



2024

Employee Engagement Survey Report



A message from the Secretary

Colleagues,

We are now in the fifth year of capturing *your* views about *our* New Mexico Environment Department (NMED). As we continue our important work of protecting the health and well-being of our communities, it's vital that we foster a workplace that values each of you and enables us all to do our best work. This report covers the results of the 2024 Employee Engagement Survey, reflecting your feedback and offering insights into the experiences, strengths, and challenges related to our workplace culture.



The survey is a cornerstone for shaping our workplace culture and guides decisions to improve our effectiveness, collaboration, and morale. Your responses help us understand what we are doing well and, just as importantly, where we can make meaningful changes. Together, we have made progress in areas identified in prior year surveys, and your input allows us to build on these efforts to create an even more supportive and inclusive workplace.

NMED employees enjoy and remain committed to their work, with 91% saying they like the work they do. Seven out of ten are satisfied with their job and 54% said they were not considering leaving the Department in the next year; a 6% increase from 2023 results.

The only question where a majority, or even a plurality, of responses disagreed on was whether pay raises depend on performance. Compensation is understandably very important to employees. Paying employees a satisfactory salary is crucial to fostering motivation, loyalty, and productivity; helping to attract and retain staff while reducing turnover costs. After years of advocacy, NMED leadership secured funding in the 2024 legislative session to pay employees appropriately based on education and experience, fully implementing it by July 2024, a few months after the survey closed. Since then, our vacancy rate has continued to decline and we recently reached a historic staffing milestone of 600 filled positions, showing that qualified, professional public servants want to work at NMED when we can offer competitive salaries.

In this report, you will find an analysis of key themes, strengths, and areas for improvement highlighted by your responses. In early 2025, we will conduct another survey to help guide the workplace culture compass based on your feedback.

Thank you for all that you do for people and environment of New Mexico. And thank you for helping to build a stronger, productive, and fun workplace culture!

Sincerely,

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

James C. Kenney
Cabinet Secretary

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Introduction

The 2024 Employee Engagement Survey is the fifth annual survey of its kind completed by 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 March 4, the Office of Strategic Initiatives (OSI) invited all employees to complete the anonymous survey. By the time the survey closed on April 5, a total of 352 employees responded, achieving a 63% response rate. These results provide us with important quantitative information.

- NMED employees remain engaged in the work they do at a rate (63%) well above the national average (32%), but we have lost the progress seen in the first three surveys.
- NMED employees continue to believe their work is important (94%) and work hard to get the job done (92%).



The results show there is room for improvement, including:

- Six in ten (59%) 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.
- Four in ten (39%) employees continue to look for more resources to balance their workload and get the job done, showing that we have made no improvement in this area over past years.

During the 2024 legislative session, NMED management, staff, and the Communications Workers of America 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 funding for salary increases to properly compensate employees based on their education and experience. As noted above, this has helped reduce vacancy rates and, more importantly, increase the number of filled positions to the highest level on record for NMED as of October 2024. Filling vacant positions and strategically utilizing contract support will help balance NMED staff workload. We are optimistic that this increase in filled positions is only the start and that it will lead to improved responses on next year's survey on questions about workload and resources.

Employees are encouraged to share their observations of the report data with OSI by contacting Strategic.Initiatives@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 our organization.

Employee Engagement Results

92%

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

The 2024 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 63%. This is well above the national average of 32% as measured

and reported by the annual Gallup poll last published in July 2024, referenced below.¹

Nearly half of NMED employees (45%) feel more engaged in their work than a year ago, a rebound after a 14-point drop from 2022 (46%) to 2023 (32%). Overall, NMED's 2024 employee engagement level is flat with 2023 levels and down from the 66% overall engagement found in 2022 survey responses – a return to our baseline 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 survey² showing the first annual decline in a decade and engagement levels bottoming out at 30% in early 2024³ before a slight rebound in the summer.

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

- 92% of employees are willing to put in extra effort to get a job done (flat with last year)
- 94% of employees say the work they do is important (3 points higher than last year)
- 91% of employees like the work they do (flat with 2023)

Employee participation in the survey highlights concerns for NMED leadership to continue working to address, including :

- 39% of employees say they don't have sufficient resources to do their job (down 7% from 2023)
- 32% of employees say their workload is not reasonable (compared to 48% who say it is)
- 30% of employees say their work unit is not prepared for security threats (36% say they are)

¹ U.S. Employee Engagement Inches Up Slightly After 11-Year Low, Harter, Jim, July 26, 2024.
<https://www.gallup.com/workplace/647564/employee-engagement-inches-slightly-year-low.aspx>.

² 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>.

³ U.S. Engagement Hits 11-Year Low, Harter, Jim, April 10, 2024.
<https://www.gallup.com/workplace/643286/engagement-hits-11-year-low.aspx>.

Changes from 2023 Survey Results

Now in year five 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?	13% improvement from 2020 to 2024
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	9% improvement from 2020 to 2024
Creativity and innovation are rewarded.	8% improvement from 2020 to 2024
How satisfied are you with the training you receive for your current job?	6% improvement from 2020 to 2024
In my work unit, differences in performance are recognized in a meaningful way.	6% improvement from 2020 to 2024

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.	20% decrease in agreement from 2020 to 2024
Senior leaders demonstrate support for work/life balance.	17% decrease in agreement from 2020 to 2024
How satisfied are you with the policies and practices of senior leaders?	11% decrease in agreement from 2020 to 2024
I have a high level of respect for the Department senior leaders.	6% decrease in agreement from 2020 to 2024

The key indicator throughout this report is the degree to which employees are engaged in their work and workplace. Our 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 Engagement and Disengagement Levels, 2020-2024

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

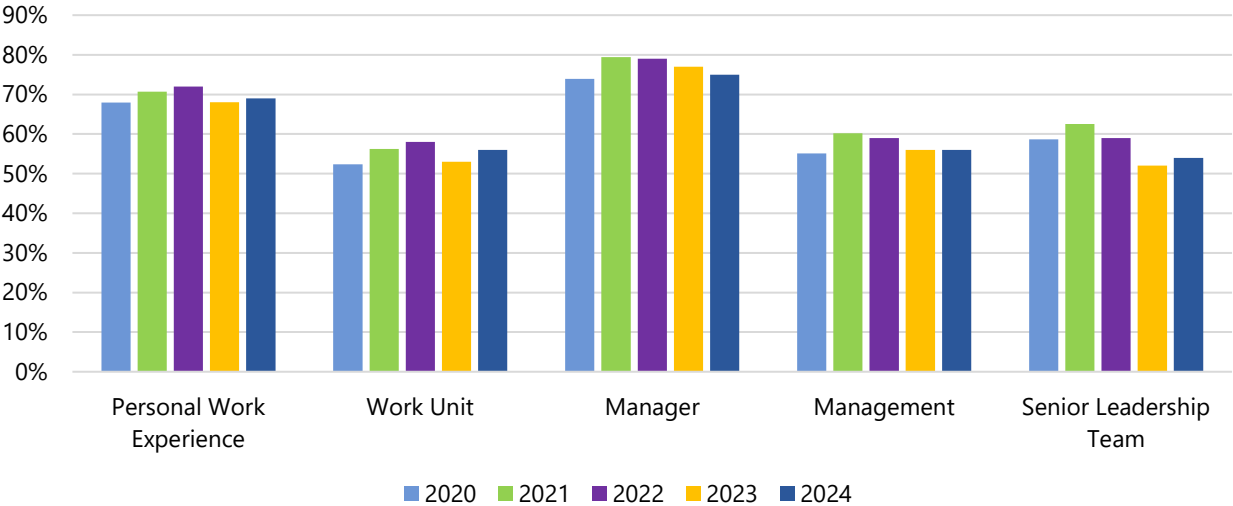
Table 1: Highest Engagement / Disengagement Levels, 2020-2024

Highest Engagement	2020	2021	2022	2023	2024	Highest Disengagement	2020	2021	2022	2023	2024
The work I do is important	93%	93%	94%	91%	94%	Pay raises depend on how well employees perform their jobs	62%	58%	59%	59%	59%
When needed, I am willing to put in the extra effort to get a job done	96%	96%	95%	92%	92%	I have sufficient resources to get my job done	44%	34%	36%	46%	39%
I like the kind of work I do	90%	89%	91%	91%	91%	Considering everything, how satisfied are you with your pay?	40%	40%	50%	43%	38%
I am constantly looking for ways to do my job better	91%	91%	89%	86%	89%	My workload is reasonable	30%	28%	31%	38%	32%
I am held accountable for achieving results within my work unit	86%	87%	87%	86%	87%	My work unit is able to recruit people with the right skills	26%	24%	26%	32%	31%
My supervisor supports my need to balance work and other life issues	86%	89%	92%	88%	87%	My work unit has prepared employees for potential security threats	21%	15%	23%	33%	31%
My supervisor treats me with respect	85%	91%	91%	89%	86%	Promotions in my work unit are based on merit	39%	32%	34%	33%	29%
My work gives me a feeling of personal accomplishment	84%	81%	84%	83%	84%	In my organization, senior leaders generate high levels of motivation and commitment in the workforce	28%	19%	22%	29%	27%
I know how my work relates to Department goals and objectives	85%	86%	87%	83%	84%	How satisfied are you with your opportunity to get a better job in your work unit?	34%	30%	30%	29%	27%
How would you rate the overall quality of work done by your work unit?	85%	88%	87%	83%	84%	Physical conditions allow employees to perform their jobs well	20%	7%	8%	27%	25%
I believe any health and safety concerns raised would be made high priority	n/a	n/a	73%	65%	83%	In my work unit, differences in performance are recognized in a meaningful way	30%	27%	29%	28%	25%
Employees in my work unit share job knowledge with each other	83%	85%	86%	84%	82%	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve	30%	24%	25%	25%	24%

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.

Engagement by Organizational Component



Positive responses to questions that relate to each of these organizational components of NMED were compared with previous years. As shown by Gallup’s national survey reports so far in 2024, NMED is not alone in employee engagement not being where it needs to be. Much of the progress made from 2020 to 2022 regarding employees’ personal work experiences, work units, and management was reversed in 2023 and 2024 survey results. Positive responses on questions regarding employees’ direct manager increased from 2021 to 2022 but has receded slightly each year since, resulting in just a 1% increase from 2020 to 2024. Similarly, 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. Rates of positive responses on questions regarding an employee’s personal experience, their work unit, and senior leadership increased slightly from 2023 to 2024.



Divisions

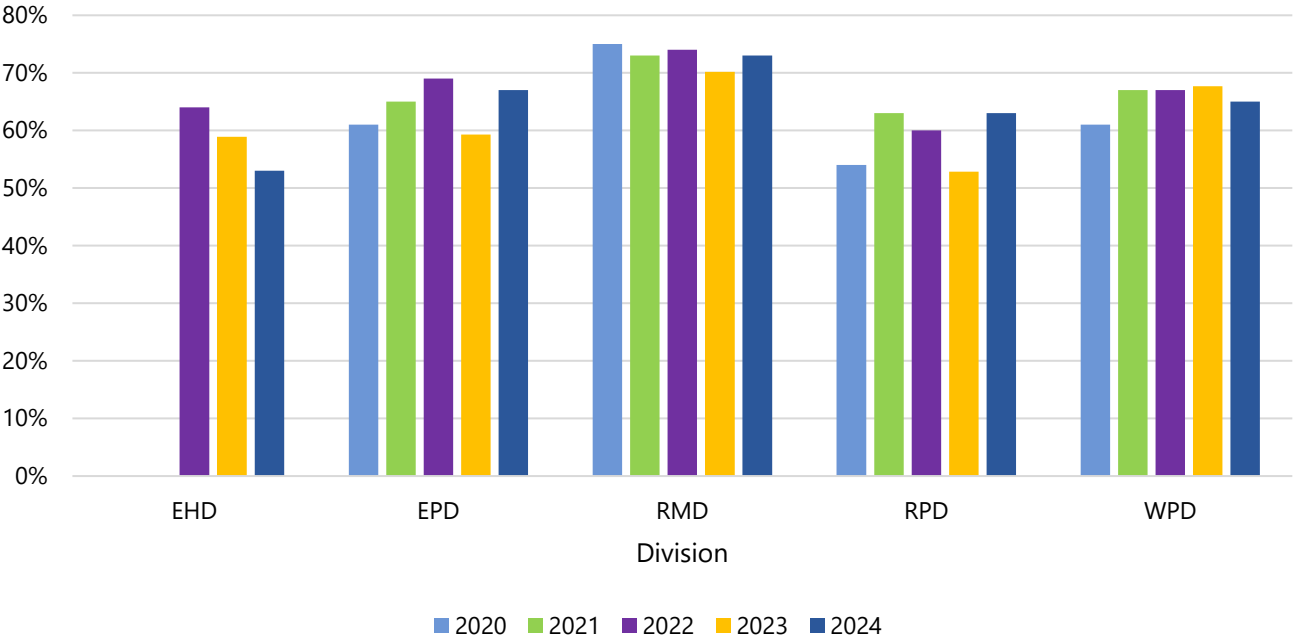
The graph below illustrates the overall engagement of NMED employees by respective divisions from 2020 to 2024. Note that in past years employees expressed concerns about the office-level breakouts potentially allowing for individuals to be identified. As a result, we amended the survey in 2022 so that all the offices are bundled up into the Resource Management Division (RMD), which also includes the Administrative Services Division. We take employee concerns seriously and are happy to continue to listen and improve our practices based on your feedback. NMED utilizes Survey Monkey’s tool that allows respondents’ identities to be anonymized: <https://www.surveymonkey.com/mp/anonymous-employee-surveys/>.



Please also note that the Environmental Health Division (EHD) was a new division in 2022 and does not have 2020 and 2021 data on its own as it was included with the Environmental Protection Division (EPD) data for 2020 and 2021.

Employee engagement improved significantly in both EPD (up 8%) and the Resource Protection 98-Division (RPD; up 10%). EHD saw another step down in engagement from 2023 to 2024 (down 6%) while RMD (up 3%) and the Water Protection Division (WPD; down 3%) held relatively stable.

Engagement by Division

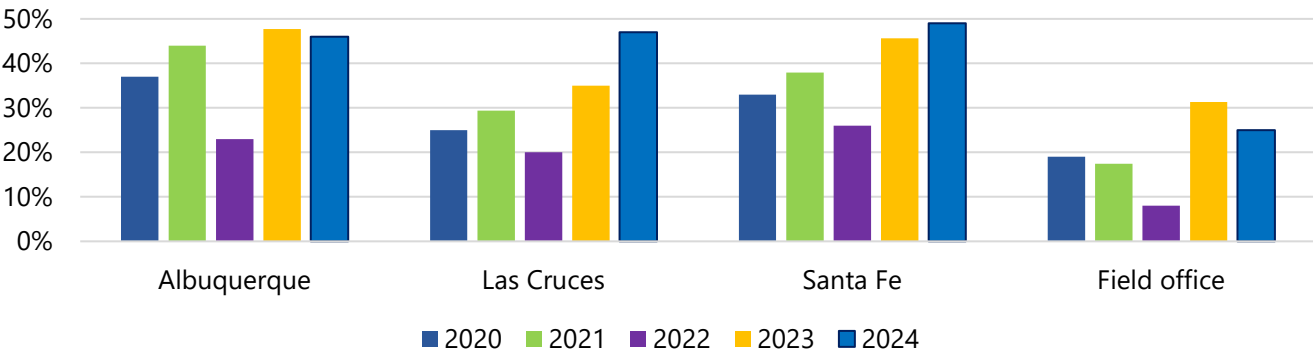


Duty Stations

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

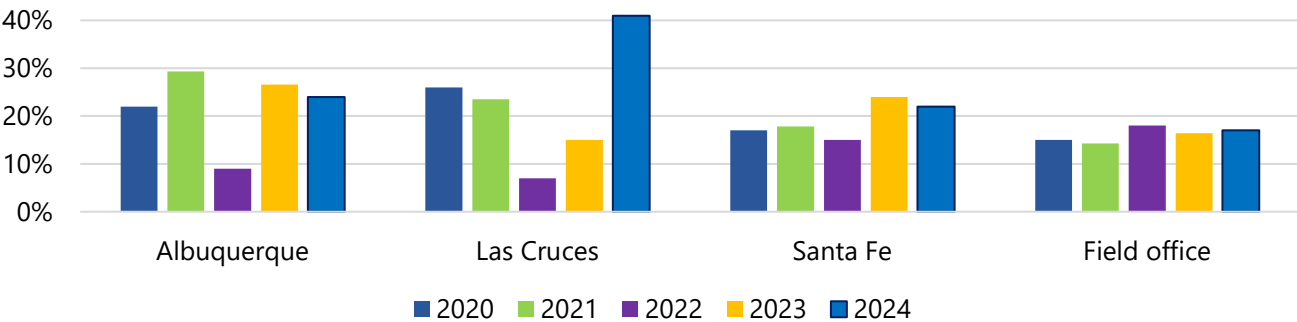
Employees in Las Cruces indicated wanting to perform their same job from a different geographic location at a higher rate than in previous years (12% increase). There was a smaller increase (3%) for Santa Fe based employees and a slight drop (2%) among those with Albuquerque duty stations. Employees working out of NMED field offices had a 6% decline in the desire to work from a different location. As noted in last year’s survey report, the recession of non-mandatory telework is almost certainly the driver of the across-the-board increase on this question starting in 2023, despite the opportunity for employees to request a duty station change in late 2022.

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



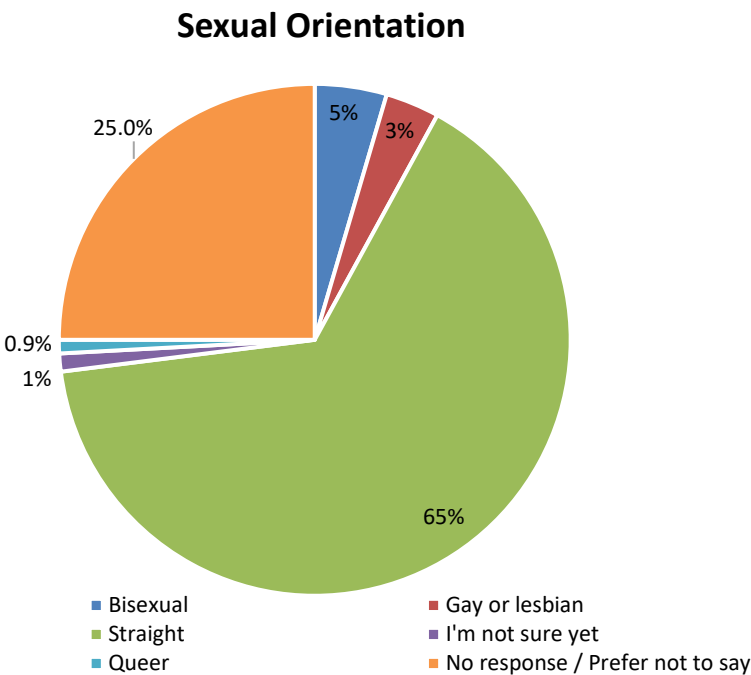
Employees responding that they want to perform a new job in a new location was flat in most locations in 2024. Las Cruces was the outlier, with the percent agreeing with that statement increasing from 15% to 41%. Again, it is noticeable that agreement with this statement bottomed out in 2022, when telework was allowed.

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



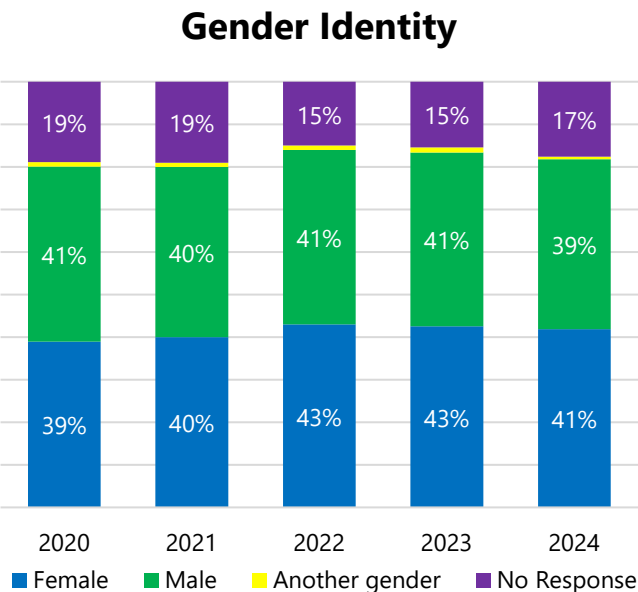
Demographics

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.



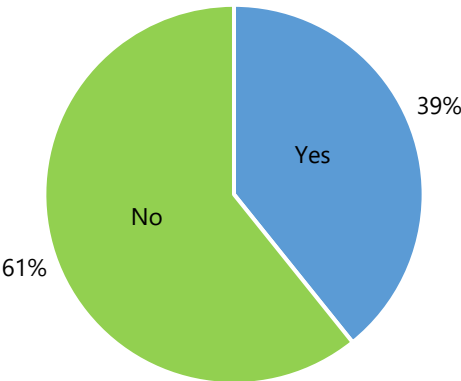
As shown in the corresponding pie chart, 65% of employees who took the survey identify as straight, whereas 10% identify as either bisexual, gay, lesbian, queer, or are not sure about their sexual orientation. This information, along with the gender identity information previously mentioned, is valuable to all of us to ensure we create and foster safe spaces for all.

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.

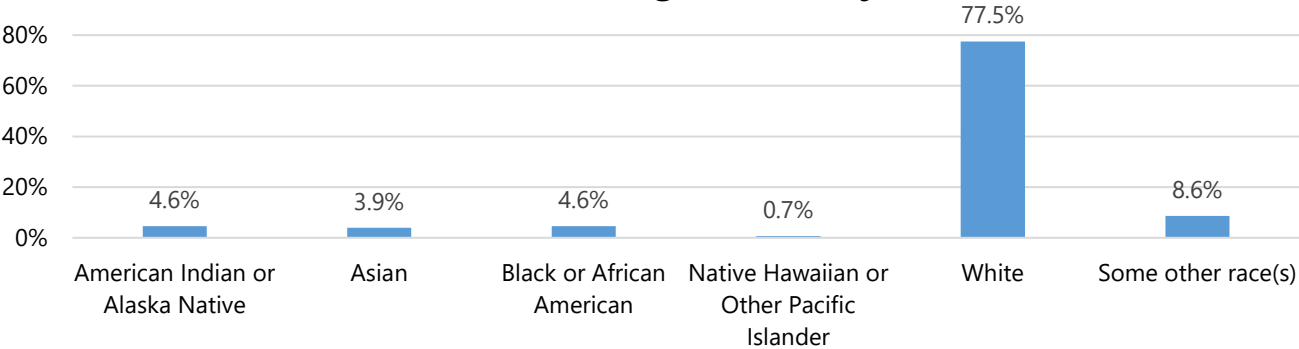
Are you of Hispanic, Latino, or Spanish origin, such as Mexican, Puerto Rican or Cuban?



The 2024 Employee Engagement Survey was the third 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.

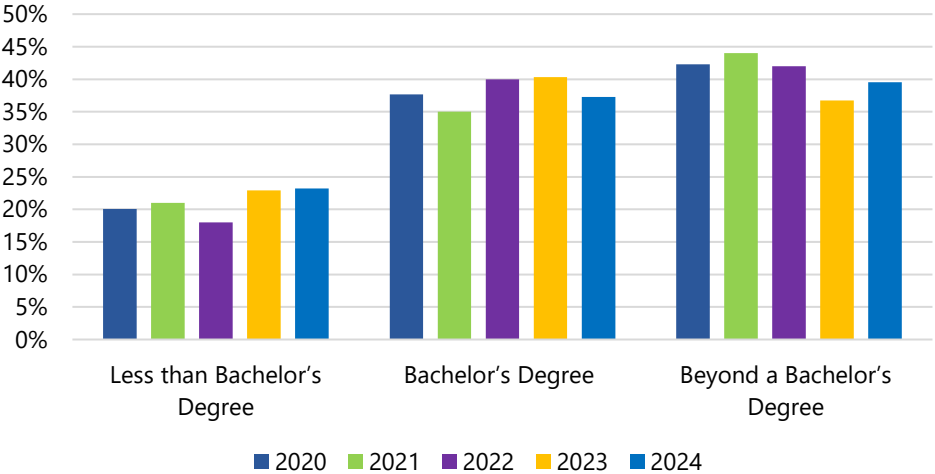
As you can see from the pie chart on ethnicity above, 39% of NMED employees who responded to the question identify as being of Hispanic, Latino, or Spanish origin. However, according to the 2020 Census, 49% of people living in New Mexico identify as Hispanic or Latino. Comparing these two numbers shows a 10-point disparity exists between Hispanic and Latino representation among our NMED workforce and the people we serve. This is 5 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.

Which of the following describes your race?



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, 4.6% of our staff identify as American Indian or Alaska Native, which is more than three times higher than 2023 survey results but still not representative of New Mexico as a whole. Again, representation matters at NMED, and we are committed to improving in this area to diversify our workforce to ensure it represents the communities we serve.

Highest Degree or Level of Education



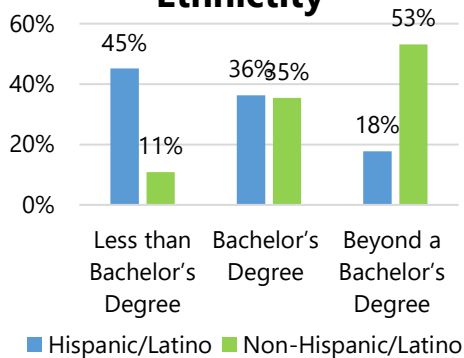
After bachelor's degrees were the most common level of education among 2023 survey respondents, those with education beyond a bachelor's were the most common in 2024.

4x

Hispanic/Latino employees are 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 2024 data, as is displayed in the chart on the next page. With this breakdown, you can see that non-Hispanic/Latino employees are nearly three times 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.

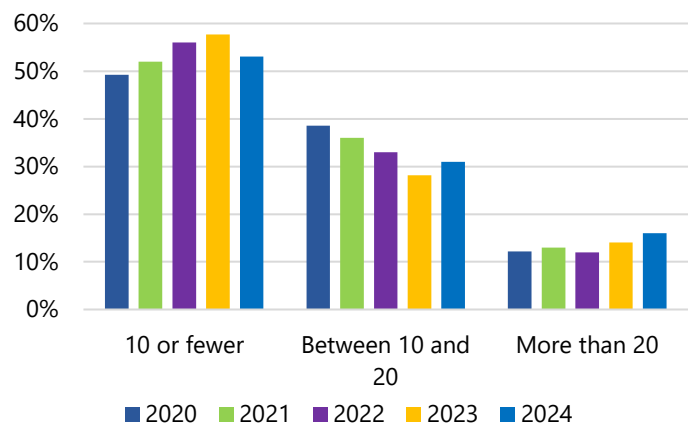
Level of Education Attained by Ethnicity



NMED Leadership remains committed to equity within the Department, including in educational attainment, and will continue to work to support continuing education to address this inequity. All staff and supervisors should be familiar with 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 employee evaluation process. In doing so, we help provide staff with the opportunity for upward mobility. Strategically leveraging this policy is also one tool to help improve upward mobility of our employees.

Finally, when considering retention, the average respondent has over 6 years of experience with NMED. Since 2020, the percent who have worked in state government for more than 20 years has increased from 12% to 16%, the percent with more than 10 but less than 20 years of experience has declined by 8% since 2020 as the percent with 10 or fewer years of experience increased by 4%. For comparison, the most recently available national data from the federal Bureau of Labor Statistics shows employees nationally average just under 4 years with their current employer, 74% of employees had less than 10 years of tenure with their current employer, 16% had between 10 and 20 years, and 10% had more than 20 years.⁴

Years in State Government



Moving Forward

NMED leadership will continue 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.

⁴ Bureau of Labor Statistics, U.S. Department of Labor, *The Economics Daily*, Median tenure with current employer was 3.9 years in January 2024 at <https://www.bls.gov/opub/ted/2024/median-tenure-with-current-employer-was-3-9-years-in-january-2024.htm> (visited November 12, 2024).

Appendix A: Survey Questions and Responses Related to Employee Engagement

	Question Language	2020			2021			2022			2023			2024		
		Percent Engaged	Neither	Percent Disengaged	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%	91.19%	7.95%	0.85%
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%	84.38%	11.36%	4.26%
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%	64.49%	19.32%	16.19%
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%	62.78%	22.44%	14.77%
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%	62.78%	20.74%	16.48%

	Question Language	2020			2021			2022			2023			2024		
		Percent Engaged	Neither	Percent Disengaged	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%	80.68%	11.93%	7.39%
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%	92.05%	5.97%	1.99%
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%	88.92%	9.94%	1.14%
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%	41.76%	19.32%	38.92%
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%	48.30%	19.60%	32.10%
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%	64.49%	19.32%	16.19%
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%	84.09%	9.94%	5.97%

	Question Language	2020			2021			2022			2023			2024		
		Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged
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%	94.03%	4.26%	1.70%
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%	87.22%	9.94%	2.84%
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%	45.45%	33.81%	20.74%
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%	65.63%	22.16%	12.22%
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%	52.84%	29.55%	17.61%
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%	50.85%	28.98%	20.17%

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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%	57.47%	17.53%	25.00%
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%	71.24%	18.95%	9.80%
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%	67.33%	23.76%	8.91%
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%	59.66%	22.73%	17.61%

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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%	80.17%	11.37%	8.45%
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%	46.36%	22.16%	31.49%
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%	31.78%	39.07%	29.15%
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%	28.86%	46.65%	24.49%
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%	32.94%	42.27%	24.78%
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%	40.82%	39.65%	19.53%

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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%	82.22%	11.95%	5.83%
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%	59.18%	30.90%	9.91%
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%	83.97%	13.70%	2.33%
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%	78.13%	14.87%	7.00%
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%	52.19%	29.45%	18.37%

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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%	53.64%	24.20%	22.16%
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%	43.15%	34.11%	22.74%
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%	13.41%	27.11%	59.48%
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%	48.98%	36.15%	14.87%
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%	71.72%	16.91%	11.37%

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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%	83.38%	9.33%	7.29%
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%	63.27%	19.53%	17.20%
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%	69.68%	15.45%	14.87%
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%	35.57%	33.82%	30.61%

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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%	71.14%	20.70%	8.16%
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%	78.43%	13.12%	8.45%
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%	74.64%	17.20%	8.16%
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%	36.05%	37.30%	26.65%

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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%	44.44%	43.81%	11.75%
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%	87.16%	9.55%	3.28%
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%	74.63%	15.22%	10.15%
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%	67.76%	20.30%	11.94%
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%	68.66%	27.46%	3.88%

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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%	68.36%	20.00%	11.64%
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%	77.01%	17.31%	5.67%
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%	80.00%	13.43%	6.57%
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%	86.27%	9.55%	4.18%
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%	64.48%	24.48%	11.04%
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%	75.22%	16.42%	8.36%
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%	67.76%	17.61%	14.63%

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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%	76.42%	17.31%	6.27%
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%	61.49%	29.25%	9.25%
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%	55.82%	29.85%	14.33%
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%	58.51%	29.85%	11.64%

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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%	49.25%	31.94%	18.81%
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%	54.63%	31.04%	14.33%
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%	42.99%	29.85%	27.16%
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%	53.13%	28.36%	18.51%

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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%	66.87%	19.40%	13.73%
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%	56.42%	25.67%	17.91%
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%	54.03%	29.25%	16.72%
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%	46.57%	31.64%	21.79%
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%	41.79%	20.30%	37.91%

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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%	63.58%	20.60%	15.82%
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%	70.45%	18.21%	11.34%
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%	42.69%	34.03%	23.28%
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%	63.01%	23.00%	13.98%

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