2022

Employee Engagement

Survey Report

A message from the Secretary

Colleagues,

This is our third effort consecutive year of capturing *your* views about *our* New Mexico Environment Department (NMED). The employee engagement survey provides all of us with a valuable snapshot of how we perceive our work, mission, resources, and leadership across the organization.

Since our last survey, one of the biggest changes that occurred for our workforce is the regular use for teleworking. Employees continue to implement our mission from traditional office spaces *and* their home office. This policy was one of the more recent policies that improves the quality of life for our workforce without any loss in service to New Mexicans. Offering telework to our workforce allows us to meaningfully compete with other public and private sector employees. Telework allows you more time with your family, saves you money, reduces your carbon footprint and improves local air quality!

In terms of your overall response rate, we saw a decline in participation from 89% to 73% - a drop of 16%. However, the data set your produced is still statistically significant and illustrates your continued engagement. Once again, it clear that our workforce is full of mission-driven public servants who show up each day to give it their best. Frankly, I did not need a survey to know this about our employees, but the data confirms what I see day in and day out across NMED.

As in the past two years, the employee engagement survey revealed areas for improvement, such as the need for more meaningful employee recognition, a better salary structure to link pay to performance, opportunities for promotion, and focused efforts to prepare employees for potential security threats. On the other hand, the survey revealed improvements, such as the promotion and support of diversity in the workplace and rewards for creativity and innovation.

Please read through this report to understand where we've been and where we're going. While our Senior Leadership Team and I are committed to addressing the outstanding concerns and needs you identified in this survey, I want every organizational unit in our Department to strive for such improvements as well. We all have a role in keeping this Department one of the best places to work in New Mexico!

As I have said in previous years, I am committed to advocating for you – our incredible employees. I admire your dedication to New Mexico's people, communities and environment. In 2022, I look forward to continuing our efforts to strengthen our workforce and your invaluable feedback illuminates the path forward!

Sincerely,

James C. Kenney
Cabinet Secretary

Contents

Introduction

The 2022 Employee Engagement Survey is the third annual survey of its kind completed at NMED. Collecting the thoughts and opinions of NMED employees allows the Department to address employee concerns and 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.

"Each day is an opportunity to make NMED the best place to work in state government. With your honest feedback on how we can improve, we'll continue to get better at protecting public health and the environment across New Mexico!"

T. Justin Garoutte, MPH, CPH
Former Director
Office of Strategic Initiatives

On December 20, 2021, the Office of Strategic Initiatives (OSI) invited all employees to complete the anonymous survey. By the time the survey closed on January 21, 2022, a total of 390 employees had responded, achieving an 73% response rate – a drop over last year's 89% response rate. These results provide us with important quantitative information, including:

- NMED employees remain highly engaged in the work they do at a rate well above the national average, a maintained 3-percentage point increase from our first survey three years ago.

- NMED employees continue to 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 continue to seek a more meaningful process to link pay raises with employee performance and increase pay overall, as was reflected in last year's responses.

- NMED employees continue to look for more resources to balance their workload and help get the job done, showing that we have made no improvement in this area over the 2021 calendar year.

Going forward, we will continue our employee engagement survey. Each spring, OSI will issue a similar report that analyzes and trends the data. In the spirit of continuous improvement, employees are encouraged to share their observations of the report data with OSI.

What is Employee Engagement?

Maya Angelou, a poet and civil rights leader, is credited with the quote: "I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

Employee engagement is just that – how you feel about our organization. When your commitment and connection to the organization is strong and positive, you are more engaged. When your commitment and connection to the organization is weak and negative, you are less engaged. The graphic below illustrates this concept. When you are feeling negative about the organization (far left), you may quantify your engagement with one star. When you are feeling positive about the organization (far right), you may quantify your engagement with five stars. Your feelings about the organization are quantifiable through the annual employee engagement survey. Therefore, employee engagement is a measurement between employees and how they feel about their work, organization, immediate management, leadership, etc.
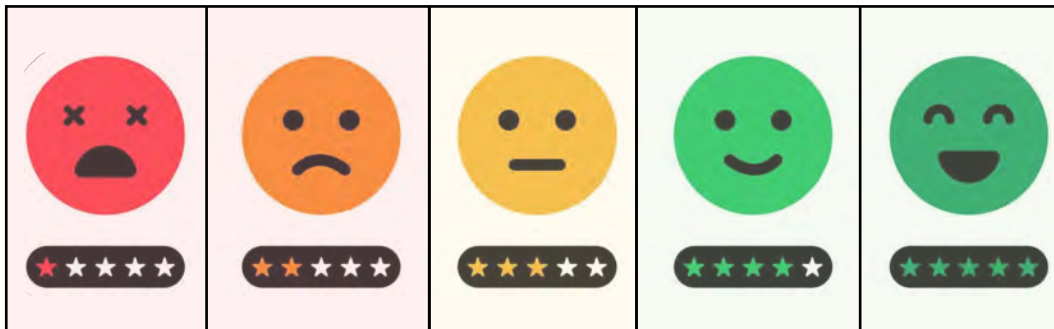
At the federal level, studies have shown that government agencies with more engaged employees experience better outcomes than agencies with employees who are less engaged. In general, competitive pay and benefits, pro-employee workplace policies, fostering a healthy work-life balance, trusting and supporting employees, etc. all increase employee engagement. However, unless an employee feels a special bond with the organization itself, they are not often highly engaged. Disengaged employees may leave an organization leading to retention issues. Other disengaged employees may stay in an organization but not put forth the effort needed to execute the mission or improve its culture leading to retention issues for coworkers and recruitment issues for the organization.

As a science driven agency, we are committed to measuring employee engagement so we can act on the data to sustain our employees and improve how they feel about the organization.

Employee Engagement Results

95%

say they are willing to put in extra effort to get the job done, same as last year.

The 2022 Employee Engagement Survey contained 88 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 65.55%. This is well above the national average of 34% as measured and reported by the annual Gallup poll last published in 2022, referenced below.[1] This is also holding steady with last year's overall employee engagement in NMED of 65.80%, remaining above our baseline employee engagement level of 61.93% in our inaugural 2020 report.

Results also indicate that the mission and work are important to most employees, as shown by the answers to the following questions:

- 95% of employees are willing to put in extra effort to get a job done (like previous years);
- 94% of employees say the work they do is important (like previous years);
- 89% of employees look for ways to do their job better (2 points less than last year); and
- 91% of employees like the work they do (2 points more than last year).

---

[1] U.S. Employee Engagement Drops for First Year in a Decade, Harter, Jim, January 7, 2022.
https://www.gallup.com/workplace/388481/employee-engagement-drops-first-year-decade.aspx

Telework

Over the past year, we used your feedback from last year's survey on telework to roll out our new non-mandatory telework policy. We know that most employees prefer to telework to some extent, and we are proud to have made this a reality as we transitioned out of emergency telework. Here are some employee quotes from this year's survey regarding NMED's telework policy:

- *"I've enjoyed teleworking and hope to be able to do so in the foreseeable future."*

- *"I commend the department for continuing to allow telework. The continuation of telework acknowledges public health concerns in preventing COVID-19 from spreading."*

- *"We are grateful and appreciate the efforts upper management and individuals in the higher ranks takes to support our well-being and adjustment to this COVID-19 pandemic. Allowing us the flexibility to telework and flexibility in our schedules is greatly appreciated. Thank you NMED!"*

- *"I am grateful for teleworking and enjoy working from home. I am able to balance my workload and home life well."*

- *"Please don't let the option of non-mandatory telework go anywhere ever. It is important for work-life balance to have the option to work from home as much as possible, especially when so many of the tasks we do not need to be done in an office setting. (Not to mention staying home saves on fuel and vehicle emissions.) ... I love my job, coworkers, and what we accomplish every day for the state and its residents. Thanks!"*

- *"Teleworking during this pandemic has been a huge blessing to me.... If this pandemic ever goes away, please consider allowing employees to continue to telework if they have demonstrated they can work from home effectively."*

- *"Thanks for allowing us to continue to telework."*

IT'S FUNNY HOW DAY BY DAY, NOTHING CHANGES. BUT WHEN YOU LOOK BACK, EVERYTHING IS DIFFERENT.
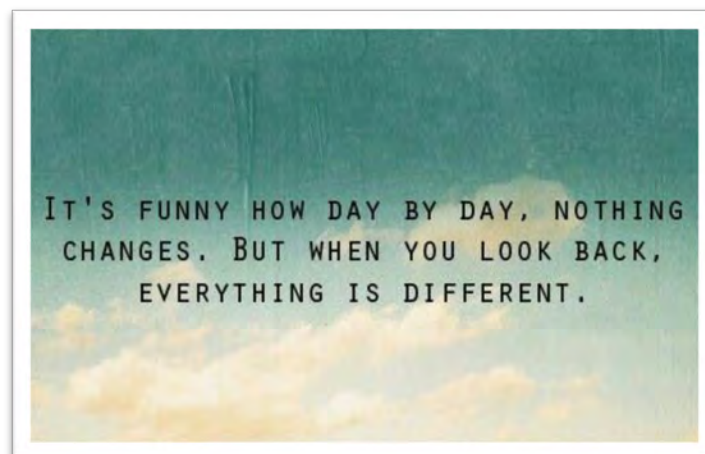
Highest and Lowest Engagement Levels, 2020-2022

Table 1 on page 9 below presents items with the highest and the lowest levels of engagement and compares the last two years' results with this year. 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).

Now in year three of the annual Employee Engagement Survey, we are excited to see the greatest percentage improvement in the following five areas, four of which we have focused on improving since they have been in our bottom ten engagement areas in the past two years:

Survey Question	Percent Increase
Policies and programs promote diversity in the workplace (e.g., recruiting minorities and women, training in awareness of diversity issues, mentoring).	15% improvement from 2020 to 2022
How satisfied are you with your opportunity to get a better job outside of your work unit?	12% improvement from 2020 to 2022
I have sufficient resources (for example, people, materials, budget) to get my job done.	9% improvement from 2020 to 2022, but unchanged from 2021 to 2022
I am given a real opportunity to improve my skills in my organization.	7% improvement from 2020 to 2022
Creativity and innovation are rewarded.	7% improvement from 2020 to 2022, but unchanged from 2021 to 2022

On the other hand, we have lost considerable ground in the following three areas and we are committed to working to improve upon these areas:

Survey Question	Percent Decrease
Considering everything, how satisfied are you with your pay?	8% decrease in agreement from 2020 to 2022, with nearly 50% of employees stating they are dissatisfied with their pay. This is a 10-percentage point growth in dissatisfaction among our employees from 2021 to 2022.
My work unit has prepared employees for potential security threats.	6% decrease in agreement from 2020 to 2022, with a 13-percentage point drop from 2021 to 2022
I have a high level of respect for the Department Senior Leaders.	4% decrease in agreement from 2020 to 2022, with a 10-percentage point drop from 2021 to 2022

The key data indicator throughout this report is the degree to which our employees are engaged in their work and 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. Keep this in mind as you reflect on Table 1 below, as well as Appendix A with more detailed employee engagement data from 2020 to 2022.

Table 1: Highest and Lowest Engagement Levels, 2020-2022

Highest Engagement	2020	2021	2022	Lowest Engagement	2020	2021	2022
When needed, I am willing to put in the extra effort to get a job done.	96%	96%	95%	Pay raises depend on how well employees perform their jobs.	13%	10%	12%
The work I do is important.	93%	93%	94%	In my work unit, differences in performance are recognized in a meaningful way.	27%	34%	26%
My supervisor supports my need to balance work and other life issues.	86%	89%	92%	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29%	29%	27%
I like the kind of work I do.	90%	89%	91%	Considering everything, how satisfied are you with your pay?	37%	37%	29%
My supervisor treats me with respect.	85%	90%	91%	Promotions in my work unit are based on merit.	30%	30%	30%
I am constantly looking for ways to do my job better.	91%	91%	89%	How satisfied are you with your opportunity to get a better job in your work unit?	30%	32%	36%
How would you rate the overall quality of work done by your work unit?	85%	88%	87%	Recognition in my work unit depends on how well employees perform their jobs.	40%	44%	40%
I am held accountable for achieving results within my work unit.	86%	87%	87%	Creativity and innovation are rewarded.	35%	42%	42%
I know how my work relates to the goals and objectives of the Department.	85%	86%	87%	How satisfied are you with your opportunity to get a better job outside of your work unit?	31%	34%	43%
Employees in my work unit share job knowledge with each other.	83%	85%	86%	I feel more engaged in my work today than a year ago.	42%	41%	46%
The people I work with cooperate to get the job done.	80%	85%	84%	I have sufficient resources (for example, people, materials, budget) to get my job done.	38%	48%	47%
My work gives me a feeling of personal accomplishment.	84%	81%	84%	Policies and programs promote diversity in the workplace (recruiting minorities and women, training in awareness of diversity issues, mentoring).	40%	50%	55%
Overall, how good a job is being done by your supervisor?	76%	84%	82%	I believe the results of this survey will be used to make my agency a better place to work.	53%	51%	55%

Strategic Improvements

Based on last year's employee engagement survey results, we focused on improving diversity, equity, and inclusion across the workplace, solidifying telework as an option for employees as we move out of the COVID-19 pandemic, advocating for and securing an increased budget across the Department, streamlining our administrative processes, and increasing pay for employees through a Department-wide workforce audit.

The OSI partnered with the Administrative Services Division (ASD) to offer two different trainings highlighting various aspects of diversity, equity, and inclusion at NMED. The first training was Transgender Cultural Fluency and took place during fall 2021. The Transgender Resource Center of New Mexico provided excellent resources for us to use to support our transgender and gender-diverse colleagues, friends, and family. The second training was Disability Awareness, which took place in spring 2022. The New Mexico Governor's Commission on Disability provided this training with helpful information on increasing access for individuals with disabilities across NMED.

ASD Director Danielle Gilliam has continued to improve workflow processes at NMED, most recently through the development and deployment of the Human Resources Recruitment portal using various Microsoft platforms that is accessible to hiring managers and increases transparency. Of course, this is only the beginning of numerous improvements, and with Director Gilliam's laser focus on innovation and collaboration, the sky's the limit!
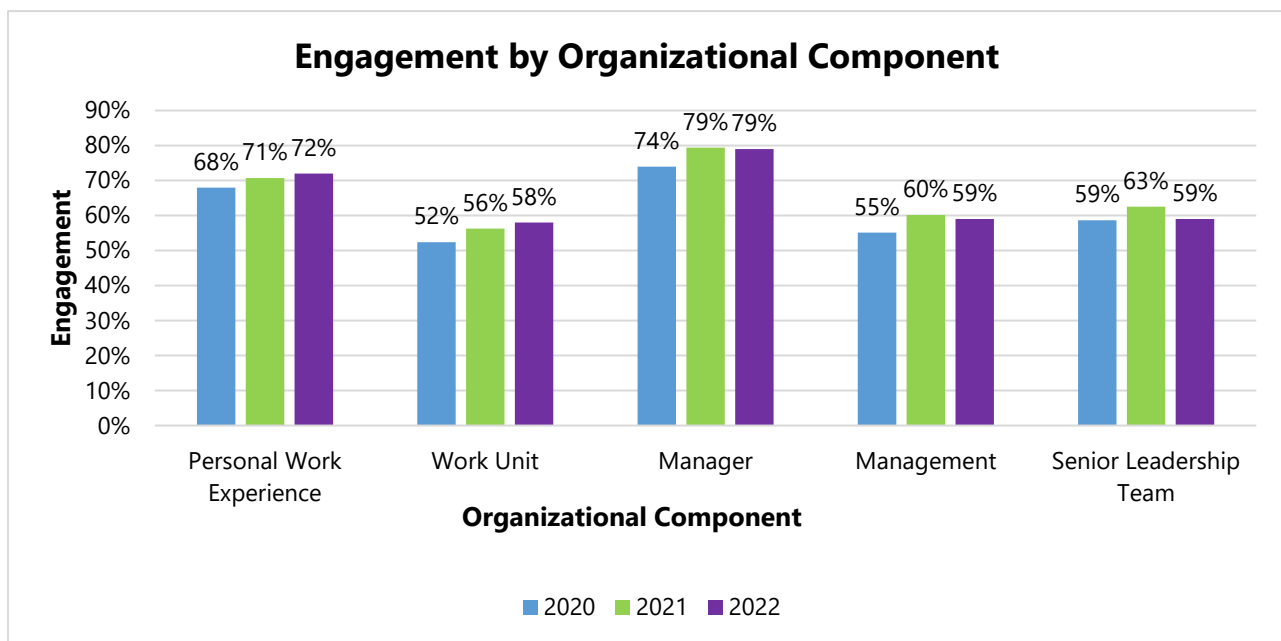
Now in spring 2022, an agency-wide staff audit is underway to review current pay, experience, and more among our employees. This will allow us to strategically support pay increases for staff based on experience and merit, and evaluate how pay compares between positions. This is all being done in addition to the pay increases authorized by the State Legislature during the 2022 Regular Legislative Session.

Organizational Component

This survey is divided into five organizational components of the work environment. These include the personal work experience, the employee's work unit, supervisor/manager, the organization and the Senior Leadership Team. Questions 1 through 24 relate to an employee's personal work experience. Questions 25 through 49 relate to an employee's work unit. Questions 50 through 61 relate to an employee's supervisor/manager. Questions 62 through 66 relate to management in the broader organization. Questions 67 through 77 relate to the Senior Leadership Team.

Positive responses to questions that relate to each of these organizational components of NMED were compared with previous years. Engagement has a slight trend of improvement in employees' personal work experiences and work units over time. Engagement had an initial improvement in the first year, but has flattened over the last two years when considering direct supervisors/managers. On the other hand, engagement has slightly declined over the last year when considering management in the broader organization and more so when considering the Senior Leadership Team and their sphere of influence after a significant increase in the first year. These results are shown in the bar graph below.

Engagement by Organizational Component

| Organizational Component	2020	2021	2022
Personal Work Experience	68%	71%	72%
Work Unit	52%	56%	58%
Manager	74%	79%	79%
Management	55%	60%	59%
Senior Leadership Team	59%	63%	59%

Division

The graph below illustrates the overall engagement of NMED employees by respective divisions from 2020 to 2022. Note that in past years employees expressed concerns about the office-level breakouts potentially allowing for individuals to be identified. As a result, we amended the 2022 survey so that all the offices are bundled up into the Resource Management Division (RMD), which also includes ASD. We take employee concerns seriously and are happy to continue to listen and improve our practices based on your feedback.

Please also note that the Environmental Health Division (EHD) is a new division and does not have historical data on its own; engagement data from the EHD is included in the Environmental Protection Division (EPD) data from 2020 and 2021.

Employee engagement in 2022 continues to improve year after year in EPD. On the other hand, employee engagement in the Resource Protection Division (RPD) dropped three percentage points from 2021 but is still six percentage points above 2020. Employee engagement held steady in both RMD and the Water Protection Division (WPD) compared to previous years. Engagement can be affected by many factors, including staffing levels, changes in workload, management changes, communication, policies, and many other measures of employee experience.

Engagement by Division
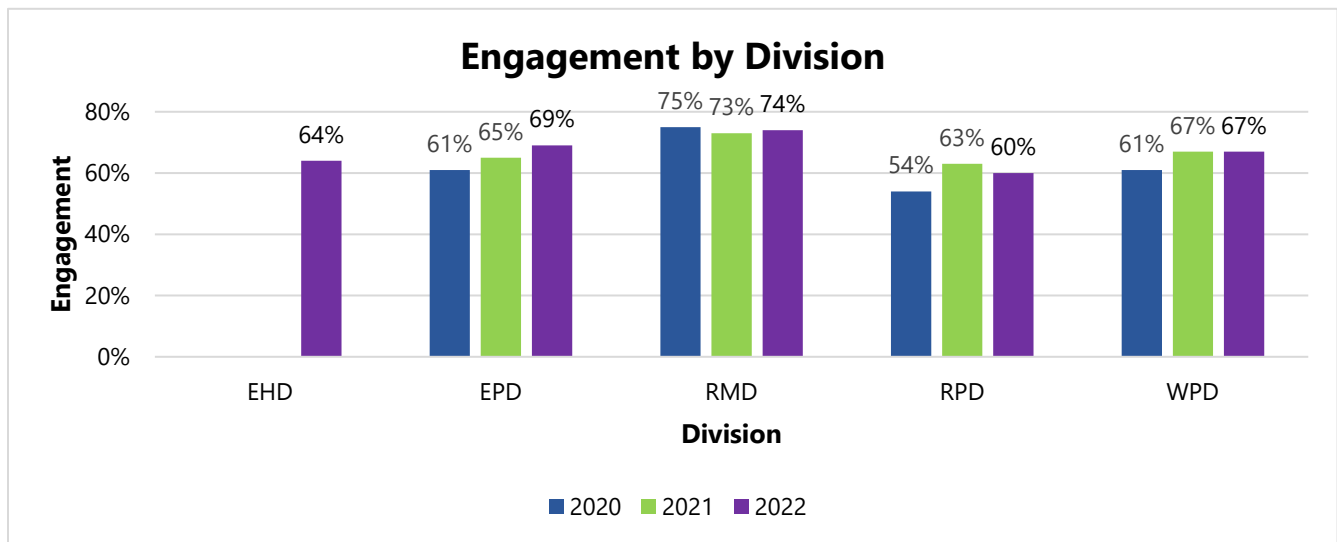
Again, engagement was measured based upon employee responses that "agree" with positive statements specific to their supervisor's performance and the objective conditions of their workplace. The results above by division compare very positively in all categories to the national average of 34% employee engagement reported by the Gallup poll for 2022 (see footnote on page 6 for the reference document).
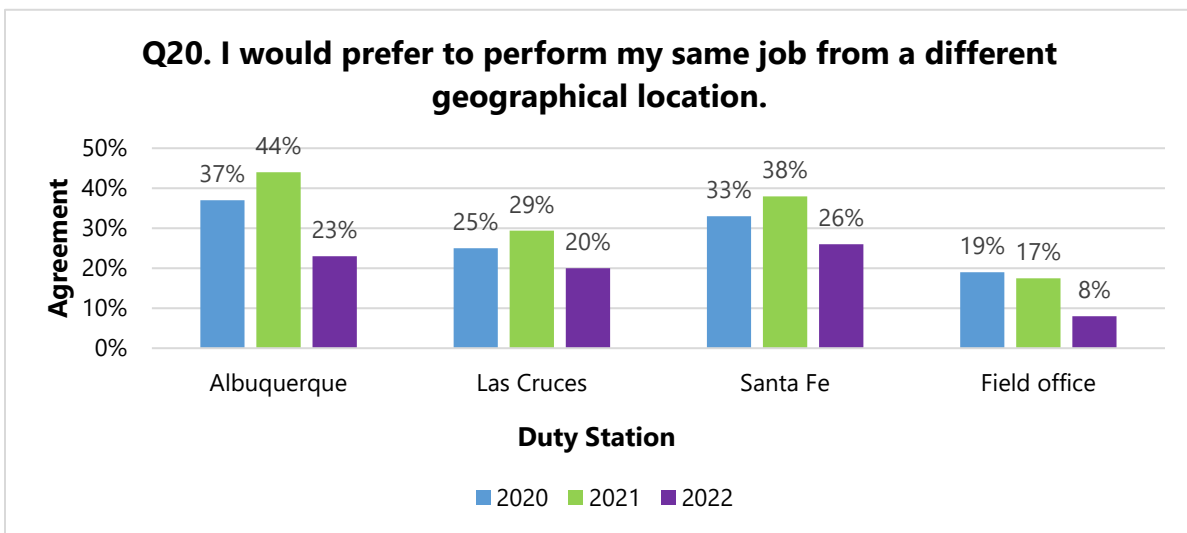
Duty Stations

NMED hosts its employees throughout 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.
Q21. I would prefer to perform a new job from a different geographic location.

Across all duty stations, employees answering in the affirmative about performing their same job from a different geographic location decreased, with the largest decrease in Albuquerque. An increased number of employees on non-mandatory telework agreements may have led to a decrease in these numbers across the board, supporting the importance of non-mandatory telework for employee satisfaction.
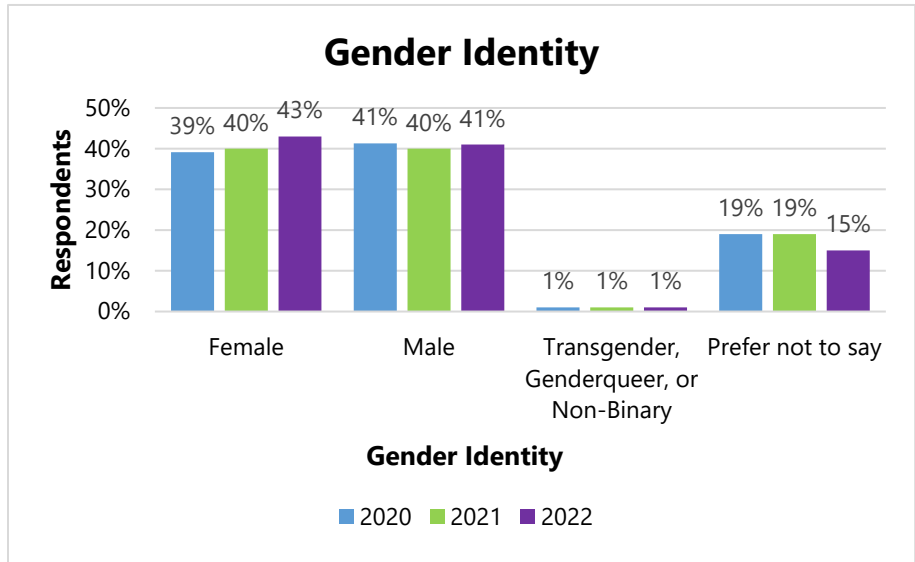

Considering question 21 and breaking the data out by duty station, the percentage of employees in 2022 wanting a new job in a different geographic location dropped drastically in Albuquerque and Las Cruces.
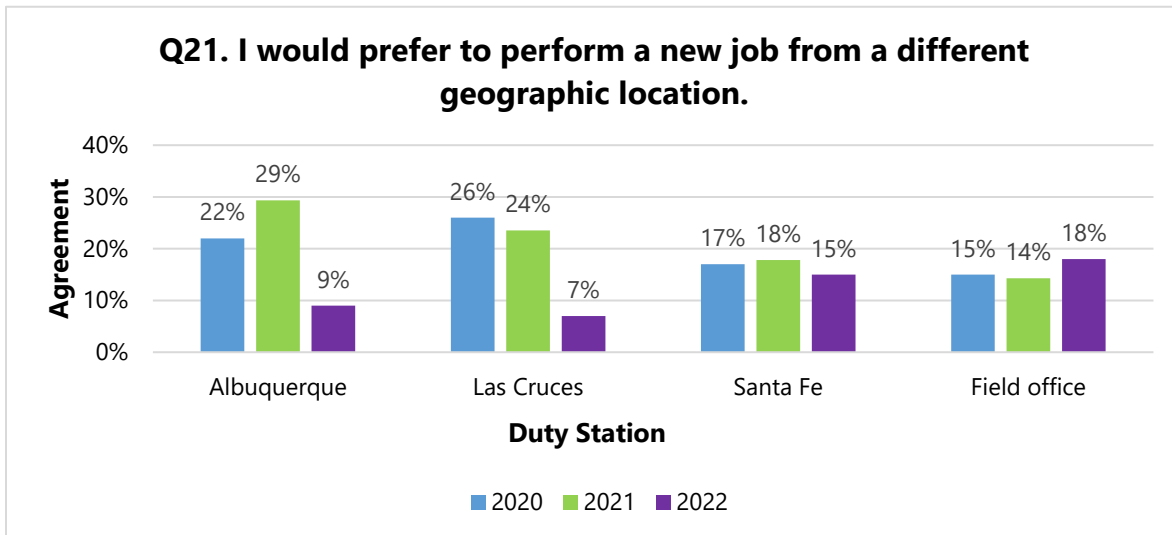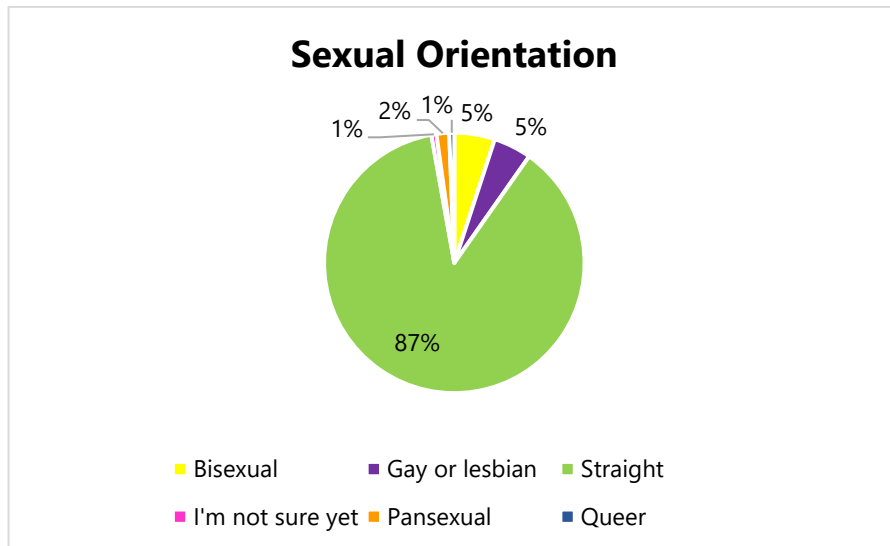
Demographics

The following charts illustrate the demographics of survey respondents. Demographic details are helpful for OSI in breaking down the data to see if disparities and inequities exist that can serve as leverage points for future improvement at NMED. All these questions were optional for all respondents. OSI takes respondent confidentiality seriously and will never release personally identifiable information to anyone inside or outside of the Department. We want to assure employees that the NMED Employee Engagement Survey *is* anonymous. Individual responses are collected through a web link and are not traceable to responders. The survey responses are collected and reported in data groups by percentage, so individual answers are neither accessible nor discernable. Having complete demographic information is useful in understanding correlations between items such as gender identity, race, ethnicity, sexual orientation, education attainment and other answers throughout the survey. This information is key to striving to create a more equitable environment at the NMED.

Gender Identity

Respondents

	2020	2021	2022
Female	39%	40%	43%
Male	41%	40%	41%
Transgender, Genderqueer, or Non-Binary	1%	1%	1%
Prefer not to say	19%	19%	15%

Sexual Orientation

- Bisexual: 5%
- Gay or lesbian: 5%
- Straight: 87%
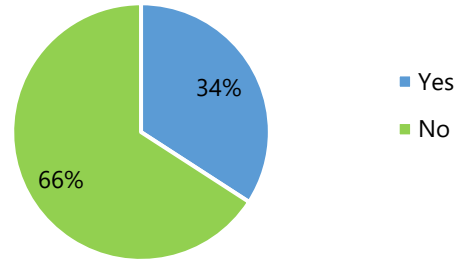- I'm not sure yet: 1%
- Pansexual: 2%
- Queer: 1%

The 2022 Employee Engagement Survey marks the first year that we included sexual orientation in our demographic questions. As you can see in the corresponding pie chart, 87% of employees who answered this question identify as straight, whereas 13% of employees identify as either bisexual, gay, lesbian, queer, pansexual, or are not yet sure about their sexual orientation. This information, along with the gender identity information previously mentioned, is valuable to all of us to ensure we create and foster safe spaces for our lesbian, gay, bisexual, transgender, queer, questioning, and pansexual colleagues (LGBTQ+).

The 2022 Employee Engagement Survey marks the first year that we explicitly included ethnicity and race in our demographic questions. This change brought our survey in better alignment with best practices and provides us with more meaningful data upon which we can act to reduce inequities in the Department. The demographic options on minority status in the past two years was vague and undefined, which could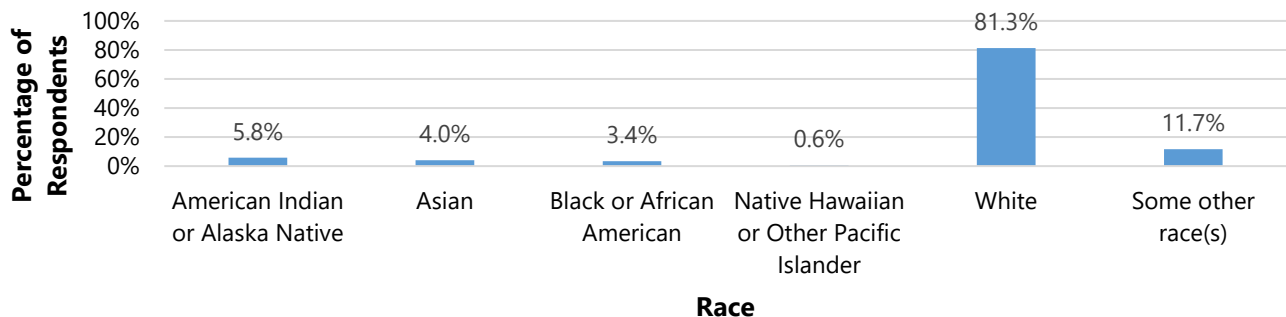 be misinterpreted to be referring solely to race and ethnicity or perhaps to *any* minority status inclusive of ability, sexual orientation, gender identity, etc. In New Mexico where most residents are people of color, it is important to include detailed demographic variables to ensure we can interpret this data in more meaningful and actionable ways.

Are you of Hispanic, Latino, or Spanish origin, such as Mexican, Puerto Rican or Cuban?
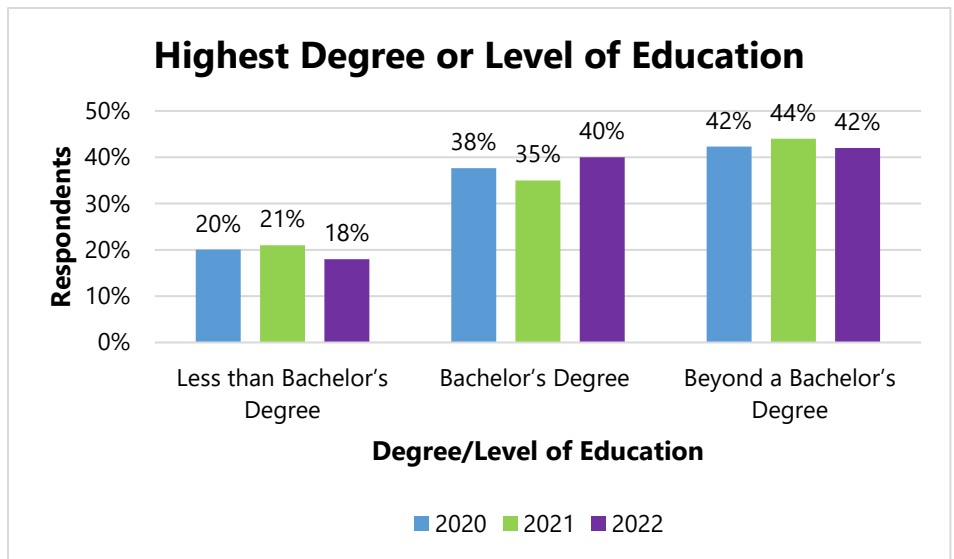
- Yes — 34%
- No — 66%

As you can see from the pie chart on ethnicity, only 34% of our employees identify as being of Hispanic, Latino, or Spanish origin. However, according to the 2020 Census, 49% of people living in New Mexico identify as being Hispanic or Latino. Comparing these two numbers shows us that a 15-percentage point disparity exists between Hispanic and Latino representation among our NMED workforce and the people we serve. Representation is an important consideration in our workforce planning efforts, and we are committed to improving in this area to ensure our workforce is representative of those we serve every day.

Which of the following describes your race?

Race	Percentage of Respondents
American Indian or Alaska Native	5.8%
Asian	4.0%
Black or African American	3.4%
Native Hawaiian or Other Pacific Islander	0.6%
White	81.3%
Some other race(s)	11.7%

As you can see from the bar chart above on race, the Department is fairly aligned with racial demographic makeup of New Mexicans, except for one area. According to the 2020 Census, 11.0% of New Mexicans identify as American Indian or Alaska Native. At NMED, only 5.8% of our staff identify as American Indian or Alaska Native, which is 5.2 percentage points below that of New Mexico. As was stated earlier, representation matters here at NMED, and we are committed to improving in this area to diversify our workforce to ensure it is truly representative of the communities we serve.

Regarding highest degree or educational level achieved, the most common education level was reported as beyond a bachelor's degree, followed by a bachelor's degree in all years. In 2022, the percentage of employees with a degree beyond a bachelor's decreased and those with a bachelor's degree increased by five percentage points. Those with less than a bachelor's degree decreased slightly.
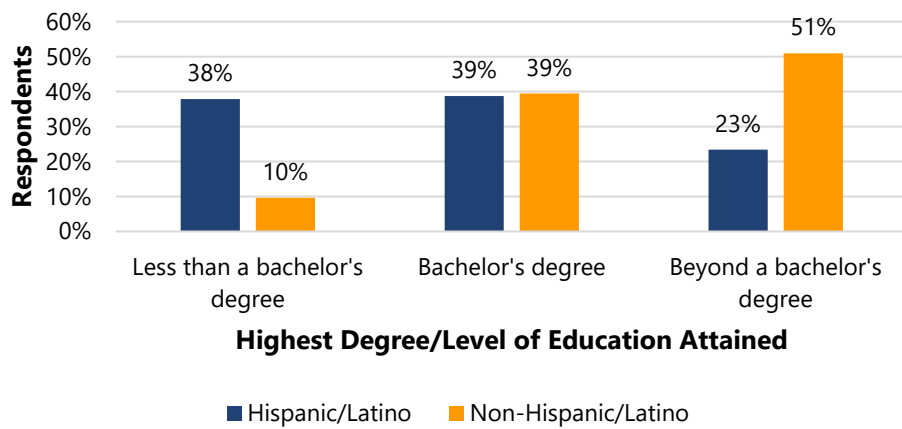
Highest Degree or Level of Education

Degree/Level of Education	2020	2021	2022
Less than Bachelor's Degree	20%	21%	18%
Bachelor's Degree	38%	35%	40%
Beyond a Bachelor's Degree	42%	44%	42%

4x Hispanic/Latino employees are nearly four times as likely to have *less than* a bachelor's degree, compared to non-Hispanic/Latino employees.

However, when broken down further by ethnicity, a clear inequity remains apparent and unchanged within NMED based on our 2022 data, as is displayed in the chart one the next page. With this breakdown, you can see that non-Hispanic/Latino employees are nearly twice as likely to have an education level beyond a bachelor's degree as compared their Hispanic/Latino colleagues. Similar to last year, no disparity is evident when comparing employees by ethnicity who have achieved a bachelor's degree. When considering respondents with less than a bachelor's degree, another inequity remains clear. Hispanic/Latino employees are nearly 4 times as likely to have less than a bachelor's degree as their highest level of education compared to their non-Hispanic/Latino colleagues.

Highest Degree/Level of Education Attained by Ethnictity

A bar chart titled "Highest Degree/Level of Education Attained by Ethnictity" with Y-axis "Respondents" (0% to 60%) and X-axis "Highest Degree/Level of Education Attained".

- Less than a bachelor's degree: Hispanic/Latino 38%, Non-Hispanic/Latino 10%
- Bachelor's degree: Hispanic/Latino 39%, Non-Hispanic/Latino 39%
- Beyond a bachelor's degree: Hispanic/Latino 23%, Non-Hispanic/Latino 51%

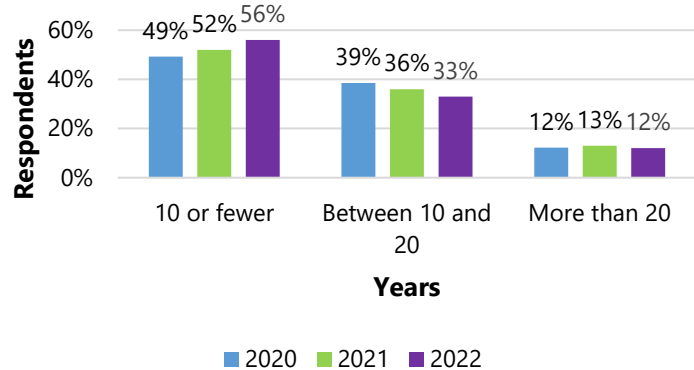Legend: Hispanic/Latino, Non-Hispanic/Latino

Senior Leadership remains committed to equity at NMED, including equity in educational attainment and will continue to work to support continuing education to address this inequity. As stated last year, all staff and supervisors should review the Education and Training Benefits Policy (02-56), which can be found on the NMED intranet, to see how to request paid or unpaid time off to further career goals that align with employment at NMED. Staff and management can discuss taking advantage of this policy at any time of the year and then incorporate such goals in writing into the "development goals" section of the employee evaluation process. In doing so, we help provide staff with the opportunity for lateral movement or upward mobility in a career series as a result of specialized training or education. Strategically leveraging this policy is also one tool to help improve upward mobility of our employees.

When considering retention, employees working in state government for more than 20 years remained steady at 12% compared to 13% in 2021 and 12% in 2020. Employees working in state government for 10 or fewer years increased to 56% compared to 52% in 2021 and 49% in 2020. Those between 10 and 20 years continued to decrease from 39% in 2020 to 36% in 2021 and now 33% in 2022. These trends may highlight decreasing retention levels, which Senior Leadership will monitor closely in the future.

Years in State Government

A bar chart titled "Years in State Government" with Y-axis "Respondents" (0% to 60%) and X-axis "Years".

- 10 or fewer: 2020 49%, 2021 52%, 2022 56%
- Between 10 and 20: 2020 39%, 2021 36%, 2022 33%
- More than 20: 2020 12%, 2021 13%, 2022 12%

Legend: 2020, 2021, 2022

Finally, in question 76 (formerly question 73), employees were asked if they were considering leaving NMED within the next year. In 2020, 56% of respondents said they were not considering leaving the Department. In 2021, 60% of respondents were not considering leaving the Department. In 2022, 63% of respondents were not considering leaving the Department. This three-year trend is a steady improvement that we hope to see continue to improve in future years. We are committed to retaining employees and working to ensure NMED is known as *the* best place to work in state government!

Moving Forward

The Senior Leadership Team, which includes the Secretary, Deputy Secretaries, Division Directors, Deputy Division Directors, Legal Director, Director of Communications, Chief Information Officer, Chief Financial Officer, and Director of Strategic Initiatives, will continue to identify ways in which the Department can maintain and improve employee engagement, especially based upon these survey results. Additionally, all managers and supervisors should take a closer look at how they incent performance, compensate employees, and prepare employees for potential security threats.

Furthermore, we encourage each employee to help us in our efforts of continuous improvement. Please share your ideas related to our core values of science, innovation, collaboration, and compliance with us through the Idea Bank on our NMED intranet. The Idea Bank Committee reviews each submission and works to put your ideas into practice. Each of us brings different, unique perspectives and lived experiences to the team here at NMED, and we are so much stronger because of this. Together, we will continue to grow and foster an NMED where each of us feels valued, supported, and has the tools necessary to put our best efforts forward to protect public health and the environment for current and future generations.

We are committed to turning these results into action. Moving forward, we will highlight the ways we are responding to this year's survey from around the Department in our Weekly Activity Reports. As we progress through 2022, please share your improvement stories related to this year's results with OSI.

The only person you should try to be better than, is the person you were yesterday.

Appendix A: Survey Questions and Responses Related to Employee Engagement

Question Number	Question Language	2020			2021			2022		
		Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged
1	I like the kind of work I do.	89.61%	8.78%	1.62%	88.67%	8.53%	2.77%	90.77%	7.44%	1.80%
2	My work gives me a feeling of personal accomplishment.	84.30%	10.85%	4.85%	81.37%	11.32%	7.26%	83.84%	11.28%	4.87%
3	I am given a real opportunity to improve my skills in my organization.	57.97%	20.55%	21.48%	61.75%	24.95%	13.22%	65.38%	21.54%	13.07%
4	I have enough information to do my job well.	67.89%	18.48%	13.62%	71.46%	17.99%	10.49%	69.75%	16.67%	13.59%

5	I feel encouraged to come up with new and better ways of doing things.	60.05%	18.48%	21.48%	62.74%	21.79%	15.39%	64.36%	17.95%	17.69%
6	I know what is expected of me on the job.	84.02%	9.03%	6.94%	84.77%	9.42%	5.78%	84.61%	8.72%	6.67%
7	When needed, I am willing to put in the extra effort to get a job done.	95.61%	3.00%	1.38%	96.16%	2.99%	0.85%	95.12%	3.59%	1.28%
8	I am constantly looking for ways to do my job better.	90.51%	7.87%	1.62%	91.22%	7.48%	1.28%	88.97%	10.00%	1.03%
9	I have sufficient resources (for example, people, materials, budget) to get my job done.	38.11%	17.78%	44.11%	47.65%	18.34%	33.90%	47.43%	16.92%	35.64%
10	My workload is reasonable.	49.66%	20.79%	29.56%	56.56%	15.24%	28.12%	50.51%	18.21%	31.28%
11	My talents are used well in the workplace.	62.50%	15.97%	21.53%	63.04%	21.75%	15.14%	64.87%	21.28%	13.85%

12	I know how my work relates to the goals and objectives of the Department.	85.45%	9.93%	4.61%	85.65%	10.47%	3.85%	86.92%	8.97%	4.10%
13	The work I do is important.	93.28%	5.32%	1.38%	93.13%	5.14%	1.71%	93.84%	5.13%	1.03%
14	I am held accountable for achieving results within my work unit.	86.37%	8.78%	4.85%	87.16%	8.97%	3.85%	87.44%	8.97%	3.58%
15	I feel more engaged in my work today than a year ago.	41.67%	38.89%	19.44%	41.12%	36.85%	22.03%	46.42%	34.36%	19.23%
16	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal within my work unit.	64.81%	21.53%	13.65%	71.46%	19.06%	9.42%	70.26%	21.54%	8.21%
17	My training needs are assessed within my work unit.	49.30%	26.85%	23.85%	56.53%	27.02%	16.45%	53.34%	29.49%	17.18%

18	How satisfied are you with the training you receive for your current job?	44.91%	26.85%	28.24%	55.27%	27.90%	16.73%	51.03%	30.77%	18.21%
19	Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	63.05%	17.09%	19.86%	66.09%	26.51%	7.33%	77.48%	14.04%	8.48%
22	My employee evaluation (EE) or management evaluation (ME) is a fair reflection of my performance.	65.58%	20.93%	13.48%	69.26%	21.65%	9.07%	72.00%	17.43%	10.58%
23	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%	20.23%	13.95%	65.87%	25.50%	8.62%	72.52%	18.13%	9.35%

24	How satisfied are you with the recognition you receive for doing a good job?	54.42%	23.02%	22.55%	58.66%	25.70%	14.56%	56.92%	26.67%	16.41%
25	The people I work with cooperate to get the job done.	80.47%	10.35%	9.18%	85.03%	8.66%	6.27%	83.64%	9.23%	7.12%
26	My work unit is able to recruit people with the right skills.	47.53%	26.12%	26.36%	48.79%	26.86%	24.24%	48.02%	26.39%	25.59%
27	Promotions in my work unit are based on merit.	29.64%	31.53%	38.83%	30.33%	37.85%	31.80%	30.08%	36.15%	33.77%
28	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	28.84%	41.37%	29.79%	29.38%	46.75%	23.85%	26.91%	48.28%	24.80%
29	In my work unit, differences in performance are recognized in a meaningful way.	27.02%	43.13%	29.85%	33.77%	39.30%	26.92%	26.12%	45.38%	28.50%

30	Recognition in my work unit depends on how well employees perform their jobs.	39.38%	37.97%	22.64%	43.86%	35.67%	20.35%	40.10%	39.31%	20.58%
31	Employees in my work unit share job knowledge with each other.	82.70%	7.58%	9.71%	84.82%	9.96%	5.19%	85.76%	8.18%	6.07%
32	The skill level in my work unit has improved in the past year.	55.32%	30.97%	13.71%	57.73%	32.45%	9.79%	58.04%	27.97%	13.98%
33	How would you rate the overall quality of work done by your work unit?	84.70%	11.76%	3.53%	87.77%	8.93%	3.27%	86.55%	10.82%	2.64%
34	My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.	78.12%	13.18%	8.70%	80.21%	13.23%	6.50%	78.63%	13.19%	8.18%

35	Employees have a feeling of personal empowerment with respect to work processes.	50.83%	25.30%	23.88%	55.00%	27.11%	17.79%	57.26%	22.96%	19.79%
36	Employees are recognized for providing high quality products and services.	50.24%	24.64%	25.12%	58.82%	23.48%	17.60%	54.88%	24.80%	20.32%
37	Creativity and innovation are rewarded.	35.22%	34.28%	30.50%	42.40%	35.79%	21.69%	42.48%	33.77%	23.75%
38	Pay raises depend on how well employees perform their jobs.	12.59%	25.18%	62.23%	10.26%	32.03%	57.52%	11.87%	29.55%	58.58%
39	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	40.28%	43.84%	15.88%	50.32%	38.91%	10.65%	55.14%	36.41%	8.45%

40	Employees are protected from health and safety hazards on the job.	68.40%	18.16%	13.44%	81.12%	11.47%	7.36%	75.47%	14.78%	9.77%
41b	I believe any health and safety concerns raised would be made high priority.	n/a	n/a	n/a	n/a	n/a	n/a	73.35%	15.83%	10.81%
42b	I have a good understanding of my rights and responsibilities in relation to workplace health and safety.	n/a	n/a	n/a	n/a	n/a	n/a	88.39%	7.65%	3.96%
43b	Workplace health and safety is considered to be at least as important as production and quality.	n/a	n/a	n/a	n/a	n/a	n/a	67.54%	20.05%	12.40%

*** Note that the following questions have shifted up three units in numbering due to the addition of the previous three questions on workplace health and safety. For example, question 44 below was question 41 in the past two surveys. ***

44	My work unit has prepared employees for potential security threats.	55.55%	23.88%	20.57%	61.52%	23.07%	15.40%	49.34%	27.97%	22.69%
45	Prohibited Personnel Practices (e.g., 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%	19.15%	11.35%	73.21%	19.57%	7.18%	73.35%	20.58%	6.07%
46	My work unit is successful at accomplishing its mission.	80.14%	11.11%	8.75%	82.53%	11.55%	5.88%	79.68%	13.46%	6.86%
47	I recommend my work unit within the Department as a good place to work.	74.59%	13.30%	12.12%	74.78%	18.00%	7.16%	74.40%	16.36%	9.23%

#									
48	How satisfied are you with your opportunity to get a better job in your work unit?	30.27%	29.55%	34.04%	31.81%	29.78%	30.00%	35.71%	34.29%	30.00%
49	How satisfied are you with your opportunity to get a better job outside of your work unit?	31.28%	41.00%	16.83%	34.13%	39.05%	13.67%	42.90%	43.79%	13.31%
50	My supervisor supports my need to balance work and other life issues.	85.99%	9.98%	4.04%	89.01%	7.68%	3.29%	91.98%	4.28%	3.74%
51	My supervisor provides me with opportunities to demonstrate my leadership skills.	71.43%	16.67%	11.91%	79.08%	13.41%	7.48%	75.40%	18.98%	5.62%
52	Discussions with my supervisor about my performance are worthwhile.	68.58%	18.81%	12.62%	74.78%	17.44%	7.73%	74.33%	17.91%	7.75%

53	My supervisor is committed to a workforce representative of all segments of society.	65.32%	28.74%	5.94%	71.39%	25.44%	3.10%	72.46%	25.40%	2.13%
54	My supervisor provides me with constructive suggestions to improve my job performance.	69.38%	17.94%	12.68%	75.83%	15.57%	8.77%	75.40%	18.18%	6.42%
55	My supervisor supports employee development.	76.43%	15.48%	8.10%	81.06%	13.41%	5.50%	80.75%	13.90%	5.35%
56	My supervisor listens to what I have to say.	80.96%	9.52%	9.53%	84.36%	9.01%	6.60%	85.03%	10.16%	4.81%
57	My supervisor treats me with respect.	85.00%	8.33%	6.66%	90.53%	5.71%	3.74%	91.18%	4.55%	4.28%
58	My supervisor is an inspiring leader.	68.40%	18.53%	13.07%	72.57%	17.22%	10.15%	70.05%	22.19%	7.76%
59	I have trust and confidence in my supervisor.	74.46%	15.51%	10.02%	78.86%	13.85%	7.26%	80.75%	12.30%	6.96%

60	How satisfied are you with the information you receive from your supervisor on what's going on in your organization?	65.09%	20.43%	14.49%	71.15%	18.46%	10.33%	68.45%	19.52%	12.03%
61	Overall, how good a job do you feel is being done by your supervisor?	76.37%	14.32%	9.30%	84.36%	10.33%	5.28%	82.09%	11.76%	6.15%
62	In my broader organization, supervisors work well with employees of different backgrounds.	63.07%	28.78%	8.15%	65.26%	29.36%	5.52%	68.99%	26.74%	4.28%
63	In my broader organization, supervisors clearly communicate goals and objectives of the Department.	53.98%	29.16%	16.86%	59.95%	26.49%	13.69%	56.42%	29.95%	13.64%

64	In my broader organization, supervisors review and evaluate the organization's progress toward meeting its goals and objectives.	53.24%	32.61%	14.15%	56.64%	31.57%	11.70%	56.69%	34.49%	8.83%
65	In my broader organization, supervisors promote communication among different work units (for example, about projects, goals, resources).	50.24%	27.03%	22.73%	58.00%	25.94%	15.97%	55.62%	29.41%	14.98%
66	In my broader organization, supervisors support collaboration across work units to accomplish Department goals and objectives.	55.02%	25.60%	19.38%	60.97%	26.33%	12.61%	59.36%	29.14%	11.50%

67	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	43.41%	29.02%	27.58%	52.65%	27.91%	19.34%	49.73%	28.07%	22.19%
68	The Department's senior leaders maintain high standards of honesty and integrity.	56.80%	31.03%	12.17%	65.64%	25.93%	8.36%	59.36%	29.68%	10.96%
69	Overall, how good a job do you feel is being done by the supervisor directly above your immediate supervisor?	64.90%	22.84%	12.26%	69.63%	20.13%	10.17%	70.06%	19.79%	10.16%
70	I have a high level of respect for the Department's senior leaders.	62.68%	26.32%	11.00%	68.72%	20.88%	10.33%	58.28%	29.68%	12.03%
71	Senior leaders demonstrate support for work/life balance.	71.36%	19.81%	8.83%	74.06%	18.14%	7.74%	72.46%	17.65%	9.89%

72	How satisfied are you with the policies and practices of senior leaders?	57.18%	27.75%	15.07%	62.52%	26.33%	11.06%	56.42%	28.61%	14.98%
73	Considering everything, how satisfied are you with your pay?	37.38%	22.62%	40.00%	36.79%	23.30%	39.78%	29.41%	20.59%	50.00%
74	Considering everything, how satisfied are you with your organization?	67.14%	17.86%	15.00%	69.76%	16.74%	13.43%	65.24%	21.12%	13.64%
75	Considering everything, how satisfied are you with your job?	72.32%	13.13%	14.56%	73.85%	13.60%	12.50%	71.12%	16.84%	12.03%
77	I believe the results of this survey will be used to make my agency a better place to work.	53.34%	32.62%	14.05%	51.43%	30.84%	17.62%	54.55%	30.21%	15.24%
TOTAL ENGAGEMENT		**61.93%**	21.34%	16.50%	**65.80%**	21.06%	12.77%	**65.55%**	21.18%	13.27%

Note: Only engagement questions where employees rate their level of agreement are included in this table.