

Analysis of State of Vermont Employee Engagement Survey Results – 2016

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Introduction

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

While there are several ways to define employee engagement, simply stated it is the degree to which an individual is committed to an organization and the extent to which he/she works to fulfill and advance a stated mission. The 2016 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 2016 Engagement Survey provides a great deal of data from which stakeholders can glean information to improve organizational practices.

The first section of this report - Employee Engagement Survey Items: Summary of Key Findings - presents and discusses a high-level summary of key findings – results of all respondents to survey statements in each of the six engagement areas. It also provides the overall job satisfaction results. Results are also cross-tabulated by department. The second report section provides a qualitative analysis of the responses to the survey's open-ended question. The third section compares and discusses engagement survey responses for 2013 to 2016.

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 2016 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 2015 survey. (After a review of the 2013 results in 2014 several new items were added and others were revised for clarity). The 2016 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.

In the 2016 survey, several of the demographic items collected in previous years were eliminated to increase the anonymity of respondents, an action based on feedback from comments in previous years. What remained for analysis included were employment type, age group, type of occupation, and agency/department.

See Appendix A for a list of all survey items.

Survey Administration

The survey was administered electronically via Survey Monkey. An email invitation was sent to all classified and exempt employees¹ using their “preferred” email address as indicated in VTHR on October 24, 2016. The survey was active from October 24 through November 4, 2016. A hard copy version of the survey was also made available to employees. Hard copy responses were entered into the electronic record by Department of Human Resources staff and integrated into the data set without indication of the method received.

¹ The Department of State’s Attorneys and Sheriffs was not including in the sample.
Employee Engagement Survey Results - 2016

The survey sample included all classified and exempt employees of the Executive Branch employed during the survey period, 8,092 employees.

Of the 8,092 employees surveyed, 4,506 employees responded to the survey for an overall response rate of 55.7%. While this was a robust sample, since survey participation was voluntary it should be noted that this survey was based on a “convenience” sample of employees who chose to respond. Therefore, the reader should keep this in mind when interpreting results.

Data Analysis

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

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

Response Rates

Table 1 shows response rate by department. With an overall response rate of 55.7%, department rates varied from a low of 11.8% (Veterans’ Home) to a high of 92.3% (Finance & Management).

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 10/29/16 pay period end date for: (1) job type, (2) age group, and (3) occupational group. Number of completed surveys and percent were compared with the percent in the employee population. These results are shown in Tables 2 to 4.

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

Table 1 Response Rate by Department

Department	Number	Completed Surveys	Response Rate
Agency of Administration	28	21	75.0%
Agency of Human Services – Central Office	138	99	71.7%
Agency of Natural Resources – Central Office	30	25	83.3%
Agriculture, Food & Markets	107	40	37.4%
Attorney General	78	42	53.8%
Auditor of Accounts	15	10	66.7%
Buildings & General Services	329	162	49.2%
Children & Families	1,018	689	67.7%
Commerce & Community Development	92	71	77.2%
Corrections	1,040	331	31.8%
Defender General	69	21	30.4%
Disabilities, Aging & Independent Living	275	192	69.8%
Education	145	123	84.8%
Environmental Conservation	291	145	49.8%
Finance & Management	26	24	92.3%
Financial Regulation	100	57	57.0%
Fish & Wildlife	131	49	37.4%
Forests, Parks & Recreation	101	53	52.5%
Green Mountain Care Board	23	6	26.1%
Health	500	359	71.8%
Human Resources	93	82	88.2%
Information and Innovation	103	62	60.2%
Labor	242	129	53.3%
Libraries	10	6	60.0%
Liquor Control	53	33	62.3%
Lottery Commission	19	9	47.4%
Mental Health	232	77	33.2%
Military	99	22	22.2%
Motor Vehicles	222	148	66.7%
Natural Resources Board	24	7	29.2%
Public Safety	575	185	32.2%
Public Service Board	27	8	29.6%
Public Service Department	51	45	88.2%
Secretary of State	71	37	52.1%
Small Department	44	12	27.3%
State Treasurer	32	17	53.1%
Taxes	152	83	54.6%
Transportation (not DMV)	1,036	524	50.6%
Vermont Health Access	318	169	53.1%
Veterans' Home	153	18	11.8%
Missing/Other		314	n/a
Grand Total	8,092	4,506	55.7%

Table 2 Job Type

Job Type	Completed Surveys	Percent	Percent in Employee Population
Classified	3,328	79.6%	92.3%
Exempt	336	8.0%	7.7%
Don't Know	517	12.4%	
No Response	325	n/a	
Grand Total	4,506		

Table 3 Age Group

Age Group	Completed Surveys	Percent	Percent in Employee Population
34 or less (Millennials)	726	17.3%	21.0%
35 - 51 (Generation X)	1822	43.5%	42.9%
52 or more (Baby Boom)	1415	33.8%	35.7%
Prefer not to answer	228	5.4%	
No Response	315		
Grand Total	4,506		

Table 4 Occupational Group

Occupational Group	Completed Surveys	Percent	Percent in Employee Population
Administrative Support	644	15.7%	5.3%
Service Maintenance, or Skilled Craft	274	6.7%	8.5%
Paraprofessional, or Technical	384	9.3%	12.5%
Professional	1,801	43.8%	53.0%
Protective Services	356	8.7%	12.9%
Managerial, or Administration	650	15.8%	7.0%
No Response	397		
Grand Total	4,506		

Employee Engagement Survey Items: Summary of Key Findings

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

Table 5 displays percent agreement for all respondents to survey statements for “Job Duties and their Relationship to the Mission and Goals of your Agency or Department.”

More than 90% of respondents agreed that they understand their job duties and responsibilities (92.9%). A high level of agreement was also seen when asked if they understood the work, goals, and mission of their department or agency (90.5%) and that the work they perform is linked to their department or agency meeting its goals and mission (89.7%).

To a lesser extent, respondents agreed that they enjoy performing the day to day work of their job (78.8%) and that the work they perform is meaningful and rewarding (77.2%).

The lowest agreement was found among all respondents when asked if they would recommend the State of Vermont to others as a great place to work (71.2%). The relatively high level of “neutral” as a response shows the ambivalence respondents felt about this statement (20.5%).

Table 5 Job Duties and their Relationship to the Mission and Goals of your Agency or Department – All Respondents

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department		All Respondents		
Question		% Agree	% Neutral	% Disagree
Q1. I understand my job duties and responsibilities.		92.9%	4.2%	2.9%
Q2. I understand the work, goals, and mission of my department or agency.		90.5%	5.9%	3.7%
Q3. The work I perform is linked to my department or agency meeting its goals and mission.		89.7%	7.5%	2.9%
Q4. I enjoy the performing the day to day work of my job.		78.8%	14.3%	6.9%
Q5. The work I perform is meaningful and rewarding.		77.2%	15.0%	7.8%
Q6. I would recommend the State of Vermont to others as a great place to work.		71.2%	20.5%	8.2%

Table 6 displays percent agreement for respondents by department to survey statements for “Job Duties and their Relationship to the Mission and Goals of your Agency or Department.”

Table 6 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Department

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department						
	Q1.	Q2.	Q3.	Q4.	Q5.	Q6.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	95.2%	85.7%	90.5%	81.0%	71.4%	76.2%
Agriculture, Food & Markets	97.5%	92.5%	85.0%	87.5%	80.0%	75.0%
Attorney General	100.0%	100.0%	100.0%	92.9%	81.0%	81.0%
Auditor of Accounts	90.0%	100.0%	90.0%	90.0%	80.0%	80.0%
Buildings & General Services	91.4%	88.9%	87.0%	80.1%	76.7%	66.5%
Children & Families	94.2%	94.9%	94.0%	79.2%	82.5%	75.1%
Commerce & Community Dev.	88.7%	93.0%	91.5%	87.3%	81.7%	75.7%
Corrections	89.7%	77.6%	76.2%	67.8%	61.3%	59.4%
DAIL	97.4%	96.4%	92.7%	87.5%	90.6%	84.9%
Defender General	100.0%	100.0%	100.0%	81.0%	95.2%	66.7%
Education	84.6%	78.0%	78.9%	77.0%	68.6%	61.0%
Environmental Conservation	93.8%	87.4%	93.8%	79.2%	79.2%	72.2%
Finance & Management	96.4%	96.4%	92.9%	85.7%	89.3%	85.7%
Financial Regulation	96.5%	98.2%	94.7%	93.0%	89.5%	91.2%
Fish & Wildlife	98.0%	100.0%	91.8%	71.4%	77.6%	73.5%
Forests, Parks & Recreation	100.0%	98.1%	96.2%	83.0%	83.0%	66.0%
Green Mountain Care Board	100.0%	100.0%	100.0%	100.0%	83.3%	100.0%
Health	94.4%	94.7%	94.1%	79.8%	82.9%	75.9%
Human Resources	98.8%	91.5%	91.5%	82.9%	78.0%	79.0%
Human Services – CO	93.9%	88.9%	91.9%	80.2%	81.8%	72.7%
Information and Innovation	77.4%	71.0%	66.1%	66.1%	61.3%	58.1%
Labor	93.0%	86.8%	90.7%	83.7%	78.3%	62.8%
Libraries	83.3%	33.3%	66.7%	100.0%	66.7%	50.0%
Liquor Control	97.0%	90.9%	97.0%	93.9%	81.8%	63.6%
Lottery Commission	100.0%	100.0%	100.0%	100.0%	88.9%	100.0%
Average	93.0%	90.6%	89.9%	78.8%	77.4%	71.6%

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

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department						
	Q1.	Q2.	Q3.	Q4.	Q5.	Q6.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Mental Health	90.9%	92.2%	92.2%	75.3%	72.7%	71.4%
Military	100.0%	100.0%	100.0%	86.4%	86.4%	90.9%
Motor Vehicles	95.9%	94.6%	91.8%	79.7%	73.0%	78.4%
Natural Resources – CO	100.0%	92.0%	96.0%	88.0%	80.0%	76.0%
Natural Resources Board	100.0%	100.0%	100.0%	71.4%	71.4%	71.4%
Public Safety	91.8%	89.0%	88.5%	76.4%	74.2%	61.5%
Public Service Board	100.0%	100.0%	87.5%	62.5%	62.5%	62.5%
Public Service Department	86.7%	84.4%	77.8%	57.8%	55.6%	55.6%
Secretary of State	81.1%	91.9%	91.9%	73.0%	73.0%	67.6%
State Treasurer	88.2%	88.2%	88.2%	76.5%	76.5%	76.5%
Taxes	85.5%	79.5%	80.5%	74.7%	66.3%	67.5%
Transportation (not DMV)	93.9%	91.7%	91.7%	80.2%	77.8%	72.7%
Vermont Health Access	91.1%	89.9%	89.3%	72.5%	76.6%	70.1%
Veterans' Home	100.0%	100.0%	100.0%	77.8%	94.4%	83.3%
Average	93.0%	90.6%	89.9%	78.8%	77.4%	71.6%

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.

Communication and Input within your Organization

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

More than half of respondents agreed that management and senior leadership communicates important information in an effective manner (54.5%). However, nearly 25% disagreed with this statement (24.9%).

More respondents felt they had an opportunity to communicate with and provide feedback to management and senior leadership (63.0%), were encouraged to share ideas on improving either service delivery or business process efficiency (61.3%), and that their department or agency works well with other departments and agencies (61.3%).

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

Table 7 Communication and Input within your Organization – All Respondents

Survey Items: Communication and Input within Your Organization		All Respondents		
Question		% Agree	% Neutral	% Disagree
Q7. Management and senior leadership communicates important information effectively.		54.5%	20.6%	24.9%
Q8. I have an opportunity to communicate with and provide feedback to management and senior leadership.		63.0%	17.5%	19.5%
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.		61.3%	19.2%	19.5%
Q10. My department or agency works well with other departments and agencies.		61.9%	27.7%	10.3%

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

Table 8 Communication and Input within your Organization by Department

Survey Items: Communication and Input within Your Organization				
	Q7.	Q8	Q9	Q10
Department	% Agree	% Agree	% Agree	% Agree
Agency of Administration	52.4%	66.7%	57.1%	61.9%
Agriculture, Food & Markets	65.0%	72.5%	70.0%	71.8%
Attorney General	69.0%	78.6%	69.0%	73.8%
Auditor of Accounts	80.0%	80.0%	80.0%	80.0%
Buildings & General Services	44.7%	54.7%	52.2%	63.4%
Children & Families	60.3%	65.4%	63.2%	62.1%
Commerce & Community Dev.	53.5%	64.3%	64.8%	67.6%
Corrections	38.0%	49.1%	46.7%	46.1%
DAIL	72.9%	72.9%	76.0%	71.9%
Defender General	57.1%	52.4%	66.7%	71.4%
Education	50.0%	48.4%	51.2%	44.3%
Environmental Conservation	51.0%	57.6%	61.8%	53.8%
Finance & Management	64.3%	75.0%	75.0%	89.3%
Financial Regulation	71.9%	76.8%	83.9%	78.6%
Fish & Wildlife	63.3%	65.3%	59.2%	81.6%
Forests, Parks & Recreation	56.6%	71.7%	69.8%	64.2%
Green Mountain Care Board	83.3%	83.3%	66.7%	100.0%
Health	67.0%	69.8%	67.0%	71.8%
Human Resources	58.5%	67.1%	72.0%	73.2%
Human Services – CO	50.5%	70.7%	73.7%	63.6%
Information and Innovation	33.9%	58.1%	45.2%	33.9%
Labor	37.2%	48.8%	49.6%	42.6%
Libraries	16.7%	50.0%	50.0%	16.7%
Liquor Control	54.5%	81.8%	72.7%	66.7%
Lottery Commission	55.6%	77.8%	77.8%	66.7%
Average	54.6%	63.1%	61.7%	62.3%

Key:

Q7. Management and senior leadership communicates important information effectively.

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

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

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

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

Survey Items: Communication and Input within Your Organization				
	Q7.	Q8	Q9	Q10
Department	% Agree	% Agree	% Agree	% Agree
Mental Health	46.8%	59.7%	54.5%	58.4%
Military	72.7%	86.4%	81.8%	68.2%
Motor Vehicles	60.1%	64.2%	61.5%	68.2%
Natural Resources – CO	72.0%	72.0%	75.0%	72.0%
Natural Resources Board	85.7%	100.0%	85.7%	71.4%
Public Safety	45.9%	56.3%	50.3%	60.7%
Public Service Board	37.5%	62.5%	62.5%	75.0%
Public Service Department	46.7%	48.9%	39.5%	48.9%
Secretary of State	48.6%	62.2%	70.3%	73.0%
State Treasurer	76.5%	76.5%	70.6%	88.2%
Taxes	43.4%	56.6%	59.8%	51.8%
Transportation (not DMV)	53.9%	67.0%	65.2%	68.1%
Vermont Health Access	47.0%	58.3%	61.3%	52.7%
Veterans' Home	44.4%	61.1%	55.6%	61.1%
Average	54.6%	63.1%	61.7%	62.3%

Key:

Q7. Management and senior leadership communicates important information effectively.

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

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

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

Relationships and Morale in your Organization

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

While almost half of respondents agreed that morale within their department or agency is good (46.3%), the majority (53.7%) were either neutral or disagreed.

Over 70% of all respondents agreed that the people they work with treat each other respectfully (70.4%) and to a slightly lesser extent that the people they work with care about them (67.9%).

More than 80% agreed that their fellow employees are committed to doing good work (80.2%) and approximately three out of four of respondents agreed that employees in their work group work well together as a team (74.5%).

A little over 60% of respondents felt they can communicate honestly and openly in their workplace (63.0%), which had a relatively high percent disagreeing with the statement (19.0%).

More than three out of four of all respondents agreed that harassment is not tolerated in their workplace (77.6%) and discrimination is not tolerated in their workplace (80.1%). Fewer respondents agreed that they were confident that any misconduct that they report will be handled properly (61.2%), which had a relatively high percent disagreeing with the statement (17.9%).

Table 9 Relationships and Morale in your Organization – All Respondents

Survey Items: Relationships and Morale in Your Organization		All Respondents		
Question		% Agree	% Neutral	% Disagree
Q11. Morale within my department or agency is good.		46.3%	23.4%	30.3%
Q12. The people I work with treat each other respectfully.		70.4%	16.8%	12.9%
Q13. The people I work with care about me.		67.9%	22.8%	9.4%
Q14. My fellow employees are committed to doing good work.		80.2%	15.0%	4.8%
Q15. The employees in my work group work well together as a team.		74.5%	15.7%	9.8%
Q16. I feel I can communicate honestly and openly in my workplace.		63.0%	18.0%	19.0%
Q17. Harassment is not tolerated in my workplace.		77.6%	13.4%	9.0%
Q18. Discrimination is not tolerated in my workplace.		80.1%	13.3%	6.6%
Q19. I am confident that any misconduct that I report will be handled properly.		61.2%	20.9%	17.9%

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

Table 10 Relationships and Morale in your Organization by Department

Survey Items: Relationships and Morale in Your Organization									
	Q11.	Q12.	Q13.	Q14.	Q15.	Q16.	Q17.	Q18.	Q19.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	52.4%	61.9%	66.7%	66.7%	66.7%	61.9%	71.4%	71.4%	57.1%
Agriculture, Food & Markets	60.0%	77.5%	80.0%	80.0%	72.5%	70.0%	82.5%	80.0%	57.5%
Attorney General	64.3%	92.9%	81.0%	92.9%	83.3%	83.3%	92.9%	88.1%	73.8%
Auditor of Accounts	80.0%	80.0%	70.0%	100.0%	60.0%	80.0%	90.0%	100.0%	80.0%
Buildings & General Services	38.1%	68.5%	63.1%	73.8%	69.4%	62.3%	78.4%	79.6%	57.4%
Children & Families	43.4%	69.8%	72.2%	84.3%	75.0%	62.4%	80.9%	83.4%	61.0%
Commerce & Community Dev.	53.5%	81.7%	80.0%	90.1%	70.4%	64.8%	77.5%	80.3%	64.8%
Corrections	23.6%	58.8%	55.6%	63.6%	67.3%	48.9%	69.0%	74.2%	53.9%
DAIL	65.1%	85.9%	81.7%	90.6%	87.5%	75.5%	88.0%	90.1%	74.5%
Defender General	52.4%	85.7%	85.7%	100.0%	71.4%	71.4%	85.7%	95.2%	66.7%
Education	29.5%	71.3%	69.9%	81.3%	81.3%	58.2%	62.0%	67.8%	47.1%
Environmental Conservation	50.3%	78.6%	74.5%	88.3%	81.4%	72.4%	77.1%	77.1%	61.4%
Finance & Management	67.9%	89.3%	82.1%	100.0%	96.4%	75.0%	82.1%	85.7%	78.6%
Financial Regulation	78.9%	86.0%	83.9%	93.0%	86.0%	78.9%	78.9%	80.7%	73.7%
Fish & Wildlife	69.4%	69.4%	66.7%	79.6%	79.6%	71.4%	81.3%	85.4%	61.2%
Forests, Parks & Recreation	62.3%	81.1%	77.4%	83.0%	83.0%	83.0%	84.9%	92.5%	75.5%
Green Mountain Care Board	66.7%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Health	58.9%	79.9%	77.0%	90.5%	80.4%	69.0%	87.7%	86.6%	69.7%
Human Resources	51.2%	73.2%	74.4%	80.5%	76.8%	69.5%	86.4%	87.8%	67.1%
Human Services – CO	52.5%	71.7%	76.8%	90.9%	78.8%	73.7%	85.7%	84.8%	68.7%
Information and Innovation	25.8%	50.0%	37.1%	71.0%	62.9%	64.5%	69.4%	64.5%	41.9%
Labor	32.6%	61.2%	59.7%	76.0%	71.9%	51.9%	58.9%	65.1%	43.4%
Libraries	0.0%	83.3%	66.7%	83.3%	100.0%	40.0%	66.7%	66.7%	50.0%
Liquor Control	51.5%	57.6%	60.6%	72.7%	66.7%	75.8%	75.8%	84.8%	69.7%
Lottery Commission	66.7%	66.7%	77.8%	77.8%	88.9%	55.6%	88.9%	88.9%	88.9%
Average	46.5%	70.6%	68.1%	80.5%	74.8%	63.4%	78.0%	80.4%	61.7%

Key:

Q11. Morale in my department or agency is good.

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

Q13. The people I work with care about me.

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

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

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

Q17. Harassment is not tolerated in my workplace.

Q18. Discrimination is not tolerated in my workplace.

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

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

Survey Items: Relationships and Morale in Your Organization									
	Q11.	Q12.	Q13.	Q14.	Q15.	Q16.	Q17.	Q18.	Q19.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Mental Health	40.3%	63.6%	71.4%	84.4%	72.4%	58.4%	67.5%	73.7%	53.2%
Military	63.6%	77.3%	72.7%	72.7%	72.7%	68.2%	81.8%	86.4%	77.3%
Motor Vehicles	53.4%	69.6%	66.2%	75.0%	74.3%	58.8%	83.0%	88.5%	68.2%
Natural Resources – CO	60.0%	80.0%	70.8%	88.0%	76.0%	56.0%	80.0%	72.0%	66.7%
Natural Resources Board	71.4%	71.4%	85.7%	100.0%	71.4%	85.7%	85.7%	85.7%	85.7%
Public Safety	38.6%	62.0%	57.1%	72.8%	69.0%	56.5%	72.7%	77.7%	54.9%
Public Service Board	25.0%	75.0%	62.5%	87.5%	75.0%	37.5%	100.0%	85.7%	62.5%
Public Service Department	24.4%	66.7%	62.2%	77.8%	68.9%	46.7%	66.7%	71.1%	44.4%
Secretary of State	54.1%	64.9%	62.2%	81.1%	67.6%	62.2%	78.4%	75.7%	56.8%
State Treasurer	58.8%	64.7%	70.6%	58.8%	70.6%	76.5%	82.4%	82.4%	70.6%
Taxes	28.9%	56.6%	55.4%	69.9%	61.4%	53.0%	65.1%	63.9%	55.4%
Transportation (not DMV)	52.9%	72.0%	64.3%	77.2%	74.5%	67.0%	78.8%	81.6%	65.1%
Vermont Health Access	39.3%	64.3%	62.5%	79.2%	73.8%	57.1%	76.8%	78.6%	57.1%
Veterans' Home	44.4%	50.0%	50.0%	83.3%	61.1%	55.6%	72.2%	72.2%	61.1%
Average	46.5%	70.6%	68.1%	80.5%	74.8%	63.4%	78.0%	80.4%	61.7%

Key:

Q11. Morale in my department or agency is good.

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

Q13. The people I work with care about me.

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

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

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

Q17. Harassment is not tolerated in my workplace.

Q18. Discrimination is not tolerated in my workplace.

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

Your Supervisor

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

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

The lowest agreement among all respondents was when asked if their supervisor discussed and planned their career development with them (44.5%).

For all respondents, 64.6% agreed that their performance evaluations are completed annually. To a lesser extent respondents agreed that the standards used to evaluate their performance were fair (59.9%), with a high level of “neutral” (28.1%), which shows respondents’ ambivalence about this statement.

Table 11 Your Supervisor – All Respondents

Survey Items: Your Supervisor		All Respondents		
Question		% Agree	% Neutral	% Disagree
Q20. My supervisor clearly explains my job performance expectations.		71.4%	15.9%	12.7%
Q21. My supervisor regularly provides me with timely and useful feedback.		65.2%	17.7%	17.1%
Q22. My supervisor gives me an opportunity to do my best work.		75.9%	14.0%	10.1%
Q23. I am satisfied with the recognition I receive from my supervisor for my work.		64.6%	18.2%	17.2%
Q24. My supervisor treats employees fairly and respectfully.		74.2%	14.1%	11.7%
Q25. My supervisor seems to care about me as a person.		77.2%	14.4%	8.4%
Q26. My supervisor provides the help I need to improve my job performance.		67.1%	19.9%	13.0%
Q27. I have an opportunity to learn and grow professionally.		66.8%	18.1%	15.1%
Q28. I receive the training I need to perform my job.		65.4%	20.9%	13.7%
Q29. My supervisor and I discuss and plan my career development.		44.5%	27.7%	27.8%
Q30. My performance evaluations are completed annually.		64.6%	18.0%	17.4%
Q31. The standards used to evaluate my performance are fair.		59.9%	28.1%	11.9%

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

Table 12 Your Supervisor by Department

Survey Items: Your Supervisor													
	Q20.	Q21.	Q22	Q23.	Q24.	Q25.	Q26.	Q27.	Q28.	Q29.	Q30.	Q31.	
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	
Agency of Administration	66.7%	52.4%	66.7%	42.9%	61.9%	61.9%	57.1%	66.7%	61.9%	42.9%	47.6%	33.3%	Key:
Agriculture, Food & Markets	69.2%	64.1%	80.0%	70.0%	77.5%	85.0%	75.0%	72.5%	65.0%	50.0%	65.0%	60.0%	Q20. My supervisor clearly explains
Attorney General	83.3%	76.2%	90.5%	78.6%	90.5%	88.1%	81.0%	73.8%	69.0%	47.6%	73.8%	81.0%	my job performance expectations.
Auditor of Accounts	90.0%	80.0%	80.0%	80.0%	80.0%	70.0%	80.0%	80.0%	90.0%	44.4%	55.6%	80.0%	Q21. My supervisor regularly provides
Buildings & General Services	72.7%	63.8%	77.0%	62.5%	69.8%	71.4%	67.5%	56.0%	65.4%	35.7%	59.7%	55.3%	me with timely and useful feedback.
Children & Families	74.1%	68.9%	76.0%	65.8%	75.4%	80.2%	68.2%	68.2%	67.2%	45.1%	65.0%	57.6%	Q22. My supervisor gives me an
Commerce & Community Dev.	71.8%	66.2%	78.9%	64.8%	71.8%	81.7%	64.8%	64.8%	57.7%	39.4%	60.6%	53.5%	opportunity to do my best work.
Corrections	65.5%	58.5%	74.2%	57.3%	66.1%	67.2%	59.9%	60.4%	59.5%	37.5%	62.6%	53.2%	Q23. I am satisfied with the recognition
DAIL	77.5%	70.2%	83.9%	75.0%	84.4%	89.1%	73.4%	77.1%	72.9%	52.6%	61.4%	63.7%	I receive from my supervisor for my work.
Defender General	66.7%	66.7%	76.2%	61.9%	76.2%	90.5%	57.1%	66.7%	66.7%	28.6%	38.1%	47.6%	Q24. My supervisor treats employees
Education	63.4%	61.0%	72.1%	65.6%	76.4%	78.9%	63.4%	61.8%	56.1%	32.0%	47.9%	46.7%	fairly and respectfully.
Environmental Conservation	70.3%	64.1%	80.0%	70.3%	79.3%	84.1%	68.3%	71.7%	53.8%	50.7%	74.1%	72.9%	Q25. My supervisor seems to care
Finance & Management	78.6%	71.4%	78.6%	78.6%	78.6%	85.7%	78.6%	82.1%	67.9%	39.3%	71.4%	71.4%	about me as a person.
Financial Regulation	89.5%	73.7%	82.5%	75.4%	84.2%	89.3%	80.7%	82.5%	80.7%	66.7%	78.6%	71.9%	Q26. My supervisor provides the help
Fish & Wildlife	81.6%	69.4%	73.5%	60.4%	79.6%	77.1%	69.4%	61.2%	79.6%	55.1%	89.8%	77.6%	I need to improve my job performance.
Forests, Parks & Recreation	62.3%	52.8%	77.4%	60.4%	79.2%	75.5%	62.3%	71.7%	56.6%	41.5%	60.4%	63.5%	Q27. I have an opportunity to learn and
Green Mountain Care Board	83.3%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	83.3%	66.7%	83.3%	66.7%	66.7%	grow professionally.
Health	75.1%	75.1%	80.4%	73.7%	81.8%	86.9%	70.6%	72.3%	73.7%	51.5%	80.5%	76.0%	Q28. I receive the training I need to
Human Resources	74.4%	61.7%	74.4%	67.1%	76.5%	78.0%	70.7%	68.3%	61.0%	45.7%	62.2%	63.0%	perform my job.
Human Services – CO	71.7%	72.7%	80.8%	73.5%	85.9%	87.9%	82.7%	78.6%	69.7%	51.5%	61.2%	63.9%	Q29. My supervisor and I discuss and
Information and Innovation	40.3%	38.7%	59.7%	40.3%	62.9%	58.1%	50.0%	61.3%	43.5%	33.9%	26.2%	25.8%	plan my career development.
Labor	54.3%	43.4%	60.5%	46.5%	58.1%	61.2%	49.6%	50.4%	39.5%	24.8%	23.0%	33.6%	Q30. My performance evaluations are
Libraries	83.3%	50.0%	50.0%	33.3%	83.3%	83.3%	50.0%	33.3%	50.0%	16.7%	16.7%	60.0%	completed annually.
Liquor Control	78.8%	72.7%	90.9%	78.8%	87.9%	78.1%	84.8%	72.7%	78.8%	48.5%	63.6%	57.6%	Q31. The standards used to evaluate
Lottery Commission	100.0%	88.9%	100.0%	77.8%	88.9%	77.8%	77.8%	77.8%	77.8%	66.7%	55.6%	77.8%	my performance are fair.
Average	71.5%	65.1%	76.1%	64.7%	74.3%	77.3%	67.2%	67.0%	65.4%	44.6%	64.6%	60.0%	

Table 12 Your Supervisor by Department (cont.)

Survey Items: Your Supervisor													
	Q20.	Q21.	Q22	Q23.	Q24.	Q25.	Q26.	Q27.	Q28.	Q29.	Q30.	Q31.	
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	
Mental Health	55.8%	59.7%	70.1%	59.2%	67.5%	75.3%	60.5%	54.5%	59.7%	38.2%	59.7%	55.8%	Key:
Military	72.7%	63.6%	90.9%	68.2%	86.4%	95.5%	72.7%	72.7%	86.4%	42.9%	59.1%	68.2%	Q20. My supervisor clearly explains
Motor Vehicles	82.4%	73.0%	79.7%	64.2%	77.0%	77.7%	74.3%	65.5%	72.1%	45.9%	84.5%	70.9%	my job performance expectations.
Natural Resources – CO	80.0%	72.0%	84.0%	76.0%	84.0%	83.3%	79.2%	72.0%	52.0%	56.0%	80.0%	68.0%	Q21. My supervisor regularly provides
Natural Resources Board	57.1%	57.1%	71.4%	57.1%	85.7%	71.4%	71.4%	71.4%	57.1%	28.6%	57.1%	57.1%	me with timely and useful feedback.
Public Safety	65.8%	58.2%	69.9%	56.8%	70.5%	72.3%	63.6%	58.7%	63.9%	45.4%	45.4%	47.3%	Q22. My supervisor gives me an
Public Service Board	62.5%	62.5%	62.5%	62.5%	62.5%	75.0%	50.0%	87.5%	75.0%	37.5%	50.0%	50.0%	opportunity to do my best work.
Public Service Department	57.8%	48.9%	53.3%	44.4%	61.4%	62.2%	46.7%	53.3%	46.7%	28.9%	35.6%	31.8%	Q23. I am satisfied with the recognition
Secretary of State	59.5%	56.8%	70.3%	54.1%	64.9%	64.9%	59.5%	63.9%	51.4%	40.5%	55.6%	48.6%	I receive from my supervisor for my work.
State Treasurer	82.4%	70.6%	88.2%	70.6%	76.5%	76.5%	76.5%	64.7%	64.7%	47.1%	58.8%	64.7%	Q24. My supervisor treats employees
Taxes	66.3%	59.0%	63.9%	61.4%	69.9%	74.7%	57.8%	58.5%	55.4%	36.1%	42.7%	45.8%	fairly and respectfully.
Transportation (not DMV)	77.6%	68.1%	79.7%	67.6%	74.3%	76.6%	70.1%	73.1%	73.2%	50.1%	85.0%	72.1%	Q25. My supervisor seems to care
Vermont Health Access	63.7%	58.9%	70.2%	58.3%	67.9%	70.2%	63.7%	64.7%	64.3%	43.5%	58.3%	51.2%	about me as a person.
Veterans' Home	66.7%	61.1%	77.8%	61.1%	55.6%	55.6%	55.6%	61.1%	72.2%	38.9%	77.8%	77.8%	Q26. My supervisor provides the help
Average	71.5%	65.1%	76.1%	64.7%	74.3%	77.3%	67.2%	67.0%	65.4%	44.6%	64.6%	60.0%	I need to improve my job performance.
													Q27. I have an opportunity to learn and
													grow professionally.
													Q28. I receive the training I need to
													perform my job.
													Q29. My supervisor and I discuss and
													plan my career development.
													Q30. My performance evaluations are
													completed annually.
													Q31. The standards used to evaluate
													my performance are fair.

Workload, Staffing and Resources

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

More respondents disagreed that their department or agency has the staffing and resources necessary to achieve its mission (45.3%) than agreed (35.1%).

While 54.2% of all respondents agreed that the amount of work they are expected to perform is reasonable, nearly a quarter (25.5%) disagreed. A higher percentage agreed that their job and work environment allow for a good balance between work and their personal life (61.7%).

A majority of all respondents agreed that they have the resources to do their job well (59.2%) and that their department or agency had the technology needed to get the work done (56.5%).

Over three out of four of all respondents agreed that their physical working environment is reasonable for their type of work (78.8%) and to a lesser extent that they feel safe and secure in their work environment (77.6%).

Table 13 Workload, Staffing and Resources – All Respondents

Survey Items: Workload, Staffing and Resources		All Respondents		
Question		% Agree	% Neutral	% Disagree
Q32. My Agency or Department has the staffing necessary to achieve its mission.		35.1%	19.6%	45.3%
Q33. The amount of work I am expected to perform is reasonable.		54.2%	20.3%	25.5%
Q34. My job allows a good balance between work and my personal life.		61.7%	20.6%	17.8%
Q35. I have the resources to do my job well.		59.2%	21.2%	19.6%
Q36. My Agency or Department has the technology needed to get the work done.		56.5%	19.1%	24.5%
Q37. My physical working environment is reasonable for my type of work.		78.8%	11.9%	9.3%
Q38. I feel safe and secure in my work environment.		77.6%	13.6%	8.7%

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

Table 14 Workload, Staffing and Resources by Department

Survey Items: Workload, Staffing and Resources							
	Q32.	Q33.	Q34.	Q35.	Q36.	Q37.	Q38.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	47.6%	61.9%	71.4%	66.7%	66.7%	85.7%	81.0%
Agriculture, Food & Markets	42.5%	52.5%	65.0%	65.0%	67.5%	92.5%	77.5%
Attorney General	40.5%	54.8%	73.8%	50.0%	40.5%	85.7%	90.5%
Auditor of Accounts	80.0%	100.0%	90.0%	90.0%	100.0%	100.0%	100.0%
Buildings & General Services	38.8%	65.2%	74.5%	68.9%	69.8%	82.1%	73.8%
Children & Families	32.8%	46.5%	54.9%	54.3%	43.2%	76.6%	69.8%
Commerce & Community Dev.	31.0%	63.4%	67.6%	59.2%	69.0%	69.0%	84.5%
Corrections	24.8%	43.6%	44.4%	47.7%	37.4%	67.0%	61.4%
DAIL	33.3%	47.4%	62.5%	61.3%	61.5%	87.0%	79.2%
Defender General	35.0%	42.9%	47.6%	52.4%	66.7%	76.2%	90.5%
Education	19.5%	45.1%	52.8%	51.2%	50.0%	73.2%	70.7%
Environmental Conservation	24.3%	42.1%	64.1%	57.2%	51.0%	66.2%	80.7%
Finance & Management	46.4%	60.7%	75.0%	75.0%	71.4%	92.9%	89.3%
Financial Regulation	84.2%	86.0%	91.2%	85.7%	78.9%	91.2%	89.5%
Fish & Wildlife	30.6%	46.9%	51.0%	57.1%	59.2%	81.6%	85.4%
Forests, Parks & Recreation	11.3%	35.8%	45.3%	35.8%	39.6%	75.5%	84.9%
Green Mountain Care Board	16.7%	66.7%	100.0%	83.3%	83.3%	100.0%	100.0%
Health	43.6%	59.5%	69.3%	70.1%	63.4%	87.9%	88.8%
Human Resources	29.3%	50.0%	64.6%	54.9%	50.0%	81.7%	87.8%
Human Services – CO	26.3%	51.5%	68.7%	55.6%	60.2%	84.8%	84.8%
Information and Innovation	22.6%	45.2%	67.7%	46.8%	53.2%	71.0%	82.3%
Labor	25.6%	54.7%	58.9%	50.8%	47.3%	70.5%	67.4%
Libraries	0.0%	50.0%	66.7%	33.3%	33.3%	100.0%	100.0%
Liquor Control	42.4%	63.6%	63.6%	69.7%	51.5%	87.9%	81.8%
Lottery Commission	66.7%	88.9%	77.8%	77.8%	77.8%	100.0%	100.0%
Average	35.2%	54.3%	61.9%	59.4%	56.7%	78.9%	77.6%

Key:

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

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

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

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

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

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

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

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

Survey Items: Workload, Staffing and Resources								
	Q32.	Q33.	Q34.	Q35.	Q36.	Q37.	Q38.	
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	
Mental Health	36.4%	59.7%	59.7%	55.8%	61.0%	64.9%	75.3%	Key:
Military	50.0%	59.1%	81.8%	77.3%	68.2%	95.5%	90.9%	Q32. My Agency or Department has the staffing necessary to achieve its mission.
Motor Vehicles	43.9%	67.6%	70.1%	69.6%	61.5%	79.7%	76.4%	Q33. The amount of work I am expected to perform is reasonable.
Natural Resources – CO	28.0%	52.0%	64.0%	60.0%	68.0%	60.0%	84.0%	Q34. My job allows a good balance between work and my personal life.
Natural Resources Board	57.1%	71.4%	71.4%	71.4%	85.7%	100.0%	85.7%	Q35. I have the resources to do my job well.
Public Safety	17.9%	38.0%	44.0%	51.6%	58.7%	72.8%	77.2%	Q36. My Agency or Department has the technology needed to get the work done.
Public Service Board	12.5%	37.5%	50.0%	62.5%	62.5%	87.5%	87.5%	Q37. My physical working environment is reasonable for my type of work.
Public Service Department	35.6%	55.6%	55.6%	44.4%	54.5%	82.2%	77.8%	Q38. I feel safe and secure in my work environment.
Secretary of State	45.9%	56.8%	58.3%	59.5%	56.8%	67.6%	81.1%	
State Treasurer	41.2%	64.7%	70.6%	76.5%	82.4%	88.2%	88.2%	
Taxes	18.1%	44.6%	57.8%	53.0%	68.7%	88.0%	80.7%	
Transportation (not DMV)	51.7%	69.5%	71.8%	69.3%	73.2%	83.5%	81.4%	
Vermont Health Access	35.3%	62.3%	69.5%	58.1%	50.6%	80.0%	82.0%	
Veterans' Home	33.3%	50.0%	55.6%	44.4%	50.0%	72.2%	72.2%	
Average	35.2%	54.3%	61.9%	59.4%	56.7%	78.9%	77.6%	

Compensation and Benefits

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

Over 60% (60.6%) of all respondents agreed that they felt that they were paid fairly for the work they perform, while 21.1% disagreed.

Over 80% of all respondents agreed that working for the State of Vermont provides them with good job security (80.3%), while to a lesser extent 63.7% 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 (78.4%), and a lower percent agreed that they understand their retirement benefits (61.5%). Overall, 78.8% agreed that they were satisfied with the benefits they received. Only 5.1% disagreed.

Table 15 Compensation and Benefits – All Respondents

Survey Items: Compensation and Benefits		All Respondents		
Question		% Agree	% Neutral	% Disagree
Q39. I am paid fairly for the work I do.		60.6%	18.2%	21.1%
Q40. I feel that working for the State of Vermont provides me with good job security.		80.3%	13.4%	6.3%
Q41. I feel that working for the State of Vermont provides me with a solid career path.		63.7%	23.8%	12.5%
Q42. I understand my benefit plans.		78.4%	14.8%	6.8%
Q43. I understand my retirement benefits.		61.5%	23.9%	14.6%
Q44. Overall, I am satisfied with the benefits I receive.		78.8%	16.1%	5.1%

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

Table 16 Compensation and Benefits by Department

Survey Items: Compensation and Benefits						
	Q39.	Q40.	Q41.	Q42.	Q43.	Q44.
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Agency of Administration	52.4%	66.7%	61.9%	81.0%	57.1%	81.0%
Agriculture, Food & Markets	62.5%	80.0%	57.5%	72.5%	55.0%	77.5%
Attorney General	33.3%	69.0%	59.5%	81.0%	66.7%	78.6%
Auditor of Accounts	100.0%	90.0%	60.0%	100.0%	90.0%	100.0%
Buildings & General Services	50.0%	74.7%	55.0%	74.5%	61.5%	76.4%
Children & Families	60.9%	85.6%	67.6%	74.8%	56.6%	74.8%
Commerce & Community Dev.	57.7%	75.7%	62.0%	81.7%	62.0%	76.1%
Corrections	59.7%	77.3%	64.8%	72.3%	51.2%	71.8%
DAIL	74.5%	81.3%	71.9%	83.3%	60.7%	89.5%
Defender General	85.7%	90.5%	71.4%	81.0%	52.4%	100.0%
Education	53.7%	78.0%	48.0%	78.9%	56.9%	74.8%
Environmental Conservation	50.7%	81.3%	62.5%	84.0%	66.7%	80.4%
Finance & Management	89.3%	89.3%	67.9%	89.3%	75.0%	92.9%
Financial Regulation	78.9%	91.2%	82.5%	96.5%	77.2%	94.6%
Fish & Wildlife	61.2%	79.6%	55.1%	67.3%	49.0%	73.5%
Forests, Parks & Recreation	56.6%	69.8%	43.4%	75.5%	60.4%	75.5%
Green Mountain Care Board	83.3%	100.0%	83.3%	83.3%	50.0%	100.0%
Health	65.1%	80.7%	59.9%	81.5%	61.3%	82.7%
Human Resources	70.7%	90.2%	59.8%	87.8%	68.3%	85.4%
Human Services – CO	61.6%	80.6%	65.3%	82.7%	71.1%	83.7%
Information and Innovation	40.3%	75.8%	50.0%	83.9%	69.4%	67.7%
Labor	64.3%	70.5%	56.6%	73.6%	58.9%	80.6%
Libraries	50.0%	33.3%	33.3%	83.3%	66.7%	83.3%
Liquor Control	57.6%	81.8%	72.7%	84.8%	75.8%	84.8%
Lottery Commission	55.6%	88.9%	66.7%	77.8%	75.0%	88.9%
Average	60.7%	80.4%	63.8%	78.4%	61.7%	78.9%

Key:

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

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

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

Q42. I understand my benefit plans.

Q43. I understand my retirement benefits.

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

Table 16 Compensation and Benefits by Department (Cont.)

Survey Items: Compensation and Benefits							
	Q39.	Q40.	Q41.	Q42.	Q43.	Q44.	
Department	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	
Mental Health	75.3%	85.7%	66.2%	85.5%	70.1%	84.4%	Key:
Military	54.5%	77.3%	63.6%	86.4%	63.6%	81.8%	Q39. I am paid fairly for the work I do.
Motor Vehicles	54.4%	87.8%	68.9%	71.6%	59.2%	77.6%	Q40. I feel that working for the State of Vermont provides me with good job security.
Natural Resources – CO	56.0%	84.0%	64.0%	84.0%	88.0%	80.0%	Q41. I feel that working for the State of Vermont provides me with a solid career path.
Natural Resources Board	71.4%	57.1%	42.9%	85.7%	83.3%	85.7%	Q42. I understand my benefit plans.
Public Safety	56.0%	78.3%	65.2%	76.6%	62.5%	79.3%	Q43. I understand my retirement benefits.
Public Service Board	62.5%	75.0%	62.5%	87.5%	100.0%	75.0%	Q44. Overall, I am satisfied with the benefits I receive.
Public Service Department	51.1%	51.1%	38.6%	64.4%	56.8%	57.8%	
Secretary of State	43.2%	70.3%	54.1%	67.6%	51.4%	73.0%	
State Treasurer	82.4%	100.0%	82.4%	94.1%	94.1%	88.2%	
Taxes	61.4%	69.9%	55.4%	83.1%	65.1%	83.1%	
Transportation (not DMV)	58.6%	85.4%	72.0%	79.3%	65.8%	78.7%	
Vermont Health Access	72.0%	71.4%	62.5%	78.6%	61.3%	83.9%	
Veterans' Home	50.0%	83.3%	61.1%	94.4%	77.8%	94.1%	
Average	60.7%	80.4%	63.8%	78.4%	61.7%	78.9%	

Overall Job Satisfaction

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

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

Table 17 Overall Job Satisfaction – All Respondents

Survey Items: Overall Job Satisfaction		All Respondents		
Question		% Agree	% Neutral	% Disagree
Q45. In general, I am satisfied with my job.		76.5%	14.5%	9.0%

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

Table 18 Overall Job Satisfaction by Department

Survey Items: Overall Job Satisfaction			
Q45. In general, I am satisfied with my job.			
Department	% Agree	% Neutral	% Disagree
Agency of Administration	85.7%	0.0%	14.3%
Agriculture, Food & Markets	82.5%	12.5%	5.0%
Attorney General	92.9%	4.8%	2.4%
Auditor of Accounts	80.0%	10.0%	10.0%
Buildings & General Services	75.8%	15.5%	8.7%
Children & Families	78.1%	14.1%	7.7%
Commerce & Community Dev.	81.7%	12.7%	5.6%
Corrections	66.6%	16.9%	16.6%
DAIL	84.8%	8.4%	6.8%
Defender General	90.5%	4.8%	4.8%
Education	70.5%	15.6%	13.9%
Environmental Conservation	78.6%	14.5%	6.9%
Finance & Management	88.9%	7.4%	3.7%
Financial Regulation	91.1%	5.4%	3.6%
Fish & Wildlife	75.5%	16.3%	8.2%
Forests, Parks & Recreation	80.4%	15.7%	3.9%
Green Mountain Care Board	100.0%	0.0%	0.0%
Health	79.2%	14.3%	6.5%
Human Resources	77.8%	16.0%	6.2%
Human Services – CO	79.6%	14.3%	6.1%
Information and Innovation	61.3%	16.1%	22.6%
Labor	68.2%	13.2%	18.6%
Libraries	33.3%	50.0%	16.7%
Liquor Control	81.8%	15.2%	3.0%
Lottery Commission	100.0%	0.0%	0.0%
Mental Health	77.9%	15.6%	6.5%
Military	86.4%	9.1%	4.5%
Motor Vehicles	83.6%	11.6%	4.8%
Natural Resources – CO	84.0%	8.0%	8.0%
Natural Resources Board	42.9%	57.1%	0.0%
Public Safety	65.6%	22.4%	12.0%
Public Service Board	50.0%	50.0%	0.0%
Public Service Department	57.8%	17.8%	24.4%
Secretary of State	73.0%	5.4%	21.6%
State Treasurer	75.0%	12.5%	12.5%
Taxes	64.2%	19.8%	16.0%
Transportation (not DMV)	79.8%	14.4%	5.8%
Vermont Health Access	77.4%	14.9%	7.7%
Veterans' Home	83.3%	5.6%	11.1%
Average	76.6%	14.4%	8.9%

Qualitative Analysis of Open-Ended Question Responses

Overview

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

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

Out of the 4,506 employees who responded to the survey, 1,624 provided a response to the open-ended question for a response rate of 36%.

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

How often a theme or subtheme came up was tallied. The 1,624 comments contained nearly 4,000 thematic ideas.

Results

Summary

Major Themes	Number	Percent	Type of Comment		
			Positive	Negative	Neutral
Supervision	662	17.0%	4.5%	74.8%	7.7%
Workload & Staffing	542	14.0%	0.6%	74.9%	24.5%
Work Environment & Employee Morale	488	12.6%	16.2%	68.4%	15.4%
Pay & Benefits	470	12.1%	2.6%	64.7%	32.8%
Leadership	400	10.3%	5.3%	79.0%	15.8%
Policies	281	7.2%	0.4%	62.6%	37.0%
Training & Development	207	5.3%	1.9%	49.3%	48.8%
Government Efficiency	186	4.8%	11.3%	43.0%	45.7%
Communication	185	4.8%	1.6%	62.7%	35.7%
Work Conditions	163	4.2%	3.1%	69.9%	27.0%
IT Systems	147	3.8%	0.0%	72.1%	27.9%
Pride in Their Work	83	2.1%	57.8%	1.2%	41.0%
Specific Department Programs	69	1.8%	1.4%	42.0%	56.5%
Total	3,883				

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

Supervision (662)

Performance management/addressing the issue of non-performing employees (132)

Performance Evaluation (113)

Supervisor Training (70)

Recognition of staff (67)

Comments related to supervision were clearly the most prevalent theme. Common suggestions were improvements in reward and recognition, feedback on work performed, performance evaluations, effectively dealing with work-related interpersonal situations, supervisor training and holding employees accountable for work performance and professional behavior.

Comments

Our department suffers from a lack of dependable leadership, more specifically clear set policies and communication necessary to consistently serve our participants. For the most part, Supervisors are behind closed doors most of their day, shielding themselves from the daily workings of the department. Working in direct services for the State of VT requires everyone in the department to be here and aware. Our department craves more proactive attention from our supervisors.

Make providing evaluations to all staff in a timely manner part of all supervisor's job requirements.

I have worked for the State for 12.5 years, in all of that time I have received 2 evaluations. Not a lot of feedback!

I think the evaluation process does not encourage one to do more or better - it promotes average. -The state environment is not only, not a meritocracy, but doesn't fuel people to think.

I believe supervisors should also be critiqued by their staff. Without input from the staff you will not develop good leaders. Developing good relationships and fair practices among staff is key to morale and job satisfaction; which leads to better production and quality work.

Establish objective performance goals and measurements. Then actually measure employee performance, and then use that method to reward employees whose performance warrants that, and to ensure that there are no employees with a less than full-time workload. This requires that supervisors have that ability, and tools to measure employee productivity and performance, and that these supervisors be required to use such methods.

I believe the State needs to cut waste by eliminating positions which duplicate services and remove persons not meeting work standards. Mediocrity should not be as accepted as it is. The bar is set too low...

Not all staff are held accountable to performing quality work. Time and time again staff are allowed to perform mediocre work. Supervisors do not Supervise!

More recognition from supervisor of work done well. Even if the work is expected to be done (e.g. part of job description) and done well, it would be nice to know that expectations are being met, if not celebrated.

Workload & Staffing (542)

Concerns about understaffing (300)

Fairness and Improvements in Hiring Practices (111)

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

Comments

I love my job but there is not enough time to do everything expected of me and we are not allowed overtime so it becomes a juggling act on what I do not get done which is very frustrating. I am a perfectionist when it come to the work I do at my job and there is never enough time to do all that is expected of me.

The people I work with are great, but all of them seem overwhelmed with the amount of work that is required. Too many cases causes shortcomings in case management. If we hired more social workers we could look at offering our clients better customer service and follow best practice models.

There are some employees doing the work of 2-3 employees following cuts....At the same time, there are some who do not have enough work to fill their day. There is an incredible imbalance in some parts of State government when it comes to demands on staff and the number of resources available.

The amount of work is overwhelming. That is not my supervisor's fault. The Agency is understaffed for the demands made on it. We also lack sufficient support staff.

My agency would benefit from greater coordination with HR, for example, in facilitating the hiring of new staff.

When you do not promote from within, and hire from outside and expect moral to get better, you are failing the staff that put time, effort and hard work for the goal of this agency.

The job application process could be improved as it can be frustrating and problematic to deal with.

Flexible work schedules, part time positions, more assistance when managing a difficult, disruptive employee. HR is understaffed and it takes too long to get help. It also takes far too much of my time to track employee misbehavior and lack of work. Also, takes too long to get positions filled. Some work on which applicants get on the hiring list, updating job requirements and duties, etc. is needed. Maybe something to weed out those who are overqualified and looking for any job to start out in state government and then leave for a new job in 6 months or less.

Work Environment and General Employee Morale (488)

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

Comments

The bad morale here is exhausting. I think people would be less inclined to complain about every other unit if we did something... anything... to connect units more effectively. It might build some empathy for everyone to see that everyone else is also just doing their job.

I have seen managers at different levels in my area provide benefits to one employee that others who have been in similar situations have not received. The favoritism in this area is making me consider finding employment elsewhere.

I have only been here for a few months, but I would say that given my short time here and my interactions with others, resources are thin, expectations are high, and little communication flows upward regarding the real state of affairs at the bottom ranks. It seems that some are less interested in understanding the cause of organizational failures as they are about assigning fault to individuals. The bottom line is that resources are thin, and people seem to be more concerned about protecting their jobs and showing their necessity, than finding ways to make their work more efficient (thus freeing up time to do more important and high level knowledge work).

Pay & Benefits (470)

Concerns about equity in job titles and the job classification process (94)

Pay for Performance/Performance Incentive programs linked to rewards or Pay increases (85)

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

Comments

Higher pay to attract better candidates that will stay with the State of Vermont for a career and not just a stepping stone.

The self-service nature of the benefits program has many advantages and when I've had a specific question, I've received very prompt email replies. However, as a new employee, it has been a little difficult to fully grasp the benefit plans on my own.

I would love to see the State of Vermont move to a combined time off system....

The classified pay plan needs to be reevaluated because it is difficult to hire new employees with our salaries being below market value in many fields.

The state needs better Dental and Vision plans.

Incentives to promote outstanding work by more state employees. Current compensation structure is outdated.

Link employee recognition of outstanding performance with a pay increase.

Consider Pay for Performance – State workers often get a bad rap based on the few who work the system to do a minimal amount of work. Might motivate these folks and at the same time reward and recognize the many stellar performers within State Government.

The Willis system needs to be replaced ASAP. There is no reasonable path to compensate high performing employees well and poor performance less. The merit system is not a good tool for rewarding good performance and instead reclassifications are used, Departments that are smart at using the RFR corrupt the whole scoring system, while Departments who follow the rules are penalized.

Leadership (400)

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

Comments

There is a lack of communication regarding long term goals (5 years out, for example) and the lack of guidance makes strategic planning a challenge. Past long term goals have lacked commitment to follow through, resulting in a negative impact on present activity.

There is a systematic lack of management skill across the board. A much better and more comprehensive supervisory training is needed. Everyone I know that has taken SSG1 has found it to be unhelpful. Ego of appointed leadership gets in the way of meaningful work too often. Overall, this is a good place to work, but managers and supervisors need better training, support and accountability and need political distance to do jobs objectively.

I want to be clear that my direct working team is respectful, communicates effectively and supportive. My senior leadership does not communicate effectively or set clear goals for the department. I do not feel overly supported from the highest ranks of leadership.

I am concerned that the change in senior leadership (post election) will result in a loss of stability and consistency throughout state government. I would like to see front line employees offered an opportunity to meet with new leadership and share some of the work that we do and the importance of the projects and initiatives we lead. Morale throughout state government is challenging and I think it's critically important that the state as an employer think critically about building camaraderie and team work throughout. Employees need to feel like their voices are heard and that leadership values their contributions.

More communication and follow through from senior leadership. My supervisor has completed my annual review the last two years but senior leadership has never signed off on it, therefore, it has never been submitted to my personnel file. I also feel that more regularly scheduled training is necessary.

Upper management in our department has some serious problems that have not been addressed for a number of years. When the top of the ladder has so many issues, it trickles down to the local offices and impacts our morale, staffing and services.

Since the last survey, the culture has improved dramatically, primarily due, I think, to change of management...much better, much more supportive and less controlling. Advice: emphasize "effective leadership skills, personalities, and appropriateness to management hiring criteria". They can make or break the organization. Now is good and I looking forward to advancing our agenda.

I feel that upper management has been better on notifying us what is going on or changes being made. There is room for slight improvement, but for the most part getting better.

SOV needs to get better about developing leadership talent within. Too many agencies are filled with narrow minded leaders who best resemble driftwood and revel in kingdom building, petty squabbles, antiquated thinking, passive aggressive behavior, disingenuous opaque conversations, and the waiting of time.

Policies (281)

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

Comments

The HR system is not easy to maneuver. To get rid of the dead wood is impossible and that is what sinks the ship.

Change the scoring categories on performance reviews.

Paid maternity leave and/or short term disability.

Revise the union contract to allow for more merit-based rewards as opposed to seniority.

Combine Annual Leave & Sick Leave into Personal Time.

Provide paid maternity and paternity leave of 6 weeks or more. Allow for flexible schedules like four 10-hour work days. Provide more vacation time accrual earlier on in your career, even if it means less pay.

Training & Development (207)

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

Comments

Provide more structured training for new employees, make sure supervisors give regular feedback and make job expectations clear from the start and provide guidance documents to show new employees what resources to use to train themselves more efficiently.

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

This was a wide-ranging theme with respondents commenting on ways to improve how State government operates. Follow is a sample of suggestions.

Comments

Consistent process improvement - as opposed to the "same old way we do stuff". We should be instructed, encouraged, allowed to question how/why we do things in order to uncover better ways to "do more with less".

The expense sheet and the process is very challenging to work through and can be a waste of time spent. I entered 4 items only to be timed out and have to start all over. This process needs to be more efficient so that employees are not wasting a half an hour doing such a simple task.

We continue to layer on policies related to travel and expense reimbursement that are more costly to implement than the savings they purport. The business processes need improvement. Poor business processes are demoralizing and a waste of limited time/energy.

360 degree evaluation. Currently supervisors give evaluations only, it should be set up the supervisors receive as part of their evaluation input from their subordinates.

Biggest problem is technology. PAD always crashes and is very rarely working for an extended period of time. ACCESS system is extremely outdated! Our efficiency and productivity would absolutely benefit if we weren't constantly questioning if the system is right or deciphering vague codes that change depending on which screen you're on.

DOC needs to do away with the Offender Management Database system they purchased a year and a half ago. The system is riddled with flaws and is not user friendly in anyway. The system doesn't perform anywhere near to what was promised to us. The system in itself has caused redundant work for us. Entering the same information into the system repeatedly which is a huge waste of time.

Reduction of process duplication and unnecessary redundancy. Why must funding/eligibility processes for Chronic Medicaid supports and Crisis/Episodic Medicaid supports be different? If Medicaid supported disabilities all went through the same intake/eligibility and funding processes under Vermont's Medicaid waiver, then far more integrated supports could be provided to people who are complex and have lots of different qualifying deficits.

We are behind the times in terms of utilizing technology to ease and streamline our day to day work. Expectations exceed the capacity of the amount of and outdated technology we use. We could and should advance and simplify. In departments where the nature of the work is one to one consumer service, each staff should have a smart phone and a tablet or small laptop. Let's make scheduling, calendars, communication, data and documentation, instant and mobile. Time management would improve along with documentation, process, and accountability.

Communication (185)

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

Comments

Break down the silos that exist between departments and improve processes that are done inefficiently simply because "that's the way they've always been done".

Communicate! Effective communication is sorely lacking among agencies, among departments within agencies, among divisions within departments, and across levels of responsibility.

AHS needs better bridging across departments and leaders. Ad hoc processes are not adequate for an Agency of this size and complexity.

Better communications would be great about the vision of the department and translated to each work group.

Would like to see better collaboration between agencies that serve a Vermonter who's supported by multiple agencies. With that in mind, would like to have training so I may understand those agencies mission, services etc. A "101" if you will.

There is a lack of communication regarding long term goals (5 years out, for example) and the lack of guidance makes strategic planning a challenge. Past long term goals have lacked commitment to follow through, resulting in a negative impact on present activity.

Work Conditions (163)

"Open office" (55)

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

Comments

Instead of using cubicles as a workspace which strongly encourage unwelcome chitchat and an inefficient work process I would recommend walls from floor to ceiling on at least three sides for those who prefer a quieter and private work environment.

Eliminate open work environments. The noise and distraction has negatively affected people's ability to concentrate and get work done. It has also stifled working relationships, as people feel the need to whisper and isolate themselves to have a conversation.

The Open Office environment creates additional stress from auditory and visual distraction and impedes my ability to stay consistently focused when performing strategic work.

Because parking is and always has been an issue, especially during Legislative session, gas prices and the distance that most employees have to travel, it would be nice if there more options (shuttle or bus) for the rural areas, not just the central locations.

IT Systems (147)

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

Specific Department Programs (100)

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

Pride in Their Work (83)

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

Comments

It is an honor to work for the State of Vermont and the citizens/taxpayers who provide the funding to do so. I express this to the public every chance I have so they understand how much I appreciate this employment opportunity!

Overall I believe that working for the State of Vermont is very fair and rewarding. The benefit package is one of the best that I have seen.

It feels great to know that the work we do can truly make a difference in improving the quality of life of ALL Vermonters!

Working for the state of Vermont makes me proud. I feel appreciated by my co-workers and management and I believe the people in charge of the agency are always exploring better ways to serve our clients.

Comparison of 2015 and 2016 Engagement Survey Responses

As was discussed in the Methodology section, the core 2016 survey structure remained the same as the 2015 survey.

As shown in Table 19, the response rate for the 2016 survey was 55.7% compared to 56.8% in 2015. This was a slight reduction in response rate however this still represents a very strong sample.

Tables 20 to 26 show results for all respondents for the six engagement areas as well as overall satisfaction. Percent agreement showed only minor changes from 2015 to 2016 in almost all cases. Differences of only several percentage points are probably not meaningful and are likely due to sampling differences. However, it is notable that all 2016 items showed an increase over 2015.

Three items that did show a relatively high difference from 2015 to 2016 were Question 6 “I would recommend the State of Vermont to others as a great place to work” (65.4% and 71.2% respectively) for a +6% change, Question 40 “I feel that working for the State of Vermont provides me with good job security” (71.4% and 80.3% respectively) for a +9% change, and Question 41 “I feel that working for the State of Vermont provides me with a solid career path” (58.0% and 63.7% respectively) for a +6% change.

Tables 27 to 33 show responses for engagement items by department for the 2013 to 2016 surveys. Department results are too numerous to detail in this report. As with the responses for all respondents, differences of only several percentage points are probably not meaningful and are likely due to sampling differences. A careful review by key stakeholders is encouraged to identify areas that may require additional investigation for next steps.

Table 19 Response Rate by Department – 2013 - 2014 Engagement Surveys

Department	2013 Survey			2014 Survey			2015 Survey			2016 Survey		
	Num.	Return	Rate	Num.	Return	Rate	Num.	Return	Rate	Num.	Return	Rate
Agency of Administration	18	30	166.7%	56	29	51.8%	50	26	52.0%	28	21	75.0%
Agency of Human Services – CO	107	124	115.9%	114	89	78.1%	137	103	75.2%	138	99	71.7%
Agency of Natural Resources – CO	33	41	124.2%	34	30	88.2%	32	25	78.1%	30	25	83.3%
Agriculture, Food & Markets	94	33	35.1%	96	64	66.7%	104	76	73.1%	107	40	37.4%
Attorney General	79	54	68.4%	78	38	48.7%	79	67	84.8%	78	42	53.8%
Auditor of Accounts	n/a			15	6	40.0%	15	9	60.0%	15	10	66.7%
Buildings & General Services	344	162	47.1%	313	209	66.8%	303	174	57.4%	329	162	49.2%
Children & Families	972	319	32.8%	1,002	555	55.4%	1,075	507	47.2%	1,018	689	67.7%
Commerce & Comm. Dev.	82	35	42.7%	89	46	51.7%	92	52	56.5%	92	71	77.2%
Corrections	1,066	289	27.1%	1,052	381	36.2%	1,049	434	41.4%	1,040	331	31.8%
Defender General	70	19	27.1%	70	29	41.4%	66	19	28.8%	69	21	30.4%
Disabilities, Aging & Ind. Living	283	111	39.2%	274	207	75.5%	264	200	75.8%	275	192	69.8%
Education	164	115	70.1%	146	87	59.6%	142	116	81.7%	145	123	84.8%
Environmental Conservation	262	98	37.4%	285	179	62.8%	287	152	53.0%	291	145	49.8%
Finance & Management	38	22	57.9%	27	12	44.4%	29	16	55.2%	26	24	92.3%
Financial Regulation	109	54	49.5%	98	47	48.0%	99	75	75.8%	100	57	57.0%
Fish & Wildlife	124	39	31.5%	131	62	47.3%	129	67	51.9%	131	49	37.4%
Forests, Parks & Recreation	102	44	43.1%	103	88	85.4%	102	68	66.7%	101	53	52.5%
Green Mountain Care Board	n/a			24	9	37.5%	24	16	66.7%	23	6	26.1%
Health	484	228	47.1%	497	273	54.9%	492	407	82.7%	500	359	71.8%
Human Resources	87	63	72.4%	76	74	97.4%	71	68	95.8%	93	82	88.2%
Information and Innovation	83	50	60.2%	111	73	65.8%	111	64	57.7%	103	62	60.2%
Labor	265	152	57.4%	256	165	64.5%	251	127	50.6%	242	129	53.3%
Libraries	n/a			23	10	43.5%	18	13	72.2%	10	6	60.0%
Liquor Control	48	17	35.4%	49	16	32.7%	51	29	56.9%	53	33	62.3%
Lottery Commission	19	17	89.5%	20	13	65.0%	22	12	54.5%	19	9	47.4%
Mental Health	171	46	26.9%	235	84	35.7%	225	106	47.1%	232	77	33.2%
Military	122	17	13.9%	121	26	21.5%	119	41	34.5%	99	22	22.2%
Motor Vehicles	n/a			229	109	47.6%	224	127	56.7%	222	148	66.7%
Natural Resources Board	n/a			26	16	61.5%	24	11	45.8%	24	7	29.2%
Public Safety	590	267	45.3%	562	192	34.2%	550	208	37.8%	575	185	32.2%
Public Service Board	n/a			26	18	69.2%	25	8	32.0%	27	8	29.6%
Public Service Department	45	16	35.6%	47	24	51.1%	49	20	40.8%	51	45	88.2%
Secretary of State	66	23	34.8%	64	40	62.5%	66	36	54.5%	71	37	52.1%
Small Department	171	66	38.6%	46	19	41.3%	43	15	34.9%	44	12	27.3%
State Treasurer	n/a			34	13	38.2%	32	22	68.8%	32	17	53.1%
Taxes	154	69	44.8%	160	65	40.6%	149	70	47.0%	152	83	54.6%
Transportation (not DMV)	1,259	615	48.8%	1,007	312	31.0%	993	521	52.5%	1,036	524	50.6%
Vermont Health Access	156	60	38.5%	188	126	67.0%	185	102	55.1%	318	169	53.1%
Veterans' Home	202	62	30.7%	199	51	25.6%	183	34	18.6%	153	18	11.8%
Grand Total	7,879	3,389	43.0%	7,983	4,216	52.8%	7,961	4,523	56.8%	8,092	4,506	55.7%

Table 20 Job Duties and their Relationship to the Mission and Goals of your Agency or Department - 2013 - 2016 Engagement Surveys

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department	2013	2014	2015	2016
Question	% Agree	% Agree	% Agree	% Agree
Q1. I understand my job duties and responsibilities.	93.8%	91.4%	92.0%	92.9%
Q2. I understand the work, goals, and mission of my department or agency.	89.2%	88.7%	89.1%	90.5%
Q3. The work I perform is linked to my department or agency meeting its goals and mission.	n/a	88.2%	88.5%	89.7%
Q4. I enjoy the performing the day to day work of my job.	n/a	78.9%	78.0%	78.8%
Q5. The work I perform is meaningful and rewarding.	77.8%	77.5%	74.9%	77.2%
Q6. I would recommend the State of Vermont to others as a great place to work.	59.8%	66.2%	65.4%	71.2%

Table 21 Communication and Input within your Organization - 2013 - 2016 Engagement Surveys

Survey Items: Communication and Input within Your Organization	2013	2014	2015	2016
Question	% Agree	% Agree	% Agree	% Agree
Q7. Management and senior leadership communicates important information effectively.	n/a	49.3%	51.8%	54.5%
Q8. I have an opportunity to communicate with and provide feedback to management and senior leadership.	57.8%	58.2%	59.6%	63.0%
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.	53.0%	57.2%	58.6%	61.3%
Q10. My department or agency works well with other departments and agencies.	55.5%	57.5%	60.4%	61.9%

Table 22 Relationships and Morale in your Organization - 2013 - 2016 Engagement Surveys

Survey Items: Relationships and Morale in Your Organization	2013	2014	2015	2016
Question	% Agree	% Agree	% Agree	% Agree
Q11. Morale within my department or agency is good.	35.5%	40.7%	41.5%	46.3%
Q12. The people I work with treat each other respectfully.	62.4%	66.2%	69.0%	70.4%
Q13. The people I work with care about me.	61.0%	64.3%	65.5%	67.9%
Q14. My fellow employees are committed to doing good work.	n/a	77.0%	78.4%	80.2%
Q15. The employees in my work group work well together as a team.	n/a	71.4%	73.6%	74.5%
Q16. I feel I can communicate honestly and openly in my workplace.	n/a	59.7%	61.1%	63.0%
Q17. Harassment is not tolerated in my workplace.	71.2%	72.4%	75.8%	77.6%
Q18. Discrimination is not tolerated in my workplace.	74.5%	75.9%	78.8%	80.1%
Q19. I am confident that any misconduct that I report will be handled properly.	54.6%	55.8%	59.5%	61.2%

Table 23 Your Supervisor - 2013 - 2016 Engagement Surveys

Survey Items: Your Supervisor	2013	2014	2015	2016
Question	% Agree	% Agree	% Agree	% Agree
Q20. My supervisor clearly explains my job performance expectations.	66.1%	67.0%	68.5%	71.4%
Q21. My supervisor regularly provides me with timely and useful feedback.	57.7%	59.3%	60.9%	65.2%
Q22. My supervisor gives me an opportunity to do my best work.	n/a	73.0%	73.7%	75.9%
Q23. I am satisfied with the recognition I receive from my supervisor for my work.	n/a	60.9%	61.9%	64.6%
Q24. My supervisor treats employees fairly and respectfully.	70.3%	70.5%	70.8%	74.2%
Q25. My supervisor seems to care about me as a person.	72.6%	73.9%	75.0%	77.2%
Q26. My supervisor provides the help I need to improve my job performance.	n/a	62.9%	63.8%	67.1%
Q27. I have an opportunity to learn and grow professionally.	n/a	63.1%	64.5%	66.8%
Q28. I receive the training I need to perform my job.	n/a	59.6%	61.6%	65.4%
Q29. My supervisor and I discuss and plan my career development.	n/a	37.4%	41.0%	44.5%
Q30. My performance evaluations are completed annually.	55.9%	56.8%	62.8%	64.6%
Q31. The standards used to evaluate my performance are fair.	n/a	53.1%	57.7%	59.9%

Table 24 Workload, Staffing and Resources - 2013 - 2016 Engagement Surveys

Survey Items: Workload, Staffing and Resources	2013	2014	2015	2016
Question	% Agree	% Agree	% Agree	% Agree
Q32. My Agency or Department has the staffing necessary to achieve its mission.	32.2%	30.1%	26.9%	35.1%
Q33. The amount of work I am expected to perform is reasonable.	50.8%	49.3%	50.0%	54.2%
Q34. My job allows a good balance between work and my personal life.	54.0%	56.9%	58.2%	61.7%
Q35. I have the resources to do my job well.	n/a	52.8%	54.7%	59.2%
Q36. My Agency or Department has the technology needed to get the work done.	n/a	48.8%	52.6%	56.5%
Q37. My physical working environment is reasonable for my type of work.	n/a	73.6%	76.8%	78.8%
Q38. I feel safe and secure in my work environment.	73.7%	76.7%	72.3%	77.6%

Table 25 Compensation and Benefits - 2013 - 2016 Engagement Surveys

Survey Items: Compensation and Benefits	2013	2014	2015	2016
Question	% Agree	% Agree	% Agree	% Agree
Q39. I am paid fairly for the work I do.	47.9%	55.9%	55.7%	60.6%
Q40. I feel that working for the State of Vermont provides me with good job security.	77.6%	77.7%	71.4%	80.3%
Q41. I feel that working for the State of Vermont provides me with a solid career path.	56.2%	59.0%	58.0%	63.7%
Q42. I understand my benefit plans.	78.3%	78.1%	77.6%	78.4%
Q43. I understand my retirement benefits.	57.0%	60.1%	60.2%	61.5%
Q44 Overall, I am satisfied with the benefits I receive.	n/a	76.5%	74.5%	78.8%

Table 26 Overall Job Satisfaction - 2013 - 2016 Engagement Surveys

Survey Items: Overall Job Satisfaction	2013	2014	2015	2016
Question	% Agree	% Agree	% Agree	% Agree
Q45. In general, I am satisfied with my job.	69.7%	72.2%	72.1%	76.5%

Table 27 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Department- 2013 - 2016 Engagement Surveys

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

Key

Q1. I understand my job duties and responsibilities.

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

Table 27 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Department- 2013 - 2016 Engagement Surveys (Cont.)

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

Key

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

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

Table 27 Job Duties and their Relationship to the Mission and Goals of your Agency or Department by Department- 2013 - 2016 Engagement Surveys (Cont.)

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

Key

Q5. The work I perform is meaningful and rewarding.

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

Table 28 Communication and Input within your Organization by Department - 2013 - 2016
Engagement Surveys

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

Key

Q7. Management and senior leadership communicates important information effectively.

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

**Table 28 Communication and Input within your Organization by Department - 2013 - 2016
Engagement Surveys (Cont.)**

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

Key

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

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

Table 29 Relationships and Morale in your Organization by Department - 2013 - 2016 Engagement Surveys

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

Key

Q11. Morale in my department or agency is good.

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

**Table 29 Relationships and Morale in your Organization by Department - 2013 - 2016
Engagement Surveys (Cont.)**

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

Key

Q13. The people I work with care about me.

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

**Table 29 Relationships and Morale in your Organization by Department - 2013 - 2016
Engagement Surveys (Cont.)**

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

Key

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

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

**Table 29 Relationships and Morale in your Organization by Department - 2013 - 2016
Engagement Surveys (Cont.)**

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

Key

Q17. Harassment is not tolerated in my workplace.

Q18. Discrimination is not tolerated in my workplace.

Table 29 Relationships and Morale in your Organization by Department - 2013 - 2016 Engagement Surveys (Cont.)

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

Key

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

Table 30 Your Supervisor by Department – 2013 – 2016 Engagement Surveys

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

Key

Q20. My supervisor clearly explains my job performance expectations.

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

Table 30 Your Supervisor by Department - 2013 - 2016 Engagement Surveys (Cont.)

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

Key

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

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

Table 30 Your Supervisor by Department - 2013 - 2016 Engagement Surveys (Cont.)

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

Key

Q24. My supervisor treats employees fairly and respectfully.

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

Table 30 Your Supervisor by Department - 2013 - 2016 Engagement Surveys (Cont.)

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

Key

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

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

Table 30 Your Supervisor by Department - 2013 - 2016 Engagement Surveys (Cont.)

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

Key

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

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

Table 30 Your Supervisor by Department - 2013 - 2016 Engagement Surveys (Cont.)

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

Key

Q30. My performance evaluations are completed annually.

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

Table 31 Workload, Staffing and Resources by Department - 2013 - 2016 Engagement Surveys

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

Key

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

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

Table 31 Workload, Staffing and Resources by Department - 2013 - 2016 Engagement Surveys (Cont.)

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

Key

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

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

Table 31 Workload, Staffing and Resources by Department - 2013 - 2016 Engagement Surveys (Cont.)

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

Key

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

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

Table 31 Workload, Staffing and Resources by Department - 2013 - 2016 Engagement Surveys (Cont.)

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

Key

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

Table 32 Compensation and Benefits by Department - 2013 -2016 Engagement Surveys

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

Key

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

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

Table 32 Compensation and Benefits by Department - 2013 - 2016 Engagement Surveys (Cont.)

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

Key

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

Q42. I understand my benefit plans.

Table 32 Compensation and Benefits by Department - 2013 - 2016 Engagement Surveys (Cont.)

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

Key

Q43. I understand my retirement benefits.

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

Table 33 Overall Job Satisfaction by Department - 2013 - 2016 Engagement Surveys

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

Key

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

Appendix A – List of Survey Items

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

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

Communication and Input within Your Organization

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

Relationships and Morale in Your Organization

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

Your Supervisor

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

Workload, Staffing and Resources

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

Compensation and Benefits

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

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

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

Q42. I understand my benefit plans.

Q43. I understand my retirement benefits.

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

Overall Satisfaction

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

Comments

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

Demographic Information

46. What type of employee are you?

- Classified
- Exempt
- Don't know

47. What is your age?

- 34 or less
- 35 – 51
- 35 – 44
- 52 or more
- Prefer not to answer

48. Which best describes the work you do?

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

49. Where do you work?

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