



2023

Employee Engagement Survey Report



A message from the Secretary

Colleagues,

This is our fourth 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, a lot has changed. We returned to the office and accommodated voluntary duty station changes in the process. We began working on organizational improvements while improving our workplace culture. And we began to reduce our vacancy rate across the Department but not uniformly across our Bureaus and Divisions. Starting in July, NMED will enjoy the largest operating budget in our recent history and we have new general fund budget for compensation. These highs and lows over the last year are reflected in our employee engagement survey results.



And while a lot has changed since our last survey, your engagement and commitment to our mission is constant. In terms of your overall response rate, we saw a small increase participation from 73% to 75%. However, the data set you 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.

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.

Almost all NMED employees say they like the work they do, as they have in previous surveys. However, only 48% said they were not considering leaving the Department in the next year; a 15% decrease from 2022 results. Although this tracks with national trends of increased "job-hopping," the other data points in the survey suggest staff are growing unhappy and impatient with having insufficient resources to get their jobs done, an unreasonable workload, and a reported lack of preparation for security threats,

Following our recent successes, we will continue to fight for resources to support our employees; the data from this survey will help in that effort. I understand the concern about security threats as I have heard too often of NMED staff being mistreated, and we will provide trainings in the near future.

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.

I look forward to continuing our efforts to strengthen our workforce and your invaluable feedback illuminates the path forward!

Sincerely,

A handwritten signature in blue ink, appearing to read "James C. Kenney". The signature is stylized with a large, looped "J" and a cursive "Kenney".

James C. Kenney
Cabinet Secretary

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Introduction

The 2023 Employee Engagement Survey is the fourth 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.

On April 3, 2023, the Office of Strategic Initiatives (OSI) invited all employees to complete the anonymous survey. By the time the survey closed on April 21, 2023, a total of 409 employees responded, achieving a 75% response rate – a slight increase over last year's 73% response rate. These results provide us with important quantitative information.

- NMED employees remain engaged in the work they do at a rate well above the national average, but we have lost much of the progress made since the first employee engagement survey.
- NMED employees continue to believe their work is important and work hard 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 previous years' 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 past years.

During the 2023 legislative session, NMED leadership successfully advocated for resources to address the areas where our survey results show we need to improve the most, i.e., properly compensating NMED employees for their dedication and hard work and to fill vacancies. Specifically, NMED was the only agency to receive a direct appropriation for across-the-board salary increases for state employees (in addition to the formula funding for all agencies). This was the first step to correct the legislature providing a fraction of funding required for mandated raises in Fiscal Year (FY) 2019 through FY2023. Insufficient funding in previous years limited NMED's ability to fill vacancies, which were kept vacant to ensure funding was available to support raises for existing staff.

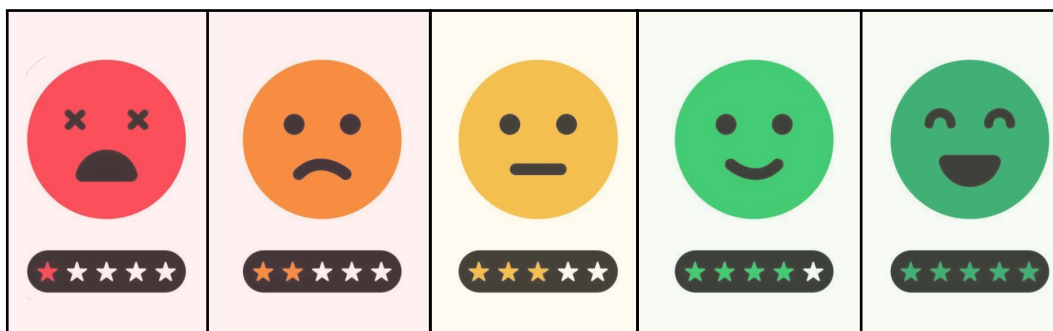
Going into FY2024, we will work to continue reducing vacancy rates for the Department overall and especially in those programs where employees are still stretched too thin. Filling vacant positions and strategically utilizing contract support will help balance NMED staff workload.

We will continue our employee engagement survey and OSI will issue a similar report. In the spirit of continuous improvement, employees are encouraged to share their observations of the report data with OSI by contacting Jonas Armstrong, OSI Director, at Jonas.Armstrong2@env.nm.gov.

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

92%

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

The 2023 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 62%. This is well above the national average of 32% as measured

and reported by the annual Gallup poll last published in 2023, referenced below.¹

However, NMED's 2023 employee engagement level is down from the 66% overall engagement last year and a return to our baseline employee engagement of 62% in our inaugural 2020 report. As noted by Gallup, this setback to employee engagement was seen across the United States' workforce, with their 2023 survey showing the first annual decline in a decade.

Results indicate that the mission and work are important to most employees, as shown by the answers to the following questions, although there was a slight decrease on most of them from 2022:

- 92% of employees are willing to put in extra effort to get a job done (3 points less than last year)
- 91% of employees say the work they do is important (3 points less than last year)
- 91% of employees like the work they do (the same as in 2022)
- 89% of employees look for ways to do their job better (2 points less than last year)

Still, only 32% of NMED employees feel more engaged in their work than a year ago, down 12 points from 2022 results. NMED leadership recognizes the concerns many employees raised through the 2023 Employee Engagement Survey and will continue working to address them, many of which relate to employees' compensation and workload:

- 86% of employees believe pay raises do not depend on performance
 - Only 36% of employees are satisfied with their pay
- 55% of employees say they have an unreasonable workload
 - Only 37% say they have sufficient resources to get their job done
- Only 34% of employees say their work unit is prepared for security threats

¹ U.S. Employee Engagement Needs a Rebound in 2023, Harter, Jim, January 25, 2023.
<https://www.gallup.com/workplace/468233/employee-engagement-needs-rebound-2023.aspx>.

Changes from 2022 Survey Results

Now in year four of the Employee Engagement Survey, we have seen the greatest improvement in:

Survey Question	Percent Increase
How satisfied are you with your opportunity to get a better job outside of your work unit?	15% improvement from 2020 to 2023
My employee evaluation (EE) or management evaluation (ME) is a fair reflection of my performance.	11% improvement from 2020 to 2023
I am given a real opportunity to improve my skills in my organization.	10.5% improvement from 2020 to 2023
How satisfied are you with the training you receive for your current job?	7% improvement from 2020 to 2023
My training needs are assessed within my work unit.	7% improvement from 2020 to 2023

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

Survey Question	Percent Decrease
My work unit has prepared employees for potential security threats.	22% decrease in agreement from 2020 to 2023, with a 16% drop from 2022 to 2023
Senior leaders demonstrate support for work/life balance.	14.5% decrease in agreement from 2020 to 2023
How satisfied are you with the policies and practices of senior leaders?	12.5% decrease in agreement from 2020 to 2023, with nearly all of that coming from 2022 to 2023
I have a high level of respect for the Department senior leaders.	9% decrease in agreement from 2020 to 2022, with a 5% drop from 2022 to 2023

Despite improvements from 2020-2022, survey responses showed steps back in the following areas:

Survey Question	Percent Changes
I have sufficient resources (for example, people, materials, budget) to get my job done.	9% improvement from 2020 to 2022, but a 10% drop in 2023; now a 1% drop from 2020 to 2023
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, but a 6.5% drop in 2023; now 8.5% improvement from 2020 to 2023
Creativity and innovation are rewarded.	7% improvement from 2020 to 2021, but a 4% drop from 2021 to 2023; now 3% improvement from 2020 to 2023

The key indicator throughout this report is the degree to which employees are engaged in their work and workplace. One critical measure of engagement is the degree to which respondents agreed 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. Keep this in mind as you reflect on the survey data in Table 1 and Appendix A below.

Highest and Lowest Engagement Levels, 2020-2023

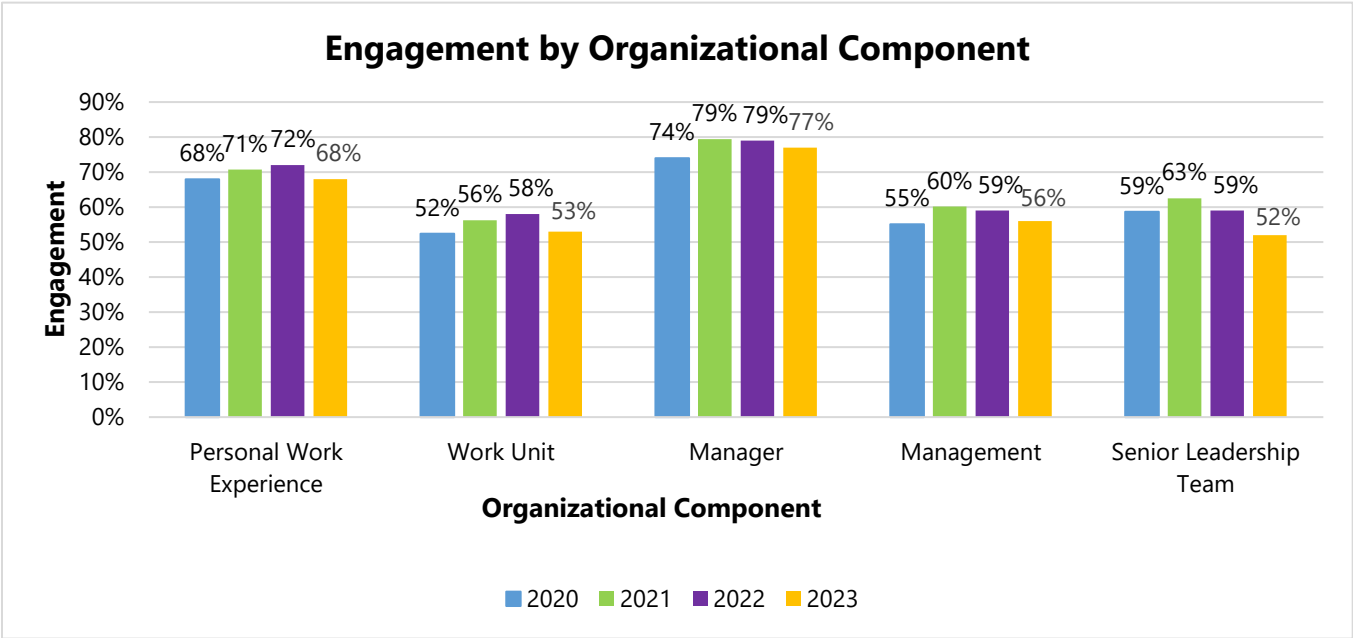
Items with the highest and the lowest levels of engagement over the last four years show where NMED needs to maintain and improve employee engagement.

Table 1: Highest and Lowest Engagement Levels, 2020-2023

Highest Engagement	2020	2021	2022	2023	Lowest Engagement	2020	2021	2022	2023
When needed, I am willing to put in the extra effort to get a job done.	96%	96%	95%	92%	Pay raises depend on how well employees perform their jobs.	13%	10%	12%	14%
I like the kind of work I do.	90%	89%	91%	91%	Promotions in my work unit are based on merit.	30%	30%	30%	29%
The work I do is important.	93%	93%	94%	91%	In my work unit, differences in performance are recognized in a meaningful way.	27%	34%	26%	29%
My supervisor treats me with respect.	85%	90%	91%	89%	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29%	29%	27%	31%
My supervisor supports my need to balance work and other life issues.	86%	89%	92%	88%	I feel more engaged in my work today than a year ago.	42%	41%	46%	32%
I am constantly looking for ways to do my job better.	91%	91%	89%	86%	How satisfied are you with your opportunity to get a better job in your work unit?	30%	32%	36%	34%
I am held accountable for achieving results within my work unit.	86%	87%	87%	86%	My work unit has prepared employees for potential security threats.	56%	62%	49%	34%
I know what is expected of me on the job.	84%	85%	85%	84%	Considering everything, how satisfied are you with your pay?	37%	37%	29%	36%
Employees in my work unit share job knowledge with each other.	83%	85%	86%	84%	I have sufficient resources (for example, people, materials, budget) to get my job done.	38%	48%	47%	37%
I know how my work relates to the goals and objectives of the Department.	85%	86%	87%	83%	Recognition in my work unit depends on how well employees perform their jobs.	39%	44%	40%	37%
I have a good understanding of my rights and responsibilities in relation to workplace health and safety.	n/a	n/a	88%	83%	Creativity and innovation are rewarded.	35%	42%	42%	38%
My work gives me a feeling of personal accomplishment.	84%	81%	84%	83%	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	43%	53%	50%	41%
How would you rate the overall quality of work done by your work unit?	85%	88%	87%	83%	My work unit is able to recruit people with the right skills.	48%	49%	48%	42%

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.



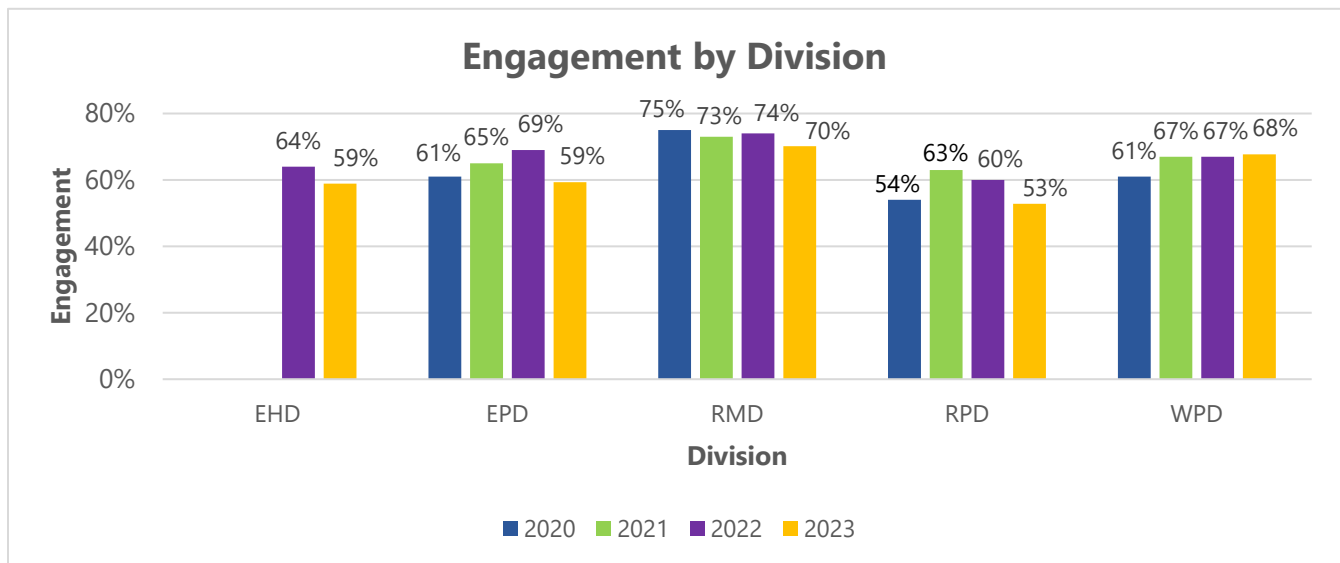
Positive responses to questions that relate to each of these organizational components of NMED were compared with previous years. Like Gallup’s own headline says for their national survey, we know NMED employee engagement needs a rebound in 2023. Much of the progress made from 2020-2022 regarding employees’ personal work experiences, work units, and management was reversed in 2023 survey results. The level of engagement based on questions regarding employees’ direct manager receded slightly in 2023 results but maintained a small improvement over the initial survey. On the other hand, engagement has declined significantly over the last two years when considering the Senior Leadership Team and their sphere of influence after an increase in the first year.

Divisions

The graph below illustrates the overall engagement of NMED employees by respective divisions from 2020 to 2023. 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 survey last year, in 2022, 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) was a new division in 2022 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.



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 32% employee engagement reported by the Gallup poll for 2022 (see footnote on page 6 for the reference document).

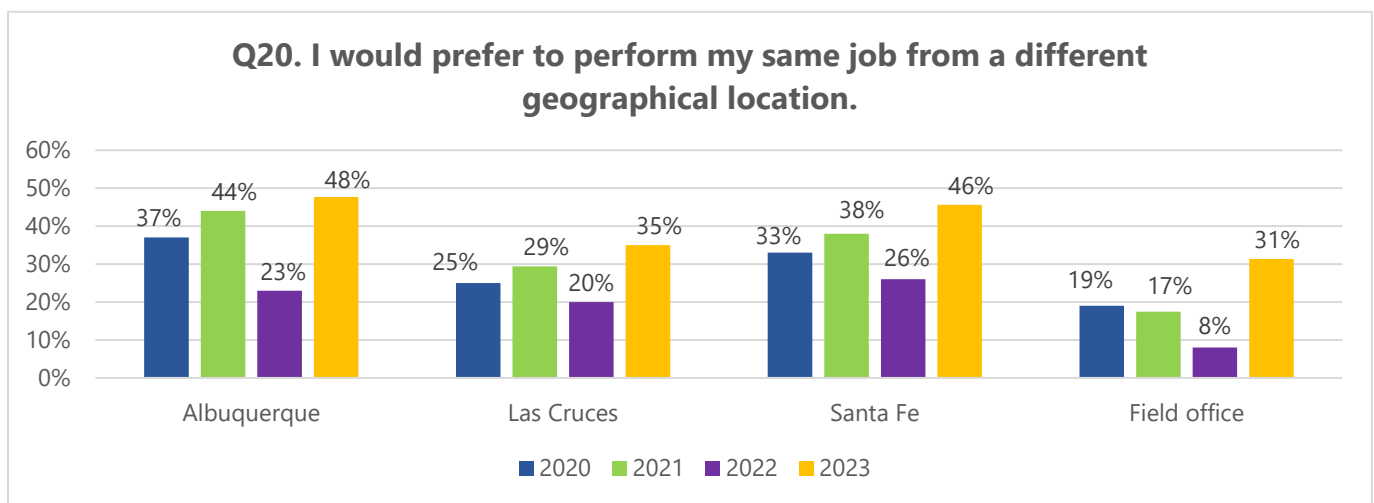
Duty Stations

NMED hosts its employees throughout New Mexico. Two survey questions focused on job satisfaction and duty station location:

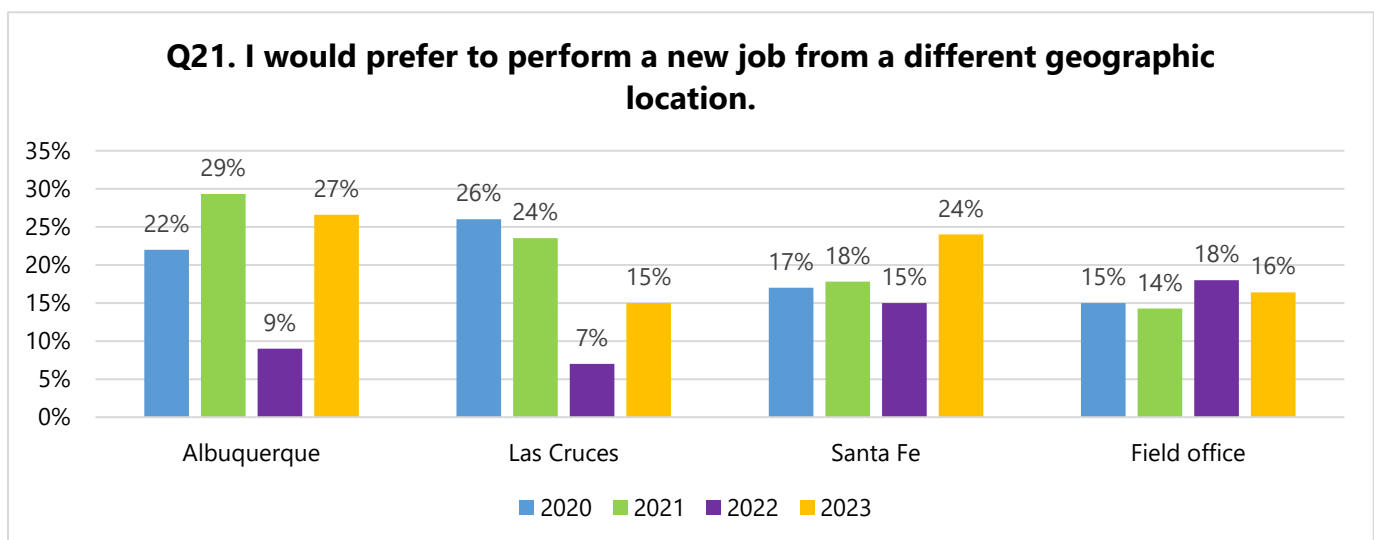
Q20. I would prefer to perform my same job from a different geographic location.

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

Across all duty stations, employees wanting to perform their same job from a different geographic location increased, with the largest increase seen in Albuquerque and field offices. The recession of non-mandatory telework is almost certainly the driver of the across-the-board increase on this question despite the opportunity for employees to request a duty station change in late 2022.

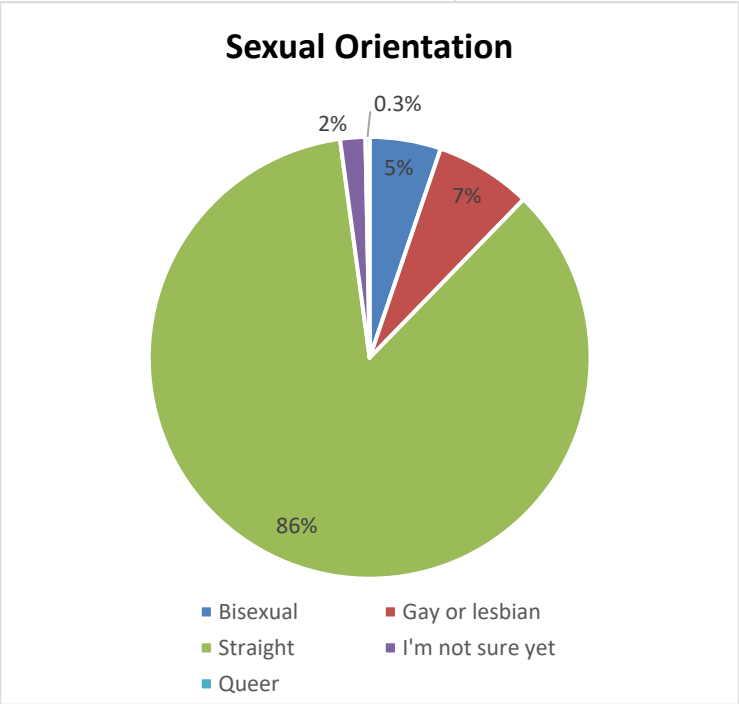
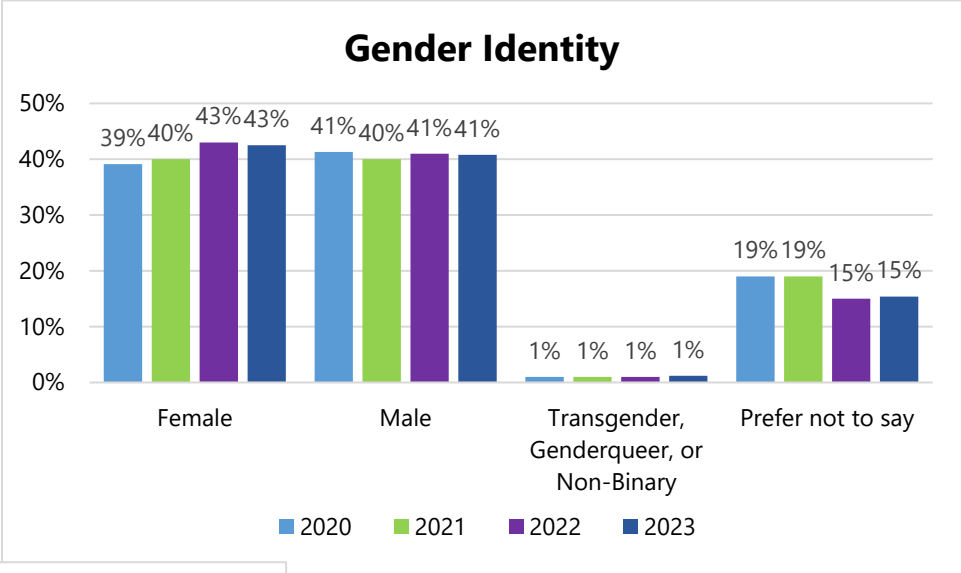


After declining in 2022 for employees in most locations, those responding that they want to perform a new job in a new location increased for employees Albuquerque, Las Cruces, and Santa Fe. Again, it is noticeable that agreement with this statement bottomed out in 2022, when telework was allowed.



Demographics

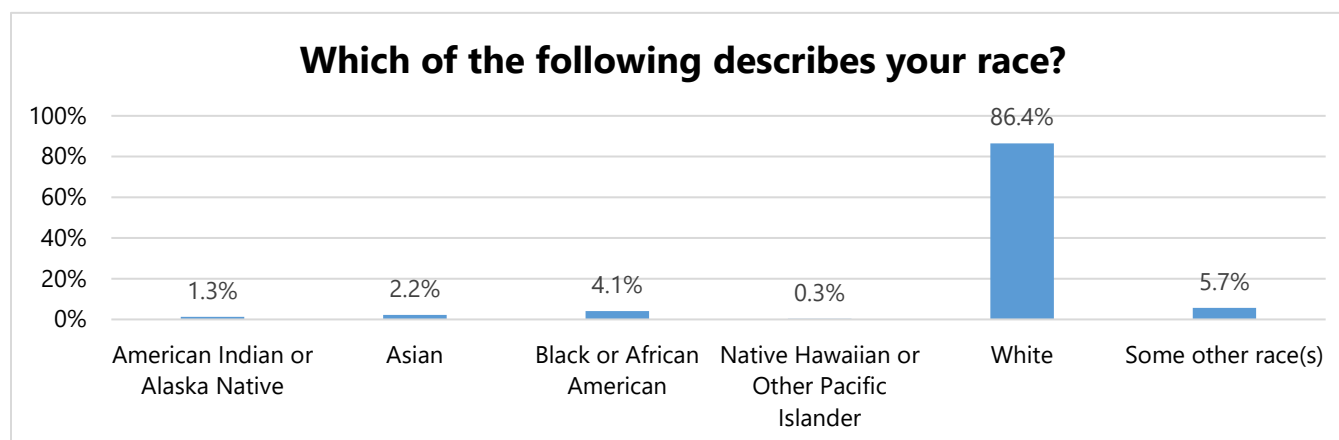
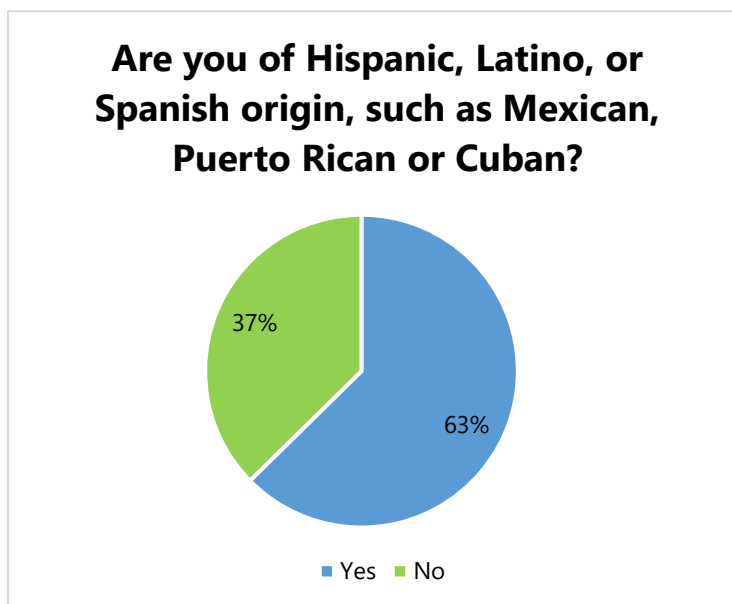
The following charts illustrate the demographics of survey respondents. Such details are helpful for OSI in breaking down the data to see if disparities and inequities exist that can promote future improvement at NMED. All these questions were optional. OSI takes respondent confidentiality seriously 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.



Following Governor Michelle Lujan Grisham’s [2021 executive order on the voluntary collection of self-identification information on sexual orientation and gender identity](#), the 2022 Employee Engagement Survey included sexual orientation in our demographic questions and we retained those questions this year. As shown in the corresponding pie chart, 86% of employees who answered this question identify as straight, whereas 14% of identify as either bisexual, gay, lesbian, queer, 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 all.

The 2023 Employee Engagement Survey was the second year that we explicitly included ethnicity and race in our demographic questions. This brings our survey in better alignment with best practices and provides more meaningful data upon which we can act to reduce inequities in the Department. 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 meaningful and actionable ways.

As you can see from the pie chart on ethnicity above, only 37% of our employees who responded to the question identify as being of Hispanic, Latino, or Spanish origin. However, according to the 2020 Census, 49% of people living in New Mexico identify as Hispanic or Latino. Comparing these two numbers shows us a 12-point disparity exists between Hispanic and Latino representation among our NMED workforce and the people we serve. This is 3 points closer to the overall population of New Mexico than shown by the 2022 survey results. Representation is an

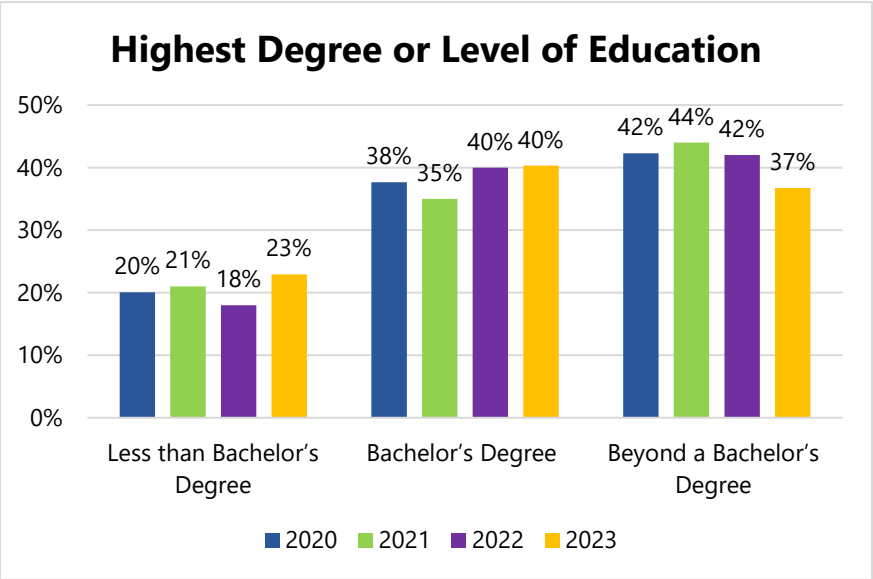


important consideration in our workforce planning efforts, and we are committed to improving in this area to ensure our workforce is representative of those we serve every day.

The bar chart above on race shows 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 1.3% of our staff identify as American Indian or Alaska Native, which is down significantly from previous years and not representative of New Mexico as a whole. Again, representation matters here at NMED, and we are committed to improving in this area to

diversify our workforce to ensure it represents the communities we serve.

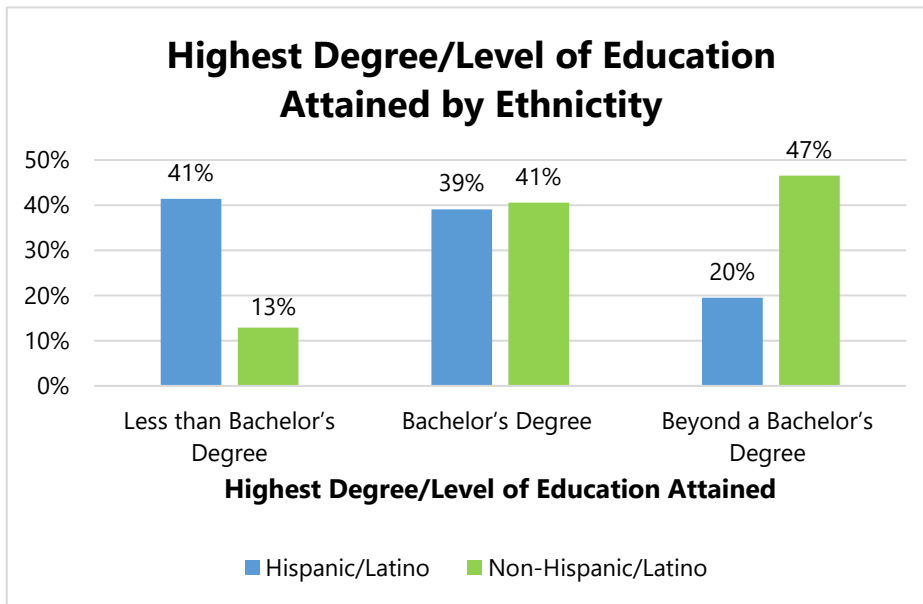
Continuing a trend seen in the 2022, there was a change from prior years in that the most common education level for NMED employees was reported as a bachelor's degree, followed by beyond a bachelor's degree. From 2020-2022, the percent of employees with education beyond a bachelor's degree slightly outpaced those with a bachelor's degree. Those with less than a bachelor's degree increased from 2022 levels and is at the highest level in the four years since NMED initiated the survey.



4x

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

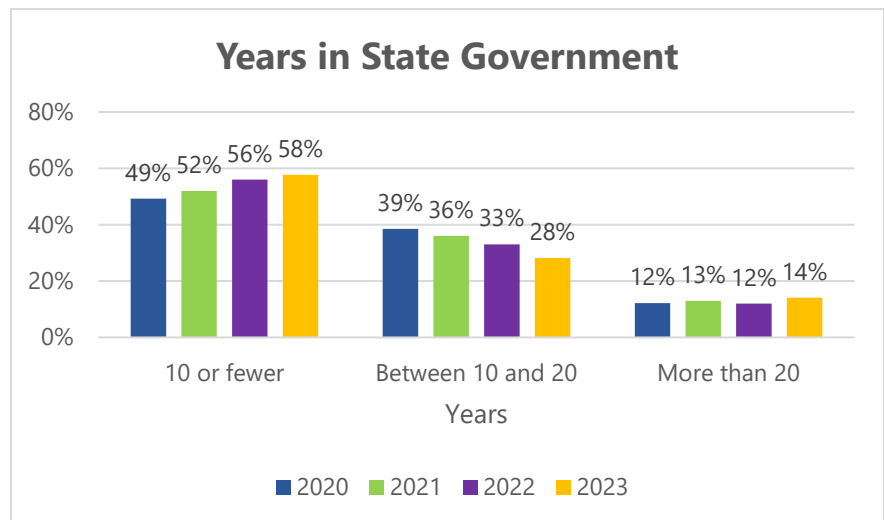
When broken down further by ethnicity, a clear inequity remains apparent and unchanged within NMED based on our 2023 data, as is displayed in the chart on the next page. With this breakdown, you can see that non-Hispanic/Latino employees are more than twice as likely to have an education level beyond 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 four times as likely to have less than a bachelor's degree as their highest level of education compared to their non-Hispanic/Latino colleagues.



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.

Finally, when considering retention, the average years of experience in state government for NMED employees has decreased since we started the Employee Engagement Survey in 2020. While the percent who have worked in state government for more than 20 years has increased modestly, the percent with more than 10 but less than 20 years of experience has declined by 11% since 2020 as the percent with 10



or fewer years of experience increased by 9%. The most recently available national data from the federal Bureau of Labor Statistics shows 48% of employees had less than 10 years of tenure with their current employer, 24% had between 10 and 20 years, and 29% had more than 20 years.²

² [Employee Tenure Summary](https://www.bls.gov/news.release/tenure.nr0.htm), U.S. Department of Labor, Bureau of Labor Statistics, at <https://www.bls.gov/news.release/tenure.nr0.htm>, September 22, 2022 (last viewed June 6, 2023).

Moving Forward

NMED leadership will have follow up conversations with staff, possibly through voluntary focus groups or targeted surveys, to identify ways in which the Department can improve employee engagement, especially based upon these survey results. The survey has again showed us that all managers and supervisors should take a closer look at how they incent performance among their teams 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.

Financial Services Bureau and Human Resources Bureau Baseline Assessment	2023				
	February	March	April	May	June
1. Project Kickoff					
Establish steering committee participants, role, and level of engagement					
Evaluate Key Action Areas from the January meetings and determine focus priorities and gaps					
Collect and submit documents for review					
Determine interview informants (35 informants - division directors, bureau chiefs, and staff persons)					
Develop draft interview objectives, questions, develop research tools (i.e., document review framework, finalize interview guide)					
2. Data Gathering, Consolidation, and Analysis					
Review up to 30 relevant documents					
Conduct up to 35 key informant interviews					
3. Key Findings and Straw Proposal					
Update, analyze, and provide summaries of key findings to be included in the straw proposal					
Develop draft straw proposal sections					
4. Review and Acceptance of Straw Proposal					
Present, solicit feedback and vet recommendations on the straw proposal at the in-person retreat					
Draft workplan for fiscal year 2024 phase of the contract scope of work					

In recognition that NMED must invest in its people, modernize its operations, and streamline its processes; we entered into a contract with Eastern Research Group, Inc., in FY23, to assist us with these efforts. We've developed an [Organizational Effectiveness Workplan](#) to modernize and improve business and program operations within NMED. Improved NMED operations will help streamline functions and internal service delivery, enhance coordination among management and staff, and facilitate delivery of NMED's mission. The first stage of this effort is to modernize and improve financial and human resources services. Employees can track our [progress on this Workplan on the NMED intranet](#).

We are committed to turning the results of this survey 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 2023, please share your improvement stories related to this year's results with OSI.

Appendix A: Survey Questions and Responses Related to Employee Engagement

	Question Language	2020			2021			2022			2023		
		Percent Engaged	Neither	Percent Disengaged	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%	90.95%	6.36%	2.69%
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%	83.37%	11.74%	4.89%
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%	68.45%	17.11%	14.43%
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%	65.03%	18.58%	16.38%
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%	57.70%	22.74%	19.56%

	Question Language	2020			2021			2022			2023		
		Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged
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%	84.35%	9.05%	6.60%
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%	92.42%	5.62%	1.96%
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%	86.31%	11.98%	1.71%
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%	37.16%	16.38%	46.45%
10	My workload is reasonable.	49.66%	20.79%	29.56%	56.56%	15.24%	28.12%	50.51%	18.21%	31.28%	44.99%	17.11%	37.90%
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%	67.24%	17.11%	15.65%

	Question Language	2020			2021			2022			2023		
		Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged
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%	83.13%	10.51%	6.36%
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%	90.71%	8.07%	1.22%
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%	86.07%	10.02%	3.91%
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%	32.28%	41.56%	26.16%
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%	70.17%	19.56%	10.27%
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%	56.23%	25.92%	17.84%

	Question Language	2020			2021			2022			2023		
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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%	52.08%	26.65%	21.27%
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%	56.79%	16.54%	26.67%
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%	76.55%	18.36%	8.19%

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		Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged
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%	71.27%	22.82%	9.30%
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%	56.73%	24.69%	18.58%
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%	80.90%	11.56%	7.54%
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%	42.46%	25.38%	32.16%
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%	29.14%	37.69%	33.17%

	Question Language	2020			2021			2022			2023		
		Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged
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%	31.41%	43.47%	25.13%
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%	29.40%	42.96%	27.64%
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%	37.19%	41.46%	21.36%
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%	84.17%	11.31%	4.52%
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%	49.75%	32.41%	17.84%

	Question Language	2020			2021			2022			2023		
		Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged
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%	83.17%	13.32%	3.52%
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%	74.38%	16.58%	9.04%
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%	46.48%	33.42%	20.10%
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%	46.98%	31.66%	21.36%
37	Creativity and innovation are rewarded.	35.22%	34.28%	30.50%	42.40%	35.79%	21.69%	42.48%	33.77%	23.75%	38.19%	35.93%	25.88%

	Question Language	2020			2021			2022			2023		
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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%	13.82%	27.64%	58.54%
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%	48.74%	38.44%	12.81%
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%	67.84%	18.34%	13.82%
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%	64.82%	19.35%	15.83%
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%	83.41%	10.80%	5.78%

	Question Language	2020			2021			2022			2023		
		Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged
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%	53.27%	25.88%	20.86%
*** 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 in 2022. For example, question 44 below was question 41 in the 2020 and 2021 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%	33.67%	33.67%	32.66%
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%	71.10%	23.37%	5.53%

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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%	74.62%	14.07%	11.31%
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%	71.36%	16.58%	12.06%
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%	33.51%	37.43%	29.06%
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%	46.47%	44.84%	8.70%
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%	87.76%	7.14%	5.10%

	Question Language	2020			2021			2022			2023		
		Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged
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%	74.74%	18.37%	6.89%
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%	73.22%	17.35%	9.44%
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%	68.88%	26.02%	5.10%
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%	71.68%	17.60%	10.71%
55	My supervisor supports employee development.	76.43%	15.48%	8.10%	81.06%	13.41%	5.50%	80.75%	13.90%	5.35%	79.09%	13.27%	7.65%
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%	81.63%	11.48%	6.89%

	Question Language	2020			2021			2022			2023		
		Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged
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%	88.52%	7.14%	4.34%
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%	69.90%	19.13%	10.97%
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%	77.80%	13.27%	8.93%
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%	68.88%	14.80%	16.33%
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%	79.33%	12.50%	8.17%
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%	63.77%	30.87%	5.36%

	Question Language	2020			2021			2022			2023		
		Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged
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%	56.89%	25.77%	17.35%
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%	55.36%	32.40%	12.24%
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%	51.02%	31.38%	17.60%

		2020			2021			2022			2023		
	Question Language	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged
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%	54.08%	31.12%	14.80%
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%	40.82%	29.85%	29.33%
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%	52.81%	33.42%	13.78%
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%	64.03%	23.21%	12.76%

		2020			2021			2022			2023		
	Question Language	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged
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%	53.57%	31.12%	15.31%
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%	56.89%	27.55%	15.56%
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%	44.64%	32.40%	22.96%
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%	36.22%	20.41%	43.37%
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%	60.46%	19.13%	20.41%
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%	69.90%	15.56%	14.54%

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		Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged
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%	46.17%	30.10%	23.72%
TOTAL ENGAGEMENT		61.93%	21.34%	16.50%	65.80%	21.06%	12.77%	65.55%	21.18%	13.27%	62.73%	22.83%	14.44%

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