2020 Employee Engagement Survey

New Mexico Environment Department

A message from the Secretary

Colleagues,

This is our inaugural effort to capture your views of the New Mexico Environment Department.

The employee engagement survey provides us with a valuable snapshot of how our employees think and feel about their work, the mission of the Department, the resources we have available, and how Department management and leadership is navigating our efforts.

Our first survey – which boasts an 84 percent response rate – shows that NMED employees are engaged in their work and dedicated to our mission of protecting and preserving the environment for present and future generations. Working side by side with you, I did not need these survey results to tell me NMED employees are mission-driven, public servants. I see that in you and your work every single day.

What the employee engagement survey revealed was areas for targeted improvement, such as the need for more meaningful employee recognition, a better salary structure to link pay to performance, and securing more resources to get the job done more effectively and efficiently. The survey also lays the foundation for us to measure how we are performing in future years.

I want to assure you that I, along with our senior leadership team, are committed to addressing and solving the outstanding concerns and needs our employees have identified in this survey. I and the senior leadership team will continue to push for demonstrative changes within NMED in response to the employee engagement survey.

The employee engagement survey is rooted in our values of science, innovation, collaboration and compliance. We heard from a representative number of NMED employees, publishing our data for your review, evaluating data trends to make informed decisions and will hold ourselves accountable to maintaining positive outcomes.

I am honored to advocate for you – our valued NMED employees across New Mexico. Your service to our mission for all New Mexicans and our environment is nothing short of amazing. I am committed to doing the same for you and the employee engagement survey results will greatly assist me in doing so.

Sincerely,

James C. Kenney
Cabinet Secretary

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Introduction

The 2020 Employee Engagement Survey is the first survey of its kind completed at the New Mexico Environment Department (NMED). Collecting the thoughts and opinions of NMED employees allows the Department to address employee concerns and to gain insight into how management can better lead the Department to accomplish its mission: to protect and restore the environment and to foster a healthy and prosperous New Mexico for present and future generations.

> *"The OSI appreciates that so many employees took the time to complete this first employee engagement survey."*
>
> Terry McDill, Manager
> Office of Strategic Initiatives

On January 2, 2020, the Office of Strategic Initiatives (OSI) sent a global email inviting all 515 NMED employees to complete the anonymous survey. By the time the survey closed on January 16, 2020, a total of 433 employees had responded - an 84% response rate. These results provide NMED employees with a great deal of important quantitative information, including:

- NMED employees are highly engaged in the work they do at a rate that is almost twice the national average.

- NMED employees believe that the work they do is important, and they are willing to work even harder to get the job done.

The results show there is room for improvement, including:

- NMED employees are seeking a more meaningful process to reward individuals for innovation, accomplishment and job performance.

- NMED employees are looking for more resources to support their work and help get the job done.

In future years, the OSI will initiate the employee engagement survey in the month of January for all employees to complete. Each spring, the OSI will issue a new employee engagement report that will analyze the data provided and compare/contrast data from year-to-year. In the spirit of continuous improvement, you are encouraged to share your observations with the report data with the OSI.

Employee Engagement

96%

of employees say they are willing to put in extra effort to get the job done.

The 2020 Employee Engagement Survey contained 81 questions in broad topic areas, including personal work experiences, work unit, management and Department leadership. Survey results indicate that overall employee engagement in NMED, as measured by the percentage of positive answers, is rated at 61.93%. This is well above the national average of 34% as measured and reported by the annual Gallup poll last published in 2018.[1] Results also indicate that work and the Department mission are of great importance to most employees, as shown by the answers to the following questions:

- Willing to put in extra effort to get a job done: 96%
- The work I do is important: 93%
- Looking for ways to do the job better: 91%
- I like the work I do: 90%

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[1] Employee Engagement on the Rise in the U.S., Harter, Jim, August 26, 2018. https://news.gallup.com/poll/241649/employee-engagement-rise.aspx

As an overview, Table 1 presents items with the highest and the lowest levels of agreement. A copy of the survey questions and aggregated response data is attached to this report for reference as Appendix A.
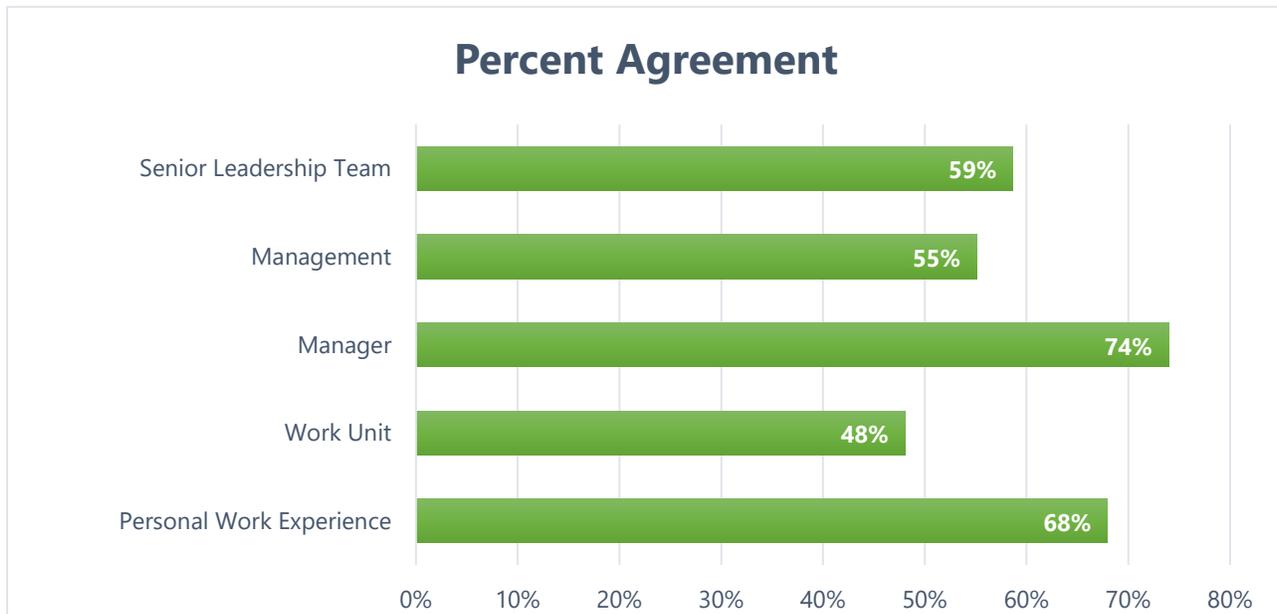
Table 1: Highest and Lowest Levels of Agreement

Highest Percentage Level of Agreement		Lowest Percentage Level of Agreement	
When needed, I am willing to put in the extra effort to get a job done. (Q7)	96%	Pay raises depend on how well employees perform their jobs. (Q38)	13%
The work I do is important. (Q13)	93%	In my work unit, differences in performance are recognized in a meaningful way. (Q29)	27%
I am constantly looking for ways to do my job better. (Q8)	91%	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q28)	29%
I like the kind of work I do. (Q1)	90%	Promotions in my work unit are based on merit. (Q27)	30%
I am held accountable for achieving results within my work unit. (Q14)	86%	How satisfied are you with your opportunity to get a better job in your work unit? (Q45)	30%
My supervisor supports my need to balance work and other life issues. (Q47)	86%	How satisfied are you with your opportunity to get a better job outside of your work unit? (Q46)	31%
I know how my work relates to the goals and objectives of the Department. (Q12)	85%	Creativity and innovation are rewarded. (Q37)	35%
My supervisor treats me with respect. (Q54)	85%	I have sufficient resources (for example, people, materials, budget) to get my job done. (Q9)	38%
My work gives me a feeling of personal accomplishment. (Q2)	84%	Recognition in my work unit depends on how well employees perform their jobs. (Q30)	40%

Table 1 focuses on areas in which NMED needs to maintain employee engagement (i.e., highest percentage level of agreement) and the areas in which NMED needs to improve employee engagement (i.e. lowest percentage level of agreement).

An important data indicator is the degree to which our employees are engaged in their work and their workplace. One critical measure of that engagement is the degree to which respondents "agree" with
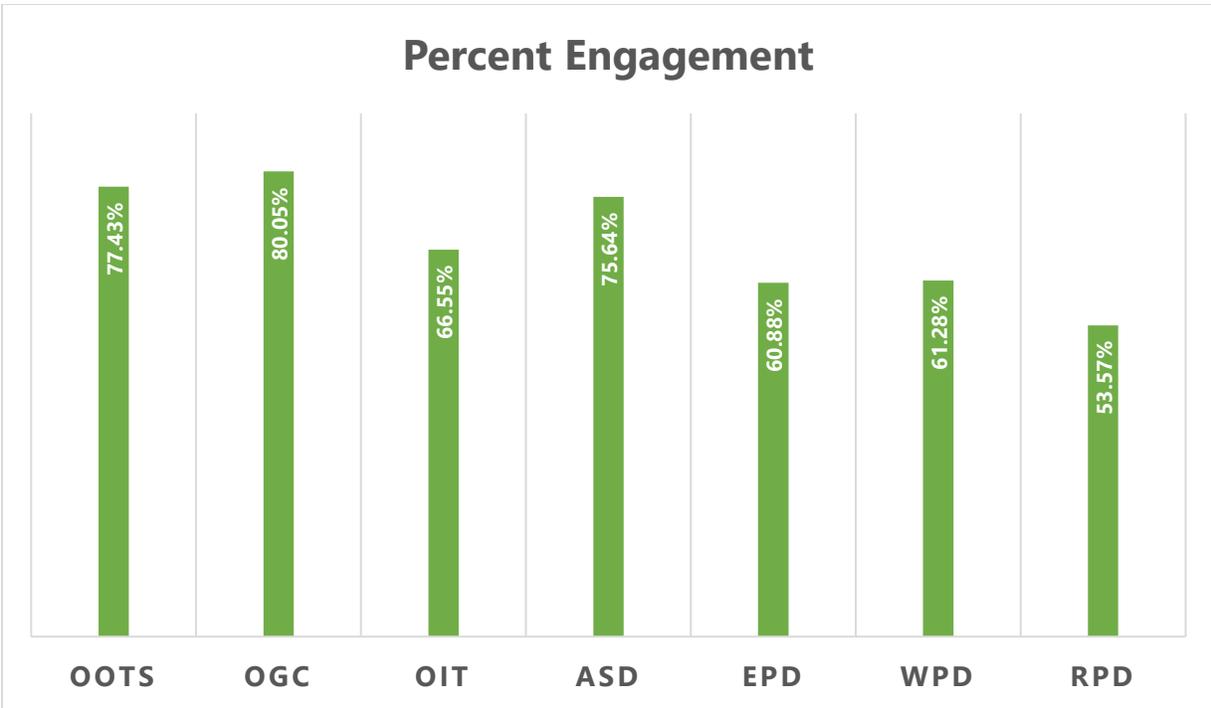
positive statements specific to their supervisor's performance and the objective conditions of their workplace. The higher the level of agreement with these positive statements the more engaged employees are likely to be in their work and workplace.

The NMED survey is divided into five organizational components of the work environment, as shown in the bar graph below. Specific to the questions that relate to supervisor performance and objective working conditions in each of the five organizational components of NMED, the percent agreement and thus positive engagement in each area is as follows:

Percent Agreement

Category	Percent
Senior Leadership Team	59%
Management	55%
Manager	74%
Work Unit	48%
Personal Work Experience	68%

At the Division level, the graph below illustrates the overall engagement of all NMED employees by the respective divisions as well as the three office level breakouts in the Administrative Services Division.
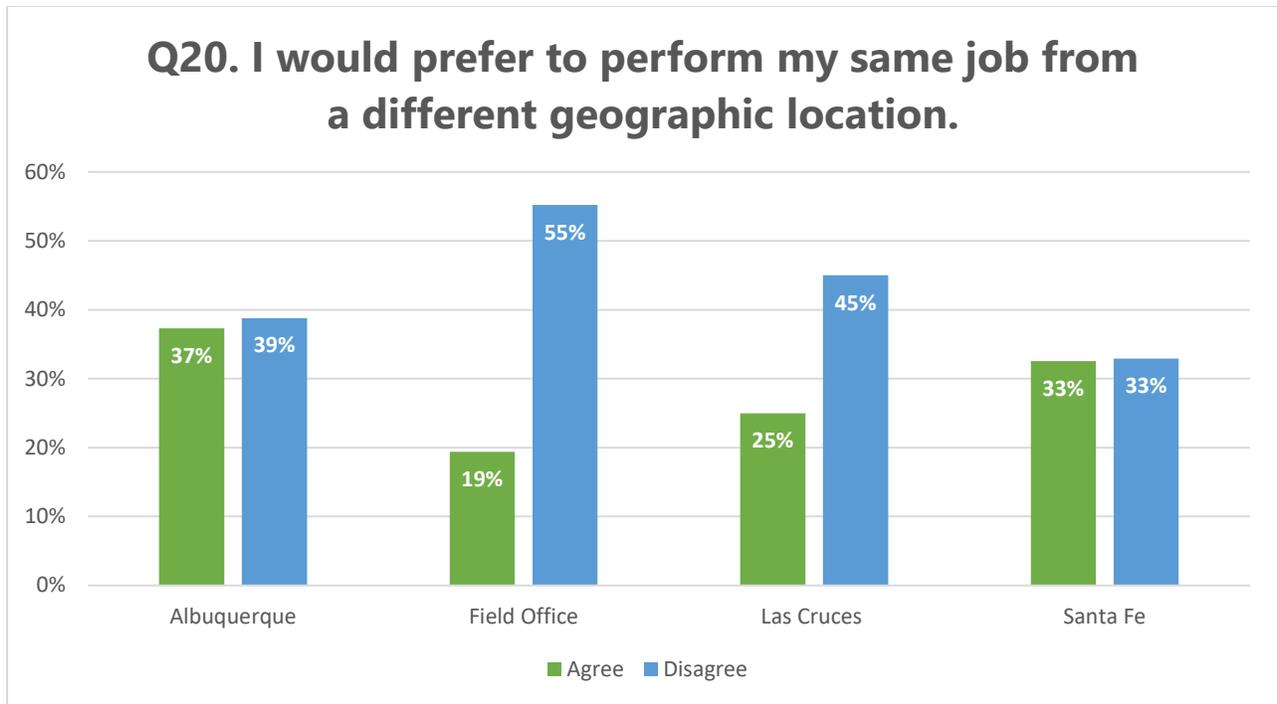
Percent Engagement

Department	Engagement
OOTS	77.43%
OGC	80.05%
OIT	66.55%
ASD	75.64%
EPD	60.88%
WPD	61.28%
RPD	53.57%

Again, engagement is being measured based upon employee responses that "agree" with positive statements specific to their supervisor's performance and the objective conditions of their workplace. Given that this is the first year of this survey process, there is no NMED-specific comparative data, so this chart will serve as the NMED baseline for overall employee engagement going forward. Of course, the graph above compares very positively across the board to the national average of 34% employee engagement reported by the Gallup poll for 2018 (see reference document linked to on page 3)

The NMED hosts its employees in 27 buildings throughout the State of New Mexico. Two survey questions focused on job satisfaction and duty station location:

Q20. I would prefer to perform my same job from a different geographic location. **29.79% agree, 39.26% disagree**

Q21. I would prefer to perform a new job from a different geographic location. **17.82% agree, 41.89% disagree**

It was striking to see that almost 30% of the respondents or about 130 people answered in the affirmative about performing their same job from a different geographic location. When further broken down by duty station, Q20 reveals some noteworthy interest in both the Albuquerque and Santa Fe duty stations to consider alternative job locations. The question does not directly address teleworking, making it impossible to draw specific conclusions about what that alternative location could be, but the data merits consideration.

Q20. I would prefer to perform my same job from a different geographic location.

Albuquerque: Agree 37%, Disagree 39%
Field Office: Agree 19%, Disagree 55%
Las Cruces: Agree 25%, Disagree 45%
Santa Fe: Agree 33%, Disagree 33%

Legend: Agree, Disagree

In considering Q21 and breaking the data out by duty station, the number of employees wanting a different job in a different geographic location trended lower with the exception of the Las Cruces District Office which stayed realitively the same. Again, the data in Q20 and Q21 merit further consideration to ensure long-term retention of NMED employees.

Q21. I would prefer to perform a new job from a different geographic location.

Albuquerque: Agree 22%, Disagree 42%
Field Office: Agree 15%, Disagree 46%
Las Cruces: Agree 26%, Disagree 32%
Santa Fe: Agree 17%, Disagree 42%
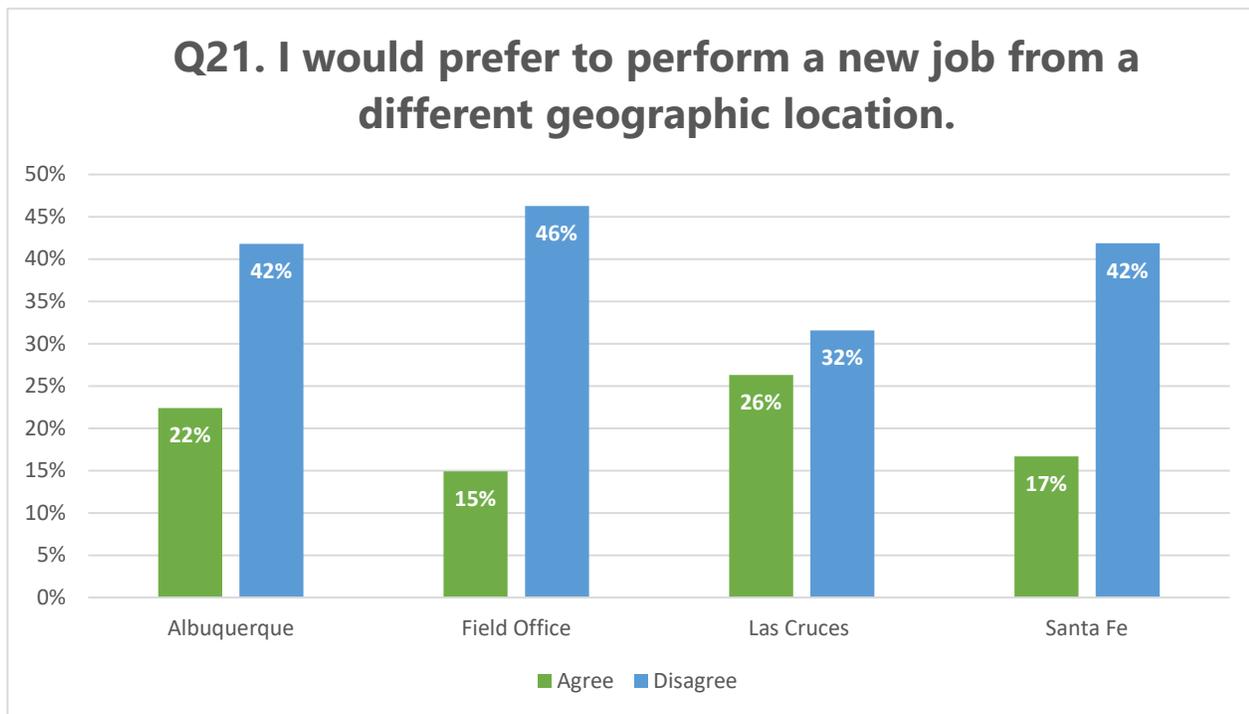
Legend: Agree, Disagree

Table 2 shows Department-wide response rates for the 2020 survey broken down by Divisions and Offices as reported by respondents. A total of 30 out of 433 respondents did not designate a Division or Office. In future years, NMED will compare response rates to see if they change over time.

Table 2: Response Rate

| 2020 Employee Engagement Survey Participation			
Division or Office	**Total Responses**	**Total Employees**	**Percent Responded**
Administrative Services Division (ASD)	25	45	56%
Environmental Protection Division (EPD)	168	196	86%
Resource Protection Division (RPD)	62	91	68%
Water Protection Division (WPD)	110	136	81%
Office of General Counsel (OGC)	10	13	77%
Office of Information Technology (OIT)	22	28	79%
Office of the Secretary (OOTS)	6	6	100%
	403	515	
Total Respondents	**433**	**515**	**84%**

The two pie charts below illustrate the demographics of survey respondents. During the time the survey was open, OSI heard concerns about whether management might be able to identify specific responders based upon certain demographic questions, given the limited size of the Department. This was evident in the survey results, where answers to some questions were "Prefer not to say" and about 22 of the 433 respondents skipped the demographic questions altogether.

Reported Gender of Respondents

■ Female	■ Male	■ Non-binary	■ Prefer not to say
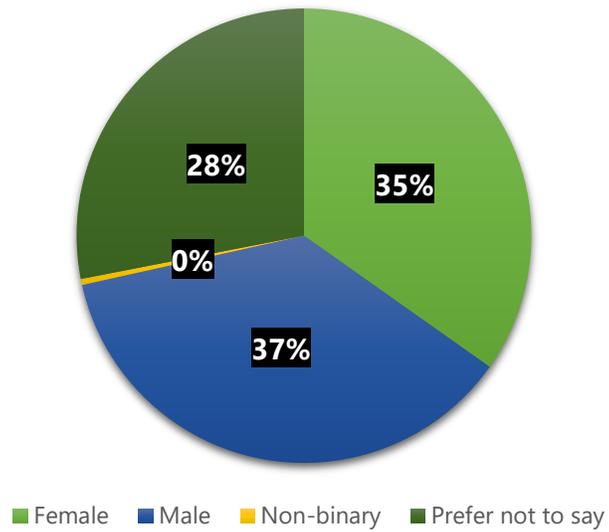
Reported Minority Status of Respondents

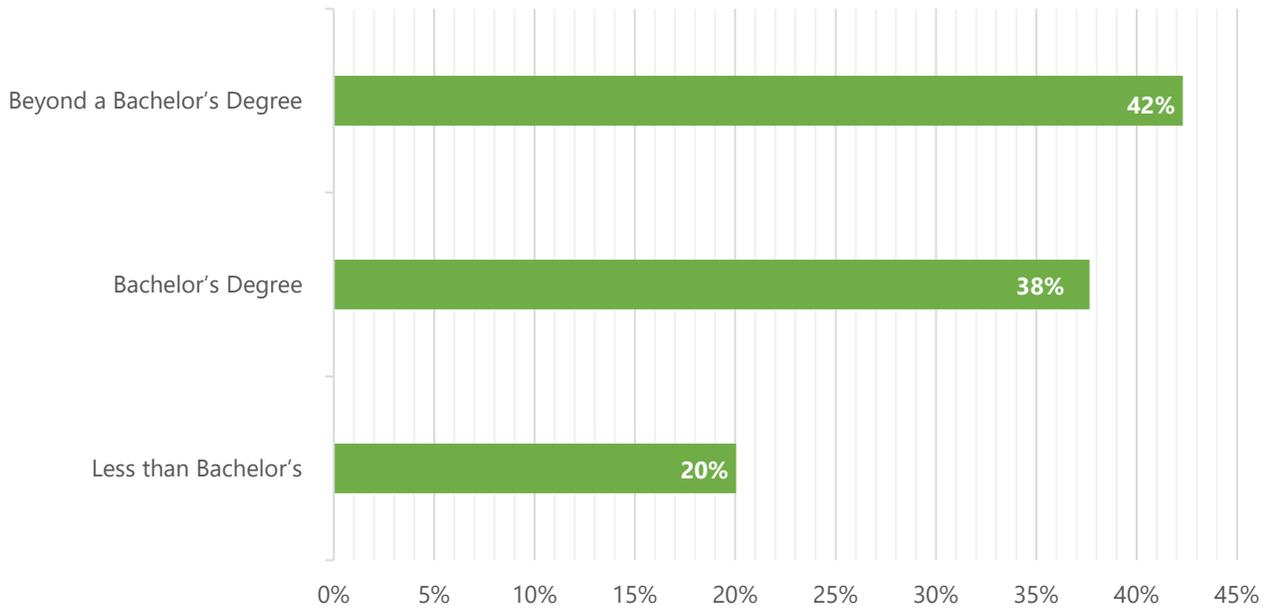|		
■ Minority	■ Non-Minority	■ Prefer not to say
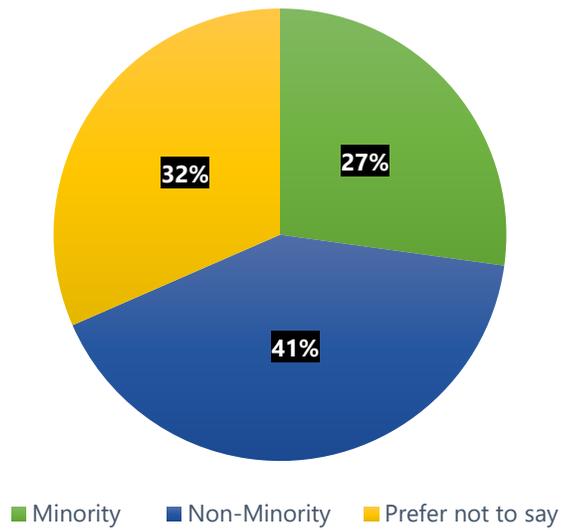
Most respondents indicated both their education level as well as their supervisory status. Also, duty station location was broadly reported.

Highest Degree of Education

Degree	Percentage
Beyond a Bachelor's Degree	42%
Bachelor's Degree	38%
Less than Bachelor's	20%

What is your supervisory status?

Status	Percentage
Non-supervisor/Team Leader	72%
Supervisor/Manager/Senior Leader	28%
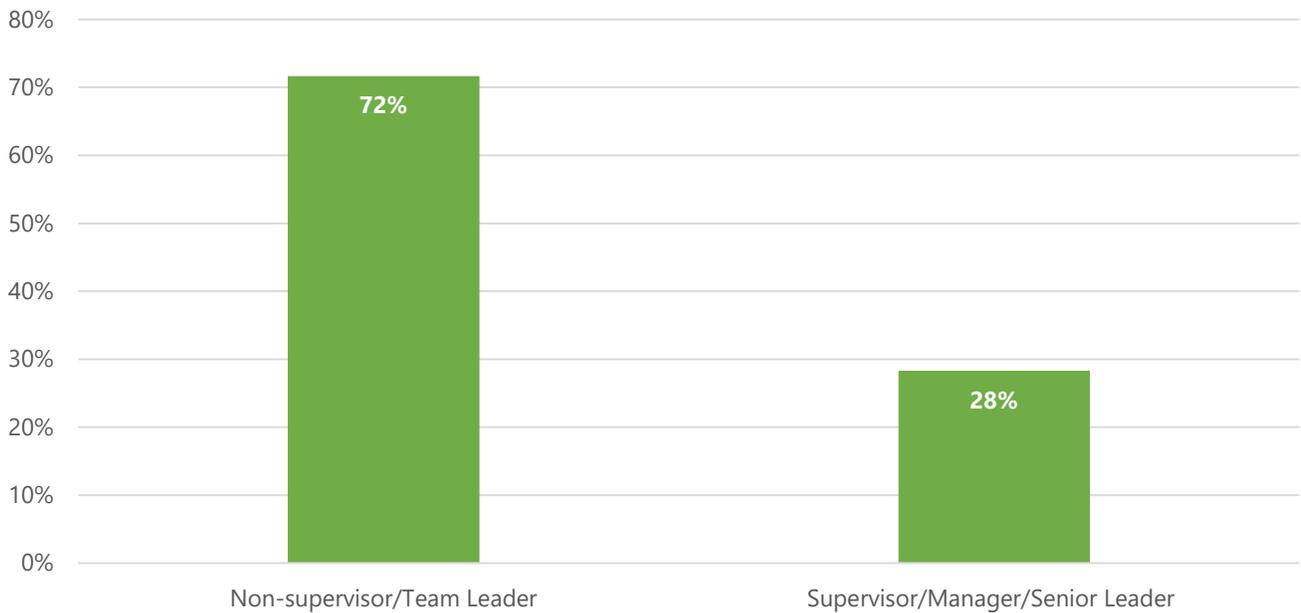
Respondents' Duty Station

Albuquerque	Las Cruces	Santa Fe	Field Office
16%	5%	63%	16%
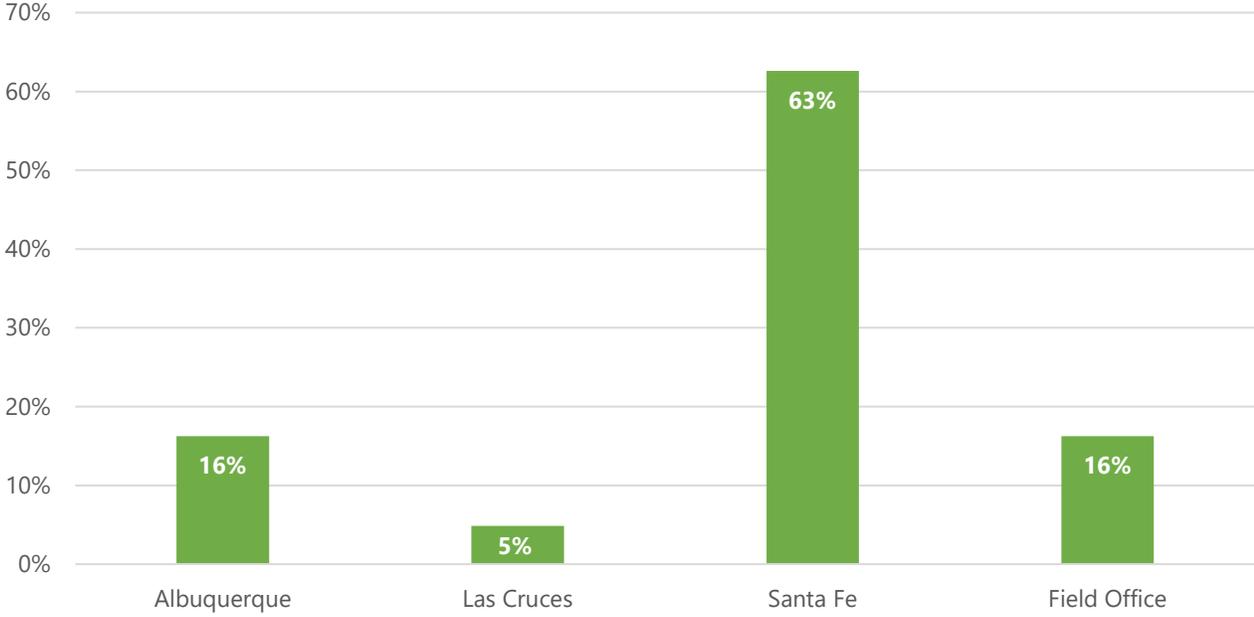
Next Steps

The Senior Leadership Team, which is comprised of the Secretary, Deputy Secretary, four Division Directors, three offices and the Public Information Officer will continue to identify ways in which the Department can maintain and improve employee engagement. Specifically, all managers should take a closer look at how they incent performance, reward creativity, and encourage innovation within their organizational units.

Appendix A: Survey Questions and Responses

The green box highlights the highest percentage response for each of the survey questions.

QUESTIONS ASKED OF EMPLOYEES	Total Agree	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total Disagree	Not Applicable
Q1. I like the kind of work I do.	89.61%	**46.19%**	43.42%	8.78%	1.39%	0.23%	1.62%	
Q2. My work gives me a feeling of personal accomplishment.	84.30%	39.03%	**45.27%**	10.85%	3.23%	1.62%	4.85%	
Q3. I am given a real opportunity to improve my skills in my organization.	57.97%	23.56%	**34.41%**	20.55%	15.94%	5.54%	21.48%	
Q4. I have enough information to do my job well.	67.89%	18.24%	**49.65%**	18.48%	10.39%	3.23%	13.62%	
Q5. I feel encouraged to come up with new and better ways of doing things.	60.05%	23.79%	**36.26%**	18.48%	14.78%	6.70%	21.48%	
Q6. I know what is expected of me on the job.	84.02%	33.33%	**50.69%**	9.03%	5.32%	1.62%	6.94%	
Q7. When needed, I am willing to put in the extra effort to get a job done.	95.61%	**65.13%**	30.48%	3.00%	0.92%	0.46%	1.38%	
Q8. I am constantly looking for ways to do my job better.	90.51%	**48.38%**	42.13%	7.87%	1.16%	0.46%	1.62%	
Q9. I have sufficient resources (for example, people, materials, budget) to get my job done.	38.11%	9.70%	**28.41%**	17.78%	24.71%	19.40%	44.11%	
Q10. My workload is reasonable.	49.66%	11.55%	**38.11%**	20.79%	19.40%	10.16%	29.56%	
Q11. My talents are used well in the workplace.	62.50%	17.82%	**44.68%**	15.97%	13.89%	7.64%	21.53%	
Q12. I know how my work relates to the goals and objectives of the Department.	85.45%	38.34%	**47.11%**	9.93%	3.46%	1.15%	4.61%	
Q13. The work I do is important.	93.28%	**56.94%**	36.34%	5.32%	0.69%	0.69%	1.38%	
Q14. I am held accountable for achieving results within my work unit.	86.37%	37.64%	**48.73%**	8.78%	3.23%	1.62%	4.85%	
Q15. I feel more engaged in my work today than a year ago.	41.67%	17.36%	24.31%	**38.89%**	11.57%	7.87%	19.44%	
Q16. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal within my work unit.	64.81%	29.86%	**34.95%**	21.53%	8.56%	5.09%	13.65%	
Q17. My training needs are assessed within my work unit.	49.30%	14.35%	**34.95%**	26.85%	16.44%	7.41%	23.85%	
Q18. How satisfied are you with the training you receive for your current job?	44.91%	9.72%	**35.19%**	26.85%	21.06%	7.18%	28.24%	
Q19. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	63.05%	22.40%	**40.65%**	17.09%	15.70%	4.16%	19.86%	

QUESTIONS ASKED OF EMPLOYEES	Total Agree	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total Disagree	Not Applicable
Q20. I would prefer to perform my same job from a different geographic location.	29.79%	15.01%	14.78%	23.79%	**24.25%**	15.01%	39.26%	7.16%
Q21. I would prefer to perform a new job from a different geographic location.	17.82%	5.09%	12.73%	**29.40%**	25.69%	16.20%	41.89%	10.88%
Q22. My employee evaluation (EE) or management evaluation (ME) is a fair reflection of my performance.	65.58%	21.63%	**43.95%**	20.93%	7.67%	5.81%	13.48%	
Q23. In my most recent employee evaluation (EE) or management evaluation (ME), I understood what I had to do to be rated at different performance levels.	65.81%	21.16%	**44.65%**	20.23%	9.30%	4.65%	13.95%	
Q24. How satisfied are you with the recognition you receive for doing a good job?	54.42%	17.21%	**37.21%**	23.02%	15.81%	6.74%	22.55%	
Q25. The people I work with cooperate to get the job done.	80.47%	33.88%	**46.59%**	10.35%	7.06%	2.12%	9.18%	
Q26. My work unit is able to recruit people with the right skills.	47.53%	11.29%	**36.24%**	26.12%	17.65%	8.71%	26.36%	
Q27. Promotions in my work unit are based on merit.	29.64%	6.35%	23.29%	**31.53%**	14.59%	24.24%	38.83%	
Q28. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	28.84%	4.02%	24.82%	**41.37%**	16.31%	13.48%	29.79%	
Q29. In my work unit, differences in performance are recognized in a meaningful way.	27.02%	4.03%	22.99%	**43.13%**	16.11%	13.74%	29.85%	
Q30. Recognition in my work unit depends on how well employees perform their jobs.	39.38%	6.60%	32.78%	**37.97%**	14.39%	8.25%	22.64%	
Q31. Employees in my work unit share job knowledge with each other.	82.70%	35.78%	**46.92%**	7.58%	6.87%	2.84%	9.71%	
Q32. The skill level in my work unit has improved in the past year.	55.32%	14.89%	**40.43%**	30.97%	9.93%	3.78%	13.71%	
Q33. How would you rate the overall quality of work done by your work unit?	84.70%	**45.41%**	39.29%	11.76%	2.35%	1.18%	3.53%	
Q34. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.	78.12%	27.53%	**50.59%**	13.18%	6.82%	1.88%	8.70%	
Q35. Employees have a feeling of personal empowerment with respect to work processes.	50.83%	12.06%	**38.77%**	25.30%	15.37%	8.51%	23.88%	
Q36. Employees are recognized for providing high quality products and services.	50.24%	12.56%	**37.68%**	24.64%	15.64%	9.48%	25.12%	
Q37. Creativity and innovation are rewarded.	35.22%	8.27%	26.95%	**34.28%**	17.73%	12.77%	30.50%	
Q38. Pay raises depend on how well employees perform their jobs.	12.59%	3.09%	9.50%	25.18%	24.70%	**37.53%**	62.23%	
Q39. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	40.28%	10.90%	29.38%	**43.84%**	9.48%	6.40%	15.88%	
Q40. Employees are protected from health and safety hazards on the job.	68.40%	16.98%	**51.42%**	18.16%	10.14%	3.30%	13.44%	
Q41. My work unit has prepared employees for potential security threats.	55.55%	10.40%	**45.15%**	23.88%	16.55%	4.02%	20.57%	
Q42. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	69.51%	28.61%	**40.90%**	19.15%	6.15%	5.20%	11.35%	
Q43. My work unit is successful at accomplishing its mission.	80.14%	30.26%	**49.88%**	11.11%	6.62%	2.13%	8.75%	

QUESTIONS ASKED OF EMPLOYEES	Total Agree	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total Disagree	Not Applicable
Q44. I recommend my work unit within the Department as a good place to work.	74.59%	29.93%	**44.66%**	13.30%	7.13%	4.99%	12.12%	
Q45. How satisfied are you with your opportunity to get a better job in your work unit?	30.27%	7.57%	22.70%	**29.55%**	15.13%	18.91%	34.04%	6.15%
Q46. How satisfied are you with your opportunity to get a better job outside of your work unit?	31.28%	7.58%	23.70%	**41.00%**	10.43%	6.40%	16.83%	10.90%
Q47. My supervisor supports my need to balance work and other life issues.	85.99%	**50.12%**	35.87%	9.98%	2.61%	1.43%	4.04%	
Q48. My supervisor provides me with opportunities to demonstrate my leadership skills.	71.43%	32.38%	**39.05%**	16.67%	8.10%	3.81%	11.91%	
Q49. Discussions with my supervisor about my performance are worthwhile.	68.58%	30.48%	**38.10%**	18.81%	7.86%	4.76%	12.62%	
Q50. My supervisor is committed to a workforce representative of all segments of society.	65.32%	31.35%	**33.97%**	28.74%	4.04%	1.90%	5.94%	
Q51. My supervisor provides me with constructive suggestions to improve my job performance.	69.38%	29.67%	**39.71%**	17.94%	8.85%	3.83%	12.68%	
Q52. My supervisor supports employee development.	76.43%	33.57%	**42.86%**	15.48%	5.00%	3.10%	8.10%	
Q53. My supervisor listens to what I have to say.	80.96%	**41.67%**	39.29%	9.52%	6.67%	2.86%	9.53%	
Q54. My supervisor treats me with respect.	85.00%	**51.43%**	33.57%	8.33%	4.52%	2.14%	6.66%	
Q55. My supervisor is an inspiring leader.	68.40%	**35.15%**	33.25%	18.53%	6.18%	6.89%	13.07%	
Q56. I have trust and confidence in my supervisor.	74.46%	**42.96%**	31.50%	15.51%	5.25%	4.77%	10.02%	
Q57. How satisfied are you with the information you receive from your supervisor on what's going on in your	65.09%	28.27%	**36.82%**	20.43%	9.03%	5.46%	14.49%	
Q58. Overall, how good a job do you feel is being done by your supervisor?	76.37%	**48.45%**	27.92%	14.32%	6.44%	2.86%	9.30%	
Q59. In my broader organization, supervisors work well with employees of different backgrounds.	63.07%	23.74%	**39.33%**	28.78%	6.47%	1.68%	8.15%	
Q60. In my broader organization, supervisors clearly communicate goals and objectives of the Department.	53.98%	14.46%	**39.52%**	29.16%	13.25%	3.61%	16.86%	
Q61. In my broader organization, supervisors review and evaluate the organization's progress toward meeting its goals and objectives.	53.24%	14.63%	**38.61%**	32.61%	10.07%	4.08%	14.15%	
Q62. In my broader organization, supervisors promote communication among different work units (for example, about projects, goals, resources).	50.24%	13.88%	**36.36%**	27.03%	15.07%	7.66%	22.73%	
Q63. In my broader organization, supervisors support collaboration across work units to accomplish Department goals and objectives.	55.02%	15.55%	**39.47%**	25.60%	13.64%	5.74%	19.38%	
Q64. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	43.41%	14.39%	**29.02%**	**29.02%**	17.51%	10.07%	27.58%	
Q65. The Department's senior leaders maintain high standards of honesty and integrity.	56.80%	18.38%	**38.42%**	31.03%	6.68%	5.49%	12.17%	
Q66. Overall, how good a job do you feel is being done by the supervisor directly above your immediate supervisor?	64.90%	31.01%	**33.89%**	22.84%	5.77%	6.49%	12.26%	

QUESTIONS ASKED OF EMPLOYEES	Total Agree	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total Disagree	Not Applicable
Q67. I have a high level of respect for the Department's senior leaders.	62.68%	24.88%	37.80%	26.32%	5.50%	5.50%	11.00%	
Q68. Senior leaders demonstrate support for work/life balance.	71.36%	26.01%	45.35%	19.81%	6.68%	2.15%	8.83%	
Q69. How satisfied are you with the policies and practices of senior leaders?	57.18%	16.99%	40.19%	27.75%	10.05%	5.02%	15.07%	
Q70. Considering everything, how satisfied are you with your pay?	37.38%	5.24%	32.14%	22.62%	26.67%	13.33%	40.00%	
Q71. Considering everything, how satisfied are you with your organization?	67.14%	18.57%	48.57%	17.86%	12.38%	2.62%	15.00%	
Q72. Considering everything, how satisfied are you with your job?	72.32%	23.39%	48.93%	13.13%	13.13%	1.43%	14.56%	
Q74. I believe the results of this survey will be used to make my agency a better place to work.	53.34%	18.10%	35.24%	32.62%	8.57%	5.48%	14.05%	

Q75. Where is your duty station?	Albuquerque		Las Cruces		Santa Fe		Field Office	
	16.26%		4.85%		62.62%		16.26%	

Q76. Which of the following organizational units do you work in?	ASD	EPD	RPD	WPD	OGC	OIT	OOTS	OSI
	6.19%	41.58%	15.35%	27.23%	2.48%	5.45%	1.49%	0.25%

Q77. Are you:	Male	Female	Non-Binary	Prefer not to say
	41.30%	39.13%	0.48%	19.08%

Q78. What is your minority status?	Minority	Non-Minority	Prefer not to say
	27.18%	41.26%	31.55%

Q79. What is the highest degree or level of education you have completed?	Less than a Bachelor's	Bachelor's Degree	Beyond a Bachelor's Degree
	20.05%	37.65%	42.30%

Q80. How long have you been with state government?	Ten years or fewer	Between 10 and 20 years	More than 20 years
	49.27%	38.54%	12.20%

Q81. What is your supervisory status?	Non-Supervisor/Team Leader	Supervisor/Manager/Sr. Leader
	71.68%	28.32%