# Analysis of State of Vermont Employee Engagement Survey Results – 2014

Prepared by: Vermont Department of Human Resources January, 2015



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# Introduction

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

In 2013, DHR implemented the first statewide survey assessing employee engagement in an effort to address the goal of developing workforce excellence using meaningful performance targets and measures. That survey provided baseline data on employee engagement.

The 2014 DHR State of Vermont Employee Engagement Survey builds on the baseline established in the 2013 survey, and provides important information for DHR to stay current on the status of employee engagement in Vermont State Government. This survey process allows us to measure how employees feel about their daily work and about the State of Vermont as an employer, and to establish goals for improved engagement.

The core 2014 survey structure remained the same as the 2013 survey. After a review of the 2013 results, several survey items were revised for clarity and others were added to strengthen the measurement in key areas. While there are a number of ways to define employee engagement, simply stated it is the degree to which an individual is committed to an organization and the extent to which he/she works to fulfill and advance a stated mission. The 2014 survey addressed the engagement areas of:

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

# Using the Report

The 2014 Engagement Survey provides a great deal of data from which stakeholders can glean information to improve organizational practices.

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

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

The third section compares and discusses engagement survey responses for 2013 and 2014.

Cross tabulations of all demographic items with survey items can be found in Appendix C. It is largely left to the interested reader to explore this data.

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

# Methodology

#### **Survey Instrument**

The 2014 State of Vermont Employee Engagement Survey was designed to measure engagement across the Executive Branch of Vermont State Government and build on the baseline established in the 2013 Engagement survey.

The core survey structure remained the same as the 2013 survey. After a review of the 2013 results, several survey items were revised for clarity and others were added to strengthen the measurement in key areas. The 2014 survey addressed the engagement areas of:

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

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

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

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

See Appendix A for a list of all survey items.

#### **Survey Administration**

The survey was administered electronically via Survey Monkey. An email invitation was sent to all classified and exempt employees¹ using their "preferred" email address as indicated in VTHR on October 9, 2014. A follow-up email reminder was sent on October 20, 2014. The survey was active from October 9 through October 24, 2014. A hard copy version of the survey was also made available to employees. Hard copy responses were entered into the electronic record by Department of Human Resources staff and integrated into the data set without indication of the method received.

<sup>&</sup>lt;sup>1</sup> The Department of State's Attorneys and Sheriffs was not including in the sample. Employee Engagement Survey Results - 2014

The survey sample included all classified and exempt employees of the Executive Branch employed during the survey period, 7,983 employees.

Of the 7,983 employees surveyed, 4,216 employees responded to the survey for an overall response rate of 52.8%. While this was a robust sample, since survey participation was voluntary it should be noted that this survey was based on a "convenience" sample of employees who chose to respond. Therefore, one should be cautious in interpretation of results.

#### **Data Analysis**

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

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

#### **Response Rates**

Table 1 shows response rate by department. With an overall response rate of 52.8%, department rates varied from a low of 21.5% (Military) to a high of 97.4% (Human Resources).

#### **Characteristics of Survey Sample**

To further understand the survey sample, data was generated from the State's Human Resource Information System (VTHR) based on the 10/18/14 pay period end date for: (1) job type, (2) bargaining unit, (3) length of service, (4) age group, (5) gender, (6) racial/ethnic group, and (7) occupational group. Number of completed surveys and percent were compared with the percent in the employee population. These results are shown in Tables 2 to 9.

Table 8 displays survey characteristics by gender. Females showed a higher representation in the survey (55.9%) than in the employee population (49.5%) when compared to males (36.8% vs. 50.5%).

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

 Table 1
 Response Rate by Department

Department	Number	Completed Surveys	Response Rate
Agency of Administration	56	29	51.8%
Agency of Human Services – Central Office	114	89	78.1%
Agency of Natural Resources – Central Office	34	30	88.2%
Agriculture, Food & Markets	96	64	66.7%
Attorney General	78	38	48.7%
Auditor of Accounts	15	6	40.0%
Buildings & General Services	313	209	66.8%
Children & Families	1,002	555	55.4%
Commerce & Community Development	89	46	51.7%
Corrections	1,052	381	36.2%
Defender General	70	29	41.4%
Disabilities, Aging & Independent Living	274	207	75.5%
Education	146	87	59.6%
Environmental Conservation	285	179	62.8%
Finance & Management	27	12	44.4%
Financial Regulation	98	47	48.0%
Fish & Wildlife	131	62	47.3%
Forests, Parks & Recreation	103	88	85.4%
Green Mountain Care Board	24	9	37.5%
Health	497	273	54.9%
Human Resources	76	74	97.4%
Information and Innovation	111	73	65.8%
Labor	256	165	64.5%
Libraries	23	10	43.5%
Liquor Control	49	16	32.7%
Lottery Commission	20	13	65.0%
Mental Health	235	84	35.7%
Military	121	26	21.5%
Motor Vehicles	229	109	47.6%
Natural Resources Board	26	16	61.5%
Public Safety	562	192	34.2%
Public Service Board	26	18	69.2%
Public Service Department	47	24	51.1%
Secretary of State	64	40	62.5%
Small Department	46	19	41.3%
State Treasurer	34	13	38.2%
Taxes	160	65	40.6%
Transportation (not DMV)	1,007	312	31.0%
Vermont Health Access	188	126	67.0%
Veterans' Home	199	51	25.6%
Missing/Other	n/a	330	n/a
Grand Total	7,983	4,216	52.8%

# Table 2 Job Type

Job Type	Completed Surveys	Percent	Percent in Employee Population
Classified	3,303	84.2%	92.4%
Exempt	293	7.5%	7.6%
Don't Know	327	8.3%	
No Response	293	n/a	
Grand Total	4,216		

Table 3 Bargaining Unit

Bargaining Unit	Completed Surveys	Percent	Percent in Employee Population
Non-Management	2,281	65.8%	65.7%
Supervisory	533	15.4%	11.8%
Corrections	300	8.7%	10.9%
State Police	50	1.4%	3.5%
I am a designated manager and/or confidential employee	228	6.6%	8.1%
I am an exempt employee	75	2.2%	
No Response	749		
Grand Total	4,216		

Table 4 New Hires

Newly hired employee in original probation	Frequency	Completed Surveys
Yes	222	5.7%
No	3,682	94.3%
No Response	312	
Grand Total	4,216	

Table 5 Length of Service

Length of Service	Frequency	Completed Surveys	Percent in Employee Population
Less than 5 years	1,137	29.0%	32.6%
5 - 14 years	1,350	34.4%	34.6%
15 - 24 years	824	21.0%	19.7%
More than 25 years	610	15.6%	13.1%
No Response	295		
Grand Total	4,216		

Table 6 Age Group

Age Group	Completed Surveys	Percent	Percent in Employee Population
25 or less	67	1.7%	2.2%
25 - 34	551	14.2%	16.9%
35 - 44	861	22.2%	23.1%
45 - 54	1,140	29.3%	28.6%
55 - 65	998	25.7%	26.1%
65 or older	103	2.7%	3.1%
Prefer not to answer	166	4.3%	
No Response	330		
Grand Total	4,216		

Table 7 Occupational Group

Occupational Group	Completed Surveys	Percent	Percent in Employee Population
Administrative Support	624	16.5%	5.8%
Service Maintenance, or Skilled Craft	226	6.0%	8.4%
Paraprofessional, or Technical	335	8.9%	10.0%
Professional	1,673	44.3%	56.0%
Protective Services	363	9.6%	12.9%
Managerial, or Administration	558	14.8%	6.7%
No Response	437		
Grand Total	4,216		

Table 8 Sex

Sex	Completed Surveys	Percent	Percent in Employee Population
Male	1,422	36.8%	50.5%
Female	2,161	55.9%	49.5%
Prefer not to answer	286	7.4%	
No Response	347		
Grand Total	4,216		

Table 9 Racial/Ethnic Group

Ethnic Group	Completed Surveys	Percent	Percent in Employee Population
White	3,348	86.4%	97.0%
Minority	136	3.5%	3.0%
Prefer not to answer	390	10.1%	
No Response	342		
Grand Total	4,216		

# **Employee Engagement Survey Items: Summary of Key Findings**

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

Table 10 displays percent agreement for all respondents to survey statements for "Job Duties and their Relationship to the Mission and Goals of your Agency or Department."

More than 90% of respondents agreed that they understand their job duties and responsibilities (91.4%). A high level of agreement was also seen when asked if they understood the work, goals, and mission of their department or agency (88.7%) and that the work they perform is linked to their department or agency meeting its goals and mission (88.2%).

To a lesser extent, all respondents agreed that they enjoy performing the day to day work of their job (78.9%) and that the work they perform is meaningful and rewarding (77.5%).

The lowest agreement was found among all respondents when asked if they would recommend the State of Vermont to others as a great place to work (66.2%). The relatively high level of "neutral" as a response shows the ambivalence respondents felt about this statement (22.4%).

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

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department		All Responde	ents
Question	% Agree	% Neutral	% Disagree
Q1. I understand my job duties and responsibilities.	91.4%	4.6%	4.1%
Q2. I understand the work, goals, and mission of my department or agency.	88.7%	6.9%	4.4%
Q3. The work I perform is linked to my department or agency meeting its goals and mission.	88.2%	8.8%	3.0%
Q4. I enjoy the performing the day to day work of my job.	78.9%	13.8%	7.3%
Q5. The work I perform is meaningful and rewarding.	77.5%	14.5%	8.0%
Q6. I would recommend the State of Vermont to others as a great place to work.	66.2%	22.4%	11.4%

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

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

Survey Items: Job Duties and to Department	their Relation	onship to th	e Mission a	ind Goals of	your Agen	cy or
	Q1.	Q2.	Q3.	Q4.	Q5.	Q6.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	86.2%	82.8%	79.3%	86.2%	79.3%	75.9%
Agriculture, Food & Markets	92.1%	90.5%	93.7%	79.7%	84.4%	67.2%
Attorney General	97.4%	94.6%	91.9%	78.4%	78.4%	64.9%
Auditor of Accounts	100.0%	100.0%	83.3%	100.0%	83.3%	50.0%
Buildings & General Services	88.9%	84.5%	85.6%	78.3%	75.4%	58.9%
Children & Families	90.6%	90.8%	89.1%	76.5%	76.6%	60.8%
Commerce & Community Dev.	97.8%	86.7%	77.8%	77.8%	68.9%	60.0%
Corrections	92.1%	85.5%	81.3%	74.1%	67.7%	62.1%
DAIL	91.7%	91.8%	91.3%	85.0%	87.9%	73.8%
Defender General	96.6%	100.0%	96.6%	86.2%	89.7%	79.3%
Education	80.2%	62.8%	70.6%	69.8%	64.3%	50.0%
Environmental Conservation	96.1%	91.1%	88.7%	77.0%	79.9%	68.0%
Finance & Management	91.7%	83.3%	100.0%	83.3%	75.0%	75.0%
Financial Regulation	100.0%	97.9%	97.9%	93.6%	93.5%	95.7%
Fish & Wildlife	95.2%	93.5%	90.3%	79.0%	77.4%	71.0%
Forests, Parks & Recreation	90.9%	92.0%	90.9%	87.5%	83.9%	75.0%
Green Mountain Care Board	77.8%	100.0%	88.9%	66.7%	77.8%	88.9%
Health	94.1%	93.0%	92.6%	83.4%	84.8%	71.6%
Human Resources	94.5%	89.0%	87.7%	82.2%	79.5%	79.5%
Human Services - CO	91.0%	90.9%	90.9%	86.4%	86.4%	72.4%
Information and Innovation	84.9%	75.3%	79.5%	74.0%	72.6%	57.5%
Labor	92.7%	89.1%	89.0%	76.4%	77.4%	66.5%
Libraries	80.0%	70.0%	80.0%	90.0%	80.0%	70.0%
Liquor Control	100.0%	81.3%	93.8%	87.5%	75.0%	68.8%
Lottery Commission	84.6%	69.2%	69.2%	76.9%	53.8%	53.8%
Average	91.6%	88.7%	88.0%	79.3%	77.5%	66.6%

KEY:

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

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

Survey Items: Job Duties and Department	their Relation	onship to th	e Mission a	ind Goals o	f your Agen	cy or
	Q1.	Q2.	Q3.	Q4.	<b>Q</b> 5.	Q6.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Mental Health	91.7%	91.6%	92.7%	86.7%	78.3%	73.5%
Military	100.0%	100.0%	100.0%	92.3%	88.5%	76.9%
Motor Vehicles	96.3%	89.9%	93.6%	78.0%	71.6%	75.9%
Natural Resources - CO	96.7%	93.3%	90.0%	86.2%	76.7%	80.0%
Natural Resources Board	100.0%	100.0%	100.0%	87.5%	87.5%	87.5%
Public Safety	92.2%	91.1%	87.5%	80.6%	78.5%	64.1%
Public Service Board	100.0%	94.4%	94.4%	94.1%	100.0%	88.9%
Public Service Department	95.8%	87.5%	87.5%	79.2%	79.2%	62.5%
Secretary of State	95.0%	97.5%	100.0%	92.5%	82.5%	75.0%
State Treasurer	84.6%	92.3%	92.3%	76.9%	69.2%	61.5%
Taxes	92.3%	86.2%	90.8%	87.7%	83.1%	70.8%
Transportation (not DMV)	89.1%	84.9%	84.6%	75.6%	70.7%	65.6%
Vermont Health Access	85.7%	91.2%	88.1%	75.4%	76.2%	65.9%
Veterans' Home	94.1%	92.2%	94.1%	80.4%	88.2%	76.5%
Average	91.6%	88.7%	88.0%	79.3%	77.5%	66.6%

#### KEY:

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

The average agreement for all respondents for the statement "I understand my job duties and responsibilities" was 91.6%. Departments with significantly lower than average agreement include Green Mountain Care Board (77.8%), Libraries (80.0%), and Education (80.2%). Departments with significantly higher than average agreement include Auditor of Accounts, Financial Regulation, Liquor Control, Military, Natural Resources Board, and Public Service Board (all 100%).

The average agreement for all respondents for the statement "I understand the work, goals, and mission of my department or agency" was 88.7%. Departments with significantly lower than average agreement include Education (62.8%), Lottery Commission (69.2%), Libraries (70.0%), and Information and Innovation (75.3%). Departments with significantly higher than average agreement include Auditor of Accounts, Defender General, Green Mountain Care Board, Military, and Natural Resources Board (all 100%).

The average agreement for all respondents for the statement "The work I perform is linked to my department or agency meeting its goals and mission" was 88.0%. Departments with significantly lower than average agreement include Lottery Commission (69.2%), Education (70.6%), Commerce & Community Development (77.8%), Agency of Administration (79.3%), and Information and Innovation (79.5%). Departments with significantly higher than average agreement include Finance & Management, Secretary of State, Military, and Natural Resources Board (all 100%).

The average agreement for all respondents for the statement "I enjoy performing the day to day work of my job" was 79.3%. Departments with significantly lower than average agreement include Green Mountain Care Board (66.7%), Education (69.8%), Information and Innovation (74.0%) and Corrections (74.1%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), Public Service Board (94.1%), Financial Regulation (93.6%), Secretary of State (92.5%) and Military (92.3%).

The average agreement for all respondents for the statement "The work I perform is meaningful and rewarding" was 77.5%. Departments with significantly lower than average agreement include Lottery Commission (53.8%), Education (64.3%), Corrections (67.7%), Commerce & Community Development (68.9%), and State Treasurer (69.2%). Departments with significantly higher than average agreement include Public Service Board (100.0%), Financial Regulation (93.5%), Defender General (89.7%), Military (88.5%), and Veterans' Home (88.2%).

The average agreement for all respondents for the statement "I would recommend the State of Vermont to others as a great place to work" was 66.6%. Departments with significantly lower than average agreement include Auditor of Accounts (50.0%), Education (50.0%), Lottery Commission (53.8%), and Information and Innovation (57.5%). Departments with significantly higher than average agreement Financial Regulation (95.7%), Public Service Board (88.9%), Green Mountain Care Board (88.9%), and Natural Resources Board (87.5%).

# Communication and Input within your Organization

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

Less than half of respondents agreed that management and senior leadership communicates important information in an effective manner (49.3%). Over 30% disagreed with this statement.

More respondents felt they had an opportunity to communicate with and provide feedback to management and senior leadership (58.2%), were encouraged to share ideas on improving either service delivery or business process efficiency (57.2%), and that their department or agency works well with other departments and agencies (57.5%). However, there was a relatively high level of "neutral" and "disagree" responses (all total over 40%), which shows respondents' ambivalence about these statements.

Table 12 Communication and Input within your Organization – All Respondents

Survey Items: Communication and Input within Your Organization	All Respondents				
Question	% Agree	% Neutral	% Disagree		
Q7. Management and senior leadership communicates important information					
effectively.	49.3%	20.4%	30.3%		
Q8. I have an opportunity to communicate with and provide feedback to management					
and senior leadership.	58.2%	18.6%	23.2%		
Q9. I am encouraged to share ideas on improving either service delivery or business					
process efficiency.	57.2%	19.4%	23.4%		
Q10. My department or agency works well with other departments and agencies.					
420. In apparation of agono, notice not with other departments and agonolos.	57.5%	28.6%	14.0%		

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

The average agreement for all respondents for the statement "Management and senior leadership communicates important information effectively" was 49.4%. Departments with significantly lower than average agreement include Veterans' Home (25.5%), Education (26.7%), Information and Innovation (31.5%), and Public Safety (37.5%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), Financial Regulation (83.0%), Natural Resources Board (81.3%), Military (80.8%), and Green Mountain Care Board (77.8%).

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 Table 13
 Communication and Input within your Organization by Department

Survey Items: Communication	and Input w	ithin Your C	Organization	1
	Q7.	Q8.	<b>Q</b> 9.	Q10.
Department	% Agree	% Agree	% Agree	% Agree
Agency of Administration	53.6%	72.4%	65.5%	58.6%
Agriculture, Food & Markets	57.8%	65.6%	68.8%	73.0%
Attorney General	50.0%	67.6%	67.6%	64.9%
Auditor of Accounts	100.0%	100.0%	100.0%	100.0%
Buildings & General Services	42.1%	51.7%	52.4%	58.4%
Children & Families	49.7%	55.3%	55.2%	51.9%
Commerce & Community Dev.	53.3%	60.0%	60.0%	68.2%
Corrections	40.0%	47.6%	42.4%	46.6%
DAIL	64.6%	66.8%	67.0%	61.8%
Defender General	72.4%	79.3%	69.0%	75.9%
Education	26.7%	34.9%	39.5%	27.9%
Environmental Conservation	54.7%	55.9%	60.3%	53.7%
Finance & Management	58.3%	50.0%	58.3%	75.0%
Financial Regulation	83.0%	93.6%	91.5%	83.0%
Fish & Wildlife	54.8%	61.3%	59.0%	71.0%
Forests, Parks & Recreation	48.3%	75.0%	69.3%	71.3%
Green Mountain Care Board	77.8%	88.9%	88.9%	55.6%
Health	60.9%	65.3%	62.2%	66.8%
Human Resources	53.4%	69.9%	67.1%	62.5%
Human Services - CO	59.1%	73.0%	73.9%	72.7%
Information and Innovation	31.5%	47.9%	52.1%	43.8%
Labor	38.8%	55.2%	53.3%	50.3%
Libraries	70.0%	60.0%	60.0%	70.0%
Liquor Control	43.8%	56.3%	56.3%	43.8%
Lottery Commission	38.5%	46.2%	53.8%	69.2%
Average	49.4%	58.4%	57.3%	57.7%

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

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

Survey Items: Communication	and Input w	ithin Your C	Organization	1
	Q7.	Q8.	<b>Q</b> 9.	Q10.
Department	% Agree	% Agree	% Agree	% Agree
Mental Health	40.5%	62.7%	60.2%	54.2%
Military	80.8%	80.8%	76.9%	76.0%
Motor Vehicles	52.3%	56.0%	54.1%	63.3%
Natural Resources - CO	70.0%	69.0%	80.0%	73.3%
Natural Resources Board	81.3%	75.0%	81.3%	68.8%
Public Safety	37.5%	52.9%	44.8%	59.9%
Public Service Board	72.2%	94.4%	77.8%	82.4%
Public Service Department	58.3%	75.0%	66.7%	79.2%
Secretary of State	52.5%	57.5%	67.5%	72.5%
State Treasurer	53.8%	53.8%	53.8%	100.0%
Taxes	55.4%	52.3%	53.8%	46.2%
Transportation (not DMV)	44.7%	55.4%	53.1%	55.1%
Vermont Health Access	48.0%	69.0%	75.4%	62.4%
Veterans' Home	25.5%	36.0%	43.1%	52.9%
Average	49.4%	58.4%	57.3%	57.7%

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

The average agreement for all respondents for the statement "I have an opportunity to communicate with and provide feedback to management and senior leadership" was 58.4%. Departments with significantly lower than average agreement include Education (34.9%), Veterans' Home (36.0%), Lottery Commission (46.2%), Corrections (47.6%), and Information and Innovation (47.9%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), Public Service Board (94.4%), Financial Regulation (93.6%), and Green Mountain Care Board (88.9%).

The average agreement for all respondents for the statement "I am encouraged to share ideas on improving either service delivery or business process efficiency" was 57.3%. Departments with significantly lower than average agreement include Education (39.5%), Corrections (42.4%), Veterans' Home (43.1%), and Public Safety (44.8%). Departments with significantly higher than average agreement Auditor of Accounts (100.0%), Financial Regulation (91.5%), Green Mountain Care Board (88.9%), and Natural Resources Board (81.3%).

The average agreement for all respondents for the statement "My department or agency works well with other departments and agencies" was 57.7%. Departments with significantly lower than average agreement include Education (27.9%), Liquor Control (43.8%), Information and Innovation (43.8%), Taxes (46.2%), and Corrections (46.6%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), State Treasurer (100.0%), Financial Regulation (83.0%), Public Service Board (82.4%), and Public Service Department (79.2%).

## Relationships and Morale in your Organization

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

About the same percentage of respondents agreed that morale within their department or agency is good (40.7%) as those that disagreed (37.2%).

Over 60% of all respondents agreed that the people they work with treat each other respectfully (66.2%) and the people they work with care about them (64.3%).

Over 70% agreed that their fellow employees are committed to doing good work (77.0%) and that employees in their work group work well together as a team (71.4%).

Less than 60% of respondents felt they can communicate honestly and openly in their workplace (59.7%), which had a relatively high percent disagreeing with the statement (22.0%).

Nearly three out of four of all respondents agreed that harassment is not tolerated in their workplace (72.4%) and discrimination is not tolerated in their workplace (75.9%). Fewer respondents agreed that they were confident that any misconduct that they report will be handled properly (55.8%), which had a relatively high percent disagreeing with the statement (21.9%).

Table 14 Relationships and Morale in your Organization – All Respondents

Survey Items: Relationships and Morale in Your Organization		All Responde	ents
Question	% Agree	% Neutral	% Disagree
Q11. Morale within my department or agency is good.	40.7%	22.1%	37.2%
Q12. The people I work with treat each other respectfully.	66.2%	17.4%	16.4%
Q13. The people I work with care about me.	64.3%	24.5%	11.2%
Q14. My fellow employees are committed to doing good work.	77.0%	16.3%	6.8%
Q15. The employees in my work group work well together as a team.	71.4%	16.4%	12.2%
Q16. I feel I can communicate honestly and openly in my workplace.	59.7%	18.3%	22.0%
Q17. Harassment is not tolerated in my workplace.	72.4%	14.6%	13.0%
Q18. Discrimination is not tolerated in my workplace.	75.9%	14.5%	9.6%
Q19. I am confident that any misconduct that I report will be handled properly.	55.8%	22.3%	21.9%

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

Table 15 Relationships and Morale in your Organization by Department

	Q11.	Q12.	Q13.	Q14.	Q15.	Q16.	Q17.	Q18.	Q19.
Department	% Agree								
Agency of Administration	44.8%	65.5%	58.6%	82.8%	62.1%	58.6%	65.5%	69.0%	55.2%
Agriculture, Food & Markets	51.6%	68.3%	75.0%	81.3%	78.1%	76.6%	79.7%	90.6%	60.9%
Attorney General	57.9%	89.5%	76.3%	89.5%	89.5%	75.7%	89.5%	81.6%	73.0%
Auditor of Accounts	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	80.0%
Buildings & General Services	36.8%	61.1%	61.8%	76.0%	75.1%	56.5%	68.4%	72.9%	55.0%
Children & Families	30.0%	65.1%	65.6%	78.9%	70.5%	58.5%	72.4%	77.0%	54.9%
Commerce & Community Dev.	45.7%	67.4%	67.4%	89.1%	80.0%	53.3%	71.7%	82.6%	60.9%
Corrections	25.9%	54.6%	53.6%	61.8%	68.5%	50.5%	65.3%	70.1%	49.6%
DAIL	48.8%	74.8%	73.3%	89.3%	73.3%	67.5%	70.4%	79.5%	55.6%
Defender General	55.2%	72.4%	82.8%	89.7%	82.8%	69.0%	89.7%	93.1%	62.1%
Education	17.4%	63.5%	62.8%	81.4%	76.7%	47.1%	60.0%	63.1%	31.4%
Environmental Conservation	37.4%	77.5%	72.5%	79.9%	71.5%	64.2%	74.3%	76.3%	59.3%
Finance & Management	50.0%	66.7%	75.0%	75.0%	83.3%	66.7%	58.3%	66.7%	50.0%
Financial Regulation	78.7%	89.1%	80.9%	85.1%	87.0%	85.1%	93.6%	95.7%	78.7%
Fish & Wildlife	64.5%	79.0%	64.5%	83.9%	79.0%	61.3%	67.7%	72.1%	66.1%
Forests, Parks & Recreation	60.9%	81.8%	79.5%	85.2%	76.1%	75.0%	81.8%	84.1%	68.2%
Green Mountain Care Board	77.8%	88.9%	77.8%	100.0%	88.9%	77.8%	88.9%	77.8%	77.8%
Health	57.2%	71.4%	75.1%	85.6%	74.9%	63.7%	79.6%	80.8%	64.1%
Human Resources	50.7%	82.2%	78.1%	83.6%	80.8%	75.3%	88.9%	91.8%	76.7%
Human Services - CO	58.4%	84.3%	75.3%	85.4%	84.1%	73.0%	87.5%	88.8%	70.8%
Information and Innovation	26.0%	58.9%	43.1%	75.3%	61.6%	61.6%	63.9%	70.4%	40.3%
Labor	31.5%	55.5%	55.3%	70.1%	56.4%	49.1%	58.8%	63.0%	43.3%
Libraries	70.0%	70.0%	80.0%	90.0%	80.0%	70.0%	90.0%	100.0%	60.0%
Liquor Control	37.5%	56.3%	50.0%	68.8%	68.8%	62.5%	68.8%	68.8%	50.0%
Lottery Commission	15.4%	84.6%	61.5%	84.6%	84.6%	38.5%	76.9%	76.9%	61.5%
Average	40.9%	66.3%	64.6%	77.1%	71.7%	60.1%	72.4%	76.1%	56.0%

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

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

	Q11.	Q12.	Q13.	Q14.	Q15.	<b>Q16</b> .	Q17.	Q18.	Q19.
Department	% Agree	% Agree	% Agree	% Agree					
Mental Health	43.4%	65.5%	67.1%	78.3%	73.5%	67.5%	71.4%	73.8%	60.2%
Military	76.9%	76.9%	73.1%	88.5%	84.6%	73.1%	92.3%	96.2%	84.6%
Motor Vehicles	45.0%	56.5%	60.6%	63.3%	62.4%	58.7%	77.1%	75.2%	54.1%
Natural Resources - CO	76.7%	86.7%	76.7%	83.3%	90.0%	80.0%	79.3%	89.7%	66.7%
Natural Resources Board	68.8%	68.8%	81.3%	100.0%	73.3%	68.8%	81.3%	81.3%	75.0%
Public Safety	30.2%	54.2%	50.3%	71.9%	67.2%	56.5%	66.7%	71.2%	53.9%
Public Service Board	77.8%	83.3%	83.3%	94.4%	88.9%	83.3%	88.2%	88.9%	77.8%
Public Service Department	54.2%	87.5%	70.8%	91.7%	79.2%	62.5%	78.3%	79.2%	66.7%
Secretary of State	40.0%	62.5%	67.5%	82.5%	72.5%	55.0%	75.0%	85.0%	55.0%
State Treasurer	30.8%	46.2%	38.5%	53.8%	53.8%	53.8%	69.2%	84.6%	46.2%
Taxes	36.9%	60.0%	58.5%	78.5%	75.4%	56.9%	66.2%	69.2%	61.5%
Transportation (not DMV)	39.1%	62.5%	55.2%	65.7%	63.8%	55.4%	71.8%	73.3%	49.5%
Vermont Health Access	47.6%	78.6%	81.0%	85.7%	78.6%	68.3%	82.4%	82.4%	58.7%
Veterans' Home	29.4%	33.3%	43.1%	68.0%	62.7%	31.4%	56.9%	62.7%	34.7%
Average	40.9%	66.3%	64.6%	77.1%	71.7%	60.1%	72.4%	76.1%	56.0%

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

The average agreement for all respondents for the statement "Morale within my department or agency is good" was 40.9%. Departments with significantly lower than average agreement include Lottery Commission (15.4%), Education (17.4%), Corrections (25.9%), Information and Innovation (26.0%), and Veterans' Home (29.4%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), Financial Regulation (78.7%), Green Mountain Care Board (77.8%), Public Service Board (77.8%), Military (76.9%), and Natural Resources – CO (76.7%).

The average agreement for all respondents for the statement "The people I work with treat each other respectfully" was 66.3%. Departments with significantly lower than average agreement include Veterans' Home (33.3%), State Treasurer (46.2%), Public Safety (54.2%), Corrections (54.6%), and Labor (55.5%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), Attorney General (89.5%), Financial Regulation (89.1%), Green Mountain Care Board (88.9%), and Public Service Department (87.5%).

The average agreement for all respondents for the statement "The people I work with care about me" was 64.6%. Departments with significantly lower than average agreement include State Treasurer (38.5%), Information and Innovation (43.1%), Veterans' Home (43.1%), Liquor Control (50.0%), and Public Safety (50.3%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), Public Service Board (83.3%), Defender General (82.8%), Natural Resources Board (81.3%), and Vermont Health Access (81.0%).

The average agreement for all respondents for the statement "My fellow employees are committed to doing good work" was 77.1%. Departments with significantly lower than average agreement include State Treasurer (53.8%), Corrections (61.8%), Motor Vehicles (63.3%), and Transportation (not DMV) (65.7%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), Natural Resources Board (100.0%), Green Mountain Care Board (100.0%), Public Service Board (94.4%), and Public Service Department (91.7%).

The average agreement for all respondents for the statement "The employees in my work group work well together as a team" was 71.7%. Departments with significantly lower than average agreement include State Treasurer (53.8%), Labor (56.4%), Information and Innovation (61.6%), Agency of Administration (62.1%), and Motor Vehicles (62.4%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), Natural Resources – CO (90.0%), Attorney General (89.5%), Green Mountain Care Board (88.9%), and Public Service Board (88.9%).

The average agreement for all respondents for the statement "I feel I can communicate honestly and openly in my workplace" was 60.1%. Departments with significantly lower than average agreement include Veterans' Home (31.4%), Lottery Commission (38.5%), Education (47.1%), Labor (49.1%), and Corrections (50.5%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), Financial Regulation (85.1%), Public Service Board (83.3%), Natural Resources – CO (80.0%), Green Mountain Care Board (77.8%), and Agriculture, Food & Markets (76.6%).

The average agreement for all respondents for the statement "Harassment is not tolerated in my workplace" was 72.4%. Departments with significantly lower than average agreement include Veterans' Home (56.9%), Finance & Management (58.3%), Labor (58.8%), Education (60.0%), and Information and Innovation (63.9%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), Financial Regulation (93.6%), Military (92.3%), Libraries (90.0%), and Defender General (89.7%).

The average agreement for all respondents for the statement "Discrimination is not tolerated in my workplace" was 76.1%. Departments with significantly lower than average agreement include Veterans' Home (62.7%), Labor (63.0%), Education (63.1%) and Finance & Management (66.7%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), Libraries (100.0%), Military (96.2%), Financial Regulation (95.7%), and Defender General (93.1%).

The average agreement for all respondents for the statement "I am confident that any misconduct that I report will be handled properly" was 56.0%. Departments with significantly lower than average agreement include Education (31.4%), Veterans' Home (34.7%), Information and Innovation (40.3%), Labor (43.3%), and State Treasurer (46.2%).

# **Your Supervisor**

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

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

The lowest agreement among all respondents was when asked if their supervisor discussed and planned their career development with them (37.4%).

For all respondents, 56.8% agreed that their performance evaluations are completed annually, with a relatively high percent disagreeing with the statement (25.2%). About the same percentage agreed that the standards used to evaluate their performance were fair (53.1%), with a high level of "neutral" (32.3%), which shows respondents' ambivalence about this statement.

Table 16 Your Supervisor – All Respondents

Survey Items: Your Supervisor		All Responde	ents
Question	% Agree	% Neutral	% Disagree
Q20. My supervisor clearly explains my job performance expectations.	67.0%	18.1%	15.0%
Q21. My supervisor regularly provides me with timely and useful feedback.	59.3%	19.7%	21.0%
Q22. My supervisor gives me an opportunity to do my best work.	73.0%	15.6%	11.4%
Q23. I am satisfied with the recognition I receive from my supervisor for my work.	60.9%	18.8%	20.3%
Q24. My supervisor treats employees fairly and respectfully.	70.5%	14.4%	15.1%
Q25. My supervisor seems to care about me as a person.	73.9%	15.7%	10.4%
Q26. My supervisor provides the help I need to improve my job performance.	62.9%	20.8%	16.2%
Q27. I have an opportunity to learn and grow professionally.	63.1%	19.5%	17.4%
Q28. I receive the training I need to perform my job.	59.6%	22.0%	18.4%
Q29. My supervisor and I discuss and plan my career development.	37.4%	29.8%	32.8%
Q30. My performance evaluations are completed annually.	56.8%	18.0%	25.2%
Q31. The standards used to evaluate my performance are fair.	53.1%	32.3%	14.6%

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

Table 17 Your Supervisor by Department

Survey Items: Your Supervisor												
	Q20.	Q21.	Q22.	Q23.	Q24.	Q25.	Q26.	Q27.	Q28.	Q29.	Q30.	Q31.
Department	% Agree											
Agency of Administration	65.5%	62.1%	72.4%	72.4%	75.9%	79.3%	65.5%	79.3%	69.0%	48.3%	50.0%	55.2%
Agriculture, Food & Markets	68.8%	64.1%	81.3%	67.2%	75.0%	81.3%	67.2%	75.0%	59.4%	51.6%	68.3%	68.3%
Attorney General	57.9%	68.4%	73.7%	65.8%	76.3%	81.6%	65.8%	63.2%	37.8%	18.4%	34.2%	45.9%
Auditor of Accounts	100.0%	66.7%	100.0%	83.3%	83.3%	83.3%	83.3%	83.3%	83.3%	33.3%	50.0%	66.7%
Buildings & General Services	61.5%	57.2%	71.6%	56.3%	62.8%	64.9%	58.2%	55.8%	59.9%	31.3%	53.4%	48.5%
Children & Families	66.8%	62.1%	72.6%	62.7%	71.2%	75.5%	62.2%	61.2%	56.0%	37.8%	47.4%	43.8%
Commerce & Community Dev.	60.9%	57.8%	67.4%	65.2%	65.2%	78.3%	60.9%	50.0%	45.7%	37.8%	62.2%	47.8%
Corrections	65.8%	57.6%	70.8%	57.5%	66.5%	67.4%	60.6%	61.1%	62.7%	33.9%	58.3%	55.6%
DAIL	77.7%	72.8%	78.5%	72.3%	78.6%	81.1%	74.0%	74.8%	67.3%	50.2%	59.6%	65.5%
Defender General	86.2%	69.0%	75.9%	72.4%	72.4%	89.7%	69.0%	72.4%	62.1%	41.4%	79.3%	69.0%
Education	41.9%	37.2%	62.8%	41.9%	55.8%	61.6%	50.6%	55.3%	50.0%	26.7%	35.3%	27.4%
Environmental Conservation	70.4%	59.8%	74.9%	60.7%	80.4%	80.4%	63.7%	64.8%	48.6%	34.1%	67.4%	59.6%
Finance & Management	50.0%	41.7%	66.7%	50.0%	75.0%	91.7%	41.7%	50.0%	41.7%	8.3%	25.0%	25.0%
Financial Regulation	91.5%	83.0%	95.7%	83.0%	87.2%	91.5%	87.2%	91.5%	83.0%	76.6%	68.1%	76.6%
Fish & Wildlife	64.5%	51.6%	72.6%	49.2%	71.0%	74.2%	64.5%	59.7%	66.1%	27.9%	80.6%	57.4%
Forests, Parks & Recreation	71.6%	56.8%	78.4%	67.4%	78.2%	86.2%	70.5%	72.7%	69.3%	43.2%	78.2%	76.7%
Green Mountain Care Board	66.7%	77.8%	77.8%	66.7%	66.7%	77.8%	55.6%	66.7%	44.4%	33.3%	62.5%	50.0%
Health	73.4%	66.7%	73.4%	66.8%	76.7%	80.1%	67.9%	69.0%	66.7%	46.8%	75.4%	64.9%
Human Resources	71.2%	67.1%	83.6%	65.8%	86.3%	84.9%	72.6%	67.1%	58.9%	39.7%	38.9%	43.7%
Human Services - CO	69.3%	62.1%	83.1%	70.5%	84.1%	77.3%	70.5%	71.9%	55.7%	53.4%	50.0%	53.4%
Information and Innovation	47.9%	45.2%	60.3%	47.9%	62.5%	54.8%	50.7%	47.9%	40.3%	26.4%	16.4%	29.6%
Labor	58.5%	48.5%	65.5%	49.1%	56.4%	67.1%	49.7%	47.6%	45.7%	26.1%	25.2%	27.6%
Libraries	60.0%	60.0%	80.0%	90.0%	100.0%	100.0%	60.0%	80.0%	60.0%	30.0%	60.0%	70.0%
Liquor Control	56.3%	43.8%	62.5%	50.0%	50.0%	75.0%	62.5%	56.3%	68.8%	18.8%	50.0%	50.0%
Lottery Commission	53.8%	46.2%	46.2%	38.5%	53.8%	69.2%	53.8%	61.5%	61.5%	15.4%	53.8%	66.7%
Average	67.2%	59.6%	73.2%	61.2%	70.6%	74.0%	63.2%	63.2%	59.8%	37.5%	57.3%	53.5%

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

Table 17 Your Supervisor by Department (cont.)

Survey Items: Your Supervisor												
	Q20.	Q21.	Q22.	Q23.	Q24.	Q25.	Q26.	Q27.	Q28.	Q29.	Q30.	Q31.
Department	% Agree											
Mental Health	72.6%	61.9%	75.0%	66.7%	76.2%	79.8%	75.0%	69.0%	59.5%	38.6%	45.1%	48.8%
Military	84.6%	73.1%	88.5%	84.6%	84.6%	84.6%	84.0%	80.8%	80.8%	50.0%	57.7%	73.1%
Motor Vehicles	71.6%	64.2%	75.0%	63.3%	66.1%	77.1%	67.0%	58.7%	66.7%	34.9%	89.0%	68.8%
Natural Resources - CO	83.3%	66.7%	86.7%	80.0%	80.0%	83.3%	73.3%	72.4%	70.0%	50.0%	70.0%	60.0%
Natural Resources Board	81.3%	75.0%	87.5%	81.3%	81.3%	75.0%	73.3%	81.3%	56.3%	31.3%	68.8%	75.0%
Public Safety	62.8%	50.5%	71.4%	50.8%	63.4%	69.8%	55.2%	60.9%	64.6%	29.2%	44.2%	42.3%
Public Service Board	68.8%	75.0%	81.3%	81.3%	87.5%	81.3%	87.5%	81.3%	68.8%	31.3%	68.8%	68.8%
Public Service Department	83.3%	83.3%	83.3%	79.2%	79.2%	79.2%	83.3%	79.2%	70.8%	54.2%	41.7%	54.2%
Secretary of State	71.8%	66.7%	76.9%	64.1%	74.4%	71.8%	69.2%	69.2%	65.8%	46.2%	74.4%	64.1%
State Treasurer	61.5%	46.2%	69.2%	46.2%	53.8%	69.2%	53.8%	61.5%	61.5%	38.5%	16.7%	46.2%
Taxes	67.7%	53.8%	66.2%	52.3%	67.7%	67.7%	55.4%	61.5%	50.8%	30.8%	40.6%	43.1%
Transportation (not DMV)	65.7%	54.2%	71.1%	57.4%	65.9%	67.0%	59.9%	61.9%	65.3%	38.6%	85.8%	66.6%
Vermont Health Access	72.0%	68.0%	80.0%	72.0%	77.6%	86.4%	72.0%	68.0%	66.4%	47.2%	50.4%	52.8%
Veterans' Home	54.9%	39.2%	54.9%	43.1%	52.9%	51.0%	39.2%	43.1%	49.0%	21.6%	60.8%	53.2%
Average	67.2%	59.6%	73.2%	61.2%	70.6%	74.0%	63.2%	63.2%	59.8%	37.5%	57.3%	53.5%

- Q20. My supervisor clearly explains my job performance expectations.
- Q21. My supervisor regularly provides me with timely and useful feedback.
- Q22. My supervisor gives me an opportunity to do my best work.
- Q23. I am satisfied with the recognition

  I receive from my supervisor for my work.
- Q24. My supervisor treats employees fairly and respectfully.
- Q25. My supervisor seems to care about me as a person.
- Q26. My supervisor provides the help I need to improve my job performance.
- Q27. I have an opportunity to learn and grow professionally.
- Q28. I receive the training I need to perform my job.
- Q29. My supervisor and I discuss and plan my career development.
- Q30. My performance evaluations are completed annually.
- Q31. The standards used to evaluate my performance are fair.

The average agreement for all respondents for the statement "My supervisor clearly explains my job performance expectations" was 67.2%. Departments with significantly lower than average agreement include Education (41.9%), Information and Innovation (47.9%), Finance & Management (50.0%), and Lottery Commission (53.8%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), Financial Regulation (91.5%), Defender General (86.2%), and Military (84.6%).

The average agreement for all respondents for the statement "My supervisor regularly provides me with timely and useful feedback" was 59.6%. Departments with significantly lower than average agreement include Education (37.2%), Veterans' Home (39.2%), Finance & Management (41.7%), Liquor Control (43.8%) and Information and Innovation (45.2%). Departments with significantly higher than average agreement include Public Service Department (83.3%), Financial Regulation (83.0%), Green Mountain Care Board (77.8%), Natural Resources Board (75.0%), and Public Service Board (75.0%).

The average agreement for all respondents for the statement "My supervisor gives me an opportunity to do my best work" was 73.2%. Departments with significantly lower than average agreement include Lottery Commission (46.2%), Veterans' Home (54.9%), Information and Innovation (60.3%), Liquor Control (62.5%), and Education (62.8%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), Financial Regulation (95.7%), Military (88.5%), Natural Resources Board (87.5%), and Natural Resources – CO (86.7%).

The average agreement for all respondents for the statement "I am satisfied with the recognition I receive from my supervisor for my work" was 61.2%. Departments with significantly lower than average agreement include Lottery Commission (38.5%), Education (41.9%), Veterans' Home (43.1%), State Treasurer (46.2%), and Information and Innovation (47.9%). Departments with significantly higher than average agreement include Libraries (90.0%), Military (84.6%), Auditor of Accounts (83.3%), and Financial Regulation (83.0%).

The average agreement for all respondents for the statement "My supervisor treats employees fairly and respectfully" was 70.6%. Departments with significantly lower than average agreement include Liquor Control (50.0%), Veterans' Home (52.9%), State Treasurer (53.8%), Lottery Commission (53.8%), and Education (55.8%). Departments with significantly higher than average agreement include Libraries (100.0%), Public Service Board (87.5%), Financial Regulation (87.2%), and Human Resources (86.3%).

The average agreement for all respondents for the statement "My supervisor seems to care about me as a person" was 74.0%. Departments with significantly lower than average agreement include Veterans' Home (51.0%), Information and Innovation (54.8%), Education (61.6%), and Buildings & General Services (64.9%). Departments with significantly higher than average agreement include Libraries (100.0%), Finance & Management (91.7%), Financial Regulation (91.5%), and Defender General (89.7%).

The average agreement for all respondents for the statement "My supervisor provides the help I need to improve my job performance" was 63.2%. Departments with significantly lower than average agreement include Veterans' Home (39.2%), Finance & Management (41.7%), Labor (49.7%), Education (50.6%), and Information and Innovation (50.7%). Departments with significantly higher than average agreement include Public Service Board (87.5%), Financial Regulation (87.2%), Military(84.0%), Auditor of Accounts (83.3%), and Public Service Department (83.3%).

The average agreement for all respondents for the statement "I have an opportunity to learn and grow professionally" was 63.2%. Departments with significantly lower than average agreement include Veterans' Home (43.1%), Labor (47.6%), Information and Innovation (47.9%), Commerce & Community Development (50.0%), and Finance & Management (50.0%). Departments with significantly higher than average agreement include Financial Regulation (91.5%), Auditor of Accounts (83.3%), Public Service Board (81.3%), and Natural Resources Board (81.3%).

The average agreement for all respondents for the statement "I receive the training I need to perform my job" was 59.6%. Departments with significantly lower than average agreement include Attorney General (37.8%), Information and Innovation (40.3%), Finance & Management (41.7%), and Green Mountain Care Board (44.4%). Departments with significantly higher than average agreement include Auditor of Accounts (83.3%), Financial Regulation (83.0%), Military (80.8%), and Public Service Department (70.8%).

The average agreement for all respondents for the statement "My supervisor and I discuss and plan my career development was 37.5%. Departments with significantly lower than average agreement include Finance & Management (8.3%), Lottery Commission (15.4%), Attorney General (18.4%), Liquor Control (18.8%), and Veterans' Home (21.6%). Departments with significantly higher than average agreement include Financial Regulation (76.6%), Public Service Department (54.2%), Human Services – CO (53.4%), and Agriculture, Food & Markets (51.6%).

The average agreement for all respondents for the statement "My performance evaluations are completed annually" was 57.3%. Departments with significantly lower than average agreement include Information and Innovation (16.4%), State Treasurer (16.7%), Finance & Management (25.0%), Labor (25.2%), and Attorney General (34.2%). Departments with significantly higher than average agreement include Motor Vehicles (89.0%), Transportation (not DMV) (85.8%), Fish & Wildlife (80.6%), and Defender General (79.3%).

The average agreement for all respondents for the statement "The standards used to evaluate my performance are fair" was 53.5%. Departments with significantly lower than average agreement include Finance & Management (25.0%), Education (27.4%), Labor (27.6%), and Information and Innovation (29.6%). Departments with significantly higher than average agreement include Forests, Parks & Recreation (76.7%), Financial Regulation (76.6%), Natural Resources Board (75.0%), and Military (73.1%).

#### Workload, Staffing and Resources

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

A majority of respondents disagreed that their department or agency has the staffing and resources necessary to achieve its mission (52.1%).

While 49.3% of all respondents agreed that the amount of work they are expected to perform is reasonable, nearly one-third (31.3%) disagreed. A higher percentage agreed that their job and work environment allow for a good balance between work and their personal life (56.9%).

A majority of all respondents agreed that they have the resources to do their job well (52.8%) while a lower percentage agreed that their department or agency had the technology needed to get the work done (48.8%).

Approximately three out of four of all respondents agreed that their physical working environment is reasonable for their type of work (73.6%) and that they feel safe and secure in their work environment (76.7%).

Table 18 Workload, Staffing and Resources – All Respondents

Survey Items: Workload, Staffing and Resources	All Respondents					
Question	% Agree	% Neutral	% Disagree			
Q32. My Agency or Department has the staffing necessary to achieve its mission.	30.1%	17.8%	52.1%			
Q33. The amount of work I am expected to perform is reasonable.	49.3%	19.4%	31.3%			
Q34. My job allows a good balance between work and my personal life.	56.9%	21.0%	22.1%			
Q35. I have the resources to do my job well.	52.8%	21.2%	26.0%			
Q36. My Agency or Department has the technology needed to get the work done.	48.8%	20.2%	31.0%			
Q37. My physical working environment is reasonable for my type of work.	73.6%	13.5%	12.9%			
Q38. I feel safe and secure in my work environment.	76.7%	14.3%	8.9%			

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

The average agreement for all respondents for the statement "My department or agency has the staffing and resources necessary to achieve its mission" was 30.1%. Departments with significantly lower than average agreement include Forests, Parks & Recreation (5.7%), Green Mountain Care Board (11.1%), Liquor Control (18.8%), Human Resources (19.4%), and Public Safety (19.8%). Departments with significantly higher than average agreement include Financial Regulation (80.9%), Natural Resources Board (62.5%), Agency of Administration (55.2%), and State Treasurer (53.8%).

 Table 19
 Workload, Staffing and Resources by Department

Survey Items: Workload, Staffing and Resources								
	Q32.	Q33.	Q34.	Q35.	Q36.	Q37.	Q38.	
Department	% Agree							
Agency of Administration	55.2%	65.5%	82.8%	58.6%	72.4%	82.8%	93.1%	
Agriculture, Food & Markets	37.5%	56.3%	65.6%	48.4%	46.0%	82.8%	87.5%	
Attorney General	23.7%	50.0%	57.9%	36.8%	31.6%	78.9%	94.7%	
Auditor of Accounts	50.0%	100.0%	100.0%	100.0%	83.3%	83.3%	100.0%	
Buildings & General Services	38.0%	57.7%	62.3%	61.1%	65.9%	78.4%	68.3%	
Children & Families	20.7%	33.8%	43.0%	41.2%	27.6%	66.0%	69.1%	
Commerce & Community Dev.	21.7%	42.2%	50.0%	45.7%	65.2%	63.0%	88.9%	
Corrections	21.2%	44.7%	48.0%	47.1%	33.7%	69.0%	66.9%	
DAIL	25.6%	42.0%	52.9%	51.2%	49.5%	80.1%	83.5%	
Defender General	20.7%	57.1%	65.5%	69.0%	62.1%	79.3%	82.8%	
Education	29.1%	44.7%	59.3%	45.9%	48.8%	69.8%	70.9%	
Environmental Conservation	29.4%	47.2%	62.4%	51.7%	44.4%	51.7%	79.7%	
Finance & Management	33.3%	41.7%	58.3%	66.7%	50.0%	75.0%	75.0%	
Financial Regulation	80.9%	83.0%	91.5%	87.2%	73.9%	93.6%	95.7%	
Fish & Wildlife	29.0%	40.3%	54.1%	51.6%	50.0%	75.8%	74.2%	
Forests, Parks & Recreation	5.7%	34.5%	57.5%	39.1%	54.0%	83.0%	86.4%	
Green Mountain Care Board	11.1%	55.6%	66.7%	33.3%	33.3%	77.8%	100.0%	
Health	41.3%	57.6%	61.7%	59.8%	49.3%	78.9%	86.7%	
Human Resources	19.4%	50.7%	61.6%	53.4%	47.9%	84.9%	87.5%	
Human Services - CO	28.1%	55.1%	67.4%	48.3%	41.6%	78.7%	83.1%	
Information and Innovation	28.8%	47.9%	67.1%	52.1%	63.0%	87.7%	84.9%	
Labor	29.3%	57.6%	62.2%	59.8%	44.2%	72.7%	70.1%	
Libraries	40.0%	70.0%	60.0%	30.0%	60.0%	80.0%	100.0%	
Liquor Control	18.8%	50.0%	43.8%	62.5%	25.0%	87.5%	81.3%	
Lottery Commission	38.5%	46.2%	53.8%	53.8%	53.8%	69.2%	84.6%	
Average	30.1%	49.5%	57.1%	53.0%	48.8%	73.7%	76.9%	

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

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

Survey Items: Workload, Staffing and Resources									
	Q32.	Q33.	Q34.	Q35.	Q36.	Q37.	Q38.		
Department	% Agree								
Mental Health	29.8%	58.3%	58.3%	54.8%	50.0%	72.3%	69.0%		
Military	50.0%	69.2%	80.8%	92.0%	92.3%	96.2%	96.2%		
Motor Vehicles	36.7%	63.3%	61.5%	70.6%	54.6%	76.1%	78.9%		
Natural Resources - CO	43.3%	55.2%	70.0%	66.7%	60.0%	66.7%	93.3%		
Natural Resources Board	62.5%	81.3%	62.5%	81.3%	56.3%	81.3%	87.5%		
Public Safety	19.8%	42.7%	44.8%	51.0%	55.3%	75.0%	73.8%		
Public Service Board	50.0%	76.5%	70.6%	76.5%	47.1%	88.2%	88.2%		
Public Service Department	41.7%	54.2%	50.0%	50.0%	54.2%	83.3%	79.2%		
Secretary of State	52.5%	65.0%	79.5%	65.0%	66.7%	82.5%	80.0%		
State Treasurer	53.8%	76.9%	69.2%	76.9%	92.3%	92.3%	84.6%		
Taxes	27.7%	46.2%	60.0%	55.4%	55.4%	81.5%	81.5%		
Transportation (not DMV)	38.8%	56.6%	61.4%	58.8%	70.7%	70.3%	74.5%		
Vermont Health Access	37.3%	54.0%	66.7%	54.0%	48.4%	84.0%	89.6%		
Veterans' Home	31.4%	41.2%	51.0%	49.0%	40.0%	64.7%	62.7%		
Average	30.1%	49.5%	57.1%	53.0%	48.8%	73.7%	76.9%		

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

The average agreement for all respondents for the statement "The amount of work I am expected to perform is reasonable" was 49.5%. Departments with significantly lower than average agreement include Children & Families (33.8%), Forests, Parks & Recreation (34.5%), Fish & Wildlife (40.3%), and Veterans' Home (41.2%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), Financial Regulation (83.0%), Natural Resources Board (81.3%), and State Treasurer (76.9%).

The average agreement for all respondents for the statement "My job and work environment allow for a good balance between work and my personal life" was 57.1%. Departments with significantly lower than average agreement include Children & Families (43.0%), Liquor Control (43.8%), Public Safety (44.8%), and Corrections (48.0%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), Financial Regulation (91.5%), Agency of Administration (82.8%), Military (80.8%), and Secretary of State (79.5%).

The average agreement for all respondents for the statement "I have the resources to do my job well" was 53.0%. Departments with significantly lower than average agreement include Libraries (30.0%), Green Mountain Care Board (33.3%), Attorney General (36.8%), and Forests, Parks & Recreation (39.1%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), Military (92.0%), Financial Regulation (87.2%), and Natural Resources Board (81.3%).

The average agreement for all respondents for the statement "My Agency or Department has the technology needed to get the work done" was 48.8%. Departments with significantly lower than average agreement include Liquor Control (25.0%), Children & Families (27.6%), Attorney General (31.6%), Green Mountain Care Board (33.3%), and Corrections (33.7%). Departments with significantly higher than average agreement include Military (92.3%), State Treasurer (92.3%), Auditor of Accounts (83.3%), and Financial Regulation (73.9%).

The average agreement for all respondents for the statement "My physical working environment is reasonable for my type of work" was 73.7%. Departments with significantly lower than average agreement include Environmental Conservation (51.7%), Commerce & Community Development (63.0%), Veterans' Home (64.7%), and Children & Families (66.0%). Departments with significantly higher than average agreement include Military (96.2%), Financial Regulation (93.6%), State Treasurer (92.3%), and Public Service Board (88.2%).

The average agreement for all respondents for the statement "I feel safe and secure in my work environment" was 76.9%. Departments with significantly lower than average agreement include Veterans' Home (62.7%), Corrections (66.9%), Buildings & General Services (68.3%), and Mental Health (69.0%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), Libraries (100.0%), Green Mountain Care Board (100.0%), and Military (96.2%).

#### **Compensation and Benefits**

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

Over half of all respondents (55.9%) agreed that they felt that they were paid fairly for the work they perform, while 26.3% disagreed.

Over three out of four of all respondents agreed that working for the State of Vermont provides them with good job stability (77.7%), while to a lesser extent 59.0% agreed that that working for the State of Vermont provided them with a solid career path.

Nearly four out of five respondents agreed that they understand their benefits plan (78.1%), and a lower percent agreed that they understand their retirement benefits (60.1%). Overall, 76.5% agreed that they were satisfied with the benefits they received.

Table 20 Compensation and Benefits – All Respondents

Survey Items: Compensation and Benefits	All Respondents			
Question	% Agree	% Neutral	% Disagree	
Q39. I am paid fairly for the work I do.	55.9%	17.8%	26.3%	
Q40. I feel that working for the State of Vermont provides me with good job security.	77.7%	15.6%	6.7%	
Q41. I feel that working for the State of Vermont provides me with a solid career path.	59.0%	26.3%	14.8%	
Q42. I understand my benefit plans.	78.1%	15.4%	6.5%	
Q43. I understand my retirement benefits.	60.1%	24.6%	15.2%	
Q44 Overall, I am satisfied with the benefits I receive.	76.5%	17.0%	6.6%	

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

The average agreement for all respondents for the statement "I am paid fairly for the work I do" was 56.1%. Departments with significantly lower than average agreement include Liquor Control (37.5%), Attorney General (39.5%), Buildings & General Services (45.2%), and Lottery Commission (46.2%). Departments with significantly higher than average agreement Auditor of Accounts (83.3%), Green Mountain Care Board (77.8%), Financial Regulation (70.2%), State Treasurer (69.2%) and Agency of Administration (69.0%).

 Table 21
 Compensation and Benefits by Department

Survey Items: Compensation and Benefits								
	Q39.	Q40.	Q41.	Q42.	Q43.	Q44.		
Department	% Agree							
Agency of Administration	69.0%	75.9%	58.6%	89.7%	72.4%	86.2%		
Agriculture, Food & Markets	50.0%	70.3%	56.3%	73.4%	54.8%	71.4%		
Attorney General	39.5%	63.2%	52.6%	84.2%	70.3%	76.3%		
Auditor of Accounts	83.3%	83.3%	83.3%	100.0%	100.0%	100.0%		
Buildings & General Services	45.2%	71.2%	47.1%	74.5%	59.2%	70.0%		
Children & Families	53.3%	80.7%	61.8%	76.9%	55.8%	76.3%		
Commerce & Community Dev.	58.7%	76.1%	47.8%	84.8%	71.7%	66.7%		
Corrections	59.9%	78.9%	67.4%	73.8%	54.0%	71.0%		
DAIL	64.6%	79.2%	69.6%	78.7%	61.0%	86.4%		
Defender General	62.1%	89.7%	69.0%	86.2%	69.0%	89.7%		
Education	51.2%	75.6%	44.2%	79.1%	58.3%	74.4%		
Environmental Conservation	52.8%	80.3%	57.3%	78.5%	62.3%	76.3%		
Finance & Management	66.7%	83.3%	50.0%	91.7%	83.3%	91.7%		
Financial Regulation	70.2%	93.6%	76.6%	95.7%	76.1%	97.9%		
Fish & Wildlife	58.1%	75.8%	64.5%	72.1%	50.8%	61.3%		
Forests, Parks & Recreation	58.6%	80.2%	50.6%	83.5%	71.8%	73.3%		
Green Mountain Care Board	77.8%	88.9%	88.9%	77.8%	44.4%	88.9%		
Health	52.0%	73.1%	52.6%	80.0%	57.8%	75.3%		
Human Resources	60.3%	84.9%	60.3%	89.0%	63.0%	87.7%		
Human Services - CO	64.0%	75.0%	64.8%	83.1%	65.2%	79.8%		
Information and Innovation	48.6%	80.8%	46.6%	80.8%	65.8%	74.0%		
Labor	61.6%	76.2%	57.3%	73.0%	60.4%	80.4%		
Libraries	60.0%	90.0%	70.0%	80.0%	60.0%	90.0%		
Liquor Control	37.5%	68.8%	56.3%	81.3%	43.8%	68.8%		
Lottery Commission	46.2%	76.9%	69.2%	76.9%	61.5%	76.9%		
Average	56.1%	78.0%	59.1%	78.3%	60.2%	76.7%		

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

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

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

Q42. I understand my benefit plans.

Q43. I understand my retirement benefits.

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

Table 21 Compensation and Benefits by Department (Cont.)

Survey Items: Compensation and Benefits								
	Q39.	Q40.	Q41.	Q42.	Q43.	Q44.		
Department	% Agree							
Mental Health	65.5%	79.8%	64.3%	81.0%	59.5%	85.2%		
Military	57.7%	84.6%	76.9%	88.5%	69.2%	88.5%		
Motor Vehicles	58.7%	81.7%	56.9%	70.6%	56.0%	72.5%		
Natural Resources - CO	63.3%	76.7%	80.0%	73.3%	43.3%	86.7%		
Natural Resources Board	56.3%	93.8%	73.3%	81.3%	75.0%	62.5%		
Public Safety	55.5%	82.7%	62.8%	76.0%	62.0%	78.1%		
Public Service Board	47.1%	76.5%	64.7%	81.3%	58.8%	70.6%		
Public Service Department	50.0%	62.5%	45.8%	70.8%	45.8%	58.3%		
Secretary of State	50.0%	87.5%	55.0%	75.0%	57.5%	80.0%		
State Treasurer	69.2%	100.0%	61.5%	84.6%	92.3%	100.0%		
Taxes	49.2%	70.8%	49.2%	83.1%	67.7%	78.5%		
Transportation (not DMV)	53.7%	78.1%	57.2%	81.0%	65.9%	77.6%		
Vermont Health Access	60.3%	75.4%	59.5%	80.2%	60.8%	75.4%		
Veterans' Home	58.8%	68.6%	58.8%	80.0%	68.0%	78.0%		
Average	56.1%	78.0%	59.1%	78.3%	60.2%	76.7%		

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

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

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

Q42. I understand my benefit plans.

Q43. I understand my retirement benefits.

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

The average agreement for all respondents for the statement "I feel that working for the State of Vermont provides me with good job stability" was 78.0%. Departments with significantly lower than average agreement include Public Service Department (62.5%), Attorney General (63.2%), Veterans' Home (68.6%), and Liquor Control (68.8%). Departments with significantly higher than average agreement include State Treasurer (100.0%), Natural Resources Board (93.8%), Financial Regulation (93.6%), and Libraries (90.0%).

The average agreement for all respondents for the statement "I feel that working for the State of Vermont provides me with a solid career path" was 59.1%. Departments with significantly lower than average agreement include Education (44.2%), Public Service Department (45.8%), Information and Innovation (46.6%), and Buildings & General Services (47.1%). Departments with significantly higher than average agreement include Green Mountain Care Board (88.9%), Auditor of Accounts (83.3%), Natural Resources – CO (80.0%), Military (76.9%), and Financial Regulation (76.6%).

The average agreement for all respondents for the statement "I understand my benefits plan" was 78.3%. Departments with significantly lower than average agreement include Motor Vehicles (70.6%), Public Service Department (70.8%), Fish & Wildlife (72.1%), and Labor (73.0%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), Financial Regulation (95.7%), Finance & Management (91.7%), and Agency of Administration (89.7%).

The average agreement for all respondents for the statement "I understand my retirement benefits." was 60.2%. Departments with significantly lower than average agreement include Natural Resources – CO (43.3%), Liquor Control (43.8%), Green Mountain Care Board (44.4%), and Public Service Department (45.8%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), State Treasurer (92.3%), Finance & Management (83.3%), and Financial Regulation (76.1%).

The average agreement for all respondents for the statement "Overall, I am satisfied with the benefits I receive" was 76.7%. Departments with significantly lower than average agreement include Public Service Department (58.3%), Fish & Wildlife (61.3%), Natural Resources Board (62.5%), and Commerce & Community Development (66.7%). Departments with significantly higher than average agreement include Auditor of Accounts (100.0%), State Treasurer (100.0%), Financial Regulation (97.9%), and Finance & Management (91.7%).

## **Overall Job Satisfaction**

Table 22 displays percent agreement for all respondents for "Overall Job Satisfaction." Over 70% agreed that in general they were satisfied with their job (72.2%).

Table 22 Overall Job Satisfaction – All Respondents

Survey Items: Overall Job Satisfaction	erall Job Satisfaction All Respondents		
Question	% Agree	% Neutral	% Disagree
Q45. In general, I am satisfied with my job.	72.2%	16.8%	10.9%

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

The average agreement for all respondents for the statement "In general, I am satisfied with my job" was 72.2%.

Departments with significantly lower than average agreement include Lottery Commission (53.8%), Education (61.2%), Liquor Control (62.5%), Veterans' Home (65.3%), and Information and Innovation (65.8%).

Departments with significantly higher than average overall satisfaction agreement include Financial Regulation (93.6%), Military (91.7%), Libraries (90.0%), Public Service Board (87.5%), and Human Resources (84.9%).

Table 23 Overall Job Satisfaction by Department

Survey Items: Overall Job Satis	Survey Items: Overall Job Satisfaction								
Danashmank		al, I am satisfied							
Department	% <b>Agree</b> 79.3%	% Neutral 17.2%	% Disagree 3.4%						
Agency of Administration  Agriculture, Food & Markets	76.2%	17.5%	6.3%						
,	68.4%	13.2%	18.4%						
Attorney General	80.0%	20.0%	0.0%						
Auditor of Accounts									
Buildings & General Services	67.5%	20.2%	12.3%						
Children & Families	67.1%	19.9%	13.0%						
Commerce & Community Dev.	73.9%	17.4%	8.7%						
Corrections	68.0%	20.0%	12.0%						
DAIL	78.3%	11.3%	10.3%						
Defender General	82.8%	17.2%	0.0%						
Education	61.2%	22.4%	16.5%						
Environmental Conservation	79.3%	10.1%	10.6%						
Finance & Management	75.0%	16.7%	8.3%						
Financial Regulation	93.6%	4.3%	2.1%						
Fish & Wildlife	80.6%	12.9%	6.5%						
Forests, Parks & Recreation	75.0%	15.9%	9.1%						
Green Mountain Care Board	77.8%	22.2%	0.0%						
Health	78.2%	12.4%	9.4%						
Human Resources	84.9%	9.6%	5.5%						
Human Services - CO	83.9%	12.6%	3.4%						
Information and Innovation	65.8%	16.4%	17.8%						
	67.3%	13.3%	19.4%						
Labor	90.0%	10.0%	0.0%						
Libraries	62.5%	25.0%	12.5%						
Liquor Control	53.8%	30.8%	15.4%						
Lottery Commission									
Mental Health	72.6%	26.2%	1.2%						
Military	91.7%	8.3%	0.0%						
Motor Vehicles	76.9%	13.9%	9.3%						
Natural Resources - CO	82.8%	6.9%	10.3%						
Natural Resources Board	81.3%	12.5%	6.3%						
Public Safety	70.3%	19.3%	10.4%						
Public Service Board	87.5%	12.5%	0.0%						
Public Service Department	70.8%	16.7%	12.5%						
Secretary of State	82.5%	12.5%	5.0%						
State Treasurer	69.2%	15.4%	15.4%						
Taxes	75.4%	13.8%	10.8%						
Transportation (not DMV)	69.4%	19.0%	11.6%						
Vermont Health Access	77.0%	11.1%	11.9%						
Veterans' Home	65.3%	28.6%	6.1%						
Average	72.2%	16.6%	10.8%						

# **Qualitative Analysis of Open-Ended Question Responses**

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

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

Out of the 4,216 employees who responded to the survey, 1,692 provide a response to the open-ended question for a response rate of 40.1%.

In a preliminary<sup>2</sup> qualitative analysis, each response was analyzed for major themes and coded. The major themes were named based on what was interpreted to be the key idea or ideas expressed in the response (based on key words or phrases that were commonly used). Each comment could be coded with one or more of the major theme categories. The 1,692 answers contained over 2,100 thematic ideas. How often a theme came up was tallied to give a rough measure of the frequency of responses in this sample of comments. Following are the major themes, in descending order of frequency, with some description of the types of common ideas expressed in the category (numbers in parentheses represent the frequency the theme was coded in the responses).

## Leadership (294)

The largest number of comments contained ideas related to improvements wanted in leadership. This including more effective leadership, increased communication, better working relationships between leaders and staff, treating staff respectfully and fairly, and recognition by leadership of staff accomplishments Respondents mentioned a desire for less micromanagement, and the need for two-way communications, setting of clear goals and expectations, and consistency.

## Supervision (240)

These were ideas related to one's direct supervisor. Mentioned the most was the desire to have regular performance evaluations. Other common ideas were improvements wanted in recognition, feedback on work performed, effectively dealing with work-related interpersonal situations, and holding employees accountable for work performance and professional behavior. A common suggestion was that all supervisors need and should receive adequate training to be an effective supervisor.

#### Workload & Staffing (240)

Respondents mentioned concerns about heavy work/caseloads and their ability to provide

<sup>&</sup>lt;sup>2</sup> A team from DHR will do a more in depth qualitative analysis of the responses and produce a summary including action items.

services, general understaffing, improving hiring practices and filling vacancies in a timely manner, wanting the resources to fulfill organizational mandates, mandatory overtime, access to promotional opportunities, and retaining good staff.

## Policies (238)

Respondents had a wide variety of suggested improvements to policies including telecommuting, alternative/flex schedules, sick and other leave, smoking in the workplace, onboarding of new employees, hiring and promotion, and pay for performance. There was frustration with policies and procedures related to dealing with poor performance, discipline and firing. Finally, respondents expressed concerns about equity in job titles and the job classification process.

#### Work Conditions (230)

Many respondents wanted improvements in their work conditions. Most often respondents cited concerns about "open office" or "cubicle" building layout. Another major concern was the desire to have improvements in information technology systems and support in order to better do their jobs. Also frequently mentioned were frustration with parking and suggestions for rewarding alternative commuting options.

#### Pay & Benefits (160)

Another major theme was pay and benefits. Most often cited was the desire for better pay. In comments related to benefits, often cited was the recent increase in health premiums. Some respondents wanted improvements in vision and dental coverage.

#### Work Environment (157)

Work environment is a broad category that encompasses desires for improvements in work atmosphere or organizational culture.

#### Training & Development (139)

Respondents asked for improvements in access to more training opportunities, professional development, supervisory training, technical training, new employee orientation, and training in order to enhance career advancement (career ladders).

## Communication (132)

This theme centered on respondents desire for improved communication and collaboration both within and between departments.

#### Their Work (75)

Many respondents wanted to express that they had great pride in the work that they do and felt that they made a difference in the lives of Vermonters.

## Comparison of 2013 and 2014 Engagement Survey Responses

As was discussed in the Methodology section, the core 2014 survey structure remained the same as the 2013 survey. After a review of the 2013 results, several survey items were revised for clarity and others were added to strengthen the measurement in key areas. Improvements were also made in survey administration.

As shown in Table 24, the response rate for the 2014 survey was 52.8% compared to 43.0% in 2013. This is a substantial improvement and represents a very strong sample. It should be noted that in the 2013 survey there were several departments that had a greater than 100% return rate (e.g., "Central Office" for AHS and ANR). This was attributed to confusion on the part of respondents because of how the departments were presented to participants in the survey itself. In the 2014 survey this presentation was improved and response rates for these agency central offices appear to not be inflated.

Most departments showed improvements in response rate for the 2014 survey, some as much as 30% - 40%. This was a result of improved survey administration.

Tables 25 to 31 show results for all respondents for the six engagement areas as well as overall satisfaction. Percent agreement showed only minor changes from 2013 to 2014 in almost all cases. Differences of only several percentage points are probably not meaningful and are likely due to sampling differences. The only two items that showed a relatively high difference from 2013 to 2014 were Question 6 "I would recommend the State of Vermont to others as a great place to work" (59.8% and 66.2% respectively) for a +6.5% change and Question 39 "I am paid fairly for the work I do" (47.9% and 55.9% respectively) for a +8.0%.

What the results show for the two years of the survey is that we have a strong baseline (especially given the robust 2014 sample) on the engagement items. For instance, it is clear that a little over half of the respondents indicate that they have annual performance evaluations (two year average 56%). Any initiatives aimed at improved practices will be detectable given the strong baseline.

Tables 32 to 38 show responses for engagement items by department for the 2013 and 2014 surveys. It should be noted that only those items that were common to both surveys and only the departments that had reportable results for both surveys are presented in the Tables.

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

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

2014 Engagement Survey 2013 Engagement Survey Percent										
	20:	14 Engagement		2013	Percent					
Department	Number	Completed Surveys	Response Rate	Number	Completed Surveys	Response Rate	Change <b>'1</b> 3 to <b>'1</b> 4			
Agency of Administration	56	29	51.8%	18	30	166.7% *	n/a			
Agency of Human Services – Central Office	114	89	78.1%	107	124	115.9% *	n/a			
Agency of Natural Resources - Central Office	34	30	88.2%	33	41	124.2% *	n/a			
Agriculture, Food & Markets	96	64	66.7%	94	33	35.1%	89.9%			
Attorney General	78	38	48.7%	79	54	68.4%	-28.8%			
Auditor of Accounts	15	6	40.0%	n/a						
Buildings & General Services	313	209	66.8%	344	162	47.1%	41.8%			
Children & Families	1,002	555	55.4%	972	319	32.8%	68.9%			
Commerce & Community Development	89	46	51.7%	82	35	42.7%	21.0%			
Corrections	1,052	381	36.2%	1,066	289	27.1%	33.6%			
Defender General	70	29	41.4%	70	19	27.1%	52.9%			
Disabilities, Aging & Independent Living	274	207	75.5%	283	111	39.2%	92.7%			
Education	146	87	59.6%	164	115	70.1%	-15.0%			
Environmental Conservation	285	179	62.8%	262	98	37.4%	67.9%			
Finance & Management	27	12	44.4%	38	22	57.9%	-23.2%			
Financial Regulation	98	47	48.0%	109	54	49.5%	-3.1%			
Fish & Wildlife	131	62	47.3%	124	39	31.5%	50.2%			
Forests, Parks & Recreation	103	88	85.4%	102	44	43.1%	98.2%			
Green Mountain Care Board	24	9	37.5%	n/a						
Health	497	273	54.9%	484	228	47.1%	16.6%			
Human Resources	76	74	97.4%	87	63	72.4%	34.5%			
Information and Innovation	111	73	65.8%	83	50	60.2%	9.2%			
Labor	256	165	64.5%	265	152	57.4%	12.3%			
Libraries	23	10	43.5%	n/a						
Liquor Control	49	16	32.7%	48	17	35.4%	-7.8%			
Lottery Commission	20	13	65.0%	19	17	89.5%	-27.4%			
Mental Health	235	84	35.7%	171	46	26.9%	32.9%			
Military	121	26	21.5%	122	17	13.9%	54.6%			
Motor Vehicles	229	109	47.6%	n/a						
Natural Resources Board	26	16	61.5%	n/a						
Public Safety	562	192	34.2%	590	267	45.3%	-24.6%			
Public Service Board	26	18	69.2%	n/a						
Public Service Department	47	24	51.1%	45	16	35.6%	43.4%			
Secretary of State	64	40	62.5%	66	23	34.8%	79.6%			
Small Department	46	19	41.3%	171	66	38.6%	7.0%			
State Treasurer	34	13	38.2%	n/a						
Taxes	160	65	40.6%	154	69	44.8%	-9.3%			
Transportation (not DMV)	1,007	312	31.0%	1,259	615	48.8%	-36.5%			
Vermont Health Access	188	126	67.0%	156	60	38.5%	74.1%			
Veterans' Home	199	51	25.6%	202	62	30.7%	-16.5%			
Grand Total	7,983	4,216	52.8%	7,879	3,389	43.0%	22.8%			

<sup>\*</sup> The response rate percentages may not be accurate due to multiple submissions or incorrect selection of choices.

Table 25 Job Duties and their Relationship to the Mission and Goals of your Agency or Department - 2013 and 2014 Engagement Surveys

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department		2014	Change
Question	% Agree	% Agree	2013 to 2014
Q1. I understand my job duties and responsibilities.	93.8%	91.4%	-2.4%
Q2. I understand the work, goals, and mission of my department or agency.	89.2%	88.7%	-0.6%
Q5. The work I perform is meaningful and rewarding.	77.8%	77.5%	-0.3%
Q6. I would recommend the State of Vermont to others as a great place to work.	59.8%	66.2%	6.5%

Table 26 Communication and Input within your Organization - 2013 and 2014 Engagement Surveys

Survey Items: Communication and Input within Your Organization		2014	Change 2013 to
Question	% Agree	% Agree	2014
Q8. I have an opportunity to communicate with and provide feedback to management and senior leadership.	57.8%	58.2%	0.4%
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.	53.0%	57.2%	4.2%
Q10. My department or agency works well with other departments and agencies.	55.5%	57.5%	1.9%

Table 27 Relationships and Morale in your Organization - 2013 and 2014 Engagement Surveys

Survey Items: Relationships and Morale in Your Organization		2014	Change
Question	% Agree	% Agree	2013 to 2014
Q11. Morale within my department or agency is good.	35.5%	40.7%	5.1%
Q12. The people I work with treat each other respectfully.	62.4%	66.2%	3.8%
Q13. The people I work with care about me.	61.0%	64.3%	3.3%
Q17. Harassment is not tolerated in my workplace.	71.2%	72.4%	1.2%
Q18. Discrimination is not tolerated in my workplace.	74.5%	75.9%	1.4%
Q19. I am confident that any misconduct that I report will be handled properly.	54.6%	55.8%	1.2%

# Table 28 Your Supervisor - 2013 and 2014 Engagement Surveys - 2013 and 2014 Engagement Surveys

Survey Items: Your Supervisor	2013	2014	Change
Question	% Agree	% Agree	2013 to 2014
Q20. My supervisor clearly explains my job performance expectations.	66.1%	67.0%	0.8%
Q21. My supervisor regularly provides me with timely and useful feedback.	57.7%	59.3%	1.6%
Q24. My supervisor treats employees fairly and respectfully.	70.3%	70.5%	0.1%
Q25. My supervisor seems to care about me as a person.	72.6%	73.9%	1.3%
Q30. My performance evaluations are completed annually.	55.9%	56.8%	0.9%

## Table 29 Workload, Staffing and Resources - 2013 and 2014 Engagement Surveys

Survey Items: Workload, Staffing and Resources		2014	Change 2013 to
Question	% Agree	% Agree	2014
Q32. My Agency or Department has the staffing necessary to achieve its mission.	32.2%	30.1%	-2.1%
Q33. The amount of work I am expected to perform is reasonable.	50.8%	49.3%	-1.5%
Q34. My job allows a good balance between work and my personal life.	54.0%	56.9%	2.9%
Q38. I feel safe and secure in my work environment.	73.7%	76.7%	3.1%

# Table 30 Compensation and Benefits - 2013 and 2014 Engagement Surveys

Survey Items: Compensation and Benefits	2013	2014	Change 2013 to
Question	% Agree	% Agree	2014
Q39. I am paid fairly for the work I do.	47.9%	55.9%	8.0%
Q40. I feel that working for the State of Vermont provides me with good job security.	77.6%	77.7%	0.1%
Q41. I feel that working for the State of Vermont provides me with a solid career path.	56.2%	59.0%	2.8%
Q42. I understand my benefit plans.	78.3%	78.1%	-0.2%
Q43. I understand my retirement benefits.	57.0%	60.1%	3.1%

## Table 31 Overall Job Satisfaction - 2013 and 2014 Engagement Surveys

Survey Items: Overall Job Satisfaction	2013	2014	Change
Question	% Agree	% Agree	2013 to 2014
Q45. In general, I am satisfied with my job.	69.7%	72.2%	2.5%

Table 32 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Department- 2013 and 2014 Engagement Surveys

	0	1.	0	2.	0	5.	0	6.
	FY '13	FY '14						
Department	% Agree							
Agency of Administration	93.1%	86.2%	89.7%	82.8%	72.4%	79.3%	65.5%	75.9%
Agriculture, Food & Markets	90.6%	92.1%	78.1%	90.5%	84.4%	84.4%	61.3%	67.2%
Attorney General	100.0%	97.4%	96.2%	94.6%	90.6%	78.4%	73.6%	64.9%
Buildings & General Services	90.5%	88.9%	88.0%	84.5%	72.2%	75.4%	54.4%	58.9%
Children & Families	95.0%	90.6%	92.4%	90.8%	80.4%	76.6%	60.9%	60.8%
Commerce & Community Dev.	97.0%	97.8%	87.9%	86.7%	84.8%	68.9%	66.7%	60.0%
Corrections	94.3%	92.1%	82.2%	85.5%	63.1%	67.7%	52.5%	62.1%
Defender General	100.0%	96.6%	100.0%	100.0%	78.9%	89.7%	73.7%	79.3%
Disabilities, Aging & Ind. Liv.	91.3%	91.7%	91.4%	91.8%	86.5%	87.9%	72.6%	73.8%
Education	89.6%	80.2%	69.5%	62.8%	71.7%	64.3%	41.5%	50.0%
Environmental Conservation	97.9%	96.1%	91.5%	91.1%	75.5%	79.9%	47.9%	68.0%
Finance & Management	90.5%	91.7%	95.2%	83.3%	85.7%	75.0%	57.1%	75.0%
Financial Regulation	96.3%	100.0%	94.4%	97.9%	87.0%	93.5%	66.7%	95.7%
Fish & Wildlife	97.2%	95.2%	86.1%	93.5%	77.8%	77.4%	61.1%	71.0%
Forests, Parks & Recreation	95.5%	90.9%	93.2%	92.0%	88.6%	83.9%	65.9%	75.0%
Health	95.9%	94.1%	95.9%	93.0%	86.4%	84.8%	62.4%	71.6%
Human Resources	96.5%	94.5%	91.2%	89.0%	75.9%	79.5%	64.9%	79.5%
Human Services - CO	87.6%	91.0%	86.0%	90.9%	75.0%	86.4%	55.4%	72.4%
Information and Innovation	84.8%	84.9%	89.1%	75.3%	69.6%	72.6%	56.5%	57.5%
Labor	91.9%	92.7%	87.9%	89.1%	78.5%	77.4%	63.1%	66.5%
Liquor Control	100.0%	100.0%	93.8%	81.3%	81.3%	75.0%	56.3%	68.8%
Lottery Commission	86.7%	84.6%	86.7%	69.2%	73.3%	53.8%	80.0%	53.8%
Mental Health	95.2%	91.7%	95.0%	91.6%	78.0%	78.3%	53.7%	73.5%
Military	100.0%	100.0%	100.0%	100.0%	87.5%	88.5%	68.8%	76.9%
Motor Vehicles	97.1%	96.3%	98.6%	89.9%	78.3%	71.6%	73.9%	75.9%
Natural Resources - CO	100.0%	96.7%	87.2%	93.3%	82.1%	76.7%	71.8%	80.0%
Public Safety	97.2%	92.2%	91.1%	91.1%	80.1%	78.5%	59.8%	64.1%
Public Service Department	86.7%	95.8%	93.3%	87.5%	85.7%	79.2%	50.0%	62.5%
Secretary of State	90.0%	95.0%	95.0%	97.5%	80.0%	82.5%	60.0%	75.0%
Taxes	90.8%	92.3%	90.8%	86.2%	75.0%	83.1%	67.2%	70.8%
Transportation (not DMV)	94.3%	89.1%	88.1%	84.9%	76.2%	70.7%	57.3%	65.6%
Vermont Health Access	82.5%	85.7%	89.5%	91.2%	73.7%	76.2%	56.1%	65.9%
Veterans' Home	89.5%	94.1%	86.0%	92.2%	89.5%	88.2%	67.3%	76.5%
Average	93.8%	91.6%	89.2%	88.7%	77.8%	77.5%	59.8%	66.6%

Q1. I understand my job duties and responsibilities.

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

Q5. The work I perform is meaningful and rewarding.

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

Table 33 Communication and Input within your Organization by Department - 2013 and 2014 Engagement Surveys

	0	8	0	9	0.	10
	FY '13	FY '14	FY '13	FY '14	FY '13	FY '14
Department	% Agree					
Agency of Administration	58.6%	72.4%	58.6%	65.5%	65.5%	58.6%
Agriculture, Food & Markets	56.3%	65.6%	48.4%	68.8%	59.4%	73.0%
Attorney General	67.9%	67.6%	58.5%	67.6%	69.8%	64.9%
Buildings & General Services	54.4%	51.7%	47.5%	52.4%	51.3%	58.4%
Children & Families	54.5%	55.3%	54.1%	55.2%	53.6%	51.9%
Commerce & Community Dev.	60.6%	60.0%	45.5%	60.0%	63.6%	68.2%
Corrections	49.2%	47.6%	37.9%	42.4%	39.3%	46.6%
Defender General	72.2%	79.3%	68.4%	69.0%	63.2%	75.9%
Disabilities, Aging & Ind. Liv.	72.4%	66.8%	64.4%	67.0%	68.6%	61.8%
Education	46.7%	34.9%	36.4%	39.5%	32.1%	27.9%
Environmental Conservation	44.7%	55.9%	37.0%	60.3%	48.9%	53.7%
Finance & Management	57.1%	50.0%	57.1%	58.3%	47.6%	75.0%
Financial Regulation	64.8%	93.6%	66.7%	91.5%	71.7%	83.0%
Fish & Wildlife	50.0%	61.3%	41.7%	59.0%	63.9%	71.0%
Forests, Parks & Recreation	72.7%	75.0%	75.0%	69.3%	63.6%	71.3%
Health	64.3%	65.3%	61.1%	62.2%	57.5%	66.8%
Human Resources	58.6%	69.9%	65.5%	67.1%	69.0%	62.5%
Human Services - CO	63.6%	73.0%	55.4%	73.9%	58.7%	72.7%
Information and Innovation	65.2%	47.9%	68.9%	52.1%	63.0%	43.8%
Labor	49.3%	55.2%	46.6%	53.3%	45.6%	50.3%
Liquor Control	68.8%	56.3%	75.0%	56.3%	56.3%	43.8%
Lottery Commission	80.0%	46.2%	73.3%	53.8%	53.3%	69.2%
Mental Health	48.8%	62.7%	53.7%	60.2%	43.9%	54.2%
Military	68.8%	80.8%	75.0%	76.9%	73.3%	76.0%
Motor Vehicles	63.8%	56.0%	58.0%	54.1%	63.2%	63.3%
Natural Resources - CO	53.8%	69.0%	59.0%	80.0%	43.6%	73.3%
Public Safety	53.3%	52.9%	45.7%	44.8%	61.2%	59.9%
Public Service Department	66.7%	75.0%	53.3%	66.7%	78.6%	79.2%
Secretary of State	68.4%	57.5%	57.9%	67.5%	68.4%	72.5%
Taxes	56.9%	52.3%	47.7%	53.8%	50.8%	46.2%
Transportation (not DMV)	60.2%	55.4%	55.0%	53.1%	59.0%	55.1%
Vermont Health Access	64.9%	69.0%	66.7%	75.4%	64.3%	62.4%
Veterans' Home	34.5%	36.0%	34.5%	43.1%	29.3%	52.9%
Average	57.8%	58.4%	53.0%	57.3%	55.5%	57.7%

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

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

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

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

Survey Items: Relationships a	nd Morale	in Your Or	ganization									
	Q1	L <b>1</b> .	Q1	L2.	Q1	L3.	Q1	.7.	Q1	L8.	Q1	L9.
	FY '13	FY '14	FY '13	FY '14	FY '13	FY '14	FY '13	FY '14	FY '13	FY '14	FY '13	FY '14
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	51.7%	44.8%	65.5%	65.5%	58.6%	58.6%	65.5%	65.5%	72.4%	69.0%	51.7%	55.2%
Agriculture, Food & Markets	31.3%	51.6%	62.5%	68.3%	62.5%	75.0%	68.8%	79.7%	68.8%	90.6%	46.9%	60.9%
Attorney General	54.9%	57.9%	88.2%	89.5%	86.5%	76.3%	90.4%	89.5%	90.4%	81.6%	80.8%	73.0%
Buildings & General Services	28.6%	36.8%	48.1%	61.1%	46.8%	61.8%	67.5%	68.4%	65.6%	72.9%	46.4%	55.0%
Children & Families	24.6%	30.0%	56.3%	65.1%	60.3%	65.6%	71.2%	72.4%	76.3%	77.0%	51.3%	54.9%
Commerce & Community Dev.	40.6%	45.7%	84.4%	67.4%	65.6%	67.4%	75.0%	71.7%	84.4%	82.6%	53.1%	60.9%
Corrections	16.8%	25.9%	42.5%	54.6%	41.8%	53.6%	57.5%	65.3%	63.1%	70.1%	40.8%	49.6%
Defender General	63.2%	55.2%	89.5%	72.4%	84.2%	82.8%	89.5%	89.7%	89.5%	93.1%	73.7%	62.1%
Disabilities, Aging & Ind. Liv.	49.5%	48.8%	81.9%	74.8%	79.8%	73.3%	84.8%	70.4%	88.5%	79.5%	63.8%	55.6%
Education	13.2%	17.4%	43.0%	63.5%	53.8%	62.8%	55.1%	60.0%	57.5%	63.1%	38.3%	31.4%
Environmental Conservation	20.2%	37.4%	70.2%	77.5%	68.1%	72.5%	74.2%	74.3%	74.2%	76.3%	45.7%	59.3%
Finance & Management	47.6%	50.0%	57.1%	66.7%	71.4%	75.0%	66.7%	58.3%	76.2%	66.7%	47.6%	50.0%
Financial Regulation	55.8%	78.7%	76.9%	89.1%	65.4%	80.9%	75.0%	93.6%	84.6%	95.7%	59.6%	78.7%
Fish & Wildlife	38.9%	64.5%	72.2%	79.0%	61.1%	64.5%	75.0%	67.7%	77.8%	72.1%	63.9%	66.1%
Forests, Parks & Recreation	63.6%	60.9%	79.5%	81.8%	86.0%	79.5%	84.1%	81.8%	90.9%	84.1%	63.6%	68.2%
Health	47.3%	57.2%	73.8%	71.4%	72.9%	75.1%	78.3%	79.6%	82.8%	80.8%	62.4%	64.1%
Human Resources	46.6%	50.7%	74.1%	82.2%	75.9%	78.1%	86.0%	88.9%	86.0%	91.8%	75.4%	76.7%
Human Services - CO	31.7%	58.4%	66.1%	84.3%	63.3%	75.3%	74.2%	87.5%	75.8%	88.8%	51.2%	70.8%
Information and Innovation	45.7%	26.0%	65.2%	58.9%	60.9%	43.1%	71.7%	63.9%	71.7%	70.4%	60.9%	40.3%
Labor	21.2%	31.5%	45.9%	55.5%	51.7%	55.3%	56.2%	58.8%	62.8%	63.0%	39.7%	43.3%
Liquor Control	31.3%	37.5%	43.8%	56.3%	50.0%	50.0%	75.0%	68.8%	75.0%	68.8%	43.8%	50.0%
Lottery Commission	57.1%	15.4%	57.1%	84.6%	85.7%	61.5%	85.7%	76.9%	92.9%	76.9%	78.6%	61.5%
Mental Health	26.8%	43.4%	70.7%	65.5%	61.0%	67.1%	78.0%	71.4%	73.2%	73.8%	61.0%	60.2%
Military	62.5%	76.9%	68.8%	76.9%	56.3%	73.1%	62.5%	92.3%	81.3%	96.2%	56.3%	84.6%
Motor Vehicles	50.7%	45.0%	65.2%	56.5%	73.9%	60.6%	79.7%	77.1%	78.3%	75.2%	50.7%	54.1%
Natural Resources - CO	40.5%	76.7%	70.3%	86.7%	54.1%	76.7%	73.7%	79.3%	73.7%	89.7%	55.3%	66.7%
Public Safety	33.9%	30.2%	67.6%	54.2%	62.3%	50.3%	75.0%	66.7%	80.8%	71.2%	64.9%	53.9%
Public Service Department	53.3%	54.2%	73.3%	87.5%	64.3%	70.8%	100.0%	78.3%	92.9%	79.2%	66.7%	66.7%
Secretary of State	30.0%	40.0%	50.0%	62.5%	60.0%	67.5%	63.2%	75.0%	70.0%	85.0%	40.0%	55.0%
Taxes	31.3%	36.9%	68.8%	60.0%	65.6%	58.5%	78.1%	66.2%	67.2%	69.2%	65.6%	61.5%
Transportation (not DMV)	42.1%	39.1%	63.8%	62.5%	57.6%	55.2%	71.1%	71.8%	74.1%	73.3%	55.7%	49.5%
Vermont Health Access	43.9%	47.6%	75.4%	78.6%	78.2%	81.0%	66.7%	82.4%	75.4%	82.4%	57.1%	58.7%
Veterans' Home	22.4%	29.4%	28.1%	33.3%	25.9%	43.1%	43.1%	56.9%	50.0%	62.7%	36.2%	34.7%
Average	35.5%	40.9%	62.4%	66.3%	61.0%	64.6%	71.2%	72.4%	74.5%	76.1%	54.6%	56.0%

Q11. Morale in my department or agency is good.

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

Q13. The people I work with care about me.

Q17. Harassment is not tolerated in my workplace.

Q18. Discrimination is not tolerated in my workplace.

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

Table 35 Your Supervisor by Department - 2013 and 2014 Engagement Surveys - 2013 and 2014 Engagement Surveys

Survey Items: Your Supervisor										
	Q2	20.	Q	21.	Q2	24.	Q2	25.	Q	30.
	FY '13	FY '14								
Department	% Agree									
Agency of Administration	69.0%	65.5%	58.6%	62.1%	75.9%	75.9%	65.5%	79.3%	61.5%	50.0%
Agriculture, Food & Markets	71.9%	68.8%	68.8%	64.1%	78.1%	75.0%	84.4%	81.3%	38.7%	68.3%
Attorney General	80.8%	57.9%	67.3%	68.4%	84.6%	76.3%	84.6%	81.6%	40.0%	34.2%
Buildings & General Services	60.4%	61.5%	51.0%	57.2%	61.0%	62.8%	63.6%	64.9%	63.2%	53.4%
Children & Families	67.9%	66.8%	59.9%	62.1%	75.1%	71.2%	79.4%	75.5%	42.3%	47.4%
Commerce & Community Dev.	75.0%	60.9%	56.3%	57.8%	78.1%	65.2%	81.3%	78.3%	65.6%	62.2%
Corrections	59.5%	65.8%	49.6%	57.6%	61.9%	66.5%	59.5%	67.4%	40.2%	58.3%
Defender General	89.5%	86.2%	78.9%	69.0%	84.2%	72.4%	94.7%	89.7%	84.2%	79.3%
Disabilities, Aging & Ind. Liv.	77.7%	77.7%	68.3%	72.8%	82.5%	78.6%	89.2%	81.1%	64.1%	59.6%
Education	54.2%	41.9%	46.7%	37.2%	55.1%	55.8%	66.4%	61.6%	30.8%	35.3%
Environmental Conservation	66.7%	70.4%	55.9%	59.8%	77.4%	80.4%	80.6%	80.4%	55.4%	67.4%
Finance & Management	66.7%	50.0%	47.6%	41.7%	52.4%	75.0%	85.0%	91.7%	21.1%	25.0%
Financial Regulation	76.9%	91.5%	72.5%	83.0%	78.4%	87.2%	82.4%	91.5%	68.6%	68.1%
Fish & Wildlife	58.3%	64.5%	47.2%	51.6%	75.0%	71.0%	72.2%	74.2%	61.8%	80.6%
Forests, Parks & Recreation	68.2%	71.6%	61.4%	56.8%	79.5%	78.2%	81.8%	86.2%	79.5%	78.2%
Health	75.1%	73.4%	67.4%	66.7%	80.5%	76.7%	81.2%	80.1%	82.2%	75.4%
Human Resources	58.9%	71.2%	50.9%	67.1%	73.7%	86.3%	73.7%	84.9%	37.5%	38.9%
Human Services - CO	55.4%	69.3%	50.4%	62.1%	65.5%	84.1%	69.2%	77.3%	34.5%	50.0%
Information and Innovation	56.5%	47.9%	50.0%	45.2%	69.6%	62.5%	60.9%	54.8%	30.4%	16.4%
Labor	46.6%	58.5%	39.7%	48.5%	54.1%	56.4%	61.4%	67.1%	19.2%	25.2%
Liquor Control	56.3%	56.3%	43.8%	43.8%	62.5%	50.0%	81.3%	75.0%	50.0%	50.0%
Lottery Commission	85.7%	53.8%	85.7%	46.2%	78.6%	53.8%	85.7%	69.2%	71.4%	53.8%
Mental Health	53.7%	72.6%	53.7%	61.9%	63.4%	76.2%	70.0%	79.8%	14.6%	45.1%
Military	68.8%	84.6%	56.3%	73.1%	81.3%	84.6%	81.3%	84.6%	43.8%	57.7%
Motor Vehicles	72.5%	71.6%	62.3%	64.2%	73.9%	66.1%	73.9%	77.1%	91.3%	89.0%
Natural Resources - CO	68.4%	83.3%	56.8%	66.7%	68.4%	80.0%	81.6%	83.3%	55.6%	70.0%
Public Safety	70.6%	62.8%	61.2%	50.5%	71.0%	63.4%	69.3%	69.8%	53.9%	44.2%
Public Service Department	78.6%	83.3%	60.0%	83.3%	85.7%	79.2%	78.6%	79.2%	53.3%	41.7%
Secretary of State	70.0%	71.8%	80.0%	66.7%	70.0%	74.4%	75.0%	71.8%	78.9%	74.4%
Taxes	67.2%	67.7%	60.9%	53.8%	70.3%	67.7%	75.0%	67.7%	45.3%	40.6%
Transportation (not DMV)	70.1%	65.7%	62.5%	54.2%	71.6%	65.9%	72.7%	67.0%	83.1%	85.8%
Vermont Health Access	66.7%	72.0%	61.4%	68.0%	76.8%	77.6%	71.4%	86.4%	56.4%	50.4%
Veterans' Home	43.6%	54.9%	32.7%	39.2%	34.5%	52.9%	36.4%	51.0%	43.6%	60.8%
Average	66.1%	67.2%	57.7%	59.6%	70.3%	70.6%	72.6%	74.0%	55.9%	57.3%

Q20. My supervisor clearly explains my job performance expectations.

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

Q24. My supervisor treats employees fairly and respectfully.

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

Q30. My performance evaluations are completed annually.

Table 36 Workload, Staffing and Resources by Department - 2013 and 2014 Engagement Surveys

Survey Items: Workload, Staff	ing and Res	ources						
	Qá	32.	Qá	33.	Qá	34.	Qá	88.
	FY '13	FY '14	FY '13	FY '14	FY '13	FY '14	FY '13	FY '14
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	48.3%	55.2%	55.2%	65.5%	62.1%	82.8%	72.4%	93.1%
Agriculture, Food & Markets	31.3%	37.5%	37.5%	56.3%	43.8%	65.6%	75.0%	87.5%
Attorney General	36.5%	23.7%	63.5%	50.0%	69.2%	57.9%	98.1%	94.7%
Buildings & General Services	42.2%	38.0%	58.4%	57.7%	56.2%	62.3%	72.1%	68.3%
Children & Families	18.0%	20.7%	32.7%	33.8%	41.7%	43.0%	69.9%	69.1%
Commerce & Community Dev.	18.8%	21.7%	46.9%	42.2%	46.9%	50.0%	84.4%	88.9%
Corrections	29.2%	21.2%	45.7%	44.7%	41.1%	48.0%	62.1%	66.9%
Defender General	26.3%	20.7%	52.6%	57.1%	63.2%	65.5%	68.4%	82.8%
Disabilities, Aging & Ind. Liv.	28.8%	25.6%	37.5%	42.0%	53.3%	52.9%	80.8%	83.5%
Education	21.2%	29.1%	50.5%	44.7%	50.5%	59.3%	73.3%	70.9%
Environmental Conservation	15.2%	29.4%	41.3%	47.2%	47.3%	62.4%	76.9%	79.7%
Finance & Management	60.0%	33.3%	75.0%	41.7%	70.0%	58.3%	90.0%	75.0%
Financial Regulation	68.6%	80.9%	80.4%	83.0%	84.3%	91.5%	68.6%	95.7%
Fish & Wildlife	19.4%	29.0%	38.9%	40.3%	41.7%	54.1%	63.9%	74.2%
Forests, Parks & Recreation	9.1%	5.7%	29.5%	34.5%	68.2%	57.5%	79.1%	86.4%
Health	35.7%	41.3%	56.6%	57.6%	65.6%	61.7%	81.8%	86.7%
Human Resources	26.8%	19.4%	50.0%	50.7%	62.5%	61.6%	85.7%	87.5%
Human Services - CO	22.2%	28.1%	36.8%	55.1%	52.5%	67.4%	72.0%	83.1%
Information and Innovation	33.3%	28.8%	51.1%	47.9%	80.0%	67.1%	86.7%	84.9%
Labor	24.8%	29.3%	45.5%	57.6%	55.2%	62.2%	57.6%	70.1%
Liquor Control	12.5%	18.8%	50.0%	50.0%	43.8%	43.8%	68.8%	81.3%
Lottery Commission	71.4%	38.5%	71.4%	46.2%	64.3%	53.8%	92.9%	84.6%
Mental Health	34.1%	29.8%	68.3%	58.3%	36.6%	58.3%	59.0%	69.0%
Military	43.8%	50.0%	62.5%	69.2%	68.8%	80.8%	75.0%	96.2%
Motor Vehicles	56.9%	36.7%	64.6%	63.3%	67.7%	61.5%	80.0%	78.9%
Natural Resources - CO	44.4%	43.3%	50.0%	55.2%	57.9%	70.0%	73.7%	93.3%
Public Safety	20.3%	19.8%	47.3%	42.7%	43.9%	44.8%	77.5%	73.8%
Public Service Department	33.3%	41.7%	40.0%	54.2%	50.0%	50.0%	93.3%	79.2%
Secretary of State	40.0%	52.5%	45.0%	65.0%	73.7%	79.5%	83.3%	80.0%
Taxes	15.6%	27.7%	39.7%	46.2%	50.0%	60.0%	78.1%	81.5%
Transportation (not DMV)	46.9%	38.8%	66.5%	56.6%	59.3%	61.4%	72.4%	74.5%
Vermont Health Access	43.6%	37.3%	56.4%	54.0%	61.8%	66.7%	83.6%	89.6%
Veterans' Home	20.4%	31.4%	27.8%	41.2%	24.1%	51.0%	51.9%	62.7%
Average	32.2%	30.1%	50.8%	49.5%	54.0%	57.1%	73.7%	76.9%

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

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

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

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

Table 37 Compensation and Benefits by Department - 2013 and 2014 Engagement Surveys

Survey Items: Compensation a	nd Benefits	;								
	Q	39.	Q4	10.	Q <sup>2</sup>	1.	Q4	12.	Q <sup>2</sup>	13.
	FY '13	FY '14	FY '13	FY '14	FY '13	FY '14	FY '13	FY '14	FY '13	FY '14
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	34.5%	69.0%	72.4%	75.9%	53.6%	58.6%	75.9%	89.7%	55.2%	72.4%
Agriculture, Food & Markets	43.8%	50.0%	75.0%	70.3%	59.4%	56.3%	78.1%	73.4%	56.3%	54.8%
Attorney General	46.2%	39.5%	82.7%	63.2%	59.6%	52.6%	80.8%	84.2%	63.5%	70.3%
Buildings & General Services	41.6%	45.2%	74.0%	71.2%	43.8%	47.1%	73.9%	74.5%	57.2%	59.2%
Children & Families	47.5%	53.3%	82.6%	80.7%	59.2%	61.8%	77.0%	76.9%	51.9%	55.8%
Commerce & Community Dev.	46.9%	58.7%	84.4%	76.1%	50.0%	47.8%	84.4%	84.8%	59.4%	71.7%
Corrections	45.7%	59.9%	81.0%	78.9%	59.7%	67.4%	75.6%	73.8%	50.0%	54.0%
Defender General	52.6%	62.1%	78.9%	89.7%	47.4%	69.0%	78.9%	86.2%	63.2%	69.0%
Disabilities, Aging & Ind. Liv.	58.7%	64.6%	78.1%	79.2%	63.8%	69.6%	77.9%	78.7%	57.1%	61.0%
Education	49.5%	51.2%	75.2%	75.6%	42.9%	44.2%	72.4%	79.1%	50.0%	58.3%
Environmental Conservation	42.4%	52.8%	67.4%	80.3%	53.8%	57.3%	79.3%	78.5%	56.0%	62.3%
Finance & Management	55.0%	66.7%	75.0%	83.3%	55.0%	50.0%	85.0%	91.7%	70.0%	83.3%
Financial Regulation	64.7%	70.2%	76.5%	93.6%	62.7%	76.6%	92.0%	95.7%	70.6%	76.1%
Fish & Wildlife	58.3%	58.1%	77.8%	75.8%	52.8%	64.5%	68.6%	72.1%	57.1%	50.8%
Forests, Parks & Recreation	54.5%	58.6%	70.5%	80.2%	47.7%	50.6%	81.8%	83.5%	65.1%	71.8%
Health	45.7%	52.0%	77.4%	73.1%	47.1%	52.6%	83.7%	80.0%	57.3%	57.8%
Human Resources	55.4%	60.3%	87.5%	84.9%	64.3%	60.3%	91.1%	89.0%	57.1%	63.0%
Human Services - CO	50.0%	64.0%	73.5%	75.0%	49.2%	64.8%	83.9%	83.1%	59.0%	65.2%
Information and Innovation	28.9%	48.6%	84.4%	80.8%	48.9%	46.6%	71.1%	80.8%	57.8%	65.8%
Labor	46.5%	61.6%	68.1%	76.2%	49.3%	57.3%	77.8%	73.0%	53.8%	60.4%
Liquor Control	37.5%	37.5%	81.3%	68.8%	56.3%	56.3%	75.0%	81.3%	50.0%	43.8%
Lottery Commission	35.7%	46.2%	78.6%	76.9%	85.7%	69.2%	64.3%	76.9%	57.1%	61.5%
Mental Health	48.8%	65.5%	78.0%	79.8%	56.1%	64.3%	70.7%	81.0%	51.2%	59.5%
Military	43.8%	57.7%	93.8%	84.6%	68.8%	76.9%	87.5%	88.5%	56.3%	69.2%
Motor Vehicles	56.9%	58.7%	84.6%	81.7%	69.2%	56.9%	70.8%	70.6%	49.2%	56.0%
Natural Resources - CO	36.8%	63.3%	68.4%	76.7%	52.6%	80.0%	81.1%	73.3%	54.1%	43.3%
Public Safety	47.5%	55.5%	79.2%	82.7%	62.8%	62.8%	76.8%	76.0%	62.8%	62.0%
Public Service Department	26.7%	50.0%	73.3%	62.5%	60.0%	45.8%	80.0%	70.8%	60.0%	45.8%
Secretary of State	50.0%	50.0%	80.0%	87.5%	60.0%	55.0%	73.7%	75.0%	65.0%	57.5%
Taxes	42.2%	49.2%	67.2%	70.8%	43.8%	49.2%	79.7%	83.1%	59.4%	67.7%
Transportation (not DMV)	47.9%	53.7%	79.3%	78.1%	60.5%	57.2%	78.4%	81.0%	58.8%	65.9%
Vermont Health Access	52.7%	60.3%	67.3%	75.4%	56.4%	59.5%	80.0%	80.2%	63.6%	60.8%
Veterans' Home	53.8%	58.8%	69.2%	68.6%	56.9%	58.8%	71.2%	80.0%	50.0%	68.0%
Average	47.9%	56.1%	77.6%	78.0%	56.2%	59.1%	78.3%	78.3%	57.0%	60.2%

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

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

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

Q42. I understand my benefit plans.

Q43. I understand my retirement benefits.

Table 38 Overall Job Satisfaction by Department - 2013 and 2014 Engagement Surveys

Survey Items: Overall Job Satis	sfaction	
		15.
	FY '13	FY '14
Department	% Agree	% Agree
Agency of Administration	71.4%	79.3%
Agriculture, Food & Markets	68.8%	76.2%
Attorney General	82.7%	68.4%
Buildings & General Services	60.8%	67.5%
Children & Families	66.9%	67.1%
Commerce & Community Dev.	71.9%	73.9%
Corrections	60.2%	68.0%
Defender General	84.2%	82.8%
Disabilities, Aging & Ind. Liv.	77.1%	78.3%
Education	60.6%	61.2%
Environmental Conservation	65.9%	79.3%
Finance & Management	75.0%	75.0%
Financial Regulation	78.4%	93.6%
Fish & Wildlife	55.6%	80.6%
Forests, Parks & Recreation	84.1%	75.0%
Health	81.3%	78.2%
Human Resources	74.5%	84.9%
Human Services - CO	63.2%	83.9%
Information and Innovation	71.1%	65.8%
Labor	61.5%	67.3%
Liquor Control	75.0%	62.5%
Lottery Commission	85.7%	53.8%
Mental Health	62.5%	72.6%
Military	68.8%	91.7%
Motor Vehicles	76.6%	76.9%
Natural Resources - CO	73.7%	82.8%
Public Safety	70.8%	70.3%
Public Service Department	80.0%	70.8%
Secretary of State	75.0%	82.5%
Taxes	70.3%	75.4%
Transportation (not DMV)	71.8%	69.4%
Vermont Health Access	70.4%	77.0%
Veterans' Home	59.3%	65.3%
Average	69.7%	72.5%

## Appendix A - List of Survey Items

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

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

#### **Communication and Input within Your Organization**

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

#### **Relationships and Morale in Your Organization**

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

#### **Your Supervisor**

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

#### **Workload, Staffing and Resources**

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

#### **Compensation and Benefits**

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

#### **Overall Satisfaction**

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

#### **Comments**

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

#### **Demographic Information**

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

- Transgender
- Prefer not to answer

#### 52. What racial/ethnic group do you belong to?

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

#### 53. Which best describes the work you do?

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

#### 54. Where do you work?

Agriculture, Food & Markets

Attorney General

Auditor of Accounts

**Buildings & General Services** 

Children & Families

Commerce & Community Development

Corrections

Criminal Justice Training Council

**DAIL** 

Defender General

Education

Enhanced 911 Board

**Environmental Conservation** 

Finance & Management

Financial Regulation

Fish & Wildlife

Forests, Parks & Recreation

Governor's Office

Green Mountain Care Board

Health

**Human Resources** 

**Human Rights Commission** 

Information and Innovation

Labor Relations Board

Labor

Libraries

Liquor Control

**Lottery Commission** 

Mental Health

Military

Motor Vehicles

Natural Resources Board

Public Safety

Public Service Board

Public Service Department

Secretary of State

State Treasurer

Taxes

Transportation (not DMV)

Vermont Commission on Women

Vermont Health Access

Veterans' Home

Agency of Administration

Agency of Human Services – Central Office

Agency of Natural Resources - Central Office

Other

# Appendix B – Frequencies for All Respondents by all Items

#### Q1. I understand my job duties and responsibilities.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2,198	52.1	52.3	52.3
	Agree	1,640	38.9	39.0	91.4
	Neither Agree nor Disagree	192	4.6	4.6	95.9
	Disagree	134	3.2	3.2	99.1
	Strongly Disagree	37	0.9	0.9	100.0
	Total	4,201	99.6	100.0	
Missing	System	15	0.4		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2,004	47.5	47.9	47.9
	Agree	1,709	40.5	40.8	88.7
	Neither Agree nor Disagree	290	6.9	6.9	95.6
	Disagree	133	3.2	3.2	98.8
	Strongly Disagree	51	1.2	1.2	100.0
	Total	4,187	99.3	100.0	
Missing	System	29	0.7		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2,034	48.2	48.6	48.6
	Agree	1,653	39.2	39.5	88.2
	Neither Agree nor Disagree	368	8.7	8.8	97.0
	Disagree	89	2.1	2.1	99.1
	Strongly Disagree	38	0.9	0.9	100.0
	Total	4,182	99.2	100.0	
Missing	System	34	0.8		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,489	35.3	35.6	35.6
	Agree	1,813	43.0	43.3	78.9
	Neither Agree nor Disagree	579	13.7	13.8	92.7
	Disagree	207	4.9	4.9	97.7
	Strongly Disagree	98	2.3	2.3	100.0
	Total	4,186	99.3	100.0	
Missing	System	30	0.7		
Total		4,216	100.0		

#### Q5. The work I perform is meaningful and rewarding.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,544	36.6	37.0	37.0
	Agree	1,692	40.1	40.5	77.5
	Neither Agree nor Disagree	605	14.4	14.5	92.0
	Disagree	223	5.3	5.3	97.3
	Strongly Disagree	111	2.6	2.7	100.0
	Total	4,175	99.0	100.0	
Missing	System	41	1.0		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,174	27.8	28.1	28.1
	Agree	1,597	37.9	38.2	66.2
	Neither Agree nor Disagree	938	22.2	22.4	88.6
	Disagree	323	7.7	7.7	96.3
	Strongly Disagree	153	3.6	3.7	100.0
	Total	4,185	99.3	100.0	
Missing	System	31	0.7		
Total		4,216	100.0		

#### Q7. Management and senior leadership communicates important information effectively.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	588	13.9	14.0	14.0
	Agree	1,480	35.1	35.3	49.3
	Neither Agree nor Disagree	855	20.3	20.4	69.7
	Disagree	856	20.3	20.4	90.2
	Strongly Disagree	412	9.8	9.8	100.0
	Total	4,191	99.4	100.0	
Missing	System	25	0.6		
Total		4,216	100.0		

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

				-	
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	851	20.2	20.3	20.3
	Agree	1,586	37.6	37.9	58.2
	Neither Agree nor Disagree	780	18.5	18.6	76.8
	Disagree	619	14.7	14.8	91.6
	Strongly Disagree	351	8.3	8.4	100.0
	Total	4,187	99.3	100.0	
Missing	System	29	0.7		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	890	21.1	21.3	21.3
	Agree	1,501	35.6	35.9	57.2
	Neither Agree nor Disagree	813	19.3	19.4	76.6
	Disagree	647	15.3	15.5	92.1
	Strongly Disagree	332	7.9	7.9	100.0
	Total	4,183	99.2	100.0	
Missing	System	33	0.8		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	727	17.2	17.4	17.4
	Agree	1,678	39.8	40.1	57.5
	Neither Agree nor Disagree	1,195	28.3	28.6	86.0
	Disagree	385	9.1	9.2	95.2
	Strongly Disagree	199	4.7	4.8	100.0
	Total	4,184	99.2	100.0	
Missing	System	32	0.8		
Total		4,216	100.0		

#### Q11. Morale within my department or agency is good.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	354	8.4	8.6	8.6
	Agree	1,325	31.4	32.1	40.7
	Neither Agree nor Disagree	914	21.7	22.1	62.8
	Disagree	1,016	24.1	24.6	87.4
	Strongly Disagree	519	12.3	12.6	100.0
	Total	4,128	97.9	100.0	
Missing	System	88	2.1		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	869	20.6	21.1	21.1
	Agree	1,857	44.0	45.1	66.2
	Neither Agree nor Disagree	717	17.0	17.4	83.6
	Disagree	469	11.1	11.4	95.0
	Strongly Disagree	207	4.9	5.0	100.0
	Total	4,119	97.7	100.0	
Missing	System	97	2.3		
Total		4,216	100.0		

#### Q13. The people I work with care about me.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	865	20.5	21.1	21.1
	Agree	1,776	42.1	43.2	64.3
	Neither Agree nor Disagree	1,006	23.9	24.5	88.8
	Disagree	302	7.2	7.3	96.1
	Strongly Disagree	160	3.8	3.9	100.0
	Total	4,109	97.5	100.0	
Missing	System	107	2.5		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,173	27.8	28.4	28.4
	Agree	2,005	47.6	48.6	77.0
	Neither Agree nor Disagree	671	15.9	16.3	93.2
	Disagree	204	4.8	4.9	98.2
	Strongly Disagree	75	1.8	1.8	100.0
	Total	4,128	97.9	100.0	
Missing	System	88	2.1		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,187	28.2	28.8	28.8
	Agree	1,758	41.7	42.6	71.4
	Neither Agree nor Disagree	675	16.0	16.4	87.8
	Disagree	362	8.6	8.8	96.6
	Strongly Disagree	142	3.4	3.4	100.0
	Total	4,124	97.8	100.0	
Missing	System	92	2.2		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	880	20.9	21.3	21.3
	Agree	1,581	37.5	38.3	59.7
	Neither Agree nor Disagree	754	17.9	18.3	78.0
	Disagree	586	13.9	14.2	92.2
	Strongly Disagree	323	7.7	7.8	100.0
	Total	4,124	97.8	100.0	
Missing	System	92	2.2		
Total		4,216	100.0		

#### Q17. Harassment is not tolerated in my workplace.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,500	35.6	36.4	36.4
	Agree	1,484	35.2	36.0	72.4
	Neither Agree nor Disagree	603	14.3	14.6	87.0
	Disagree	308	7.3	7.5	94.4
	Strongly Disagree	229	5.4	5.6	100.0
	Total	4,124	97.8	100.0	
Missing	System	92	2.2		
Total		4,216	100.0		

## Q18. Discrimination is not tolerated in my workplace.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,631	38.7	39.6	39.6
	Agree	1,493	35.4	36.3	75.9
	Neither Agree nor Disagree	596	14.1	14.5	90.4
	Disagree	212	5.0	5.2	95.6
	Strongly Disagree	182	4.3	4.4	100.0
	Total	4,114	97.6	100.0	
Missing	System	102	2.4		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	963	22.8	23.4	23.4
	Agree	1,335	31.7	32.4	55.8
	Neither Agree nor Disagree	918	21.8	22.3	78.1
	Disagree	498	11.8	12.1	90.1
	Strongly Disagree	406	9.6	9.9	100.0
	Total	4,120	97.7	100.0	
Missing	System	96	2.3		
Total		4,216	100.0		

## Q20. My supervisor clearly explains my job performance expectations.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,070	25.4	26.3	26.3
	Agree	1,655	39.3	40.7	67.0
	Neither Agree nor Disagree	735	17.4	18.1	85.0
	Disagree	416	9.9	10.2	95.2
	Strongly Disagree	194	4.6	4.8	100.0
	Total	4,070	96.5	100.0	
Missing	System	146	3.5		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,004	23.8	24.7	24.7
	Agree	1,411	33.5	34.7	59.3
	Neither Agree nor Disagree	802	19.0	19.7	79.0
	Disagree	571	13.5	14.0	93.1
	Strongly Disagree	282	6.7	6.9	100.0
	Total	4,070	96.5	100.0	
Missing	System	146	3.5		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,351	32.0	33.2	33.2
	Agree	1,620	38.4	39.8	73.0
	Neither Agree nor Disagree	634	15.0	15.6	88.6
	Disagree	278	6.6	6.8	95.4
	Strongly Disagree	188	4.5	4.6	100.0
	Total	4,071	96.6	100.0	
Missing	System	145	3.4		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,078	25.6	26.5	26.5
	Agree	1,396	33.1	34.4	60.9
	Neither Agree nor Disagree	764	18.1	18.8	79.7
	Disagree	490	11.6	12.1	91.8
	Strongly Disagree	335	7.9	8.2	100.0
	Total	4,063	96.4	100.0	
Missing	System	153	3.6		
Total		4,216	100.0		

## Q24. My supervisor treats employees fairly and respectfully.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,376	32.6	33.9	33.9
	Agree	1,488	35.3	36.6	70.5
	Neither Agree nor Disagree	585	13.9	14.4	84.9
	Disagree	346	8.2	8.5	93.4
	Strongly Disagree	269	6.4	6.6	100.0
	Total	4,064	96.4	100.0	
Missing	System	152	3.6		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,464	34.7	36.0	36.0
	Agree	1,541	36.6	37.9	73.9
	Neither Agree nor Disagree	639	15.2	15.7	89.6
	Disagree	217	5.1	5.3	94.9
	Strongly Disagree	208	4.9	5.1	100.0
	Total	4,069	96.5	100.0	
Missing	System	147	3.5		
Total		4,216	100.0		

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

_						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Strongly Agree	1,103	26.2	27.1	27.1	
	Agree	1,454	34.5	35.8	62.9	
	Neither Agree nor Disagree	847	20.1	20.8	83.8	
	Disagree	419	9.9	10.3	94.1	
	Strongly Disagree	241	5.7	5.9	100.0	
	Total	4,064	96.4	100.0		
Missing	System	152	3.6			
Total		4,216	100.0			

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,129	26.8	27.8	27.8
	Agree	1,436	34.1	35.3	63.1
	Neither Agree nor Disagree	794	18.8	19.5	82.6
	Disagree	439	10.4	10.8	93.4
	Strongly Disagree	270	6.4	6.6	100.0
	Total	4,068	96.5	100.0	
Missing	System	148	3.5		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	878	20.8	21.6	21.6
	Agree	1,543	36.6	38.0	59.6
	Neither Agree nor Disagree	893	21.2	22.0	81.6
	Disagree	484	11.5	11.9	93.6
	Strongly Disagree	261	6.2	6.4	100.0
	Total	4,059	96.3	100.0	
Missing	System	157	3.7		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	608	14.4	15.0	15.0
	Agree	909	21.6	22.4	37.4
	Neither Agree nor Disagree	1,208	28.7	29.8	67.2
	Disagree	810	19.2	20.0	87.1
	Strongly Disagree	523	12.4	12.9	100.0
	Total	4,058	96.3	100.0	
Missing	System	158	3.7		
Total		4,216	100.0		

## Q30. My performance evaluations are completed annually.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,048	24.9	25.9	25.9
	Agree	1,246	29.6	30.8	56.8
	Neither Agree nor Disagree	729	17.3	18.0	74.8
	Disagree	452	10.7	11.2	86.0
	Strongly Disagree	565	13.4	14.0	100.0
	Total	4,040	95.8	100.0	
Missing	System	176	4.2		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	862	20.4	21.4	21.4
	Agree	1,279	30.3	31.7	53.1
	Neither Agree nor Disagree	1,301	30.9	32.3	85.4
	Disagree	284	6.7	7.0	92.4
	Strongly Disagree	306	7.3	7.6	100.0
	Total	4,032	95.6	100.0	
Missing	System	184	4.4		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	234	5.6	5.8	5.8
	Agree	982	23.3	24.3	30.1
	Neither Agree nor Disagree	720	17.1	17.8	47.9
	Disagree	1,290	30.6	31.9	79.8
	Strongly Disagree	816	19.4	20.2	100.0
	Total	4,042	95.9	100.0	
Missing	System	174	4.1		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	367	8.7	9.1	9.1
	Agree	1,623	38.5	40.2	49.3
	Neither Agree nor Disagree	784	18.6	19.4	68.7
	Disagree	825	19.6	20.4	89.1
	Strongly Disagree	439	10.4	10.9	100.0
	Total	4,038	95.8	100.0	
Missing	System	178	4.2		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	598	14.2	14.8	14.8
	Agree	1,696	40.2	42.1	56.9
	Neither Agree nor Disagree	846	20.1	21.0	77.9
	Disagree	566	13.4	14.0	91.9
	Strongly Disagree	327	7.8	8.1	100.0
	Total	4,033	95.7	100.0	
Missing	System	183	4.3		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	466	11.1	11.5	11.5
	Agree	1,666	39.5	41.3	52.8
	Neither Agree nor Disagree	857	20.3	21.2	74.0
	Disagree	739	17.5	18.3	92.3
	Strongly Disagree	310	7.4	7.7	100.0
	Total	4,038	95.8	100.0	
Missing	System	178	4.2		
Total		4,216	100.0		

#### Q36. My department or agency has the technology needed to get the work done.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	431	10.2	10.7	10.7
	Agree	1,533	36.4	38.1	48.8
	Neither Agree nor Disagree	814	19.3	20.2	69.0
	Disagree	792	18.8	19.7	88.6
	Strongly Disagree	458	10.9	11.4	100.0
	Total	4,028	95.5	100.0	
Missing	System	188	4.5		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	814	19.3	20.2	20.2
	Agree	2,157	51.2	53.4	73.6
	Neither Agree nor Disagree	545	12.9	13.5	87.1
	Disagree	318	7.5	7.9	95.0
	Strongly Disagree	202	4.8	5.0	100.0
	Total	4,036	95.7	100.0	
Missing	System	180	4.3		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1,206	28.6	29.9	29.9
	Agree	1,887	44.8	46.8	76.7
	Neither Agree nor Disagree	577	13.7	14.3	91.1
	Disagree	240	5.7	6.0	97.0
	Strongly Disagree	120	2.8	3.0	100.0
	Total	4,030	95.6	100.0	
Missing	System	186	4.4		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	495	11.7	12.3	12.3
	Agree	1,765	41.9	43.7	55.9
	Neither Agree nor Disagree	718	17.0	17.8	73.7
	Disagree	768	18.2	19.0	92.7
	Strongly Disagree	294	7.0	7.3	100.0
	Total	4,040	95.8	100.0	
Missing	System	176	4.2		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	913	21.7	22.6	22.6
	Agree	2,226	52.8	55.1	77.7
	Neither Agree nor Disagree	630	14.9	15.6	93.3
	Disagree	188	4.5	4.7	97.9
	Strongly Disagree	84	2.0	2.1	100.0
	Total	4,041	95.8	100.0	
Missing	System	175	4.2		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	682	16.2	16.9	16.9
	Agree	1,698	40.3	42.1	59.0
	Neither Agree nor Disagree	1,061	25.2	26.3	85.2
	Disagree	425	10.1	10.5	95.8
	Strongly Disagree	171	4.1	4.2	100.0
	Total	4,037	95.8	100.0	
Missing	System	179	4.2		
Total		4,216	100.0		

## Q42. I understand my benefit plans.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	774	18.4	19.2	19.2
	Agree	2,375	56.3	58.9	78.1
	Neither Agree nor Disagree	619	14.7	15.4	93.5
	Disagree	219	5.2	5.4	98.9
	Strongly Disagree	45	1.1	1.1	100.0
	Total	4,032	95.6	100.0	
Missing	System	184	4.4		
Total		4,216	100.0		

## Q43. I understand my retirement benefits.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	549	13.0	13.7	13.7
	Agree	1,867	44.3	46.5	60.1
	Neither Agree nor Disagree	990	23.5	24.6	84.8
	Disagree	509	12.1	12.7	97.4
	Strongly Disagree	103	2.4	2.6	100.0
	Total	4,018	95.3	100.0	
Missing	System	198	4.7		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	713	16.9	17.7	17.7
	Agree	2,366	56.1	58.8	76.5
	Neither Agree nor Disagree	683	16.2	17.0	93.4
	Disagree	210	5.0	5.2	98.6
	Strongly Disagree	55	1.3	1.4	100.0
	Total	4,027	95.5	100.0	
Missing	System	189	4.5		
Total		4,216	100.0		

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	839	19.9	20.9	20.9
	Agree	2,056	48.8	51.3	72.2
	Neither Agree nor Disagree	674	16.0	16.8	89.1
	Disagree	326	7.7	8.1	97.2
	Strongly Disagree	112	2.7	2.8	100.0
	Total	4,007	95.0	100.0	
Missing	System	209	5.0		
Total		4,216	100.0		

## Q46. What type of employee are you?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Classified	3,303	78.3	84.2	84.2
	Exempt	293	6.9	7.5	91.7
	Don't Know	327	7.8	8.3	100.0
	Total	3,923	93.1	100.0	
Missing	System	293	6.9		
Total		4,216	100.0		

## Q47. If you are a classified employee, which bargaining unit do you belong to?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non-Management	2,281	54.1	65.8	65.8
	Supervisory	533	12.6	15.4	81.2
	Corrections	300	7.1	8.7	89.8
	State Police	50	1.2	1.4	91.3
	I am a designated manager and/or confidential employee	228	5.4	6.6	97.8
	I am an exempt employee	75	1.8	2.2	100.0
	Total	3,467	82.2	100.0	
Missing	System	749	17.8		
Total		4,216	100.0		

## Q48. Are you a newly hired employee in your original probation (usually first six months)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	222	5.3	5.7	5.7
	No	3,682	87.3	94.3	100.0
	Total	3,904	92.6	100.0	
Missing	System	312	7.4		
Total		4,216	100.0		

#### Q49. How long have you worked for Vermont State Government?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	1,137	27.0	29.0	29.0
	5 – 14 years	1,350	32.0	34.4	63.4
	15 – 24 years	824	19.5	21.0	84.4
	More than 25 years	610	14.5	15.6	100.0
	Total	3,921	93.0	100.0	
Missing	System	295	7.0		
Total		4,216	100.0		

#### Q50. What is your age?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 or less	67	1.6	1.7	1.7
	25 – 34	551	13.1	14.2	15.9
	35 – 44	861	20.4	22.2	38.1
	45 – 54	1,140	27.0	29.3	67.4
	55 – 65	998	23.7	25.7	93.1
	65 or older	103	2.4	2.7	95.7
	Prefer not to answer	166	3.9	4.3	100.0
	Total	3,886	92.2	100.0	
Missing	System	330	7.8		
Total		4,216	100.0		

## Q51. Are you:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	1,422	33.7	36.8	36.8
	Female	2,161	51.3	55.9	92.6
	Transgender	10	0.2	0.3	92.9
	Prefer not to answer	276	6.5	7.1	100.0
	Total	3,869	91.8	100.0	
Missing	System	347	8.2		
Total		4,216	100.0		

## Q52. What racial/ethnic group do you belong to?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	American Indian/Alaskan Native	22	0.5	0.6	0.6
	Asian/Pacific Islander	21	0.5	0.5	1.1
	Black or African American	14	0.3	0.4	1.5
	Hispanic or Latino	19	0.5	0.5	2.0
	Native Hawaiian/Other Pacific Islander	4	0.1	0.1	2.1
	White	3,348	79.4	86.4	88.5
	Two or more races	56	1.3	1.4	89.9
	Prefer not to answer	390	9.3	10.1	100.0
	Total	3,874	91.9	100.0	
Missing	System	342	8.1		
Total		4,216	100.0		

## Q53. Which best describes the work you do?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administrative Support	624	14.8	16.5	16.5
	Service Maintenance, or Skilled Craft	226	5.4	6.0	22.5
	Paraprofessional, or Technical	335	7.9	8.9	31.4
	Professional	1,673	39.7	44.3	75.6
	Protective Services	363	8.6	9.6	85.2
	Managerial, or Administrator	558	13.2	14.8	100.0
	Total	3,779	89.6	100.0	
Missing	System	437	10.4		
Total		4,216	100.0		

Q54. Where do you work? (Agency/Department/Organization -- listed alphabetically with Agency Central Offices last. Select only one.)

	last. Select	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agriculture, Food & Markets	64	1.5	1.6	1.6
	Attorney General	38	0.9	1.0	2.6
	Auditor of Accounts	6	0.1	0.2	2.7
	Buildings & General Services	209	5.0	5.2	7.9
	Children & Families	555	13.2	13.9	21.9
	Commerce & Community Development	46	1.1	1.2	23.0
	Corrections	381	9.0	9.6	32.6
	DAIL	207	4.9	5.2	37.8
	Defender General	29	0.7	0.7	38.5
	Education	87	2.1	2.2	40.7
	Environmental Conservation	179	4.2	4.5	45.2
	Finance & Management	12	0.3	0.3	45.5
	Financial Regulation	47	1.1	1.2	46.6
	Fish & Wildlife	62	1.5	1.6	48.2
	Forests, Parks & Recreation	88	2.1	2.2	50.4
	Green Mountain Care Board	9	0.2	0.2	50.6
	Health	273	6.5	6.8	57.5
	Human Resources	74	1.8	1.9	59.3
	Information and Innovation	73	1.7	1.8	61.2
	Labor	165	3.9	4.1	65.3
	Libraries	10	0.2	0.3	65.5
	Liquor Control	16	0.4	0.4	65.9
	Lottery Commission	13	0.3	0.3	66.3
	Mental Health	84	2.0	2.1	68.4
	Military	26	0.6	0.7	69.0
	Motor Vehicles	109	2.6	2.7	71.8
	Natural Resources Board	16	0.4	0.4	72.2
	Public Safety	192	4.6	4.8	77.0
	Public Service Board	18	0.4	0.5	77.4
	Public Service Department	24	0.6	0.6	78.0
	Secretary of State	40	0.9	1.0	79.0
	State Treasurer	13	0.3	0.3	79.4
	Taxes	65	1.5	1.6	81.0
	Transportation (not DMV)	312	7.4	7.8	88.8
	Vermont Health Access	126	3.0	3.2	92.0
	Veterans' Home	51	1.2	1.3	93.3
	Agency of Administration	29	0.7	0.7	94.0
	Agency of Human Services – Central Office	89	2.1	2.2	96.2
	Agency of Natural Resources – Central Office	30	0.7	0.8	97.0
	Other	102	2.4	2.6	99.5
	Small Department	19	0.5	0.5	100.0
	Total	3,988	94.6	100.0	
Missing	System	228	5.4		
Total		4,216	100.0		

# Appendix C – Cross tabulations for All Respondents by all Items

		Q46. W	hat type of empl	oyee are you?	
		Classified	Exempt	Don't Know	Total
	Agree	91.6%	94.5%	90.5%	91.7%
	Neither Agree nor Disagree	4.4%	3.1%	5.5%	4.4%
Q1. I understand my job duties and responsibilities.	Agree	3.9%			
	Agree	88.4%	94.5%	87.5%	88.7%
Q2. I understand the work, goals, and mission of my					6.9%
department or agency.		_	Exempt Don't Know 94.5% 90.5%		
	Agree	87.2%		91.4%	88.1%
Q3. The work I perform is linked to my department or	Neither Agree nor Disagree	9.4%	4.8%	6.7%	8.9%
agency meeting its goals and mission.	Disagree	3.3%	1.0%	1.8%	3.0%
	Classified   Exempt   Don't Know   Agree   91.6%   94.5%   90.5%   9	79.3%			
	Neither Agree nor Disagree	14.1%	6.8%	13.5%	13.5%
Q4. I enjoy performing the day to day work of my job.	Disagree	7.9%	3.4%	4.0%	7.2%
5. The work I perform is meaningful and rewarding.  6. I would recommend the State of Vermont to others as a	Agree	76.3%	89.4%	79.2%	77.5%
	Neither Agree nor Disagree	14.8%	8.6%	16.8%	14.5%
Q5. The work I perform is meaningful and rewarding.	Disagree	8.9%	2.1%	4.0%	8.0%
	Agree	65.8%	75.3%	67.9%	66.7%
O6 I would recommend the State of Vermont to others as a	Neither Agree nor Disagree	22.3%	19.5%	22.9%	22.2%
great place to work.	Disagree	11.9%	5.1%	Don't Know 90.5% 5.5% 4.0% 87.5% 8.6% 4.0% 91.4% 6.7% 1.8% 82.5% 13.5% 4.0% 79.2% 16.8% 4.0% 67.9% 22.9% 9.2% 53.1% 23.9% 23.0% 59.6% 20.8% 19.6% 58.4% 24.8% 16.8% 58.4% 29.4% 12.2% 47.4% 22.6%	11.1%
	Agree	47.6%	67.2%	53.1%	49.5%
07 Management and conjur leadership communicates	Neither Agree nor Disagree	20.5%	17.4%	23.9%	20.5%
Q7. Management and senior leadership communicates important information effectively.	Disagree	32.0%	15.4%	23.0%	30.0%
	Agree	56.7%	76.6%	59.6%	58.4%
OC Though an appointurity to provide feedback to	Neither Agree nor Disagree	18.9%	assified         Exempt         Don't Know           91.6%         94.5%         90.5%           4.4%         3.1%         5.5%           4.0%         2.4%         4.0%           88.4%         94.5%         87.5%           7.0%         3.8%         8.6%           4.6%         1.7%         4.0%           87.2%         94.2%         91.4%           9.4%         4.8%         6.7%           3.3%         1.0%         1.8%           78.0%         89.7%         82.5%           14.1%         6.8%         13.5%           7.9%         3.4%         4.0%           76.3%         89.4%         79.2%           14.8%         8.6%         16.8%           8.9%         2.1%         4.0%           65.8%         75.3%         67.9%           22.3%         19.5%         22.9%           11.9%         5.1%         9.2%           47.6%         67.2%         53.1%           20.5%         17.4%         23.0%           56.7%         76.6%         59.6%           18.9%         12.4%         20.8%           24.4%	18.6%	
Q8. I have an opportunity to provide feedback to management and senior leadership.	Disagree	24.4%	11.0%	empt Don't Know 94.5% 90.5% 9 3.1% 5.5% 2.4% 4.0% 94.5% 87.5% 8 3.8% 8.6% 1.7% 4.0% 94.2% 91.4% 8 4.8% 6.7% 1.0% 1.8% 89.7% 82.5% 7 6.8% 13.5% 1 3.4% 4.0% 99.2% 7 8.6% 16.8% 1 2.1% 4.0% 75.3% 67.9% 6 19.5% 22.9% 2 15.4% 23.0% 3 76.6% 59.6% 5 12.4% 20.8% 1 11.0% 19.6% 2 77.3% 58.4% 5 11.7% 24.8% 1 11.0% 16.8% 2 75.6% 58.4% 5 16.5% 29.4% 2 22.9% 22.6% 2	23.0%
		55.7%	77.3%	58.4%	57.5%
	Neither Agree nor Disagree	19.5%	11.7%	24.8%	19.4%
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.					23.1%
					57.9%
242 14 15 15 15 15 15 15 15 15 15 15 15 15					28.1%
Q10. My department or agency works well with other departments and agencies.					14.0%
					40.8%
					22.1%
Q11. Morale within my department or agency is good.	Disagree				37.1%

		Q46. What type of employee are you?			
		Classified	Exempt	Don't Know	Total
	Agree	64.8%	83.2%	67.5%	66.4%
	Neither Agree nor Disagree	17.5%	11.3%	17.8%	17.1%
Q12. The people I work with treat each other respectfully.	Disagree	17.7%	5.5%	14.7%	16.5%
	Agree	63.2%	80.5%	66.8%	64.8%
	Neither Agree nor Disagree	24.9%	14.7%	23.9%	24.0%
Q13. The people I work with care about me.	Disagree	11.9%	4.8%	9.3%	11.2%
Q14. My fellow employees are committed to doing good work.	Agree	76.0%	87.3%	79.8%	77.1%
	Neither Agree nor Disagree	16.7%	11.0%	13.5%	16.0%
	Disagree	7.4%	1.7%	6.7%	6.9%
Q15. The employees in my work group work well together as a team.	Agree	70.7%	84.2%	71.1%	71.7%
	Neither Agree nor Disagree	16.4%	11.3%	17.8%	16.1%
	Disagree	12.9%	4.5%	11.1%	12.1%
	Agree	58.4%	78.8%	60.6%	60.1%
Q16. I feel I can communicate honestly and openly in my workplace.	Neither Agree nor Disagree	18.2%	13.0%	21.5%	18.1%
	Disagree	23.4%	8.2%	17.8%	21.8%
	Agree	70.7%	90.1%	74.3%	72.5%
	Neither Agree nor Disagree	14.9%	7.2%	17.7%	14.6%
Q17. Harassment is not tolerated in my workplace.	Disagree	14.4%	2.7%	8.0%	13.0%
	Agree	74.5%	92.8%	77.7%	76.1%
	Neither Agree nor Disagree	15.2%	4.8%	15.6%	14.5%
Q18. Discrimination is not tolerated in my workplace.	Disagree	10.3%	2.4%	6.7%	9.4%
Q19. I am confident that any misconduct that I report will be handled properly.	Agree	53.9%	77.7%	57.7%	56.0%
	Neither Agree nor Disagree	22.6%	13.1%	25.9%	22.2%
	Disagree	23.5%	9.3%	16.4%	21.8%
Q20. My supervisor clearly explains my job performance expectations.	Agree	66.5%	72.1%	70.6%	67.3%
	Neither Agree nor Disagree	17.8%	17.2%	19.0%	17.9%
	Disagree	15.7%	10.7%	10.4%	14.9%
Q21. My supervisor regularly provides me with timely and useful feedback.	Agree	58.3%	70.0%	64.6%	59.7%
	Neither Agree nor Disagree	19.2%	18.6%	22.8%	19.4%
	Disagree	22.6%	11.4%	12.6%	20.9%
	Agree	72.2%	81.8%	77.4%	73.3%
Q22. My supervisor gives me the opportunity to do my best work.	Neither Agree nor Disagree	15.7%	12.4%	15.3%	15.4%
	Disagree	12.1%	5.8%	7.3%	11.3%

		Q46. What type of employee are you?			
		Classified	Exempt	Don't Know	Total
Q23. I am satisfied with the recognition I receive from my supervisor for my work.	Agree	59.5%	74.6%	67.0%	61.2%
	Neither Agree nor Disagree	18.8%	16.2%	17.6%	18.5%
	Disagree	21.7%	9.3%	15.4%	20.3%
Q24. My supervisor treats employees fairly and respectfully.	Agree	69.1%	85.6%	72.8%	70.6%
	Neither Agree nor Disagree	15.0%	8.2%	13.8%	14.4%
	Disagree	16.0%	6.2%	13.5%	15.0%
	Agree	73.0%	86.3%	75.8%	74.2%
	Neither Agree nor Disagree	15.9%	10.0%	15.9%	15.5%
Q25. My supervisor seems to care about me as a person.	Disagree	11.1%	3.8%	8.3%	10.3%
Q26. My supervisor provides the help that I need to improve my job performance.	Agree	61.9%	72.9%	68.5%	63.3%
	Neither Agree nor Disagree	20.9%	17.2%	19.0%	20.5%
	Disagree	17.1%	10.0%	12.5%	16.2%
	Agree	61.4%	80.3%	67.3%	63.3%
	Neither Agree nor Disagree	20.0%	11.0%	21.1%	19.5%
Q27. I have an opportunity to learn and grow professionally.	Disagree	18.6%	8.6%	11.6%	17.3%
	Agree	58.9%	63.7%	64.3%	59.7%
	Neither Agree nor Disagree	22.2%	22.1%	21.5%	22.2%
Q28. I receive the training I need to perform my job.	Disagree	18.8%	14.2%	14.2%	18.1%
	Agree	36.9%	43.6%	38.5%	37.5%
Q29. My supervisor and I discuss and plan my career development.	Neither Agree nor Disagree	28.9%	35.4%	33.8%	29.8%
	Disagree	34.2%	21.0%	27.7%	32.7%
	Agree	58.1%	49.8%	58.5%	57.5%
	Neither Agree nor Disagree	16.1%	28.4%	25.2%	17.8%
Q30. My performance evaluations are completed annually.	Disagree	25.8%	21.8%	16.3%	24.7%
	Agree	53.1%	57.5%	53.6%	53.5%
Q31. The standards used to evaluate my performance are fair.	Neither Agree nor Disagree	31.3%	36.8%	36.2%	32.1%
	Disagree	15.6%	5.6%	10.2%	14.4%
Q32. My department or agency has the staffing necessary to achieve its mission.	Agree	29.8%	29.4%	33.1%	30.0%
	Neither Agree nor Disagree	17.1%	21.2%	22.7%	17.9%
	Disagree	53.1%	49.5%	44.2%	52.1%
	Agree	48.3%	57.4%	54.1%	49.5%
Q33. The amount of work I am expected to perform is reasonable.	Neither Agree nor Disagree	19.5%	16.8%	20.5%	19.4%
	Disagree	32.1%	25.8%	25.4%	31.1%

		Q46. W	hat type of emp	loyee are you?	
		Classified	Exempt	Don't Know	Total
	Agree	56.6%	61.1%	58.6%	57.1%
Q34. My job allows a good balance between work and my	Neither Agree nor Disagree	21.2%	18.4%	21.0%	21.0%
personal life.	Disagree	22.2%	20.5%	20.4%	21.9%
	Agree	52.2%	56.0%	58.3%	53.0%
	Neither Agree nor Disagree	21.4%	17.7%	21.8%	21.2%
Q35. I have the resources to do my job well.	Disagree	26.3%	26.3%	19.9%	25.8%
	Agree	48.2%	50.5%	53.2%	48.8%
Q36. My department or agency has the technology needed	Neither Agree nor Disagree	20.3%	16.7%	22.3%	20.2%
to get the work done.	Disagree	31.5%	32.8%	24.5%	31.0%
	Agree	73.5%	79.0%	71.3%	73.7%
Q37. My physical working environment is reasonable for my	Neither Agree nor Disagree	13.3%	12.0%	17.4%	13.5%
type of work.	Disagree	13.2%	8.9%	11.3%	12.8%
	Agree	76.2%	87.6%	76.7%	77.1%
Q38. I feel safe and secure in my work environment.	Neither Agree nor Disagree	14.6%	8.9%	16.0%	14.3%
	Disagree	9.2%	3.4%	7.4%	8.6%
	Agree	56.4%	54.6%	54.1%	56.1%
	Neither Agree nor Disagree	17.5%	19.8%	18.7%	17.8%
Q39. I am paid fairly for the work I do.	Disagree	26.1%	25.6%	27.2%	26.1%
	Agree	79.8%	66.2%	73.6%	78.3%
Q40. I feel that working for the State of Vermont provides	Neither Agree nor Disagree	14.0%	25.6%	19.0%	15.3%
me with good job security.	Disagree	6.3%	8.2%	7.4%	6.5%
	Agree	58.9%	63.8%	60.3%	59.4%
Q41. I feel that working for the State of Vermont provides	Neither Agree nor Disagree	26.1%	26.3%	27.1%	26.2%
me with a solid career path.	Disagree	15.0%	9.9%	12.6%	14.5%
	Agree	80.4%	76.9%	61.0%	78.6%
	Neither Agree nor Disagree	13.6%	17.6%	26.6%	15.0%
Q42. I understand my benefit plans.	Disagree	5.9%	5.5%	12.4%	6.4%
	Agree	61.3%	66.4%	45.0%	60.3%
	Neither Agree nor Disagree	23.6%	24.2%	34.8%	24.6%
Q43. I understand my retirement benefits.	Disagree	15.2%	9.3%	20.2%	15.2%

			Q46. What type of employee are you?			
		Classified	Exempt	Don't Know	Total	
	Agree	77.9%	78.8%	65.1%	76.9%	
	Neither Agree nor Disagree	16.0%	15.7%	25.0%	16.7%	
Q44. Overall, I am satisfied with the benefits I receive.	Disagree	6.1%	5.5%	9.9%	6.3%	
	Agree	71.6%	83.0%	73.8%	72.6%	
	Neither Agree nor Disagree	16.8%	11.1%	19.4%	16.6%	
Q45. In general, I am satisfied with my job.	Disagree	11.6%	5.9%	6.8%	10.8%	

		Q47. If yo	u are a classifie	ed employee, w	nich bargainin	ng unit do you belong	to?	
		Non- Management	Supervisory	Corrections	State Police	I am a designated manager and/or confidential employee	I am an exempt employee	Total
	Agree	90.6%	94.0%	90.3%	94.0%	93.4%	96.0%	91.5%
Q1. I understand my job duties and	Neither Agree nor Disagree	5.0%	3.4%	4.3%	2.0%	3.9%	1.3%	4.5%
responsibilities.	Disagree	4.3%	2.6%	5.3%	4.0%	2.6%	2.7%	4.0%
	Agree	87.8%	90.8%	84.6%	90.0%	93.0%	93.3%	88.5%
Q2. I understand the work, goals, and	Neither Agree nor Disagree	7.3%	5.8%	10.7%	2.0%	4.4%	4.0%	7.0%
mission of my department or agency.	Disagree	4.9%	3.4%	4.7%	8.0%	2.6%	2.7%	4.5%
	Agree	87.5%	90.4%	80.7%	90.0%	89.0%	94.7%	87.6%
Q3. The work I perform is linked to my	Neither Agree nor Disagree	9.8%	6.4%	11.3%	4.0%	8.3%	4.0%	9.1%
department or agency meeting its goals and mission.	Disagree	2.8%	3.2%	8.0%	6.0%	2.6%	1.3%	3.3%
Q4. I enjoy performing the day to day work of	Agree	77.8%	82.7%	71.3%	82.0%	81.9%	84.0%	78.4%
	Neither Agree nor Disagree	14.2%	12.0%	18.3%	6.0%	12.8%	12.0%	13.9%
my job.	Disagree	8.1%	5.3%	10.3%	12.0%	5.3%	4.0%	7.6%
	Agree	75.7%	84.3%	64.4%	76.0%	83.3%	86.7%	76.8%
Q5. The work I perform is meaningful and	Neither Agree nor Disagree	15.3%	10.8%	20.1%	12.0%	11.4%	12.0%	14.6%
rewarding.	Disagree	9.0%	4.9%	15.4%	12.0%	5.3%	1.3%	8.6%
	Agree	64.6%	71.8%	58.7%	62.0%	75.9%	77.3%	66.2%
O6. I would recommend the State of	Neither Agree nor Disagree	22.8%	20.7%	25.0%	20.0%	16.7%	14.7%	22.0%
Vermont to others as a great place to work.	Disagree	12.6%	7.5%	16.3%	18.0%	7.5%	8.0%	11.8%
	Agree	46.0%	56.5%	39.3%	34.0%	59.0%	60.0%	48.0%
Q7. Management and senior leadership communicates important information	Neither Agree nor Disagree	20.3%	20.3%	18.3%	28.0%	21.1%	26.7%	20.5%
effectively.	Disagree	33.6%	23.3%	42.3%	38.0%	19.8%	13.3%	31.5%
	Agree	53.9%	68.5%	45.7%	38.0%	78.9%	72.0%	57.2%
Q8. I have an opportunity to provide feedback to management and senior	Neither Agree nor Disagree	20.0%	15.9%	22.0%	22.0%	10.5%	14.7%	18.8%
leadership.	Disagree	26.2%	15.6%	32.3%	40.0%	10.5%	13.3%	24.0%
	Agree	53.3%	67.9%	39.7%	34.0%	77.2%	77.0%	56.2%
Q9. I am encouraged to share ideas on improving either service delivery or business	Neither Agree nor Disagree	20.4%	18.2%	20.3%	28.0%	12.3%	12.2%	19.5%
process efficiency.	Disagree	26.3%	13.9%	40.0%	38.0%	10.5%	10.8%	24.3%
	Agree	54.8%	61.5%	44.3%	68.0%	72.1%	72.0%	56.6%
Q10. My department or agency works well	Neither Agree nor Disagree	29.2%	27.6%	37.3%	16.0%	20.4%	20.0%	28.7%
with other departments and agencies.	Disagree	16.0%	10.9%	18.3%	16.0%	7.5%	8.0%	14.7%

		Q47. If you	u are a classifie	ed employee, w	hich bargainin	g unit do you belong	to?	
		Non- Management	Supervisory	Corrections	State Police	I am a designated manager and/or confidential employee	I am an exempt employee	Total
	Agree	39.0%	41.7%	20.4%	34.0%	56.1%	62.7%	39.4%
Q11. Morale within my department or	Neither Agree nor Disagree	21.6%	23.5%	21.1%	32.0%	19.7%	12.0%	21.6%
agency is good.	Disagree	39.5%	34.8%	58.5%	34.0%	24.1%	25.3%	39.0%
	Agree	63.3%	71.1%	51.5%	66.0%	79.3%	82.7%	65.0%
Q12. The people I work with treat each other respectfully.	Neither Agree nor Disagree	18.0%	15.2%	20.9%	18.0%	12.8%	13.3%	17.4%
	Disagree	18.6%	13.7%	27.6%	16.0%	7.9%	4.0%	17.6%
	Agree	62.3%	68.5%	50.8%	63.3%	76.7%	84.0%	63.7%
	Neither Agree nor Disagree	24.7%	23.4%	30.8%	30.6%	19.4%	13.3%	24.5%
Q13. The people I work with care about me.	Disagree	13.0%	8.1%	18.4%	6.1%	4.0%	2.7%	11.8%
	Agree	76.6%	79.1%	58.3%	70.0%	89.0%	84.0%	76.3%
Q14. My fellow employees are committed to doing good work.	Neither Agree nor Disagree	15.8%	16.4%	30.0%	26.0%	5.7%	13.3%	16.5%
	Disagree	7.6%	4.5%	11.7%	4.0%	5.3%	2.7%	7.2%
	Agree	68.1%	79.9%	63.4%	74.0%	85.5%	77.3%	70.9%
O15. The employees in my work group work	Neither Agree nor Disagree	17.2%	12.9%	21.8%	18.0%	6.6%	17.3%	16.2%
well together as a team.	Disagree	14.8%	7.1%	14.8%	8.0%	7.9%	5.3%	12.8%
	Agree	55.8%	69.9%	46.2%	56.0%	75.9%	76.0%	58.9%
Q16. I feel I can communicate honestly and	Neither Agree nor Disagree	18.1%	17.1%	21.4%	28.0%	14.5%	16.0%	18.1%
openly in my workplace.	Disagree	26.1%	13.0%	32.4%	16.0%	9.6%	8.0%	23.0%
	Agree	67.4%	83.7%	61.0%	71.4%	88.1%	88.0%	71.2%
017. Harassment is not tolerated in my	Neither Agree nor Disagree	16.9%	8.8%	17.0%	24.5%	5.3%	6.7%	14.8%
workplace.	Disagree	15.7%	7.5%	22.0%	4.1%	6.6%	5.3%	14.0%
	Agree	71.2%	86.4%	66.6%	84.0%	89.8%	90.5%	74.9%
Q18. Discrimination is not tolerated in my	Neither Agree nor Disagree	17.2%	7.9%	17.1%	16.0%	7.1%	5.4%	14.8%
workplace.	Disagree	11.6%	5.6%	16.4%		3.1%	4.1%	10.2%
	Agree	50.2%	66.2%	45.5%	76.0%	71.9%	82.7%	54.8%
Q19. I am confident that any misconduct	Neither Agree nor Disagree	24.3%	18.9%	22.1%	12.0%	16.2%	8.0%	22.2%
that I report will be handled properly.	Disagree	25.5%	14.8%	32.4%	12.0%	11.8%	9.3%	23.0%
	Agree	65.7%	71.1%	63.9%	74.0%	65.6%	76.0%	66.7%
O20. My supervisor clearly explains my job	Neither Agree nor Disagree	18.4%	15.9%	18.7%	12.0%	19.8%	8.0%	17.8%
performance expectations.	Disagree	15.9%	12.9%	17.4%	14.0%	14.5%	16.0%	15.4%

		Q47. If	you are a classif	ied employee, wh	nich bargainin	g unit do you belong	to?	
		Non- Management	Supervisory	Corrections	State Police	I am a designated manager and/or confidential employee	I am an exempt employee	Total
	Agree	57.0%	64.9%	54.2%	62.0%	62.1%	65.3%	58.6%
Q21. My supervisor regularly provides	Neither Agree nor Disagree	19.7%	18.4%	20.1%	12.0%	20.3%	18.7%	19.4%
me with timely and useful feedback.	Disagree	23.3%	16.7%	25.8%	26.0%	17.6%	16.0%	22.0%
Q22. My supervisor gives me the opportunity to do my best work.	Agree	70.7%	78.0%	66.2%	78.0%	80.7%	76.0%	72.3%
	Neither Agree nor Disagree	16.3%	13.3%	18.7%	14.0%	13.2%	16.0%	15.8%
	Disagree	13.0%	8.6%	15.1%	8.0%	6.1%	8.0%	11.9%
	Agree	58.0%	67.7%	50.5%	61.2%	68.1%	74.7%	59.9%
Q23. I am satisfied with the recognition I receive from my supervisor for my	Neither Agree nor Disagree	18.8%	18.2%	21.9%	18.4%	16.8%	12.0%	18.7%
work.	Disagree	23.2%	14.1%	27.6%	20.4%	15.0%	13.3%	21.4%
	Agree	66.0%	80.1%	62.4%	66.0%	83.1%	82.7%	69.3%
Q24. My supervisor treats employees	Neither Agree nor Disagree	16.0%	11.8%	17.1%	22.0%	8.9%	6.7%	14.8%
fairly and respectfully.	Disagree	18.0%	8.1%	20.5%	12.0%	8.0%	10.7%	15.8%
	Agree	70.9%	82.3%	61.9%	76.0%	86.3%	89.3%	73.3%
O2E My supervisor scene to care	Neither Agree nor Disagree	17.0%	10.7%	22.1%	16.0%	9.7%	8.0%	15.8%
Q25. My supervisor seems to care about me as a person.	Disagree	12.1%	7.0%	16.1%	8.0%	4.0%	2.7%	10.9%
	Agree	60.4%	69.8%	56.2%	70.0%	67.8%	69.3%	62.3%
Q26. My supervisor provides the help that I need to improve my job	Neither Agree nor Disagree	21.1%	18.5%	23.2%	18.0%	23.8%	17.3%	20.9%
performance.	Disagree	18.5%	11.7%	20.5%	12.0%	8.4%	13.3%	16.8%
	Agree	58.7%	71.4%	57.6%	64.0%	74.1%	77.3%	62.0%
027 I have an apparturity to leave and	Neither Agree nor Disagree	20.4%	19.6%	20.5%	20.0%	14.9%	10.7%	19.7%
Q27. I have an opportunity to learn and grow professionally.	Disagree	20.9%	9.0%	21.9%	16.0%	11.0%	12.0%	18.3%
	Agree	56.1%	66.1%	62.0%	84.0%	64.8%	65.3%	59.3%
OOR I receive the training I need to	Neither Agree nor Disagree	22.8%	21.5%	18.5%	6.0%	24.7%	17.3%	22.0%
Q28. I receive the training I need to perform my job.	Disagree	21.2%	12.4%	19.5%	10.0%	10.6%	17.3%	18.7%
	Agree	35.9%	42.9%	29.6%	48.0%	42.5%	42.7%	37.2%
Q29. My supervisor and I discuss and	Neither Agree nor Disagree	28.3%	33.3%	31.0%	20.0%	28.3%	25.3%	29.1%
plan my career development.	Disagree	35.9%	23.7%	39.4%	32.0%	29.2%	32.0%	33.7%
	Agree	58.0%	63.5%	55.7%	76.0%	44.0%	60.0%	58.0%
O20 My porformance systematics and	Neither Agree nor Disagree	17.0%	13.4%	16.1%	8.0%	19.6%	22.7%	16.5%
Q30. My performance evaluations are completed annually.	Disagree	25.0%	23.1%	28.2%	16.0%	36.4%	17.3%	25.4%
	Agree	50.9%	62.1%	52.4%	56.0%	52.7%	58.1%	53.1%
Q31. The standards used to evaluate	Neither Agree nor Disagree	32.2%	28.8%	27.4%	20.0%	40.6%	33.8%	31.7%
my performance are fair.	Disagree	16.9%	9.0%	20.3%	24.0%	6.7%	8.1%	15.2%

		Q47. If y	ou are a classifi	ed employee, w	hich bargainiı	ng unit do you belong	g to?	
		Non- Management	Supervisory	Corrections	State Police	I am a designated manager and/or confidential employee	I am an exempt employee	Total
	Agree	33.4%	24.8%	22.1%	18.0%	22.6%	32.0%	30.1%
Q32. My department or agency has the	Neither Agree nor Disagree	17.9%	14.6%	18.7%	8.0%	14.6%	22.7%	17.2%
staffing necessary to achieve its mission.	Disagree	48.7%	60.6%	59.2%	74.0%	62.8%	45.3%	52.7%
	Agree	52.0%	38.3%	48.0%	38.0%	42.5%	70.3%	49.1%
Q33. The amount of work I am expected	Neither Agree nor Disagree	19.3%	19.2%	20.5%	24.0%	19.3%	12.2%	19.3%
to perform is reasonable.	Disagree	28.7%	42.5%	31.5%	38.0%	38.2%	17.6%	31.6%
	Agree	61.0%	46.6%	48.7%	32.0%	51.8%	68.0%	56.8%
Q34. My job allows a good balance	Neither Agree nor Disagree	20.2%	24.2%	21.1%	22.0%	22.8%	20.0%	21.1%
between work and my personal life.	Disagree	18.8%	29.1%	30.2%	46.0%	25.4%	12.0%	22.0%
	Agree	55.2%	46.1%	45.6%	54.0%	46.9%	60.0%	52.5%
Q35. I have the resources to do my job	Neither Agree nor Disagree	20.1%	22.0%	30.9%	24.0%	22.8%	22.7%	21.6%
well.	Disagree	24.6%	31.8%	23.5%	22.0%	30.3%	17.3%	25.8%
	Agree	51.1%	45.5%	36.0%	64.0%	43.9%	58.7%	48.8%
Q36. My department or agency has the	Neither Agree nor Disagree	20.4%	18.4%	23.9%	20.0%	19.7%	12.0%	20.1%
technology needed to get the work done.	Disagree	28.5%	36.1%	40.1%	16.0%	36.4%	29.3%	31.1%
	Agree	73.2%	74.2%	67.6%	74.0%	79.8%	73.3%	73.3%
Q37. My physical working environment is	Neither Agree nor Disagree	14.2%	10.9%	20.1%	14.0%	7.5%	16.0%	13.8%
reasonable for my type of work.	Disagree	12.6%	14.8%	12.4%	12.0%	12.7%	10.7%	12.9%
	Agree	75.1%	81.1%	65.1%	71.4%	87.7%	90.7%	76.3%
038. I feel safe and secure in my work	Neither Agree nor Disagree	15.1%	12.9%	20.1%	16.3%	7.5%	8.0%	14.5%
environment.	Disagree	9.9%	6.0%	14.8%	12.2%	4.8%	1.3%	9.2%
	Agree	53.7%	58.1%	62.2%	54.0%	67.1%	53.3%	56.0%
	Neither Agree nor Disagree	18.6%	17.3%	15.1%	22.0%	12.7%	28.0%	17.9%
Q39. I am paid fairly for the work I do.	Disagree	27.7%	24.6%	22.7%	24.0%	20.2%	18.7%	26.1%
	Agree	77.9%	81.0%	80.7%	90.0%	87.3%	71.6%	79.3%
Q40. I feel that working for the State of Vermont provides me with good job	Neither Agree nor Disagree	15.0%	13.9%	14.3%	6.0%	8.8%	24.3%	14.5%
security.	Disagree	7.0%	5.1%	5.0%	4.0%	3.9%	4.1%	6.2%
	Agree	54.5%	66.1%	67.3%	76.0%	70.6%	64.9%	59.0%
Q41. I feel that working for the State of Vermont provides me with a solid career	Neither Agree nor Disagree	28.4%	24.1%	20.7%	12.0%	18.4%	21.6%	26.0%
path.	Disagree	17.1%	9.8%	12.0%	12.0%	11.0%	13.5%	15.0%
	Agree	79.1%	85.1%	72.2%	70.0%	91.7%	71.2%	80.0%
Q42. I understand my benefit plans.	Neither Agree nor Disagree Disagree	14.7% 6.2%	11.7% 3.2%	16.7% 11.0%	14.0% 16.0%	4.8% 3.5%	23.3% 5.5%	14.0% 6.1%
Q 12. I diluciotalia iliy bolicili pialis.	21008100	<b>0.2</b> /0	5.270	11.070	10.070	3.570	5.570	J. ± /0

		Q47. If yo	u are a classifie	ed employee, w	hich bargainiı	ng unit do you belong	g to?	
		Non- Management	Supervisory	Corrections	State Police	I am a designated manager and/or confidential employee	I am an exempt employee	Total
	Agree	59.4%	67.2%	52.8%	64.0%	74.9%	60.3%	61.1%
	Neither Agree nor Disagree	25.1%	21.3%	26.8%	22.0%	12.8%	28.8%	23.9%
Q43. I understand my retirement benefits.	Disagree	15.5%	11.5%	20.4%	14.0%	12.3%	11.0%	15.0%
	Agree	76.6%	79.8%	70.7%	74.0%	87.3%	78.4%	77.3%
044. Overall, I am satisfied with the	Neither Agree nor Disagree	16.9%	15.3%	20.7%	20.0%	10.1%	13.5%	16.5%
benefits I receive.	Disagree	6.4%	4.9%	8.7%	6.0%	2.6%	8.1%	6.2%
	Agree	70.2%	76.9%	64.5%	82.0%	80.1%	80.0%	71.8%
	Neither Agree nor Disagree	17.2%	16.4%	20.9%	6.0%	11.5%	13.3%	16.8%
Q45. In general, I am satisfied with my job.	Disagree	12.6%	6.6%	14.5%	12.0%	8.4%	6.7%	11.4%

			Q48. Are you a newly hired employee in your original probation (usually first six months)?	
		Yes	No	Total
	Agree	88.6%	91.9%	91.7%
	Neither Agree nor Disagree	4.5%	4.4%	4.4%
Q1. I understand my job duties and responsibilities.	Disagree	6.8%	3.7%	3.8%
	Agree	90.5%	88.7%	88.8%
Q2. I understand the work, goals, and mission of my	Neither Agree nor Disagree	6.4%	7.0%	6.9%
department or agency.	Disagree	3.2%	4.3%	4.3%
	Agree	93.6%	87.8%	88.2%
Q3. The work I perform is linked to my department or	Neither Agree nor Disagree	4.5%	9.1%	8.8%
agency meeting its goals and mission.	Disagree	1.8%	3.1%	3.0%
	Agree	90.0%	78.8%	79.4%
	Neither Agree nor Disagree	6.8%	13.9%	13.5%
Q4. I enjoy performing the day to day work of my job.	Disagree	3.2%	7.4%	7.1%
	Agree	87.7%	77.1%	77.7%
	Neither Agree nor Disagree	9.1%	14.8%	14.4%
Q5. The work I perform is meaningful and rewarding.	Disagree	3.2%	8.1%	7.9%
	Agree	82.7%	65.9%	66.8%
O6. I would recommend the State of Vermont to others as	Neither Agree nor Disagree	12.7%	22.7%	22.1%
a great place to work.	Disagree	4.5%	11.5%	11.1%
	Agree	67.4%	48.4%	49.5%
Q7. Management and senior leadership communicates	Neither Agree nor Disagree	16.7%	20.9%	20.7%
important information effectively.	Disagree	15.8%	30.6%	29.8%
	Agree	74.1%	57.8%	58.7%
Q8. I have an opportunity to provide feedback to	Neither Agree nor Disagree	14.5%	18.7%	18.4%
management and senior leadership.	Disagree	11.4%	23.6%	22.9%
	Agree	69.7%	56.9%	57.6%
Q9. I am encouraged to share ideas on improving either	Neither Agree nor Disagree	20.8%	19.3%	19.4%
service delivery or business process efficiency.	Disagree	9.5%	23.8%	23.0%
	Agree	67.7%	57.3%	57.9%
Q10. My department or agency works well with other	Neither Agree nor Disagree	23.6%	28.5%	28.2%
departments and agencies.	Disagree	8.6%	14.2%	13.9%
	Agree	66.7%	39.4%	41.0%
	Neither Agree nor Disagree	16.2%	22.5%	22.1%
Q11. Morale within my department or agency is good.	Disagree	17.1%	38.1%	36.9%

			ly hired employee in your usually first six months)?	
		Yes	No	Total
	Agree	82.0%	65.6%	66.5%
	Neither Agree nor Disagree	9.9%	17.4%	16.9%
Q12. The people I work with treat each other respectfully.	Disagree	8.1%	17.1%	16.6%
	Agree	75.1%	64.2%	64.8%
	Neither Agree nor Disagree	19.9%	24.3%	24.1%
Q13. The people I work with care about me.	Disagree	5.0%	11.5%	11.1%
	Agree	88.7%	76.5%	77.2%
Q14. My fellow employees are committed to doing good	Neither Agree nor Disagree	9.5%	16.3%	15.9%
work.	Disagree	1.8%	7.2%	6.9%
	Agree	81.4%	71.3%	71.9%
Q15. The employees in my work group work well together	Neither Agree nor Disagree	10.0%	16.3%	15.9%
as a team.	Disagree	8.6%	12.4%	12.1%
	Agree	74.3%	59.4%	60.3%
Q16. I feel I can communicate honestly and openly in my workplace.	Neither Agree nor Disagree	14.9%	18.2%	18.0%
	Disagree	10.8%	22.4%	21.7%
	Agree	84.7%	71.9%	72.6%
	Neither Agree nor Disagree	11.7%	14.6%	14.4%
Q17. Harassment is not tolerated in my workplace.	Disagree	3.6%	13.5%	12.9%
	Agree	85.5%	75.8%	76.3%
	Neither Agree nor Disagree	10.0%	14.5%	14.3%
Q18. Discrimination is not tolerated in my workplace.	Disagree	4.5%	9.7%	9.4%
	Agree	75.5%	54.9%	56.1%
019. I am confident that any misconduct that I report will	Neither Agree nor Disagree	17.7%	22.4%	22.2%
be handled properly.	Disagree	6.8%	22.6%	21.7%
	Agree	76.1%	66.8%	67.4%
Q20. My supervisor clearly explains my job performance	Neither Agree nor Disagree	11.3%	18.2%	17.8%
expectations.	Disagree	12.6%	15.0%	14.8%
	Agree	74.8%	58.8%	59.7%
Q21. My supervisor regularly provides me with timely and	Neither Agree nor Disagree	16.2%	19.6%	19.4%
useful feedback.	Disagree	9.0%	21.6%	20.9%
	Agree	82.4%	72.8%	73.4%
Q22. My supervisor gives me the opportunity to do my	Neither Agree nor Disagree	9.9%	15.8%	15.4%
best work.	Disagree	7.7%	11.4%	11.2%

		Q48. Are you a newly original probation (us	Q48. Are you a newly hired employee in your original probation (usually first six months)?	
		Yes	No	Total
	Agree	79.7%	60.2%	61.3%
O23. I am satisfied with the recognition I receive from my	Neither Agree nor Disagree	13.1%	18.8%	18.5%
supervisor for my work.	Disagree	7.2%	20.9%	20.2%
	Agree	87.4%	70.0%	71.0%
Q24. My supervisor treats employees fairly and	Neither Agree nor Disagree	7.7%	14.5%	14.1%
respectfully.	Disagree	5.0%	15.6%	15.0%
	Agree	87.8%	73.5%	74.3%
	Neither Agree nor Disagree	6.8%	16.0%	15.4%
Q25. My supervisor seems to care about me as a person.	Disagree	5.4%	10.6%	10.3%
	Agree	80.2%	62.5%	63.5%
Q26. My supervisor provides the help that I need to	Neither Agree nor Disagree	11.3%	21.0%	20.4%
improve my job performance.	Disagree	8.6%	16.5%	16.1%
Q27. I have an opportunity to learn and grow professionally.	Agree	80.5%	62.4%	63.4%
	Neither Agree nor Disagree	13.2%	19.8%	19.4%
	Disagree	6.4%	17.8%	17.2%
	Agree	68.5%	59.2%	59.8%
	Neither Agree nor Disagree	17.6%	22.3%	22.1%
Q28. I receive the training I need to perform my job.	Disagree	14.0%	18.4%	18.2%
	Agree	47.7%	36.9%	37.5%
Q29. My supervisor and I discuss and plan my career	Neither Agree nor Disagree	34.2%	29.8%	30.0%
development.	Disagree	18.0%	33.4%	32.5%
	Agree	40.9%	58.4%	57.5%
Q30. My performance evaluations are completed	Neither Agree nor Disagree	54.4%	15.7%	17.9%
annually.	Disagree	4.7%	25.9%	24.7%
	Agree	48.6%	54.0%	53.7%
Q31. The standards used to evaluate my performance	Neither Agree nor Disagree	47.7%	31.1%	32.0%
are fair.	Disagree	3.7%	14.9%	14.3%
	Agree	44.6%	29.3%	30.2%
Q32. My department or agency has the staffing	Neither Agree nor Disagree	19.8%	17.7%	17.8%
necessary to achieve its mission.	Disagree	35.6%	53.0%	52.0%
	Agree	72.1%	48.4%	49.7%
Q33. The amount of work I am expected to perform is	Neither Agree nor Disagree	14.4%	19.6%	19.3%
reasonable.	Disagree	13.5%	32.0%	31.0%

			Q48. Are you a newly hired employee in your original probation (usually first six months)?	
		Yes	No	Total
	Agree	70.7%	56.6%	57.4%
Q34. My job allows a good balance between work and my	Neither Agree nor Disagree	16.2%	21.1%	20.8%
personal life.	Disagree	13.1%	22.3%	21.8%
	Agree	68.3%	52.3%	53.2%
	Neither Agree nor Disagree	13.6%	21.6%	21.1%
Q35. I have the resources to do my job well.	Disagree	18.1%	26.2%	25.7%
	Agree	59.5%	48.3%	48.9%
Q36. My department or agency has the technology	Neither Agree nor Disagree	14.9%	20.4%	20.1%
needed to get the work done.	Disagree	25.7%	31.3%	31.0%
	Agree	82.9%	73.4%	74.0%
Q37. My physical working environment is reasonable for	Neither Agree nor Disagree	9.5%	13.5%	13.3%
my type of work.	Disagree	7.7%	13.1%	12.8%
	Agree	84.6%	76.7%	77.1%
	Neither Agree nor Disagree	11.3%	14.4%	14.2%
Q38. I feel safe and secure in my work environment.	Disagree	4.1%	8.9%	8.6%
	Agree	61.3%	55.9%	56.2%
	Neither Agree nor Disagree	15.8%	17.7%	17.6%
Q39. I am paid fairly for the work I do.	Disagree	23.0%	26.4%	26.2%
	Agree	77.5%	78.3%	78.2%
Q40. I feel that working for the State of Vermont provides	Neither Agree nor Disagree	15.3%	15.2%	15.2%
me with good job security.	Disagree	7.2%	6.5%	6.5%
	Agree	73.3%	58.4%	59.2%
Q41. I feel that working for the State of Vermont provides	Neither Agree nor Disagree	20.4%	26.7%	26.4%
me with a solid career path.	Disagree	6.3%	14.9%	14.4%
	Agree	70.3%	79.0%	78.5%
	Neither Agree nor Disagree	20.7%	14.8%	15.2%
Q42. I understand my benefit plans.	Disagree	9.0%	6.2%	6.4%
	Agree	57.7%	60.3%	60.1%
	Neither Agree nor Disagree	27.5%	24.5%	24.7%
Q43. I understand my retirement benefits.	Disagree	14.9%	15.2%	15.2%

			y hired employee in your sually first six months)?	
		Yes	No	Total
	Agree	75.6%	76.9%	76.9%
	Neither Agree nor Disagree	16.7%	16.8%	16.8%
Q44. Overall, I am satisfied with the benefits I receive.	Disagree	7.7%	6.3%	6.3%
	Agree	85.1%	72.1%	72.8%
	Neither Agree nor Disagree	11.3%	16.8%	16.5%
Q45. In general, I am satisfied with my job.	Disagree	3.6%	11.1%	10.7%

		Q49. How long	have you worke	ed for Vermont S	State Government?	
		Less than 5 years	5 – 14 years	15 - 24 years	More than 25 years	Total
	Λατοο	91.7%	92.4%	89.4%	93.6%	91.8%
	Agree					
<b>A</b>	Neither Agree nor Disagree	4.1%	3.9%	5.9%	3.9%	4.4%
Q1. I understand my job duties and responsibilities.	Disagree	4.2%	3.7%	4.6%	2.5%	3.9%
	Agree	90.7%	87.8%	88.2%	89.1%	88.9%
Q2. I understand the work, goals, and mission of my	Neither Agree nor Disagree	5.9%	7.4%	7.4%	6.4%	6.8%
department or agency.	Disagree	3.4%	4.8%	4.4%	4.4%	4.3%
	Agree	92.0%	86.8%	86.1%	87.1%	88.2%
Q3. The work I perform is linked to my department or	Neither Agree nor Disagree	6.5%	9.4%	10.2%	9.9%	8.8%
agency meeting its goals and mission.	Disagree	1.6%	3.9%	3.7%	3.0%	3.0%
	Agree	82.7%	78.1%	77.3%	79.2%	79.4%
	Neither Agree nor Disagree	12.5%	14.0%	13.7%	14.0%	13.5%
Q4. I enjoy performing the day to day work of my job.	Disagree	4.9%	7.9%	9.0%	6.8%	7.1%
	Agree	80.2%	75.5%	76.2%	80.4%	77.8%
	Neither Agree nor Disagree	13.6%	15.6%	13.9%	14.0%	14.4%
Q5. The work I perform is meaningful and rewarding.	Disagree	6.2%	8.9%	9.9%	5.6%	7.8%
	Agree	73.9%	63.1%	62.9%	68.2%	67.0%
Q6. I would recommend the State of Vermont to others as	Neither Agree nor Disagree	19.3%	24.1%	23.2%	20.8%	22.0%
a great place to work.	Disagree	6.9%	12.8%	13.9%	11.1%	11.1%
	Agree	59.3%	45.6%	43.9%	48.7%	49.7%
O7 Managament and agricular development	Neither Agree nor Disagree	19.9%	21.0%	22.3%	18.9%	20.6%
Q7. Management and senior leadership communicates important information effectively.	Disagree	20.7%	33.4%	33.8%	32.4%	29.7%
· · · · · · · · · · · · · · · · · · ·	Agree	67.5%	54.1%	54.9%	56.9%	58.6%
	Neither Agree nor Disagree	16.0%	19.5%	19.8%	19.2%	18.5%
Q8. I have an opportunity to provide feedback to management and senior leadership.	Disagree	16.4%	26.4%	25.3%	23.8%	22.9%
, , , , , , , , , , , , , , , , , , ,	Agree	66.9%	53.2%	53.6%	55.8%	57.7%
	Neither Agree nor Disagree	17.8%	19.8%	20.1%	20.6%	19.4%
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.	Disagree Disagree	15.3%	27.0%	26.3%	23.6%	22.9%
control de successor process circulations.	Agree	64.0%	53.3%	56.0%	58.5%	57.8%
	Neither Agree nor Disagree	25.2%	30.4%	28.5%	28.8%	28.2%
Q10. My department or agency works well with other departments and agencies.	Disagree	10.9%	16.2%	15.5%	12.7%	14.0%
ueparunento anu agendes.	-					
	Agree	53.7%	37.1%	33.7%	35.5%	41.0%
	Neither Agree nor Disagree	21.6%	21.4%	23.3%	23.4%	22.2%
Q11. Morale within my department or agency is good.	Disagree	24.7%	41.5%	43.0%	41.1%	36.9%

		Q49. How long	have you worke	ed for Vermont S	State Government?	
		Less than 5	5 - 14	15 - 24	More than 25	Total
	A 2112 -	years	years	years	years	Total
	Agree	73.7%	64.3%	61.1%	64.6%	66.4%
	Neither Agree nor Disagree	14.2%	17.0%	19.1%	20.2%	17.1%
Q12. The people I work with treat each other respectfully.	Disagree	12.1%	18.7%	19.8%	15.2%	16.5%
	Agree	73.4%	61.1%	60.6%	62.6%	64.8%
	Neither Agree nor Disagree	20.2%	26.2%	24.8%	25.3%	24.1%
Q13. The people I work with care about me.	Disagree	6.4%	12.6%	14.6%	12.1%	11.1%
	Agree	80.3%	74.7%	75.5%	79.1%	77.2%
014. My fellow employees are committed to doing good	Neither Agree nor Disagree	14.7%	17.3%	17.0%	13.8%	16.0%
work.	Disagree	4.9%	7.9%	7.5%	7.1%	6.8%
	Agree	75.8%	70.5%	69.8%	70.0%	71.8%
Q15. The employees in my work group work well together	Neither Agree nor Disagree	13.9%	16.7%	15.8%	18.8%	16.0%
as a team.	Disagree	10.2%	12.8%	14.4%	11.2%	12.1%
	Agree	69.9%	55.3%	55.7%	60.4%	60.4%
016 I feel Lean communicate hangeth, and enough in my	Neither Agree nor Disagree	15.2%	19.5%	18.7%	18.9%	18.0%
Q16. I feel I can communicate honestly and openly in my workplace.	Disagree	15.0%	25.3%	25.5%	20.7%	21.6%
	Agree	80.5%	68.8%	68.3%	72.9%	72.7%
	Neither Agree nor Disagree	12.1%	14.9%	16.2%	15.4%	14.4%
Q17. Harassment is not tolerated in my workplace.	Disagree	7.4%	16.3%	15.6%	11.7%	12.8%
	Agree	83.4%	73.2%	72.9%	74.9%	76.4%
	Neither Agree nor Disagree	11.3%	15.2%	16.5%	14.8%	14.3%
Q18. Discrimination is not tolerated in my workplace.	Disagree	5.3%	11.7%	10.6%	10.3%	9.4%
-	Agree	67.1%	51.2%	51.6%	53.4%	56.2%
	Neither Agree nor Disagree	20.3%	23.3%	21.3%	24.4%	22.2%
Q19. I am confident that any misconduct that I report will be handled properly.	Disagree	12.6%	25.5%	27.0%	22.2%	21.6%
	Agree	73.2%	64.7%	64.8%	66.4%	67.4%
	Neither Agree nor Disagree	15.3%	18.2%	19.8%	18.8%	17.8%
Q20. My supervisor clearly explains my job performance expectations.	Disagree	11.6%	17.1%	15.4%	14.7%	14.8%
	Agree	67.0%	57.7%	57.3%	54.5%	59.8%
	Neither Agree nor Disagree	17.3%	19.7%	18.9%	22.8%	19.3%
Q21. My supervisor regularly provides me with timely and useful feedback.	Disagree	15.7%	22.6%	23.8%	22.6%	20.8%
	Agree	78.9%	71.9%	68.7%	73.6%	73.5%
000 M	Neither Agree nor Disagree	13.0%	15.5%	18.2%	15.0%	15.3%
Q22. My supervisor gives me the opportunity to do my best work.	Disagree	8.0%	12.5%	13.1%	11.4%	11.2%

		Q49. How long have you worked for Vermont State Government?  Less than 5   5 - 14   15 - 24   More than 25						
		Less than 5 years	5 - 14 years	15 - 24 years	More than 25 years	Total		
	Agree	70.5%	58.7%	55.6%	58.4%	61.4%		
022 Lam actiofied with the recognition I receive from my	Neither Agree nor Disagree	15.5%	18.5%	20.2%	21.5%	18.5%		
Q23. I am satisfied with the recognition I receive from my supervisor for my work.	Disagree	13.9%	22.8%	24.2%	20.1%	20.1%		
	Agree	78.9%	68.5%	65.7%	68.5%	70.9%		
024 My cupowije or treate ampleyees fairly and	Neither Agree nor Disagree	10.9%	14.3%	17.9%	15.7%	14.3%		
Q24. My supervisor treats employees fairly and respectfully.	Disagree	10.2%	17.2%	16.4%	15.8%	14.8%		
	Agree	81.8%	71.0%	69.9%	74.1%	74.4%		
	Neither Agree nor Disagree	12.1%	17.2%	18.0%	14.5%	15.4%		
Q25. My supervisor seems to care about me as a person.	Disagree	6.2%	11.8%	12.1%	11.4%	10.2%		
	Agree	71.9%	61.2%	58.6%	59.5%	63.5%		
OCC Micropowings provides the help that I need to	Neither Agree nor Disagree	16.9%	20.1%	21.9%	26.0%	20.5%		
Q26. My supervisor provides the help that I need to improve my job performance.	Disagree	11.2%	18.6%	19.5%	14.4%	16.0%		
	Agree	74.3%	60.0%	57.3%	59.5%	63.5%		
007. I have an approximate to be seen and grown	Neither Agree nor Disagree	15.1%	18.7%	24.0%	22.4%	19.3%		
7. I have an opportunity to learn and grow essionally.	Disagree	10.7%	21.3%	18.7%	18.1%	17.2%		
	Agree	64.3%	58.5%	57.6%	59.2%	60.1%		
	Neither Agree nor Disagree	19.9%	22.1%	22.7%	24.3%	21.9%		
Q28. I receive the training I need to perform my job.	Disagree	15.8%	19.4%	19.7%	16.5%	18.0%		
	Agree	44.2%	36.5%	33.6%	33.2%	37.6%		
OOO Markey and I discuss and also account	Neither Agree nor Disagree	28.7%	28.1%	32.3%	32.8%	29.9%		
Q29. My supervisor and I discuss and plan my career development.	Disagree	27.1%	35.4%	34.1%	34.0%	32.5%		
·	Agree	58.3%	56.1%	60.2%	56.0%	57.6%		
OOO Maranfarrana analysticas are samulated	Neither Agree nor Disagree	25.9%	16.2%	13.6%	12.1%	17.8%		
Q30. My performance evaluations are completed annually.	Disagree	15.8%	27.7%	26.2%	32.0%	24.6%		
	Agree	58.3%	49.6%	54.5%	54.4%	53.9%		
O24. The steed deads would be such as a such a	Neither Agree nor Disagree	34.0%	33.3%	28.8%	28.6%	31.8%		
Q31. The standards used to evaluate my performance are fair.	Disagree	7.7%	17.2%	16.7%	17.0%	14.3%		
	Agree	35.9%	28.0%	28.6%	26.2%	30.1%		
O20 Madazartasartasartasartasartasartasartasart	Neither Agree nor Disagree	19.1%	17.6%	16.6%	17.9%	17.9%		
Q32. My department or agency has the staffing necessary to achieve its mission.	Disagree	45.0%	54.4%	54.8%	55.9%	52.0%		
	Agree	58.9%	47.3%	43.7%	46.4%	49.8%		
OCC. The amount of world by	Neither Agree nor Disagree	19.0%	18.9%	21.4%	18.7%	19.4%		
Q33. The amount of work I am expected to perform is reasonable.	Disagree	22.1%	33.8%	34.8%	34.9%	30.8%		

		Q49. How long	have you worke	ed for Vermont S	state Government?	
		Less than 5 years	5 - 14 years	15 - 24 years	More than 25 years	Total
	Agree	65.6%	53.9%	53.9%	54.2%	57.4%
Q34. My job allows a good balance between work and my	Neither Agree nor Disagree	17.3%	21.9%	23.2%	22.1%	20.9%
personal life.	Disagree	17.1%	24.1%	22.9%	23.7%	21.8%
	Agree	61.2%	48.6%	49.7%	52.9%	53.1%
	Neither Agree nor Disagree	18.7%	21.9%	23.6%	21.2%	21.2%
Q35. I have the resources to do my job well.	Disagree	20.2%	29.5%	26.7%	26.0%	25.6%
	Agree	54.9%	46.5%	44.8%	48.5%	48.9%
Q36. My department or agency has the technology	Neither Agree nor Disagree	17.8%	20.9%	21.6%	21.4%	20.2%
needed to get the work done.	Disagree	27.3%	32.6%	33.7%	30.1%	30.9%
	Agree	78.5%	73.0%	69.7%	72.1%	73.8%
Q37. My physical working environment is reasonable for	Neither Agree nor Disagree	12.3%	13.3%	16.0%	13.0%	13.5%
my type of work.	Disagree	9.3%	13.7%	14.3%	14.9%	12.7%
	Agree	82.5%	73.9%	74.7%	77.8%	77.2%
	Neither Agree nor Disagree	11.6%	15.4%	15.2%	14.9%	14.2%
Q38. I feel safe and secure in my work environment.	Disagree	5.9%	10.6%	10.1%	7.3%	8.6%
	Agree	54.2%	51.7%	60.1%	64.8%	56.2%
	Neither Agree nor Disagree	18.0%	18.3%	17.8%	15.9%	17.7%
Q39. I am paid fairly for the work I do.	Disagree	27.8%	29.9%	22.1%	19.3%	26.0%
	Agree	78.0%	75.5%	78.5%	84.3%	78.2%
Q40. I feel that working for the State of Vermont provides	Neither Agree nor Disagree	16.1%	17.3%	13.5%	11.7%	15.3%
me with good job security.	Disagree	5.9%	7.2%	7.9%	4.0%	6.5%
	Agree	65.5%	53.5%	57.4%	63.9%	59.4%
O41. I feel that working for the State of Vermont provides	Neither Agree nor Disagree	23.8%	29.4%	26.8%	23.2%	26.3%
me with a solid career path.	Disagree	10.7%	17.1%	15.8%	12.9%	14.3%
	Agree	73.0%	78.6%	79.4%	87.1%	78.5%
	Neither Agree nor Disagree	18.0%	15.0%	14.5%	10.6%	15.1%
Q42. I understand my benefit plans.	Disagree	9.0%	6.4%	6.1%	2.3%	6.5%
	Agree	53.7%	60.2%	60.9%	72.1%	60.3%
	Neither Agree nor Disagree	26.5%	25.5%	25.1%	18.6%	24.6%
Q43. I understand my retirement benefits.	Disagree	19.8%	14.3%	14.1%	9.3%	15.1%

		Q49. How long have you worked for Vermont State Government?							
		Less than 5 years	5 - 14 years	15 - 24 years	More than 25 years	Total			
	Agree	75.8%	75.5%	75.7%	83.6%	76.9%			
	Neither Agree nor Disagree		18.2%	16.7%	12.2%	16.8%			
Q44. Overall, I am satisfied with the benefits I receive.	Disagree	6.5%	6.3%	7.6%	4.2%	6.3%			
	Agree	78.3%	69.6%	69.9%	73.6%	72.8%			
	Neither Agree nor Disagree	15.0%	17.3%	17.2%	16.3%	16.5%			
Q45. In general, I am satisfied with my job.	Disagree	6.7%	13.1%	12.9%	10.1%	10.7%			

					Q50. Wh	at is your	age?		
		25 or less	25 - 34	35 - 44	45 - 54	55 - 65	65 or older	Prefer not to answer	Total
	Agree	100.0%	93.1%	91.3%	92.0%	91.1%	97.1%	84.9%	91.7%
	Neither Agree nor Disagree	100.0%	3.4%	4.9%	4.1%	4.8%	1.9%	6.6%	4.4%
01 Lundavatand my job duties and reanangibilities					3.9%				
Q1. I understand my job duties and responsibilities.	Disagree	04.00/	3.4%	3.8%		4.1%	1.0%	8.4%	3.9%
	Agree	94.0%	90.4%	88.3%	89.1%	89.0%	94.2%	80.7%	88.9%
Q2. I understand the work, goals, and mission of my	Neither Agree nor Disagree	4.5%	6.2%	7.2%	7.1%	5.9%	4.9%	10.8%	6.8%
department or agency.	Disagree .	1.5%	3.5%	4.4%	3.8%	5.1%	1.0%	8.4%	4.3%
	Agree	91.0%	90.7%	88.3%	88.1%	88.4%	93.1%	75.9%	88.2%
Q3. The work I perform is linked to my department or	Neither Agree nor Disagree	7.5%	7.1%	7.6%	9.6%	8.5%	5.9%	17.5%	8.7%
agency meeting its goals and mission.	Disagree	1.5%	2.2%	4.2%	2.3%	3.0%	1.0%	6.6%	3.0%
	Agree	85.1%	80.0%	77.9%	81.2%	80.0%	91.2%	64.5%	79.6%
	Neither Agree nor Disagree	14.9%	13.8%	14.7%	12.4%	12.8%	5.9%	19.9%	13.4%
Q4. I enjoy performing the day to day work of my job.	Disagree		6.2%	7.5%	6.5%	7.2%	2.9%	15.7%	7.0%
	Agree	73.1%	76.0%	75.4%	78.5%	81.4%	88.3%	65.5%	77.8%
	Neither Agree nor Disagree	19.4%	15.8%	16.0%	14.1%	12.3%	9.7%	17.0%	14.4%
Q5. The work I perform is meaningful and rewarding.	Disagree	7.5%	8.2%	8.6%	7.4%	6.3%	1.9%	17.6%	7.8%
	Agree	79.1%	71.8%	68.5%	64.6%	67.9%	77.5%	49.4%	67.3%
O6. I would recommend the State of Vermont to others	Neither Agree nor Disagree	17.9%	20.0%	21.2%	23.7%	20.0%	20.6%	31.3%	21.8%
as a great place to work.	Disagree	3.0%	8.2%	10.3%	11.7%	12.1%	2.0%	19.3%	10.9%
	Agree	65.7%	50.2%	50.3%	50.8%	50.2%	62.1%	26.8%	50.0%
O7 Management and aminute densitie assuminates	Neither Agree nor Disagree	17.9%	23.5%	18.8%	20.1%	20.4%	23.3%	28.0%	20.7%
Q7. Management and senior leadership communicates important information effectively.	Disagree	16.4%	26.4%	30.8%	29.1%	29.4%	14.6%	45.1%	29.3%
	Agree	68.7%	56.7%	59.3%	61.9%	59.6%	61.8%	33.9%	58.9%
	Neither Agree nor Disagree	19.4%	22.2%	17.0%	16.4%	18.1%	23.5%	27.3%	18.5%
Q8. I have an opportunity to provide feedback to management and senior leadership.	Disagree	11.9%	21.1%	23.7%	21.6%	22.3%	14.7%	38.8%	22.6%
	Agree	64.2%	60.6%	59.1%	59.4%	57.6%	59.8%	31.9%	58.0%
	Neither Agree nor Disagree	22.4%	21.4%	18.3%	18.7%	18.4%	20.6%	27.1%	19.4%
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.	Disagree	13.4%	18.0%	22.5%	21.9%	24.0%	19.6%	41.0%	22.6%
222 Source, or Secured process emolecter.	Agree	69.7%	59.5%	56.9%	60.1%	58.9%	56.3%	38.6%	58.1%
	Neither Agree nor Disagree	19.7%	26.5%	27.6%	26.7%	28.1%	36.9%	40.4%	28.0%
Q10. My department or agency works well with other departments and agencies.	Disagree	10.6%	14.0%	15.5%	13.2%	13.0%	6.8%	21.1%	13.9%
acparaments and agentics.		59.7%	47.4%	40.2%	40.5%	40.7%	50.5%	22.3%	41.3%
	Agree Neither Agree nor Disagree	22.4%	20.7%	21.5%	21.4%	22.7%	27.2%	29.5%	22.2%
O44 Marala within my dangermant or of an artist									
Q11. Morale within my department or agency is good.	Disagree	17.9%	31.9%	38.3%	38.0%	36.7%	22.3%	48.2%	36.6%

					Q50. Wh	at is your	age?		
		25 or less	25 - 34	35 - 44	45 - 54	55 - 65	65 or older	Prefer not to answer	Total
	Agree	80.6%	69.3%	65.7%	66.2%	66.8%	79.4%	53.3%	66.7%
	Neither Agree nor Disagree	13.4%	14.7%	17.4%	15.7%	18.5%	16.7%	23.6%	17.0%
O12. The people I work with treat each other respectfully.	Disagree	6.0%	16.0%	16.9%	18.1%	14.7%	3.9%	23.0%	16.3%
Q12. The people I work with treat each other respectfully.	Agree	82.1%	72.4%	66.4%	62.9%	62.7%	76.7%	50.0%	65.1%
	Neither Agree nor Disagree	11.9%	19.0%	23.1%	25.5%	25.5%	18.4%	30.9%	23.9%
Q13. The people I work with care about me.	5 5	6.0%	8.6%	10.5%	11.6%	11.8%	4.9%	19.1%	11.0%
Q15. The people I work with care about the.	Disagree	85.1%	76.2%	75.3%	76.5%	80.5%	89.3%	68.7%	77.4%
	Agree				-				1
Q14. My fellow employees are committed to doing good	Neither Agree nor Disagree	13.4%	16.0%	17.9%	16.8%	13.0%	8.7%	21.7%	15.9%
work.	Disagree	1.5%	7.8%	6.7%	6.8%	6.5%	1.9%	9.6%	6.8%
	Agree	83.6%	73.0%	73.3%	71.3%	72.3%	73.8%	56.6%	71.9%
Q15. The employees in my work group work well together	Neither Agree nor Disagree	10.4%	15.3%	14.3%	16.4%	16.3%	18.4%	23.5%	16.0%
as a team.	Disagree	6.0%	11.7%	12.4%	12.3%	11.4%	7.8%	19.9%	12.1%
	Agree	68.7%	64.2%	63.3%	61.2%	57.7%	70.3%	43.6%	60.8%
Q16. I feel I can communicate honestly and openly in my	Neither Agree nor Disagree	23.9%	18.2%	15.3%	17.2%	19.7%	18.8%	21.8%	17.9%
workplace.	Disagree	7.5%	17.6%	21.4%	21.6%	22.7%	10.9%	34.5%	21.3%
	Agree	88.1%	77.7%	72.2%	71.7%	74.0%	78.6%	52.1%	72.9%
	Neither Agree nor Disagree	7.5%	12.5%	14.0%	14.9%	14.2%	14.6%	22.4%	14.3%
Q17. Harassment is not tolerated in my workplace.	Disagree	4.5%	9.8%	13.9%	13.4%	11.8%	6.8%	25.5%	12.7%
	Agree	89.6%	83.1%	76.2%	75.9%	76.2%	82.4%	55.2%	76.6%
	Neither Agree nor Disagree	7.5%	9.8%	14.5%	14.8%	14.0%	11.8%	27.0%	14.1%
Q18. Discrimination is not tolerated in my workplace.	Disagree	3.0%	7.1%	9.3%	9.3%	9.8%	5.9%	17.8%	9.3%
	Agree	75.8%	63.8%	57.3%	55.7%	54.7%	62.7%	32.5%	56.5%
Q19. I am confident that any misconduct that I report will	Neither Agree nor Disagree	19.7%	19.5%	19.2%	22.3%	24.1%	21.6%	31.9%	22.0%
be handled properly.	Disagree	4.5%	16.7%	23.4%	22.0%	21.2%	15.7%	35.5%	21.5%
	Agree	80.6%	71.3%	68.4%	68.4%	65.7%	66.0%	50.3%	67.5%
Q20. My supervisor clearly explains my job performance	Neither Agree nor Disagree	14.9%	16.2%	16.2%	17.2%	18.0%	28.2%	26.7%	17.7%
expectations.	Disagree	4.5%	12.5%	15.4%	14.4%	16.3%	5.8%	23.0%	14.8%
	Agree	74.6%	62.0%	61.5%	60.0%	59.0%	63.4%	41.8%	59.9%
Q21. My supervisor regularly provides me with timely and	Neither Agree nor Disagree	16.4%	20.5%	16.9%	20.2%	18.0%	25.7%	26.7%	19.3%
useful feedback.	Disagree	9.0%	17.5%	21.6%	19.8%	23.0%	10.9%	31.5%	20.8%
	Agree	88.1%	77.5%	76.6%	74.0%	71.1%	76.5%	52.4%	73.7%
Q22. My supervisor gives me the opportunity to do my	Neither Agree nor Disagree	7.5%	13.8%	13.1%	15.5%	15.9%	17.6%	24.7%	15.2%
best work.	Disagree	4.5%	8.7%	10.2%	10.4%	13.0%	5.9%	22.9%	11.1%

					Q50. Wh	at is your	age?		
		25 or less	25 - 34	35 - 44	45 - 54	55 - 65	65 or older	Prefer not to answer	Total
	Agree	79.1%	64.4%	64.6%	60.2%	61.1%	69.3%	39.4%	61.7%
Q23. I am satisfied with the recognition I receive from my	Neither Agree nor Disagree	13.4%	18.9%	15.2%	20.1%	17.9%	20.8%	23.6%	18.3%
supervisor for my work.	Disagree	7.5%	16.7%	20.3%	19.6%	21.0%	9.9%	37.0%	20.0%
	Agree	86.6%	75.3%	73.8%	70.1%	69.5%	71.8%	53.0%	71.1%
Q24. My supervisor treats employees fairly and	Neither Agree nor Disagree	10.4%	12.4%	11.5%	15.5%	15.3%	21.4%	16.5%	14.2%
respectfully.	Disagree	3.0%	12.4%	14.7%	14.4%	15.2%	6.8%	30.5%	14.7%
	Agree	89.6%	80.9%	77.9%	73.3%	71.3%	79.6%	55.5%	74.6%
	Neither Agree nor Disagree	6.0%	10.9%	13.7%	16.6%	17.5%	14.6%	20.7%	15.3%
Q25. My supervisor seems to care about me as a person.	Disagree	4.5%	8.2%	8.4%	10.1%	11.2%	5.8%	23.8%	10.1%
	Agree	83.6%	68.6%	65.6%	63.8%	60.6%	64.7%	43.3%	63.5%
O26. My supervisor provides the help that I need to	Neither Agree nor Disagree	10.4%	17.8%	17.6%	21.4%	22.3%	24.5%	30.5%	20.5%
improve my job performance.	Disagree	6.0%	13.6%	16.8%	14.9%	17.1%	10.8%	26.2%	15.9%
	Agree	77.6%	75.0%	64.4%	62.6%	60.0%	71.6%	42.2%	63.7%
007 I have an apparturally to leave and grow	Neither Agree nor Disagree	16.4%	12.5%	18.4%	20.2%	22.0%	17.6%	25.3%	19.3%
Q27. I have an opportunity to learn and grow professionally.	Disagree	6.0%	12.5%	17.2%	17.2%	18.0%	10.8%	32.5%	17.0%
	Agree	80.6%	64.4%	60.8%	61.6%	56.4%	74.3%	38.8%	60.2%
	Neither Agree nor Disagree	13.4%	19.3%	21.2%	19.8%	25.3%	18.8%	33.3%	21.9%
Q28. I receive the training I need to perform my job.	Disagree	6.0%	16.4%	17.9%	18.6%	18.4%	6.9%	27.9%	18.0%
	Agree	46.3%	44.7%	42.4%	35.7%	34.6%	36.6%	22.0%	37.8%
OOO My supervisery and I discuss and plan my servery	Neither Agree nor Disagree	34.3%	25.8%	24.9%	31.2%	32.9%	46.5%	26.8%	29.7%
Q29. My supervisor and I discuss and plan my career development.	Disagree	19.4%	29.5%	32.8%	33.1%	32.4%	16.8%	51.2%	32.5%
	Agree	64.6%	58.7%	62.9%	57.2%	54.7%	52.9%	43.3%	57.5%
O20 My northweether avaluations are consulated	Neither Agree nor Disagree	26.2%	21.4%	15.2%	18.0%	16.2%	23.5%	25.6%	18.0%
Q30. My performance evaluations are completed annually.	Disagree	9.2%	19.9%	21.9%	24.8%	29.1%	23.5%	31.1%	24.6%
	Agree	64.6%	59.3%	56.9%	53.8%	50.9%	57.0%	34.8%	54.0%
O21. The standards used to suglicate much performance	Neither Agree nor Disagree	30.8%	29.5%	30.4%	32.3%	32.8%	31.0%	42.7%	32.0%
Q31. The standards used to evaluate my performance are fair.	Disagree	4.6%	11.2%	12.7%	14.0%	16.3%	12.0%	22.6%	14.0%
	Agree	39.4%	27.8%	30.3%	30.4%	31.6%	37.9%	24.7%	30.4%
022 My department or organization the staffing	Neither Agree nor Disagree	24.2%	17.8%	17.2%	17.4%	16.7%	26.2%	22.3%	17.8%
Q32. My department or agency has the staffing necessary to achieve its mission.	Disagree	36.4%	54.4%	52.5%	52.2%	51.7%	35.9%	53.0%	51.8%
	Agree	65.7%	52.6%	47.6%	49.7%	50.7%	64.1%	33.1%	49.9%
O22. The amount of world large avacated to	Neither Agree nor Disagree	23.9%	19.3%	18.6%	18.9%	18.5%	19.4%	29.5%	19.4%
Q33. The amount of work I am expected to perform is reasonable.	Disagree	10.4%	28.1%	33.8%	31.4%	30.7%	16.5%	37.3%	30.8%

					Q50. Wh	at is your a	age?		
		25 or less	25 - 34	35 - 44	45 - 54	55 - 65	65 or older	Prefer not to answer	Total
	Agree	61.2%	60.7%	56.8%	58.6%	56.9%	69.6%	41.5%	57.7%
Q34. My job allows a good balance between work and	Neither Agree nor Disagree	19.4%	18.0%	19.4%	20.5%	22.6%	19.6%	25.6%	20.6%
my personal life.	Disagree	19.4%	21.3%	23.7%	20.9%	20.5%	10.8%	32.9%	21.7%
	Agree	77.6%	57.6%	50.9%	53.6%	52.1%	69.9%	36.4%	53.3%
	Neither Agree nor Disagree	13.4%	20.0%	22.5%	21.0%	21.8%	14.6%	25.5%	21.3%
Q35. I have the resources to do my job well.	Disagree	9.0%	22.4%	26.7%	25.4%	26.1%	15.5%	38.2%	25.4%
	Agree	56.7%	52.4%	46.8%	49.9%	49.1%	58.3%	33.3%	49.0%
Q36. My department or agency has the technology	Neither Agree nor Disagree	17.9%	19.0%	17.9%	20.2%	21.4%	26.2%	27.9%	20.3%
needed to get the work done.	Disagree	25.4%	28.6%	35.2%	29.9%	29.5%	15.5%	38.8%	30.7%
	Agree	82.1%	77.0%	75.3%	73.4%	73.4%	78.6%	58.8%	74.0%
007 14 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Neither Agree nor Disagree	11.9%	11.6%	11.8%	13.3%	14.0%	13.6%	24.8%	13.4%
Q37. My physical working environment is reasonable for my type of work.	Disagree	6.0%	11.4%	12.9%	13.3%	12.6%	7.8%	16.4%	12.6%
	Agree	85.1%	80.7%	77.5%	77.6%	77.3%	79.4%	61.2%	77.4%
	Neither Agree nor Disagree	11.9%	11.5%	13.3%	13.4%	15.0%	16.7%	23.6%	14.0%
Q38. I feel safe and secure in my work environment.	Disagree	3.0%	7.8%	9.2%	9.0%	7.7%	3.9%	15.2%	8.6%
	Agree	53.7%	51.4%	53.5%	59.2%	60.0%	66.0%	42.2%	56.4%
	Neither Agree nor Disagree	23.9%	16.5%	17.6%	17.7%	16.9%	21.4%	21.1%	17.6%
Q39. I am paid fairly for the work I do.	Disagree	22.4%	32.1%	29.0%	23.1%	23.1%	12.6%	36.7%	26.0%
	Agree	86.6%	82.2%	80.1%	77.9%	76.8%	80.4%	64.2%	78.3%
O40. I feel that working for the State of Vermont provides	Neither Agree nor Disagree	11.9%	12.5%	13.4%	15.6%	16.9%	18.6%	20.6%	15.2%
me with good job security.	Disagree	1.5%	5.3%	6.5%	6.6%	6.3%	1.0%	15.2%	6.4%
	Agree	72.7%	70.2%	61.8%	58.7%	55.7%	60.8%	38.2%	59.7%
OAA   facility and the Charles of Vancous and annuities	Neither Agree nor Disagree	18.2%	20.5%	23.7%	26.1%	30.2%	28.4%	34.5%	26.1%
Q41. I feel that working for the State of Vermont provides me with a solid career path.	Disagree	9.1%	9.3%	14.4%	15.2%	14.1%	10.8%	27.3%	14.2%
	Agree	60.6%	71.9%	78.6%	80.4%	83.2%	78.2%	66.9%	78.5%
	Neither Agree nor Disagree	27.3%	18.4%	12.4%	14.6%	13.0%	20.8%	23.9%	15.0%
Q42. I understand my benefit plans.	Disagree	12.1%	9.7%	9.0%	5.0%	3.8%	1.0%	9.2%	6.4%

					Q50. Wh	at is your	age?		
		25 or less	25 - 34	35 - 44	45 - 54	55 - 65	65 or older	Prefer not to answer	Total
	Agree	47.0%	51.7%	58.7%	60.8%	67.3%	71.3%	52.4%	60.4%
	Neither Agree nor Disagree	34.8%	26.4%	22.5%	27.1%	21.4%	25.7%	27.1%	24.6%
Q43. I understand my retirement benefits.	Disagree	18.2%	21.8%	18.9%	12.1%	11.3%	3.0%	20.5%	15.0%
	Agree	73.1%	74.5%	77.8%	76.5%	80.5%	78.2%	64.2%	77.0%
	Neither Agree nor Disagree	23.9%	18.2%	16.6%	16.7%	14.0%	17.8%	26.1%	16.7%
Q44. Overall, I am satisfied with the benefits I receive.	Disagree	3.0%	7.3%	5.6%	6.9%	5.6%	4.0%	9.7%	6.3%
	Agree	83.6%	76.0%	73.6%	74.2%	71.8%	85.3%	47.0%	73.0%
	Neither Agree nor Disagree	13.4%	14.8%	15.5%	16.1%	17.1%	11.8%	26.2%	16.3%
Q45. In general, I am satisfied with my job.	Disagree	3.0%	9.2%	10.9%	9.7%	11.1%	2.9%	26.8%	10.7%

			Q53. ¹	Which best describes th	ne work you do?			
		Administrative Support	Service Maintenance, or Skilled Craft	Paraprofessional, or Technical	Professional	Protective Services	Managerial, or Administrator	Total
	Agree	92.6%	88.9%	90.4%	91.6%	91.2%	94.2%	91.9%
Q1. I understand my job duties and	Neither Agree nor Disagree	4.3%	6.2%	3.3%	4.4%	4.7%	3.1%	4.2%
responsibilities.	Disagree	3.0%	4.9%	6.3%	3.9%	4.1%	2.7%	3.9%
	Agree	90.5%	81.3%	85.0%	89.1%	87.9%	94.6%	89.2%
02 Lundaratand the work goals and mission	Neither Agree nor Disagree	5.9%	10.2%	7.8%	6.8%	6.9%	3.8%	6.5%
Q2. I understand the work, goals, and mission of my department or agency.	Disagree	3.5%	8.4%	7.2%	4.1%	5.2%	1.6%	4.3%
	Agree	88.6%	83.1%	84.3%	88.3%	89.2%	92.7%	88.4%
Q3. The work I perform is linked to my	Neither Agree nor Disagree	9.3%	13.3%	11.7%	8.7%	5.8%	5.0%	8.5%
department or agency meeting its goals and mission.	Disagree	2.1%	3.6%	3.9%	3.1%	5.0%	2.3%	3.1%
	Agree	79.2%	73.2%	74.3%	80.9%	76.0%	85.4%	79.8%
Q4. I enjoy performing the day to day work of my	Neither Agree nor Disagree	13.7%	15.6%	17.3%	13.1%	15.2%	9.2%	13.3%
job.	Disagree	7.1%	11.2%	8.4%	6.0%	8.8%	5.4%	6.9%
	Agree	72.2%	69.6%	70.4%	81.6%	71.0%	86.7%	78.1%
OF The world benfame is recognizeful and	Neither Agree nor Disagree	17.8%	19.2%	18.8%	13.1%	16.9%	8.4%	14.4%
Q5. The work I perform is meaningful and rewarding.	Disagree	10.0%	11.2%	10.7%	5.3%	12.2%	4.8%	7.5%
	Agree	72.9%	61.4%	59.1%	66.2%	61.9%	76.0%	67.4%
OC Locald recommendate Otata of Variance	Neither Agree nor Disagree	18.7%	19.7%	26.3%	23.0%	24.9%	17.2%	21.7%
Q6. I would recommend the State of Vermont to others as a great place to work.	Disagree	8.4%	18.8%	14.6%	10.7%	13.3%	6.8%	10.8%
	Agree	48.8%	39.8%	39.6%	49.5%	48.5%	65.8%	50.3%
07. M	Neither Agree nor Disagree	19.8%	18.1%	24.3%	21.3%	21.2%	16.8%	20.5%
Q7. Management and senior leadership communicates important information effectively.	Disagree	31.4%	42.0%	36.0%	29.2%	30.3%	17.4%	29.3%
	Agree	57.5%	53.5%	48.1%	57.6%	50.8%	80.3%	59.2%
00 11 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -	Neither Agree nor Disagree	19.1%	20.4%	23.3%	18.7%	22.7%	10.2%	18.4%
Q8. I have an opportunity to provide feedback to management and senior leadership.	Disagree	23.4%	26.1%	28.7%	23.7%	26.5%	9.5%	22.4%
	Agree	59.1%	49.6%	50.8%	57.2%	44.5%	78.4%	58.4%
Q9. I am encouraged to share ideas on	Neither Agree nor Disagree	18.6%	19.9%	21.3%	19.7%	26.2%	12.3%	19.2%
improving either service delivery or business process efficiency.	Disagree	22.3%	30.5%	27.9%	23.0%	29.3%	9.4%	22.4%
	Agree	63.9%	50.7%	46.5%	56.8%	52.1%	72.0%	58.5%
040 Madagastasastasastas	Neither Agree nor Disagree	24.7%	30.2%	36.3%	28.5%	32.5%	19.5%	27.7%
Q10. My department or agency works well with other departments and agencies.	Disagree	11.4%	19.1%	17.1%	14.7%	15.4%	8.4%	13.8%

			Q53. ¹	Which best describes the	ne work you do?			
		Administrative Support	Service Maintenance, or Skilled Craft	Paraprofessional, or Technical	Professional	Protective Services	Managerial, or Administrator	Total
	Agree	41.1%	36.3%	37.9%	41.9%	28.7%	54.8%	41.7%
Q11. Morale within my department or agency is	Neither Agree nor Disagree	19.8%	21.7%	26.3%	21.4%	24.3%	21.5%	21.9%
good.	Disagree	39.1%	42.0%	35.8%	36.7%	47.0%	23.7%	36.4%
	Agree	61.2%	56.4%	63.5%	69.8%	58.7%	77.6%	67.1%
Q12. The people I work with treat each other	Neither Agree nor Disagree	19.6%	23.1%	17.1%	15.5%	19.1%	12.9%	16.7%
respectfully.	Disagree	19.3%	20.4%	19.5%	14.7%	22.2%	9.5%	16.2%
	Agree	62.0%	54.3%	53.2%	68.9%	55.2%	76.7%	65.3%
	Neither Agree nor Disagree	25.2%	28.3%	31.2%	22.1%	30.1%	17.4%	23.9%
Q13. The people I work with care about me.	Disagree	12.8%	17.5%	15.6%	9.0%	14.6%	5.9%	10.8%
	Agree	75.0%	66.2%	72.2%	81.3%	64.5%	85.3%	77.5%
O4.4. My fellow complexes are competted to	Neither Agree nor Disagree	15.8%	21.8%	17.6%	13.6%	27.5%	11.3%	15.8%
Q14. My fellow employees are committed to doing good work.	Disagree	9.2%	12.0%	10.1%	5.1%	8.0%	3.4%	6.7%
	Agree	67.1%	67.7%	63.0%	74.9%	66.3%	82.6%	72.5%
O4F. The employees in may work grown work well	Neither Agree nor Disagree	17.2%	15.5%	20.0%	14.3%	22.7%	10.4%	15.6%
Q15. The employees in my work group work well together as a team.	Disagree	15.6%	16.8%	17.0%	10.7%	11.0%	7.0%	11.9%
	Agree	56.3%	52.7%	52.3%	62.0%	53.4%	77.2%	61.1%
O4C Ifaallaan aansaniista kanaatkaad	Neither Agree nor Disagree	18.6%	18.1%	21.0%	17.6%	22.6%	13.1%	17.9%
Q16. I feel I can communicate honestly and openly in my workplace.	Disagree	25.0%	29.2%	26.7%	20.4%	24.0%	9.7%	21.0%
	Agree	69.2%	67.3%	69.1%	72.1%	71.3%	85.8%	73.0%
047. Harrannartia mattalarratudin mu	Neither Agree nor Disagree	16.2%	12.8%	15.3%	15.3%	16.0%	8.1%	14.3%
Q17. Harassment is not tolerated in my workplace.	Disagree	14.6%	19.9%	15.6%	12.6%	12.7%	6.1%	12.7%
	Agree	72.4%	67.6%	73.4%	76.4%	75.5%	89.2%	76.7%
010. Discrimination is not talousted in	Neither Agree nor Disagree	17.7%	12.9%	14.6%	15.1%	12.9%	6.9%	13.9%
Q18. Discrimination is not tolerated in my workplace.	Disagree	9.8%	19.6%	11.9%	8.5%	11.6%	4.0%	9.3%
	Agree	54.3%	50.4%	48.9%	55.1%	54.6%	73.1%	56.7%
O10 Lam confident that	Neither Agree nor Disagree	23.3%	18.6%	28.2%	22.6%	21.3%	15.9%	21.9%
Q19. I am confident that any misconduct that I report will be handled properly.	Disagree	22.4%	31.0%	22.8%	22.4%	24.1%	10.9%	21.4%

			Q53. ¹	Which best describes th	ne work you do?			
		Administrative Support	Service Maintenance, or Skilled Craft	Paraprofessional, or Technical	Professional	Protective Services	Managerial, or Administrator	Total
	Agree	69.1%	63.6%	62.4%	67.5%	70.1%	71.8%	67.9%
Q20. My supervisor clearly explains my job	Neither Agree nor Disagree	16.0%	19.1%	20.6%	17.5%	17.2%	16.9%	17.5%
performance expectations.	Disagree	14.9%	17.3%	17.0%	15.0%	12.7%	11.3%	14.5%
	Agree	59.1%	53.3%	54.8%	59.9%	63.5%	66.7%	60.3%
Q21. My supervisor regularly provides me with	Neither Agree nor Disagree	18.8%	18.7%	19.8%	19.9%	17.4%	18.9%	19.2%
timely and useful feedback.	Disagree	22.2%	28.0%	25.4%	20.3%	19.1%	14.4%	20.5%
	Agree	75.2%	67.1%	70.4%	73.2%	73.2%	82.0%	74.3%
Q22. My supervisor gives me the opportunity to	Neither Agree nor Disagree	14.5%	16.4%	14.3%	15.9%	18.0%	10.8%	15.0%
do my best work.	Disagree	10.3%	16.4%	15.2%	10.9%	8.8%	7.2%	10.8%
	Agree	59.6%	55.1%	54.3%	62.4%	60.7%	71.7%	62.0%
Q23. I am satisfied with the recognition I receive	Neither Agree nor Disagree	19.7%	16.9%	22.4%	18.5%	17.3%	15.3%	18.4%
from my supervisor for my work.	Disagree	20.7%	28.0%	23.3%	19.1%	22.0%	13.0%	19.7%
	Agree	67.4%	59.1%	69.4%	71.8%	68.1%	84.0%	71.5%
Q24. My supervisor treats employees fairly and	Neither Agree nor Disagree	14.1%	16.0%	14.4%	14.6%	18.6%	8.1%	14.0%
respectfully.	Disagree	18.5%	24.9%	16.2%	13.7%	13.3%	7.9%	14.5%
	Agree	72.9%	58.2%	69.3%	76.2%	70.7%	86.7%	75.0%
Q25. My supervisor seems to care about me as	Neither Agree nor Disagree	17.6%	21.8%	17.6%	14.8%	16.9%	8.1%	15.1%
a person.	Disagree	9.5%	20.0%	13.1%	9.0%	12.4%	5.2%	9.9%
	Agree	62.7%	56.9%	58.1%	64.2%	65.1%	70.9%	64.0%
O26. My supervisor provides the help that I	Neither Agree nor Disagree	21.0%	19.1%	21.9%	20.2%	20.8%	18.4%	20.2%
need to improve my job performance.	Disagree	16.3%	24.0%	20.1%	15.6%	14.1%	10.7%	15.8%
	Agree	57.5%	51.6%	54.0%	65.9%	64.8%	78.6%	64.4%
Q27. I have an opportunity to learn and grow	Neither Agree nor Disagree	22.3%	26.2%	24.8%	18.0%	18.8%	12.3%	19.0%
professionally.	Disagree	20.2%	22.2%	21.2%	16.1%	16.3%	9.2%	16.6%
	Agree	58.5%	62.2%	52.9%	59.0%	63.5%	70.4%	60.7%
Q28. I receive the training I need to perform my	Neither Agree nor Disagree	23.1%	23.1%	25.2%	21.3%	19.3%	19.0%	21.5%
job.	Disagree	18.4%	14.7%	21.9%	19.8%	17.1%	10.6%	17.8%
	Agree	35.7%	34.2%	31.1%	39.0%	35.7%	46.9%	38.3%
Q29. My supervisor and I discuss and plan my	Neither Agree nor Disagree	31.2%	31.6%	28.7%	28.8%	29.9%	29.7%	29.6%
career development.	Disagree	33.1%	34.2%	40.1%	32.3%	34.3%	23.4%	32.1%

			Q53.	Which best describes th	ne work you do?			
		Administrative Support	Service Maintenance, or Skilled Craft	Paraprofessional, or Technical	Professional	Protective Services	Managerial, or Administrator	Total
	Agree	57.4%	68.4%	53.8%	57.3%	61.8%	53.8%	57.6%
O20 Manager and a subjection of the subject of	Neither Agree nor Disagree	20.4%	12.4%	18.6%	17.6%	14.7%	19.3%	17.8%
Q30. My performance evaluations are completed annually.	Disagree	22.3%	19.1%	27.6%	25.1%	23.5%	26.9%	24.6%
	Agree	54.1%	52.5%	49.4%	54.3%	53.1%	58.6%	54.2%
	Neither Agree nor Disagree	32.5%	26.2%	34.3%	32.1%	29.7%	33.6%	32.0%
Q31. The standards used to evaluate my performance are fair.	Disagree	13.4%	21.3%	16.3%	13.6%	17.2%	7.8%	13.8%
	Agree	42.5%	36.0%	34.4%	29.2%	13.8%	26.8%	30.4%
	Neither Agree nor Disagree	20.6%	23.1%	21.0%	16.9%	14.9%	15.3%	17.8%
Q32. My department or agency has the staffing necessary to achieve its mission.	Disagree	36.9%	40.9%	44.6%	53.9%	71.3%	57.9%	51.8%
	Agree	63.4%	60.9%	54.5%	48.4%	35.1%	43.3%	50.1%
O22. The amount of world are concerted to	Neither Agree nor Disagree	15.1%	17.3%	21.3%	20.0%	20.2%	18.5%	18.9%
Q33. The amount of work Lam expected to	Disagree	21.5%	21.8%	24.3%	31.6%	44.8%	38.1%	30.9%
Agree	Agree	70.5%	58.5%	65.8%	59.3%	30.0%	52.5%	57.9%
Q34. My job allows a good balance between work	Neither Agree nor Disagree	18.2%	23.7%	20.7%	19.9%	22.8%	22.6%	20.6%
and my personal life.	Disagree	11.3%	17.9%	13.5%	20.8%	47.2%	24.9%	21.6%
	Agree	66.8%	59.1%	60.3%	50.5%	42.9%	48.4%	53.6%
	Neither Agree nor Disagree	17.5%	21.8%	17.3%	22.1%	26.3%	20.4%	21.1%
Q35. I have the resources to do my job well.	Disagree	15.7%	19.1%	22.4%	27.3%	30.7%	31.2%	25.4%
	Agree	60.3%	61.6%	55.2%	47.0%	34.2%	45.1%	49.3%
Q36. My department or agency has the	Neither Agree nor Disagree	18.7%	23.2%	19.7%	20.1%	25.8%	16.3%	20.0%
technology needed to get the work done.	Disagree	21.0%	15.2%	25.1%	32.8%	40.0%	38.6%	30.7%
	Agree	78.4%	72.9%	74.9%	73.6%	67.0%	76.4%	74.2%
Q37. My physical working environment is	Neither Agree nor Disagree	11.8%	15.6%	14.3%	13.5%	17.7%	10.1%	13.3%
reasonable for my type of work.	Disagree	9.8%	11.6%	10.7%	12.9%	15.2%	13.5%	12.5%
	Agree	78.9%	67.1%	75.4%	79.2%	62.5%	86.2%	77.5%
Q38. I feel safe and secure in my work	Neither Agree nor Disagree	12.2%	20.9%	18.0%	12.9%	21.4%	9.7%	14.1%
environment.	Disagree	8.8%	12.0%	6.6%	7.9%	16.1%	4.1%	8.4%
	Agree	60.7%	42.2%	54.3%	55.7%	51.2%	63.8%	56.4%
	Neither Agree nor Disagree	19.0%	24.0%	23.3%	16.8%	17.9%	12.7%	17.7%
Q39. I am paid fairly for the work I do.	Disagree	20.3%	33.8%	22.4%	27.6%	30.9%	23.5%	26.0%

			Q53. ¹	Which best describes th	ne work you do?			
		Administrative Support	Service Maintenance, or Skilled Craft	Paraprofessional, or Technical	Professional	Protective Services	Managerial, or Administrator	Total
	Agree	82.1%	72.9%	77.3%	76.8%	80.2%	82.0%	78.6%
O40. I feel that working for the State of Vermont	Neither Agree nor Disagree	11.8%	16.9%	14.9%	16.4%	15.4%	13.6%	15.0%
provides me with good job security.	Disagree	6.1%	10.2%	7.8%	6.8%	4.4%	4.3%	6.4%
	Agree	63.8%	50.2%	49.1%	56.4%	65.3%	71.5%	59.7%
Q41. I feel that working for the State of Vermont	Neither Agree nor Disagree	24.8%	31.6%	26.6%	29.0%	22.6%	18.9%	26.1%
provides me with a solid career path.	Disagree	11.4%	18.2%	24.3%	14.6%	12.1%	9.7%	14.2%
Agre	Agree	81.6%	68.2%	79.0%	79.0%	66.9%	87.4%	78.8%
	Neither Agree nor Disagree	14.5%	22.0%	17.4%	14.1%	20.7%	9.0%	14.8%
Q42. I understand my benefit plans.	Disagree	3.9%	9.9%	3.6%	6.9%	12.4%	3.6%	6.3%
	Agree	61.6%	52.9%	59.5%	60.2%	50.0%	69.6%	60.4%
	Neither Agree nor Disagree	25.2%	30.9%	29.9%	23.9%	28.5%	17.6%	24.6%
Q43. I understand my retirement benefits.	Disagree	13.2%	16.1%	10.6%	15.8%	21.5%	12.8%	15.1%
	Agree	81.5%	67.1%	75.7%	76.9%	68.0%	83.6%	77.1%
044. Overall, I am satisfied with the benefits I	Neither Agree nor Disagree	14.3%	24.3%	15.9%	16.4%	22.7%	12.9%	16.6%
receive.	Disagree	4.2%	8.6%	8.4%	6.7%	9.4%	3.4%	6.3%
	Agree	74.2%	65.8%	69.7%	72.7%	66.8%	84.0%	73.4%
	Neither Agree nor Disagree	15.1%	19.6%	15.6%	17.6%	20.0%	9.4%	16.1%
Q45. In general, I am satisfied with my job.	Disagree	10.7%	14.6%	14.7%	9.7%	13.2%	6.7%	10.5%

		Sex			
				Prefer not to	
	Τ.	Male	Female	answer	Total
	Agree	91.6%	93.1%	81.8%	91.7%
Q1. I understand my job duties and	Neither Agree nor Disagree	4.6%	3.5%	10.5%	4.4%
responsibilities.	Disagree	3.8%	3.4%	7.7%	3.9%
	Agree	87.4%	91.6%	77.3%	89.0%
Q2. I understand the work, goals, and mission of	Neither Agree nor Disagree	7.1%	5.5%	14.7%	6.8%
my department or agency.	Disagree	5.5%	2.9%	8.0%	4.2%
O2. The world herrform is linked to my	Agree	87.3%	91.1%	72.2%	88.3%
Q3. The work I perform is linked to my department or agency meeting its goals and	Neither Agree nor Disagree	9.1%	7.0%	19.7%	8.7%
mission.	Disagree	3.6%	1.9%	8.1%	3.0%
	Agree	77.8%	83.2%	61.9%	79.6%
Q4. I enjoy performing the day to day work of my	Neither Agree nor Disagree	14.9%	11.2%	22.4%	13.4%
job.	Disagree	7.3%	5.6%	15.7%	7.0%
	Agree	76.0%	81.2%	62.1%	77.9%
Q5. The work I perform is meaningful and rewarding.	Neither Agree nor Disagree	15.6%	13.1%	18.6%	14.4%
	Disagree	8.5%	5.7%	19.3%	7.7%
	Agree	65.1%	71.9%	43.0%	67.3%
06. I would recommend the State of Vermont to	Neither Agree nor Disagree	22.7%	19.8%	32.2%	21.8%
others as a great place to work.	Disagree	12.2%	8.3%	24.8%	10.9%
	Agree	51.1%	52.6%	24.6%	50.0%
Q7. Management and senior leadership	Neither Agree nor Disagree	20.3%	20.0%	25.0%	20.5%
communicates important information effectively.	Disagree	28.6%	27.4%	50.4%	29.5%
	Agree	62.1%	59.8%	33.6%	58.7%
Q8. I have an opportunity to provide feedback to	Neither Agree nor Disagree	17.1%	18.7%	25.5%	18.6%
management and senior leadership.	Disagree	20.8%	21.6%	40.9%	22.7%
	Agree	58.1%	61.0%	32.5%	57.8%
Q9. I am encouraged to share ideas on improving either service delivery or business process	Neither Agree nor Disagree	19.4%	19.0%	23.1%	19.4%
efficiency.	Disagree	22.5%	20.0%	44.4%	22.8%
	Agree	56.6%	61.9%	37.7%	58.2%
O10. My department or a series well all	Neither Agree nor Disagree	29.0%	26.6%	34.2%	28.0%
Q10. My department or agency works well with other departments and agencies.	Disagree	14.4%	11.5%	28.2%	13.8%
	Agree	44.1%	42.3%	18.9%	41.2%
O44 Manula within manula sadasada sa	Neither Agree nor Disagree	22.5%	20.9%	28.0%	22.0%
Q11. Morale within my department or agency is good.	Disagree	33.5%	36.8%	53.1%	36.8%

	Sex			
			Prefer not to	l
1				Total
				66.6%
Neither Agree nor Disagree	16.0%	16.8%	24.3%	17.1%
Disagree	13.8%	16.7%	26.8%	16.4%
Agree	64.1%	68.3%	46.5%	65.2%
Neither Agree nor Disagree	25.2%	21.5%	33.3%	23.8%
Disagree	10.6%	10.2%	20.2%	11.1%
Agree	74.9%	80.8%	64.3%	77.4%
Neither Agree nor Disagree	18.0%	13.3%	23.8%	15.8%
Disagree	7.1%	5.9%	11.9%	6.8%
Agree	74.0%	72.5%	58.9%	72.1%
Neither Agree nor Disagree	15.9%	15.1%	21.4%	15.9%
Disagree	10.1%	12.4%	19.6%	12.1%
Agree	63.8%	61.5%	37.5%	60.6%
Neither Agree nor Disagree	18.2%	17.2%	23.3%	18.0%
Disagree	18.1%	21.3%	39.2%	21.4%
Agree	77.1%	72.7%	53.5%	72.9%
Neither Agree nor Disagree	12.7%	15.0%	19.0%	14.4%
Disagree	10.2%	12.3%	27.5%	12.6%
Agree	80.4%	77.0%	53.5%	76.5%
Neither Agree nor Disagree	10.7%	14.9%	26.4%	14.2%
	8.9%	8.0%	20.1%	9.2%
Agree	61.0%	56.7%	31.2%	56.4%
Neither Agree nor Disagree	20.6%	22.6%	26.7%	22.2%
Disagree	18.4%	20.7%	42.1%	21.5%
Agree	68.5%	69.5%	46.9%	67.5%
Neither Agree nor Disagree	17.0%	17.1%	27.3%	17.8%
				14.7%
Agree	61.6%	61.4%	39.9%	59.9%
	19.0%	18.7%		19.4%
	_	19.9%		20.8%
				73.8%
	_		-	15.2%
				11.0%
	Agree Neither Agree nor Disagree Disagree Neither Agree nor Disagree Disagree Neither Agree nor Disagree Disagree Agree Neither Agree nor Disagree	Neither Agree nor Disagree 13.8% Agree 64.1% Neither Agree nor Disagree 25.2% Disagree 10.6% Agree 74.9% Neither Agree nor Disagree 18.0% Disagree 7.1% Agree 74.0% Neither Agree nor Disagree 15.9% Disagree 10.1% Agree 63.8% Neither Agree nor Disagree 18.2% Disagree 10.1% Agree 63.8% Neither Agree nor Disagree 18.2% Disagree 18.1% Agree 77.1% Neither Agree nor Disagree 12.7% Disagree 10.2% Agree 80.4% Neither Agree nor Disagree 10.7% Disagree 10.7% Disagree 80.4% Neither Agree nor Disagree 10.7% Disagree 8.9% Agree 61.0% Neither Agree nor Disagree 17.0% Disagree 18.4% Agree 68.5% Neither Agree nor Disagree 17.0% Disagree 14.5% Agree 61.6% Neither Agree nor Disagree 19.0% Disagree 19.4% Agree 75.9% Neither Agree nor Disagree 19.4% Agree 75.9% Neither Agree nor Disagree 19.4%	Agree         70.2%         66.5%           Neither Agree nor Disagree         16.0%         16.8%           Disagree         13.8%         16.7%           Agree         64.1%         68.3%           Neither Agree nor Disagree         25.2%         21.5%           Disagree         10.6%         10.2%           Agree         74.9%         80.8%           Neither Agree nor Disagree         18.0%         13.3%           Disagree         7.1%         5.9%           Agree         74.0%         72.5%           Neither Agree nor Disagree         15.9%         15.1%           Disagree         10.1%         12.4%           Agree         63.8%         61.5%           Neither Agree nor Disagree         18.2%         17.2%           Neither Agree nor Disagree         12.7%         15.0%           Disagree         10.2%         12.3%           Agree         80.4%         77.0%           Neither Agree nor Disagree         10.7%         14.9%           Disagree         8.9%         8.0%           Agree         61.0%         56.7%           Neither Agree nor Disagree         17.0%         17.1%	Agree         70.2%         66.5%         48.9%           Neither Agree nor Disagree         16.0%         16.8%         24.3%           Disagree         13.8%         16.7%         26.8%           Agree         64.1%         68.3%         46.5%           Neither Agree nor Disagree         25.2%         21.5%         33.3%           Disagree         10.6%         10.2%         20.2%           Agree         74.9%         80.8%         64.3%           Neither Agree nor Disagree         18.0%         13.3%         23.8%           Disagree         7.1%         5.9%         11.9%           Agree         74.0%         72.5%         58.9%           Neither Agree nor Disagree         15.9%         15.1%         21.4%           Disagree         10.1%         12.4%         19.6%           Agree         63.8%         61.5%         37.5%           Neither Agree nor Disagree         18.2%         17.2%         23.3%           Disagree         18.1%         21.3%         39.2%           Agree         77.1%         72.7%         53.5%           Neither Agree nor Disagree         10.7%         14.9%         26.4%           <

			S	Sex	
		Male	Female	Prefer not to answer	Total
	Agree	63.3%	63.6%	39.3%	61.7%
Q23. I am satisfied with the recognition I receive	Neither Agree nor Disagree	18.7%	17.5%	24.9%	18.5%
from my supervisor for my work.	Disagree	18.0%	18.9%	35.8%	19.9%
	Agree	74.6%	71.6%	48.8%	71.0%
Q24. My supervisor treats employees fairly and	Neither Agree nor Disagree	12.4%	14.9%	18.9%	14.3%
respectfully.	Disagree	12.9%	13.5%	32.3%	14.7%
	Agree	76.2%	76.6%	51.6%	74.6%
Q25. My supervisor seems to care about me as a	Neither Agree nor Disagree	14.4%	14.7%	25.6%	15.4%
erson.	Disagree	9.4%	8.7%	22.8%	10.0%
	Agree	66.4%	64.6%	41.6%	63.5%
Q26. My supervisor provides the help that I need to improve my job performance.	Neither Agree nor Disagree	18.6%	20.5%	31.5%	20.6%
	Disagree	15.1%	14.9%	26.9%	15.8%
	Agree	65.2%	65.6%	42.6%	63.8%
Q27. I have an opportunity to learn and grow	Neither Agree nor Disagree	20.0%	18.1%	24.3%	19.2%
professionally.	Disagree	14.9%	16.3%	33.1%	17.0%
	Agree	62.5%	61.7%	37.4%	60.2%
Q28. I receive the training I need to perform my	Neither Agree nor Disagree	21.5%	20.9%	31.1%	21.9%
job.	Disagree	16.0%	17.4%	31.5%	17.9%
	Agree	38.9%	39.5%	21.1%	37.9%
Q29. My supervisor and I discuss and plan my	Neither Agree nor Disagree	31.0%	29.0%	29.5%	29.7%
career development.	Disagree	30.2%	31.5%	49.5%	32.4%
	Agree	60.3%	57.7%	44.2%	57.7%
O30. My performance evaluations are completed	Neither Agree nor Disagree	17.0%	18.0%	20.5%	17.8%
annually.	Disagree	22.7%	24.3%	35.3%	24.5%
	Agree	56.3%	54.9%	35.7%	54.0%
Q31. The standards used to evaluate my	Neither Agree nor Disagree	28.9%	32.8%	38.9%	31.8%
performance are fair.	Disagree	14.7%	12.3%	25.4%	14.2%
	Agree	30.4%	31.2%	22.9%	30.3%
Q32. My department or agency has the staffing	Neither Agree nor Disagree	18.0%	17.3%	20.8%	17.8%
necessary to achieve its mission.	Disagree	51.6%	51.5%	56.3%	51.9%

			9	Sex	
		Male	Female	Prefer not to answer	Total
	Agree	51.7%	51.2%	30.4%	49.8%
Q33. The amount of work I am expected to	Neither Agree nor Disagree	21.3%	16.9%	27.6%	19.3%
perform is reasonable.	Disagree	27.0%	31.9%	42.0%	30.9%
	Agree	58.7%	59.7%	36.5%	57.6%
Q34. My job allows a good balance between work	Neither Agree nor Disagree	20.2%	20.1%	28.8%	20.7%
and my personal life.	Disagree	21.1%	20.2%	34.7%	21.6%
	Agree	54.5%	55.2%	33.0%	53.3%
	Neither Agree nor Disagree	22.9%	19.5%	26.0%	21.2%
Q35. I have the resources to do my job well.	Disagree	22.6%	25.3%	41.1%	25.5%
	Agree	54.4%	47.7%	33.5%	49.1%
Q36. My department or agency has the echnology needed to get the work done.	Neither Agree nor Disagree	21.0%	19.0%	24.6%	20.1%
	Disagree	24.6%	33.3%	41.9%	30.7%
	Agree	76.4%	74.6%	58.9%	74.1%
Q37. My physical working environment is	Neither Agree nor Disagree	13.1%	12.3%	22.1%	13.3%
reasonable for my type of work.	Disagree	10.5%	13.1%	18.9%	12.6%
	Agree	79.1%	79.2%	55.8%	77.4%
Q38. I feel safe and secure in my work	Neither Agree nor Disagree	13.9%	12.7%	26.0%	14.1%
environment.	Disagree	7.1%	8.1%	18.2%	8.5%
	Agree	54.4%	60.0%	38.8%	56.3%
	Neither Agree nor Disagree	20.4%	15.3%	23.1%	17.8%
Q39. I am paid fairly for the work I do.	Disagree	25.3%	24.7%	38.1%	25.9%
	Agree	78.2%	80.7%	59.8%	78.2%
Q40. I feel that working for the State of Vermont	Neither Agree nor Disagree	15.6%	13.7%	25.2%	15.3%
provides me with good job security.	Disagree	6.1%	5.6%	15.0%	6.5%
	Agree	58.9%	63.4%	34.7%	59.6%
Q41. I feel that working for the State of Vermont	Neither Agree nor Disagree	27.3%	23.9%	37.2%	26.2%
provides me with a solid career path.	Disagree	13.8%	12.7%	28.1%	14.2%
	Agree	77.7%	80.8%	66.3%	78.6%
	Neither Agree nor Disagree	16.0%	13.3%	22.3%	15.0%
Q42. I understand my benefit plans.	Disagree	6.3%	5.9%	11.3%	6.4%

			9	Sex	
		Male	Female	Prefer not to answer	Total
	Agree	62.8%	60.3%	49.8%	60.4%
	Neither Agree nor Disagree	24.1%	24.3%	28.3%	24.5%
Q43. I understand my retirement benefits.	Disagree	13.1%	15.4%	21.9%	15.1%
	Agree	74.3%	81.3%	57.3%	76.9%
044. Overall, I am satisfied with the benefits I	Neither Agree nor Disagree	18.1%	14.1%	30.1%	16.8%
receive.	Disagree	7.6%	4.6%	12.6%	6.3%
	Agree	72.3%	77.0%	46.6%	73.0%
	Neither Agree nor Disagree	18.6%	13.5%	27.4%	16.4%
Q45. In general, I am satisfied with my job.	Disagree	9.2%	9.5%	26.0%	10.6%

			Ethnic	Group	
		White	Minority	Prefer not to answer	Total
	Agree	92.7%	89.7%	84.1%	91.8%
	Neither Agree nor Disagree	3.9%	4.4%	8.5%	4.4%
Q1. I understand my job duties and responsibilities.	Disagree	3.4%	5.9%	7.4%	3.9%
	Agree	90.1%	91.9%	79.1%	89.1%
	Neither Agree nor Disagree	6.3%	2.2%	11.3%	6.7%
Q2. I understand the work, goals, and mission of my department or agency.	Disagree	3.6%	5.9%	9.5%	4.2%
	Agree	89.7%	89.7%	76.1%	88.4%
O2 The world hards we is linked to see the second	Neither Agree nor Disagree	7.7%	7.4%	17.0%	8.6%
Q3. The work I perform is linked to my department or agency meeting its goals and mission.	Disagree	2.6%	2.9%	6.9%	3.0%
	Agree	81.2%	86.0%	63.2%	79.6%
	Neither Agree nor Disagree	12.5%	9.6%	22.9%	13.4%
Q4. I enjoy performing the day to day work of my job.	Disagree	6.3%	4.4%	13.9%	7.0%
	Agree	79.4%	80.9%	63.8%	77.9%
	Neither Agree nor Disagree	13.7%	12.5%	20.9%	14.4%
Q5. The work I perform is meaningful and rewarding.	Disagree	6.9%	6.6%	15.2%	7.8%
	Agree	69.5%	68.9%	48.1%	67.3%
06. I would recommend the State of Vermont to others	Neither Agree nor Disagree	20.7%	18.5%	32.4%	21.8%
as a great place to work.	Disagree	9.8%	12.6%	19.5%	10.9%
	Agree	52.2%	55.1%	29.5%	50.0%
Q7. Management and senior leadership communicates	Neither Agree nor Disagree	20.3%	19.9%	24.6%	20.7%
important information effectively.	Disagree	27.6%	25.0%	45.9%	29.3%
	Agree	61.1%	65.4%	37.6%	58.9%
Q8. I have an opportunity to provide feedback to	Neither Agree nor Disagree	17.8%	16.2%	24.7%	18.4%
management and senior leadership.	Disagree	21.1%	18.4%	37.6%	22.6%
	Agree	60.2%	63.2%	36.3%	57.9%
09. I am encouraged to share ideas on improving either	Neither Agree nor Disagree	19.1%	15.4%	22.9%	19.4%
service delivery or business process efficiency.	Disagree	20.6%	21.3%	40.7%	22.7%
	Agree	60.1%	66.7%	39.8%	58.3%
Q10. My department or agency works well with other	Neither Agree nor Disagree	27.2%	23.7%	36.4%	28.0%
departments and agencies.	Disagree	12.7%	9.6%	23.8%	13.7%
	Agree	43.2%	46.3%	23.6%	41.3%
	Neither Agree nor Disagree	21.6%	22.1%	26.9%	22.2%
Q11. Morale within my department or agency is good.	Disagree	35.2%	31.6%	49.5%	36.5%

			Ethnic Group		
		White	Minority	Prefer not to answer	Total
	Agree	67.7%	70.6%	55.4%	66.6%
Q12. The people I work with treat each other	Neither Agree nor Disagree	16.8%	14.7%	21.5%	17.2%
respectfully.	Disagree	15.5%	14.7%	23.1%	16.2%
	Agree	66.6%	66.2%	52.2%	65.2%
	Neither Agree nor Disagree	23.0%	24.3%	30.4%	23.8%
Q13. The people I work with care about me.	Disagree	10.3%	9.6%	17.4%	11.0%
	Agree	78.4%	80.0%	67.2%	77.3%
Q14. My fellow employees are committed to doing good	Neither Agree nor Disagree	15.2%	11.9%	22.8%	15.9%
work.	Disagree	6.4%	8.1%	10.0%	6.8%
	Agree	73.1%	73.5%	62.3%	72.0%
Q15. The employees in my work group work well	Neither Agree nor Disagree	15.4%	14.7%	21.8%	16.0%
cogether as a team.	Disagree	11.5%	11.8%	15.9%	12.0%
016. I feel I can communicate honestly and openly in	Agree	62.5%	66.9%	41.9%	60.6%
	Neither Agree nor Disagree	17.7%	14.7%	22.5%	18.0%
my workplace.	Disagree	19.9%	18.4%	35.7%	21.4%
	Agree	74.8%	68.4%	57.5%	72.9%
	Neither Agree nor Disagree	13.7%	16.9%	19.8%	14.4%
Q17. Harassment is not tolerated in my workplace.	Disagree	11.5%	14.7%	22.7%	12.7%
	Agree	78.7%	68.9%	61.1%	76.5%
	Neither Agree nor Disagree	13.1%	19.3%	21.6%	14.2%
Q18. Discrimination is not tolerated in my workplace.	Disagree	8.2%	11.9%	17.3%	9.2%
	Agree	58.6%	54.8%	37.6%	56.4%
Q19. I am confident that any misconduct that I report	Neither Agree nor Disagree	21.8%	21.5%	24.5%	22.1%
will be handled properly.	Disagree	19.5%	23.7%	37.9%	21.5%
	Agree	69.1%	67.6%	54.4%	67.6%
Q20. My supervisor clearly explains my job performance	Neither Agree nor Disagree	16.8%	18.4%	24.4%	17.6%
expectations.	Disagree	14.1%	14.0%	21.3%	14.8%
	Agree	61.9%	63.7%	42.3%	60.0%
001. My supervisor regularly provides may with timely	Neither Agree nor Disagree	18.2%	17.8%	28.5%	19.3%
Q21. My supervisor regularly provides me with timely and useful feedback.	Disagree	19.8%	18.5%	29.2%	20.7%

			Ethnic	Group	
		White	Minority	Prefer not to answer	Total
	Agree	75.3%	77.2%	59.2%	73.7%
	Neither Agree nor Disagree	14.5%	14.0%	21.8%	15.2%
Q22. My supervisor gives me the opportunity to do my best work.	Disagree	10.2%	8.8%	19.0%	11.0%
	Agree	63.6%	64.7%	43.8%	61.6%
	Neither Agree nor Disagree	17.6%	20.6%	24.4%	18.4%
Q23. I am satisfied with the recognition I receive from my supervisor for my work.	Disagree	18.8%	14.7%	31.8%	20.0%
my supervises for my menu	Agree	72.5%	76.5%	56.1%	71.0%
	Neither Agree nor Disagree	14.0%	11.8%	18.3%	14.3%
Q24. My supervisor treats employees fairly and respectfully.	Disagree	13.5%	11.8%	25.6%	14.7%
respectivity.	Agree	76.5%	75.7%	57.6%	74.6%
	Neither Agree nor Disagree	14.4%	14.7%	24.2%	15.4%
Q25. My supervisor seems to care about me as a person.	Disagree	9.1%	9.6%	18.3%	10.0%
oloon.	Agree	65.5%	66.2%	46.3%	63.6%
	Neither Agree nor Disagree	19.4%	17.6%	30.8%	20.5%
Q26. My supervisor provides the help that I need to		15.0%	16.2%	22.9%	15.9%
nprove my job performance.	Disagree				63.7%
	Agree	65.8%	61.8%	46.4%	
Q27. I have an opportunity to learn and grow	Neither Agree nor Disagree	18.8%	17.6%	23.5%	19.2%
professionally.	Disagree	15.4%	20.6%	30.2%	17.1%
	Agree	62.4%	61.8%	40.7%	60.2%
	Neither Agree nor Disagree	21.0%	19.1%	30.2%	21.9%
Q28. I receive the training I need to perform my job.	Disagree	16.6%	19.1%	29.1%	17.9%
	Agree	39.6%	41.2%	22.2%	37.9%
Q29. My supervisor and I discuss and plan my career	Neither Agree nor Disagree	29.9%	24.3%	29.7%	29.7%
development.	Disagree	30.5%	34.6%	48.1%	32.4%
	Agree	58.5%	59.3%	50.4%	57.7%
Q30. My performance evaluations are completed	Neither Agree nor Disagree	17.7%	18.5%	18.9%	17.8%
annually.	Disagree	23.9%	22.2%	30.7%	24.5%
	Agree	55.7%	55.1%	38.9%	54.0%
Q31. The standards used to evaluate my performance	Neither Agree nor Disagree	31.1%	30.1%	38.1%	31.8%
are fair.	Disagree	13.2%	14.7%	22.9%	14.2%
	Agree	31.0%	38.2%	22.9%	30.4%
Q32. My department or agency has the staffing	Neither Agree nor Disagree	17.8%	19.1%	18.3%	17.9%
necessary to achieve its mission.	Disagree	51.3%	42.6%	58.8%	51.7%

			Ethnic	Group	
		White	Minority	Prefer not to answer	Total
	Agree	31.0%	38.2%	22.9%	30.4%
	Neither Agree nor Disagree	17.8%	19.1%	18.3%	17.9%
Q32. My department or agency has the staffing necessary to achieve its mission.	Disagree	51.3%	42.6%	58.8%	51.7%
,	Agree	51.7%	57.4%	31.6%	49.9%
222 7	Neither Agree nor Disagree	18.6%	16.9%	26.2%	19.3%
Q33. The amount of work I am expected to perform is reasonable.	Disagree	29.6%	25.7%	42.2%	30.8%
	Agree	59.8%	64.0%	38.5%	57.8%
004 44 14 14 14 14 14 14 14 14 14 14 14 14	Neither Agree nor Disagree	20.0%	14.0%	28.2%	20.6%
Q34. My job allows a good balance between work and my personal life.	Disagree	20.2%	22.1%	33.3%	21.6%
	Agree	55.5%	56.6%	35.0%	53.5%
	Neither Agree nor Disagree	21.2%	13.2%	24.9%	21.3%
Q35. I have the resources to do my job well.	Disagree	23.4%	30.1%	40.1%	25.3%
	Agree	50.4%	54.1%	35.9%	49.1%
222 14 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Neither Agree nor Disagree	20.0%	23.0%	20.9%	20.2%
Q36. My department or agency has the technology needed to get the work done.	Disagree	29.6%	23.0%	43.2%	30.7%
-	Agree	75.5%	74.3%	60.4%	74.0%
007. Manaharian laurahing aminanan at in annan ah la fau	Neither Agree nor Disagree	12.4%	11.8%	22.4%	13.4%
Q37. My physical working environment is reasonable for my type of work.	Disagree	12.0%	14.0%	17.2%	12.6%
	Agree	80.0%	69.9%	58.4%	77.4%
	Neither Agree nor Disagree	12.7%	18.4%	25.2%	14.1%
Q38. I feel safe and secure in my work environment.	Disagree	7.4%	11.8%	16.5%	8.5%
	Agree	58.2%	58.8%	41.3%	56.5%
	Neither Agree nor Disagree	17.3%	19.1%	20.0%	17.7%
Q39. I am paid fairly for the work I do.	Disagree	24.5%	22.1%	38.7%	25.8%
	Agree	80.3%	75.7%	63.0%	78.4%
0.40 I feel that we wind for the Ctate of Vermont	Neither Agree nor Disagree	14.3%	14.0%	22.9%	15.2%
Q40. I feel that working for the State of Vermont provides me with good job security.	Disagree	5.4%	10.3%	14.1%	6.4%
	Agree	61.9%	62.2%	41.6%	59.8%
041 I fool that working for the State of Vermont	Neither Agree nor Disagree	25.2%	24.4%	32.6%	25.9%
Q41. I feel that working for the State of Vermont provides me with a solid career path.	Disagree	12.9%	13.3%	25.7%	14.2%
	Agree	79.7%	80.1%	68.8%	78.6%
	Neither Agree nor Disagree	14.4%	13.2%	20.3%	15.0%
Q42. I understand my benefit plans.	Disagree	5.9%	6.6%	10.9%	6.4%

		Ethnic Group			
		White	Minority	Prefer not to answer	Total
	Agree	61.0%	63.2%	54.4%	60.4%
	Neither Agree nor Disagree	24.7%	20.6%	24.9%	24.6%
Q43. I understand my retirement benefits.	Disagree	14.3%	16.2%	20.7%	15.0%
	Agree	79.0%	77.8%	61.3%	77.2%
	Neither Agree nor Disagree	15.4%	15.6%	27.3%	16.6%
Q44. Overall, I am satisfied with the benefits I receive.	Disagree	5.6%	6.7%	11.3%	6.2%
	Agree	75.6%	72.6%	53.1%	73.2%
	Neither Agree nor Disagree	15.1%	17.8%	26.0%	16.3%
Q45. In general, I am satisfied with my job.	Disagree	9.3%	9.6%	20.8%	10.5%