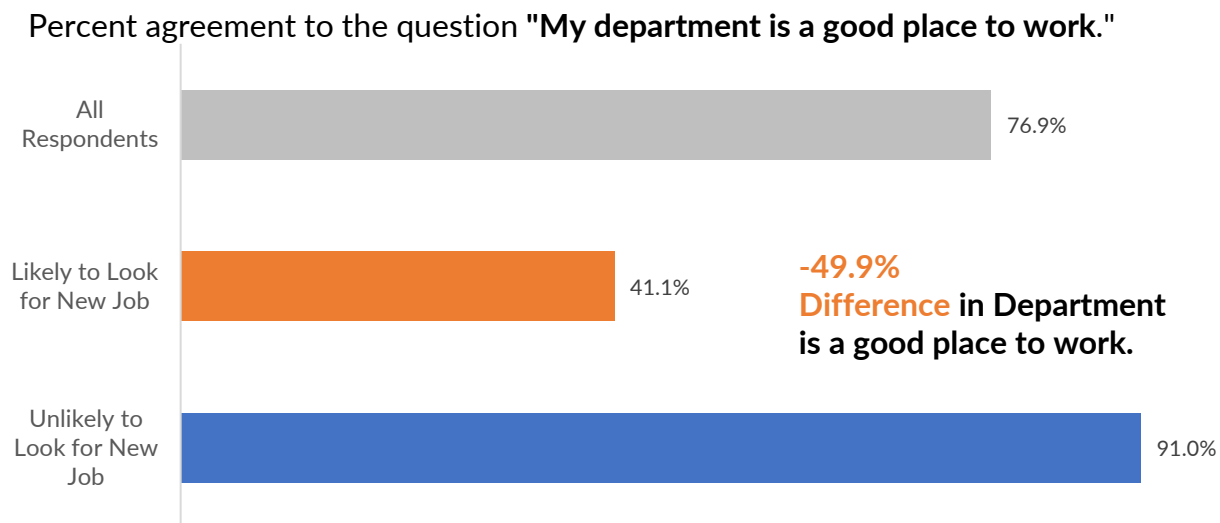
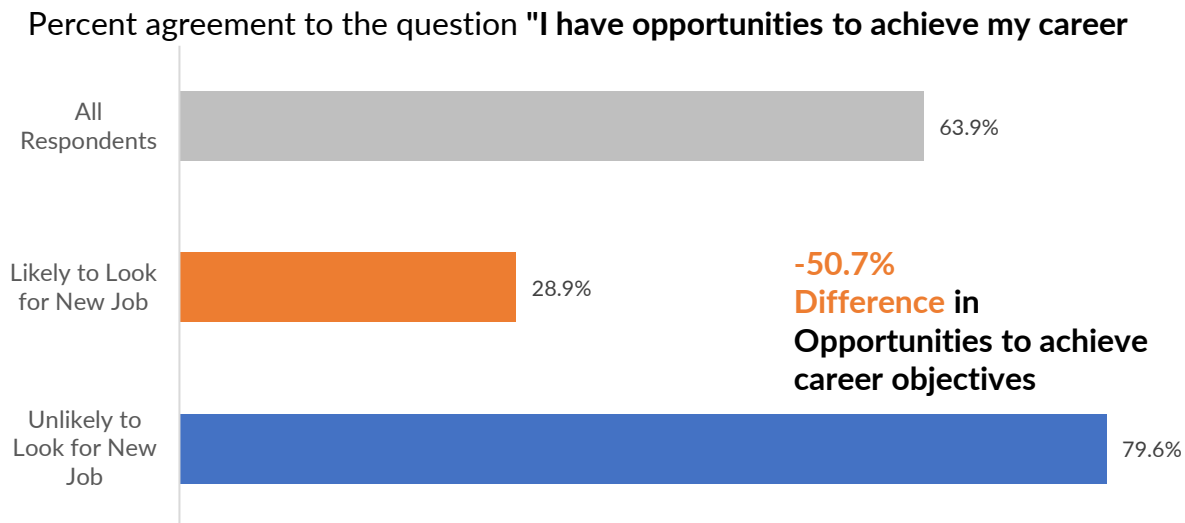
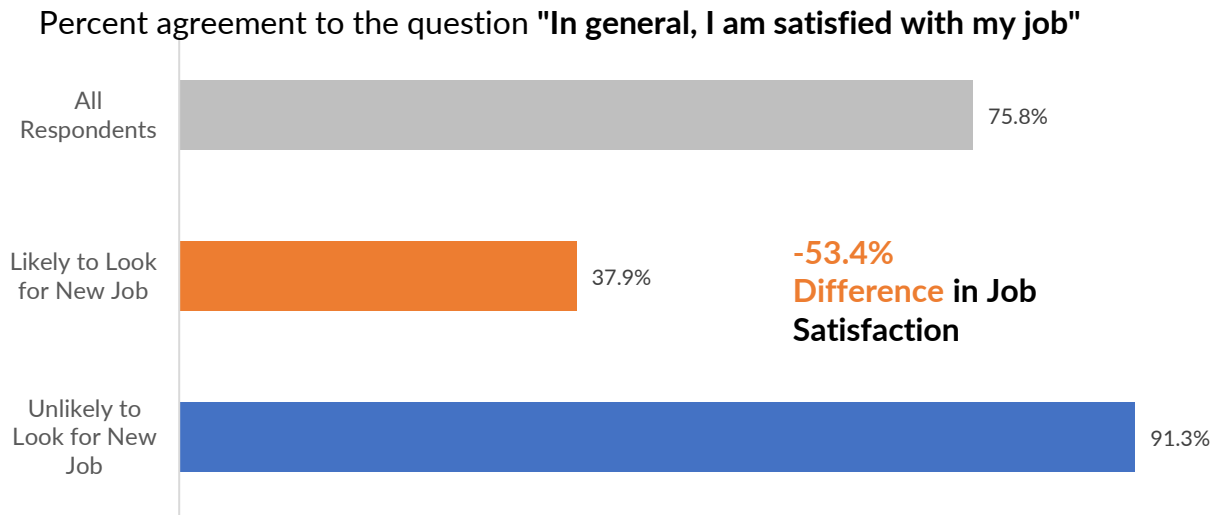
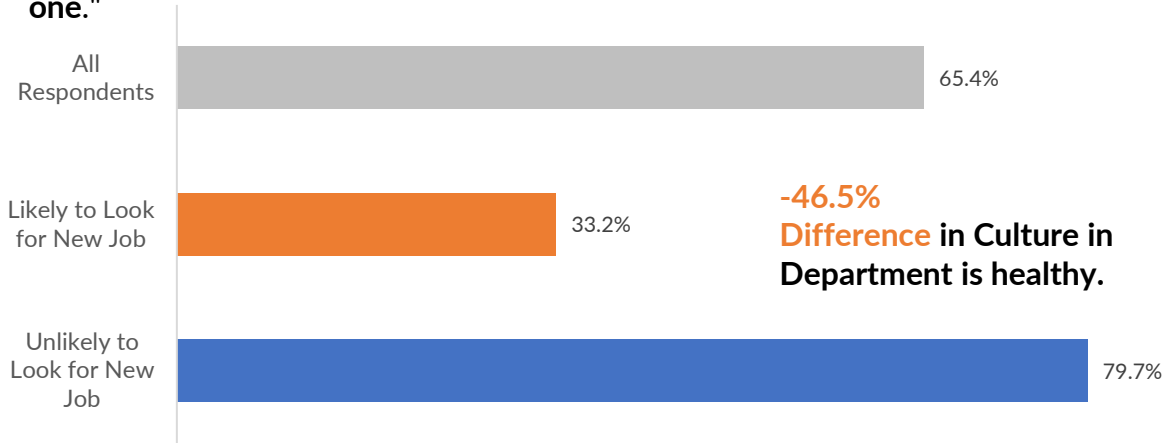
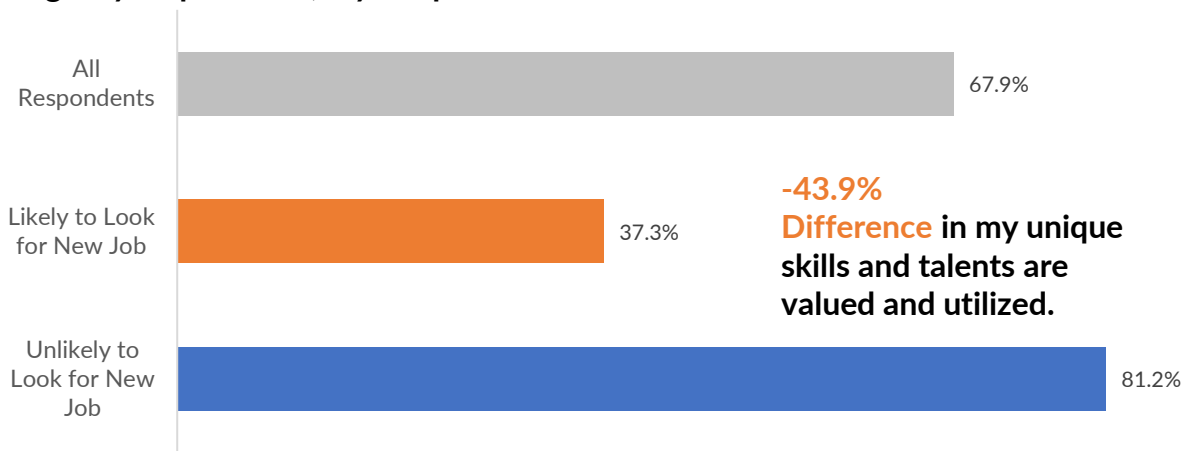


Table 30 Top 10 items with the Highest Difference between those Likely and Unlikely to Actively Look for a New Job (Cont.)

Percent agreement to the question "The culture in my department is a healthy one."



Percent agreement to the question "Working with members of this agency/department, my unique skills and talents are valued and utilized."



Percent agreement to the question "As a member of my agency/ department, I feel I can achieve success as my true and authentic self."

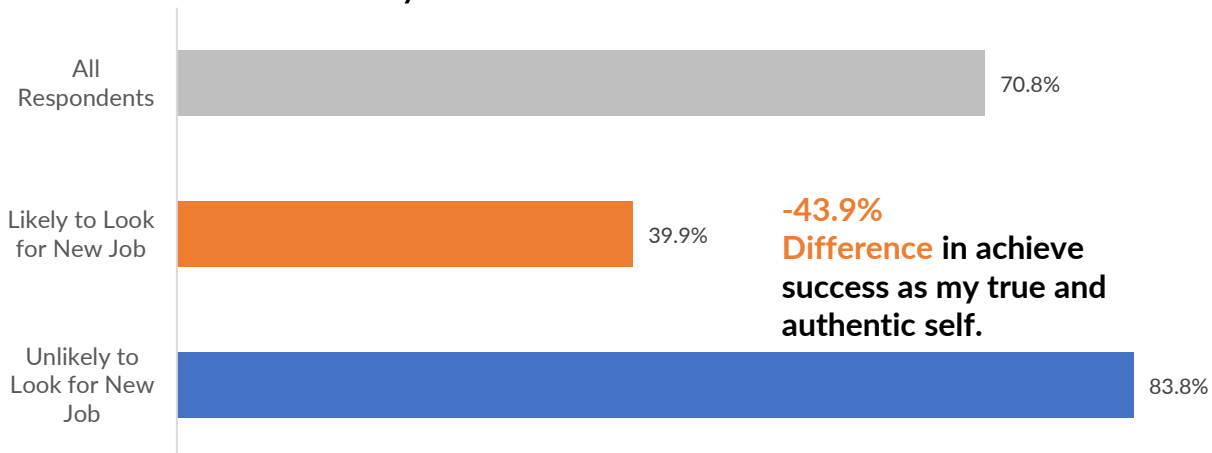
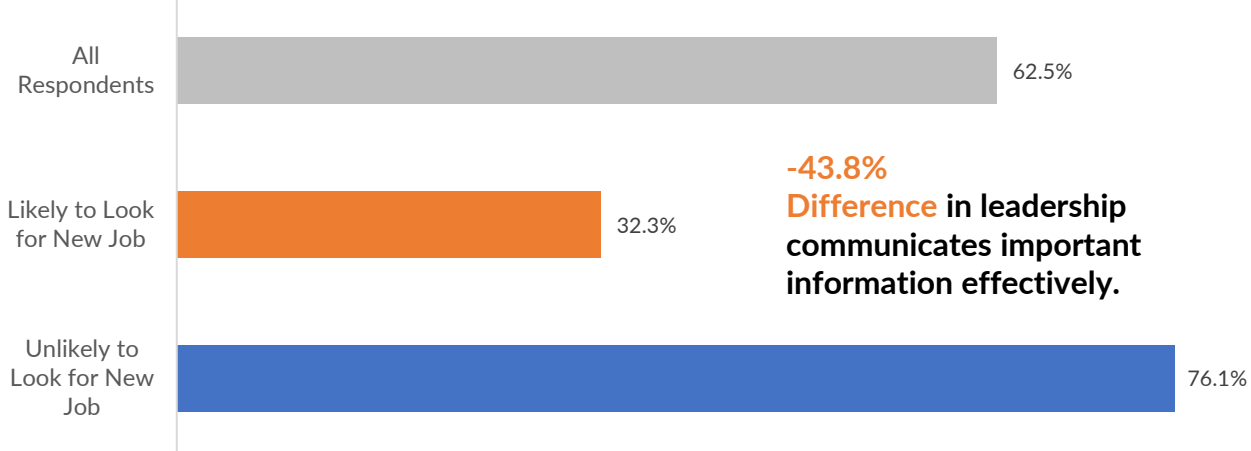
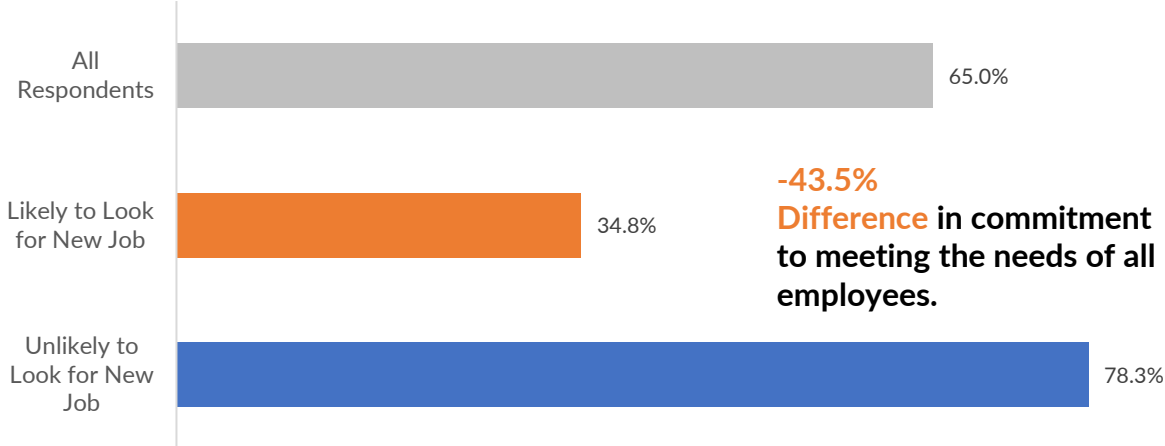


Table 30 Top 10 items with the Highest Difference between those Likely and Unlikely to Actively Look for a New Job (Cont.)

Percent agreement to the question "Management and senior leadership communicate important information effectively."



Percent agreement to the question "Management demonstrates a commitment to meeting the needs of all employees."



Percent agreement to the question "In my department things are well planned and organized."

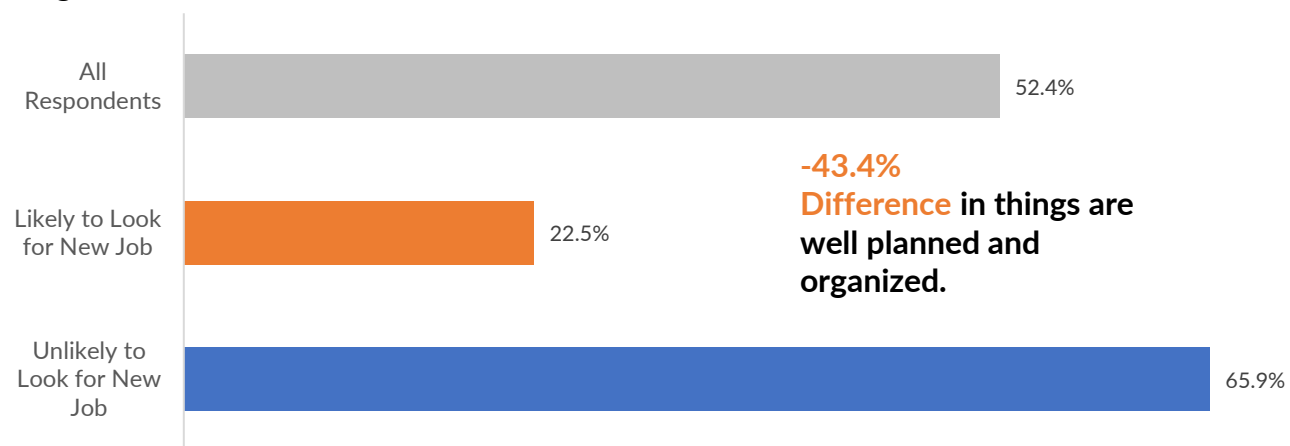
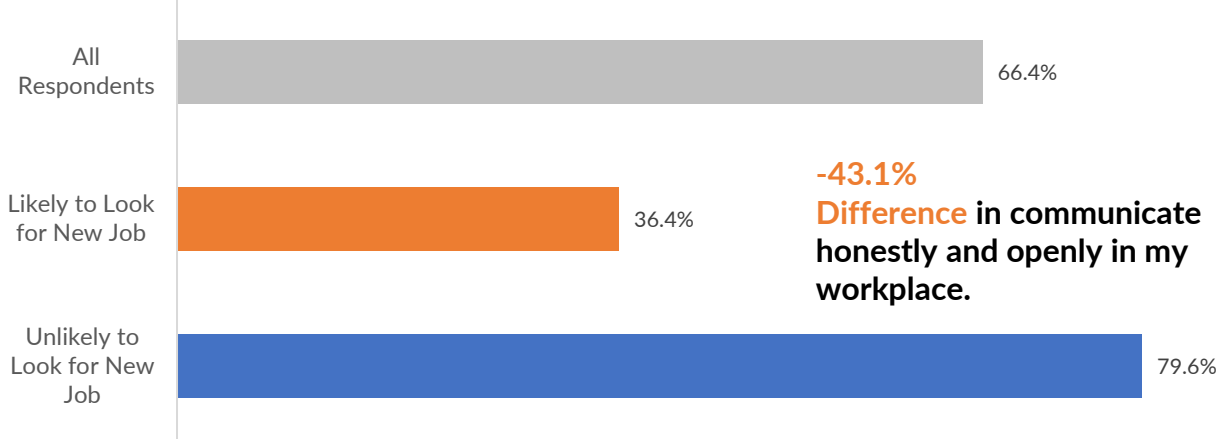
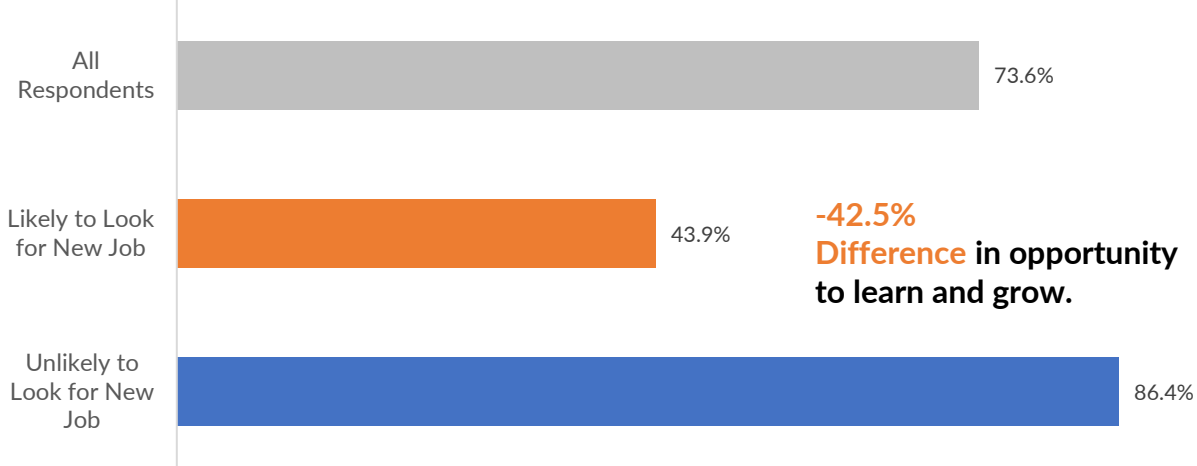


Table 30 Top 10 items with the Highest Difference between those Likely and Unlikely to Actively Look for a New Job (Cont.)

Percent agreement to the question "I feel I can communicate honestly and openly in my workplace."



Percent agreement to the question "I have the opportunity to learn and grow."



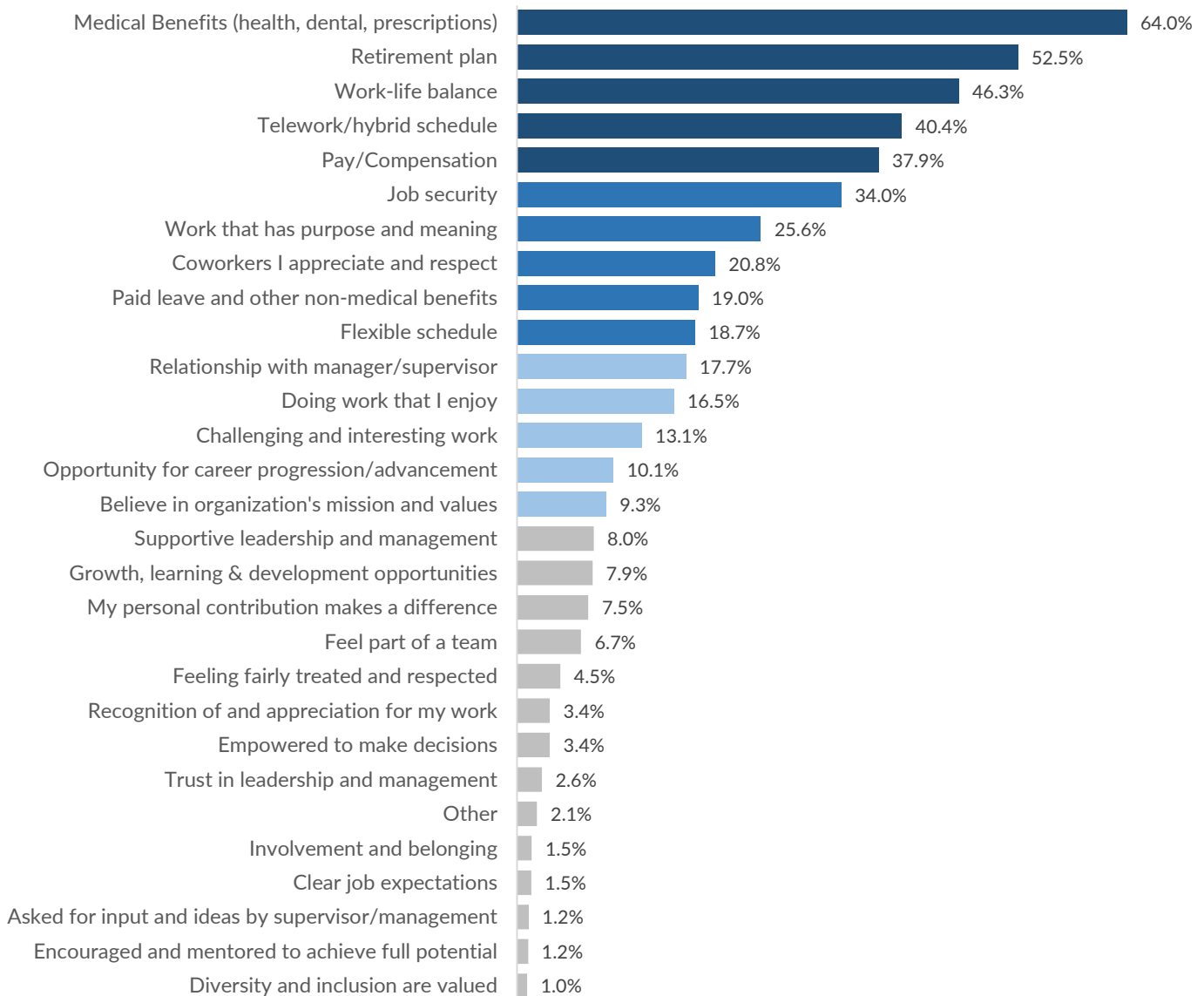
Employee Retention – Why Employees Stay and Leave

The 2024 survey included a section on why employees stay and why they consider leaving. The last survey that included this section was in 2022.

First, we asked the question “What are the things that are most important to you that keep you working for the State of Vermont? Respondents were asked to choose the top five reasons from a list of 29 curated reasons generated from literature review and examination of various stay and exit surveys.

Table 31 shows the results of the multiple response analysis. A single respondent could choose up to five reasons. The “Percent of Cases,” which is shown in Table 26, is the percentage of the cases (i.e., survey respondents) who indicated that reason.

Table 31 Percent of Respondents Indicating Reason for Staying

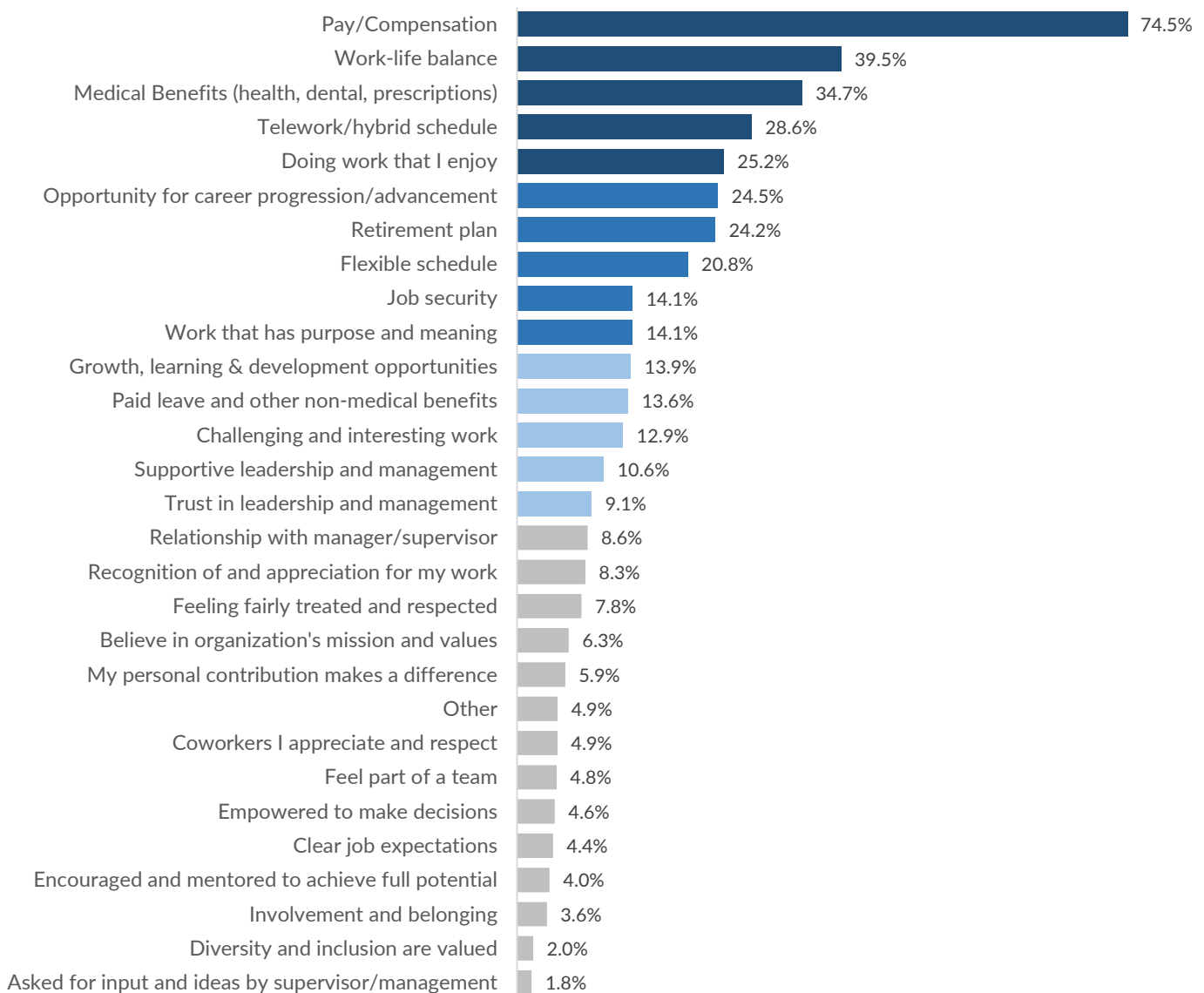


As seen in table 26, respondents cited medical benefits as the top reason for staying by a wide margin (64.0%). To round out the top five were retirement plan, work life balance, telework/hybrid schedule, and pay/compensation.

The second retention question asked was “If you were to consider leaving the State of Vermont for a job opportunity at another organization, what would be the most important factors that would influence your decision? That is, what would you be seeking?” Respondents could choose up to five reasons from the same list of reasons as the “stay” question. Table 27 shows the results of the multiple response analysis.

As seen in Table 32, respondents indicated compensation as the most important factor for leaving by a wide margin (74.5%). The rest of the top five include work life balance, medical benefits, telework/hybrid schedule and doing work that I enjoy.

Table 32 Percent of Respondents Indicating Reason for Leaving



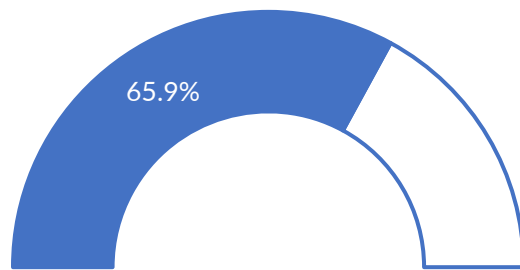
The top stay reasons and the top leave reasons were remarkably consistent across departments.

Inclusive Workplace

The concept of an inclusive workplace, as measured by this survey, centers on employees' perceptions of diversity, equity, inclusion, and support within the organization. Together, these questions measure how well the organization fosters an environment where all employees feel valued, supported, and empowered to thrive.

The inclusive workplace index as shown below in Table 33 represents average agreement to questions related to inclusive workplace.¹⁵ Results show only a moderate level of agreement.

Table 33 **Inclusive Workplace Index**



Represents average agreement to questions related to Inclusive Workplace

Table 34 displays percent agreement for all respondents to survey statements that were designed to assess perceptions of issues related to an inclusive workplace. The table also shows the percent agreement for the same question in the 2023 survey and a percent change from 2023 to 2024 in agreement.

Table 35 displays the percentage agreement for respondents by department to survey statements designed to assess perceptions of issues related to an inclusive workplace. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal.

¹⁵ Based on respondents identifying as classified or exempt employees.

Table 34 Inclusive Workplace

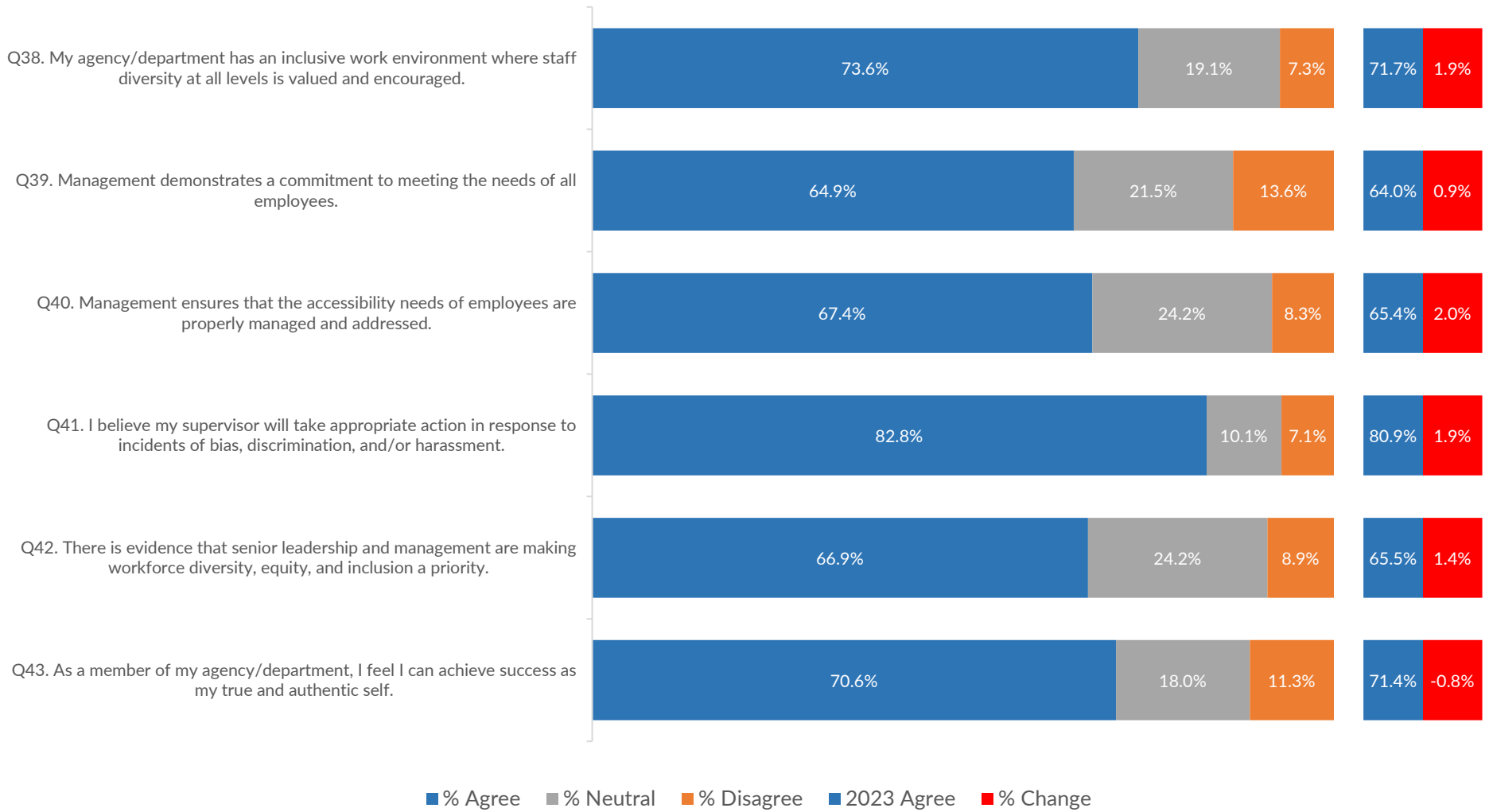


Table 35 Inclusive Workplace by Department

Department	Q38	Q39	Q40	Q41	Q42	Q43	Inclusive Workplace
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	80.6%	87.1%	80.6%	83.9%	74.2%	77.4%	80.6%
Agency of Human Services	82.0%	72.0%	69.0%	91.0%	72.0%	74.0%	76.7%
Agency of Natural Resources	74.1%	65.5%	72.4%	87.9%	84.5%	74.1%	76.4%
Agriculture, Food and Markets, Agency	80.5%	75.4%	70.3%	90.7%	70.1%	83.1%	78.3%
Attorney General	74.6%	73.1%	74.6%	82.1%	79.1%	82.1%	77.6%
Auditor of Accounts	76.9%	76.9%	76.9%	83.3%	58.3%	75.0%	74.6%
Buildings and General Services	68.2%	58.1%	68.0%	81.0%	55.3%	68.2%	66.5%
Children & Families	72.6%	63.1%	65.0%	82.6%	69.7%	68.9%	70.3%
Commerce & Comm. Dev. Agency	75.0%	71.1%	72.4%	81.6%	68.4%	76.3%	74.1%
Corrections	57.3%	44.9%	47.8%	70.1%	53.4%	49.5%	53.8%
Criminal Justice Council	77.8%	55.6%	77.8%	88.9%	88.9%	66.7%	75.9%
DAIL	82.9%	81.1%	84.0%	88.2%	83.4%	79.1%	83.1%
Defender General	82.4%	47.1%	58.8%	76.5%	52.9%	82.4%	66.7%
Digital Services, Agency	73.4%	67.3%	70.5%	87.8%	57.4%	69.8%	71.0%
Education	61.0%	49.0%	59.8%	74.3%	39.6%	55.9%	56.6%
Enhanced 911 Board	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Environmental Conservation	68.6%	58.0%	56.1%	84.9%	64.9%	74.2%	67.8%
Finance & Management	94.3%	82.9%	82.9%	94.3%	71.4%	76.5%	83.7%
Financial Regulation	83.6%	83.9%	79.0%	88.7%	75.4%	88.7%	83.2%
Fish & Wildlife	74.3%	56.0%	61.5%	81.7%	65.7%	78.0%	69.5%
Forests, Parks & Recreation	75.3%	64.9%	68.0%	81.4%	72.2%	72.2%	72.3%
Governor's Office	85.7%	85.7%	85.7%	100.0%	85.7%	85.7%	88.1%
Green Mountain Care Board	100.0%	90.9%	90.9%	90.9%	63.6%	100.0%	89.4%
Health	78.2%	71.9%	70.0%	86.3%	78.9%	74.6%	76.6%
Human Resources	82.1%	67.9%	74.4%	88.5%	82.1%	70.5%	77.6%
Labor	75.8%	68.7%	72.2%	86.7%	64.4%	71.1%	73.1%
Libraries	87.5%	81.3%	75.0%	87.5%	62.5%	75.0%	78.1%
Liquor & Lottery	76.7%	73.3%	75.0%	81.7%	80.0%	68.3%	75.8%
Mental Health	73.1%	65.7%	69.4%	83.3%	70.4%	66.7%	71.5%
Military	59.1%	53.0%	59.1%	62.1%	42.4%	64.6%	56.7%
Motor Vehicles	54.0%	44.0%	47.0%	66.0%	41.0%	49.0%	50.2%
Natural Resources Board	62.5%	56.3%	56.3%	81.3%	50.0%	62.5%	61.5%
Other	64.9%	61.7%	64.9%	75.5%	61.7%	60.6%	64.9%
Public Safety	71.3%	53.5%	57.8%	79.1%	59.7%	64.3%	64.3%
Public Service Department	84.2%	84.2%	73.7%	89.5%	75.7%	81.6%	81.5%
Public Utility Commission	80.0%	60.0%	66.7%	92.9%	86.7%	73.3%	76.6%
Secretary of State	85.2%	85.2%	79.6%	89.1%	72.7%	81.8%	82.3%
State Treasurer	94.4%	77.8%	83.3%	94.4%	66.7%	83.3%	83.3%
Taxes	86.3%	80.3%	83.8%	88.0%	76.1%	82.9%	82.9%
Transportation (not DMV)	72.1%	58.7%	66.1%	82.3%	63.0%	68.7%	68.5%
Vermont Health Access	86.9%	83.7%	82.8%	91.8%	78.7%	84.8%	84.8%
Vermont Veterans Home	72.4%	50.0%	58.6%	62.1%	58.6%	72.4%	62.4%
Total	73.6%	64.9%	67.4%	82.8%	66.9%	70.6%	71.1%

Heat Map
GT/= 80%

KEY:

Q38. My agency/department has an inclusive work environment where staff diversity at all levels is valued and encouraged.

Q39. Management demonstrates a commitment to meeting the needs of all employees.

Q40. Management ensures that the accessibility needs of employees are properly managed and addressed.

Q41. I believe my supervisor will take appropriate action in response to incidents of bias, discrimination, and/or harassment.

Q42. There is evidence that senior leadership and management are making workforce diversity, equity, and inclusion a priority.

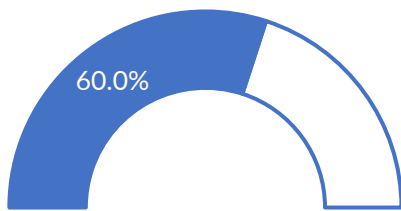
Q43. I have considered leaving State employment because of the work climate or culture.

Psychological Safety

Psychological safety is a workplace environment where employees feel safe to share their ideas, ask questions, and take risks without fear of negative consequences. It's characterized by mutual respect and interpersonal trust, and it's based on the belief that team members won't be punished for sharing ideas, taking risks, or asking for feedback. Amy Edmondson has been a pioneering researcher in this field and the items used in the survey are from her measure of psychological safety.¹⁶

The psychological safety index as shown below in Table 36 represents average agreement to questions related to psychological safety.¹⁷ Results show only a moderate level of agreement.

Table 36 Psychological Safety Index



Represents average agreement to questions related to Psychological Safety

Table 37 displays percent agreement for respondents to survey statements that were designed to assess perceptions of issues related to psychological safety.

Table 38 displays percent agreement for respondents by department to survey statements that were designed to assess perceptions of issues related to psychological safety. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal.

¹⁶ Edmondson, A. C. (2018). *The fearless organization: Creating psychological safety in the workplace for learning, innovation, and growth*. John Wiley & Sons.

¹⁷ Based on respondents identifying as classified or exempt employees.

Table 37 Psychological Safety

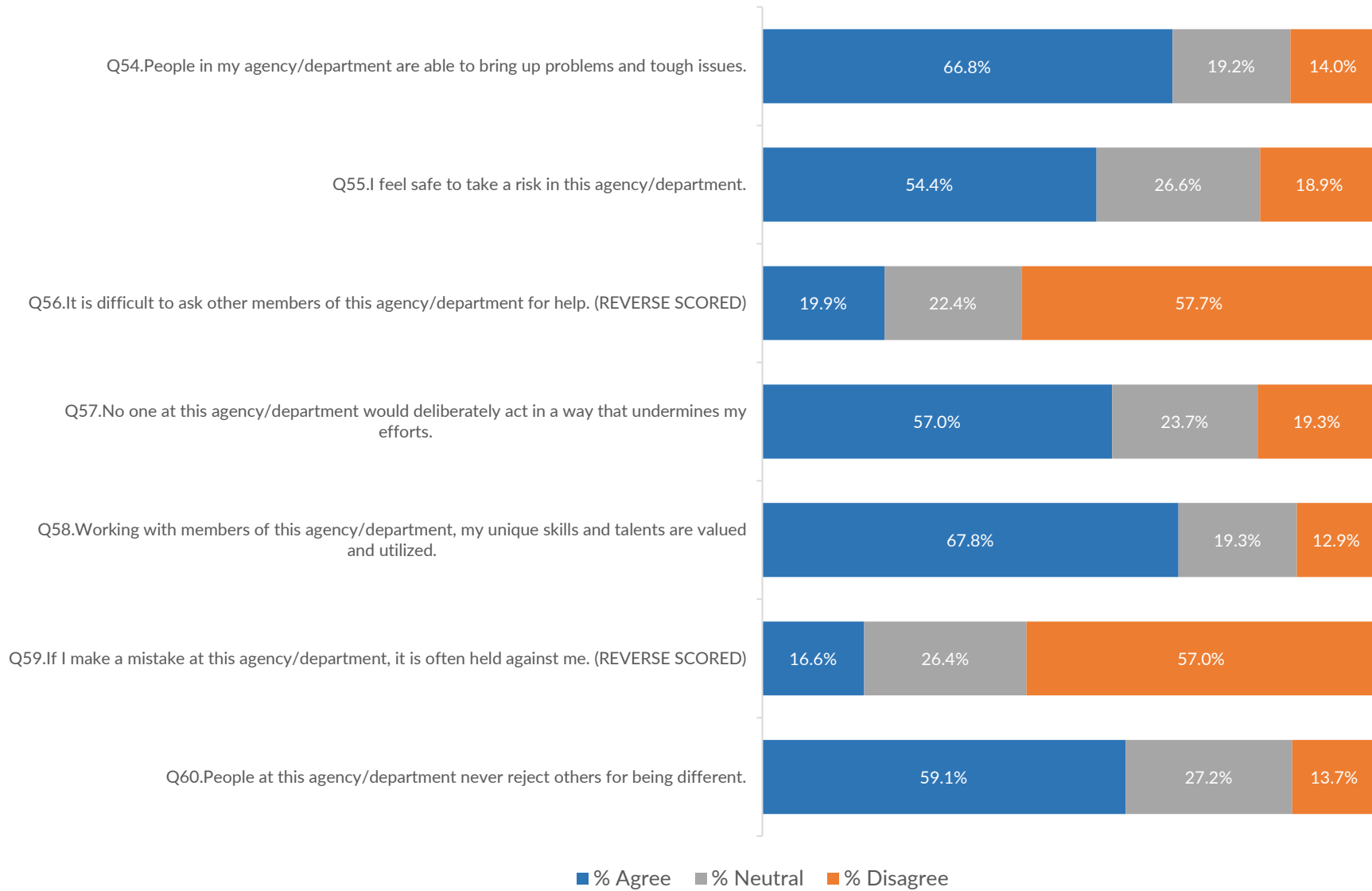


Table 38 Psychological Safety by Department

Department	Q54 % Agree	Q55 % Agree	Q56 (REVERSE) % Agree	Q57 % Agree	Q58 % Agree	Q59 (REVERSE) % Agree	Q60 % Agree	Psychological Safety % Agree
Agency of Administration	80.6%	67.7%	76.7%	71.0%	83.9%	74.2%	71.0%	75.0%
Agency of Human Services	71.0%	50.5%	66.0%	61.0%	71.0%	56.6%	69.0%	63.6%
Agency of Natural Resources	77.6%	50.0%	62.1%	62.1%	74.1%	67.2%	63.8%	65.3%
Agriculture, Food and Markets, Agency	83.9%	65.8%	75.2%	75.4%	83.9%	78.8%	70.3%	76.2%
Attorney General	76.1%	77.6%	71.2%	67.2%	80.6%	71.6%	64.2%	72.6%
Auditor of Accounts	84.6%	61.5%	84.6%	92.3%	84.6%	58.3%	75.0%	77.3%
Buildings and General Services	60.6%	51.1%	53.9%	55.6%	66.7%	38.3%	62.2%	55.5%
Children & Families	64.2%	53.2%	55.3%	58.9%	65.8%	59.6%	54.2%	58.7%
Commerce & Comm. Dev., Agency	61.8%	57.3%	56.6%	65.8%	75.0%	67.1%	61.8%	63.6%
Corrections	45.8%	31.8%	37.8%	28.2%	46.0%	25.5%	39.7%	36.4%
Criminal Justice Council	66.7%	33.3%	66.7%	66.7%	77.8%	33.3%	44.4%	55.6%
DAIL	76.4%	66.8%	65.1%	72.6%	77.7%	74.5%	71.6%	72.1%
Defender General	70.6%	58.8%	70.6%	64.7%	82.4%	82.4%	82.4%	73.1%
Digital Services, Agency	71.8%	62.3%	59.2%	61.6%	67.5%	57.6%	62.7%	63.2%
Education	55.9%	43.1%	50.0%	46.1%	52.0%	54.9%	57.8%	51.4%
Enhanced 911 Board	100.0%	77.8%	55.6%	88.9%	100.0%	66.7%	100.0%	84.1%
Environmental Conservation	62.9%	45.9%	66.1%	54.3%	68.6%	64.5%	46.5%	58.4%
Finance & Management	80.0%	65.7%	62.9%	77.1%	82.9%	55.9%	85.3%	72.8%
Financial Regulation	75.4%	68.9%	63.9%	70.5%	86.9%	62.3%	83.6%	73.1%
Fish & Wildlife	67.9%	50.5%	67.9%	53.2%	66.1%	53.7%	58.7%	59.7%
Forests, Parks & Recreation	76.3%	64.6%	59.8%	53.6%	73.2%	68.0%	68.8%	66.3%
Governor's Office	100.0%	85.7%	71.4%	85.7%	85.7%	85.7%	85.7%	85.7%
Green Mountain Care Board	72.7%	81.8%	63.6%	63.6%	72.7%	90.9%	81.8%	75.3%
Health	68.5%	58.7%	62.2%	61.8%	71.9%	67.9%	59.5%	64.4%
Human Resources	64.9%	53.8%	50.0%	55.1%	66.7%	63.6%	64.1%	59.8%
Labor	69.2%	54.6%	58.5%	54.4%	69.4%	63.9%	62.6%	61.8%
Libraries	68.8%	68.8%	75.0%	75.0%	81.3%	81.3%	81.3%	75.9%
Liquor & Lottery	70.0%	60.0%	45.0%	63.3%	61.7%	46.7%	60.0%	58.1%
Mental Health	63.6%	52.3%	56.1%	59.4%	69.2%	50.9%	57.9%	58.5%
Military	60.6%	53.0%	56.1%	51.5%	63.6%	59.1%	50.8%	56.4%
Motor Vehicles	49.5%	38.0%	48.0%	32.3%	47.0%	41.0%	42.0%	42.5%
Natural Resources Board	56.3%	50.0%	75.0%	62.5%	68.8%	81.3%	50.0%	63.4%
Other	60.2%	48.4%	48.4%	54.8%	61.3%	47.3%	58.1%	54.1%
Public Safety	59.7%	44.2%	62.0%	58.1%	64.1%	51.9%	51.2%	55.9%
Public Service Department	73.7%	71.1%	52.6%	55.3%	78.9%	47.4%	68.4%	63.9%
Public Utility Commission	80.0%	73.3%	66.7%	46.7%	46.7%	80.0%	73.3%	66.7%
Secretary of State	78.6%	73.2%	60.7%	67.9%	80.4%	67.9%	69.1%	71.1%
State Treasurer	83.3%	83.3%	83.3%	83.3%	100.0%	66.7%	83.3%	83.3%
Taxes	75.0%	70.4%	64.3%	68.1%	80.2%	62.6%	69.8%	70.1%
Transportation (not DMV)	66.5%	52.9%	54.9%	49.6%	64.2%	48.1%	54.5%	55.8%
Vermont Health Access	79.9%	61.8%	61.2%	68.3%	76.8%	64.9%	73.3%	69.5%
Vermont Veterans Home	65.5%	41.4%	27.6%	51.7%	62.1%	31.0%	44.8%	46.3%
Total	66.8%	54.4%	57.7%	57.0%	67.8%	57.0%	59.1%	60.0%

Q54. People in my agency/department are able to bring up problems and tough issues.

Q55. I feel safe to take a risk in this agency/department.

Q56. It is difficult to ask other members of this agency/department for help. (REVERSE SCORED)

Q57. No one at this agency/department would deliberately act in a way that undermines my efforts.

Q58. Working with members of this agency/department, my unique skills and talents are valued and utilized.

Q59. If I make a mistake at this agency/department, it is often held against me. (REVERSE SCORED)

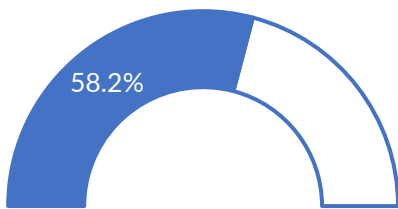
Q60. People at this agency/department never reject others for being different.

Compensation and Benefits

The concept of compensation and benefits, as measured by this survey, focuses on employees' perceptions of their pay and benefits and gauge how well the organization's compensation and benefits meet employees' expectations, both in terms of external competitiveness and internal satisfaction.

The compensation and benefits index as shown below in Table 39 represents average agreement to questions related to compensation and benefits.¹⁸ Results show only a moderate level of agreement.

Table 39 Compensation and Benefits Index



Represents average agreement to questions related to

Table 40 displays percent agreement for respondents to survey statements that were designed to assess perceptions of issues related to compensation and benefits.

Table 41 displays percent agreement for respondents by department to survey statements that were designed to assess perceptions of issues related to compensation and benefits. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal.

The results show that approximately 40% of respondents think their base pay is competitive compared to similar positions in other organizations and that over 76% are satisfied with the benefits that are offered by the State of Vermont.

¹⁸ Based on respondents identifying as classified or exempt employees.

Table 40 Compensation and Benefits

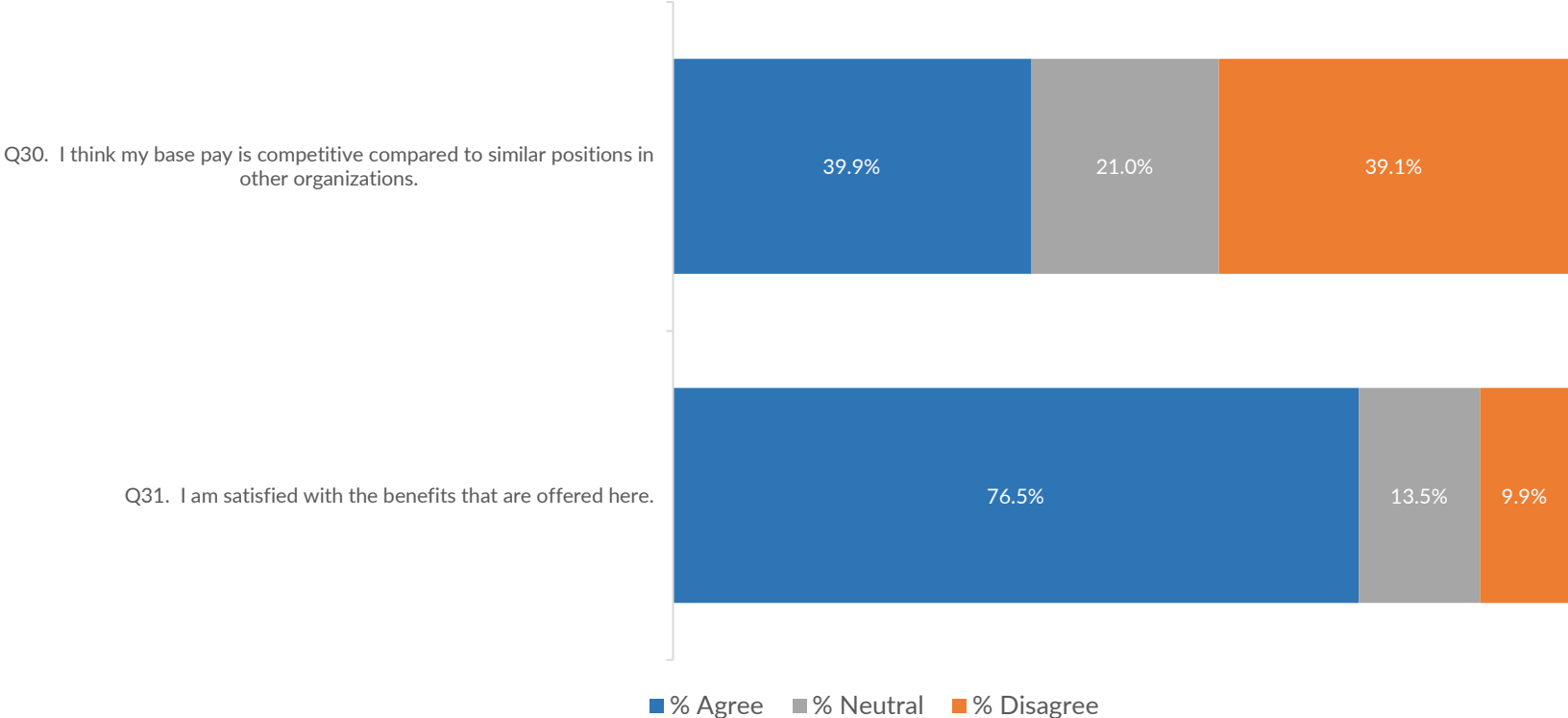


Table 41 Compensation and Benefits by Department

Department	Q30	Q31	Compensation Score
	% Agree	% Agree	% Agree
Agency of Administration	51.6%	83.9%	67.7%
Agency of Human Services	39.0%	79.0%	59.0%
Agency of Natural Resources	41.4%	77.6%	59.5%
Agriculture, Food and Markets, Agency	55.6%	85.5%	70.5%
Attorney General	38.8%	77.6%	58.2%
Auditor of Accounts	69.2%	84.6%	76.9%
Buildings and General Services	35.2%	72.6%	53.9%
Children & Families	40.5%	73.3%	56.9%
Commerce & Community Development, Agency	34.2%	77.6%	55.9%
Corrections	39.6%	63.3%	51.4%
Criminal Justice Council	66.7%	66.7%	66.7%
DAIL	50.9%	87.3%	69.1%
Defender General	29.4%	76.5%	52.9%
Digital Services, Agency	29.4%	81.2%	55.3%
Education	31.4%	74.3%	52.8%
Enhanced 911 Board	77.8%	88.9%	83.3%
Environmental Conservation	31.8%	75.9%	53.9%
Finance & Management	62.9%	88.6%	75.7%
Financial Regulation	46.8%	91.9%	69.4%
Fish & Wildlife	33.0%	76.1%	54.6%
Forests, Parks & Recreation	20.6%	72.2%	46.4%
Governor's Office	85.7%	100.0%	92.9%
Green Mountain Care Board	41.7%	100.0%	70.8%
Health	36.4%	76.6%	56.5%
Human Resources	37.2%	82.1%	59.6%
Labor	37.9%	79.6%	58.8%
Libraries	75.0%	100.0%	87.5%
Liquor & Lottery	33.3%	76.7%	55.0%
Mental Health	41.7%	73.1%	57.4%
Military	28.8%	71.2%	50.0%
Motor Vehicles	33.0%	68.0%	50.5%
Natural Resources Board	68.8%	93.8%	81.3%
Other	35.1%	66.0%	50.5%
Public Safety	39.5%	71.3%	55.4%
Public Service Department	60.5%	78.9%	69.7%
Public Utility Commission	53.3%	86.7%	70.0%
Secretary of State	58.2%	85.5%	71.8%
State Treasurer	61.1%	83.3%	72.2%
Taxes	49.6%	81.2%	65.4%
Transportation (not DMV)	34.7%	74.5%	54.6%
Vermont Health Access	57.6%	84.9%	71.2%
Vermont Veterans Home	41.4%	79.3%	60.3%
Total	39.9%	76.5%	58.2%

Heat Map
GT/= 80%

KEY:

Q30. I think my base pay is competitive compared to similar positions in other organizations.

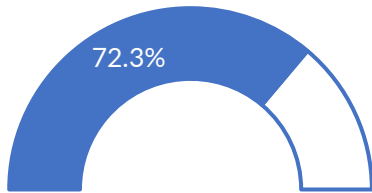
Q31. I am satisfied with the benefits that are offered here.

Resources

The concept of resources, as measured by this survey, focuses on employees' access to the necessary tools and support for job performance. Together, these questions assess whether employees feel equipped with the physical and educational resources they need to succeed in their roles.

The resources index as shown below in Table 42 represents average agreement to questions related to resources.¹⁹ Results show a relatively high level of agreement.

Table 42 Resources Index



Represents average agreement to questions related to Resources

Table 43 displays percent agreement for respondents to survey statements that were designed to assess perceptions of issues related to resources.

Table 44 displays percent agreement for respondents by department to survey statements that were designed to assess perceptions of issues related to resources. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal.

¹⁹ Based on respondents identifying as classified or exempt employees.

Table 43 Resources

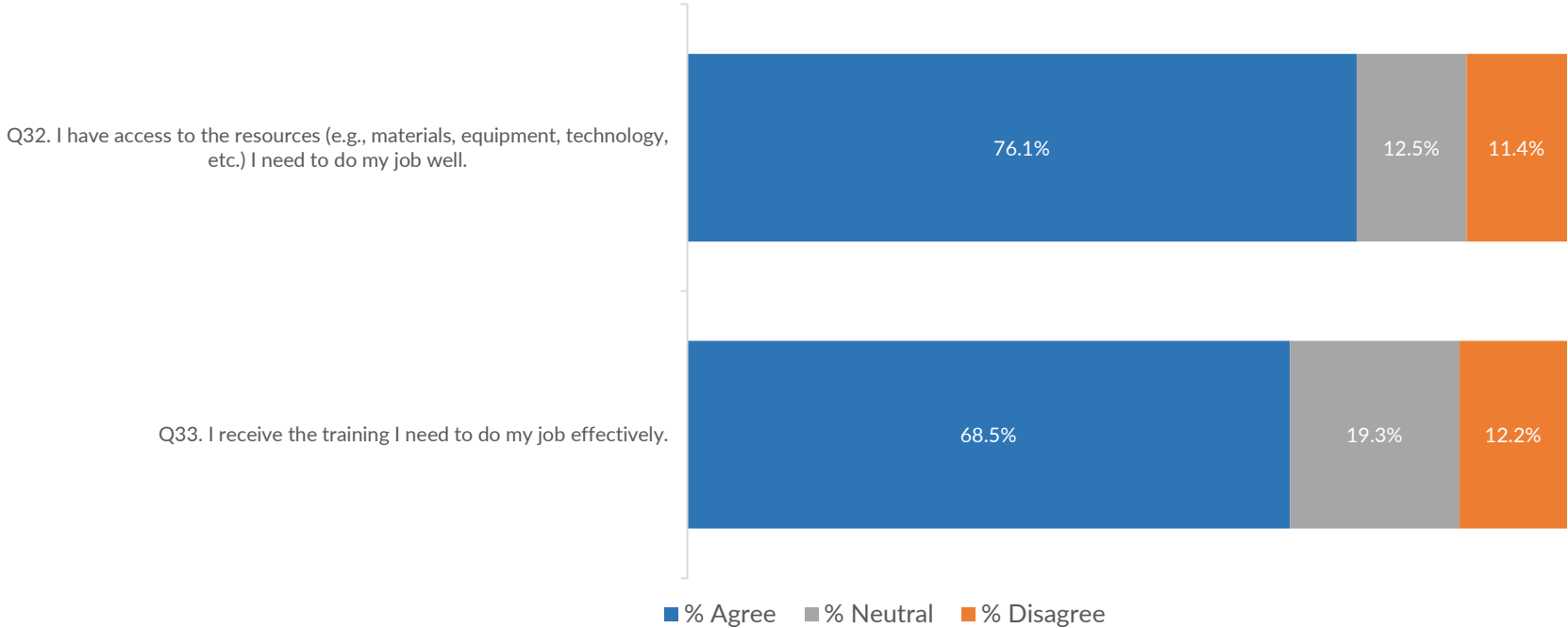


Table 44 Resources by Department

Department	Q32 % Agree	Q33 % Agree	Resources Score % Agree
Agency of Administration	93.5%	77.4%	85.5%
Agency of Human Services	78.0%	68.0%	73.0%
Agency of Natural Resources	72.4%	67.2%	69.8%
Agriculture, Food and Markets, Agency	85.5%	79.5%	82.5%
Attorney General	68.7%	71.6%	70.1%
Auditor of Accounts	100.0%	92.3%	96.2%
Buildings and General Services	76.7%	68.9%	72.8%
Children & Families	71.6%	64.1%	67.9%
Commerce & Community Development, Agency	78.9%	71.1%	75.0%
Corrections	66.0%	63.4%	64.7%
Criminal Justice Council	77.8%	44.4%	61.1%
DAIL	86.3%	79.7%	83.0%
Defender General	76.5%	82.4%	79.4%
Digital Services, Agency	75.5%	59.3%	67.4%
Education	71.6%	55.4%	63.5%
Enhanced 911 Board	100.0%	77.8%	88.9%
Environmental Conservation	65.7%	65.3%	65.5%
Finance & Management	88.6%	82.9%	85.7%
Financial Regulation	90.3%	88.7%	89.5%
Fish & Wildlife	78.9%	72.5%	75.7%
Forests, Parks & Recreation	70.8%	57.3%	64.1%
Governor's Office	85.7%	71.4%	78.6%
Green Mountain Care Board	83.3%	58.3%	70.8%
Health	80.4%	72.0%	76.2%
Human Resources	78.2%	61.5%	69.9%
Labor	71.9%	67.9%	69.9%
Libraries	93.8%	68.8%	81.3%
Liquor & Lottery	76.7%	68.3%	72.5%
Mental Health	81.3%	73.8%	77.6%
Military	69.7%	66.7%	68.2%
Motor Vehicles	62.0%	43.0%	52.5%
Natural Resources Board	75.0%	56.3%	65.6%
Other	65.6%	59.1%	62.4%
Public Safety	79.8%	68.8%	74.3%
Public Service Department	89.5%	76.3%	82.9%
Public Utility Commission	93.3%	71.4%	82.4%
Secretary of State	90.9%	81.8%	86.4%
State Treasurer	88.9%	77.8%	83.3%
Taxes	88.0%	76.9%	82.5%
Transportation (not DMV)	74.1%	70.2%	72.1%
Vermont Health Access	87.8%	78.5%	83.1%
Vermont Veterans Home	79.3%	67.9%	73.6%
Total	76.1%	68.5%	72.3%

Heat Map
GT/= 80%

KEY:

Q32. I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job well.

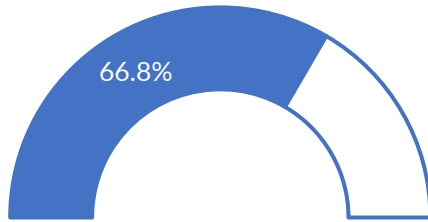
Q33. I receive the training I need to do my job effectively.

Organizational Culture

The concept of organizational culture, as measured by this survey, revolves around employees' perceptions of their work environment, interpersonal treatment, and the overall functioning of their department. Together, these questions capture the values, behaviors, and systems that shape the work experience, focusing on collegiality, respect, and operational efficiency.

The organizational culture index as shown below in Table 45 represents average agreement to questions related to organizational culture.²⁰ Results show only a moderate level of agreement.

Table 45 Organizational Culture Index



Represents average agreement to questions related to Organizational Culture

Table 46 displays percent agreement for respondents to survey statements that were designed to assess perceptions of issues related to organizational culture.

Table 47 displays percent agreement for respondents by department to survey statements that were designed to assess perceptions of issues related to organizational culture. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal.

²⁰ Based on respondents identifying as classified or exempt employees.

Table 46 Organizational Culture

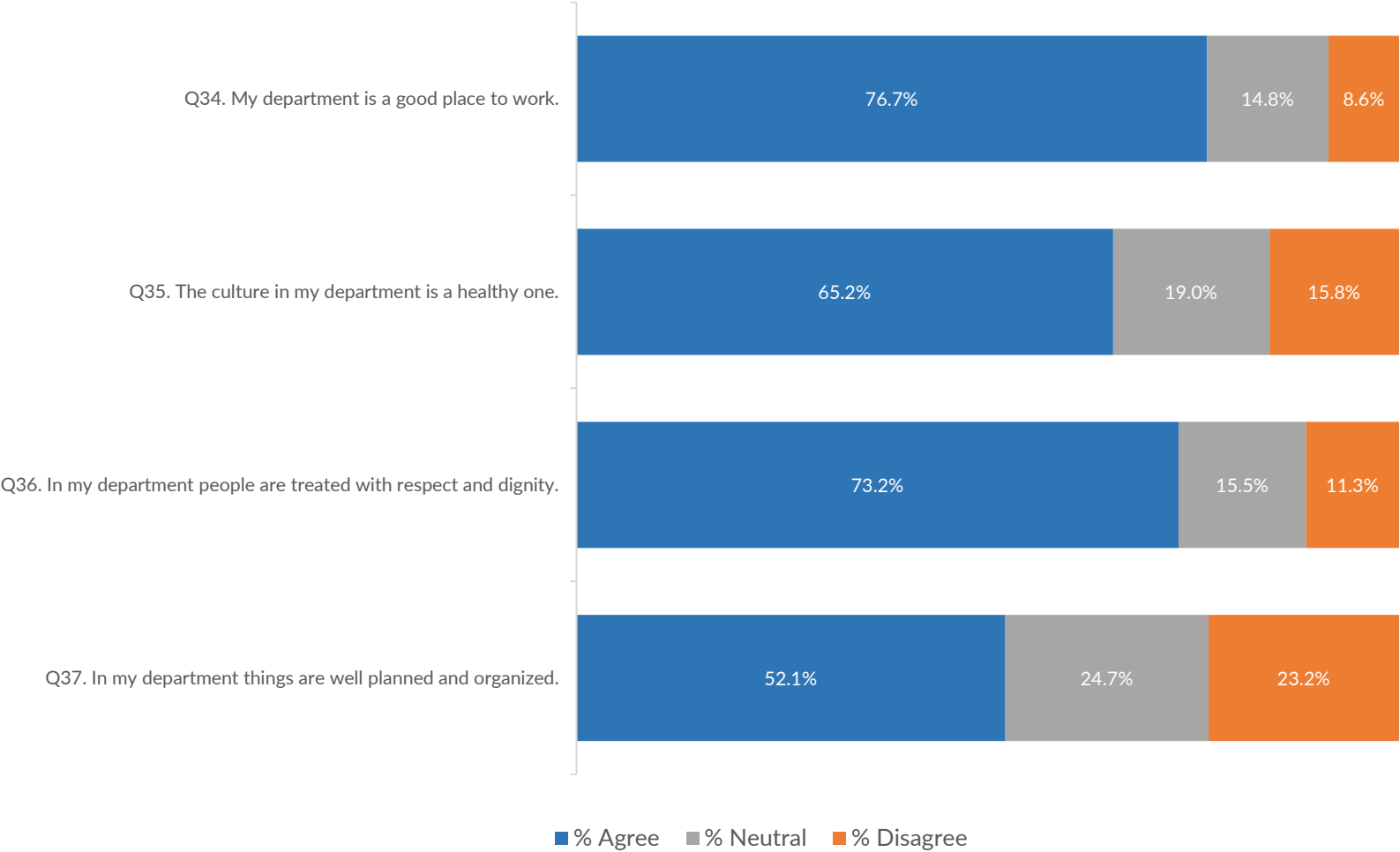


Table 47 Organizational Culture by Department

Department	Organizational Culture				
	Q34 % Agree	Q35 % Agree	Q36 % Agree	Q37 % Agree	% Agree
Agency of Administration	90.3%	83.9%	83.9%	67.7%	81.5%
Agency of Human Services	79.0%	72.0%	79.0%	55.0%	71.3%
Agency of Natural Resources	84.5%	74.1%	84.5%	63.8%	76.7%
Agriculture, Food and Markets, Agency	92.4%	82.2%	89.8%	72.9%	84.3%
Attorney General	86.6%	80.6%	86.6%	74.6%	82.1%
Auditor of Accounts	84.6%	76.9%	84.6%	69.2%	78.8%
Buildings and General Services	71.1%	61.7%	65.9%	50.6%	62.3%
Children & Families	72.2%	59.2%	71.5%	46.2%	62.3%
Commerce & Community Development, Agency	78.9%	64.5%	75.0%	48.7%	66.8%
Corrections	53.4%	33.3%	44.1%	29.3%	40.0%
Criminal Justice Council	88.9%	66.7%	55.6%	44.4%	63.9%
DAIL	90.1%	83.1%	88.7%	71.8%	83.4%
Defender General	70.6%	52.9%	70.6%	52.9%	61.8%
Digital Services, Agency	73.5%	64.8%	77.9%	44.7%	65.2%
Education	57.8%	45.1%	56.9%	33.3%	48.3%
Enhanced 911 Board	100.0%	88.9%	100.0%	77.8%	91.7%
Environmental Conservation	81.6%	65.7%	78.7%	41.6%	66.9%
Finance & Management	91.4%	88.6%	91.4%	77.1%	87.1%
Financial Regulation	91.9%	85.5%	87.1%	74.2%	84.7%
Fish & Wildlife	88.1%	68.8%	76.1%	46.8%	70.0%
Forests, Parks & Recreation	82.5%	71.1%	81.4%	44.3%	69.8%
Governor's Office	85.7%	85.7%	85.7%	85.7%	85.7%
Green Mountain Care Board	58.3%	50.0%	75.0%	50.0%	58.3%
Health	85.8%	76.9%	84.0%	62.4%	77.3%
Human Resources	76.9%	65.4%	70.5%	49.4%	65.5%
Labor	75.5%	64.8%	74.5%	48.5%	65.8%
Libraries	75.0%	75.0%	81.3%	75.0%	76.6%
Liquor & Lottery	70.0%	69.5%	71.7%	53.3%	66.1%
Mental Health	79.6%	63.0%	66.7%	59.3%	67.1%
Military	71.2%	51.5%	59.1%	39.4%	55.3%
Motor Vehicles	49.0%	35.0%	46.0%	27.0%	39.3%
Natural Resources Board	62.5%	31.3%	56.3%	50.0%	50.0%
Other	68.1%	61.7%	62.8%	45.2%	59.4%
Public Safety	67.4%	56.6%	62.8%	50.4%	59.3%
Public Service Department	84.2%	68.4%	78.9%	63.2%	73.7%
Public Utility Commission	80.0%	60.0%	80.0%	53.3%	68.3%
Secretary of State	87.3%	81.8%	83.6%	72.7%	81.4%
State Treasurer	88.9%	83.3%	83.3%	61.1%	79.2%
Taxes	88.0%	79.5%	83.8%	75.9%	81.8%
Transportation (not DMV)	78.0%	65.7%	72.5%	46.6%	65.7%
Vermont Health Access	87.8%	84.1%	88.1%	76.7%	84.2%
Vermont Veterans Home	72.4%	60.7%	58.6%	58.6%	62.6%
Total	76.7%	65.2%	73.2%	52.1%	66.8%

Heat Map
GT/= 80%

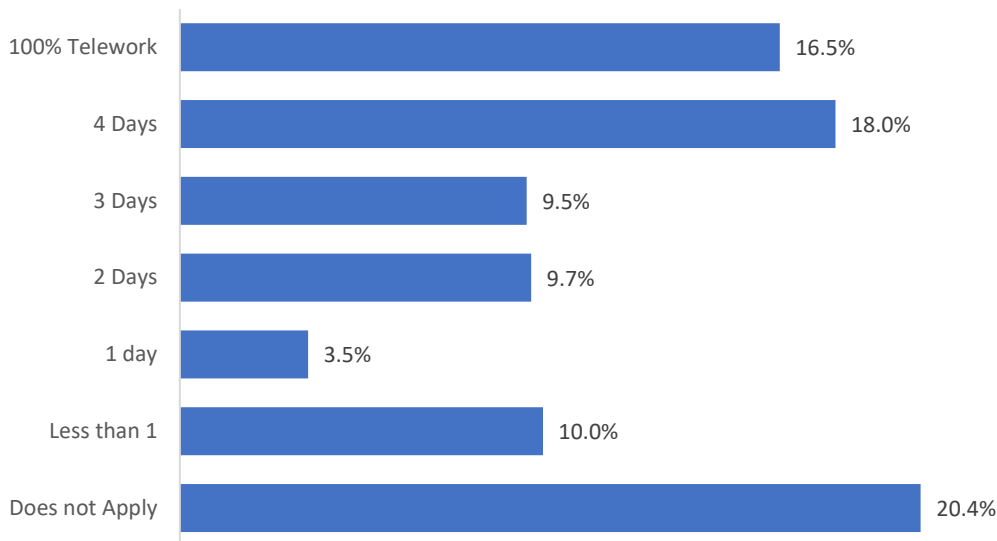
KEY:
 Q34. My department is a good place to work.
 Q35. The culture in my department is a healthy one.
 Q36. In my department people are treated with respect and dignity.
 Q37. In my department things are well planned and organized.

Telework

The survey asked respondents how many days on average do you currently telework per week? Table 48 shows the distribution of responses.

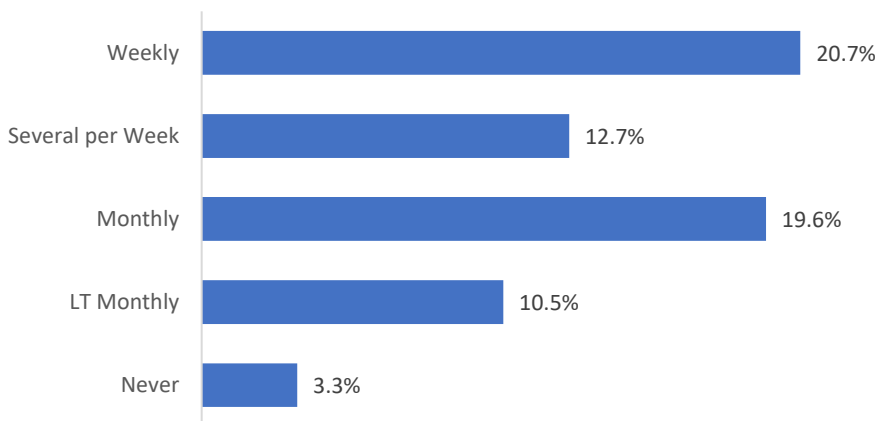
Table 48 is not an accurate reflection of the actual distribution of telework in state government; it reflects the distribution for survey respondents only. Departments with a high level of staff for which telework does not apply had very low response rates to this survey, such as Department of Public Safety, Department of Corrections, and Vermont Veterans Home among others.

Table 48 How Many Days on Average Do You Currently Telework Per Week Distribution



For those individuals who had any amount of telework we asked how often their team works together in person. Table 49 shows the distribution of responses.

Table 49 How Often Does Your Team Work Together In Person Distribution



Most respondents, 20.7%, indicated that their team worked together in person weekly, closely followed by those indicating monthly at 19.6%.

Respondents were asked whether their teams in person time should be more, less, or the same. Table 50 shows the distribution of responses. Nearly 50% indicated that their in-person time should remain the same.

Table 50 Do You Think Your Team's In-Person Time Should Be More, Less, Or Remain the Same Distribution

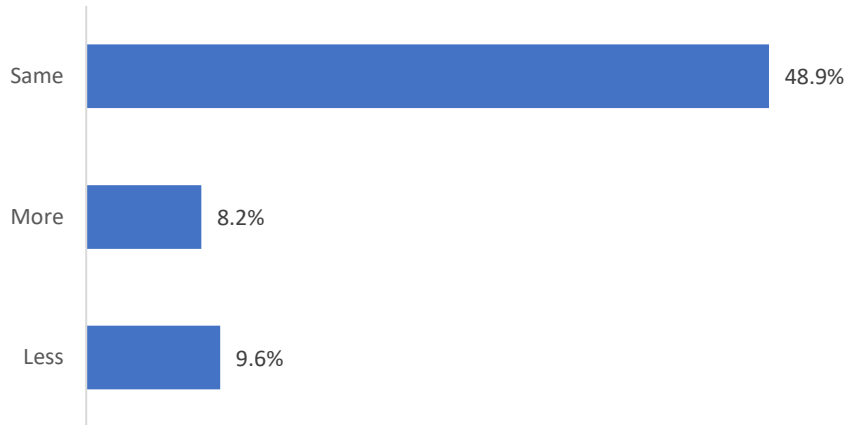


Table 51 displays percent agreement for respondents to survey statements that were designed to assess perceptions of issues related to telework.

Over 90% of respondents agreed that they can collaborate effectively with their colleagues while working remotely (92.1%) and that remote work positively impacts their work life balance (90.8%). In addition, 82.8% agreed that remote work positively impacts their individual performance.

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

Table 52 shows employee engagement components by telework status. Those respondents categorized as hybrid/telework had higher levels of agreement across every employee engagement component.

Tables 53 through 56 show results for telework survey items by department.

Table 51 Telework

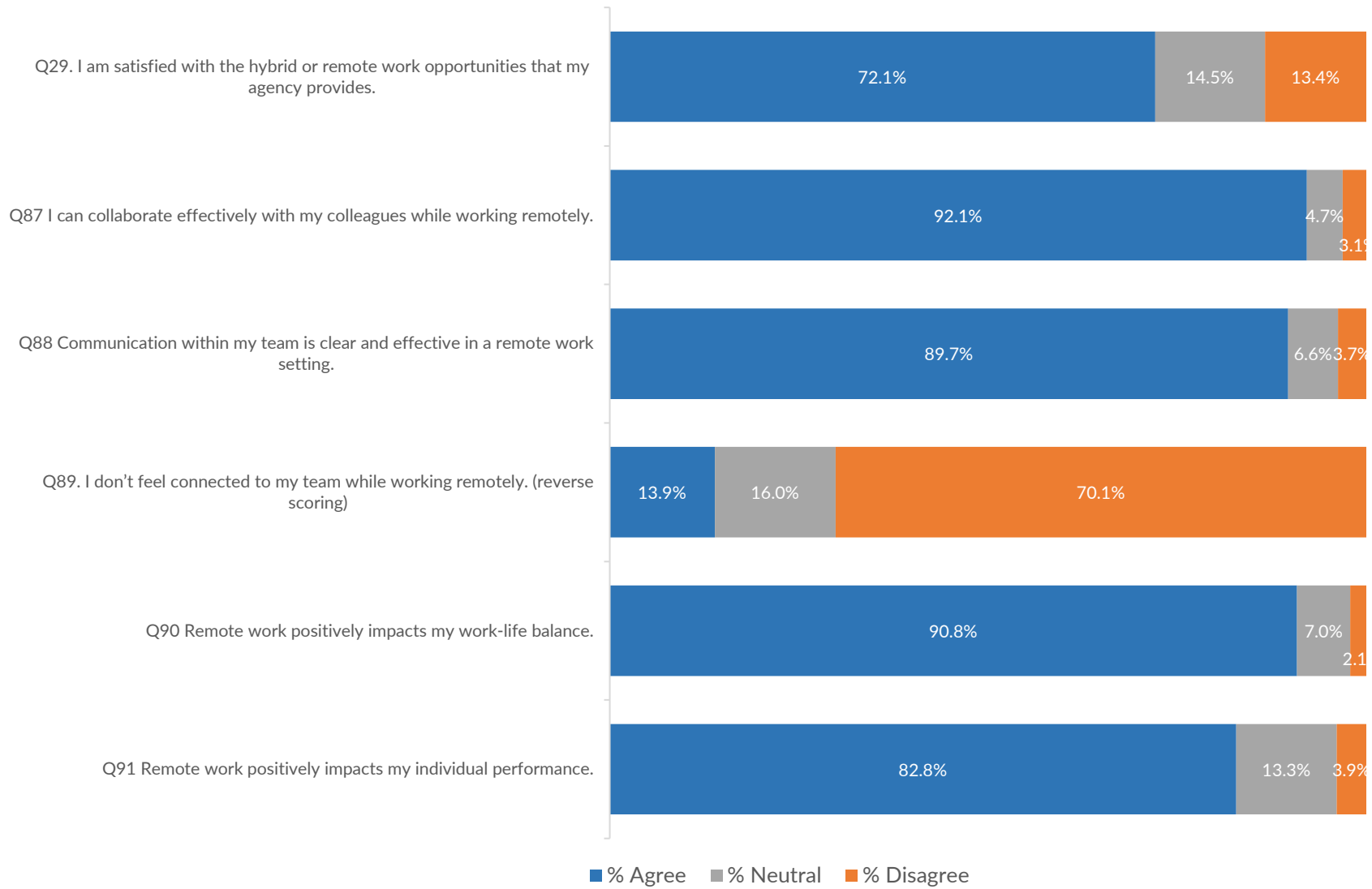


Table 52 Employee Engagement Components by Telework

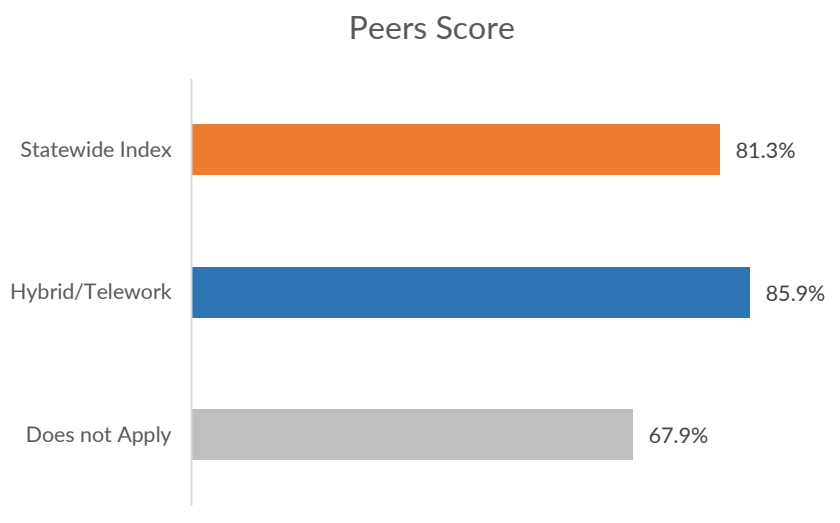
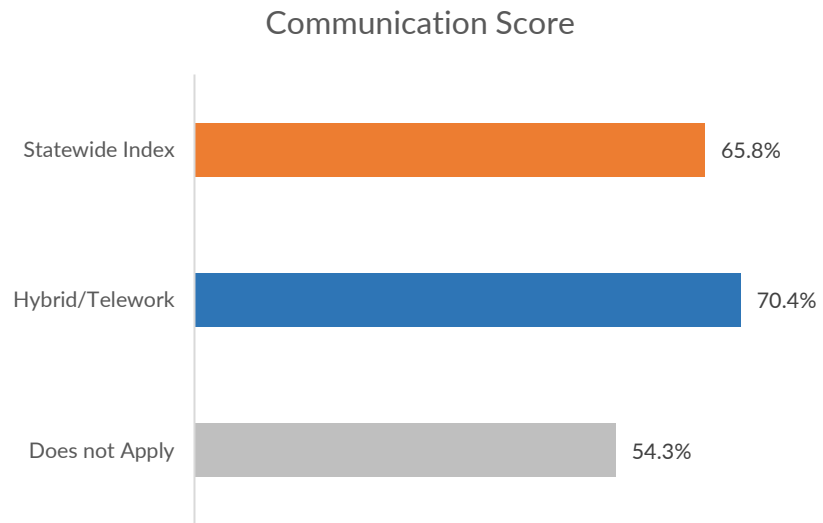
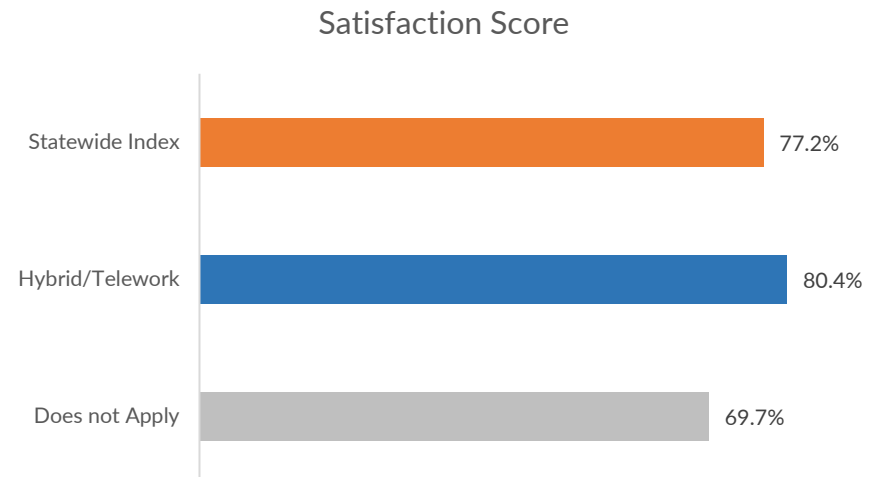
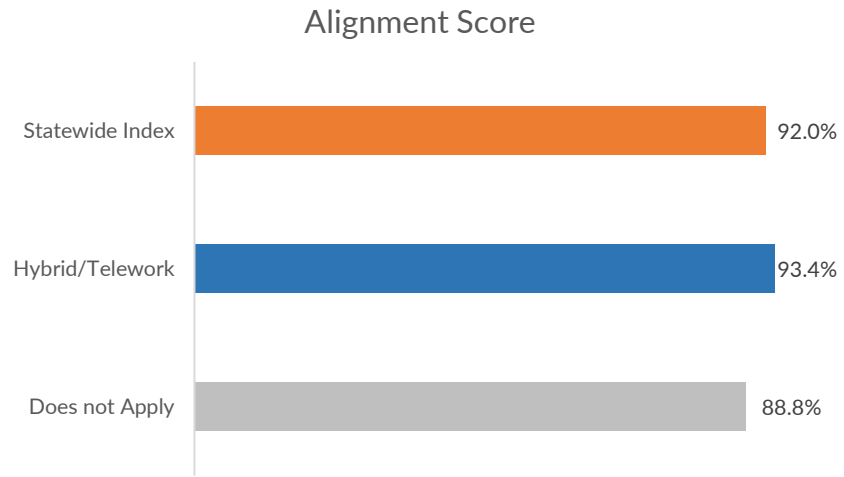


Table 52 Employee Engagement Components by Telework (Cont.)

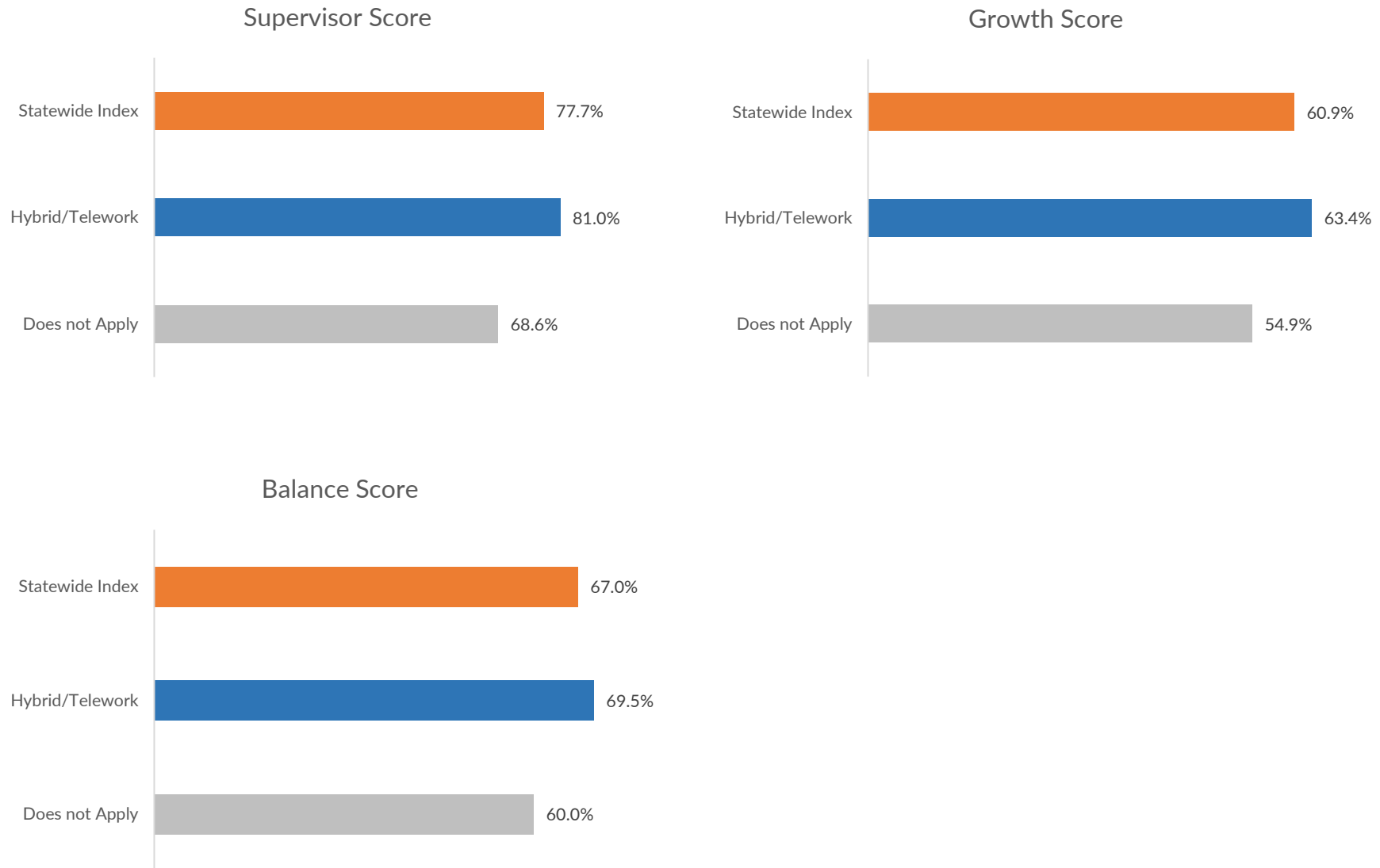


Table 53 How Many Days on Average Do You Currently Telework Per Week by Department

Q86. How many days on average do you currently telework per week?

Department	Less than					100% Telework	Does not Apply
	1	1 day	2 Days	3 Days	4 Days		
Agency of Administration	9.7%	0.0%	9.7%	12.9%	41.9%	16.1%	3.2%
Agency of Human Services	11.0%	4.0%	17.0%	21.0%	23.0%	14.0%	6.0%
Agency of Natural Resources	5.2%	1.7%	10.3%	8.6%	31.0%	34.5%	6.9%
Agriculture, Food and Markets, Agency	9.3%	4.2%	6.8%	7.6%	24.6%	21.2%	21.2%
Attorney General	2.9%	2.9%	22.1%	54.4%	16.2%	0.0%	0.0%
Auditor of Accounts	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Buildings and General Services	10.0%	4.4%	20.6%	4.4%	0.6%	0.6%	57.2%
Children & Families	18.8%	7.9%	19.4%	14.4%	17.9%	7.5%	9.6%
Commerce & Community Development, Agency	6.6%	2.6%	7.9%	21.1%	51.3%	2.6%	3.9%
Corrections	13.4%	5.8%	8.2%	1.9%	1.4%	1.1%	64.1%
Criminal Justice Council	33.3%	0.0%	0.0%	11.1%	0.0%	0.0%	55.6%
DAIL	7.0%	8.0%	21.6%	11.7%	16.4%	25.8%	4.7%
Defender General	52.9%	0.0%	5.9%	0.0%	5.9%	5.9%	17.6%
Digital Services, Agency	2.4%	5.7%	4.5%	10.5%	32.0%	36.4%	0.4%
Education	1.0%	0.0%	0.0%	9.8%	24.5%	62.7%	1.0%
Enhanced 911 Board	22.2%	0.0%	0.0%	0.0%	22.2%	55.6%	0.0%
Environmental Conservation	5.3%	0.8%	6.5%	8.1%	30.5%	43.1%	1.6%
Finance & Management	2.9%	2.9%	8.6%	8.6%	57.1%	14.3%	2.9%
Financial Regulation	0.0%	0.0%	9.7%	17.7%	21.0%	45.2%	1.6%
Fish & Wildlife	14.7%	3.7%	13.8%	20.2%	7.3%	5.5%	31.2%
Forests, Parks & Recreation	21.6%	8.2%	13.4%	17.5%	15.5%	14.4%	7.2%
Governor's Office	57.1%	14.3%	0.0%	14.3%	0.0%	0.0%	14.3%
Green Mountain Care Board	0.0%	0.0%	8.3%	0.0%	25.0%	58.3%	0.0%
Health	8.7%	2.5%	18.3%	9.6%	24.2%	27.7%	5.8%
Human Resources	3.8%	1.3%	2.6%	12.8%	30.8%	39.7%	2.6%
Labor	13.3%	0.5%	7.1%	7.1%	10.7%	8.2%	49.0%
Libraries	25.0%	0.0%	25.0%	18.8%	12.5%	6.3%	0.0%
Liquor & Lottery	18.3%	0.0%	18.3%	15.0%	5.0%	3.3%	33.3%
Mental Health	11.1%	2.8%	3.7%	25.0%	4.6%	2.8%	44.4%
Military	15.2%	7.6%	7.6%	0.0%	0.0%	0.0%	66.7%
Motor Vehicles	9.0%	7.0%	2.0%	1.0%	0.0%	5.0%	72.0%
Natural Resources Board	6.3%	6.3%	6.3%	6.3%	50.0%	18.8%	0.0%
Other	5.3%	2.1%	9.6%	6.4%	8.5%	17.0%	38.3%
Public Safety	14.0%	3.1%	7.8%	5.4%	20.2%	10.1%	38.0%
Public Service Department	10.5%	2.6%	2.6%	10.5%	18.4%	44.7%	2.6%
Public Utility Commission	13.3%	0.0%	13.3%	6.7%	6.7%	46.7%	0.0%
Secretary of State	17.9%	8.9%	12.5%	17.9%	26.8%	5.4%	8.9%
State Treasurer	11.1%	11.1%	16.7%	33.3%	5.6%	11.1%	5.6%
Taxes	10.2%	2.5%	5.1%	18.6%	45.8%	11.0%	5.1%
Transportation (not DMV)	12.3%	2.6%	7.2%	7.0%	22.0%	8.5%	37.1%
Vermont Health Access	6.9%	0.4%	0.4%	2.4%	37.0%	47.2%	0.4%
Vermont Veterans Home	20.7%	3.4%	0.0%	0.0%	0.0%	0.0%	75.9%
Total	10.0%	3.5%	9.7%	9.5%	18.0%	16.5%	20.4%

Table 54 How Often Does Your Team Work Together In Person By Department

Q92 How often does your team work together in-person?

Department	Never	LT Monthly	Monthly	Several per Week	Weekly
Agency of Administration	0.0%	19.4%	25.8%	9.7%	29.0%
Agency of Human Services	1.0%	17.0%	24.0%	13.0%	35.0%
Agency of Natural Resources	3.4%	5.2%	50.0%	1.7%	31.0%
Agriculture, Food and Markets, Agency	1.7%	18.6%	22.9%	7.6%	22.9%
Attorney General	0.0%	10.3%	2.9%	36.8%	48.5%
Auditor of Accounts	53.8%	46.2%	0.0%	0.0%	0.0%
Buildings and General Services	0.6%	2.2%	1.7%	21.7%	14.4%
Children & Families	4.2%	10.9%	14.8%	26.3%	28.8%
Commerce & Community Development, Agency	1.3%	3.9%	3.9%	19.7%	63.2%
Corrections	0.8%	1.6%	4.1%	16.4%	8.5%
Criminal Justice Council	0.0%	0.0%	11.1%	22.2%	11.1%
DAIL	5.6%	16.9%	19.7%	13.6%	34.3%
Defender General	5.9%	5.9%	5.9%	41.2%	11.8%
Digital Services, Agency	8.5%	19.8%	24.7%	7.7%	30.0%
Education	14.7%	18.6%	44.1%	3.9%	16.7%
Enhanced 911 Board	11.1%	55.6%	0.0%	22.2%	11.1%
Environmental Conservation	0.8%	15.9%	57.7%	4.1%	15.4%
Finance & Management	0.0%	0.0%	45.7%	8.6%	40.0%
Financial Regulation	6.5%	41.9%	14.5%	3.2%	25.8%
Fish & Wildlife	0.9%	8.3%	18.3%	11.0%	25.7%
Forests, Parks & Recreation	0.0%	14.4%	27.8%	20.6%	27.8%
Governor's Office	0.0%	0.0%	0.0%	85.7%	0.0%
Green Mountain Care Board	8.3%	41.7%	33.3%	0.0%	8.3%
Health	6.9%	19.5%	34.7%	11.9%	17.7%
Human Resources	11.5%	32.1%	15.4%	3.8%	28.2%
Labor	4.1%	9.2%	9.2%	10.7%	12.8%
Libraries	0.0%	0.0%	6.3%	31.3%	50.0%
Liquor & Lottery	1.7%	8.3%	6.7%	26.7%	18.3%
Mental Health	2.8%	1.9%	2.8%	25.9%	18.5%
Military	1.5%	0.0%	0.0%	22.7%	6.1%
Motor Vehicles	0.0%	4.0%	4.0%	12.0%	4.0%
Natural Resources Board	12.5%	37.5%	18.8%	0.0%	25.0%
Other	7.4%	3.2%	16.0%	9.6%	12.8%
Public Safety	1.6%	12.4%	10.1%	15.5%	20.9%
Public Service Department	10.5%	31.6%	21.1%	10.5%	15.8%
Public Utility Commission	20.0%	53.3%	6.7%	0.0%	6.7%
Secretary of State	1.8%	5.4%	21.4%	25.0%	35.7%
State Treasurer	0.0%	22.2%	5.6%	22.2%	38.9%
Taxes	0.0%	4.2%	10.2%	16.9%	60.2%
Transportation (not DMV)	1.8%	6.7%	13.6%	11.1%	26.2%
Vermont Health Access	2.8%	6.1%	79.7%	0.4%	5.7%
Vermont Veterans Home	0.0%	0.0%	0.0%	17.2%	6.9%
Total	3.3%	10.5%	19.6%	12.7%	20.7%

Table 55 Do You Think Your Team's In Person Time Should Be More, Less, or The Same By Department

Department	Q94. Do you think your team's in-person time should be:		
	Less	More	Same
Agency of Administration	16.1%	6.5%	64.5%
Agency of Human Services	13.0%	11.0%	66.0%
Agency of Natural Resources	5.2%	17.2%	69.0%
Agriculture, Food and Markets, Agency	2.5%	14.4%	55.9%
Attorney General	26.5%	5.9%	66.2%
Auditor of Accounts	0.0%	30.8%	69.2%
Buildings and General Services	8.3%	4.4%	26.7%
Children & Families	17.3%	10.0%	57.8%
Commerce & Community Development, Agency	6.6%	9.2%	76.3%
Corrections	5.5%	4.9%	20.8%
Criminal Justice Council	0.0%	0.0%	44.4%
DAIL	6.6%	13.6%	69.0%
Defender General	11.8%	17.6%	41.2%
Digital Services, Agency	20.2%	8.5%	62.3%
Education	12.7%	11.8%	72.5%
Enhanced 911 Board	0.0%	0.0%	100.0%
Environmental Conservation	5.3%	14.2%	74.8%
Finance & Management	40.0%	8.6%	45.7%
Financial Regulation	4.8%	14.5%	74.2%
Fish & Wildlife	0.9%	16.5%	46.8%
Forests, Parks & Recreation	4.1%	15.5%	70.1%
Governor's Office	0.0%	28.6%	57.1%
Green Mountain Care Board	0.0%	8.3%	83.3%
Health	9.4%	11.4%	70.0%
Human Resources	11.5%	7.7%	71.8%
Labor	7.1%	6.6%	32.7%
Libraries	6.3%	6.3%	75.0%
Liquor & Lottery	8.3%	10.0%	43.3%
Mental Health	8.3%	5.6%	36.1%
Military	9.1%	1.5%	19.7%
Motor Vehicles	11.0%	1.0%	12.0%
Natural Resources Board	6.3%	18.8%	68.8%
Other	11.7%	6.4%	31.9%
Public Safety	5.4%	3.9%	51.2%
Public Service Department	2.6%	10.5%	73.7%
Public Utility Commission	0.0%	33.3%	60.0%
Secretary of State	5.4%	10.7%	73.2%
State Treasurer	11.1%	0.0%	77.8%
Taxes	25.4%	9.3%	58.5%
Transportation (not DMV)	7.6%	6.5%	45.2%
Vermont Health Access	21.5%	6.5%	66.3%
Vermont Veterans Home	3.4%	3.4%	17.2%
Total	9.6%	8.2%	48.9%

Table 56 Telework Items by Department

Department	Q29 % Agree	Q87 % Agree	Q88 % Agree	Q89 (Reverse) % Agree	Q90 % Agree	Q91 % Agree	Q93 % Agree
Agency of Administration	93.5%	100.0%	100.0%	77.8%	96.3%	96.3%	59.3%
Agency of Human Services	80.0%	95.6%	91.1%	80.0%	96.7%	85.6%	70.5%
Agency of Natural Resources	91.4%	88.7%	88.7%	64.2%	94.3%	84.9%	73.6%
Agriculture, Food and Markets, Agency	86.4%	92.0%	94.3%	71.3%	88.5%	83.9%	77.9%
Attorney General	89.6%	95.5%	92.5%	74.6%	95.5%	88.1%	64.2%
Auditor of Accounts	84.6%	92.3%	92.3%	69.2%	76.9%	69.2%	38.5%
Buildings and General Services	37.4%	88.9%	83.3%	62.5%	90.3%	79.2%	65.3%
Children & Families	70.7%	89.7%	86.5%	69.1%	88.8%	84.0%	63.7%
Commerce & Community Development, Agency	86.8%	94.2%	88.4%	66.7%	95.6%	89.7%	66.2%
Corrections	38.3%	87.8%	83.5%	55.3%	75.7%	66.1%	73.9%
Criminal Justice Council	66.7%	75.0%	75.0%	50.0%	50.0%	50.0%	75.0%
DAIL	89.2%	95.3%	92.2%	74.0%	93.8%	87.0%	69.7%
Defender General	41.2%	66.7%	66.7%	50.0%	58.3%	41.7%	66.7%
Digital Services, Agency	88.2%	95.6%	92.5%	77.3%	92.0%	85.8%	49.3%
Education	94.1%	97.0%	90.0%	78.0%	98.0%	91.0%	52.5%
Enhanced 911 Board	100.0%	100.0%	100.0%	77.8%	77.8%	77.8%	66.7%
Environmental Conservation	90.2%	89.7%	86.1%	64.5%	94.4%	81.8%	69.7%
Finance & Management	97.1%	93.9%	100.0%	87.9%	100.0%	87.9%	48.5%
Financial Regulation	96.7%	96.6%	91.4%	81.0%	98.3%	84.5%	64.9%
Fish & Wildlife	74.3%	81.7%	81.7%	42.3%	77.5%	60.6%	82.4%
Forests, Parks & Recreation	84.5%	86.4%	85.2%	64.8%	83.0%	75.0%	72.7%
Governor's Office	85.7%	66.7%	66.7%	33.3%	83.3%	50.0%	83.3%
Green Mountain Care Board	90.9%	90.9%	90.9%	72.7%	81.8%	90.9%	54.5%
Health	85.0%	93.3%	91.1%	67.7%	96.0%	85.4%	64.9%
Human Resources	93.6%	98.6%	97.2%	88.7%	95.8%	88.7%	57.4%
Labor	53.6%	89.0%	92.3%	71.4%	85.7%	76.9%	65.6%
Libraries	81.3%	100.0%	100.0%	85.7%	78.6%	78.6%	85.7%
Liquor & Lottery	68.3%	89.2%	81.1%	54.1%	80.6%	78.4%	82.9%
Mental Health	55.6%	91.1%	87.5%	62.5%	92.9%	82.1%	77.8%
Military	35.4%	90.0%	75.0%	60.0%	80.0%	65.0%	55.0%
Motor Vehicles	22.0%	100.0%	95.8%	66.7%	87.5%	87.5%	62.5%
Natural Resources Board	100.0%	93.3%	93.3%	80.0%	93.3%	93.3%	66.7%
Other	61.7%	95.7%	95.7%	76.1%	95.7%	87.0%	73.9%
Public Safety	62.0%	93.6%	87.2%	76.6%	88.3%	84.6%	70.1%
Public Service Department	100.0%	94.1%	97.1%	70.6%	91.2%	88.2%	70.6%
Public Utility Commission	86.7%	78.6%	78.6%	64.3%	85.7%	71.4%	57.1%
Secretary of State	89.1%	98.0%	98.0%	80.0%	84.0%	79.6%	80.0%
State Treasurer	88.9%	87.5%	81.3%	75.0%	87.5%	87.5%	60.0%
Taxes	88.9%	92.7%	90.9%	75.5%	91.8%	82.7%	59.3%
Transportation (not DMV)	62.8%	90.3%	89.1%	68.7%	88.4%	80.5%	64.1%
Vermont Health Access	94.3%	94.8%	93.6%	74.7%	96.1%	88.4%	62.9%
Vermont Veterans Home	34.5%	100.0%	100.0%	71.4%	85.7%	85.7%	85.7%
Total	72.1%	92.1%	89.7%	70.1%	90.8%	82.8%	65.6%

Q87 I can collaborate effectively with my colleagues while working remotely.

Q88 Communication within my team is clear and effective in a remote work setting.

Q89. I don't feel connected to my team while working remotely. (reverse scoring)

Q90 Remote work positively impacts my work-life balance.

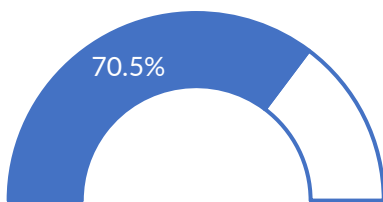
Q91 Remote work positively impacts my individual performance.

Performance Management

The concept of performance management, as measured by this survey, encompasses the processes and practices through which supervisors and the department evaluate, guide, and improve employee performance. Together, these questions aim to capture how performance management is practiced within the organization, focusing on communication, evaluation practices, goal setting, accountability, and fairness in performance appraisals.

The performance management index as shown below in Table 57 represents average agreement to questions related to performance management.²¹ Results show only a moderate level of agreement.

Table 57 Performance Management Index



Represents average agreement to questions related to Performance

Table 58 displays percent agreement for respondents to survey statements that were designed to assess perceptions of issues related to performance management.

Table 59 displays percent agreement for all respondents to survey statements related to performance management. The table also shows the percent agreement for the same question in the 2023 survey and a percent change from 2023 to 2024 in performance management. Table 2 displays the percentage agreement for respondents by department to survey statements for performance management. A “heat map” of responses is used to visually represent levels of performance management that are at or above 80% agreement, the benchmark goal.

²¹ Based on respondents identifying as classified or exempt employees.

Table 58 Performance Management

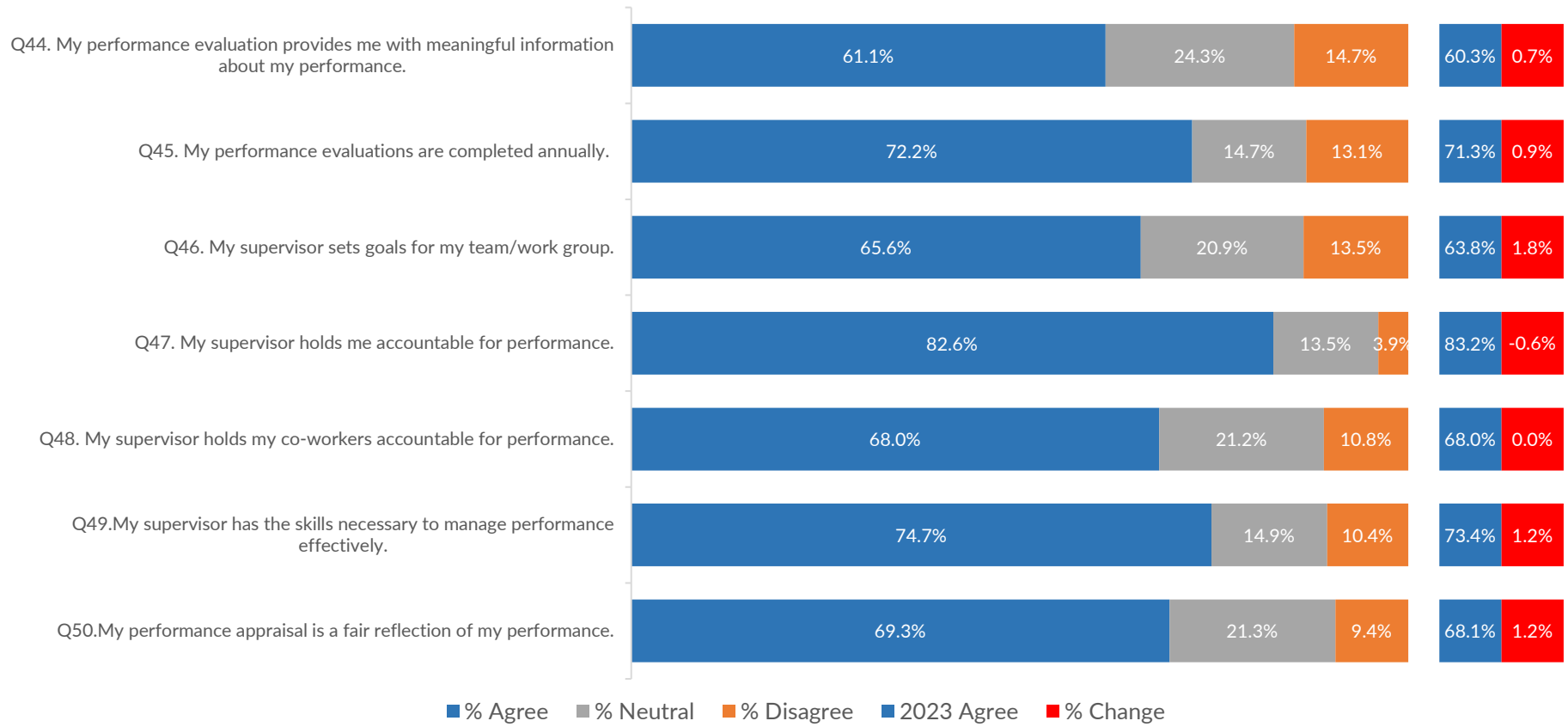


Table 59 Performance Management by Department

Department	Q44 % Agree	Q45 % Agree	Q46 % Agree	Q47 % Agree	Q48 % Agree	Q49 % Agree	Q50 % Agree	Performance Management % Agree
Agency of Administration	58.1%	61.3%	77.4%	93.5%	77.4%	80.6%	61.3%	72.8%
Agency of Human Services	65.3%	70.7%	68.7%	83.8%	74.7%	74.7%	69.1%	72.4%
Agency of Natural Resources	61.4%	73.7%	68.4%	87.7%	75.0%	86.0%	71.4%	74.8%
Agriculture, Food and Markets, Agency	62.7%	72.9%	73.7%	87.3%	79.7%	88.1%	83.1%	78.2%
Attorney General	71.6%	83.6%	71.6%	88.1%	73.1%	85.1%	77.6%	78.7%
Auditor of Accounts	58.3%	76.9%	69.2%	69.2%	61.5%	53.8%	61.5%	64.4%
Buildings and General Services	60.7%	77.3%	65.4%	79.9%	68.5%	71.5%	68.2%	70.2%
Children & Families	64.3%	73.9%	63.5%	82.1%	64.5%	71.7%	70.4%	70.0%
Commerce & Comm. Dev. Agency	61.8%	67.1%	50.0%	76.3%	65.8%	75.0%	69.7%	66.5%
Corrections	52.1%	61.0%	55.9%	81.2%	55.6%	67.9%	58.0%	61.7%
Criminal Justice Council	22.2%	22.2%	55.6%	77.8%	77.8%	66.7%	22.2%	49.2%
DAIL	59.5%	70.1%	64.5%	85.8%	75.8%	75.8%	71.2%	71.8%
Defender General	23.5%	17.6%	29.4%	70.6%	47.1%	64.7%	35.3%	41.2%
Digital Services, Agency	58.6%	68.6%	65.4%	82.0%	73.1%	79.6%	70.4%	71.1%
Education	46.1%	53.9%	57.8%	71.6%	55.9%	60.8%	59.8%	58.0%
Enhanced 911 Board	55.6%	44.4%	88.9%	88.9%	88.9%	88.9%	55.6%	73.0%
Environmental Conservation	55.9%	70.6%	66.5%	81.6%	68.2%	72.2%	66.1%	68.7%
Finance & Management	65.7%	71.4%	88.6%	85.7%	68.6%	91.4%	74.3%	78.0%
Financial Regulation	77.4%	73.8%	83.9%	90.3%	72.6%	79.0%	79.0%	79.4%
Fish & Wildlife	56.0%	87.2%	50.5%	79.8%	67.9%	72.5%	78.0%	70.2%
Forests, Parks & Recreation	61.9%	80.4%	70.1%	81.4%	69.8%	73.2%	75.3%	73.2%
Governor's Office	57.1%	42.9%	85.7%	85.7%	85.7%	100.0%	71.4%	75.5%
Green Mountain Care Board	50.0%	60.0%	50.0%	80.0%	60.0%	70.0%	80.0%	64.3%
Health	68.5%	89.2%	71.3%	84.9%	70.9%	77.1%	82.4%	77.8%
Human Resources	70.5%	91.0%	65.4%	84.6%	70.5%	70.5%	79.5%	76.0%
Labor	49.7%	54.4%	61.2%	75.4%	60.7%	71.8%	57.5%	61.5%
Libraries	75.0%	75.0%	75.0%	87.5%	87.5%	93.8%	81.3%	82.1%
Liquor & Lottery	68.3%	76.7%	80.0%	85.0%	68.3%	76.7%	71.7%	75.2%
Mental Health	60.4%	67.6%	64.2%	89.7%	71.0%	82.2%	66.0%	71.6%
Military	41.5%	40.9%	38.5%	66.7%	56.1%	59.1%	46.2%	49.8%
Motor Vehicles	48.0%	53.0%	47.0%	73.0%	53.0%	65.0%	44.9%	54.8%
Natural Resources Board	68.8%	87.5%	50.0%	87.5%	50.0%	68.8%	68.8%	68.8%
Other	49.5%	59.6%	56.4%	76.6%	60.6%	67.0%	62.8%	61.8%
Public Safety	43.4%	48.8%	47.3%	72.9%	57.4%	62.0%	47.7%	54.2%
Public Service Department	68.4%	55.3%	76.3%	86.8%	71.1%	78.9%	63.2%	71.4%
Public Utility Commission	57.1%	71.4%	64.3%	78.6%	57.1%	64.3%	64.3%	65.3%
Secretary of State	78.2%	90.9%	79.6%	89.1%	72.7%	85.5%	81.8%	82.5%
State Treasurer	55.6%	61.1%	72.2%	83.3%	66.7%	88.9%	50.0%	68.3%
Taxes	63.8%	62.1%	73.3%	88.8%	73.3%	83.6%	72.4%	73.9%
Transportation (not DMV)	66.1%	80.9%	69.7%	83.1%	68.9%	75.7%	71.7%	73.7%
Vermont Health Access	75.9%	89.0%	81.2%	93.9%	81.7%	85.4%	83.3%	84.3%
Vermont Veterans Home	69.0%	86.2%	75.9%	82.8%	69.0%	65.5%	65.5%	73.4%
Total	61.1%	72.2%	65.6%	82.6%	68.0%	74.7%	69.3%	70.5%

Q44. My performance evaluation provides me with meaningful information about my performance.

Q45. My performance evaluations are completed annually.

Q46. My supervisor sets goals for my team/work group.

Q47. My supervisor holds me accountable for performance.

Q48. My supervisor holds my co-workers accountable for performance.

Q49. My supervisor has the skills necessary to manage performance effectively.

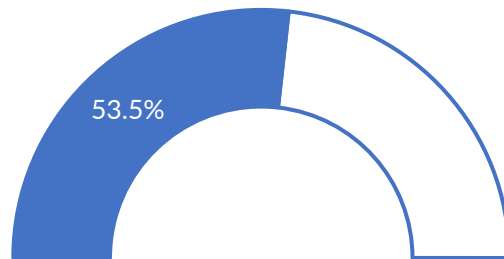
Q50. My performance appraisal is a fair reflection of my performance.

Operational Excellence

Operational Excellence refers to achieving the highest level of efficiency and effectiveness in operations, ensuring that products and services are delivered in a timely, reliable, and cost-effective manner to meet the needs of customers, clients, and citizens. It focuses on optimizing processes and continuously improving performance to create value by delivering programming, products and services that are easier, better, faster, and cheaper. Without operational excellence, government agencies may face slow, redundant, and error-prone processes, reduced quality in public services, safety and compliance risks, and breakdowns in communication and collaboration, leading to employee frustration and low citizen satisfaction.

The operational excellence index as shown below in Table 60 represents average agreement to questions related to operational excellence.²² Results show a low level of agreement.

Table 60 **Operational Excellence**



Represents average agreement to questions related to Operational Excellence

Table 61 displays percent agreement for all respondents to survey statements that were designed to assess operational excellence.

Table 62 displays the percentage agreement for respondents by department to survey statements designed to assess perceptions of operational excellence. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal.

²² Based on respondents identifying as classified or exempt employees.

Table 61 Operational Excellence

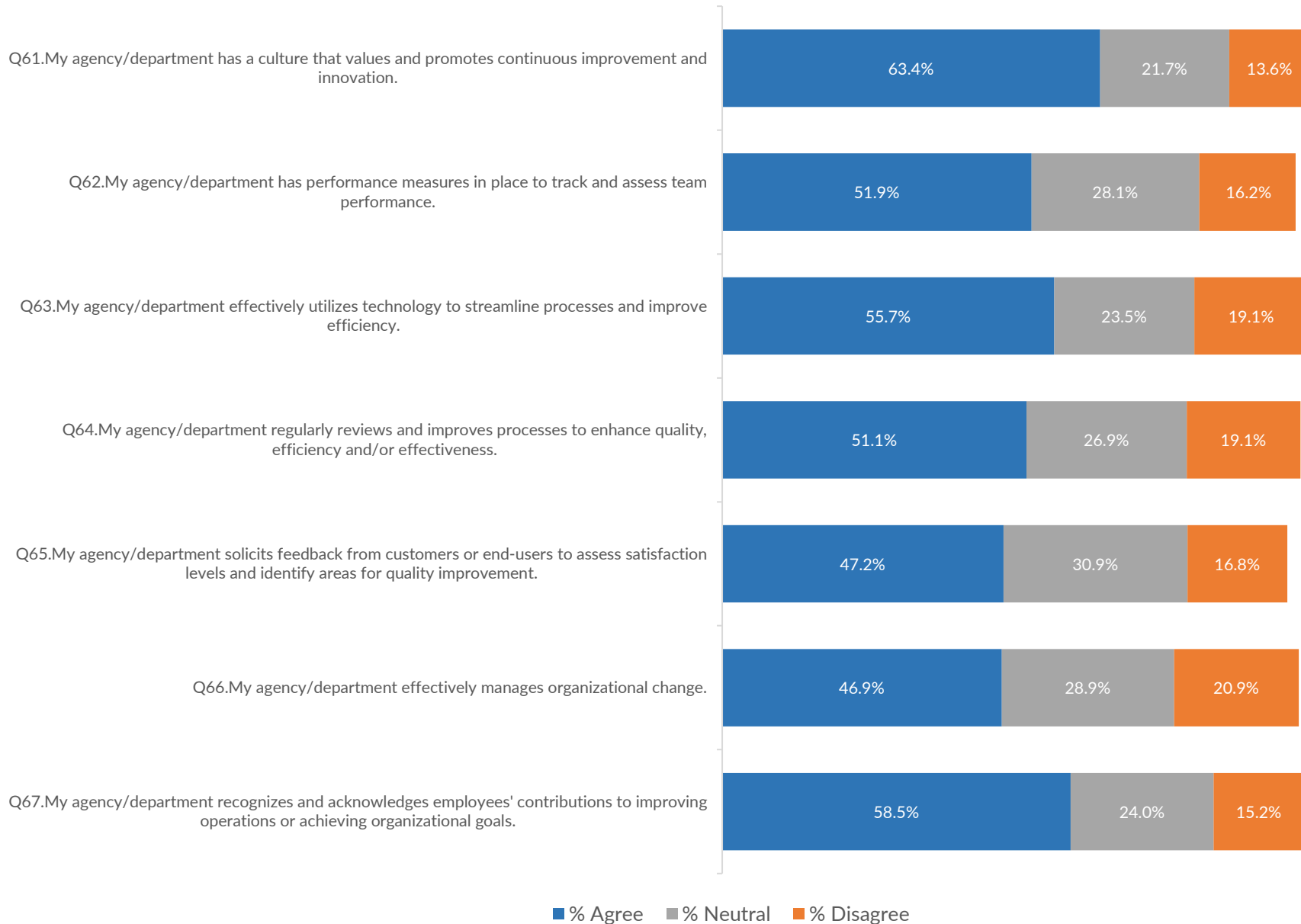


Table 62 Operational Excellence by Department

Department	Q61 % Agree	Q62 % Agree	Q63 % Agree	Q64 % Agree	Q65 % Agree	Q66 % Agree	Q67 % Agree	Operational Excellence % Agree
Agency of Administration	77.4%	58.1%	76.7%	74.2%	58.1%	58.1%	77.4%	68.6%
Agency of Human Services	71.0%	54.0%	58.0%	56.6%	45.5%	49.0%	65.7%	57.1%
Agency of Natural Resources	75.9%	54.4%	62.1%	51.7%	45.6%	54.4%	79.3%	60.5%
Agriculture, Food and Markets, Agency	78.8%	58.5%	66.9%	65.3%	54.2%	55.9%	75.4%	65.0%
Attorney General	65.7%	40.3%	43.3%	43.3%	52.2%	55.2%	64.2%	52.0%
Auditor of Accounts	50.0%	58.3%	61.5%	50.0%	18.2%	50.0%	69.2%	51.0%
Buildings and General Services	58.3%	43.6%	47.5%	46.4%	48.6%	43.8%	55.6%	49.1%
Children & Families	58.8%	53.6%	45.6%	53.5%	50.1%	42.6%	50.7%	50.7%
Commerce & Comm. Dev. Agency	52.6%	38.2%	51.3%	47.4%	39.5%	40.8%	65.8%	47.9%
Corrections	41.6%	41.6%	38.4%	36.3%	31.9%	32.9%	38.9%	37.4%
Criminal Justice Council	44.4%	22.2%	44.4%	44.4%	55.6%	33.3%	55.6%	42.9%
DAIL	78.7%	69.2%	67.3%	61.0%	71.1%	67.8%	71.6%	69.5%
Defender General	64.7%	23.5%	58.8%	17.6%	11.8%	23.5%	35.3%	33.6%
Digital Services, Agency	60.8%	42.2%	57.0%	43.9%	46.1%	41.4%	63.5%	50.7%
Education	45.1%	24.5%	39.2%	29.4%	37.3%	28.4%	34.3%	34.0%
Enhanced 911 Board	100.0%	77.8%	55.6%	88.9%	66.7%	77.8%	100.0%	81.0%
Environmental Conservation	58.4%	39.6%	49.0%	42.4%	31.8%	30.6%	52.9%	43.5%
Finance & Management	74.3%	65.7%	74.3%	77.1%	65.7%	77.1%	77.1%	73.1%
Financial Regulation	86.9%	67.2%	73.8%	69.4%	68.3%	75.4%	82.3%	74.7%
Fish & Wildlife	60.6%	33.0%	45.9%	37.6%	48.6%	32.1%	58.7%	45.2%
Forests, Parks & Recreation	59.8%	30.9%	39.2%	30.9%	37.1%	47.4%	63.9%	44.2%
Governor's Office	85.7%	71.4%	71.4%	57.1%	85.7%	85.7%	85.7%	77.6%
Green Mountain Care Board	54.5%	27.3%	45.5%	27.3%	45.5%	18.2%	54.5%	39.0%
Health	73.6%	60.6%	62.2%	55.8%	50.8%	54.3%	63.7%	60.1%
Human Resources	59.0%	34.6%	48.7%	39.7%	38.5%	44.9%	62.8%	46.9%
Human Rights Commission	100.0%	60.0%	100.0%	60.0%	40.0%	100.0%	100.0%	80.0%
Labor	61.9%	56.9%	43.3%	43.6%	42.0%	44.1%	55.4%	49.6%
Libraries	68.8%	87.5%	81.3%	56.3%	43.8%	62.5%	68.8%	67.0%
Liquor & Lottery	66.7%	66.7%	60.0%	58.3%	63.3%	44.1%	70.0%	61.3%
Mental Health	61.1%	44.4%	55.6%	57.9%	51.9%	50.5%	59.8%	54.5%
Military	53.0%	31.8%	48.5%	37.9%	32.3%	34.8%	48.5%	41.0%
Motor Vehicles	36.0%	46.0%	50.5%	28.0%	32.0%	29.0%	35.0%	36.6%
Natural Resources Board	50.0%	62.5%	62.5%	43.8%	56.3%	25.0%	62.5%	51.8%
Public Safety	49.6%	40.6%	55.8%	45.0%	38.3%	40.6%	44.2%	44.9%
Public Service Department	52.6%	52.6%	47.4%	48.6%	40.5%	44.7%	68.4%	50.7%
Public Utility Commission	53.3%	60.0%	73.3%	53.3%	60.0%	40.0%	73.3%	59.0%
Secretary of State	82.1%	62.5%	83.9%	75.0%	60.7%	78.6%	76.8%	74.2%
State Treasurer	72.2%	66.7%	77.8%	50.0%	50.0%	61.1%	55.6%	61.9%
Taxes	78.4%	70.4%	80.2%	75.0%	52.6%	67.0%	75.9%	71.4%
Transportation (not DMV)	66.9%	54.0%	62.3%	53.6%	45.1%	40.8%	54.4%	53.9%
Vermont Commission on Women	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	28.6%
Vermont Health Access	84.6%	83.3%	78.5%	76.7%	64.6%	73.9%	74.8%	76.6%
Vermont Veterans Home	67.9%	62.1%	58.6%	58.6%	65.5%	55.2%	65.5%	61.9%
Total	63.4%	51.9%	55.7%	51.1%	47.2%	46.9%	58.5%	53.5%

Q61. My agency/department has a culture that values and promotes continuous improvement and innovation.

Q62. My agency/department has performance measures in place to track and assess team performance.

Q63. My agency/department effectively utilizes technology to streamline processes and improve efficiency.

Q64. My agency/department regularly reviews and improves processes to enhance quality, efficiency and/or effectiveness.

Q65. My agency/department solicits feedback from customers or end-users to assess satisfaction levels and identify areas for quality improvement.

Q66. My agency/department effectively manages organizational change.

Q67. My agency/department recognizes and acknowledges employees' contributions to improving operations or achieving organizational goals.

Sentiment Analysis

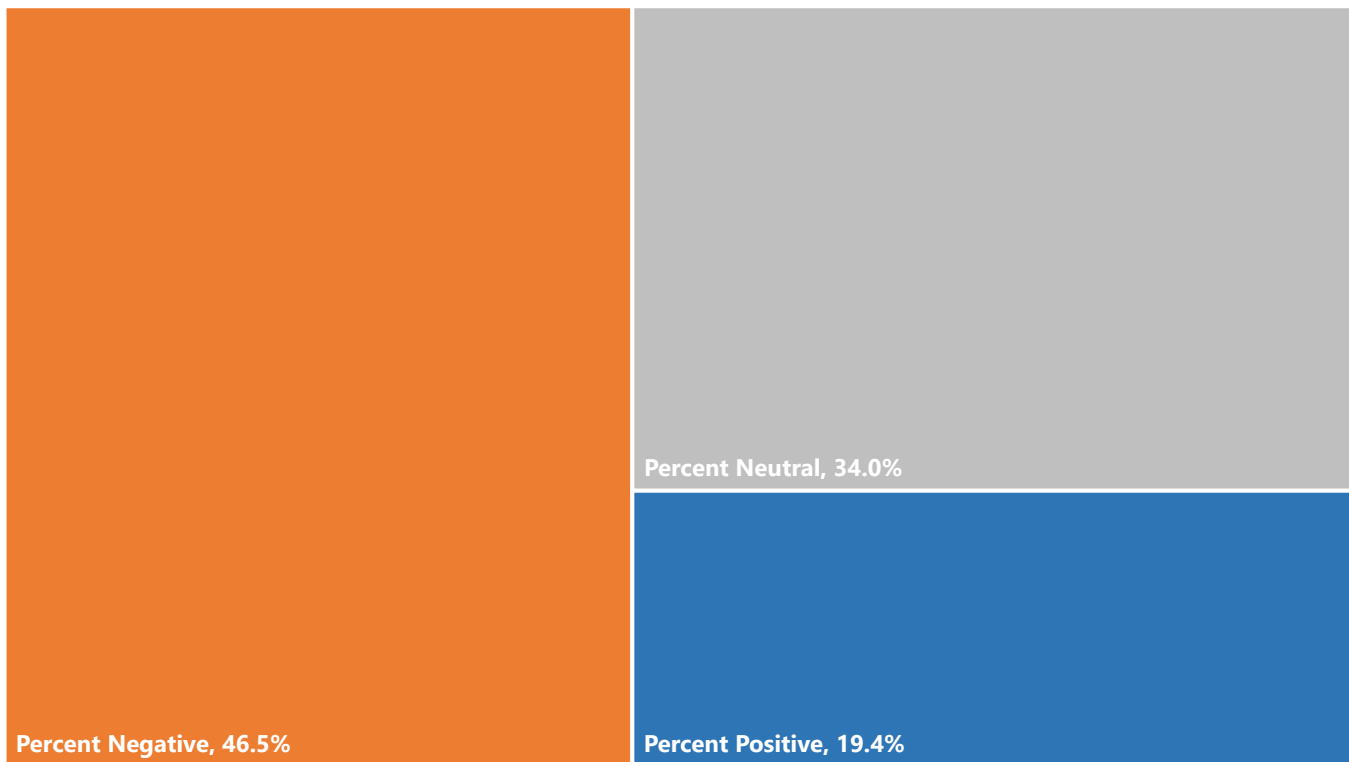
The engagement survey had a single open-ended question: “Please provide any comments you may have about ways to make the State of Vermont a better place to work.” There were over 1,800 comments submitted. To do a high-level analysis of the themes, topics or sentiments emerging from this text data we used sentiment analysis.

Sentiment analysis is a type of artificial intelligence (AI) that uses natural language processing (NLP) to determine the emotional tone of text. It's also known as opinion mining or emotion artificial intelligence. Sentiment analysis can be used to classify large amounts of text as positive, negative, or neutral. It can also be used to identify representative terms or words. This was accomplished through R²³ using text mining techniques to capture emotional tone behind words and phrases. Sentences were extracted and scored, categorizing them as positive, negative, or neutral.

Table 63 below shows the overall sentiment emerging from the comments (for each identified sentence). Table 64 shows the data by department. Table 65 shows the top 50 bigrams (two-word phrases) as well as the top 50 words.

Results show the overall sentiment was 46.5% negative 34.0% neutral and 19.4% positive. Bigrams with high total counts include leave time, upper management, work life balance, remote work, and flexible schedules.

Table 63 Sentiment of all Open-Ended Responses



²³ R is a programming language and environment for statistical computing and graphics.

Table 64 Sentiment Analysis by Department

Department	Total Sentences	Negative Count	Neutral Count	Positive Count	Percent Negative	Percent Neutral	Percent Positive
Agency of Administration	40	17	15	8	43%	38%	20%
Agency of Human Services	185	79	61	45	43%	33%	24%
Agency of Natural Resources	65	37	17	11	57%	26%	17%
Agriculture, Food and Markets, Agency	139	54	51	34	39%	37%	24%
Attorney General	62	27	20	15	44%	32%	24%
Auditor of Accounts	19	12	5	2	63%	26%	11%
Buildings and General Services	218	99	70	49	45%	32%	22%
Children & Families	743	346	267	130	47%	36%	17%
Commerce & Comm. Dev. Agency	199	93	66	40	47%	33%	20%
Corrections	636	307	230	99	48%	36%	16%
Criminal Justice Council	10	4	2	4	40%	20%	40%
DAIL	283	136	95	52	48%	34%	18%
Defender General	10	6	3	1	60%	30%	10%
Digital Services, Agency	299	139	102	58	46%	34%	19%
Education	210	103	75	32	49%	36%	15%
Enhanced 911 Board	7	2	3	2	29%	43%	29%
Environmental Conservation	444	186	152	106	42%	34%	24%
Finance & Management	37	15	11	11	41%	30%	30%
Financial Regulation	53	19	23	11	36%	43%	21%
Fish & Wildlife	159	92	39	28	58%	25%	18%
Forests, Parks & Recreation	119	50	46	23	42%	39%	19%
Governor's Office	3	0	2	1	0%	67%	33%
Green Mountain Care Board	11	9	1	1	82%	9%	9%
Health	520	235	184	101	45%	35%	19%
Human Resources	73	26	27	20	36%	37%	27%
Human Rights Commission	3	1	2	0	33%	67%	0%
Labor	314	180	93	41	57%	30%	13%
Libraries	14	4	7	3	29%	50%	21%
Liquor & Lottery	82	32	34	16	39%	41%	20%
Mental Health	94	38	28	28	40%	30%	30%
Military	85	46	23	16	54%	27%	19%
Motor Vehicles	229	121	80	28	53%	35%	12%
Natural Resources Board	15	7	1	7	47%	7%	47%
("Other" only)	157	68	58	31	43%	37%	20%
Public Safety	192	91	73	28	47%	38%	15%
Public Service Department	24	4	4	16	17%	17%	67%
Public Utility Commission	11	4	5	2	36%	45%	18%
Secretary of State	38	21	11	6	55%	29%	16%
State Treasurer	16	6	6	4	38%	38%	25%
Taxes	170	98	44	28	58%	26%	16%
Transportation	907	410	308	189	45%	34%	21%
Vermont Commission on Women	9	5	2	2	56%	22%	22%
Vermont Health Access	252	103	88	61	41%	35%	24%
Vermont Veterans Home	29	12	11	6	41%	38%	21%
Total	7185	3344	2445	1396	46.5%	34.0%	19.4%

Table 65 Top 50 Bigrams and Words in all Open-Ended Responses

Word Group (bigrams)	Total Count	Word	Total Count
Leave Time	217	Employee	2,115
Upper Management	117	Time	1784
Work-Life Balance	110	Department	1302
central office	50	Job	1126
Job Duties	48	Pay	928
Remote Work	48	Management	843
private sector	46	Telework	650
Flexible Schedule	34	Team	380
6 months	25	Vermont	357
Employee Benefits	23	Health	344
mental health	23	Support	344
vacation time	20	Supervisor	300
8 hours	18	feel	293
Performance Evaluation	17	Process	212
pay grade	17	Change	210
pay scale	17	Satisfaction	195
223 schedule	16	life	165
Employee Retention	15	Opportunity	163
office days	15	experience	147
personal time	15	level	140
District Office	14	training	134
agency department	14	Challenges	129
job satisfaction	14	balance	122
base pay	13	sick	119
competitive pay	13	cost	114
office space	13	living	106
2 days	12	increase	104
held accountable	12	current	102
hiring process	12	Hiring	101
pay rates	12	hard	101
property taxes	12	2	100
career advancement	11	personal	99
line staff	11	makes	98
management team	11	performance	95
pay grades	11	due	93
flexible schedules	10	survey	92
human resources	10	meetings	91
middle management	10	feedback	89
parental leave	10	improve	89
pay cut	10	culture	88
pay increases	10	lack	88
professional development	10	based	84
sov employees	10	lot	84
status quo	10	annual	79
team building	10	hour	78
16 hour	9	3	77
40 hours	9	communication	75
feel valued	9	difficult	73
front line	9	stop	71
increase pay	9	1	70
lip service	9	Policy	70
positive impact	9	ability	70
telework options	9	field	70

Survey Results

In the 2024 survey two questions were asked about previous surveys.

Table 66 displays percent agreement for all respondents to the survey questions. The table also shows the percent agreement for the same question in the 2023 survey and a percent change from 2023 to 2024 in agreement.

Table 67 displays the percentage agreement for respondents by department to the survey questions. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal.

Table 66 shows that over 70% indicated they had seen or read or otherwise been made aware of the results of the last employee engagement survey. However, only a little over 20% said they could identify a tangible change that was made because of the results of the survey.

Table 66 Survey Results

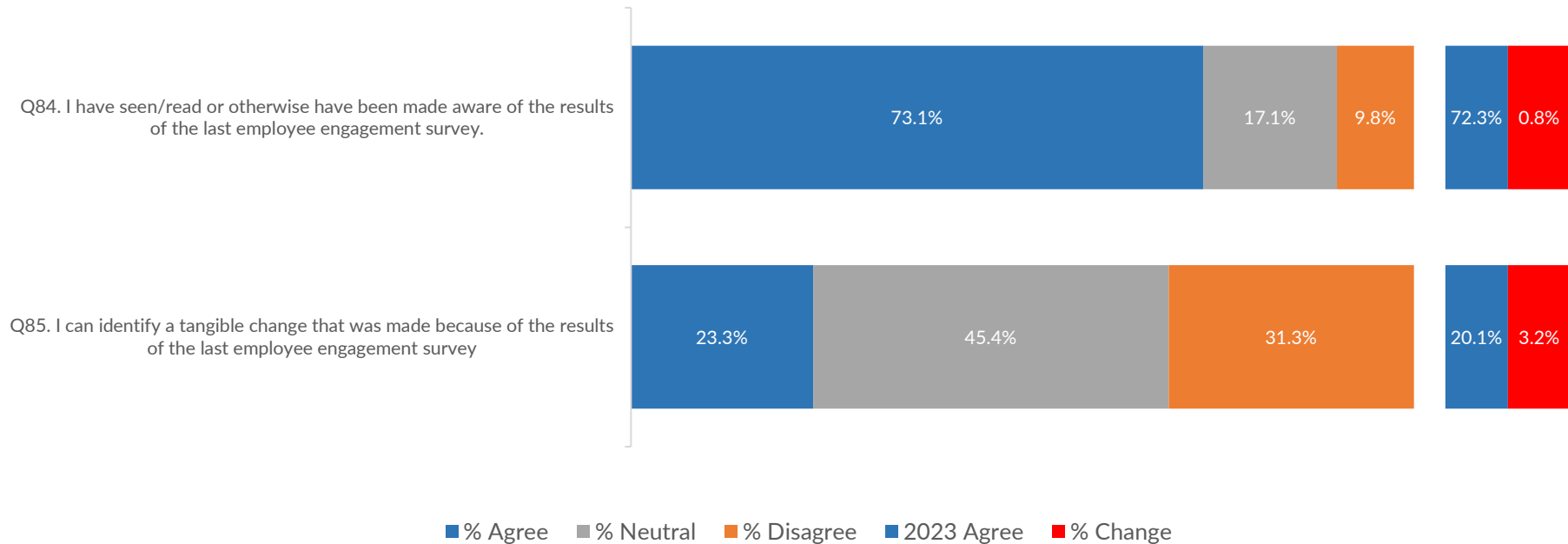


Table 67 Survey Questions by Department

Department	Q84 % Agree	Q85 % Agree
Agency of Administration	77.4%	16.1%
Agency of Human Services	75.5%	24.2%
Agency of Natural Resources	63.2%	10.5%
Agriculture, Food and Markets, Agency	78.8%	23.7%
Attorney General	64.2%	10.4%
Auditor of Accounts	92.3%	45.5%
Buildings and General Services	64.2%	21.2%
Children & Families	75.8%	24.7%
Commerce & Comm. Dev. Agency	63.2%	11.8%
Corrections	55.9%	15.9%
Criminal Justice Council	66.7%	0.0%
DAIL	88.2%	35.9%
Defender General	29.4%	11.8%
Digital Services, Agency	78.0%	22.0%
Education	67.6%	5.9%
Enhanced 911 Board	88.9%	0.0%
Environmental Conservation	79.2%	15.9%
Finance & Management	88.6%	20.0%
Financial Regulation	78.7%	20.0%
Fish & Wildlife	74.3%	25.7%
Forests, Parks & Recreation	84.5%	23.7%
Governor's Office	85.7%	42.9%
Green Mountain Care Board	75.0%	8.3%
Health	82.7%	25.2%
Human Resources	84.6%	19.2%
Labor	77.0%	25.6%
Libraries	81.3%	6.3%
Liquor & Lottery	88.3%	55.0%
Mental Health	70.4%	21.5%
Military	37.9%	7.6%
Motor Vehicles	56.0%	10.0%
Natural Resources Board	93.8%	18.8%
Other	51.6%	19.4%
Public Safety	57.4%	9.3%
Public Service Department	73.7%	10.5%
Public Utility Commission	100.0%	26.7%
Secretary of State	67.9%	32.1%
State Treasurer	72.2%	22.2%
Taxes	84.6%	37.6%
Transportation (not DMV)	68.1%	28.2%
Vermont Health Access	88.6%	42.0%
Vermont Veterans Home	41.4%	17.2%
Total	73.1%	23.3%
Heat Map	GT = 80%	

Q84. I have seen/read or otherwise have been made aware of the results of the last employee engagement survey.

Q85. I can identify a tangible change that was made because of the results of the last employee engagement survey

Methodology

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

Survey Instrument

The 2024 State of Vermont Employee Engagement Survey was designed to measure engagement across the Executive Branch of Vermont State Government.

Employee Engagement

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

Alignment

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

Satisfaction

- Q4. I enjoy performing the day-to-day work of my job.
- Q5. The work I perform is meaningful and rewarding.
- Q6. I would recommend the State of Vermont to others as a great place to work.
- Q7. I feel that working for the State of Vermont provides me with a solid career path.
- Q8. In general, I am satisfied with my job.

Communication

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

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

Peers

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

Supervisor

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

Growth

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

Balance

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

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

eNPS

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

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

See Appendix A for a list of all survey items.

Survey Administration

The survey was administered electronically via Survey Monkey. An email invitation was sent to all Executive Branch classified, exempt and temporary employees²⁴ using their “preferred” email address as indicated in VTHR on Monday, June 10, 2024. The survey was active from Monday, June 10 through Friday, June 28, 2024.

The survey sample included all classified and exempt employees of the Executive Branch employed during the survey period, 8,362 employees. A separate survey not reported here was sent to all temporary employees.

Of the 8,362 employees surveyed, 5,616 employees responded to the survey for an overall response rate of 67.2%. While this was a robust sample, since survey participation was voluntary it should be noted that this survey was based on a “convenience” sample of employees who chose to respond. Therefore, the reader should keep this in mind when interpreting results.

Data Analysis

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

Response Rates

Table 68 shows total response rate by department for all employees.

Characteristics of Survey Sample

Tables 69 to 73 show the demographic characteristics of the survey sample.

²⁴ The Department of State’s Attorneys and Sheriffs was not including in the sample.

Table 68 Response Rate by Department

Classified and Exempt Employees			
Department	Completed	Total Sent*	Response Rate
Agency of Administration	31	31	100.0%
Agency of Human Services	100	94	106.4%
Agency of Natural Resources	58	38	152.6%
Agriculture, Food & Mrkts Agen	118	150	78.7%
Attorney General	68	86	79.1%
Auditor of Accounts	13	15	86.7%
Buildings and General Services	180	314	57.3%
Children & Families	521	947	55.0%
Commerce & Comm. Dev. Agency	76	93	81.7%
Corrections	365	950	38.4%
Criminal Justice Council	9	12	75.0%
DAIL	213	319	66.8%
Defender General	17	76	22.4%
Digital Services, Agency	247	356	69.4%
Education	102	163	62.6%
Enhanced 911 Board	9	10	90.0%
Environmental Conservation	246	337	73.0%
Finance & Management	35	31	112.9%
Financial Regulation	62	99	62.6%
Fish & Wildlife	109	142	76.8%
Forests, Parks & Recreation	97	131	74.0%
Governor's Office	7	13	53.8%
Green Mountain Care Board	12	28	42.9%
Health	447	587	76.1%
Human Resources	78	102	76.5%
Labor	196	221	88.7%
Libraries	16	18	88.9%
Liquor & Lottery	60	71	84.5%
Mental Health	108	195	55.4%
Military	66	138	47.8%
Motor Vehicles	100		
Natural Resources Board	16	28	57.1%
Public Safety	129	518	24.9%
Public Service Department	38	63	60.3%
Public Utility Commission	15	26	57.7%
Secretary of State	56	81	69.1%
State Treasurer	18	44	40.9%
Taxes	118	140	84.3%
Transportation	568	1195	47.5%
Vermont Health Access	246	333	73.9%
Vermont Veterans Home	29	127	22.8%
Other	517		
TOTAL	5616	8362	67.2%

Table 69 Job Type

Job Type	Completed Surveys	Percent
Classified	4316	76.9%
Exempt	388	6.9%
Temporary	4	0.1%
Don't know	68	1.2%
Prefer not to answer	129	2.3%
Missing	711	12.7%
Total	5,616	100.0%

Table 70 Gender Identity

Gender	Completed Surveys	Percent
Woman	2,517	44.8%
Man	1,821	32.4%
Non-binary/Genderqueer/Gender nonconforming	70	1.2%
Other	11	0.2%
Prefer not to answer	446	7.9%
Missing	751	13.4%
Total	5,616	100.0%

Table 71 Generation

Generation	Completed Surveys	Percent
Gen Z	261	4.6%
Millennial	1,781	31.7%
Gen X	1,833	32.6%
Baby Boomer	561	10.0%
Pre Baby Boomer	9	0.2%
Prefer not to Answer	391	7.0%
Missing	780	13.9%
Total	5,616	100.0%

Table 72 Identification

Do you identify?	Completed Surveys	Percent
American Indian or Alaskan Native	18	0.3%
Asian	38	0.7%
Black or African American	41	0.7%
Hispanic or Latino	60	1.1%
Native Hawaiian or Other Pacific Islander	8	0.1%
White	4138	73.7%
Two or more Races	93	1.7%
Prefer not to answer	476	8.5%
Missing	744	13.2%
Total	5,616	100%

Table 73 Management Level

Management Level	Completed Surveys	Percent
Manager/Supervisor	1224	21.8%
Not a Manager or Supervisor	3,175	56.5%
Prefer not to Answer	496	8.8%
Missing	721	12.8%
Grand Total	5,616	100%

Appendix A – List of Survey Items

2024 employee engagement survey questions (Classified/Exempt)

We want to get you to the correct survey. Check one option.

Are you a classified (permanent, limited service, interim) or exempt employee?

Are you a temporary employee (seasonal, part-time)?

Alignment

Q1. I understand my job duties and responsibilities.

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

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

Job Satisfaction

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

Q5. The work I perform is meaningful and rewarding.

Q6. In general, I am satisfied with my job.

Communication

Q7. Management and senior leadership* communicate 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. I feel I can communicate honestly and openly in my workplace.

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

Peers

Q11. The people I work with treat each other respectfully.

Q12. The people I work with care about me.

Q13. My fellow employees are committed to doing good work.

Q14. The employees in my work group work well together as a team.

Supervisor

Q15. My supervisor clearly explains my job performance expectations.

Q16. My supervisor regularly provides me with timely and useful feedback.

Q17. My supervisor gives me an opportunity to do my best work.

Q18. I am satisfied with the recognition I receive from my supervisor for my work.

Q19. My supervisor treats employees fairly and respectfully.

Q20. My supervisor seems to care about me as a person.

Growth

Q21. My supervisor provides the help I need to improve my job performance.

Q22. I have the opportunity to learn and grow professionally.

Q23. My supervisor and I discuss and plan my career development.

Q24. I have opportunities to achieve my career objectives working for the State of Vermont.

Q25. I have opportunities for advancement within my agency/department.

Q26. I have a clear understanding of how to advance in my career.

Balance

- Q27. The amount of work I am expected to perform is reasonable.
- Q28. My job allows a good balance between work and my personal life.
- Q29. I am satisfied with the hybrid or remote work opportunities that my agency provides.

Compensation and Benefits

- Q30. I think my base pay is competitive compared to similar positions in other organizations.
- Q31. I am satisfied with the benefits that are offered here.

Resources

- Q32. I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job well.
- Q33. I receive the training I need to do my job effectively.

Organizational Culture

- Q34. My department is a good place to work.
- Q35. The culture in my department is a healthy one.
- Q36. In my department people are treated with respect and dignity.
- Q37. In my department things are well planned and organized.

Inclusive Workplace

- Q38. My agency/department has an inclusive work environment where staff diversity at all levels is valued and encouraged.
- Q39. Management demonstrates a commitment to meeting the needs of all employees.
- Q40. Management ensures that the accessibility needs of employees are properly managed and addressed.
- Q41. I believe my supervisor will take appropriate action in response to incidents of bias, discrimination, and/or harassment.
- Q42. There is evidence that senior leadership and management are making workforce diversity, equity, and inclusion a priority.
- Q43. As a member of my agency/department, I feel I can achieve success as my true and authentic self.

Performance Management

- Q44. My performance evaluation provides me with meaningful information about my performance.
- Q45. My performance evaluations are completed annually.
- Q46. My supervisor sets goals for my team/work group.
- Q47. My supervisor holds me accountable for performance.
- Q48. My supervisor holds my co-workers accountable for performance.
- Q49. My supervisor has the skills necessary to manage performance effectively.
- Q50. My performance appraisal is a fair reflection of my performance.

Engagement/Satisfaction

- Q51. How likely is it that you would recommend the State of Vermont as a place to work?

Turnover Intention

- Q52. How likely is it that you will actively look for a new job (with another employer) in the next year?
- Q53. If you were to consider leaving the State of Vermont for a job opportunity at another organization, how confident are you could find a job with as good or better pay and benefits?

5-point scale: Not confident at all, slightly confident, somewhat confident, fairly confident, completely confident

Psychological Safety

- Q54. People in my agency/department are able to bring up problems and tough issues.
- Q55. I feel safe to take a risk in this agency/department.
- Q56. It is difficult to ask other members of this agency/department for help. (Reverse scored)
- Q57. No one at this agency/department would deliberately act in a way that undermines my efforts.
- Q58. Working with members of this agency/department, my unique skills and talents are valued and utilized.
- Q59. If I make a mistake at this agency/department, it is often held against me. (Reverse scored)
- Q60. People at this agency/department never reject others for being different.

Operational Excellence

- Q61. My agency/department has a culture that values and promotes continuous improvement and innovation.
- Q62. My agency/department has performance measures in place to track and assess team performance.
- Q63. My agency/department effectively utilizes technology to streamline processes and improve efficiency.
- Q64. My agency/department regularly reviews and improves processes to enhance quality, efficiency and/or effectiveness.
- Q65. My agency/department solicits feedback from customers or end-users to assess satisfaction levels and identify areas for quality improvement.
- Q66. My agency/department effectively manages organizational change.
- Q67. My agency/department recognizes and acknowledges employees' contributions to improving operations or achieving organizational goals.

Work Engagement

The following statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, check the 0 (zero). If you have had this feeling, indicate how often you feel it by choosing the number (from 1 to 6) that best describes how frequently you feel that way.

[Scale

0/never

almost never/1/a few times a year or less

rarely/2/once a month or less

sometimes/3/a few times a month

often/4/once a week

very often/5/a few times a week

always/6/everyday

- Q68. At my work, I feel bursting with energy.
- Q69. I am enthusiastic about my job.
- Q70. My job inspires me.
- Q71. When I get up in the morning, I feel like going to work.
- Q72. I feel happy when I'm working intensely.
- Q73. I am proud of the work that I do.
- Q74. I am immersed in my work.

Work Performance.

- Q75. My agency/department values job experience and degrees over demonstrated skills and potential.

5-point rating scale ranging from seldom, sometimes, frequently, often, always.

In the past 3 months...

- Q76. I managed to plan my work so that it was done on time.
- Q77. I was motivated to give my best at work.
- Q78. I worked at keeping my job skills up to date.
- Q79. I did more than was expected of me.

Q80. I actively participated in work meetings.

Q81. I actively looked for ways to improve my performance at work.

Q82. What are the things that are most important to you that keep you working for the State of Vermont? (Choose up to FIVE)

Listed Reasons

Medical Benefits (health, dental, prescriptions)
Work life balance
Relationship with manager/supervisor
Opportunity for career progression/advancement
Retirement plan
Job security
Growth, learning & development opportunities
Pay/Compensation
Supportive leadership and management
Work that has purpose and meaning
Doing work that I enjoy
Coworkers I appreciate and respect
Feeling fairly treated and respected
My personal contribution makes a difference
Recognition of and appreciation for my work
Involvement and belonging
Challenging and interesting work
Clear job expectations
Paid leave and other non-medical benefits
Believe in organization's mission and values
Asked for input and ideas by supervisor/management
Encouraged and mentored to achieve full potential
Trust in leadership and management
Flexible schedule
Telework/hybrid schedule
Diversity and inclusion are valued
Feel part of a team
Empowered to make decisions
Other

Q83. If you were to consider leaving the State of Vermont for a job opportunity at another organization, what would be the most important factors that would influence your decision? That is, what would you be seeking? (Choose up to FIVE)

Same list as Q82.

Survey Results

Q84. I have seen/read or otherwise have been made aware of the results of the last employee engagement survey.

Q85. I can identify a tangible change that was made because of the results of the last employee engagement survey.

Comments

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

Q86. How many days on average do you currently telework per week?

Less than 1 day/ ad hoc

1 day

2 days

3 days

4 days

100% Telework.

N/A – Doesn't apply to my position.

Prefer not to say.

Branch questions:

Q87 I can collaborate effectively with my colleagues while working remotely.

Q88 Communication within my team is clear and effective in a remote work setting.

Q89. I don't feel connected to my team while working remotely. (reverse scoring)

Q90 Remote work positively impacts my work-life balance.

Q91 Remote work positively impacts my individual performance.

Q92 How often does your team work together in-person?

Never

Less than monthly

Monthly

Weekly

Several times a week

Q93 My team's in-person time is valuable and used effectively.

(Add N/A to options)

Q94. Do you think your team's in-person time should be:

More

Less

Remain the same.

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 can be identified.

Q95. What type of employee are you?

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

Q96. What is your current gender identity?

Woman

Man

Non-binary/Genderqueer/Gender nonconforming

Other

Prefer not to answer.

Q91. 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.

Q92. How do you identify?

American Indian or Alaskan Native
 Asian
 Black or African American
 Hispanic or Latino
 Native Hawaiian or Other Pacific Islander
 White
 Two or More Races

Q93. What is your management level?

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

Q94. Where do you work? (Agency/Department/Organization -- listed alphabetically with Agency Central Offices last. Select only one.)

Agency of Administration – CENTRAL OFFICE ONLY (Office of the Secretary, Chief Performance Office, Office of Racial Equity, Financial Services Division, Risk Management & Workers’ Compensation)
 Agency of Human Services – SECRETARY & CENTRAL OFFICE ONLY (Secretary’s Office, Business Office, Operations, Legal, Health Care Reform, Field Services, Blueprint, Medicaid Policy, VCCI).
 Agency of Natural Resources - CENTRAL OFFICE ONLY (Secretary’s Office, Offices of Planning, Management Services, and General Counsel)
 Agriculture, Food & Markets, Agency
 Attorney General
 Auditor of Accounts
 Buildings & General Services
 Children & Families
 Commerce & Community Development, Agency
 Corrections
 Criminal Justice Council
 DAIL
 Defender General
 Digital Services, Agency
 Education
 Enhanced 911 Board
 Environmental Conservation
 Finance & Management
 Financial Regulation
 Fish & Wildlife
 Forests, Parks & Recreation
 Governor's Office
 Green Mountain Care Board
 Health
 Human Resources
 Human Rights Commission
 Labor Relations Board
 Labor
 Libraries
 Liquor & Lottery
 Lottery Commission
 Mental Health
 Military
 Motor Vehicles
 Natural Resources Board

Public Safety
Public Service Department
Public Utility Commission
Secretary of State
State Treasurer
Taxes
Transportation, Agency (not DMV)
Vermont Commission on Women
Vermont Health Access
Vermont Veterans' Home
Other

Appendix B – Engagement Survey Items – Summary and Trends

The following Tables show results for all respondents²⁵ for the seven engagement components and their questions for 2014 to 2023, with analysis of patterns and changes. It should be noted that differences of only several percentage points are probably not meaningful and are likely due to sampling differences.

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

Heat Map Legend
Greater than/equal 80% Agreement

Alignment	2014	2015	2016	2017	2019	2021	2022	2023	2024	% Change	
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'23-'24
Q1. I understand my job duties and responsibilities.	91.4%	92.0%	92.9%	92.1%	92.5%	90.8%	91.5%	92.9%	93.1%	92.1%	0.3%
Q2. I understand the work, goals, and mission of my department or agency.	88.7%	89.1%	90.5%	90.5%	90.2%	89.3%	89.4%	91.7%	91.2%	90.1%	-0.6%
Q3. The work I perform is linked to my department or agency meeting its goals and mission.	88.2%	88.5%	89.7%	89.0%	89.2%	88.0%	87.8%	91.0%	91.2%	89.2%	0.3%
Satisfaction	2014	2015	2016	2017	2019	2021	2022	2023	2024	% Change	
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'23-'24
Q4. I enjoy the performing the day to day work of my job.	78.9%	78.0%	78.8%	78.8%	78.4%	74.2%	74.8%	79.9%	77.7%	77.7%	-2.7%
Q5. The work I perform is meaningful and rewarding.	77.5%	74.9%	77.2%	76.2%	75.1%	73.9%	74.8%	78.1%	77.5%	76.1%	-0.8%
Q8. In general, I am satisfied with my job.	72.2%	72.1%	76.5%	76.5%	74.1%	71.7%	69.0%	78.2%	75.6%	74.0%	-3.3%

²⁵ Based on respondents identifying as classified or exempt employees.

Communication	2014	2015	2016	2017	2019	2021	2022	2023	2024		% Change
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'23-'24
Q7. Management and senior leadership communicates important information effectively.	49.3%	51.8%	54.5%	56.3%	55.7%	59.6%	57.9%	63.1%	62.2%	56.7%	-1.4%
Q10. I have an opportunity to communicate with and provide feedback to management and senior leadership.	58.2%	59.6%	63.0%	63.2%	63.0%	62.4%	63.4%	65.4%	66.4%	62.7%	1.6%
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.	57.2%	58.6%	61.3%	62.6%	60.3%	59.8%	61.6%	66.5%	67.4%	61.7%	1.3%
Q10. I feel I can communicate honestly and openly in my workplace.	59.7%	61.1%	63.0%	63.4%	61.8%	62.1%	64.0%	66.8%	66.0%	63.1%	-1.2%
Peers	2014	2015	2016	2017	2019	2021	2022	2023	2024		% Change
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'23-'24
Q11. The people I work with treat each other respectfully.	66.2%	69.0%	70.4%	72.1%	71.1%	75.7%	75.4%	84.3%	83.1%	74.1%	-1.4%
Q12. The people I work with care about me.	64.3%	65.5%	67.9%	68.2%	67.3%	69.8%	69.0%	76.9%	75.7%	69.4%	-1.5%
Q13. My fellow employees are committed to doing good work.	77.0%	78.4%	80.2%	80.4%	80.0%	82.1%	81.3%	84.5%	83.9%	80.9%	-0.7%
Q14. The employees in my work group work well together as a team.	71.4%	73.6%	74.5%	76.2%	75.1%	82.1%	79.8%	82.6%	81.0%	77.4%	-2.0%
Supervisor	2014	2015	2016	2017	2019	2021	2022	2023	2024		% Change
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'23-'24
Q15. My supervisor clearly explains my job performance expectations.	67.0%	68.5%	71.4%	72.0%	73.5%	75.8%	74.4%	76.8%	75.8%	72.8%	-1.3%
Q16. My supervisor regularly provides me with timely and useful feedback.	59.3%	60.9%	65.2%	65.5%	66.9%	69.5%	70.5%	73.1%	72.5%	67.0%	-0.8%
Q17. My supervisor gives me an opportunity to do my best work.	73.0%	73.7%	75.9%	77.2%	77.3%	78.9%	78.6%	80.8%	81.3%	77.4%	0.6%
Q18. I am satisfied with the recognition I receive from my supervisor for my work.	60.9%	61.9%	64.6%	66.0%	66.2%	67.5%	68.8%	73.0%	71.8%	66.7%	-1.6%
Q19. My supervisor treats employees fairly and respectfully.	70.5%	70.8%	74.2%	75.3%	75.5%	78.0%	78.6%	82.2%	81.8%	76.3%	-0.5%
Q20. My supervisor seems to care about me as a person.	73.9%	75.0%	77.2%	77.2%	77.5%	79.1%	80.1%	83.4%	82.2%	78.4%	-1.4%

Growth	2014	2015	2016	2017	2019	2021	2022	2023	2024	% Change	
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'23-'24
Q21. My supervisor provides the help I need to improve my job performance.	62.9%	63.8%	67.1%	68.3%	68.5%	70.1%	71.0%	72.8%	71.6%	68.5%	-1.6%
Q22. I have an opportunity to learn and grow professionally.	63.1%	64.5%	66.8%	67.8%	67.5%	66.3%	68.8%	73.8%	73.3%	68.0%	-0.7%
Q23. My supervisor and I discuss and plan my career development.	37.4%	41.0%	44.5%	46.3%	47.8%	47.1%	51.4%	54.5%	54.0%	47.1%	-1.0%
Q24.I have opportunities to achieve my career objectives working for the State of Vermont.									63.7%	n/a	n/a
Q25.I have opportunities for advancement within my agency/department.									51.0%	n/a	n/a
Q26.I have a clear understanding of how to advance in my career.									50.8%	n/a	n/a
Balance	2014	2015	2016	2017	2019	2021	2022	2023	2024	% Change	
Question	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	Average	'23-'24
Q27. The amount of work I am expected to perform is reasonable.	49.3%	50.0%	54.2%	56.3%	55.5%	52.7%	51.1%	62.0%	63.2%	54.9%	2.0%
Q28. My job allows a good balance between work and my personal life.	56.9%	58.2%	61.7%	63.4%	63.1%	59.9%	61.2%	69.3%	70.6%	62.7%	1.8%