

Analysis of State of Vermont Employee Engagement Survey Results – 2025



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Executive Summary

- The 2025 employee engagement survey occurred in June of 2025. There was an overall response rate of 72.7%.
- Engagement was measured by seven different components - Alignment, Communication, Satisfaction, Peers, Supervisor, Growth, Balance – and found the highest level of agreement on items assessing Alignment (understanding the link between one's job and the organization's mission) at 93.0% as well as Peers (positive relationships in the workplace) at 82.3%.
- The lowest levels of agreement were on items assessing engagement components for Growth at 60.8% (personal growth and development) and Communication (value employee voices, ideas, opinions) at 65.2%.
- There were modest increases in Satisfaction (+1.8%) and Balance (+3.0%) comparing 2025 results to 2024 survey results.
- The 2024 average employee engagement score was 3.97 out of possible 5. This was not significantly different from the 2024 survey (3.95). Historically, the overall engagement score has not changed meaningfully since the first survey in 2014.
- The Work Engagement Scale, a more directly measure the concept of engagement, included items measuring vigor at work, dedication, and absorption. In general, the results show high levels of work engagement among respondents. Particularly high was a measure of dedication “I'm proud of the work I do,” which showed that 72.2% of respondents indicated they felt that way very often or always. Also, a measure of absorption “I am immersed in my work” showed 66.1% of respondents indicating they felt that way “very often” or “always.”
- The Employee Net Promoter score, eNPS, which is another measure of employee engagement, showed a statewide eNPS of 14.0, which was a significant increase from the 2024 results (.92). eNPS is the difference between the percent of “detractors” who would not recommend the State of Vermont as an employer and the percent of “promoters” who would. The 14.0 eNPS indicates that there was substantially higher percent of promoters than detractors.
- Employee retention measures showed a high level of confidence that respondents felt they could find a job in another organization as good or better than their current one with nearly 50% confident. The level of confidence dropped slightly from 2024 survey results (-5%).
- Nearly 60% indicated they were unlikely to be actively looking for a new job in the next year. On the other hand, nearly 18% indicated that it was likely they would be looking for another job

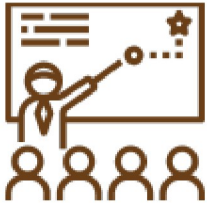
and nearly 23% were neutral. The percent indicating “likely” dropped slightly from 2024 survey results (-1.1%).

- Engagement components that saw the greatest difference in agreement between those indicating they were likely to leave and those indicating they were unlikely to leave were organizational culture (-43.6%), growth (-41.7%), communication (-41.1%), satisfaction (-40.8%), and psychological safety (-38.6%). Departments wanting to address underlying causes that may be indicative of potential attrition can use these specific areas as targets for improvement.
- For those respondents who had any amount of telework/hybrid schedule over 90% agreed that they can collaborate effectively with their colleagues while working remotely (93.1%) and that remote work positively impacts their work life balance (92.5%). In addition, 88.2% agreed that remote work positively impacts their individual performance. These robust results were consistent with the 2024 survey results.
- For each of the employee engagement components the order was the same: respondents indicating 100% remote had the highest level of agreement; those indicating hybrid had the next highest level of agreement; and those who indicated does not apply had the lowest agreement. However, for several of the components the percent difference was marginal.
- An AI generated summary of over 1,800 comments to the single open-ended question showed the overarching themes and specific concerns included remote work and office utilization, compensation and benefits, leadership and management, work conditions and culture, training and development, operational efficiency and resource allocation, and equity and inclusion.
- Nearly 80% of respondents indicated they had seen/read or otherwise been made aware of the results of the last employee engagement survey. However, only a little over 30% said they could identify a tangible change that was made because of the results of the survey. This was, however, a relatively large improvement from the 2024 survey (+7.5%).

Employee Engagement: Statewide Index

2025 Statewide Index

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



Alignment

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

93.0%



Balance

Work-Life Integration

69.1%



Communication

Value Employee Voices, Ideas, Opinions

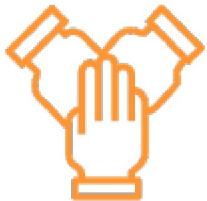
65.2%



Growth

Personal Growth and Development

60.8%



Peers

Positive Relationships in the Workplace

82.3%



Satisfaction

Work and Employer

78.6%



Supervisor

Support, Recognition and Feedback

78.5%

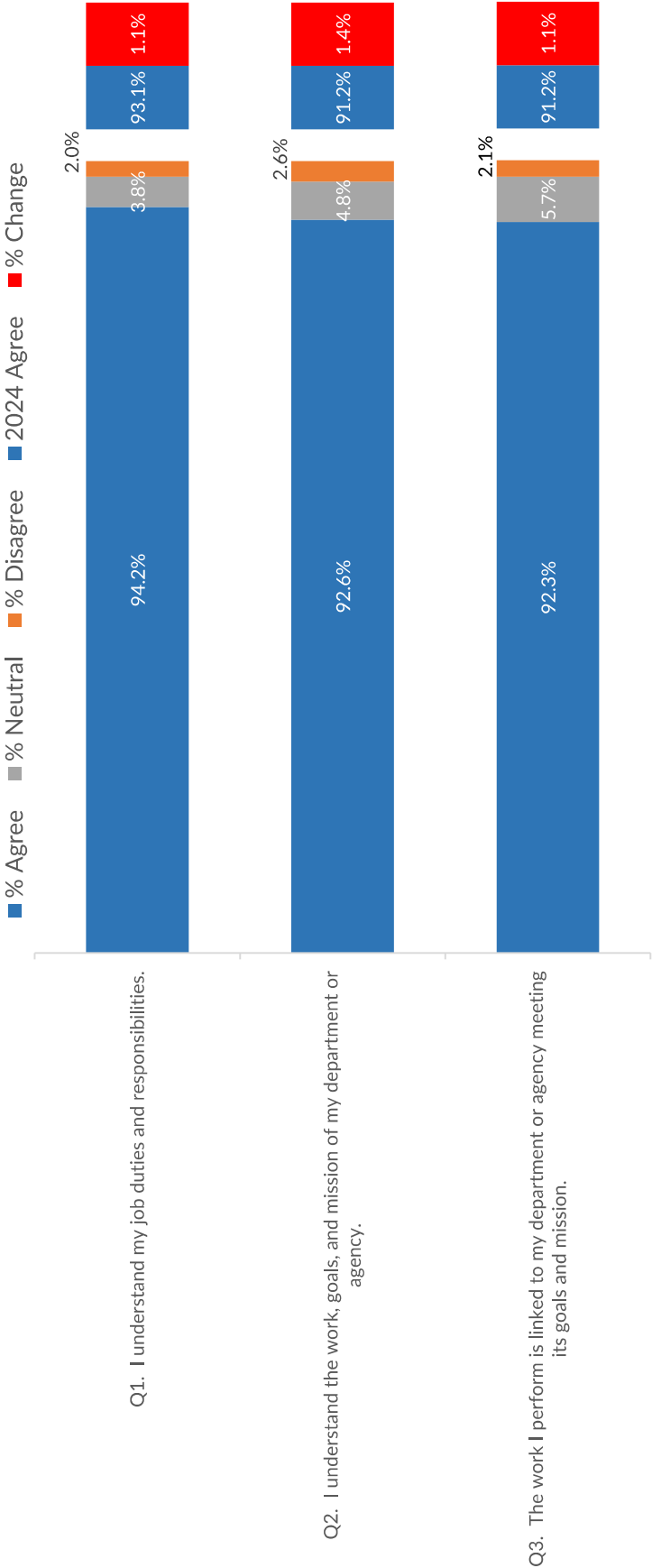
¹ Based on respondents identifying as classified or exempt employees..
Employee Engagement Survey Results - 2025

Employee Engagement Survey Items: Summary of Key Findings

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

Table 1 displays percent agreement for all respondents² to survey statements related to alignment. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement. Table 2 displays the percent agreement for respondents by department to survey statements for alignment. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

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



² Based on respondents identifying as classified or exempt employees.

Table 2 Alignment by Department

Department	Q1 % Agree	Q2 % Agree	Q3 % Agree	Alignment Score % Agree
Agency of Administration	100.0%	100.0%	100.0%	100.0%
Agency of Human Services	90.6%	92.5%	90.6%	91.2%
Agency of Natural Resources	96.4%	96.4%	96.4%	96.4%
Agriculture, Food and Markets, Agency	97.5%	94.0%	94.0%	95.2%
Attorney General	96.3%	97.5%	98.8%	97.5%
Auditor of Accounts	100.0%	100.0%	100.0%	100.0%
Buildings and General Services	91.4%	85.7%	87.9%	88.3%
Cannabis Control Board	100.0%	95.5%	100.0%	98.5%
Children & Families	95.5%	95.6%	94.5%	95.2%
Commerce & Community Development, Agency	92.4%	92.4%	89.9%	91.6%
Corrections	92.8%	81.2%	79.1%	84.4%
Criminal Justice Council	100.0%	100.0%	100.0%	100.0%
DAIL	94.6%	99.0%	98.0%	97.2%
Defender General	100.0%	90.0%	95.0%	95.0%
Digital Services, Agency	84.7%	81.2%	85.3%	83.7%
Education	86.5%	79.2%	83.3%	83.0%
Enhanced 911 Board	100.0%	100.0%	100.0%	100.0%
Environmental Conservation	95.1%	92.4%	90.2%	92.6%
Finance & Management	93.1%	93.1%	93.1%	93.1%
Financial Regulation	97.7%	98.8%	98.8%	98.4%
Fish & Wildlife	95.6%	94.5%	93.4%	94.5%
Forests, Parks & Recreation	96.3%	91.7%	90.7%	92.9%
Governor's Office	100.0%	100.0%	100.0%	100.0%
Green Mountain Care Board	86.7%	100.0%	80.0%	88.9%
Health	94.8%	96.8%	95.8%	95.8%
Human Resources	95.6%	90.1%	92.3%	92.7%
Human Rights Commission	100.0%	100.0%	100.0%	100.0%
Labor	91.3%	95.4%	92.9%	93.2%
Libraries	92.9%	92.9%	100.0%	95.2%
Land Use Review Board	100.0%	92.0%	92.0%	94.7%
Liquor & Lottery	93.9%	97.0%	97.0%	96.0%
Mental Health	95.5%	95.5%	95.4%	95.4%
Military	93.8%	95.8%	93.8%	94.4%
Motor Vehicles	85.5%	82.4%	87.2%	85.0%
Public Safety	94.9%	92.4%	91.7%	93.0%
Public Service Department	87.2%	93.6%	91.5%	90.8%
Public Utility Commission	100.0%	100.0%	100.0%	100.0%
Secretary of State	98.4%	100.0%	98.4%	98.9%
State Treasurer	93.5%	96.8%	96.8%	95.7%
Taxes	95.9%	96.7%	96.7%	96.4%
Transportation (not DMV)	95.1%	91.4%	91.4%	92.6%
Vermont Health Access	98.0%	98.4%	98.8%	98.4%
Vermont Veterans Home	100.0%	100.0%	100.0%	100.0%
Other	89.2%	86.5%	85.1%	86.9%
Total	94.2%	92.6%	92.3%	93.0%

Heat Map
GT/= 80%

Q1. I understand my job duties and responsibilities.

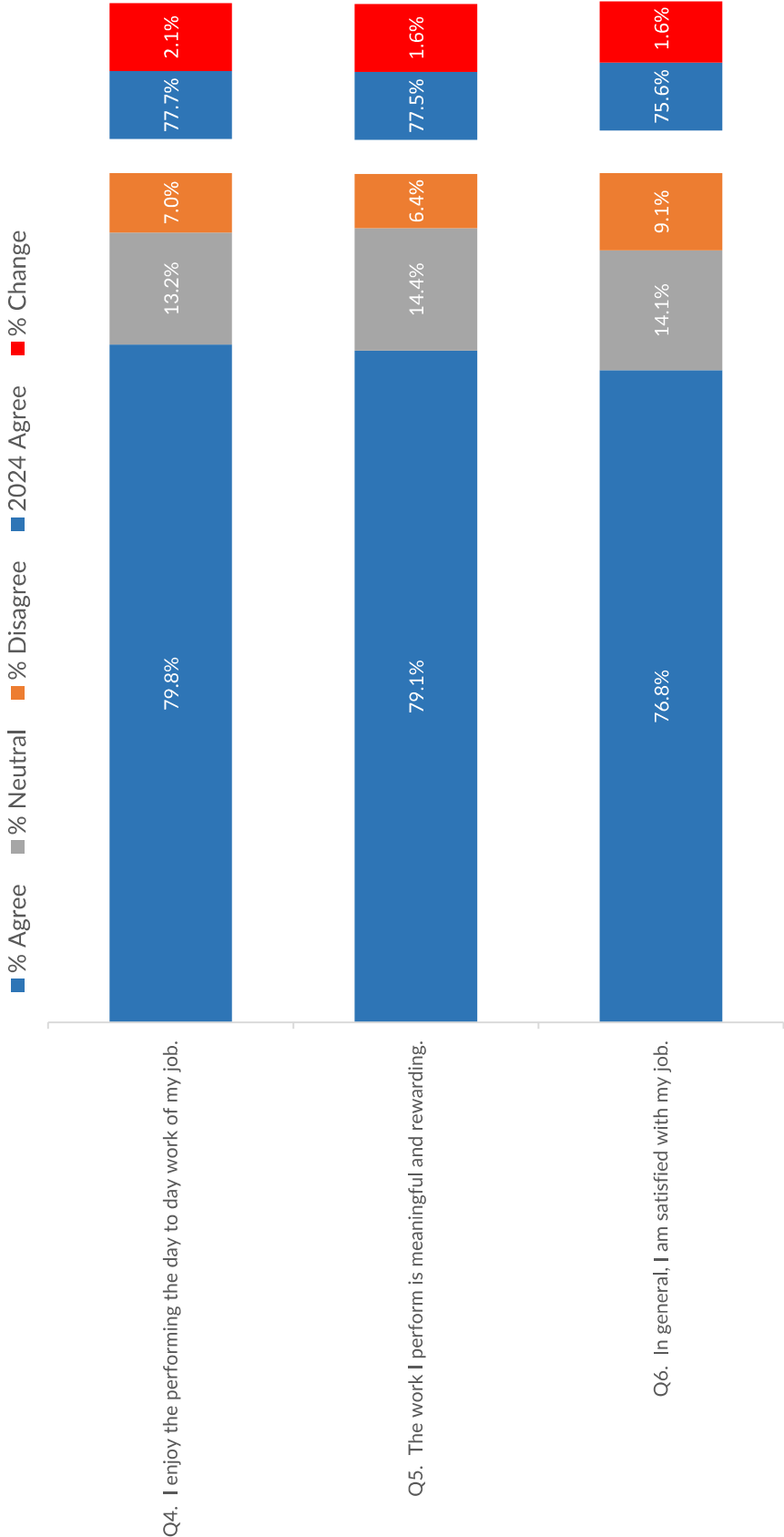
Q2. I understand the work, goals, and mission of my department or agency.

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

Satisfaction – Work and Employer

Table 3 displays percent agreement for all respondents³ to survey statements related to satisfaction. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement. Table 4 displays the percent agreement for respondents by department to survey statements for satisfaction. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 3 Satisfaction – Work and Employer



³ Based on respondents identifying as classified or exempt employees.

Table 4 Satisfaction by Department

Department	Q4 % Agree	Q5 % Agree	Q6 % Agree	Satisfaction Score % Agree
Agency of Administration	88.6%	77.1%	85.7%	83.8%
Agency of Human Services	76.4%	73.6%	67.9%	72.6%
Agency of Natural Resources	74.5%	80.0%	80.0%	78.2%
Agriculture, Food and Markets, Agency	85.6%	83.8%	88.0%	85.8%
Attorney General	92.6%	97.5%	93.8%	94.7%
Auditor of Accounts	92.3%	84.6%	84.6%	87.2%
Buildings and General Services	79.3%	74.8%	74.3%	76.1%
Cannabis Control Board	90.9%	86.4%	86.4%	87.9%
Children & Families	79.3%	82.5%	75.8%	79.2%
Commerce & Community Development, Agency	84.8%	83.5%	77.2%	81.9%
Corrections	66.7%	57.7%	58.1%	60.8%
Criminal Justice Council	100.0%	100.0%	100.0%	100.0%
DAIL	85.4%	92.2%	85.8%	87.8%
Defender General	70.0%	85.0%	75.0%	76.7%
Digital Services, Agency	76.9%	75.9%	70.6%	74.5%
Education	67.7%	74.0%	67.7%	69.8%
Enhanced 911 Board	85.7%	85.7%	71.4%	81.0%
Environmental Conservation	77.3%	81.8%	76.1%	78.4%
Finance & Management	86.2%	75.9%	89.7%	83.9%
Financial Regulation	89.5%	88.4%	86.0%	88.0%
Fish & Wildlife	76.9%	83.5%	80.2%	80.2%
Forests, Parks & Recreation	76.1%	78.0%	77.1%	77.1%
Governor's Office	100.0%	100.0%	100.0%	100.0%
Green Mountain Care Board	80.0%	86.7%	80.0%	82.2%
Health	82.2%	85.9%	80.0%	82.7%
Human Resources	81.3%	74.7%	78.0%	78.0%
Human Rights Commission	60.0%	80.0%	60.0%	66.7%
Labor	81.6%	75.5%	78.1%	78.4%
Libraries	71.4%	78.6%	71.4%	73.8%
Land Use Review Board	76.0%	64.0%	68.0%	69.3%
Liquor & Lottery	77.3%	69.7%	73.8%	73.6%
Mental Health	83.3%	84.0%	79.5%	82.3%
Military	77.1%	77.6%	77.6%	77.4%
Motor Vehicles	67.3%	63.6%	64.2%	65.0%
Public Safety	83.4%	83.4%	80.3%	82.4%
Public Service Department	73.9%	76.1%	76.1%	75.4%
Public Utility Commission	76.9%	76.9%	92.3%	82.1%
Secretary of State	82.0%	88.5%	85.2%	85.2%
State Treasurer	90.3%	96.8%	90.3%	92.5%
Taxes	87.7%	82.8%	83.6%	84.7%
Transportation (not DMV)	80.8%	75.2%	75.3%	77.1%
Vermont Health Access	86.7%	86.6%	86.2%	86.5%
Vermont Veterans Home	100.0%	100.0%	92.9%	97.6%
Other	70.3%	70.3%	68.9%	69.8%
Total	79.8%	79.1%	76.8%	78.6%

Heat Map
GT/= 80%

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

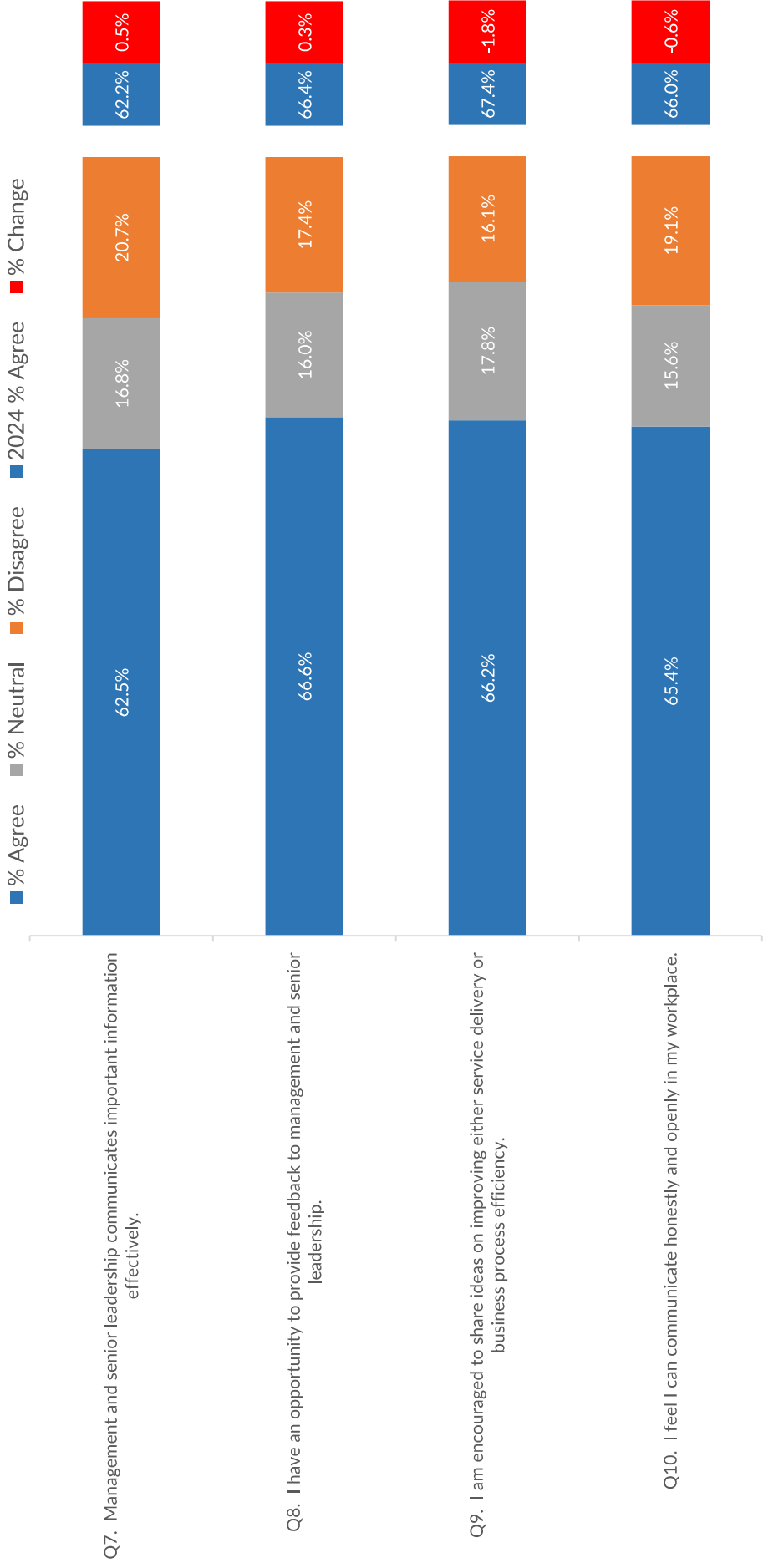
Q5. The work I perform is meaningful and rewarding.

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

Communication - Value Employee Voices, Ideas, Opinions

Table 5 displays percent agreement for all respondents⁴ to survey statements related to communication. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement. Table 6 displays the percent agreement for respondents by department to survey statements for communication. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 5 Communication - Value Employee Voices, Ideas, Opinions



⁴ Based on respondents identifying as classified or exempt employees.

Table 6 Communication by Department

Department	Q7 % Agree	Q8 % Agree	Q9 % Agree	Q10 % Agree	Communication Score % Agree
Agency of Administration	77.1%	74.3%	82.9%	77.1%	77.9%
Agency of Human Services	57.1%	65.7%	66.7%	58.1%	61.9%
Agency of Natural Resources	78.2%	81.8%	80.0%	70.9%	77.7%
Agriculture, Food and Markets, Agency	78.0%	72.9%	77.1%	82.2%	77.5%
Attorney General	75.3%	80.2%	75.3%	76.5%	76.9%
Auditor of Accounts	84.6%	84.6%	76.9%	69.2%	78.8%
Buildings and General Services	51.8%	61.9%	62.6%	62.6%	59.7%
Cannabis Control Board	81.8%	81.8%	100.0%	100.0%	90.9%
Children & Families	62.3%	64.0%	61.0%	60.2%	61.9%
Commerce & Community Development, Agency	71.8%	66.7%	69.2%	70.5%	69.6%
Corrections	34.4%	43.5%	40.7%	40.6%	39.8%
Criminal Justice Council	57.1%	85.7%	85.7%	71.4%	75.0%
DAIL	71.2%	72.7%	72.7%	70.2%	71.7%
Defender General	50.0%	55.0%	60.0%	75.0%	60.0%
Digital Services, Agency	52.4%	66.5%	65.3%	63.3%	61.9%
Education	58.3%	57.3%	61.5%	54.2%	57.8%
Enhanced 911 Board	100.0%	100.0%	100.0%	100.0%	100.0%
Environmental Conservation	61.1%	58.3%	65.0%	69.8%	63.6%
Finance & Management	69.0%	79.3%	79.3%	86.2%	78.4%
Financial Regulation	81.4%	79.1%	87.2%	79.1%	81.7%
Fish & Wildlife	71.4%	73.6%	61.5%	73.6%	70.1%
Forests, Parks & Recreation	68.8%	71.6%	67.0%	71.6%	69.7%
Governor's Office	75.0%	100.0%	100.0%	75.0%	87.5%
Green Mountain Care Board	26.7%	73.3%	93.3%	80.0%	68.3%
Health	76.7%	73.0%	70.2%	71.0%	72.7%
Human Resources	61.5%	65.9%	64.4%	65.9%	64.5%
Human Rights Commission	80.0%	80.0%	80.0%	60.0%	75.0%
Labor	76.5%	74.0%	73.5%	69.7%	73.4%
Libraries	57.1%	64.3%	57.1%	50.0%	57.1%
Land Use Review Board	56.0%	68.0%	68.0%	68.0%	65.0%
Liquor & Lottery	78.8%	78.8%	74.2%	74.2%	76.5%
Mental Health	59.8%	63.6%	65.2%	53.0%	60.4%
Military	42.9%	57.1%	57.1%	61.2%	54.6%
Motor Vehicles	54.5%	60.9%	53.6%	62.7%	58.0%
Public Safety	52.9%	61.5%	60.5%	64.1%	59.8%
Public Service Department	74.5%	85.1%	76.6%	76.6%	78.2%
Public Utility Commission	25.0%	66.7%	66.7%	58.3%	54.2%
Secretary of State	70.0%	83.6%	82.0%	73.8%	77.3%
State Treasurer	58.1%	87.1%	87.1%	71.0%	75.8%
Taxes	75.0%	77.9%	82.8%	71.3%	76.7%
Transportation (not DMV)	49.3%	59.9%	61.1%	62.2%	58.1%
Vermont Health Access	83.1%	80.1%	80.9%	75.8%	80.0%
Vermont Veterans Home	78.6%	85.7%	92.9%	92.9%	87.5%
Other	62.2%	68.9%	60.8%	59.5%	62.8%
Total	62.5%	66.6%	66.2%	65.4%	65.2%

Heat Map

GT/= 80%

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

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

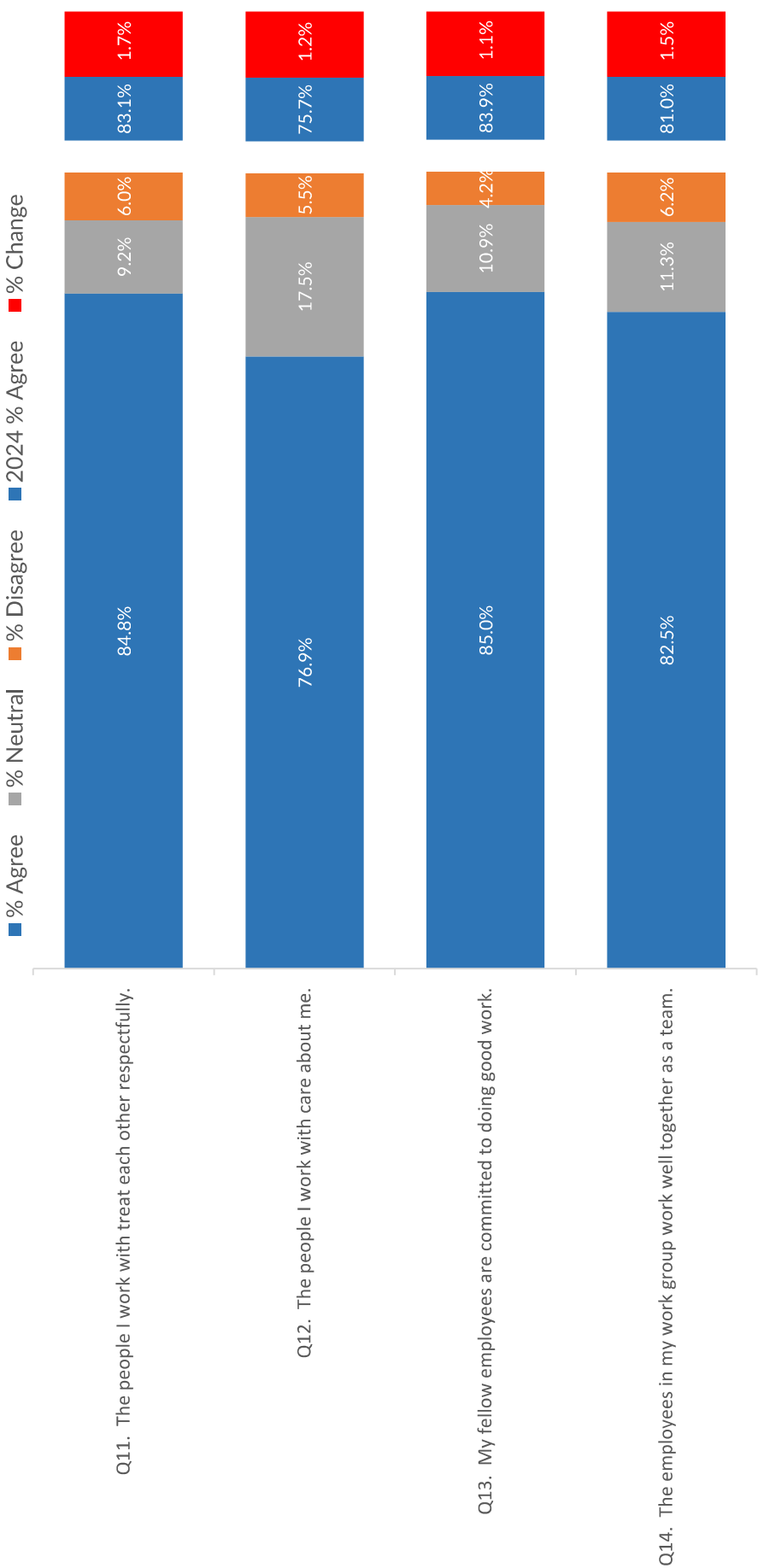
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.

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

Peers - Positive Relationships in the Workplace

Table 7 displays percent agreement for all respondents⁵ to survey statements related to peers. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement. Table 8 displays the percent agreement for respondents by department to survey statements for peers. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 7 Peers - Positive Relationships in the Workplace



⁵ Based on respondents identifying as classified or exempt employees.

Table 8 Peers - Positive Relationships in the Workplace by Department

Department	Q11 % Agree	Q12 % Agree	Q13 % Agree	Q14 % Agree	Peers Score % Agree
Agency of Administration	82.9%	74.3%	91.4%	85.7%	83.6%
Agency of Human Services	80.2%	74.5%	84.0%	79.2%	79.5%
Agency of Natural Resources	87.3%	76.4%	85.5%	78.2%	81.8%
Agriculture, Food and Markets, Agency	93.2%	89.0%	96.6%	94.9%	93.4%
Attorney General	96.3%	85.2%	96.3%	87.7%	91.4%
Auditor of Accounts	100.0%	100.0%	100.0%	91.7%	97.9%
Buildings and General Services	79.1%	66.2%	72.9%	78.4%	74.1%
Cannabis Control Board	95.5%	77.3%	95.5%	100.0%	92.0%
Children & Families	85.9%	79.6%	86.4%	82.8%	83.7%
Commerce & Community Development, Agency	84.8%	83.5%	91.1%	78.5%	84.5%
Corrections	65.3%	59.2%	64.7%	68.9%	64.5%
Criminal Justice Council	100.0%	100.0%	100.0%	100.0%	100.0%
DAIL	90.2%	82.9%	93.6%	88.8%	88.9%
Defender General	80.0%	90.0%	90.0%	75.0%	83.8%
Digital Services, Agency	90.0%	78.7%	88.2%	86.5%	85.8%
Education	81.3%	75.0%	90.6%	78.1%	81.3%
Enhanced 911 Board	85.7%	71.4%	85.7%	85.7%	82.1%
Environmental Conservation	87.5%	84.2%	91.3%	86.8%	87.5%
Finance & Management	96.6%	93.1%	93.1%	89.7%	93.1%
Financial Regulation	93.0%	81.4%	90.7%	86.0%	87.8%
Fish & Wildlife	84.6%	79.1%	91.2%	89.0%	86.0%
Forests, Parks & Recreation	87.2%	85.3%	89.9%	84.4%	86.7%
Governor's Office	100.0%	75.0%	100.0%	100.0%	93.8%
Green Mountain Care Board	93.3%	93.3%	100.0%	86.7%	93.3%
Health	91.9%	84.0%	94.3%	87.7%	89.4%
Human Resources	85.7%	75.8%	85.7%	87.9%	83.8%
Human Rights Commission	100.0%	100.0%	100.0%	100.0%	100.0%
Labor	83.6%	71.9%	79.6%	75.5%	77.7%
Libraries	92.9%	85.7%	100.0%	100.0%	94.6%
Land Use Review Board	80.0%	84.0%	92.0%	80.0%	84.0%
Liquor & Lottery	87.9%	78.8%	72.7%	84.8%	81.1%
Mental Health	81.8%	81.8%	88.6%	87.8%	85.0%
Military	81.6%	65.3%	77.6%	65.3%	72.4%
Motor Vehicles	71.8%	62.7%	71.6%	72.7%	69.7%
Public Safety	86.0%	75.8%	87.3%	80.9%	82.5%
Public Service Department	76.6%	74.5%	80.9%	74.5%	76.6%
Public Utility Commission	92.3%	76.9%	92.3%	76.9%	84.6%
Secretary of State	93.4%	80.3%	91.8%	88.5%	88.5%
State Treasurer	93.5%	77.4%	83.9%	83.9%	84.7%
Taxes	86.9%	80.3%	89.3%	85.2%	85.5%
Transportation (not DMV)	83.4%	70.3%	77.4%	80.3%	77.8%
Vermont Health Access	87.8%	84.8%	91.0%	89.1%	88.2%
Vermont Veterans Home	71.4%	69.2%	78.6%	71.4%	72.7%
Other	81.1%	66.2%	73.0%	73.0%	73.3%
Total	84.8%	76.9%	85.0%	82.5%	82.3%

Heat Map

GT/= 80%

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

Q12. The people I work with care about me.

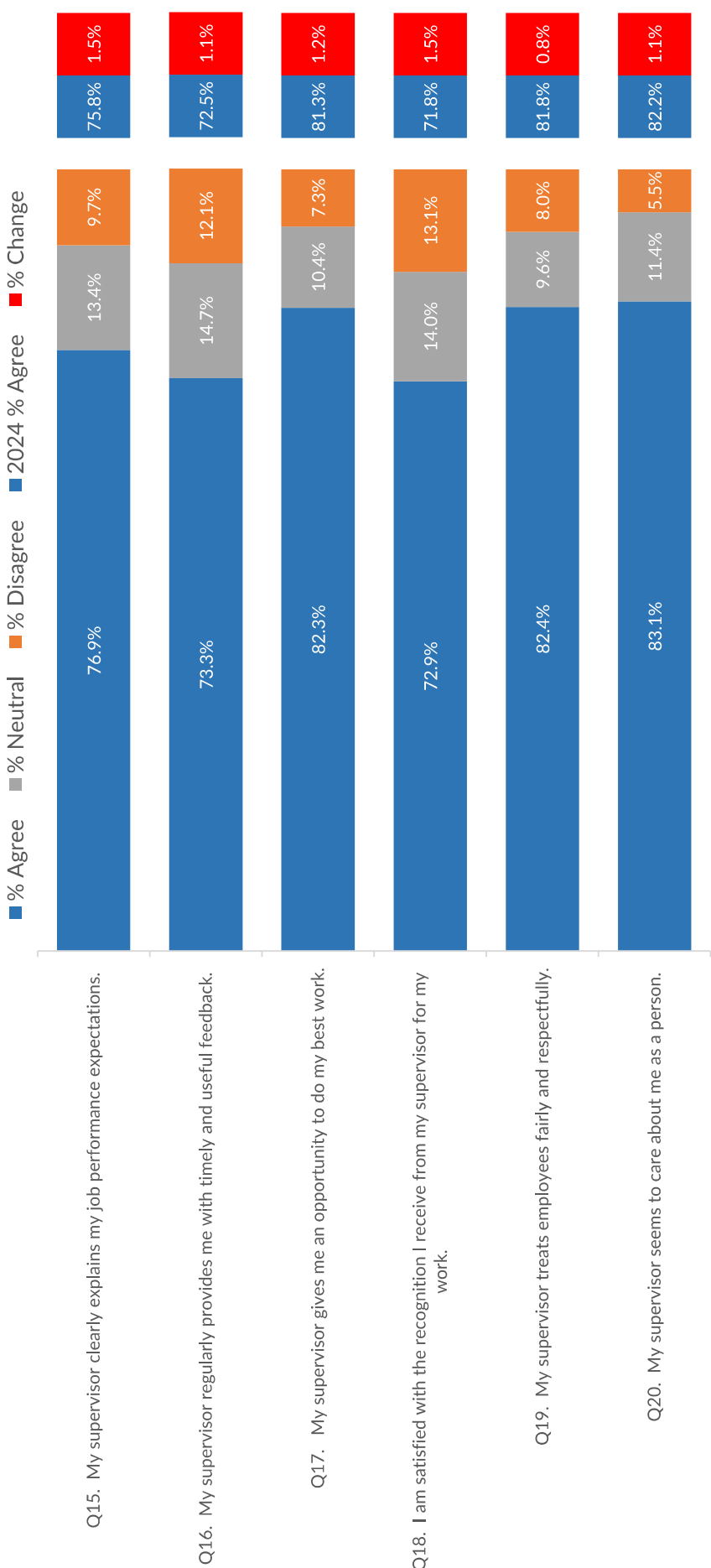
Q13. My fellow employees are committed to doing good work.

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

Supervisor - Support, Recognition and Feedback

Table 9 displays percent agreement for all respondents⁶ to survey statements related to supervisor. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement. Table 10 displays the percent agreement for respondents by department to survey statements for supervisor. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 9 Supervisor - Support, Recognition and Feedback



⁶ Based on respondents identifying as classified or exempt employees.

Table 10 Supervisor by Department

Department	Q15 % Agree	Q16 % Agree	Q17 % Agree	Q18 % Agree	Q19 % Agree	Q20 % Agree	Supervisor Score % Agree
Agency of Administration	70.6%	76.5%	85.3%	70.6%	88.2%	79.4%	78.4%
Agency of Human Services	71.7%	71.7%	81.1%	70.8%	76.4%	87.7%	76.6%
Agency of Natural Resources	83.6%	80.0%	92.7%	78.2%	92.7%	83.3%	85.1%
Agriculture, Food and Markets Agency	83.9%	78.0%	89.8%	86.4%	93.2%	94.9%	87.7%
Attorney General	90.0%	87.3%	92.5%	88.8%	93.8%	90.0%	90.4%
Auditor of Accounts	91.7%	58.3%	50.0%	66.7%	100.0%	72.7%	73.2%
Buildings and General Services	69.3%	65.7%	77.1%	65.7%	76.4%	77.9%	72.0%
Cannabis Control Board	81.8%	81.8%	95.5%	86.4%	90.9%	90.9%	87.9%
Children & Families	80.8%	77.7%	84.7%	74.6%	83.3%	87.3%	81.4%
Commerce & Com. Dev. Agency	70.9%	67.1%	78.5%	73.4%	78.5%	87.3%	75.9%
Corrections	67.7%	60.8%	71.5%	56.4%	67.7%	65.8%	65.0%
Criminal Justice Council	85.7%	71.4%	100.0%	85.7%	100.0%	100.0%	90.5%
DAIL	74.6%	76.0%	86.8%	76.1%	83.4%	83.3%	80.0%
Defender General	80.0%	65.0%	80.0%	75.0%	85.0%	85.0%	78.3%
Digital Services, Agency	74.7%	75.9%	85.2%	75.9%	87.0%	86.5%	80.9%
Education	64.6%	66.7%	70.8%	67.7%	78.1%	78.9%	71.1%
Enhanced 911 Board	100.0%	85.7%	100.0%	85.7%	100.0%	100.0%	95.2%
Environmental Conservation	81.1%	75.0%	79.9%	77.7%	90.5%	87.9%	82.0%
Finance & Management	89.7%	86.2%	89.7%	86.2%	93.1%	93.1%	89.7%
Financial Regulation	86.0%	81.4%	91.8%	81.2%	87.2%	89.4%	86.2%
Fish & Wildlife	72.5%	68.1%	80.2%	64.8%	78.0%	82.4%	74.4%
Forests, Parks & Recreation	79.8%	73.4%	85.0%	75.9%	85.3%	89.0%	81.4%
Governor's Office	75.0%	50.0%	100.0%	100.0%	75.0%	75.0%	79.2%
Green Mountain Care Board	66.7%	60.0%	86.7%	86.7%	100.0%	100.0%	83.3%
Health	81.2%	77.8%	86.1%	79.5%	90.3%	88.9%	84.0%
Human Resources	75.8%	72.5%	78.0%	72.5%	81.3%	85.7%	77.7%
Human Rights Commission	60.0%	60.0%	80.0%	80.0%	60.0%	80.0%	70.0%
Labor	82.1%	76.4%	85.7%	77.9%	85.2%	86.2%	82.3%
Libraries	78.6%	71.4%	64.3%	78.6%	78.6%	85.7%	76.2%
Land Use Review Board	65.2%	56.5%	69.6%	69.6%	78.3%	78.3%	69.6%
Liquor & Lottery	84.8%	83.3%	83.3%	75.8%	86.4%	84.8%	83.1%
Mental Health	77.9%	76.3%	79.4%	74.0%	80.2%	78.6%	77.7%
Military	53.1%	42.9%	71.4%	51.0%	67.3%	57.1%	57.1%
Motor Vehicles	66.4%	65.5%	70.9%	60.0%	68.2%	67.9%	66.5%
Public Safety	72.6%	65.0%	79.6%	65.0%	79.6%	81.4%	73.9%
Public Service Department	63.8%	68.1%	78.7%	74.5%	74.5%	80.9%	73.4%
Public Utility Commission	61.5%	53.8%	69.2%	61.5%	76.9%	76.9%	66.7%
Secretary of State	85.2%	78.7%	83.6%	82.0%	82.0%	91.8%	83.9%
State Treasurer	80.6%	80.6%	93.5%	87.1%	96.8%	93.5%	88.7%
Taxes	77.9%	72.7%	87.7%	78.5%	81.1%	86.9%	80.8%
Transportation (not DMV)	75.0%	72.2%	80.5%	67.0%	79.6%	78.3%	75.4%
Vermont Health Access	86.3%	82.8%	91.0%	81.3%	88.2%	88.7%	86.4%
Vermont Veterans Home	85.7%	78.6%	92.9%	85.7%	85.7%	85.7%	85.7%
Other	67.6%	62.2%	73.0%	62.2%	71.6%	73.0%	68.2%
Total	76.9%	73.3%	82.3%	72.9%	82.4%	83.1%	78.5%

Heat Map
GT/= 80%

Q15. My supervisor clearly explains my job performance expectations.

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

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

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

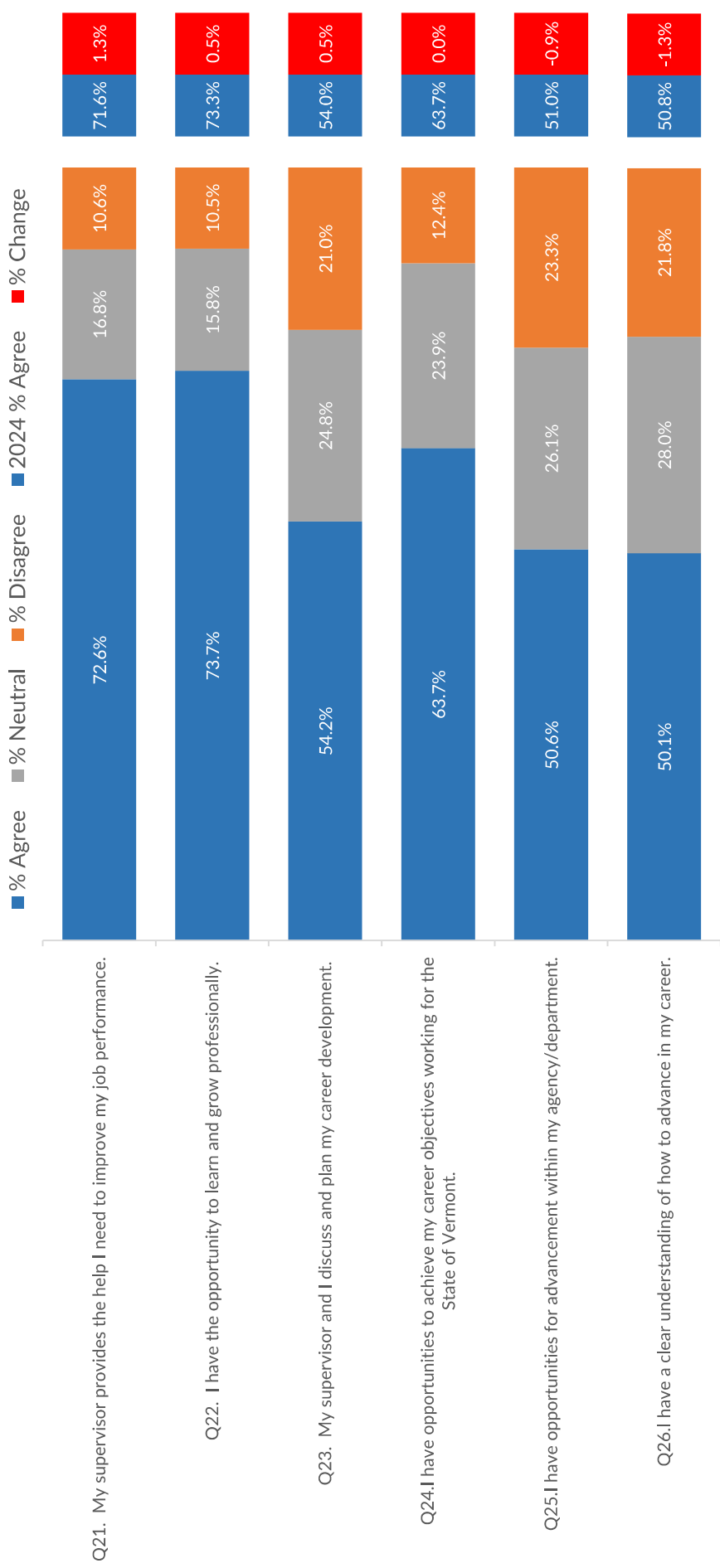
Q19. My supervisor treats employees fairly and respectfully.

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

Growth – Personal Growth and Development

Table 11 displays percent agreement for all respondents⁷ to survey statements related to growth. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement. Table 12 displays the percent agreement for respondents by department to survey statements for growth. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 11 Growth – Personal Growth and Development



⁷ Based on respondents identifying as classified or exempt employees.

Table 12 Growth by Department

Department	Q21 % Agree	Q22 % Agree	Q23 % Agree	Q24 % Agree	Q25 % Agree	Q26 % Agree	Growth Score % Agree
Agency of Administration	79.4%	79.4%	52.9%	88.2%	50.0%	52.9%	67.2%
Agency of Human Services	66.0%	66.0%	49.1%	57.5%	44.8%	43.8%	54.5%
Agency of Natural Resources	74.5%	80.0%	46.3%	65.5%	45.5%	40.0%	58.6%
Agriculture, Food and Markets, Agency	84.7%	85.6%	70.3%	74.6%	50.8%	51.7%	69.6%
Attorney General	86.3%	84.0%	65.0%	72.8%	53.8%	55.0%	69.5%
Auditor of Accounts	61.5%	69.2%	41.7%	58.3%	41.7%	46.2%	53.1%
Buildings and General Services	67.1%	64.3%	47.9%	54.0%	46.0%	45.7%	54.2%
Cannabis Control Board	90.9%	77.3%	31.8%	63.6%	40.9%	40.9%	57.6%
Children & Families	75.0%	72.6%	58.3%	62.5%	52.8%	52.3%	62.2%
Commerce & Community Development, Agency	73.4%	69.6%	46.8%	62.0%	34.2%	36.7%	53.8%
Corrections	59.4%	62.7%	41.1%	54.7%	53.0%	52.4%	53.9%
Criminal Justice Council	100.0%	100.0%	57.1%	100.0%	42.9%	57.1%	76.2%
DAIL	73.5%	83.9%	57.8%	75.1%	60.5%	59.3%	68.4%
Defender General	70.0%	75.0%	30.0%	80.0%	40.0%	45.0%	56.7%
Digital Services, Agency	71.2%	75.3%	63.5%	64.1%	51.8%	51.8%	62.9%
Education	62.5%	65.6%	41.7%	44.8%	36.5%	29.2%	46.7%
Enhanced 911 Board	85.7%	85.7%	57.1%	71.4%	42.9%	71.4%	69.0%
Environmental Conservation	71.2%	74.9%	51.5%	63.3%	50.0%	45.8%	59.5%
Finance & Management	79.3%	86.2%	69.0%	82.8%	62.1%	69.0%	74.7%
Financial Regulation	82.6%	87.2%	69.8%	76.7%	61.6%	60.5%	73.1%
Fish & Wildlife	65.9%	70.3%	37.4%	69.2%	46.2%	54.9%	57.3%
Forests, Parks & Recreation	78.0%	78.0%	57.8%	62.4%	52.3%	43.1%	61.9%
Governor's Office	50.0%	100.0%	50.0%	50.0%	50.0%	50.0%	58.3%
Green Mountain Care Board	85.7%	86.7%	46.7%	46.7%	40.0%	33.3%	56.5%
Health	77.5%	81.0%	56.8%	64.4%	41.4%	40.3%	60.2%
Human Resources	65.9%	67.0%	50.5%	56.0%	45.6%	48.4%	55.6%
Human Rights Commission	80.0%	80.0%	80.0%	80.0%	20.0%	20.0%	60.0%
Labor	74.5%	68.9%	51.5%	59.2%	47.7%	49.2%	58.5%
Libraries	64.3%	50.0%	50.0%	57.1%	28.6%	35.7%	47.6%
Land Use Review Board	60.9%	45.8%	34.8%	54.2%	17.4%	30.4%	40.6%
Liquor & Lottery	81.8%	77.3%	56.1%	65.2%	56.1%	60.6%	66.2%
Mental Health	71.0%	65.6%	53.4%	57.3%	42.7%	46.6%	56.1%
Military	46.9%	53.1%	30.6%	42.9%	30.6%	30.6%	39.1%
Motor Vehicles	63.0%	62.7%	43.6%	56.0%	52.3%	49.5%	54.5%
Public Safety	72.0%	75.8%	46.5%	58.6%	43.3%	42.7%	56.5%
Public Service Department	70.2%	74.5%	36.2%	53.2%	31.9%	31.9%	49.6%
Public Utility Commission	58.3%	61.5%	30.8%	61.5%	30.8%	23.1%	44.3%
Secretary of State	82.0%	80.0%	57.4%	72.1%	55.7%	55.9%	67.2%
State Treasurer	83.9%	87.1%	51.6%	71.0%	48.4%	48.4%	65.1%
Taxes	71.3%	71.3%	54.5%	68.0%	54.9%	51.6%	62.0%
Transportation (not DMV)	71.1%	73.6%	56.1%	64.2%	55.5%	55.2%	62.6%
Vermont Health Access	83.9%	84.0%	74.9%	79.9%	71.1%	69.0%	77.1%
Vermont Veterans Home	92.9%	92.9%	85.7%	85.7%	61.5%	61.5%	80.0%
Other	66.2%	62.2%	54.1%	60.8%	45.9%	51.4%	56.8%
Total	72.6%	73.7%	54.2%	63.7%	50.6%	50.1%	60.8%

Heat Map
GT/= 80%

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

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

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

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

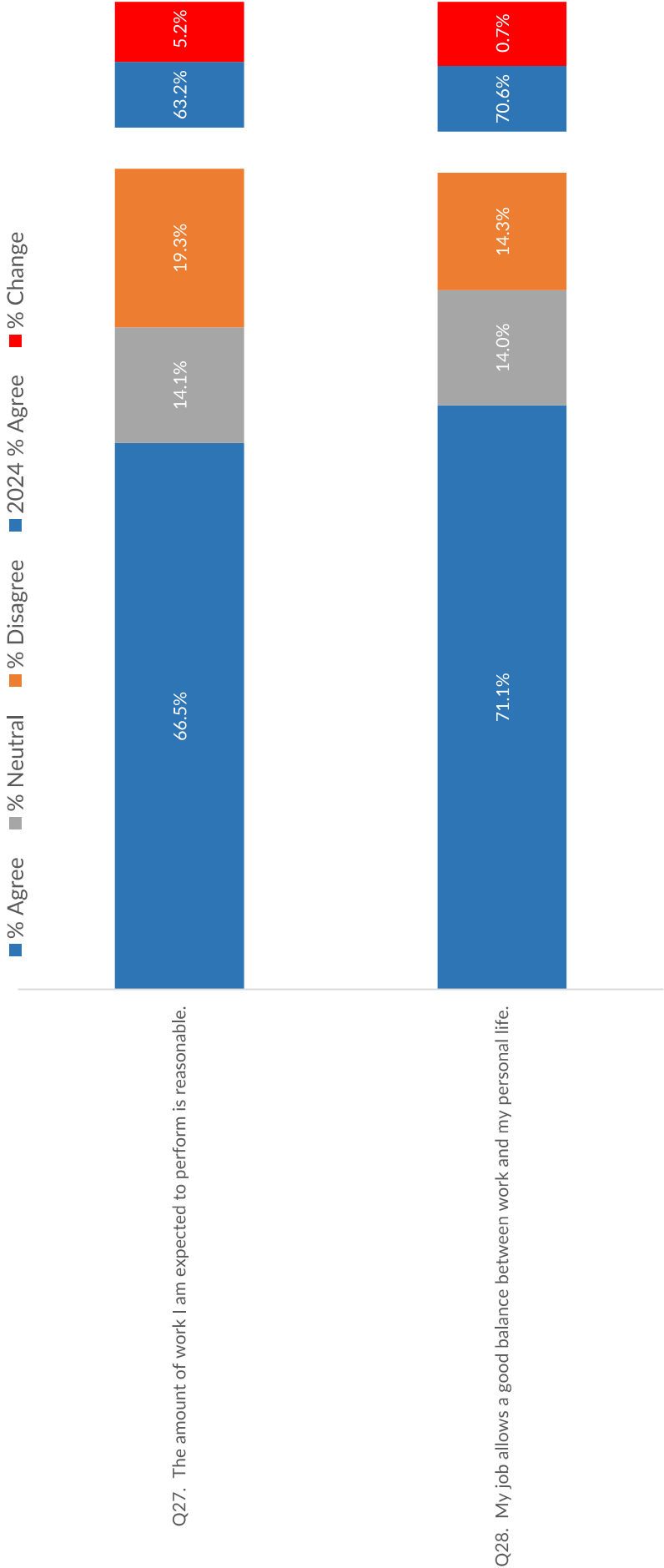
Q25. I have opportunities for advancement within my agency/department.

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

Balance - Work-Life Integration

Table 13 displays percent agreement for all respondents⁸ to survey statements related to balance. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement. Table 14 displays the percent agreement for respondents by department to survey statements for balance. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 13 Balance - Work-Life Integration



⁸ Based on respondents identifying as classified or exempt employees.

Table 14 Balance by Department

Department	Q27 % Agree	Q28 % Agree	Balance Score % Agree
Agency of Administration	79.4%	82.4%	80.9%
Agency of Human Services	66.0%	74.5%	70.3%
Agency of Natural Resources	63.6%	69.1%	66.4%
Agriculture, Food and Markets, Agency	83.9%	83.1%	83.5%
Attorney General	85.2%	87.7%	86.4%
Auditor of Accounts	92.3%	92.3%	92.3%
Buildings and General Services	73.6%	77.9%	75.7%
Cannabis Control Board	90.9%	86.4%	88.6%
Children & Families	59.3%	59.8%	59.6%
Commerce & Community Development, Agency	59.5%	73.4%	66.5%
Corrections	43.8%	42.1%	42.9%
Criminal Justice Council	71.4%	71.4%	71.4%
DAIL	59.5%	73.2%	66.3%
Defender General	45.0%	55.0%	50.0%
Digital Services, Agency	67.1%	81.2%	74.1%
Education	51.0%	70.5%	60.8%
Enhanced 911 Board	85.7%	85.7%	85.7%
Environmental Conservation	55.1%	72.1%	63.6%
Finance & Management	79.3%	89.7%	84.5%
Financial Regulation	77.9%	88.2%	83.1%
Fish & Wildlife	46.2%	53.8%	50.0%
Forests, Parks & Recreation	40.4%	54.1%	47.2%
Governor's Office	75.0%	33.3%	54.2%
Green Mountain Care Board	66.7%	86.7%	76.7%
Health	74.1%	82.5%	78.3%
Human Resources	64.8%	76.9%	70.9%
Human Rights Commission	40.0%	60.0%	50.0%
Labor	74.0%	76.5%	75.3%
Libraries	42.9%	57.1%	50.0%
Land Use Review Board	64.0%	64.0%	64.0%
Liquor & Lottery	69.7%	72.7%	71.2%
Mental Health	80.2%	75.4%	77.8%
Military	75.5%	75.5%	75.5%
Motor Vehicles	59.1%	53.6%	56.4%
Public Safety	67.5%	68.8%	68.2%
Public Service Department	68.1%	70.2%	69.1%
Public Utility Commission	46.2%	69.2%	57.7%
Secretary of State	82.0%	86.9%	84.4%
State Treasurer	87.1%	90.3%	88.7%
Taxes	78.7%	91.8%	85.2%
Transportation (not DMV)	75.4%	74.8%	75.1%
Vermont Health Access	75.4%	85.9%	80.7%
Vermont Veterans Home	64.3%	64.3%	64.3%
Other	73.0%	71.6%	72.3%
Total	66.5%	71.7%	69.1%

Heat Map

GT/= 80%

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

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

Employee Engagement Results

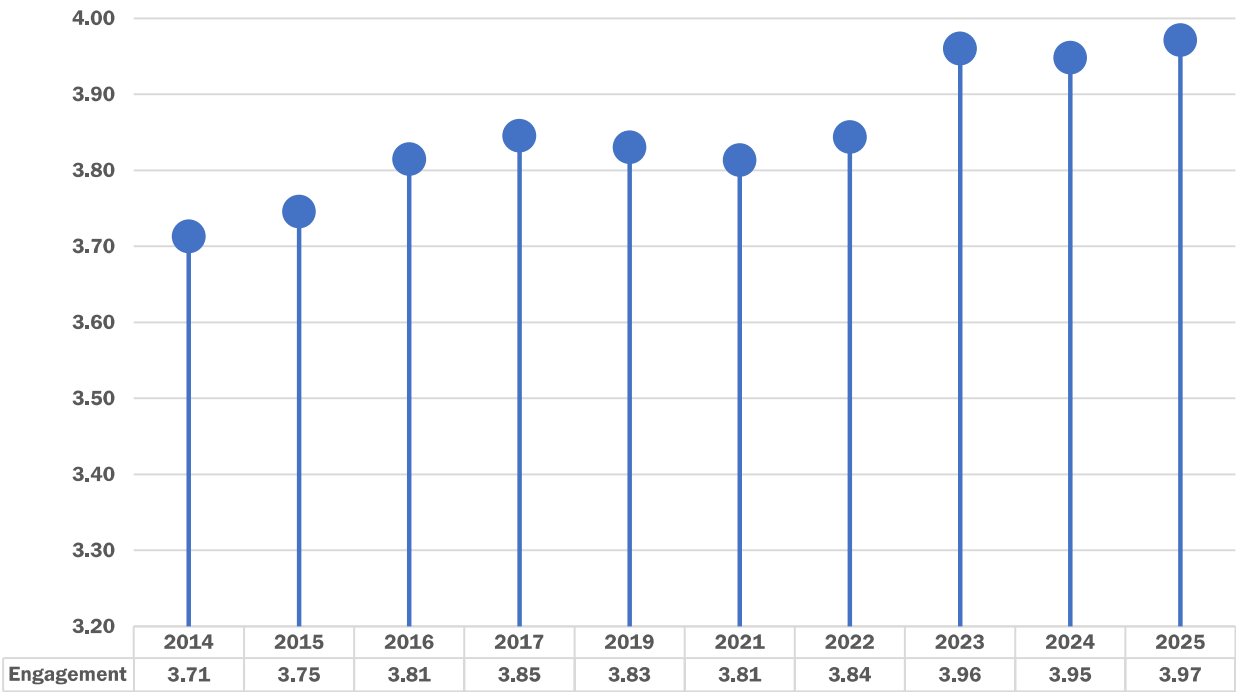
Overall employee engagement scores were calculated⁹. The score is the average of the seven components of engagement as outlined in the model illustrated in Table 16, which shows the components and the questions that make up each component.¹⁰

For 2025 the average employee engagement score was 3.97 out of a possible 5.0.

See Table 15 to compare employee engagement scores over time.



Table 15 Engagement Scores - 2014 to 2025
Engagement



⁹ Based on respondents identifying as classified or exempt employees..
¹⁰ Based on research reported in Vance, R.J. (2006) Employee Engagement and Commitment. Alexandria, VA: SHRM Foundation.

Table 16 Employee Engagement Model

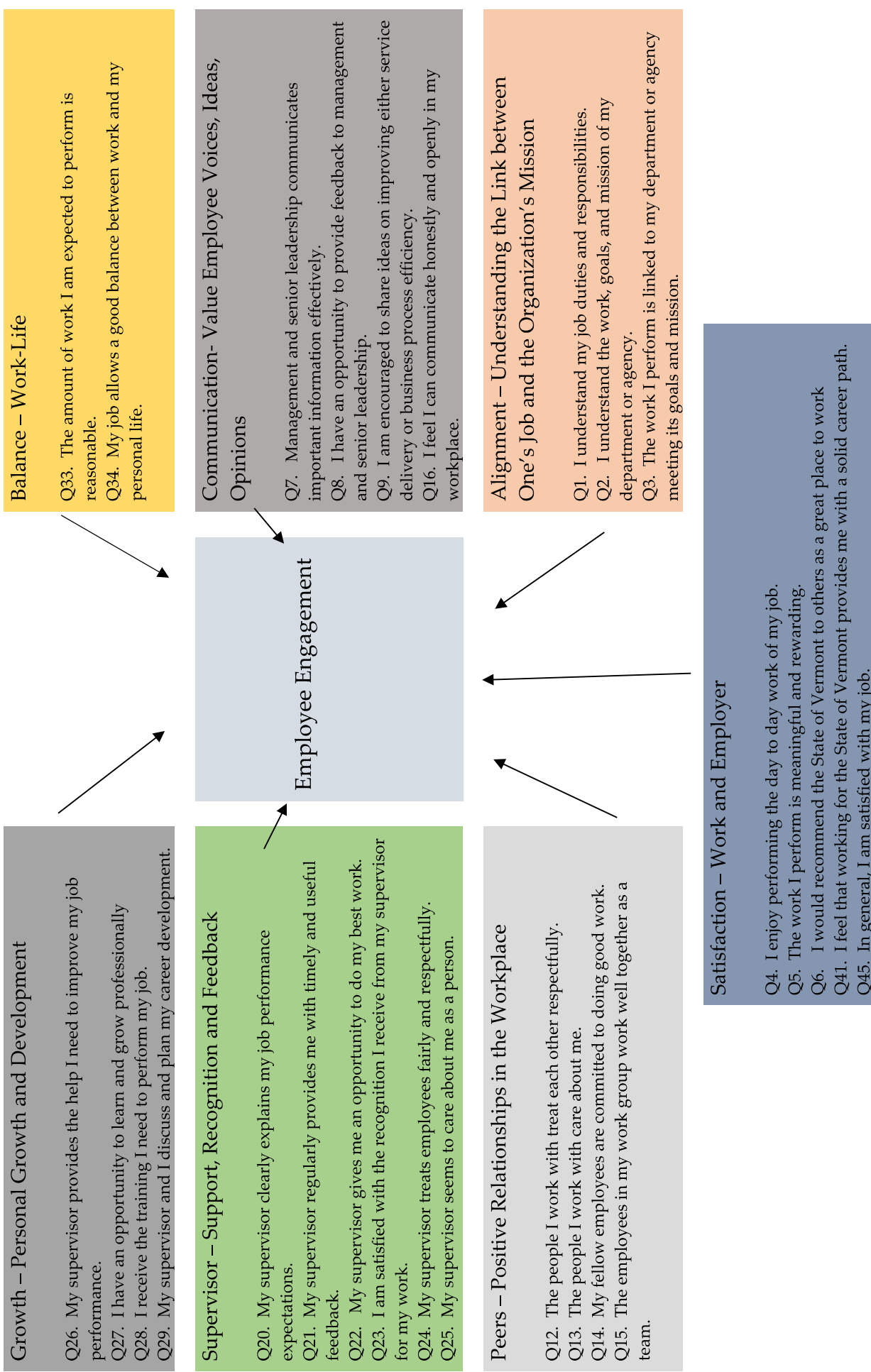


Table 17 Components of Employee Engagement – 2025 Averages

Components of Employee Engagement - 2025 Averages

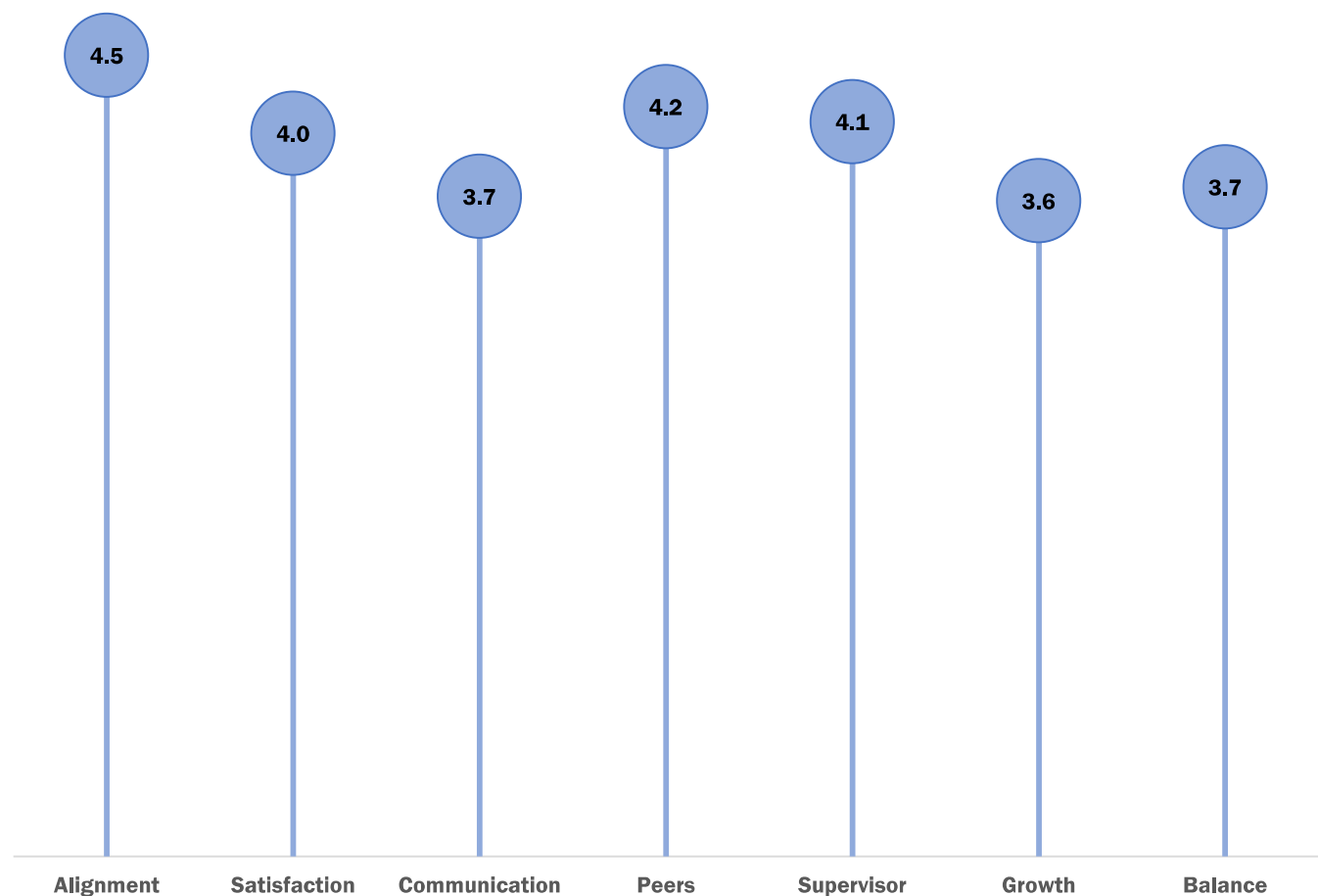


Table 17 shows the components of employee engagement. Alignment – understanding the link between one’s job and the organization’s mission - was the highest component score. Supervisor, Peers and Satisfaction all had high component scores. The lowest were Communication, Growth and Balance.

Table 18 shows scores for each of the seven components from 2014 to 2025.

Table 19 shows 2025 scores for Employee Engagement and Components by Department. A “heat map” of responses is used to visually represent average scores of 4.0 or better on the five-point scale. This is equal to 80% agreement for questions making up the index. This is a benchmark goal.

Table 18 Employee Engagement Components – 2014 to 2025

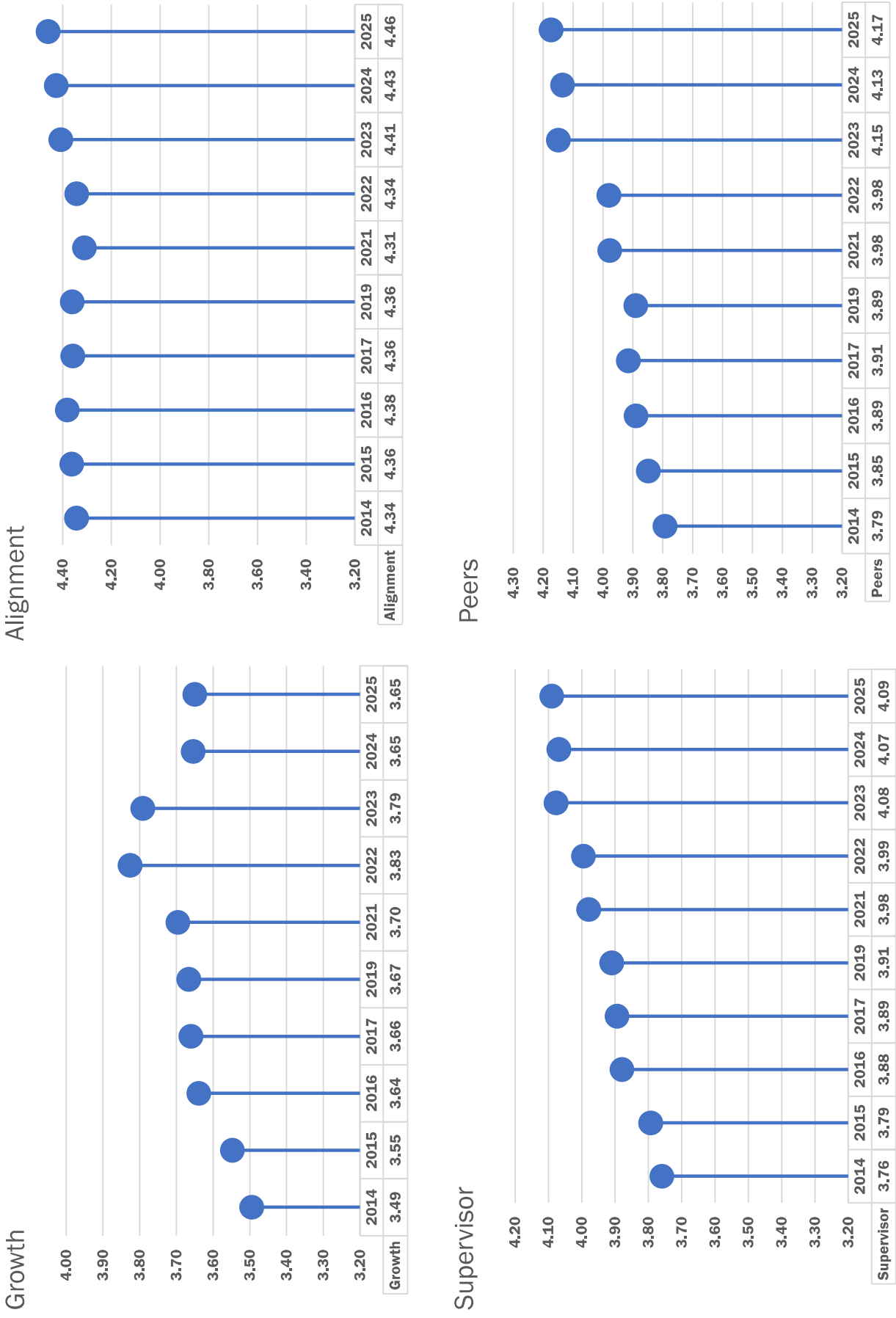


Table 18 Employee Engagement Components – 2014 to 2025 (cont.)

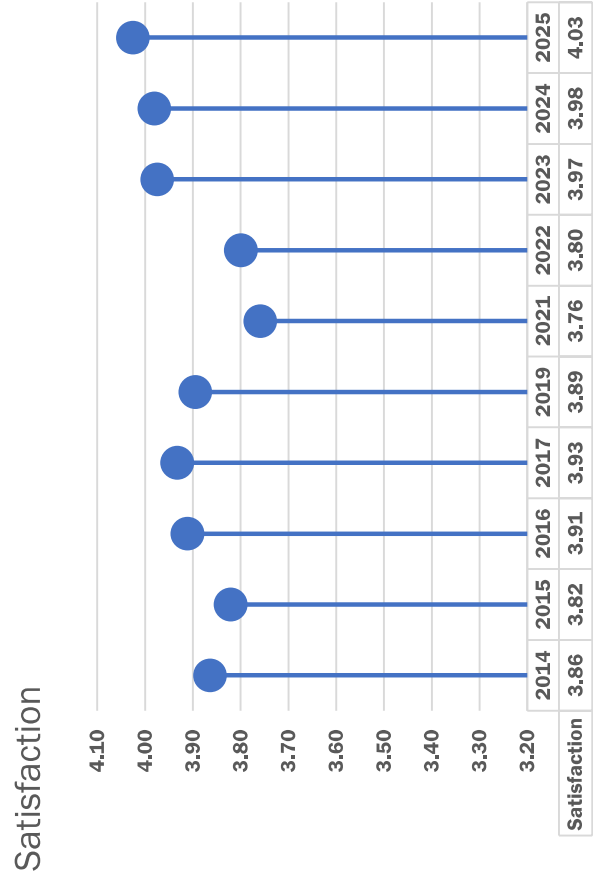
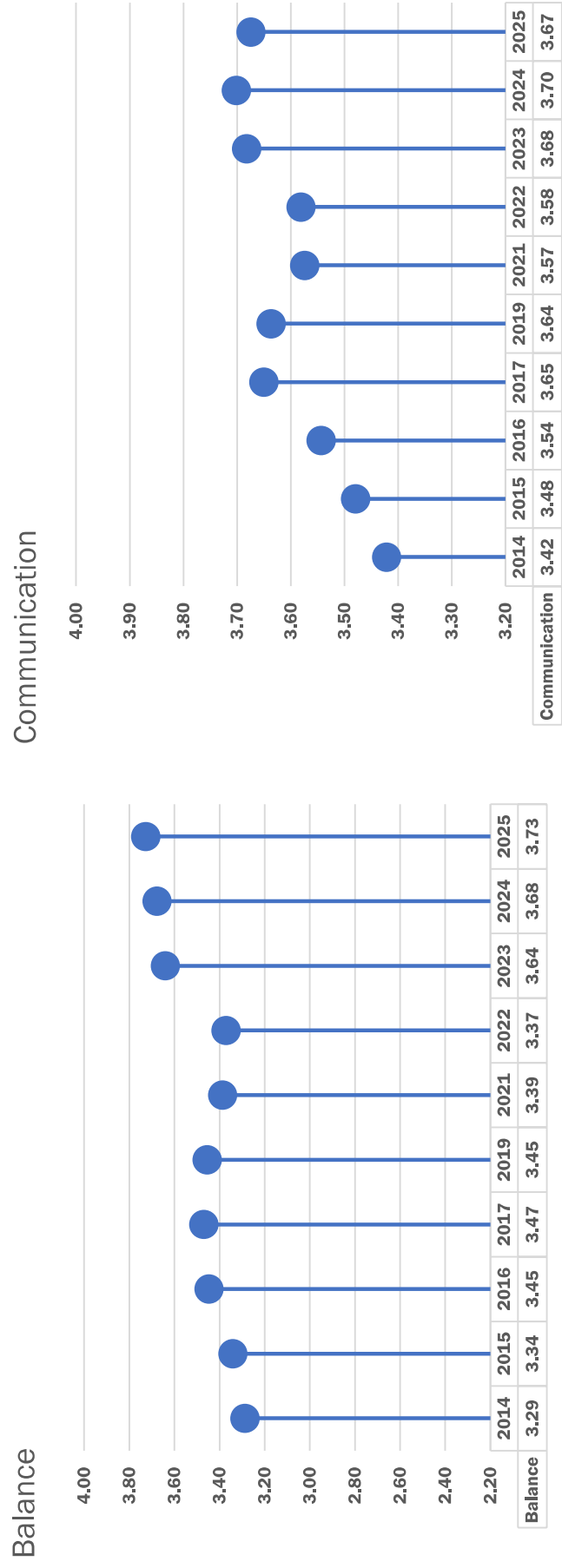


Table 19 2025 Scores for Employee Engagement and Components by Department

Department	Alignment	Satisfaction	Communication	Peers	Supervisor	Growth	Balance	Engagement
Agency of Administration	4.60	4.30	4.05	4.29	4.19	3.92	4.04	4.20
Agency of Human Services	4.35	3.92	3.60	4.12	4.02	3.50	3.72	3.89
Agency of Natural Resources	4.56	4.01	3.95	4.29	4.35	3.66	3.68	4.07
Agriculture, Food & Markets, Agency	4.57	4.20	4.08	4.51	4.40	3.92	4.09	4.25
Attorney General	4.70	4.46	4.08	4.51	4.48	3.97	4.15	4.34
Auditor of Accounts	4.62	4.46	4.10	4.71	4.04	3.53	4.65	4.30
Buildings & General Services	4.33	3.96	3.51	3.88	3.85	3.51	3.86	3.84
Cannabis Control Board	4.74	4.27	4.31	4.57	4.45	3.76	4.09	4.31
Children & Families	4.50	3.99	3.54	4.18	4.15	3.70	3.45	3.93
Commerce & Comm. Dev., Agency	4.37	4.11	3.82	4.30	4.07	3.45	3.74	3.98
Corrections	4.20	3.58	2.91	3.69	3.68	3.39	2.96	3.49
Criminal Justice Council	5.00	4.57	4.21	4.82	4.52	4.14	4.21	4.50
DAIL	4.68	4.29	3.85	4.38	4.12	3.81	3.67	4.11
Defender General	4.67	4.27	3.66	4.34	4.08	3.61	3.15	3.97
Digital Services, Agency	4.16	3.92	3.62	4.24	4.14	3.70	3.90	3.96
Education	4.12	3.80	3.41	4.13	3.86	3.18	3.44	3.71
Enhanced 911 Board	4.67	4.14	4.68	4.29	4.69	3.83	4.07	4.34
Environmental Conservation	4.45	3.97	3.59	4.31	4.18	3.61	3.54	3.95
Finance & Management	4.53	4.15	4.22	4.47	4.43	4.14	4.22	4.31
Financial Regulation	4.71	4.29	4.16	4.31	4.31	4.00	4.20	4.28
Fish & Wildlife	4.54	4.05	3.73	4.18	3.91	3.52	3.24	3.88
Forests, Parks & Recreation	4.50	4.07	3.82	4.33	4.13	3.67	3.22	3.96
Governor's Office	4.83	4.58	4.56	4.69	4.25	4.00	3.63	4.36
Green Mountain Care Board	4.24	4.02	3.72	4.43	4.11	3.58	3.87	4.00
Health	4.53	4.13	3.86	4.40	4.27	3.63	3.97	4.11
Human Resources	4.41	4.02	3.71	4.23	4.10	3.61	3.73	3.97
Human Rights Commission	4.67	3.73	4.10	4.55	4.20	3.63	3.50	4.05
Labor	4.47	4.04	3.89	4.07	4.14	3.56	3.90	4.01
Libraries	4.38	4.00	3.46	4.52	4.05	3.33	3.50	3.89
Land Use Review Board	4.41	3.72	3.46	4.05	3.74	3.03	3.50	3.71
Liquor & Lottery	4.56	4.00	4.10	4.15	4.21	3.81	3.97	4.11
Mental Health	4.52	4.12	3.57	4.21	4.12	3.59	4.01	4.02
Military	4.42	4.03	3.41	3.90	3.61	3.11	3.91	3.77
Motor Vehicles	4.26	3.69	3.44	3.87	3.75	3.45	3.41	3.70
Public Safety	4.48	4.10	3.59	4.16	4.01	3.55	3.68	3.94
Public Service Department	4.20	3.75	3.79	3.97	3.82	3.35	3.63	3.79
Public Utility Commission	4.67	3.87	3.42	4.10	3.74	3.08	3.46	3.77
Secretary of State	4.69	4.27	4.12	4.45	4.39	3.87	4.28	4.30
State Treasurer	4.71	4.40	4.11	4.34	4.34	3.90	4.23	4.29
Taxes	4.59	4.20	3.97	4.22	4.10	3.69	4.13	4.13
Transportation (not DMV)	4.40	3.98	3.51	4.03	3.99	3.67	3.87	3.92
Vermont Health Access	4.64	4.22	4.11	4.30	4.35	4.10	4.08	4.26
Vermont Veterans' Home	4.74	4.62	4.23	3.89	4.31	4.16	3.64	4.23
Total	4.46	4.03	3.67	4.17	4.09	3.70	3.73	3.97

Heat Map	4.00 or higher
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Work Engagement Survey Items

The measurement of employee engagement has taken two primary approaches. One approach, exemplified by the Gallup Q12, focuses on specific conditions believed to contribute to engagement¹¹. For example, understanding one's job and the organization's goals, growth opportunities, relationship with peers, relationship with your supervisor and so on. The State's employee engagement survey was originally designed using the Q12 as a model. Another popular approach more directly measures the concept of engagement. The Utrecht Work Engagement Scale (UWES) includes items measuring vigor at work ("At work I feel bursting with energy"), dedication ("I'm proud of the work I do"), and absorption ("I am immersed in my work").¹²

In the 2024 engagement survey we used the UWES as a pilot. Those results were so interesting that in the 2025 survey we used all the questions in the short version of the UWES.

Table 20 displays the results for each question on a six-point scale ranging from never/almost never to always for all respondents.

In general, the results show high levels of work engagement. A measure of dedication Q 71 "I'm proud of the work I do" showed that 72.2% of respondents indicated they felt that way "very often" or "always." Also, a measure of absorption Q 72 "I am immersed in my work" showed 66.1% of respondents indicating they felt that way "very often" or "always."

Work engagement was categorized using the average of the scores of the seven items making up the scale. Work engagement was considered very high (average of 5.0 or greater on the six-point scale), high (4.0 to 4.99), moderate (3.0 to 3.99), low (2.0 to 2.99) and very low (less than 2.0). The visualization in Table 21 shows the statewide distribution of work engagement. This shows a high level of work engagement, with nearly 63% of respondents categorized as having "high" or "very high" work engagement.

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

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

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

Table 20 – Work Engagement Items

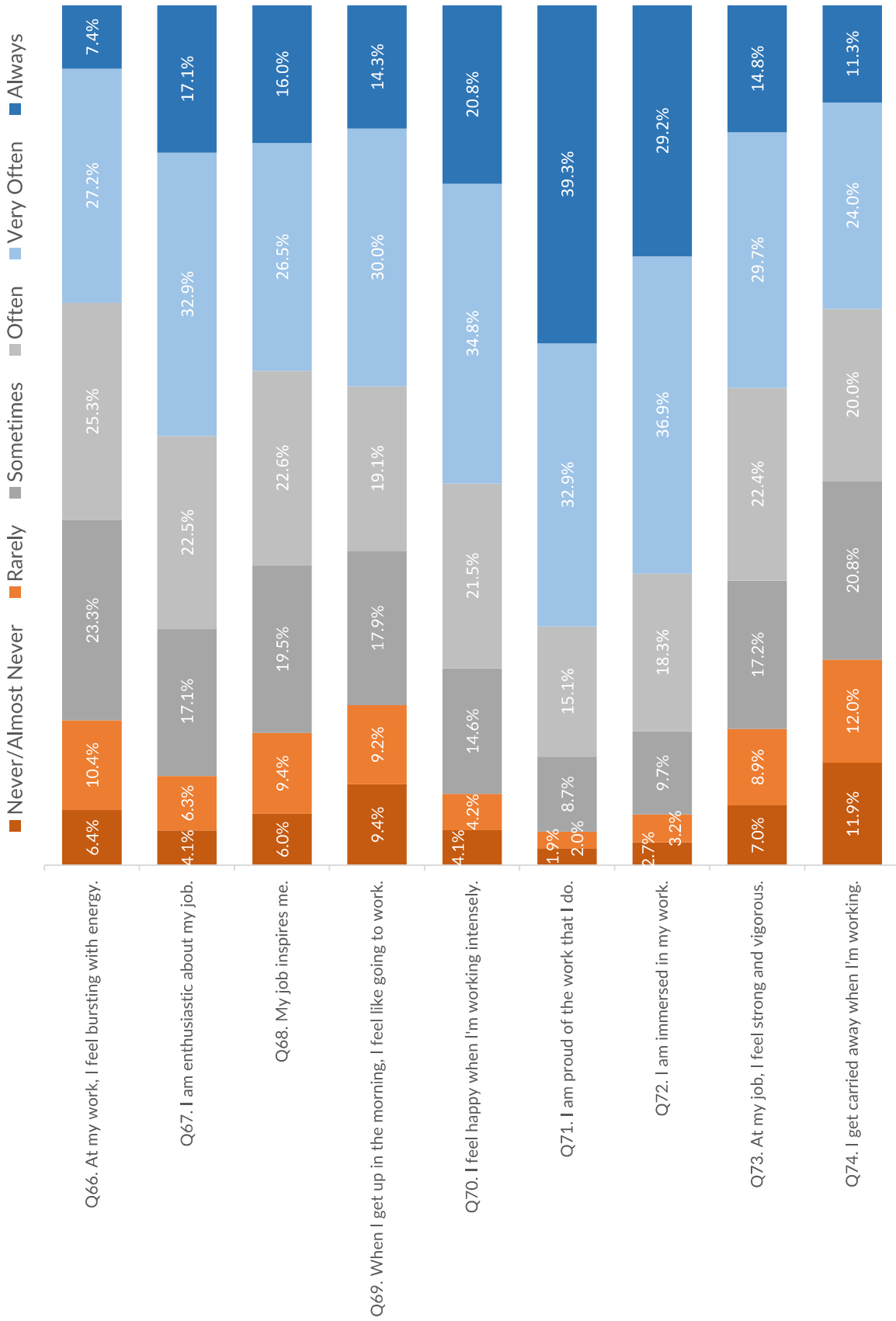


Table 21 - Statewide Distribution of Level of Work Engagement

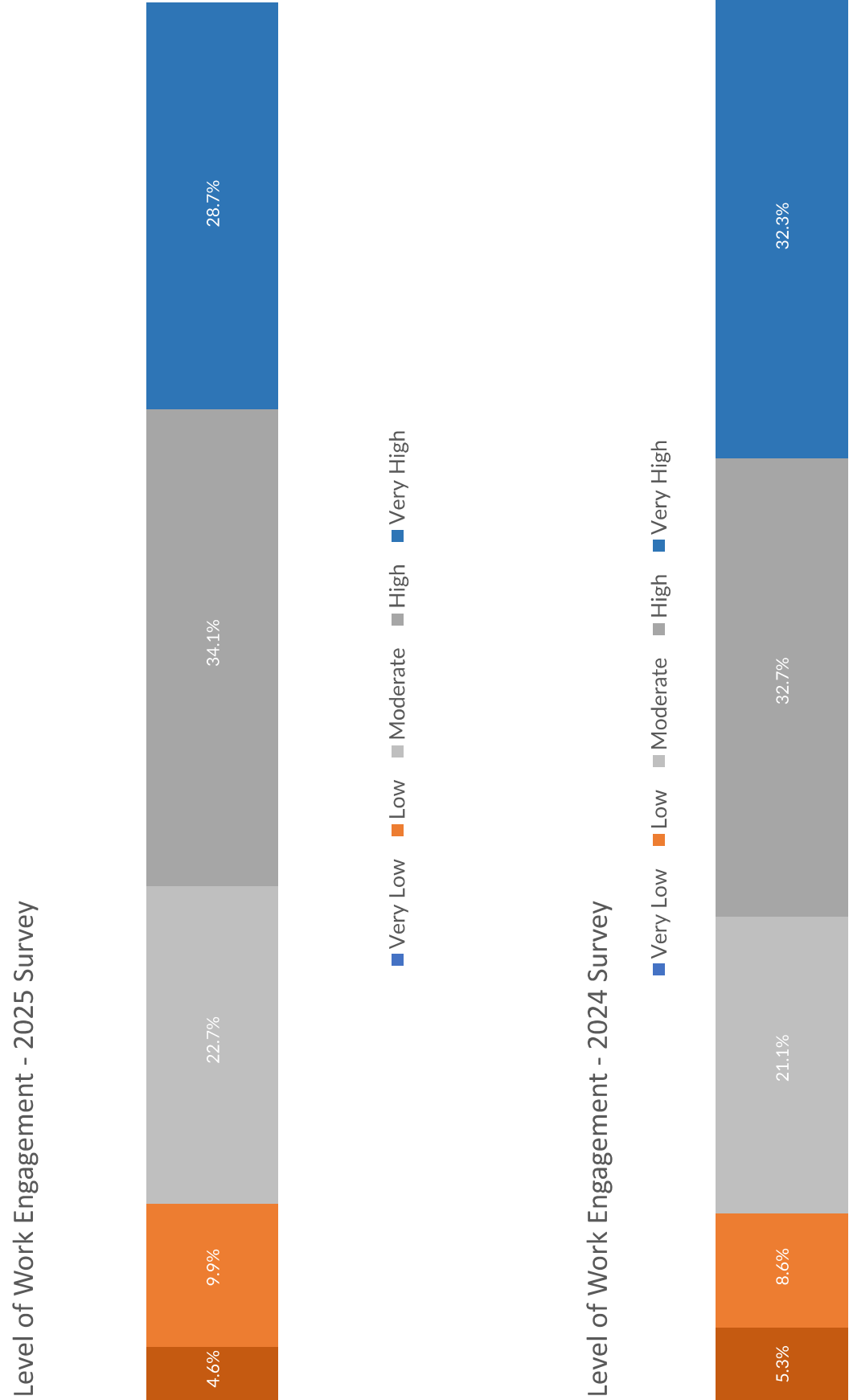
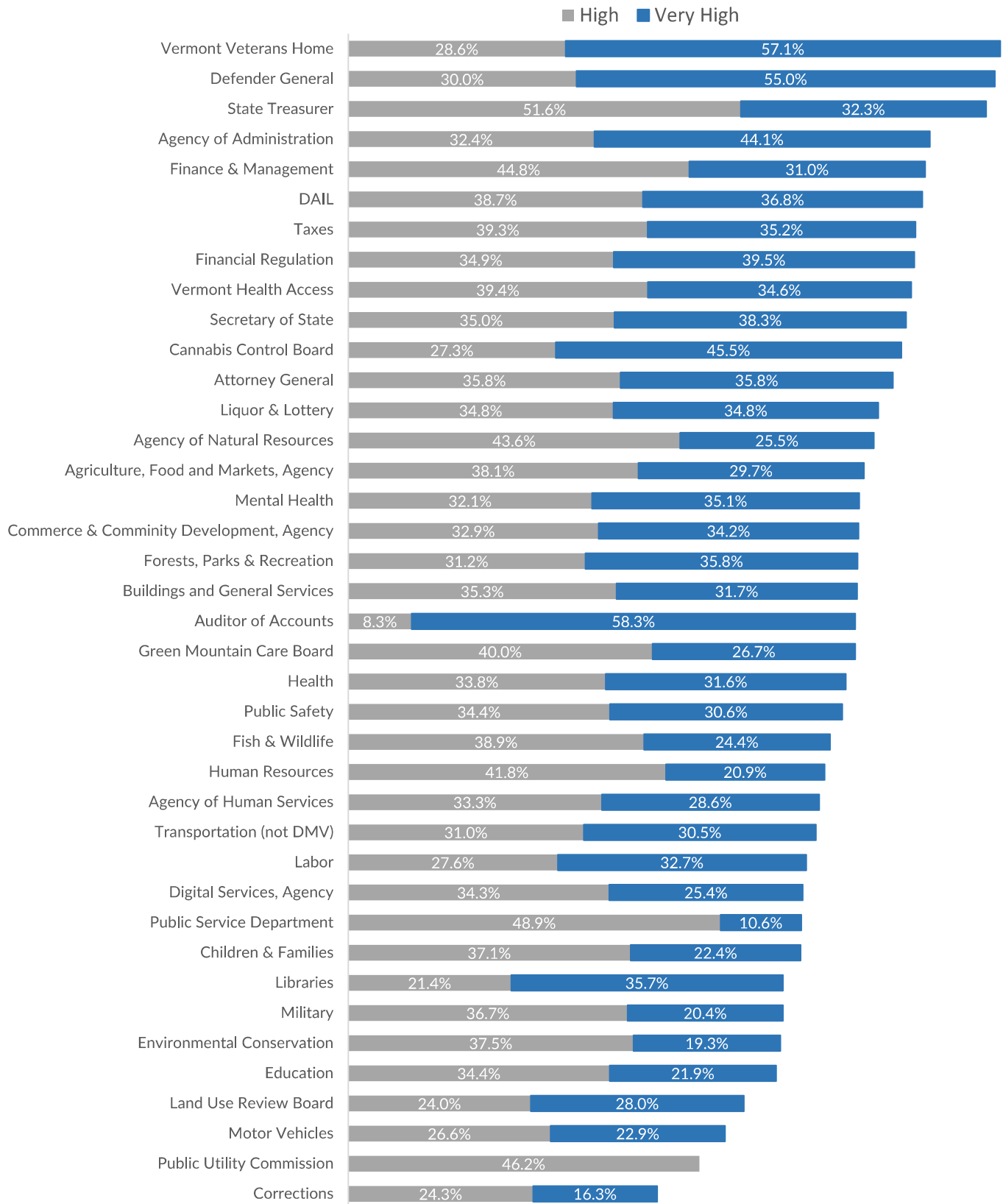


Table 22 – Work Engagement by Department



Employee Net Promoter score (eNPS)

The Employee Net Promoter score (eNPS) has gained popularity primarily in the private sector as another measure for employee engagement. This question asks respondents to indicate their likelihood of recommending the organization as a place to work on a 0 to 10 scale.

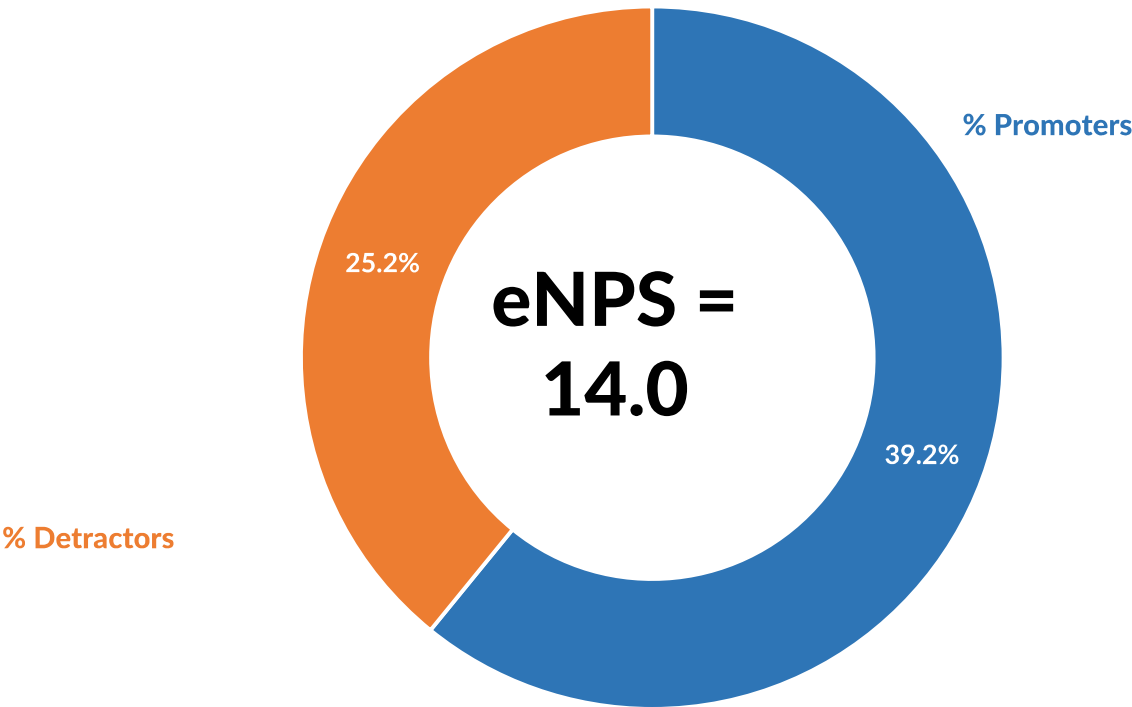
Responses are categorized in three groups – promoters (9 or 10); passives (7's and 8's); and detractors (from 0 to 6). The overall eNPS is calculated by subtracting the total percent of detractors minus the total percent of detractors. This yields a score from -100 to +100. A positive score indicates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

As a general guide, a score between 10 and 30 is considered very good and those greater than 30 are excellent. Scores of 0 (an equal split between promoters and detractors) to 10 are considered acceptable. Scores of 0 or below are of concern and ones which are lower than -10 warrant immediate steps to improve employee engagement.

The chart below shows that in the survey sample we found an eNPS of 14.0. In the sample of respondents there were a total of 25.2% detractors and 39.2% promoters.¹³

The 2025 results are significantly higher than the 2024 results, which showed a statewide eNPS of 0.92.

Table 23 Statewide eNPS



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

¹³ Based on respondents identifying as classified or exempt employees.

Table 24 2025 eNPS Scores by Department

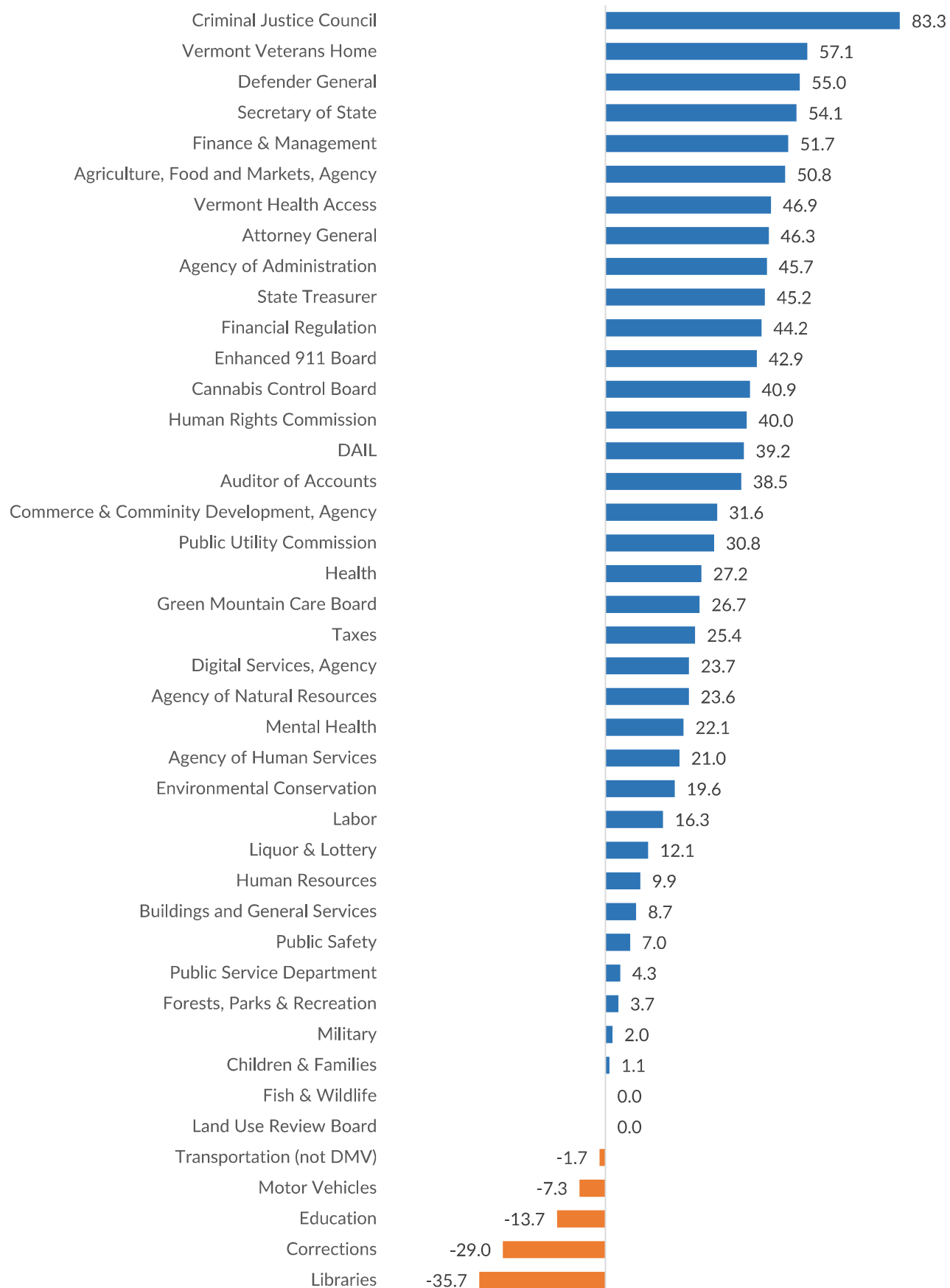


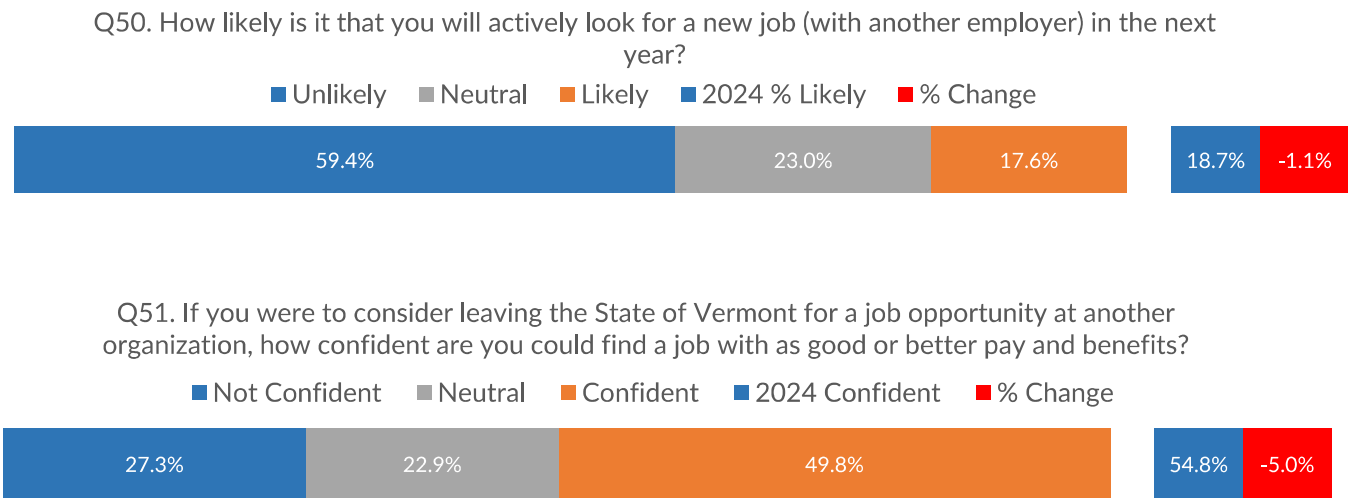
Table 25 eNPS Scores by Department with Detail

Department	% Promoter	% Passive	% Detractor	eNPS 25	eNPS 24	Change 24 - 25
Agency of Administration	51.4%	42.9%	5.7%	45.7	32.3	13.4
Agency of Human Services	43.8%	33.3%	22.9%	21.0	23.0	-2.0
Agency of Natural Resources	41.8%	40.0%	18.2%	23.6	15.5	8.1
Agriculture, Food and Markets, Agency	59.3%	32.2%	8.5%	50.8	47.5	3.3
Attorney General	51.3%	43.8%	5.0%	46.3	31.3	15.0
Auditor of Accounts	61.5%	15.4%	23.1%	38.5	46.2	-7.7
Buildings and General Services	38.4%	31.9%	29.7%	8.7	5.0	3.7
Cannabis Control Board	50.0%	40.9%	9.1%	40.9		n/a
Children & Families	32.1%	37.0%	31.0%	1.1	-3.7	4.8
Commerce & Community Development, Agency	49.4%	32.9%	17.7%	31.6	13.2	18.4
Corrections	21.0%	29.0%	50.0%	-29.0	-20.9	-8.1
Criminal Justice Council	83.3%	16.7%	0.0%	83.3	22.2	61.1
DAIL	54.4%	30.4%	15.2%	39.2	39.2	0.0
Defender General	65.0%	25.0%	10.0%	55.0	47.1	7.9
Digital Services, Agency	42.6%	38.5%	18.9%	23.7	0.8	22.9
Education	24.2%	37.9%	37.9%	-13.7	-24.5	10.8
Enhanced 911 Board	57.1%	28.6%	14.3%	42.9	66.7	-23.8
Environmental Conservation	38.1%	43.4%	18.5%	19.6	2.4	17.2
Finance & Management	62.1%	27.6%	10.3%	51.7	32.4	19.3
Financial Regulation	59.3%	25.6%	15.1%	44.2	46.8	-2.6
Fish & Wildlife	25.6%	48.9%	25.6%	0.0	1.8	-1.8
Forests, Parks & Recreation	30.3%	43.1%	26.6%	3.7	-5.2	8.9
Governor's Office	75.0%	25.0%	0.0%	75.0	85.7	-10.7
Green Mountain Care Board	26.7%	73.3%	0.0%	26.7	9.1	17.6
Health	45.2%	36.8%	18.0%	27.2	15.7	11.5
Human Resources	38.5%	33.0%	28.6%	9.9	24.4	-14.5
Human Rights Commission	60.0%	20.0%	20.0%	40.0	80.0	-40.0
Labor	43.9%	28.6%	27.6%	16.3	16.3	0.0
Libraries	14.3%	35.7%	50.0%	-35.7	18.8	-54.5
Land Use Review Board	32.0%	36.0%	32.0%	0.0	18.8	-18.8
Liquor & Lottery	37.9%	36.4%	25.8%	12.1	1.7	10.4
Mental Health	45.0%	32.1%	22.9%	22.1	16.7	5.4
Military	32.7%	36.7%	30.6%	2.0	10.6	-8.6
Motor Vehicles	27.5%	37.6%	34.9%	-7.3	-24.0	16.7
Public Safety	33.1%	40.8%	26.1%	7.0	-8.5	15.5
Public Service Department	23.4%	57.4%	19.1%	4.3	26.3	-22.0
Public Utility Commission	38.5%	53.8%	7.7%	30.8	20.0	10.8
Secretary of State	63.9%	26.2%	9.8%	54.1	45.5	8.6
State Treasurer	48.4%	48.4%	3.2%	45.2	61.1	-15.9
Taxes	46.7%	32.0%	21.3%	25.4	30.8	-5.4
Transportation (not DMV)	31.3%	35.6%	33.0%	-1.7	-0.4	-1.3
Vermont Health Access	55.1%	36.7%	8.2%	46.9	42.9	4.0
Vermont Veterans Home	64.3%	28.6%	7.1%	57.1	24.1	33.0
Total	39.2%	35.7%	25.2%	14.0	9.2	4.8

Attrition Risk

Two questions were used to assess risk of attrition. Table 26 below shows the 2025 results.

Table 26 Attrition risk- Overall Response



Over 59% indicated that they were unlikely to be actively looking for a new job in the next year. On the other hand, nearly 18% indicated that it was likely they would be looking for another job and 23% were neutral.

This shows a slight reduction in the percent likely to be actively looking for a new job from 18.7% in the 2024 survey to the 17.6% in the 2025 survey.

Survey respondents showed a high level of confidence they could find a job in another organization as good or better on their current one, with nearly 50% indicating they were confident. The level of confidence has dropped somewhat as compared to the 2024 survey - 49.8% in 2025 versus 54.8% in 2024.

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

Table 27 Retention Questions by Department

Department	Q50			Q51		
	Unlikely	Neutral	Likely	Not Confident	Neutral	Confident
Agency of Administration	67.6%	11.8%	20.6%	23.5%	23.5%	52.9%
Agency of Human Services	61.3%	19.8%	18.9%	26.7%	25.7%	47.6%
Agency of Natural Resources	61.8%	25.5%	12.7%	29.1%	18.2%	52.7%
Agriculture, Food and Markets, Agency	75.4%	15.3%	9.3%	36.8%	26.5%	36.8%
Attorney General	74.1%	14.8%	11.1%	19.8%	22.2%	58.0%
Auditor of Accounts	76.9%	15.4%	7.7%	25.0%	25.0%	50.0%
Buildings and General Services	47.1%	32.1%	20.7%	18.0%	22.3%	59.7%
Cannabis Control Board	77.3%	18.2%	4.5%	42.9%	23.8%	33.3%
Children & Families	59.9%	24.8%	15.3%	35.2%	25.3%	39.5%
Commerce & Community Development, Agency	53.8%	24.4%	21.8%	21.5%	24.1%	54.4%
Corrections	48.3%	25.4%	26.2%	32.9%	22.4%	44.8%
Criminal Justice Council	42.9%	28.6%	28.6%	28.6%	28.6%	42.9%
DAIL	66.3%	20.0%	13.7%	40.2%	21.6%	38.2%
Defender General	60.0%	25.0%	15.0%	40.0%	20.0%	40.0%
Digital Services, Agency	59.4%	22.9%	17.6%	16.5%	21.8%	61.8%
Education	52.1%	24.0%	24.0%	15.6%	11.5%	72.9%
Enhanced 911 Board	85.7%	14.3%	0.0%	42.9%	14.3%	42.9%
Environmental Conservation	65.2%	18.9%	15.9%	24.0%	23.3%	52.7%
Finance & Management	79.3%	17.2%	3.4%	20.7%	37.9%	41.4%
Financial Regulation	66.3%	27.9%	5.8%	20.0%	23.5%	56.5%
Fish & Wildlife	61.8%	23.6%	14.6%	23.3%	16.7%	60.0%
Forests, Parks & Recreation	59.6%	28.4%	11.9%	14.8%	23.1%	62.0%
Governor's Office	75.0%	25.0%	0.0%	0.0%	0.0%	100.0%
Green Mountain Care Board	40.0%	13.3%	46.7%	13.3%	20.0%	66.7%
Health	56.3%	23.2%	20.5%	30.6%	24.6%	44.8%
Human Resources	59.3%	26.4%	14.3%	18.7%	25.3%	56.0%
Human Rights Commission	80.0%	0.0%	20.0%	0.0%	40.0%	60.0%
Labor	61.5%	20.0%	18.5%	30.1%	17.6%	52.3%
Libraries	42.9%	42.9%	14.3%	42.9%	42.9%	14.3%
Land Use Review Board	56.0%	12.0%	32.0%	25.0%	25.0%	50.0%
Liquor & Lottery	54.5%	22.7%	22.7%	13.6%	19.7%	66.7%
Mental Health	50.4%	28.2%	21.4%	32.1%	22.1%	45.8%
Military	53.1%	28.6%	18.4%	18.4%	14.3%	67.3%
Motor Vehicles	57.3%	15.5%	27.3%	23.9%	26.6%	49.5%
Public Safety	60.5%	17.2%	22.3%	22.3%	22.3%	55.4%
Public Service Department	42.6%	38.3%	19.1%	21.3%	23.4%	55.3%
Public Utility Commission	38.5%	38.5%	23.1%	23.1%	15.4%	61.5%
Secretary of State	73.8%	11.5%	14.8%	44.3%	21.3%	34.4%
State Treasurer	61.3%	25.8%	12.9%	29.0%	29.0%	41.9%
Taxes	64.8%	24.6%	10.7%	26.2%	23.0%	50.8%
Transportation (not DMV)	55.1%	25.8%	19.1%	18.6%	22.8%	58.6%
Vermont Health Access	74.6%	17.6%	7.8%	41.8%	25.4%	32.8%
Vermont Veterans Home	85.7%	7.1%	7.1%	50.0%	7.1%	42.9%
Other	50.0%	23.0%	27.0%	25.0%	18.1%	56.9%
Total	59.4%	23.0%	17.6%	27.3%	22.9%	49.8%
Heat Map	GT Average					

Q50. How likely is it that you will actively look for a new job (with another employer) in the next year?

Q51. If you were to consider leaving the State of Vermont for a job opportunity at another organization, how confident are you could find a job with as good or better pay and benefits?

To analyze the relationship between attrition risk as measured by Q 50 “How likely is it that you will actively look for a new job with another employer in the next year” we compared the percent who indicated they were likely or unlikely to actively look for another job against the statewide index.

Table 28 shows employee engagement components as well as scores on compensation, resources, organizational culture, inclusive workplace, performance management, and psychological safety measures.

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

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

Those components that saw the greatest difference between those indicating they were likely to leave and those indicating they were unlikely to leave were organizational culture (-43.6%), satisfaction, (-40.8%), communication (-41.1%), growth (-41.7%), and psychological safety (-38.6%).

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

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

Table 28 Attrition Risk by Survey Components

Component	How likely is it that you will actively look for a new job (with another employer) in the next year?				Difference Likely/Unlikely
	Unlikely	Neutral	Likely	Statewide Index	
Alignment Score	97.1%	90.9%	82.0%	93.0%	-15.0%
Satisfaction Score	90.8%	69.2%	50.0%	78.6%	-40.8%
Communication Score	77.6%	54.2%	36.5%	65.0%	-41.1%
Peers Score	89.2%	76.5%	65.4%	82.1%	-23.7%
Supervisor Score	88.1%	70.3%	56.1%	78.4%	-32.0%
Growth Score	73.9%	48.9%	32.2%	60.8%	-41.7%
Balance Score	79.0%	59.7%	47.7%	69.0%	-31.3%
Organizational Culture Score	81.4%	55.7%	37.9%	67.8%	-43.6%
Inclusive Workplace Score	82.2%	61.9%	45.4%	71.0%	-36.7%
Performance Management Score	80.1%	64.8%	51.4%	71.5%	-28.7%
Psychological Safety Score	78.1%	55.2%	39.5%	66.0%	-38.6%

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

Average Percent Agreement to Questions related to Organizational Culture

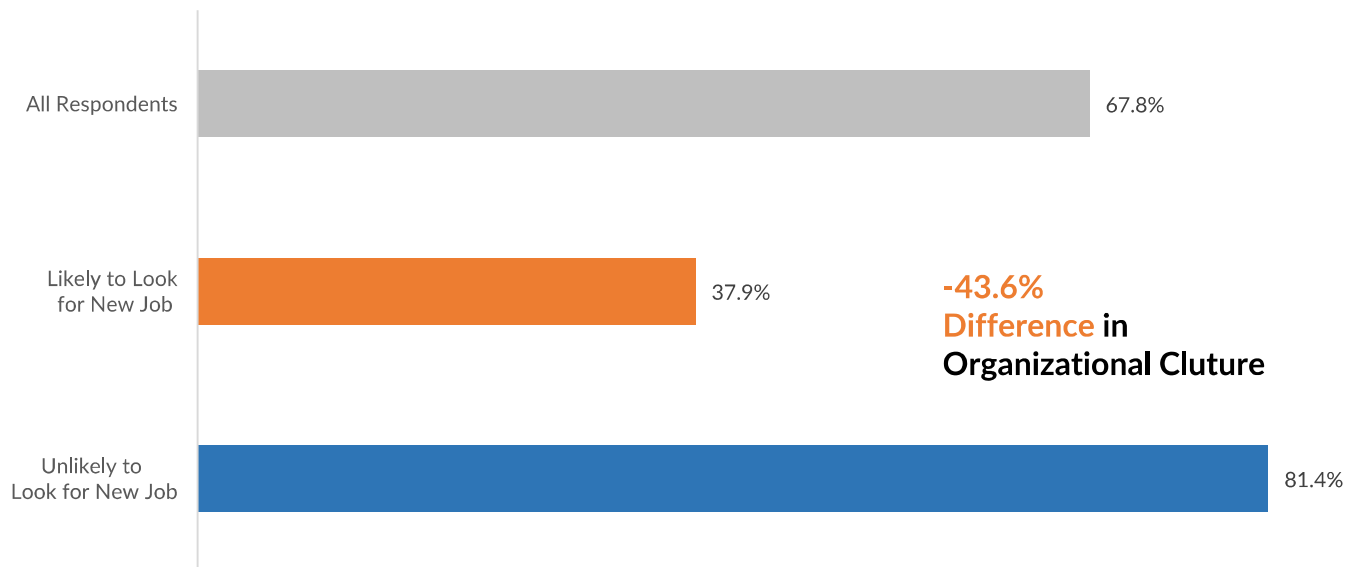


Table 29 Top 5 Components with the Highest Difference between those Likely and Unlikely to Actively Look for a New Job (Cont.)

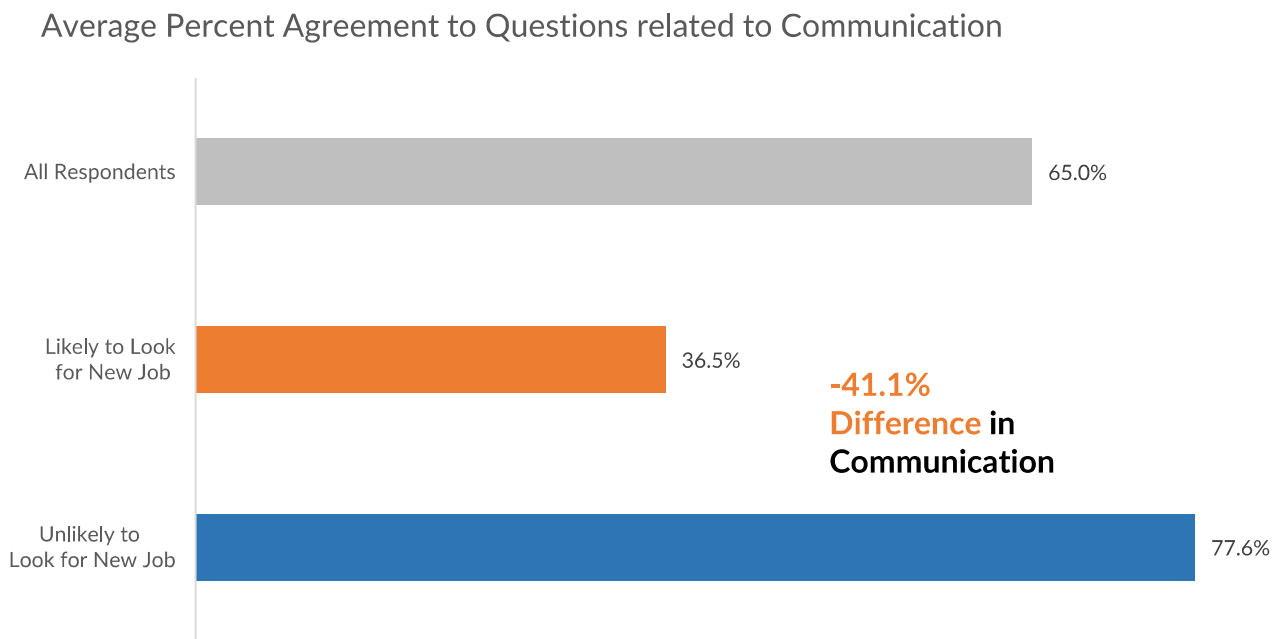
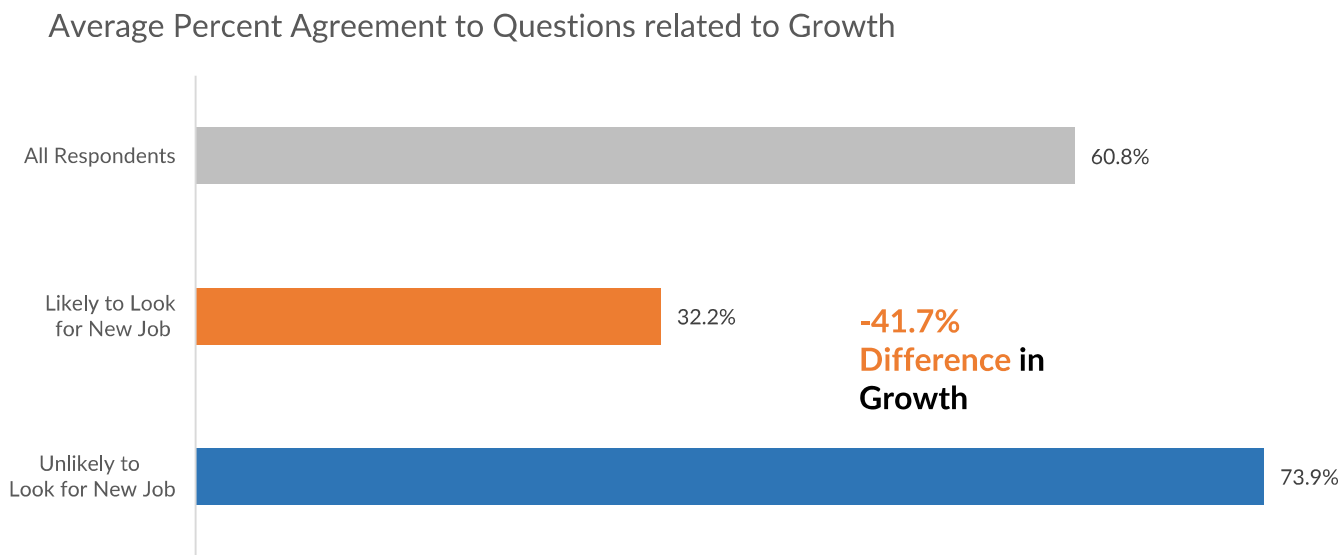
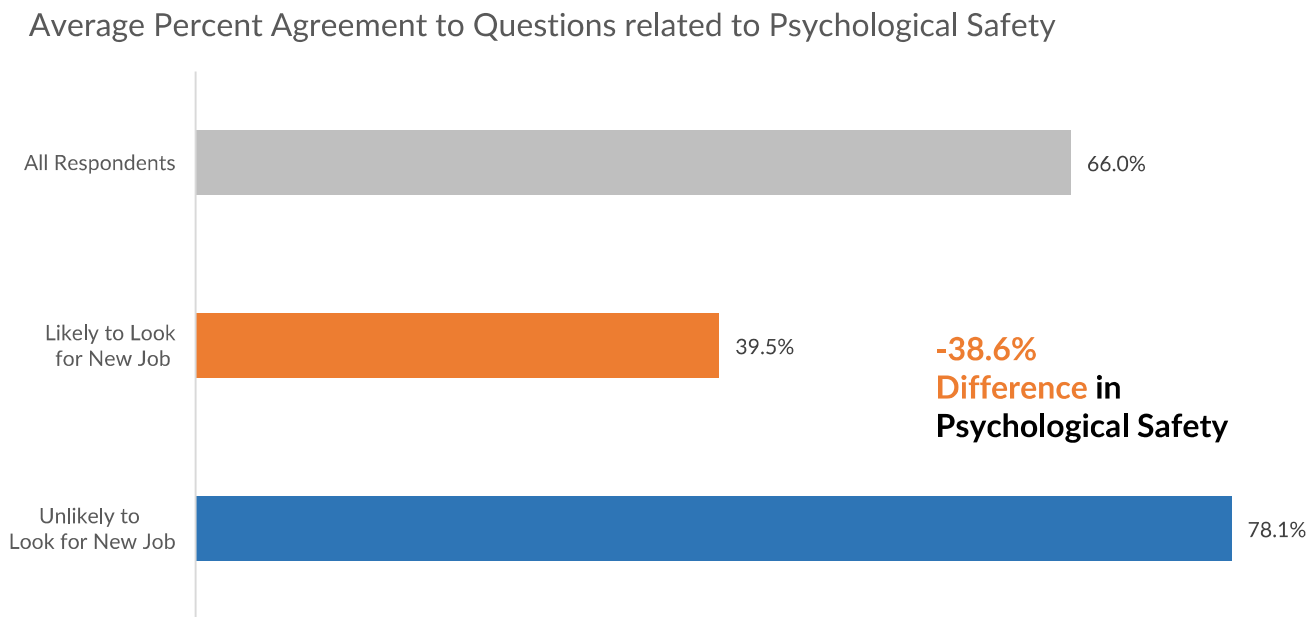
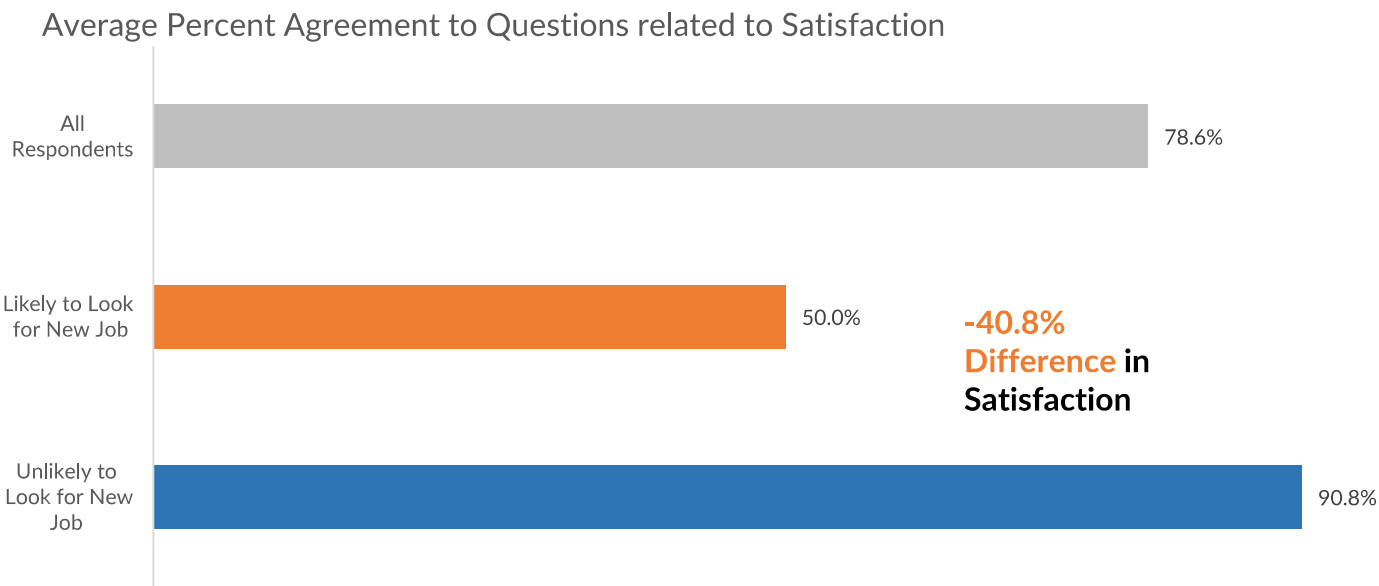


Table 29 Top 5 Components with the Highest Difference between those Likely and Unlikely to Actively Look for a New Job (Cont.)

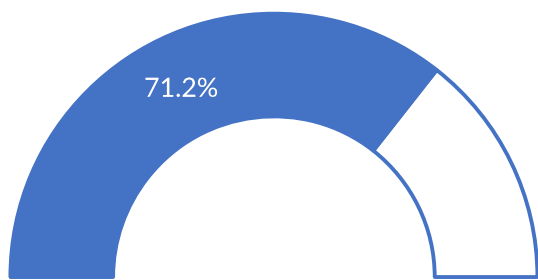


Inclusive Workplace

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

The inclusive workplace index as shown below in Table 30 represents average agreement to questions related to inclusive workplace. Results show only a moderate level of agreement.

Table 30 Inclusive Workplace Index



Represents average agreement to questions related to Inclusive Workplace

Table 31 displays percent agreement for all respondents to survey statements that were designed to assess perceptions of issues related to an inclusive workplace. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement.

Table 32 displays the percent agreement for respondents by department to survey statements designed to assess perceptions of issues related to an inclusive workplace. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 31 Inclusive Workplace

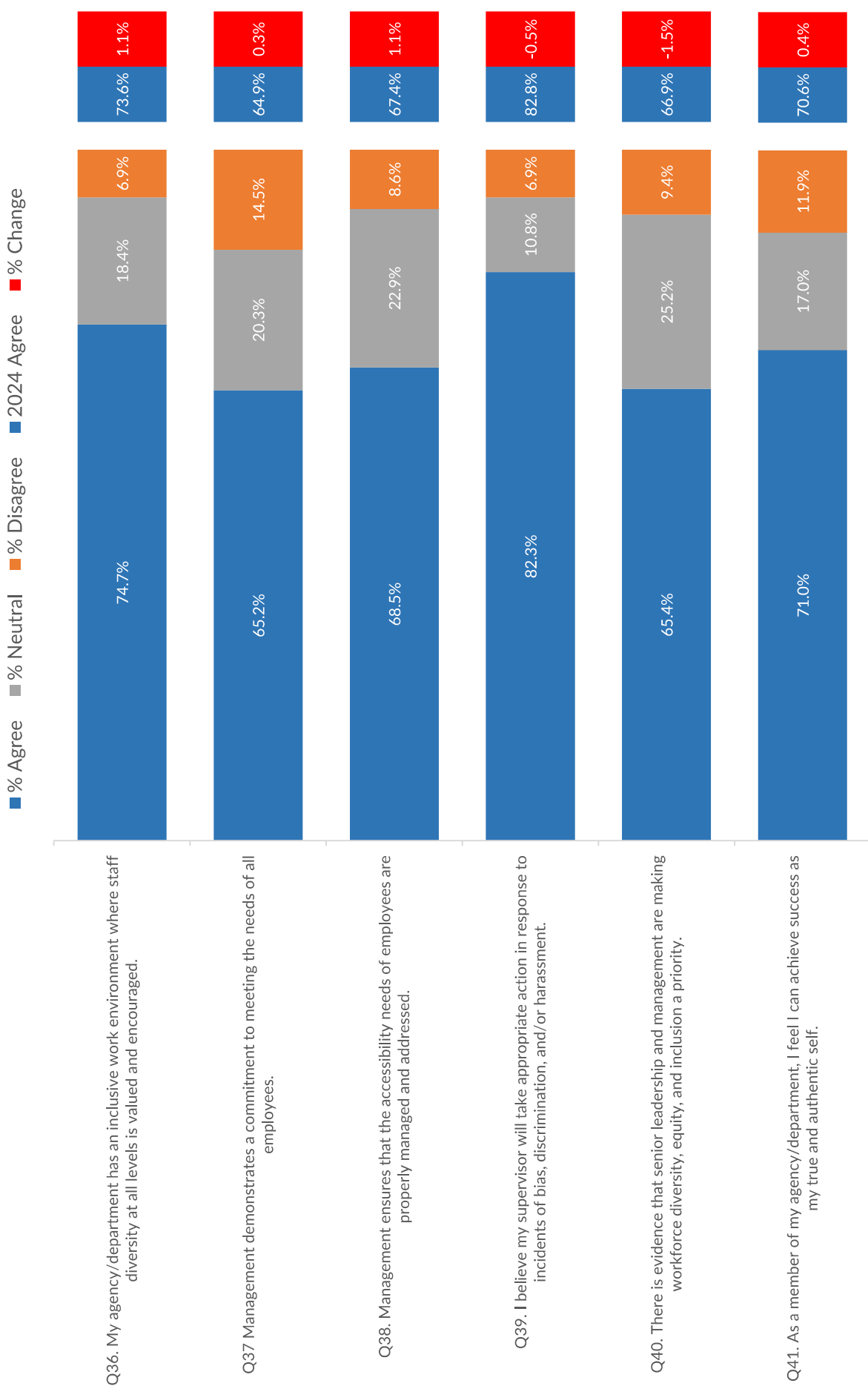


Table 32 Inclusive Workplace by Department

Department	Q36 % Agree	Q37 % Agree	Q38 % Agree	Q39 % Agree	Q40 % Agree	Q41 % Agree	Inclusive Workplace % Agree
Agency of Administration	87.9%	85.3%	85.3%	94.1%	76.5%	97.1%	87.7%
Agency of Human Services	73.6%	66.0%	69.8%	77.4%	59.4%	60.4%	67.8%
Agency of Natural Resources	69.1%	60.0%	64.8%	90.9%	81.8%	74.5%	73.5%
Agriculture, Food and Markets, Agency	82.2%	79.7%	79.7%	89.8%	76.3%	82.2%	81.6%
Attorney General	88.9%	77.8%	74.1%	87.7%	84.0%	88.9%	83.5%
Auditor of Accounts	91.7%	83.3%	75.0%	91.7%	66.7%	90.9%	83.2%
Buildings and General Services	69.1%	62.9%	68.6%	77.9%	52.2%	65.5%	66.0%
Cannabis Control Board	90.9%	90.9%	86.4%	86.4%	81.8%	86.4%	87.1%
Children & Families	72.9%	60.7%	64.0%	81.2%	63.4%	64.8%	67.8%
Commerce & Comm. Dev. Agency	82.1%	76.9%	82.1%	85.9%	66.7%	76.9%	78.4%
Corrections	54.7%	37.3%	42.1%	71.0%	47.2%	47.2%	49.9%
Criminal Justice Council	85.7%	100.0%	100.0%	85.7%	85.7%	85.7%	90.5%
DAIL	84.8%	78.9%	85.7%	85.3%	82.4%	80.4%	82.9%
Defender General	70.0%	65.0%	65.0%	85.0%	65.0%	80.0%	71.7%
Digital Services, Agency	77.6%	67.6%	67.1%	84.1%	60.0%	74.1%	71.8%
Education	58.3%	42.7%	47.9%	77.1%	37.5%	61.5%	54.2%
Enhanced 911 Board	100.0%	100.0%	100.0%	100.0%	71.4%	71.4%	90.5%
Environmental Conservation	75.3%	65.2%	64.4%	88.6%	64.8%	77.3%	72.6%
Finance & Management	79.3%	86.2%	89.7%	96.6%	79.3%	82.8%	85.6%
Financial Regulation	82.4%	77.6%	75.3%	85.7%	67.1%	82.4%	78.4%
Fish & Wildlife	78.0%	62.6%	69.2%	80.2%	67.8%	75.8%	72.3%
Forests, Parks & Recreation	72.2%	66.1%	67.6%	81.7%	67.9%	74.3%	71.6%
Governor's Office	75.0%	75.0%	75.0%	100.0%	75.0%	100.0%	83.3%
Green Mountain Care Board	93.3%	73.3%	86.7%	86.7%	73.3%	86.7%	83.3%
Health	84.9%	78.0%	78.2%	89.6%	82.7%	77.8%	81.9%
Human Resources	84.6%	61.5%	68.1%	89.0%	78.0%	71.4%	75.5%
Human Rights Commission	80.0%	80.0%	80.0%	60.0%	80.0%	80.0%	76.7%
Labor	75.4%	71.3%	75.4%	82.6%	68.7%	74.4%	74.6%
Libraries	85.7%	50.0%	78.6%	92.9%	50.0%	78.6%	72.6%
Land Use Review Board	56.0%	64.0%	56.0%	78.3%	56.0%	70.8%	63.5%
Liquor & Lottery	77.3%	77.3%	83.3%	86.4%	81.5%	74.2%	80.0%
Mental Health	79.4%	58.8%	69.5%	79.4%	64.1%	67.9%	69.8%
Military	61.2%	57.1%	55.1%	61.2%	42.9%	57.1%	55.8%
Motor Vehicles	58.2%	50.0%	59.6%	70.0%	45.0%	56.4%	56.5%
Public Safety	70.3%	63.5%	68.6%	81.3%	51.9%	69.9%	67.6%
Public Service Department	80.9%	74.5%	72.3%	85.1%	72.3%	80.9%	77.7%
Public Utility Commission	76.9%	53.8%	69.2%	84.6%	84.6%	92.3%	76.9%
Secretary of State	86.9%	82.0%	80.3%	90.2%	77.0%	80.3%	82.8%
State Treasurer	83.9%	87.1%	93.5%	90.3%	74.2%	87.1%	86.0%
Taxes	86.8%	81.0%	82.6%	79.3%	71.1%	79.3%	80.0%
Transportation (not DMV)	68.8%	54.8%	62.2%	80.2%	56.2%	66.3%	64.7%
Vermont Health Access	85.2%	82.8%	81.1%	88.2%	82.7%	84.4%	84.1%
Vermont Veterans Home	71.4%	64.3%	71.4%	78.6%	92.9%	85.7%	77.4%
Other	66.2%	64.9%	62.2%	67.6%	60.8%	63.5%	64.2%
Total	74.7%	65.2%	68.5%	82.3%	65.4%	71.0%	71.2%

Heat Map
GT/= 80%

KEY:

Q36. My agency/department has an inclusive work environment where staff diversity at all levels is valued and encouraged.

Q37. Management demonstrates a commitment to meeting the needs of all employees.

Q38. Management ensures that the accessibility needs of employees are properly managed and addressed.

Q39. I believe my supervisor will take appropriate action in response to incidents of bias, discrimination, and/or harassment.

Q40. There is evidence that senior leadership and management are making workforce diversity, equity, and inclusion a priority.

Q41. As a member of my department or agency, I feel I can achieve success as my true and authentic self.

Psychological Safety

Psychological safety is a workplace environment where employees feel safe to share their ideas, ask questions, and take risks without fear of negative consequences. It's characterized by mutual respect and interpersonal trust, and it's based on the belief that team members won't be punished for sharing ideas, taking risks, or asking for feedback. Amy Edmondson has been a pioneering researcher in this field and the questions used in the survey are from her measure of psychological safety.¹⁴

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

Table 33 Psychological Safety Index

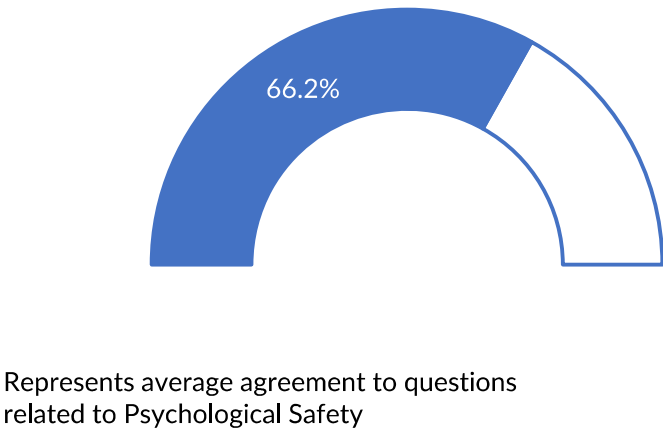


Table 34 displays percent agreement for respondents to survey statements that were designed to assess perceptions of issues related to psychological safety. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement.

Table 35 displays percent agreement for respondents by department to survey statements that were designed to assess perceptions of issues related to psychological safety. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

¹⁴ Edmondson, A. C. (2018). The fearless organization: Creating psychological safety in the workplace for learning, innovation, and growth. John Wiley & Sons.

¹⁵ Based on respondents identifying as classified or exempt employees.

Table 34 Psychological Safety

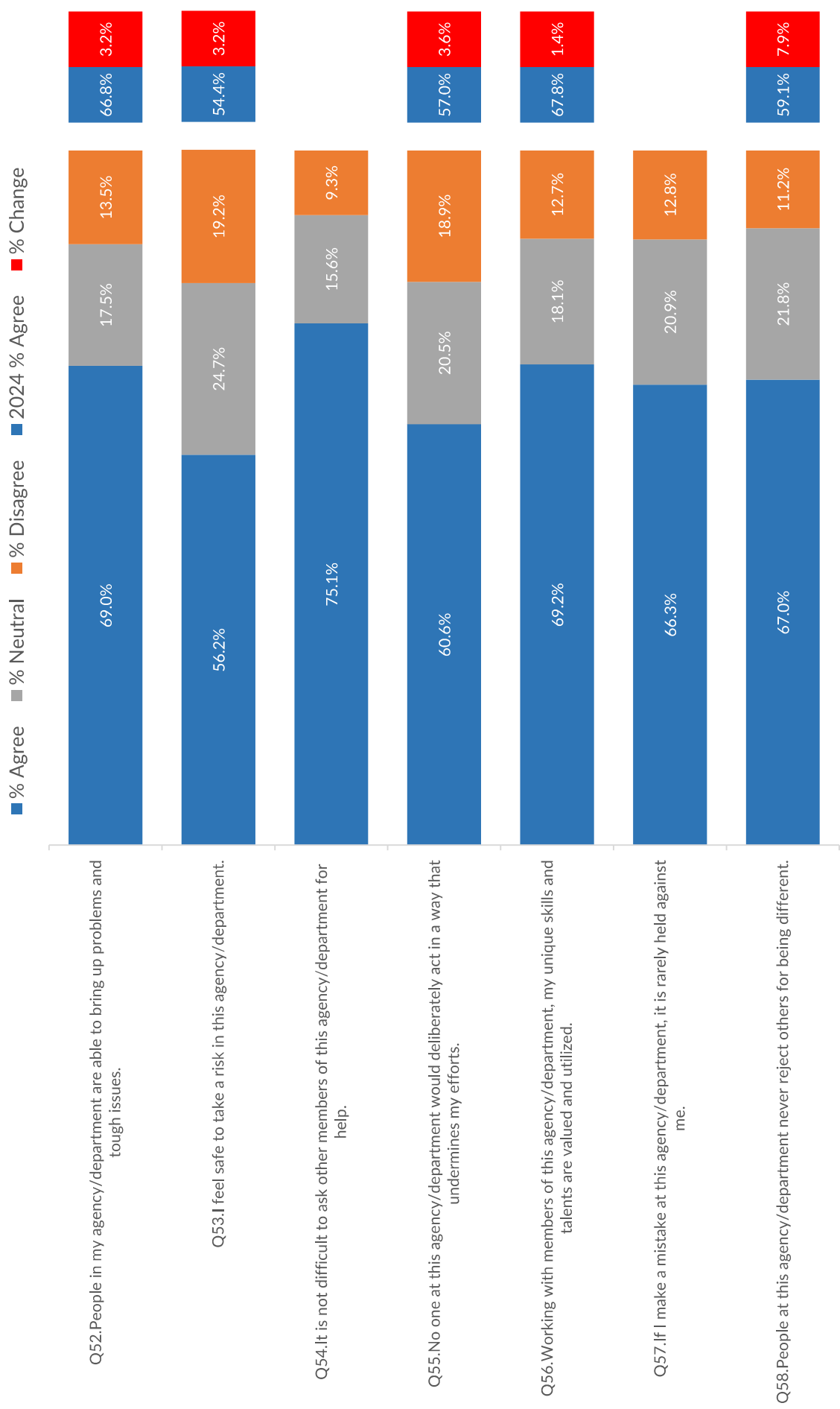


Table 35 Psychological Safety by Department

Department	Q52 % Agree	Q53 % Agree	Q54 % Agree	Q55 % Agree	Q56 % Agree	Q57 % Agree	Q58 % Agree	Psychological Safety % Agree	
Agency of Administration	88.2%	73.5%	91.2%	85.3%	97.1%	91.2%	91.2%	88.2%	Heat Map GT/ = 80%
Agency of Human Services	65.1%	47.2%	70.5%	63.2%	66.0%	58.5%	67.9%	62.6%	
Agency of Natural Resources	69.1%	68.5%	80.0%	65.5%	76.4%	69.1%	70.9%	71.3%	
Agriculture, Food and Markets	85.6%	67.8%	87.3%	75.4%	80.5%	83.9%	76.3%	79.5%	
Attorney General	77.8%	70.4%	91.4%	78.8%	85.2%	81.3%	88.8%	81.9%	
Auditor of Accounts	83.3%	75.0%	92.3%	92.3%	84.6%	66.7%	91.7%	83.7%	
Buildings and General Services	64.3%	52.1%	71.2%	55.0%	59.3%	61.4%	65.0%	61.2%	
Cannabis Control Board	86.4%	77.3%	90.9%	86.4%	90.9%	86.4%	86.4%	86.4%	
Children & Families	62.7%	52.4%	71.0%	56.7%	64.3%	65.5%	62.6%	62.2%	
Commerce & Comm. Dev.	73.4%	63.3%	77.2%	64.6%	68.4%	78.5%	72.2%	71.1%	
Corrections	41.2%	26.5%	50.3%	24.9%	41.8%	30.1%	38.4%	36.2%	
Criminal Justice Council	85.7%	85.7%	100.0%	71.4%	100.0%	100.0%	71.4%	87.8%	
DAIL	74.6%	65.2%	78.9%	77.1%	79.5%	76.6%	76.1%	75.4%	
Defender General	80.0%	65.0%	65.0%	65.0%	70.0%	65.0%	85.0%	70.7%	
Digital Services, Agency	68.8%	61.2%	75.3%	69.4%	68.2%	72.9%	72.9%	69.8%	
Education	61.1%	44.2%	68.4%	45.3%	55.8%	65.3%	54.7%	56.4%	
Enhanced 911 Board	85.7%	71.4%	100.0%	57.1%	100.0%	85.7%	71.4%	81.6%	
Environmental Conservation	74.3%	58.1%	78.5%	64.2%	70.6%	71.3%	67.2%	69.2%	
Finance & Management	96.6%	69.0%	93.1%	86.2%	75.9%	96.6%	93.1%	87.2%	
Financial Regulation	83.5%	78.6%	87.1%	77.6%	88.2%	82.4%	83.5%	83.0%	
Fish & Wildlife	75.6%	56.7%	81.1%	57.8%	75.6%	63.3%	62.2%	67.5%	
Forests, Parks & Recreation	74.3%	59.6%	78.9%	63.3%	78.0%	71.6%	74.3%	71.4%	
Governor's Office	100.0%	75.0%	75.0%	75.0%	100.0%	100.0%	75.0%	85.7%	
Green Mountain Care Board	73.3%	66.7%	86.7%	66.7%	86.7%	60.0%	73.3%	73.3%	
Health	77.7%	63.0%	82.1%	72.6%	77.0%	74.0%	68.3%	73.5%	
Human Resources	63.7%	53.8%	72.5%	62.2%	72.2%	72.2%	68.1%	66.4%	
Human Rights Commission	60.0%	40.0%	100.0%	60.0%	60.0%	80.0%	80.0%	68.6%	
Labor	72.3%	56.6%	78.6%	67.3%	76.5%	75.0%	73.8%	71.5%	
Libraries	64.3%	42.9%	71.4%	64.3%	71.4%	64.3%	92.9%	67.3%	
Land Use Review Board	68.0%	56.0%	64.0%	52.0%	64.0%	72.0%	76.0%	64.6%	
Liquor & Lottery	74.2%	62.1%	76.9%	72.7%	66.7%	72.7%	75.8%	71.6%	
Mental Health	59.5%	48.1%	69.5%	53.4%	64.9%	58.0%	63.1%	59.5%	
Military	63.3%	58.3%	71.4%	46.9%	61.2%	69.4%	61.2%	61.7%	
Motor Vehicles	60.9%	42.7%	66.4%	42.7%	52.7%	50.9%	56.4%	53.2%	
Public Safety	72.0%	51.6%	76.4%	58.6%	70.7%	59.9%	59.9%	64.1%	
Public Service Department	74.5%	68.1%	74.5%	59.6%	76.6%	66.0%	70.2%	69.9%	
Public Utility Commission	76.9%	46.2%	84.6%	61.5%	69.2%	76.9%	76.9%	70.3%	
Secretary of State	75.4%	75.0%	83.6%	77.0%	82.0%	82.0%	80.0%	79.3%	
State Treasurer	80.6%	90.3%	80.6%	74.2%	83.9%	87.1%	87.1%	83.4%	
Taxes	82.0%	71.3%	82.8%	71.3%	78.7%	82.0%	79.5%	78.2%	
Transportation (not DMV)	66.8%	53.0%	73.5%	53.2%	65.2%	54.9%	61.3%	61.1%	
Vermont Health Access	78.8%	65.1%	82.7%	71.4%	81.2%	81.2%	81.2%	77.4%	
Vermont Veterans Home	78.6%	71.4%	78.6%	57.1%	78.6%	64.3%	85.7%	73.5%	
Other	59.5%	48.6%	75.7%	54.1%	62.2%	58.1%	68.9%	61.0%	
Total	69.0%	56.2%	75.1%	60.6%	69.2%	66.3%	67.0%	66.2%	

Q52. People in my agency/department are able to bring up problems and tough issues.

Q53. I feel safe to take a risk in this agency/department.

Q54. It is difficult to ask other members of this agency/department for help.

Q55. No one at this agency/department would deliberately act in a way that undermines my efforts.

Q56. Working with members of this agency/department, my unique skills and talents are valued and utilized.

Q57. If I make a mistake at this agency/department, it is often held against me.

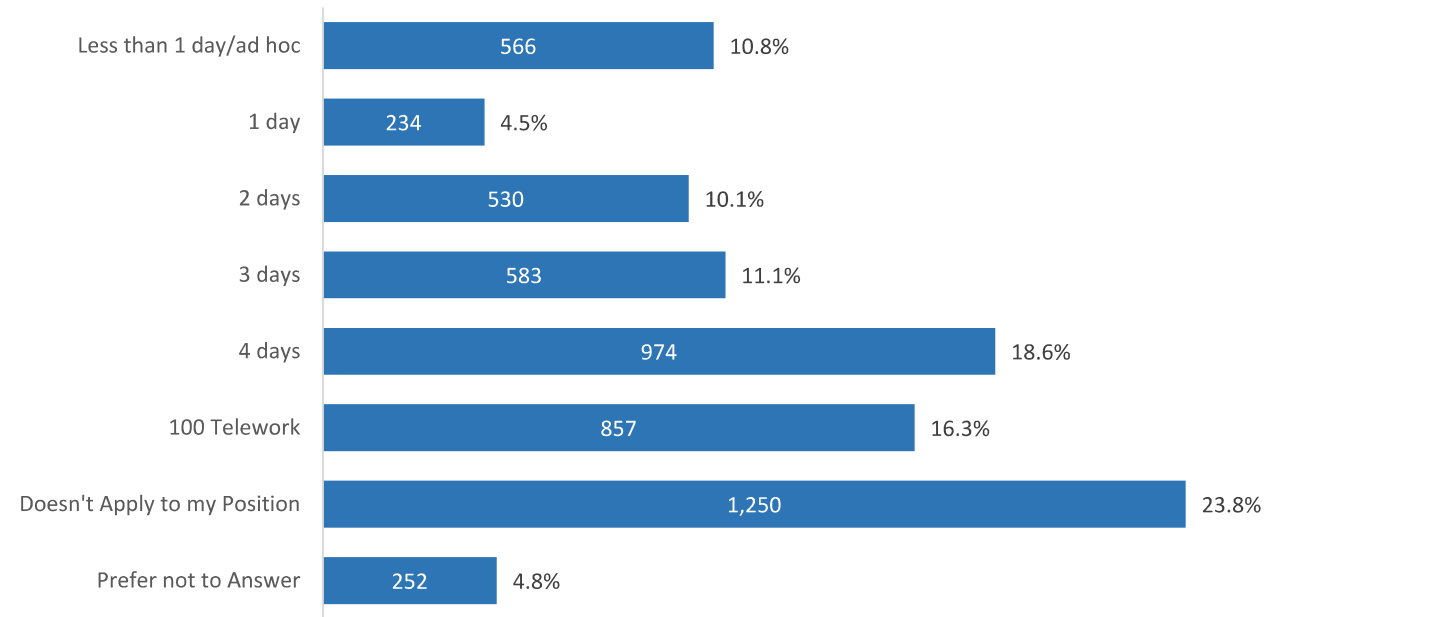
Q58. People at this agency/department never reject others for being different.

Telework

The survey asked respondents how many days on average do you currently telework per week? Table 36 shows the distribution of responses.

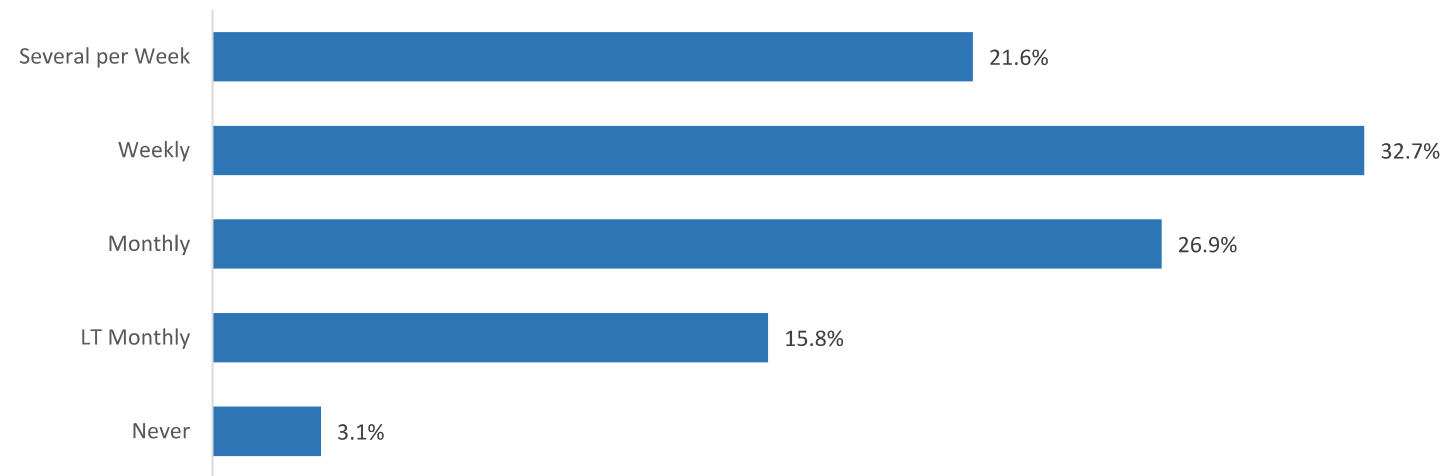
Table 36 is not an accurate reflection of the actual distribution of telework in state government; it reflects the distribution for survey respondents only. Departments with a high level of staff for which telework does not apply had very low response rates to this survey, such as Department of Public Safety, Department of Corrections, and Vermont Veterans Home among others.

Table 36 How Many Days on Average Do You Currently Telework Per Week Distribution



For those individuals who had any amount of telework we asked how often their team works together in person. Table 37 shows the distribution of responses. Most respondents, 32.7%, indicated that their team worked together in person weekly, closely followed by those indicating monthly at 26.9%.

Table 37 How often does your team work together in-person Distribution?



Respondents were asked whether their teams in person time should be more, less, or the same. Table 38 shows the distribution of responses. More than 75% indicated that their in-person time should remain the same.

Table 38 Do You Think Your Team's In-Person Time Should Be More, Less, Or Remain the Same



Table 39 displays percent agreement for respondents to survey statements that were designed to assess perceptions of issues related to telework. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement.

Over 90% of respondents agreed that they can collaborate effectively with their colleagues while working remotely (93.1%) and that remote work positively impacts their work life balance (92.5%). In addition, 88.2% agreed that remote work positively impacts their individual performance. These results were consistent with those of the 2024 survey.

Table 40 shows responses for “how many days on average do you currently telework per week” by department.

Table 41 shows responses for “how often does your team work together in person” by department.

Table 42 shows responses for do you think your team's in person time should be more less or remain the same by department.

Table 39 Telework Items

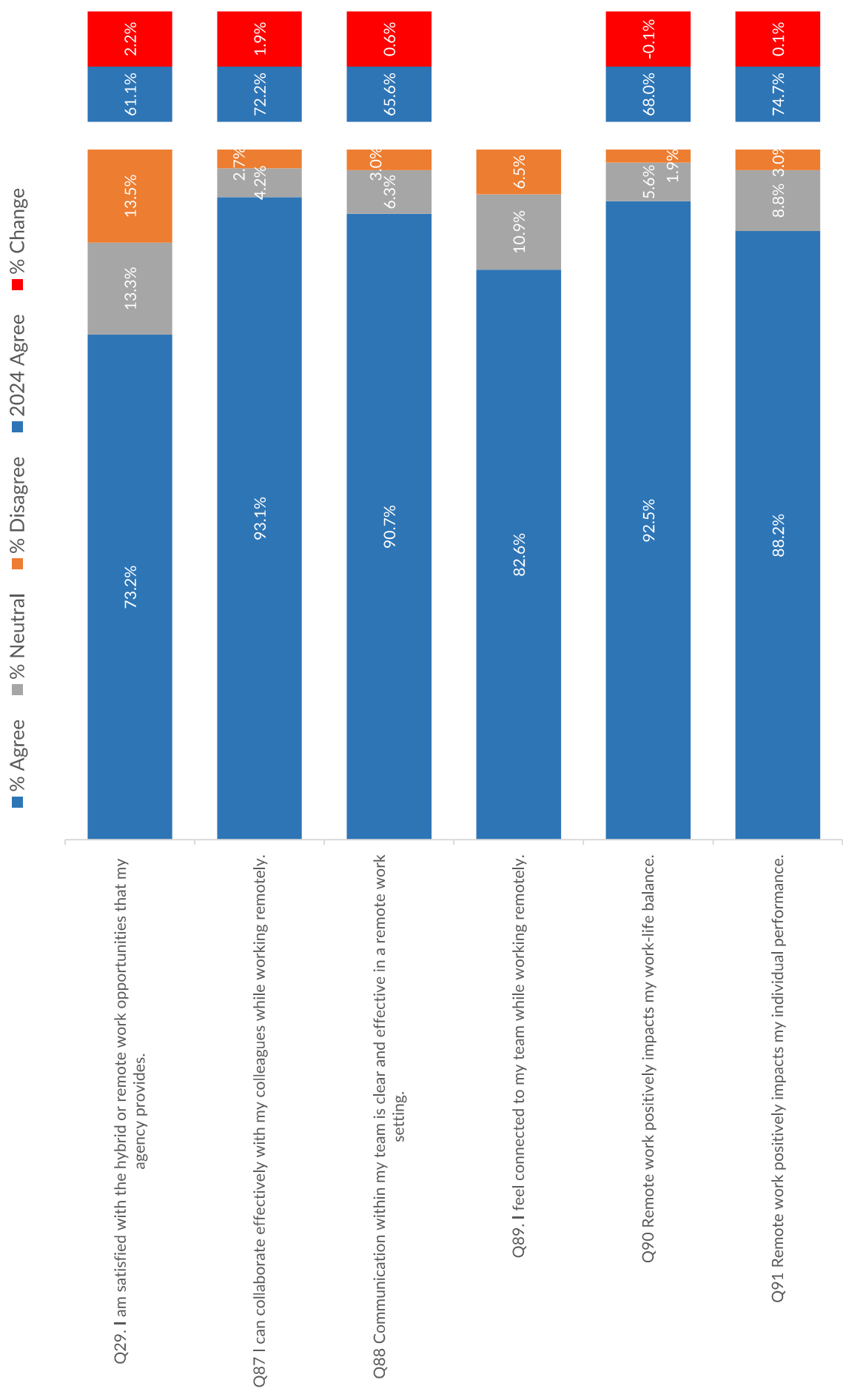


Table 40 Telework - How Many Days on Average Do You Currently Telework Per Week by Department

Department	Less than 1	1 day	2 Days	3 Days	4 Days	100% Telework	Does not Apply
Agency of Administration	8.6%	5.7%	0.0%	5.7%	8.6%	37.1%	25.7%
Agency of Human Services	6.6%	12.3%	12.3%	9.4%	17.9%	26.4%	9.4%
Agency of Natural Resources	7.3%	10.9%	1.8%	9.1%	16.4%	23.6%	27.3%
Agriculture, Food and Markets, Agency	15.3%	10.2%	2.5%	8.5%	15.3%	22.9%	20.3%
Attorney General	0.0%	4.9%	1.2%	18.5%	61.7%	9.9%	1.2%
Auditor of Accounts	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Buildings and General Services	62.6%	12.9%	2.9%	16.5%	3.6%	0.7%	0.7%
Cannabis Control Board	4.5%	4.5%	0.0%	50.0%	0.0%	9.1%	18.2%
Children & Families	25.6%	15.9%	7.0%	12.0%	13.3%	14.9%	6.2%
Commerce & Comm. Dev. Agency	3.8%	5.1%	7.6%	6.3%	34.2%	35.4%	5.1%
Corrections	60.3%	16.8%	5.5%	10.5%	2.2%	1.7%	0.6%
Criminal Justice Council	71.4%	14.3%	0.0%	0.0%	0.0%	14.3%	0.0%
DAIL	6.3%	9.3%	8.8%	19.0%	8.8%	20.5%	22.9%
Defender General	40.0%	35.0%	5.0%	5.0%	5.0%	0.0%	0.0%
Digital Services, Agency	0.6%	5.9%	6.5%	8.2%	11.2%	28.2%	30.0%
Education	2.1%	2.1%	0.0%	2.1%	9.4%	30.2%	49.0%
Enhanced 911 Board	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	42.9%
Environmental Conservation	1.9%	2.7%	1.1%	6.5%	10.3%	29.8%	42.0%
Finance & Management	3.4%	0.0%	0.0%	6.9%	6.9%	58.6%	10.3%
Financial Regulation	2.3%	2.3%	2.3%	4.7%	9.3%	24.4%	48.8%
Fish & Wildlife	28.9%	21.1%	4.4%	20.0%	12.2%	10.0%	2.2%
Forests, Parks & Recreation	7.3%	22.0%	4.6%	13.8%	13.8%	18.3%	16.5%
Governor's Office	25.0%	75.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Green Mountain Care Board	0.0%	0.0%	0.0%	13.3%	13.3%	46.7%	20.0%
Health	7.4%	7.4%	2.5%	16.0%	12.1%	18.8%	31.6%
Human Resources	5.5%	2.2%	0.0%	5.5%	12.1%	28.6%	33.0%
Human Rights Commission	0.0%	60.0%	0.0%	40.0%	0.0%	0.0%	0.0%
Labor	51.5%	9.7%	1.0%	6.1%	6.6%	10.2%	10.2%
Libraries	7.1%	7.1%	0.0%	28.6%	14.3%	7.1%	0.0%
Land Use Review Board	0.0%	4.0%	4.0%	0.0%	12.0%	36.0%	20.0%
Liquor & Lottery	33.3%	21.2%	7.6%	12.1%	12.1%	4.5%	3.0%
Mental Health	40.5%	11.5%	2.3%	9.2%	28.2%	2.3%	3.8%
Military	51.0%	22.4%	4.1%	18.4%	2.0%	0.0%	2.0%
Motor Vehicles	55.5%	12.7%	9.1%	2.7%	12.7%	0.0%	1.8%
Public Safety	33.8%	15.9%	6.4%	5.1%	7.0%	13.4%	16.6%
Public Service Department	6.4%	10.6%	8.5%	8.5%	21.3%	10.6%	31.9%
Public Utility Commission	0.0%	15.4%	0.0%	15.4%	0.0%	15.4%	46.2%
Secretary of State	9.8%	13.1%	11.5%	16.4%	11.5%	24.6%	8.2%
State Treasurer	3.2%	16.1%	16.1%	22.6%	25.8%	0.0%	9.7%
Taxes	9.0%	6.6%	1.6%	11.5%	17.2%	48.4%	4.1%
Transportation (not DMV)	41.0%	10.1%	5.1%	7.7%	7.4%	23.2%	1.5%
Vermont Health Access	1.2%	4.7%	1.6%	0.8%	0.8%	32.3%	52.4%
Vermont Veterans Home	64.3%	28.6%	0.0%	7.1%	0.0%	0.0%	0.0%
Other	36.5%	9.5%	1.4%	6.8%	6.8%	13.5%	18.9%
Total	23.8%	10.8%	4.5%	10.1%	11.1%	18.6%	16.3%

Table 41 Telework - How often does your team work together in-person by Department

Department	Never	LT Monthly	Monthly	Several per Week	Weekly
Agency of Administration	3.4%	17.2%	27.6%	10.3%	41.4%
Agency of Human Services	3.2%	19.1%	20.2%	12.8%	44.7%
Agency of Natural Resources	0.0%	14.3%	36.7%	12.2%	36.7%
Agriculture, Food and Markets, Agency	0.0%	17.0%	40.4%	10.6%	31.9%
Attorney General	0.0%	5.1%	5.1%	43.0%	46.8%
Auditor of Accounts	38.5%	53.8%	0.0%	7.7%	0.0%
Buildings and General Services	3.8%	3.8%	3.8%	73.6%	15.1%
Cannabis Control Board	0.0%	11.1%	22.2%	61.1%	5.6%
Children & Families	2.6%	10.1%	21.3%	31.6%	34.4%
Commerce & Community Development, Agency	0.0%	8.1%	5.4%	35.1%	51.4%
Corrections	3.7%	8.9%	8.1%	54.1%	25.2%
Criminal Justice Council	0.0%	0.0%	0.0%	100.0%	0.0%
DAIL	2.7%	23.1%	18.1%	19.8%	36.3%
Defender General	0.0%	0.0%	0.0%	90.0%	10.0%
Digital Services, Agency	4.6%	23.7%	24.3%	9.9%	37.5%
Education	3.4%	13.5%	58.4%	6.7%	18.0%
Enhanced 911 Board	0.0%	80.0%	0.0%	20.0%	0.0%
Environmental Conservation	1.2%	16.5%	64.2%	3.7%	14.4%
Finance & Management	4.2%	4.2%	45.8%	0.0%	45.8%
Financial Regulation	10.1%	46.8%	16.5%	7.6%	19.0%
Fish & Wildlife	0.0%	12.7%	25.4%	22.2%	39.7%
Forests, Parks & Recreation	1.0%	16.5%	32.0%	19.6%	30.9%
Governor's Office	0.0%	0.0%	0.0%	66.7%	33.3%
Green Mountain Care Board	7.1%	28.6%	28.6%	0.0%	35.7%
Health	6.1%	27.9%	31.6%	12.6%	21.8%
Human Resources	9.5%	28.4%	37.8%	5.4%	18.9%
Human Rights Commission	0.0%	0.0%	0.0%	60.0%	40.0%
Labor	4.7%	23.5%	21.2%	25.9%	24.7%
Libraries	0.0%	0.0%	12.5%	12.5%	75.0%
Land Use Review Board	10.5%	31.6%	26.3%	5.3%	26.3%
Liquor & Lottery	0.0%	2.5%	5.0%	55.0%	37.5%
Mental Health	4.0%	4.0%	5.3%	44.0%	42.7%
Military	4.2%	12.5%	4.2%	62.5%	16.7%
Motor Vehicles	4.7%	7.0%	11.6%	48.8%	27.9%
Public Safety	3.0%	20.0%	16.0%	33.0%	28.0%
Public Service Department	2.3%	20.9%	20.9%	25.6%	30.2%
Public Utility Commission	18.2%	72.7%	0.0%	9.1%	0.0%
Secretary of State	0.0%	5.8%	25.0%	26.9%	42.3%
State Treasurer	0.0%	14.3%	0.0%	50.0%	35.7%
Taxes	0.9%	5.5%	7.3%	11.0%	75.2%
Transportation (not DMV)	0.8%	5.4%	9.6%	20.4%	63.7%
Vermont Health Access	1.7%	14.0%	80.0%	0.4%	3.8%
Vermont Veterans Home	0.0%	0.0%	0.0%	100.0%	0.0%
Other	9.8%	19.5%	19.5%	17.1%	34.1%
Total	3.1%	15.8%	26.9%	21.6%	32.7%

Table 42 Telework - Do You Think Your Team's In-Person Time Should Be More, Less, Or Remain the Same by Department

Department	Less	More	Same
Agency of Administration	14.3%	17.9%	67.9%
Agency of Human Services	12.9%	10.8%	76.3%
Agency of Natural Resources	6.1%	10.2%	83.7%
Agriculture, Food and Markets, Agency	2.2%	15.1%	82.8%
Attorney General	21.5%	8.9%	69.6%
Auditor of Accounts	0.0%	23.1%	76.9%
Buildings and General Services	23.1%	17.3%	59.6%
Cannabis Control Board	5.6%	5.6%	88.9%
Children & Families	14.6%	10.4%	75.1%
Commerce & Community Development, Agency	17.8%	5.5%	76.7%
Corrections	21.8%	10.5%	67.7%
Criminal Justice Council	0.0%	50.0%	50.0%
DAIL	5.5%	15.9%	78.6%
Defender General	10.0%	10.0%	80.0%
Digital Services, Agency	23.7%	9.2%	67.1%
Education	13.5%	9.0%	77.5%
Enhanced 911 Board	0.0%	0.0%	100.0%
Environmental Conservation	4.9%	15.1%	80.0%
Finance & Management	33.3%	12.5%	54.2%
Financial Regulation	8.9%	19.0%	72.2%
Fish & Wildlife	0.0%	25.4%	74.6%
Forests, Parks & Recreation	5.2%	14.6%	80.2%
Governor's Office	0.0%	66.7%	33.3%
Green Mountain Care Board	0.0%	21.4%	78.6%
Health	8.1%	13.7%	78.2%
Human Resources	8.1%	9.5%	82.4%
Human Rights Commission	0.0%	0.0%	100.0%
Labor	12.9%	7.1%	80.0%
Libraries	0.0%	12.5%	87.5%
Land Use Review Board	5.6%	33.3%	61.1%
Liquor & Lottery	20.0%	7.5%	72.5%
Mental Health	16.0%	2.7%	81.3%
Military	12.5%	16.7%	70.8%
Motor Vehicles	35.7%	2.4%	61.9%
Public Safety	9.0%	8.0%	83.0%
Public Service Department	7.0%	11.6%	81.4%
Public Utility Commission	8.3%	41.7%	50.0%
Secretary of State	9.8%	3.9%	86.3%
State Treasurer	14.3%	7.1%	78.6%
Taxes	28.4%	2.8%	68.8%
Transportation (not DMV)	19.2%	8.7%	72.1%
Vermont Health Access	23.7%	6.4%	69.9%
Vermont Veterans Home	0.0%	20.0%	80.0%
Other	15.0%	12.5%	72.5%
Total	13.8%	11.1%	75.1%

To analyze if there are differences in engagement components respondents were categorized as 100% remote, hybrid (including responses from “1 day” to “4 days”), Does not Apply (including “less than one day/ad hoc”)

Table 43 shows employee engagement components by telework status.

For each of the employee engagement components the order was the same: respondents indicating 100% remote had the highest level of agreement; those indicating hybrid had the next highest level of agreement; and those who indicated does not apply had the lowest agreement. However, for several of the components the percent difference was marginal.

Table 43 Employee Engagement Components by Telework

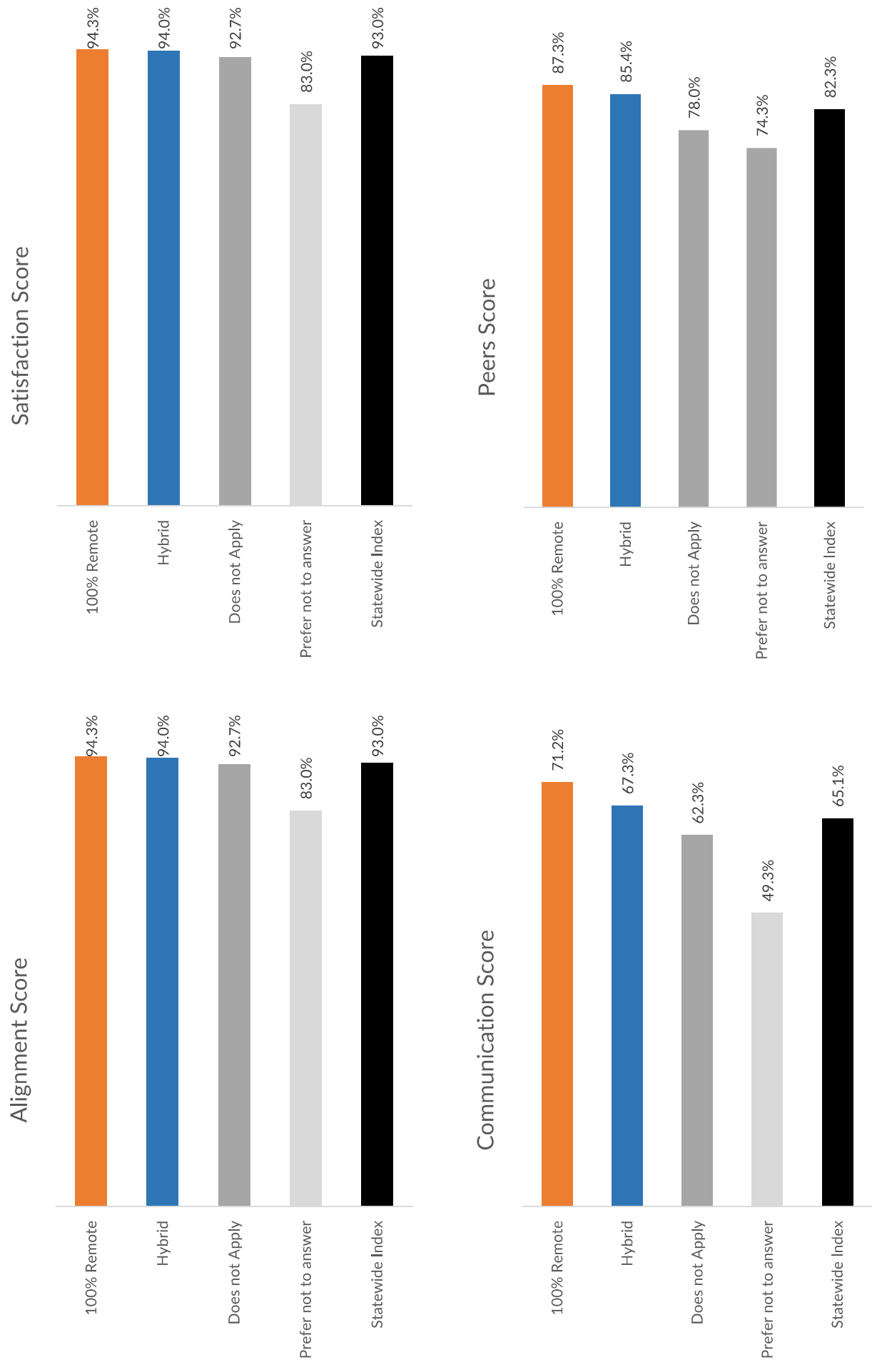
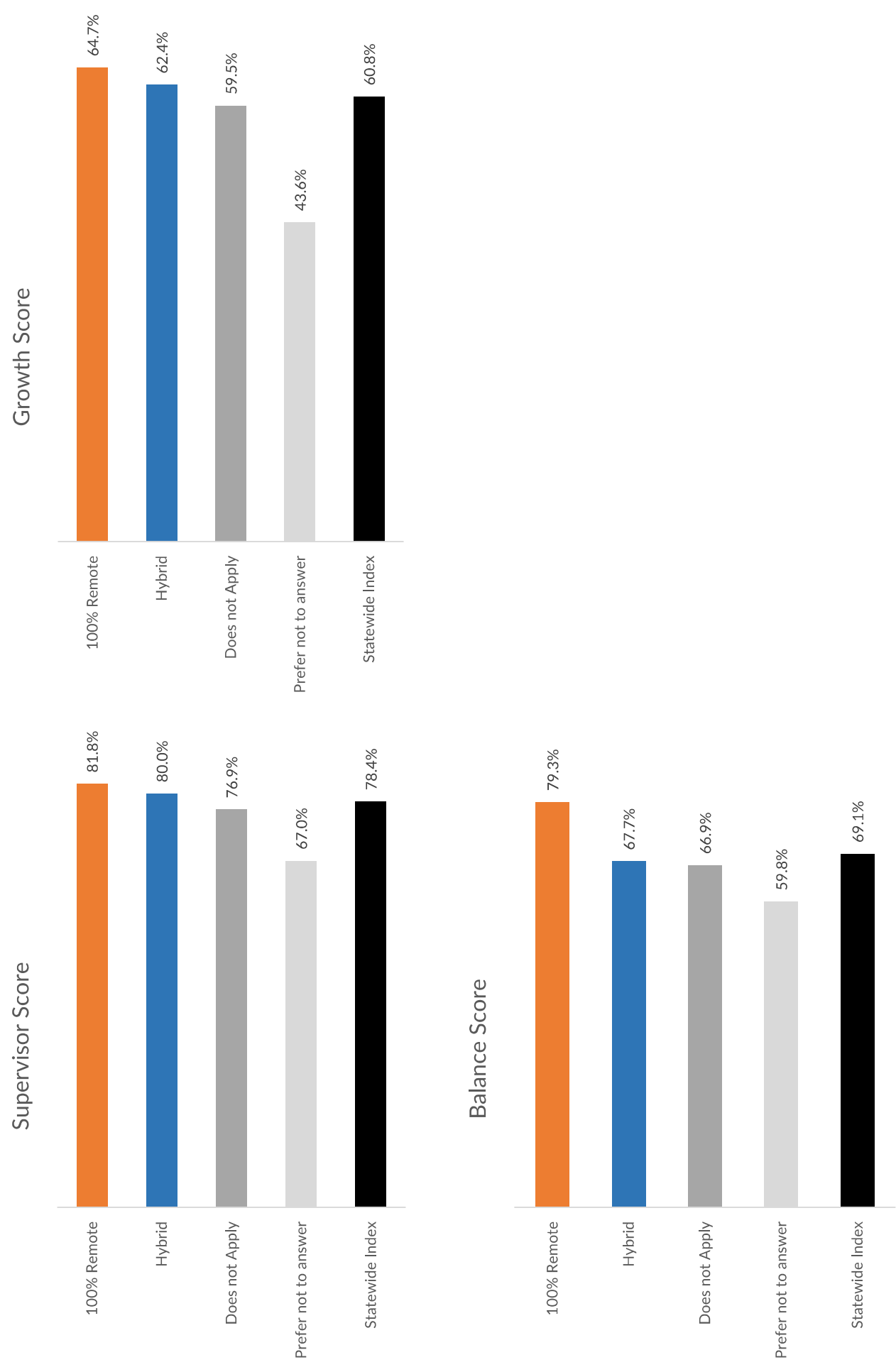


Table 43 Employee Engagement Components by Telework (Cont.)



Performance Management

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

The performance management index as shown below in Table 44 represents average agreement to questions related to performance management. Results show only a moderate level of agreement.

Table 44 Performance Management Index

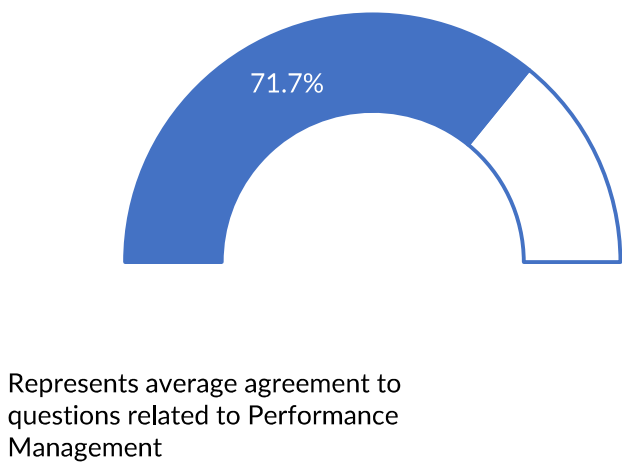


Table 45 displays percent agreement for all respondents to survey statements related to performance management. The table also shows the percent agreement for the same questions in the 2024 survey and a percent change from 2024 to 2025 in agreement.

Table 46 displays the percent agreement for respondents by department to survey statements for performance management. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 45 Performance Management

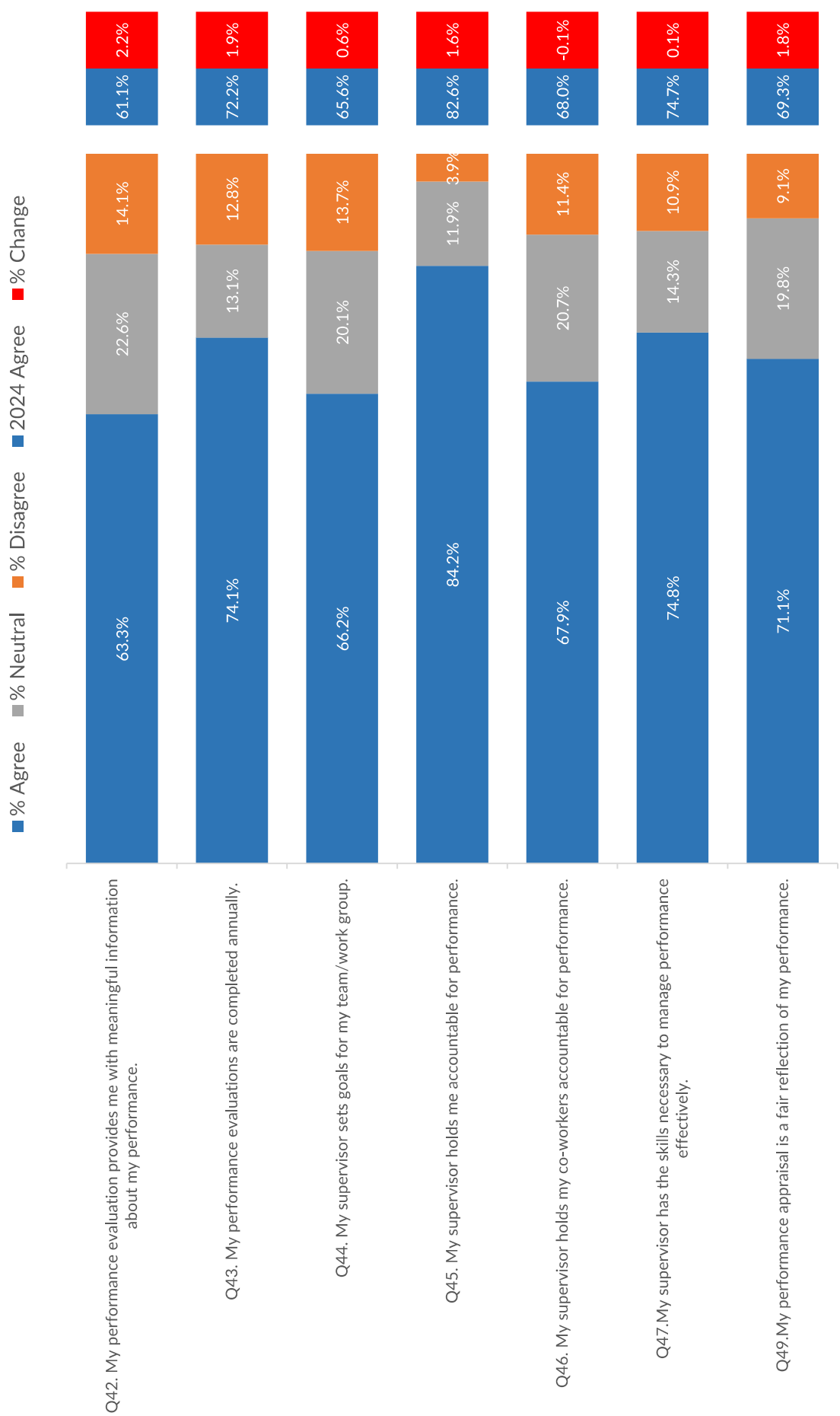


Table 46 Performance Management by Department

Department	Q42	Q43	Q44	Q45	Q46	Q47	Q48	Performance Management	
	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	
Agency of Administration	55.9%	58.8%	70.6%	85.3%	76.5%	85.3%	64.7%	71.0%	Heat Map
Agency of Human Services	63.8%	71.7%	63.8%	83.8%	65.7%	73.3%	69.2%	70.2%	GT/= 80%
Agency of Natural Resources	67.3%	69.1%	63.0%	80.0%	67.3%	75.9%	78.2%	71.5%	
Agriculture, Food and Markets	78.0%	86.3%	76.9%	89.8%	74.6%	86.4%	83.1%	82.2%	
Attorney General	68.4%	87.2%	83.5%	91.0%	78.5%	83.5%	78.2%	81.5%	
Auditor of Accounts	58.3%	84.6%	69.2%	66.7%	58.3%	54.5%	61.5%	64.8%	
Buildings and General Services	64.7%	76.4%	64.0%	80.0%	69.3%	74.3%	70.3%	71.3%	
Cannabis Control Board	63.6%	68.2%	72.7%	86.4%	77.3%	81.8%	66.7%	73.8%	
Children & Families	68.2%	76.9%	68.8%	85.4%	68.4%	76.1%	73.7%	73.9%	
Commerce & Comm. Dev. Agency	60.3%	64.1%	61.0%	82.3%	62.0%	74.7%	79.5%	69.1%	
Corrections	46.3%	55.6%	48.1%	77.5%	51.8%	61.8%	53.8%	56.4%	
Criminal Justice Council	42.9%	42.9%	57.1%	100.0%	71.4%	85.7%	50.0%	64.3%	
DAIL	61.8%	69.1%	63.9%	83.4%	69.3%	74.6%	66.7%	69.8%	
Defender General	15.0%	10.0%	25.0%	65.0%	55.0%	70.0%	30.0%	38.6%	
Digital Services, Agency	62.7%	75.1%	68.0%	84.6%	73.4%	78.1%	69.2%	73.0%	
Education	50.5%	54.7%	56.8%	76.0%	56.8%	63.5%	57.3%	59.4%	
Enhanced 911 Board	100.0%	71.4%	83.3%	85.7%	71.4%	100.0%	100.0%	87.4%	
Environmental Conservation	57.6%	74.9%	67.3%	85.6%	72.3%	75.0%	70.1%	71.8%	
Finance & Management	69.0%	72.4%	82.8%	93.1%	89.7%	93.1%	75.9%	82.3%	
Financial Regulation	65.1%	70.9%	75.6%	91.9%	75.6%	81.4%	74.4%	76.4%	
Fish & Wildlife	53.3%	87.8%	52.2%	77.8%	61.8%	72.2%	73.3%	68.4%	
Forests, Parks & Recreation	63.6%	76.6%	75.9%	85.0%	71.0%	71.0%	74.8%	74.0%	
Governor's Office	25.0%	25.0%	33.3%	75.0%	75.0%	75.0%	50.0%	51.2%	
Green Mountain Care Board	33.3%	42.9%	53.3%	73.3%	60.0%	60.0%	60.0%	54.7%	
Health	73.6%	90.8%	72.8%	86.4%	72.3%	79.2%	85.4%	80.1%	
Human Resources	81.1%	93.3%	72.2%	90.0%	73.3%	74.4%	83.3%	81.1%	
Human Rights Commission	80.0%	80.0%	100.0%	100.0%	100.0%	60.0%	60.0%	82.9%	
Labor	61.3%	67.5%	64.1%	83.7%	65.5%	74.9%	67.0%	69.1%	
Libraries	71.4%	64.3%	78.6%	92.9%	85.7%	85.7%	71.4%	78.6%	
Land Use Review Board	47.8%	73.9%	65.2%	65.2%	52.2%	56.5%	56.5%	59.6%	
Liquor & Lottery	69.7%	81.8%	75.8%	87.9%	72.7%	80.3%	74.2%	77.5%	
Mental Health	69.5%	80.2%	70.2%	90.8%	75.6%	78.6%	69.8%	76.4%	
Military	34.7%	38.8%	32.7%	69.4%	42.9%	53.1%	46.9%	45.5%	
Motor Vehicles	47.3%	55.5%	52.3%	75.5%	57.3%	60.9%	54.6%	57.6%	
Public Safety	46.2%	56.4%	56.7%	78.3%	65.6%	69.4%	54.8%	61.1%	
Public Service Department	55.3%	54.3%	55.3%	83.0%	66.0%	70.2%	63.0%	63.9%	
Public Utility Commission	46.2%	30.8%	61.5%	76.9%	46.2%	69.2%	38.5%	52.7%	
Secretary of State	80.0%	88.3%	75.0%	91.7%	71.7%	75.0%	83.3%	80.7%	
State Treasurer	67.7%	77.4%	74.2%	90.3%	64.5%	87.1%	77.4%	77.0%	
Taxes	67.2%	68.9%	69.4%	86.1%	67.2%	74.6%	73.8%	72.4%	
Transportation (not DMV)	63.0%	77.5%	66.0%	84.9%	67.6%	76.0%	72.4%	72.5%	
Vermont Health Access	81.2%	93.8%	82.8%	91.4%	79.7%	84.3%	86.3%	85.6%	
Vermont Veterans Home	78.6%	78.6%	71.4%	92.3%	57.1%	76.9%	78.6%	76.2%	
Total	63.3%	74.1%	66.2%	84.2%	67.9%	74.8%	71.1%	71.6%	

Q42. My performance evaluation provides me with meaningful information about my performance.

Q43. My performance evaluations are completed annually.

Q44. My supervisor sets goals for my team/work group.

Q45. My supervisor holds me accountable for performance.

Q46. My supervisor holds my co-workers accountable for performance.

Q47. My supervisor has the skills necessary to manage performance effectively.

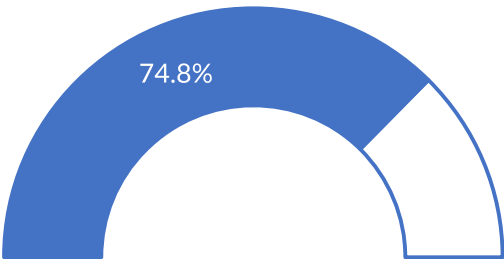
Q48. My performance appraisal is a fair reflection of my performance.

Resources

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

The resources index as shown below in Table 47 represents average agreement to questions related to resources. Results show a relatively high level of agreement.

Table 47 Resources Index



Represents average agreement to questions related to Resources

Table 48 displays percent agreement for all respondents to survey statements related to resources. The table also shows the percent agreement for the same questions in the 2024 survey and a percent change from 2024 to 2025 in agreement.

Table 49 displays the percent agreement for respondents by department to survey statements for alignment. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 48 Resources Items

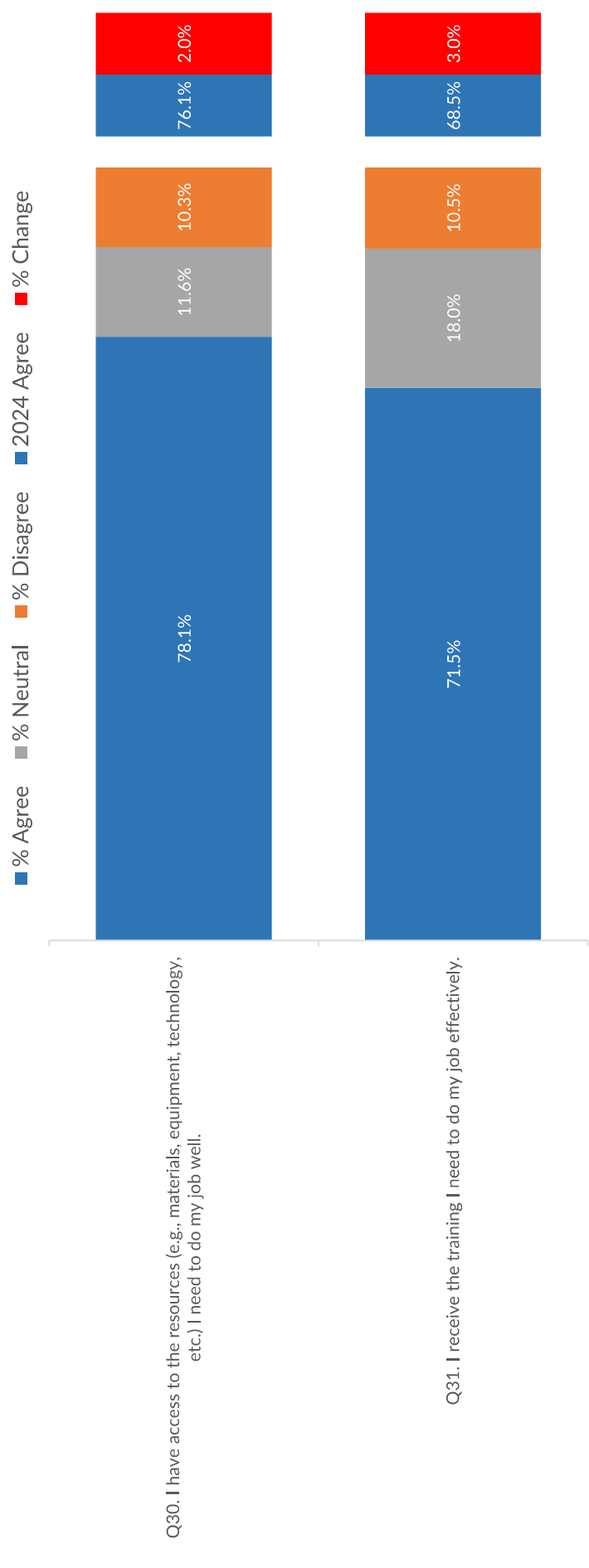


Table 49 Resources by Department

Department	Q32 % Agree	Q33 % Agree	Resources Score % Agree
Agency of Administration	100.0%	82.4%	91.2%
Agency of Human Services	73.6%	67.9%	70.8%
Agency of Natural Resources	78.2%	69.1%	73.6%
Agriculture, Food and Markets, Agency	90.7%	81.2%	85.9%
Attorney General	80.2%	82.7%	81.5%
Auditor of Accounts	100.0%	76.9%	88.5%
Buildings and General Services	71.9%	65.9%	68.9%
Cannabis Control Board	81.0%	77.3%	79.1%
Children & Families	76.9%	72.2%	74.6%
Commerce & Community Development, Agency	84.8%	76.9%	80.9%
Corrections	56.2%	58.5%	57.4%
Criminal Justice Council	71.4%	85.7%	78.6%
DAIL	83.4%	81.5%	82.4%
Defender General	80.0%	70.0%	75.0%
Digital Services, Agency	82.8%	59.5%	71.2%
Education	78.1%	61.5%	69.8%
Enhanced 911 Board	100.0%	85.7%	92.9%
Environmental Conservation	74.3%	67.9%	71.1%
Finance & Management	86.2%	86.2%	86.2%
Financial Regulation	82.6%	86.0%	84.3%
Fish & Wildlife	78.0%	79.1%	78.6%
Forests, Parks & Recreation	75.2%	67.9%	71.6%
Governor's Office	75.0%	75.0%	75.0%
Green Mountain Care Board	66.7%	73.3%	70.0%
Health	86.4%	77.7%	82.1%
Human Resources	76.7%	70.0%	73.3%
Human Rights Commission	80.0%	60.0%	70.0%
Labor	81.0%	74.5%	77.8%
Libraries	85.7%	78.6%	82.1%
Land Use Review Board	80.0%	64.0%	72.0%
Liquor & Lottery	83.3%	84.8%	84.1%
Mental Health	83.1%	68.5%	75.8%
Military	65.3%	57.1%	61.2%
Motor Vehicles	71.8%	55.0%	63.4%
Public Safety	81.5%	70.7%	76.1%
Public Service Department	80.9%	57.4%	69.1%
Public Utility Commission	92.3%	76.9%	84.6%
Secretary of State	82.0%	71.7%	76.8%
State Treasurer	90.3%	67.7%	79.0%
Taxes	89.3%	71.9%	80.6%
Transportation (not DMV)	72.8%	69.9%	71.4%
Vermont Health Access	91.0%	85.9%	88.5%
Vermont Veterans Home	85.7%	64.3%	75.0%
Other	71.6%	64.9%	68.2%
Total	78.1%	71.5%	74.8%

Heat Map
GT/= 80%

KEY:

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

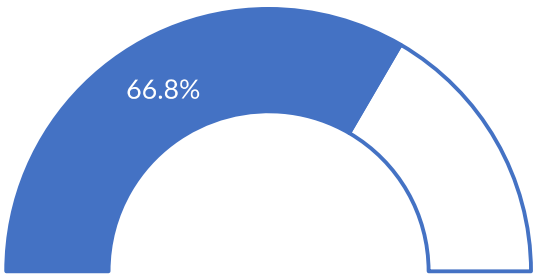
Q33. I receive the training I need to do my job effectively.

Organizational Culture

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

The resources index as shown below in Table 50 represents average agreement to questions related to organizational culture. Results show a relatively low level of agreement.

Table 50 Organizational Culture Index



Represents average agreement to questions related to Organizational Culture

Table 51 displays percent agreement for all respondents to survey statements related to organizational culture. The table also shows the percent agreement for the same questions in the 2024 survey and a percent change from 2024 to 2025 in agreement.

Table 52 displays the percent agreement for respondents by department to survey statements for organizational culture. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

Table 51 Organizational Culture Items

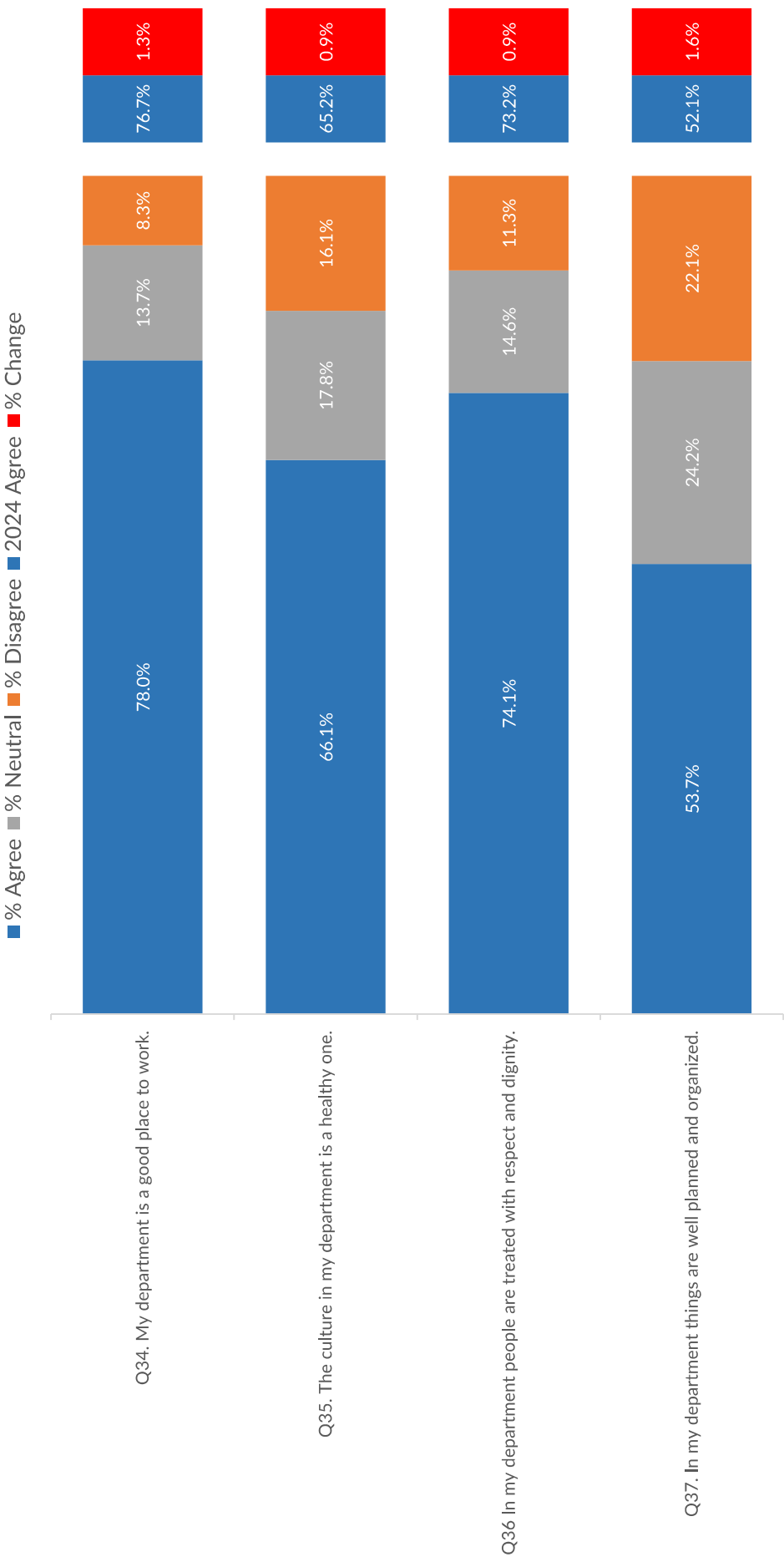


Table 52 Organizational Culture by Department

Department	Q34 % Agree	Q35 % Agree	Q36 % Agree	Q37 % Agree	Organizational Culture % Agree
Agency of Administration	97.1%	79.4%	88.2%	67.6%	83.1%
Agency of Human Services	74.5%	62.3%	72.6%	55.7%	66.3%
Agency of Natural Resources	83.6%	74.5%	85.5%	63.6%	76.8%
Agriculture, Food and Markets, Agency	92.4%	87.3%	88.0%	71.2%	84.7%
Attorney General	95.1%	85.2%	91.4%	72.8%	86.1%
Auditor of Accounts	84.6%	66.7%	100.0%	66.7%	79.5%
Buildings and General Services	74.1%	64.3%	69.3%	50.7%	64.6%
Cannabis Control Board	100.0%	90.9%	100.0%	86.4%	94.3%
Children & Families	72.7%	57.6%	67.2%	49.7%	61.8%
Commerce & Community Development, Agency	83.5%	69.6%	79.7%	59.5%	73.1%
Corrections	44.9%	28.2%	37.3%	21.0%	32.8%
Criminal Justice Council	100.0%	71.4%	100.0%	71.4%	85.7%
DAIL	91.2%	79.0%	84.9%	65.9%	80.2%
Defender General	80.0%	60.0%	75.0%	50.0%	66.3%
Digital Services, Agency	75.9%	64.7%	76.5%	44.7%	65.4%
Education	63.5%	52.1%	65.6%	35.4%	54.2%
Enhanced 911 Board	85.7%	85.7%	100.0%	85.7%	89.3%
Environmental Conservation	85.7%	75.5%	83.8%	49.8%	73.7%
Finance & Management	93.1%	89.7%	96.6%	75.9%	88.8%
Financial Regulation	89.5%	83.7%	87.2%	74.1%	83.6%
Fish & Wildlife	85.7%	69.2%	76.9%	50.5%	70.6%
Forests, Parks & Recreation	86.2%	79.8%	80.6%	51.4%	74.5%
Governor's Office	100.0%	75.0%	100.0%	75.0%	87.5%
Green Mountain Care Board	80.0%	40.0%	66.7%	20.0%	51.7%
Health	90.9%	80.2%	88.6%	68.9%	82.2%
Human Resources	72.5%	63.7%	70.3%	45.1%	62.9%
Human Rights Commission	60.0%	60.0%	60.0%	40.0%	55.0%
Labor	78.1%	70.9%	78.6%	59.2%	71.7%
Libraries	64.3%	42.9%	57.1%	42.9%	51.8%
Land Use Review Board	56.0%	32.0%	56.0%	52.0%	49.0%
Liquor & Lottery	77.3%	72.7%	81.8%	62.1%	73.5%
Mental Health	78.5%	66.2%	70.8%	54.6%	67.5%
Military	75.5%	51.0%	69.4%	32.7%	57.1%
Motor Vehicles	63.6%	50.5%	56.4%	37.3%	51.9%
Public Safety	75.8%	65.0%	70.7%	57.3%	67.2%
Public Service Department	83.0%	68.1%	78.7%	59.6%	72.3%
Public Utility Commission	76.9%	38.5%	69.2%	46.2%	57.7%
Secretary of State	85.2%	77.0%	83.6%	70.5%	79.1%
State Treasurer	93.5%	71.0%	93.5%	58.1%	79.0%
Taxes	87.6%	81.0%	89.3%	72.7%	82.6%
Transportation (not DMV)	75.1%	61.3%	68.7%	45.2%	62.6%
Vermont Health Access	90.6%	83.6%	88.2%	78.1%	85.1%
Vermont Veterans Home	85.7%	57.1%	64.3%	50.0%	64.3%
Other	67.6%	63.5%	64.9%	52.7%	62.2%
Total	78.0%	66.1%	74.1%	53.7%	68.0%

KEY:

Q34. My department is a good place to work.

Q35. The culture in my department is a healthy one.

Q36. In my department people are treated with respect and dignity.

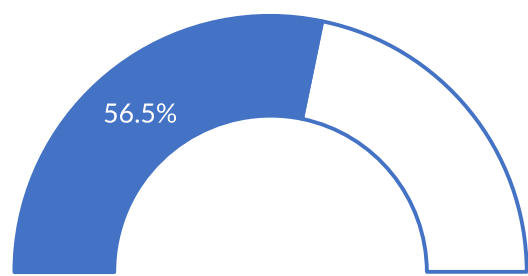
Q37. In my department things are well planned and organized.

Operational Excellence

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

The operational excellence index as shown below in Table 53 represents average agreement to questions related to operational excellence.¹⁶ Results show only a moderate level of agreement.

Table 53 Operational Excellence



Represents average agreement to questions related to Operational Excellence

Table 54 displays percent agreement for all respondents to survey statements that were designed to assess operational excellence. The table also shows the percent agreement for the same question in the 2024 survey and a percent change from 2024 to 2025 in agreement.

Table 55 displays the percent agreement for respondents by department to survey statements designed to assess perceptions of operational excellence. A “heat map” of responses is used to visually represent levels of agreement that are at or above 80% agreement, the benchmark goal, compared to other departments.

¹⁶ Based on respondents identifying as classified or exempt employees.

Table 54 Operational Excellence

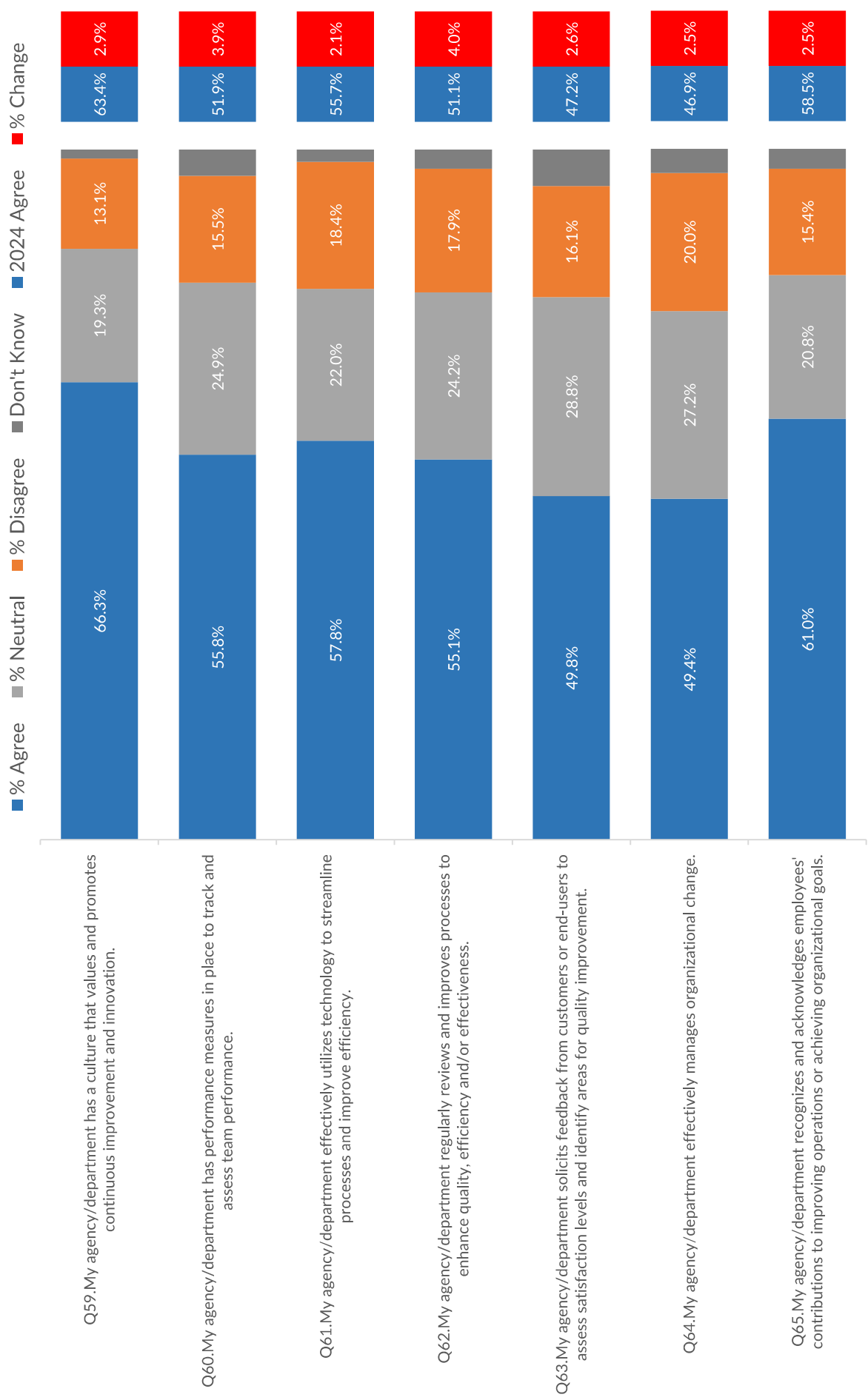


Table 55 Operational Excellence by Department

Department	Q59 % Agree	Q60 % Agree	Q61 % Agree	Q62 % Agree	Q63 % Agree	Q64 % Agree	Q65 % Agree	Operational Excellence % Agree
Agency of Administration	91.2%	61.8%	76.5%	67.6%	52.9%	64.7%	82.4%	71.0%
Agency of Human Services	67.9%	52.8%	52.8%	53.3%	43.4%	44.8%	59.4%	53.5%
Agency of Natural Resources	70.9%	43.6%	67.3%	49.1%	36.4%	47.3%	76.4%	55.8%
Agriculture, Food and Markets	76.3%	64.4%	66.1%	66.9%	59.3%	61.5%	76.3%	67.3%
Attorney General	88.8%	65.0%	60.0%	55.0%	53.8%	57.5%	67.5%	63.9%
Auditor of Accounts	91.7%	66.7%	66.7%	66.7%	15.4%	58.3%	66.7%	61.7%
Buildings and General Services	65.0%	46.4%	53.6%	50.7%	47.5%	53.6%	55.4%	53.2%
Cannabis Control Board	86.4%	54.5%	81.8%	85.7%	81.8%	77.3%	86.4%	79.1%
Children & Families	62.6%	60.4%	48.7%	56.1%	49.5%	45.1%	55.8%	54.0%
Commerce & Comm.Dev.	72.2%	49.4%	54.4%	53.2%	39.2%	51.9%	70.9%	55.9%
Corrections	38.4%	36.2%	31.0%	28.5%	26.2%	23.1%	34.7%	31.2%
Criminal Justice Council	71.4%	57.1%	71.4%	42.9%	71.4%	71.4%	100.0%	69.4%
DAIL	76.1%	70.7%	68.1%	67.6%	74.6%	59.5%	75.1%	70.3%
Defender General	85.0%	26.3%	60.0%	35.0%	25.0%	35.0%	45.0%	44.5%
Digital Services, Agency	72.9%	45.3%	63.5%	53.5%	50.6%	41.2%	59.4%	55.2%
Education	54.7%	26.3%	38.5%	36.5%	47.9%	34.4%	53.1%	41.6%
Enhanced 911 Board	71.4%	100.0%	85.7%	85.7%	57.1%	71.4%	85.7%	79.6%
Environmental Conservation	67.2%	52.5%	52.8%	47.3%	39.6%	39.2%	64.9%	51.9%
Finance & Management	93.1%	62.1%	72.4%	67.9%	62.1%	69.0%	82.8%	72.7%
Financial Regulation	83.5%	70.6%	61.6%	72.9%	58.8%	70.9%	76.7%	70.7%
Fish & Wildlife	62.2%	35.6%	37.1%	30.0%	51.1%	44.4%	54.4%	45.0%
Forests, Parks & Recreation	74.3%	46.8%	47.2%	46.8%	47.7%	56.9%	67.0%	55.2%
Governor's Office	75.0%	75.0%	75.0%	50.0%	100.0%	75.0%	100.0%	78.6%
Green Mountain Care Board	73.3%	53.3%	46.7%	46.7%	33.3%	13.3%	66.7%	47.6%
Health	68.3%	65.7%	71.6%	66.9%	59.3%	59.8%	70.0%	65.9%
Human Resources	68.1%	44.0%	51.6%	42.9%	41.8%	46.2%	60.0%	50.6%
Human Rights Commission	80.0%	80.0%	40.0%	40.0%	40.0%	40.0%	80.0%	57.1%
Labor	73.8%	60.2%	60.0%	54.1%	49.5%	60.7%	63.3%	60.2%
Libraries	92.9%	64.3%	57.1%	50.0%	42.9%	42.9%	57.1%	58.2%
Land Use Review Board	76.0%	52.0%	72.0%	60.0%	48.0%	52.0%	60.0%	60.0%
Liquor & Lottery	75.8%	77.3%	77.3%	77.3%	81.8%	65.2%	81.8%	76.6%
Mental Health	63.1%	55.0%	55.7%	56.5%	52.7%	53.4%	57.3%	56.2%
Military	61.2%	36.7%	63.3%	46.9%	42.9%	40.8%	53.1%	49.3%
Motor Vehicles	56.4%	58.7%	62.7%	47.3%	42.7%	35.5%	44.5%	49.7%
Public Safety	59.9%	50.3%	56.1%	56.7%	49.0%	45.2%	56.1%	53.3%
Public Service Department	70.2%	42.6%	44.7%	38.3%	38.3%	42.6%	57.4%	47.7%
Public Utility Commission	76.9%	46.2%	69.2%	53.8%	46.2%	23.1%	61.5%	53.8%
Secretary of State	80.0%	59.0%	78.7%	68.3%	61.7%	72.1%	82.0%	71.7%
State Treasurer	87.1%	54.8%	58.1%	67.7%	58.1%	67.7%	67.7%	65.9%
Taxes	79.5%	63.1%	76.2%	69.7%	49.6%	64.8%	73.0%	68.0%
Transportation (not DMV)	61.3%	52.4%	58.2%	52.8%	45.6%	41.4%	51.9%	52.0%
Vermont Health Access	81.2%	84.0%	80.1%	77.3%	68.8%	73.7%	78.1%	77.6%
Vermont Veterans Home	85.7%	64.3%	64.3%	78.6%	85.7%	71.4%	78.6%	75.5%
Other	68.9%	54.8%	52.7%	56.8%	45.2%	53.4%	52.7%	54.9%
Total	67.0%	55.8%	57.8%	55.1%	49.8%	49.4%	61.0%	56.6%

Q59.My agency/department has a culture that values and promotes continuous improvement and innovation.

Q60.My agency/department has performance measures in place to track and assess team performance.

Q61.My agency/department effectively utilizes technology to streamline processes and improve efficiency.

Q62.My agency/department regularly reviews and improves processes to enhance quality, efficiency and/or effectiveness.

Q63.My agency/department solicits feedback from customers or end-users to assess satisfaction levels and identify areas for quality improvement.

Q64.My agency/department effectively manages organizational change.

Q65.My agency/department recognizes and acknowledges employees' contributions to improving operations or achieving organizational goals.

Survey Results

In the 2025 survey two questions were asked about previous surveys.

Table 56 shows that nearly 80% indicated they had seen or read or otherwise been made aware of the results of the last employee engagement survey. However, only approximately 30% said they could identify a tangible change that was made because of the results of the survey. This was however a relatively large difference from the 2024 survey where only 23.3% said they could identify a tangible change.

Table 57 displays the percent agreement for respondents by department to survey results questions. A “heat map” of responses is used to visually represent levels of agreement that are in the top third, middle third and bottom third for that question compared to other departments.

Table 56 Survey Results

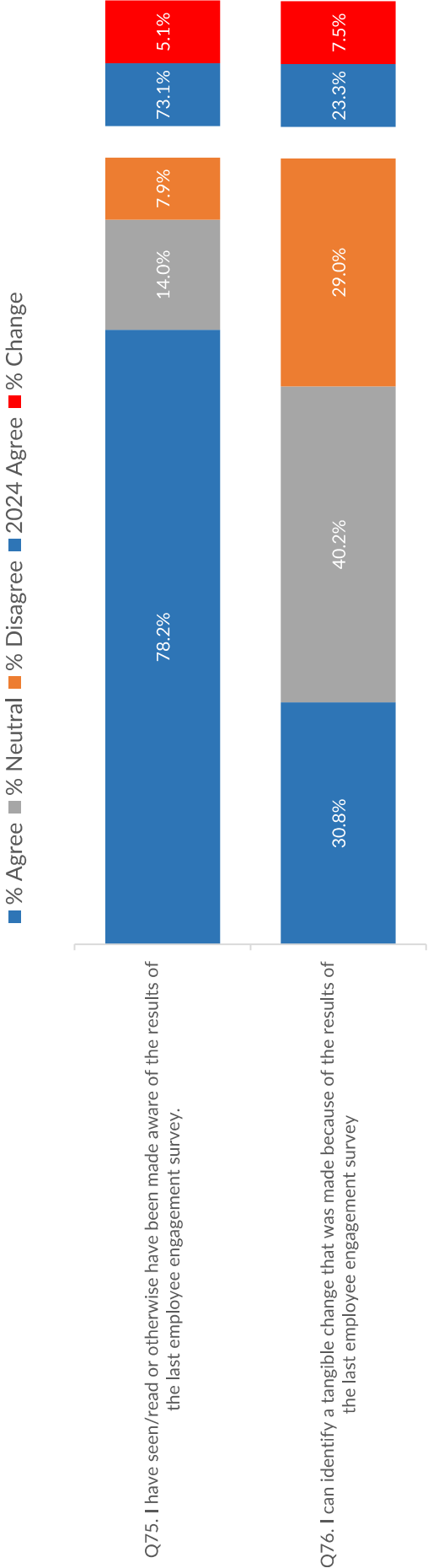


Table 57 Survey Questions

Department	Q75 % Agree	Q76 % Agree
Agency of Administration	88.2%	26.5%
Agency of Human Services	76.4%	29.2%
Agency of Natural Resources	76.4%	25.5%
Agriculture, Food and Markets, Agency	80.5%	21.2%
Attorney General	64.6%	10.3%
Auditor of Accounts	91.7%	83.3%
Buildings and General Services	61.4%	22.9%
Cannabis Control Board	31.8%	13.6%
Children & Families	81.0%	36.8%
Commerce & Community Development, Agency	97.5%	50.6%
Corrections	62.6%	15.3%
Criminal Justice Council	85.7%	42.9%
DAIL	89.3%	42.2%
Defender General	40.0%	15.0%
Digital Services, Agency	80.6%	27.8%
Education	68.4%	13.7%
Enhanced 911 Board	85.7%	28.6%
Environmental Conservation	89.4%	22.3%
Finance & Management	93.1%	20.7%
Financial Regulation	71.8%	23.5%
Fish & Wildlife	95.5%	27.0%
Forests, Parks & Recreation	80.7%	33.0%
Governor's Office	75.0%	0.0%
Green Mountain Care Board	100.0%	93.3%
Health	91.4%	52.7%
Human Resources	87.9%	26.4%
Human Rights Commission	20.0%	0.0%
Labor	78.5%	26.8%
Libraries	64.3%	21.4%
Land Use Review Board	76.0%	24.0%
Liquor & Lottery	93.9%	60.0%
Mental Health	85.5%	35.1%
Military	51.0%	14.3%
Motor Vehicles	58.2%	17.3%
Public Safety	57.1%	11.6%
Public Service Department	80.9%	17.0%
Public Utility Commission	84.6%	30.8%
Secretary of State	77.0%	36.1%
State Treasurer	74.2%	19.4%
Taxes	90.2%	39.3%
Transportation (not DMV)	70.5%	28.0%
Vermont Health Access	96.5%	50.0%
Vermont Veterans Home	64.3%	21.4%
Other	55.4%	18.9%
Total	78.2%	30.8%
GT = 80%		

Q75. I have seen/read or otherwise have been made aware of the results of the last employee engagement survey.

Q76. I can identify a tangible change that was made because of the results of the last employee engagement survey

Qualitative Analysis of Open-Ended Question Responses

Overview

In addition to the multiple option 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 6,167 employees who responded to the survey, 1,834 provided a response to the open-ended question for a response rate of 30%.

The qualitative analysis of this number of comments has historically been very challenging. We had used an entire team of trained raters to analyze and code the thousands of comments, but resource limitations and the difficulty of this task have precluded organized analysis of these comments in the last several survey cycles.

In 2024 for the first time, we attempted to do a high-level analysis of the topics or sentiments emerging from the text data by using sentiment analysis. Sentiment analysis is a type of artificial intelligence that uses natural language processing to determine the emotional tone of text. This was our first foray into the use of AI to analyze this qualitative data.

In this survey, thanks to the development of Chat VT, a State of Vermont internally accessed only advanced AI chat bot developed by the Agency of Digital Services, we were able to analyze the vast amount of text to summarize the comments both overall and by individual departments.

We obviously recognize that the AI generated content may be incorrect. To mitigate against that we ran a sample of department comments multiple times and compared the output. Also, a human reviewed output with a sample of departments and compared the summary against the actual comments. While not perfect the results of multiple samples and the comparisons by a human evaluator showed remarkably good consistency and accuracy.

We therefore present these results with a caution to interpret carefully.

Table 58 presents an overall summary of all comments. Appendix B presents the comments as summarized for each department.

Table 58 AI Generated Summary of Survey Comments

The survey comments across various departments highlight several overarching themes and specific concerns:

Remote Work and Office Utilization: Most employees appreciate the flexibility of remote work, which they find beneficial for productivity and work-life balance. However, some express frustration over the reduction in remote work opportunities while others raise concerns about the inconsistency of remote work policies and the need for better office utilization to foster collaboration when in person.

Compensation and Benefits: There is widespread dissatisfaction with the current pay structure, which is seen as non-competitive compared to the private sector. Employees also express concerns about the high cost of health insurance and the need for better benefits to match the rising cost of living.

Leadership and Management: Employees across departments call for improved leadership and management practices. Concerns include favoritism, lack of accountability, and ineffective communication. There is a desire for better management training and more transparent decision-making processes.

Work Environment and Culture: Issues such as micromanagement, lack of support, and poor morale are highlighted. Employees suggest fostering a more inclusive and supportive work environment, with better communication and engagement from leadership.

Training and Development: There is a strong call for more robust training programs, particularly for supervisors, to ensure they are equipped with the necessary skills to lead effectively. Employees also express a need for more opportunities for professional growth and development.

Operational Efficiency and Resource Allocation: Employees report being overworked and understaffed, with outdated technology hindering productivity. There is a need for better resource allocation, updated systems, and streamlined processes to improve efficiency.

Equity and Inclusion: Concerns about equity and inclusion are raised, with calls for fair treatment and opportunities for all employees, regardless of gender or tenure. There is also a desire for more innovative non-monetary benefits to attract and retain talent.

Methodology

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

Survey Instrument

The 2025 State of Vermont Employee Engagement Survey was designed to measure engagement across the Executive Branch of Vermont State Government.

Employee Engagement

An index of employee engagement was calculated – an “Employee Engagement Score.” This score is the average of six components of employee engagement. The model is presented in Table 16. The following are the individual components or scales, questions making up that component or scale. To streamline the 2025 survey only those items that make up the employee engagement index were used.

Alignment

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

Job Satisfaction

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

Communication

- Q7. Management and senior leadership* communicate important information effectively.
- Q8. I have an opportunity to provide feedback to management and senior leadership*.
- Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.
- Q10. I feel I can communicate honestly and openly in my workplace.

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

Peers

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

Supervisor

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

Growth

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

Balance

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

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

eNPS

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

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

Retention

There were several questions that related to employee retention.

Inclusive Workplace

There was a section devoted to perceptions around issues of an inclusive workplace.

See Appendix A for a list of all survey items.

Survey Administration

The survey was administered electronically via Survey Monkey. An email invitation was sent to all Executive Branch classified, exempt and temporary employees¹⁷ using their “preferred” email address as indicated in VTHR. The survey was active from Monday, June 9 through Friday, June 27, 2025.

The survey sample reported in this analysis includes all classified and exempt employees of the Executive Branch employed during the survey period, 8,478 employees.

Of the 8,478 employees surveyed, 6,167 employees responded to the survey for an overall response rate of 72.7%. 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).

Response Rates

Table 59 shows total response rate by department for classified and exempt employees. The overall response was 72.7%.

Characteristics of Survey Sample

Tables 60 to 64 show the demographic characteristics of the survey sample.

Year Over Year Comparison

Appendix C (Excel file) shows the percent agreement by department for each of the major components of the survey comparing the results from 2024 to 2025.

¹⁷ The Department of State’s Attorneys and Sheriffs was not including in the sample.

Table 59 Response Rate by Department

Classified and Exempt Employees			
Department	Total Sent	Total Completed	Response Rate
Administration Agency	40	36	90%
Agriculture Agency	149	118	79%
Attorney General	86	81	94%
Auditor	14	13	93%
Buildings & General Services	322	141	44%
Cannabis Control Board	24	22	92%
Children & Families	965	617	64%
Commerce & Community Development	95	79	83%
Corrections	922	363	39%
Defender General	78	20	26%
Digital Services Agency	363	170	47%
Disabilities Aging Ind. Living	312	206	66%
Education	161	96	60%
Enhanced 911 Board	11	7	64%
Environmental Conservation	337	265	79%
Executive Office	9	4	44%
Finance & Management	30	29	97%
Financial Regulation	100	86	86%
Fish & Wildlife	141	92	65%
Forests, Parks and Recreation	131	109	83%
Green Mountain Care Board	30	15	50%
Health	589	405	69%
Human Resources	106	91	86%
Human Rights Commission	6	5	83%
Human Services Agency	102	106	104%
Labor	233	196	84%
Labor Relations Board	2		0%
Land Use Review Board	32	25	78%
Libraries	18	14	78%
Lieutenant Governor's Office	2		0%
Liquor & Lottery	70	66	94%
Mental Health	220	132	60%
Military	139	49	35%
Motor Vehicles	211	110	52%
Natural Resources Agency	41	55	134%
Office of the Child, Youth	2		0%
Other	0	74	n/a
Public Safety	542	158	29%
Public Service	72	47	65%
Public Utility Commission	27	13	48%
Secretary of State	84	61	73%
State Ethics Commission	2		0%
Taxes	147	122	83%
Transportation (Not DMV)	983	653	66%
Treasurer	42	31	74%
Vermont Commission on Women	3	2	67%
Vermont Criminal Justice Council	14	7	50%
Vermont Health Access	328	256	78%
Vermont Pension Investment Com	4		0%
Vermont Veterans Home	136	14	10%
VOSHA Review Board	1		0%
Missing	0	906	n/a
Total	8478	6167	72.7%

Table 60 Job Type

Job Type	Completed Surveys	Percent
Classified	4457	72.3%
Exempt	432	7.0%
Temporary	3	0.0%
Don't know	64	1.0%
Prefer not to answer	132	2.1%
Missing	1079	17.5%
Total	6,167	100.0%

Table 61 Gender Identity

Gender	Completed Surveys	Percent
Woman	2,676	43.4%
Man	1,808	29.3%
Non-binary/Genderqueer/Gender nonconforming	58	0.9%
Other	11	0.2%
Prefer not to answer	490	7.9%
Missing	1,124	18.2%
Total	6,167	100.0%

Table 62 Generation

Generation	Completed Surveys	Percent
Gen Z	309	5.0%
Millennial	1,850	30.0%
Gen X	1,890	30.6%
Baby Boomer	541	8.8%
Pre Baby Boomer	7	0.1%
Prefer not to Answer	430	7.0%
Missing	1140	18.5%
Total	6,167	100.0%

Table 63 Identification

Do you identify?	Completed Surveys	Percent
American Indian or Alaskan Native	28	0.5%
Asian	27	0.4%
Black or African American	35	0.6%
Hispanic or Latino	59	1.0%
Native Hawaiian or Other Pacific Islander	5	0.1%
White	4259	69.1%
Two or more Races	106	1.7%
Prefer not to answer	540	8.8%
Missing	1108	18.0%
Total	6,167	100%

Table 64 Management Level

Management Level	Completed Surveys	Percent
Manager/Supervisor	1305	21.2%
Not a manager or Supervisor	3,260	52.9%
Prefer not to Answer	513	8.3%
Missing	1089	17.7%
Grand Total	6,167	100%

Appendix A – List of Survey Items

2025 employee engagement survey questions (Classified/Exempt)

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

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

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

You are completing the survey for temporary employees of the State of Vermont. If you are in the right place, click continue.

Definitions

- Many items ask for your perceptions related to **“your department or agency.”** This means the immediate department in which you work (not the broader agency context) OR if you work in an agency without a department structure, then respond based on the agency in which you work (e.g., Agency of Agriculture, Agency of Digital Services, Agency of Education).
- If an item refers to **“Management and senior leadership”** this means the Agency Secretary, Commissioner, Deputy and/or directors of your department or agency.

Alignment

Q1. I understand my job duties and responsibilities.

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

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

Job Satisfaction

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

Q5. The work I perform is meaningful and rewarding.

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

Communication

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

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

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

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

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

Peers

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

Q12. The people I work with care about me.

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

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