



2025

Employee Engagement Survey Report



A message from the Secretary

Colleagues,

We are now in the sixth year of capturing your views about our New Mexico Environment Department (NMED). At the heart of our agency's mission are the people who bring that mission to life — our employees. Every program, every service, and every success begins with the dedication, creativity, and collaboration of our employees. Your experiences, insights, and ideas shape who we are and how we serve the public. 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 2025 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. Nearly eight out of ten are satisfied with their job (a 9% increase from 2024 results) and 64% said they were not considering leaving the Department in the next year (a 10% increase from 2024 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 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 2025 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 2026, 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" at the end.

James C. Kenney
Cabinet Secretary

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Introduction

The 2025 Employee Engagement Survey is the sixth 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 April 14, the Office of Strategic Initiatives (OSI) invited all employees to complete the anonymous survey. By the time the survey closed on May 5, a total of 536 employees responded, achieving an 85% response rate (compared to 63% last year). These results provide us with important quantitative information.

- NMED employees are more engaged in the work they do at a rate (67%) well above the national average (32%), and the highest rate we have seen since the start of these surveys in 2020.
- NMED employees continue to believe their work is important (93%) and work hard to get the job done (94%).

The results show there is room for improvement, including:

- Just over four in ten (45%) 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 (though a decrease from last year's 59%).
- One in four (25%) employees continue to look for more resources to balance their workload and get the job done, showing we have made an improvement of 14% in this area over the last year.

During the 2025 legislative session, NMED management 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. NMED received funding for additional positions and salary increases to properly compensate employees based on their education and experience. As noted above, this has helped reduce vacancy rates, fund the expansion of positions within bureaus and, more importantly, increase the number of filled positions to the highest level on record for NMED as of October 2025. 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.

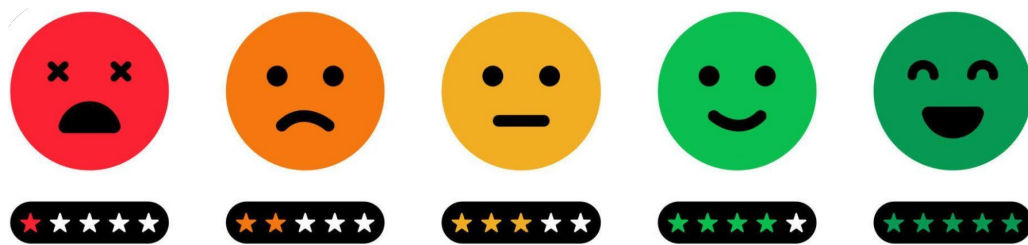
Employees are encouraged to share their observations of the report data with OSI by contacting: Strategic.Initiatives@env.nm.gov.

What is Employee Engagement?

"People want to be part of something larger than themselves.
They want to be part of something they're proud of, that they'll fight for, sacrifice for, trust."

~Howard Schultz

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

94%

say they are willing
to put in extra effort
to get the job done,
two points higher
than last year.

The 2025 Employee Engagement Survey contained 89 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 67%. This is well above the national average of 32% as measured

and reported by the annual Gallup poll midyear update last published in August 2025, referenced below.¹

Half of NMED employees (50%) feel more engaged in their work than a year ago, a five-point increase from 2024 (45%) and an 18-point increase from 2023 (32%). Overall, NMED's 2025 employee engagement level (67%) is the highest it has been since the 62% in our inaugural 2020 report.

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

- 94% of employees are willing to put in extra effort to get a job done (2 points higher than last year)
- 93% of employees say the work they do is important (less than 1 point lower than last year)
- 91% of employees like the work they do (flat with 2024)

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

- 25% of employees say they don't have sufficient resources to do their job (down 14% from 2024)
- 24% of employees say the physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) are negatively impacting the way they perform their jobs (compared to 58% who say it has a positive impact)
- 22% of employees say promotions in their work unit are not based on merit (34% say they are)

¹ Anemic Employee Engagement Points to Leadership Challenges, Harter, Jim, August 5, 2025.
<https://www.gallup.com/workplace/692954/anemic-employee-engagement-points-leadership-challenges.aspx>.

Changes from Previous Survey Results

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

Survey Question	Percent Increase
Considering everything, how satisfied are you with your pay?	23% improvement from 2020 to 2025
I have sufficient resources (for example, people, materials, budget) to get my job done	16% improvement from 2020 to 2025
How satisfied are you with the training you receive for your current job?	16% improvement from 2020 to 2025
I am given a real opportunity to improve my skills in my organization	16% improvement from 2020 to 2025
My training needs are assessed within my work unit	15% improvement from 2020 to 2025



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

Survey Question	Percent Decrease
Senior leaders demonstrate support for work/life balance	10% decrease in agreement from 2020 to 2025
How satisfied are you with the policies and practices of senior leaders?	6% decrease in agreement from 2020 to 2025
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well	5% decrease in agreement from 2020 to 2025
I believe the results of this survey will be used to make my agency a better place to work	3% decrease in agreement from 2020 to 2025

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, 2020-2025

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

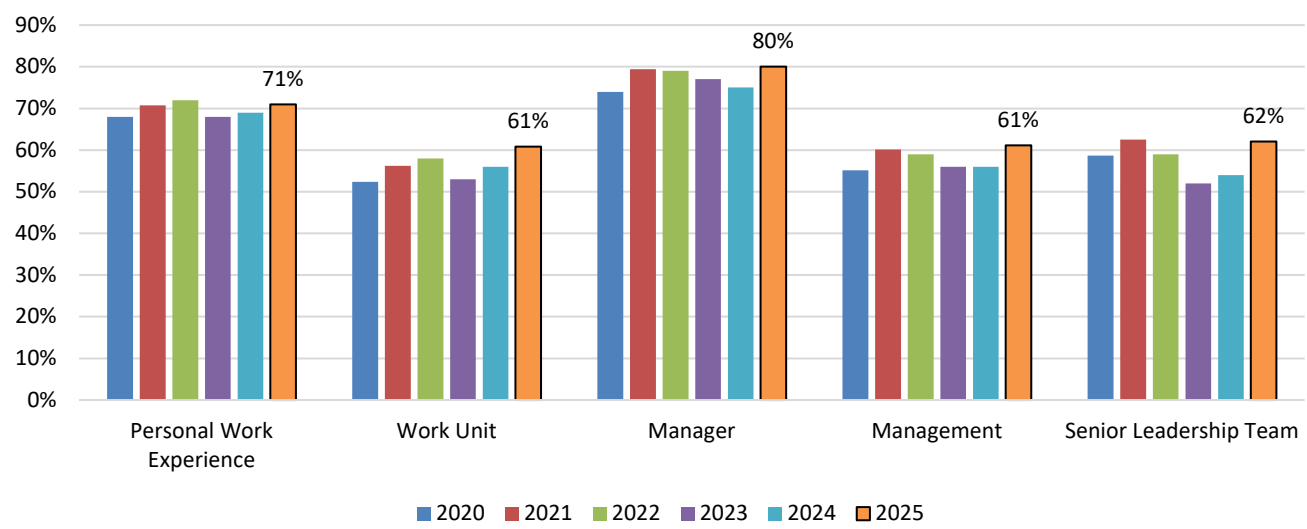
Highest Engagement / Disengagement Levels, 2020-2025

Highest Engagement	2020	2021	2022	2023	2024	2025	Highest Disengagement	2020	2021	2022	2023	2024	2025
When needed, I am willing to put in the extra effort to get a job done.	96%	96%	95%	92%	92%	94%	Pay raises depend on how well employees perform their jobs.	62%	58%	59%	59%	59%	45%
The work I do is important.	93%	93%	94%	91%	94%	93%	I have sufficient resources (for example, people, materials, budget) to get my job done.	44%	34%	36%	46%	39%	25%
I like the kind of work I do.	90%	89%	91%	91%	91%	91%	Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	20%	7%	8%	27%	25%	24%
My supervisor supports my need to balance work and other life issues.	86%	89%	92%	88%	87%	91%	Promotions in my work unit are based on merit.	39%	32%	34%	33%	29%	22%
I am constantly looking for ways to do my job better.	91%	91%	89%	86%	89%	91%	My workload is reasonable.	30%	28%	31%	38%	32%	21%
My supervisor treats me with respect.	85%	91%	91%	89%	86%	90%	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	28%	19%	22%	29%	27%	21%
I know how my work relates to the goals and objectives of the Department.	85%	86%	87%	83%	84%	89%	How satisfied are you with your opportunity to get a better job in your work unit?	34%	30%	30%	29%	27%	20%
I am held accountable for achieving results within my work unit.	86%	87%	87%	86%	87%	89%	In my work unit, differences in performance are recognized in a meaningful way.	30%	27%	29%	28%	25%	20%
How would you rate the overall quality of work done by your work unit?	85%	88%	87%	83%	84%	88%	Considering everything, how satisfied are you with your pay?	40%	40%	50%	43%	38%	19%
My work gives me a feeling of personal accomplishment.	84%	81%	84%	83%	84%	87%	I believe the results of this survey will be used to make my agency a better place to work.	14%	18%	15%	24%	23%	18%
My work unit is successful at accomplishing its mission.	80%	83%	80%	75%	78%	85%	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve	30%	24%	25%	25%	24%	17%
The people I work with cooperate to get the job done.	80%	85%	84%	81%	80%	85%	My work unit is able to recruit people with the right skills	26%	24%	26%	32%	31%	15%

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. Much of the progress made from 2020 to 2022 regarding employees’ personal work experiences, work units, and management was reversed in 2023, 2024, and 2025 survey results. The 2025 survey showed some of the highest employee engagement rates since 2020 (regarding questions on work unit, manager, management) and just one point lower than previous years in two categories (personal work experience in 2022 and Senior Leadership Team in 2021). Since 2023, positive responses regarding employee engagement have continued to increase across all categories. From 2024 to 2025, every category of engagement increased by at least 2%, with the largest increase in positive employee engagement focused on the Senior Leadership Team, which grew by 8%.



Divisions

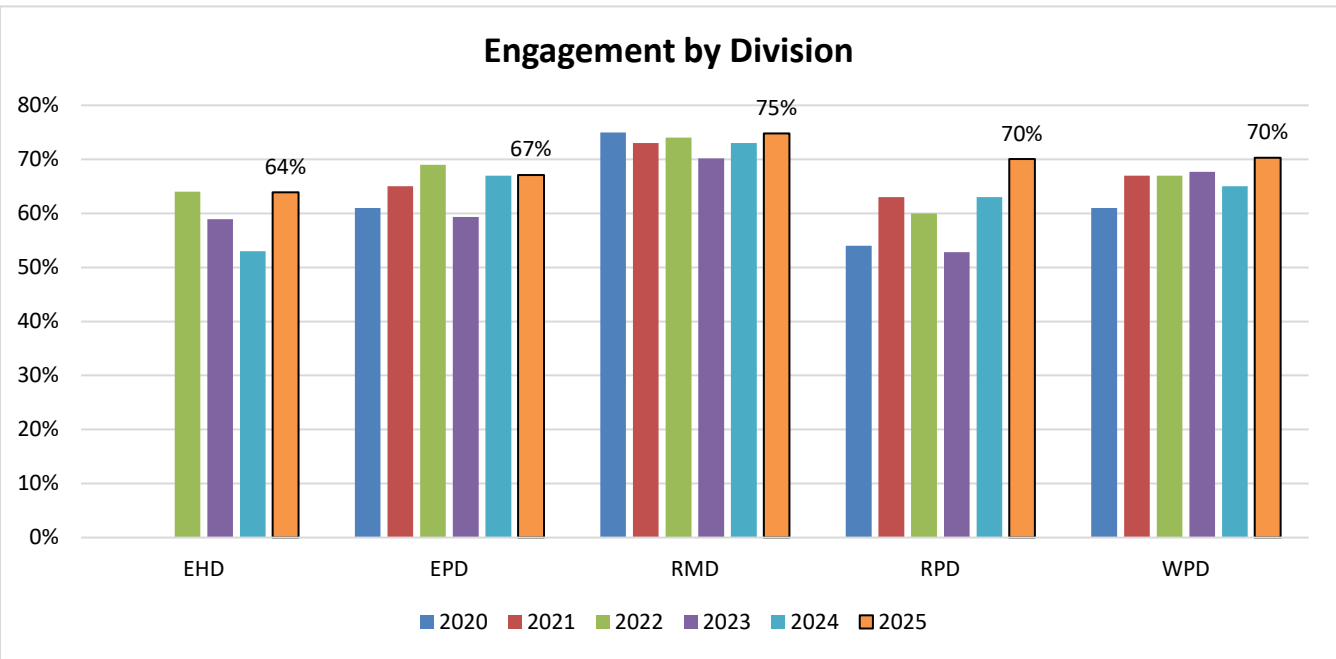
The graph below illustrates the overall engagement of NMED employees by respective divisions from 2020 to 2025. Note that in past years, employees expressed concerns about the office-level breakouts potentially allowing individuals to be identified. As a result, we amended the survey in 2022 so that 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.

Compared to 2024, employee engagement in 2025 improved significantly in EHD (up 11%), Resource Protection Division (RPD; up 7%), Water Protection Division (WPD; up 5%), and RMD (up 2%), while EPD held relatively stable.

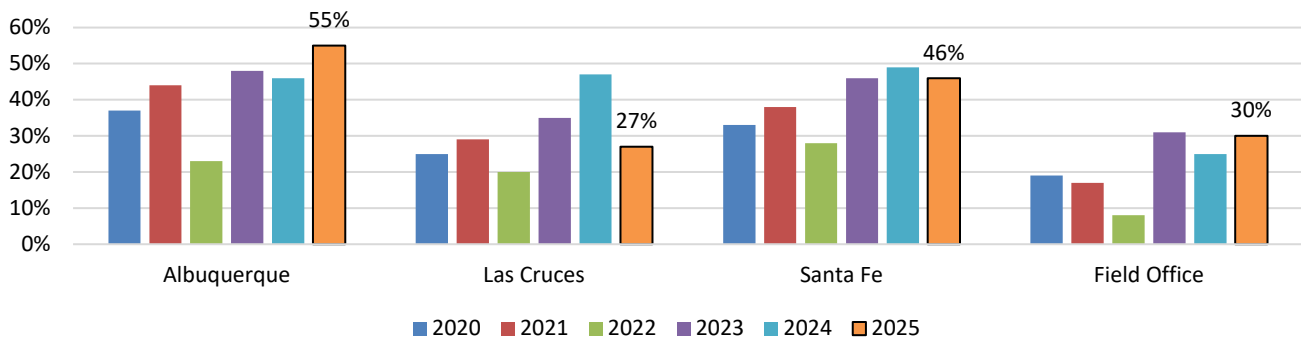


Duty Stations

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

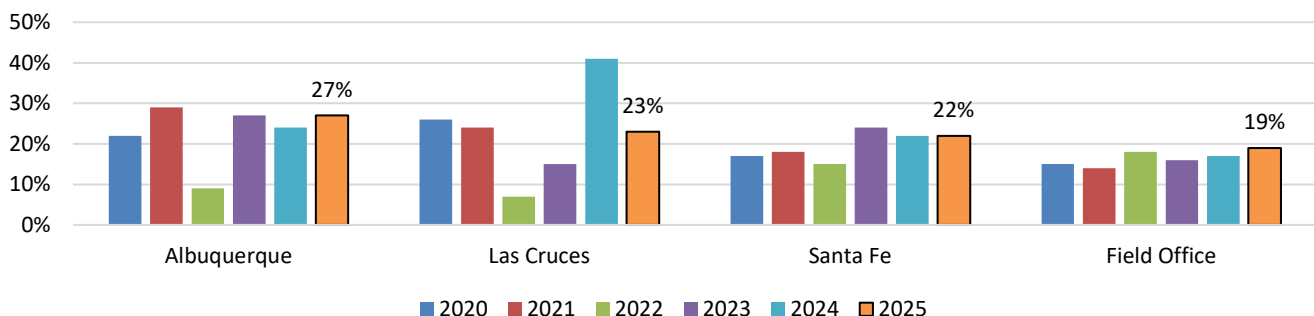
Employees in Albuquerque and NMED field offices indicated wanting to perform their same job from a different geographic location at a higher rate than 2024 (9% and 5% increase respectively). There was a larger decrease (20%) in the desire to work from a different location for Las Cruces based employees and a slight drop (3%) among those with Santa Fe duty stations. 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.

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



Employees responding that they want to perform a new job in a new location was flat in most locations in 2025. Las Cruces was the outlier, with the percent agreeing with that statement decreasing from 41% to 23%. Again, it is noticeable that agreement with this statement bottomed out in 2022, when telework was allowed.

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

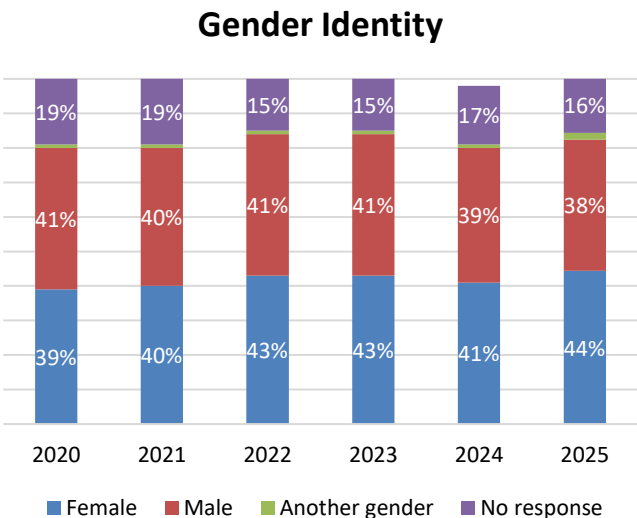
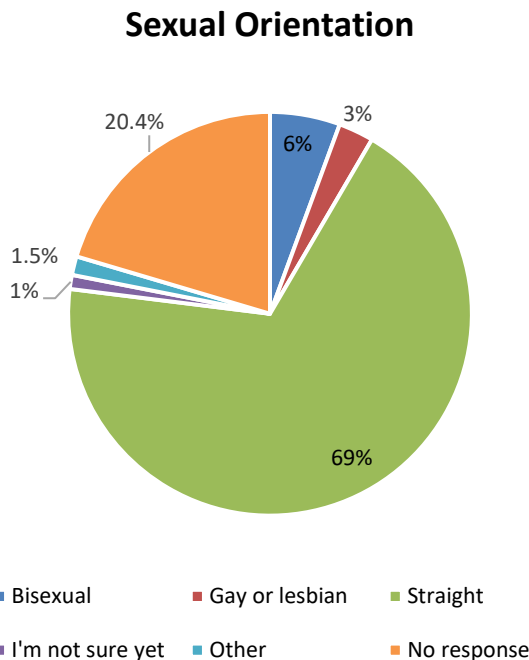


Demographics

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, 69% of employees who took the survey identify as straight, whereas 11.5% identify as either bisexual, gay, lesbian, other, 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.

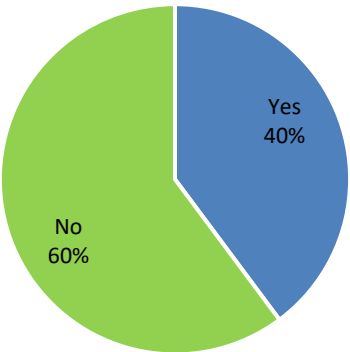
The 2024 Employee Engagement Survey was the third year that we explicitly included ethnicity and race in our demographic questions. This

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

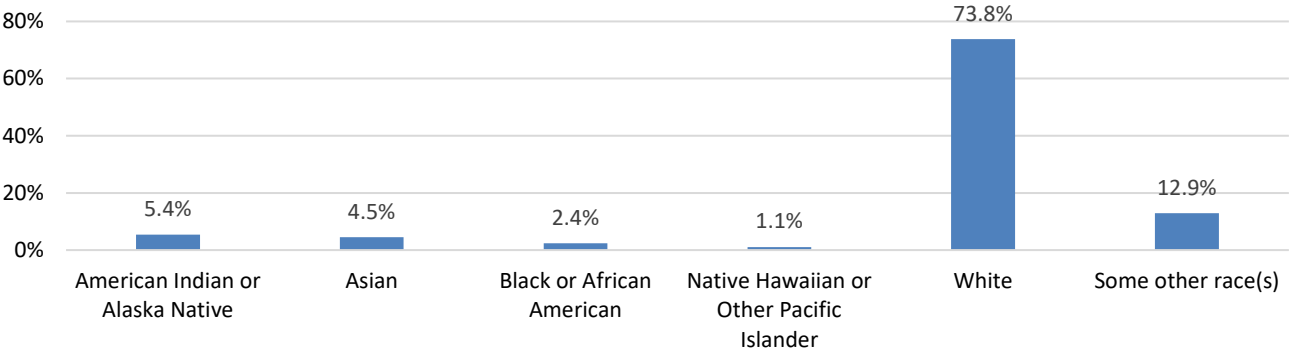
people of color, it is important to include detailed demographic variables to ensure we can interpret this data in meaningful and actionable ways.

As you can see from the pie chart on ethnicity above, 40% of NMED employees who responded to the question identify as being of Hispanic, Latino, or Spanish origin (increase by 1% since 2024). However, according to the 2020 Census, 49% of people living in New Mexico identify as Hispanic or Latino. Comparing these two numbers shows a nine-point disparity exists between Hispanic and Latino representation among our NMED workforce and the people we serve. This is six 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.

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



Which of the following describes your race?



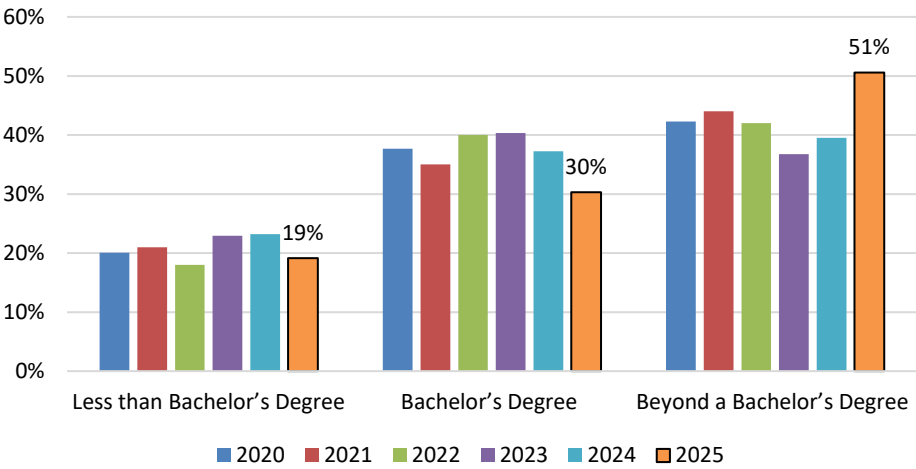
The bar chart above on race shows the Department is fairly aligned with racial demographic makeup of New Mexicans, except for one area. According to the 2020 Census, 11.0% of New Mexicans identify as American Indian or Alaska Native. At NMED, 5.4% of our staff identify as American Indian or Alaska Native, which is more than four 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.

Similar to 2024, those with education beyond a bachelor's were the most common in 2025.

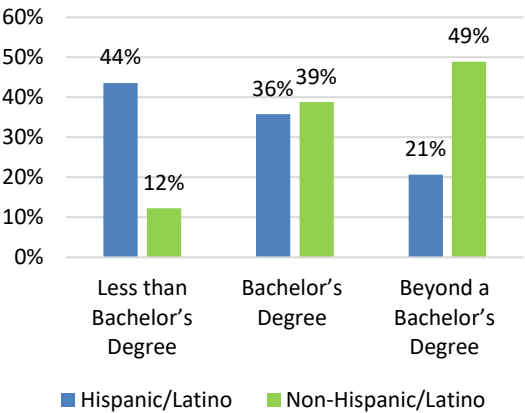
When broken down further by ethnicity, a clear inequity remains apparent within NMED, with only minor changes based on our 2025 data, as is displayed in the chart below. With this breakdown, you can see that non-Hispanic/Latino

employees are more than two times as likely to have an education level beyond a bachelor's degree as compared their Hispanic/Latino colleagues. Similar to last year, no major disparity is evident when comparing employees by ethnicity who have achieved a bachelor's degree.

Highest Degree or Level of Education



Level of Education Attained by Ethnicity



More than

3x

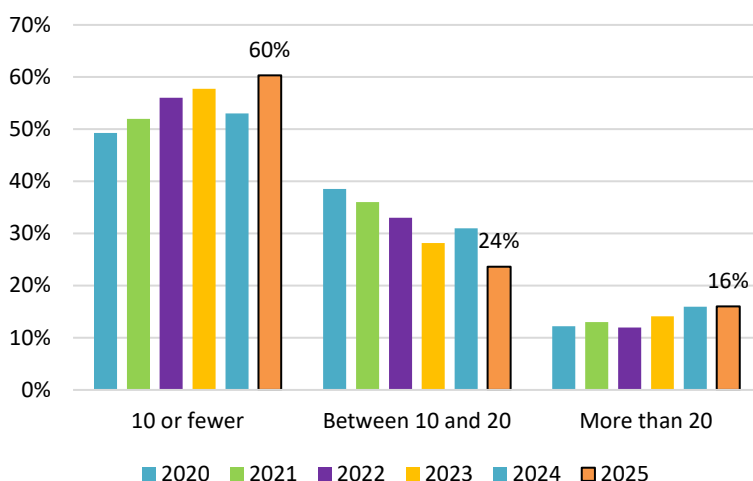
Hispanic/Latino employees are more than three times as likely to have *less than* a bachelor's degree, compared to non-Hispanic/Latino employees.

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 seven 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 15% since 2020, and the percent with 10 or fewer years of experience increased by 11%. For comparison, the most recently available national data from the federal Bureau of Labor Statistics in 2024 shows employees nationally average just under

four 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.²

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 ensure employees' work environments have adequate physical conditions.

The Employee Engagement Survey is an opportunity to reflect on our workplace culture — what's working well and where we can grow together. By sharing your honest feedback, you help the Department strengthen communication, recognize achievements, and build an environment where everyone feels valued, supported, and empowered to do their best work.

Your voice matters. The perspectives you share will guide NMED's ongoing efforts to enhance professional development, well-being, collaboration, and trust across the agency. Results from this survey will inform concrete actions and priorities in the months ahead — because we believe that meaningful change begins with listening.

Thank you for taking the time to participate. Together, we can continue to make our agency not only effective in its mission, but also an inspiring and supportive place to work.

² 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 September 19, 2025).

Appendix A: Survey Questions and Responses Related to Employee Engagement

Q	Question Language	2020			2021			2022			2023			2024			2025		
		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	Percent Engaged	Neither	Percent Disengaged
1	I like the kind of work I do.	90%	9%	2%	89%	9%	3%	91%	7%	2%	91%	6%	3%	91%	8%	1%	91%	7%	2%
2	My work gives me a feeling of personal accomplishment.	84%	11%	5%	81%	11%	7%	84%	11%	5%	83%	12%	5%	84%	11%	4%	87%	10%	3%
3	I am given a real opportunity to improve my skills in my organization.	58%	21%	21%	62%	25%	13%	65%	22%	13%	68%	17%	14%	64%	19%	16%	74%	18%	9%
4	I have enough information to do my job well.	68%	18%	14%	71%	18%	10%	70%	17%	14%	65%	19%	16%	63%	22%	15%	71%	18%	11%
5	I feel encouraged to come up with new and better ways of doing things.	60%	18%	21%	63%	22%	15%	64%	18%	18%	58%	23%	20%	63%	21%	16%	70%	19%	11%
6	I know what is expected of me on the job.	84%	9%	7%	85%	9%	6%	85%	9%	7%	84%	9%	7%	81%	12%	7%	84%	11%	5%
7	When needed, I am willing to put in the extra effort to get a job done.	96%	3%	1%	96%	3%	1%	95%	4%	1%	92%	6%	2%	92%	6%	2%	94%	5%	1%
8	I am constantly looking for ways to do my job better.	91%	8%	2%	91%	7%	1%	89%	10%	1%	86%	12%	2%	89%	10%	1%	91%	8%	1%
9	I have sufficient resources (for example, people, materials, budget) to get my job done.	38%	18.%	44%	48%	18%	34%	47%	17%	36%	37%	16%	46%	42%	19%	39%	54%	21%	25%
10	My workload is reasonable.	50.%	21%	30%	57%	15%	28%	51%	18%	31%	45%	17%	38%	48%	20%	32%	59%	20%	21%
11	My talents are used well in the workplace.	63%	16%	22%	63%	22%	15%	65%	21%	14%	67%	17%	16%	64%	19%	16%	70%	18%	12%
12	I know how my work relates to the goals and objectives of the Department.	85%	10%	5%	86%	10%	4%	87%	9%	4%	83%	11%	6%	84%	10%	6%	89%	8%	3%
13	The work I do is important.	93%	5%	1%	93%	5%	2%	94%	5%	1%	91%	8%	1%	94%	4%	2%	93%	5%	2%
14	I am held accountable for achieving results within my work unit.	86%	9%	5%	87%	9%	4%	87%	9%	4%	86%	10%	4%	87%	10%	3%	89%	9%	2%

Q	Question Language	2020			2021			2022			2023			2024			2025		
		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	Percent Engaged	Neither	Percent Disengaged
15	I feel more engaged in my work today than a year ago.	42%	39%	19%	41%	37%	22%	46%	34%	19%	32%	42%	26%	45%	34%	21%	50%	39%	12%
16	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal within my work unit.	65%	22%	14%	71%	19%	9%	70%	22%	8%	70%	20%	10%	66%	22%	12%	72%	19%	9%
17	My training needs are assessed within my work unit.	49%	27%	24%	57%	27%	16%	53%	29%	17%	56%	26%	18%	53%	30%	18%	64%	25%	11%
18	How satisfied are you with the training you receive for your current job?	45%	27%	28%	55%	28%	17%	51%	31%	18%	52%	27%	21%	51%	29%	20%	61%	25%	14%
19	Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	63%	17%	20%	66%	27%	7%	77%	14%	8%	57%	17%	27%	57%	18%	25%	58%	18%	24%
20	I would prefer to perform my same job from a different geographic location.	23%	26%	50%	23%	32%	45%	18%	36%	45%	46%	22%	30%	47%	22%	31%	45%	23%	32%
21	I would prefer to perform a new job from a different geographic location.	19%	32%	49%	18%	38%	44%	13%	37%	50%	26%	27%	43%	27%	33%	40%	24%	32%	44%
22	My employee evaluation (EE) or management evaluation (ME) is a fair reflection of my performance.	66%	21%	13%	69%	22%	9%	72%	17%	11%	77%	18%	8%	71%	19%	10%	76%	16%	8%
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.	66%	20%	14%	66%	26%	9%	73%	18%	9%	71%	23%	9%	67%	24%	9%	72%	21%	7%
24	How satisfied are you with the recognition you receive for doing a good job?	54%	23%	23%	59%	26%	15%	57%	27%	16%	57%	25%	19%	60%	23%	18%	66%	24%	10%
25	The people I work with cooperate to get the job done.	80%	10%	9%	85%	9%	6%	84%	9%	7%	81%	12%	8%	80%	11%	8%	85%	9%	6%
26	My work unit is able to recruit people with the right skills.	48%	26%	26%	49%	27%	24%	48%	26%	26%	42%	25%	32%	46%	22%	31%	58%	26%	16%

		2020			2021			2022			2023			2024			2025		
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27	Promotions in my work unit are based on merit.	30%	31%	39%	30%	38%	32%	30%	36%	34%	29%	38%	33%	32%	39%	29%	34%	43%	22%
28	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29%	41%	30%	29%	47%	24%	27%	48%	25%	31%	43%	25%	29%	47%	24%	33%	50%	17%
29	In my work unit, differences in performance are recognized in a meaningful way.	27%	43%	30%	34%	39%	27%	26%	45%	29%	29%	43%	28%	33%	42%	25%	34%	46%	20%
30	Recognition in my work unit depends on how well employees perform their jobs.	39%	38%	23%	44%	36%	20%	40%	39%	21%	37%	41%	21%	41%	40%	20%	43%	42%	14%
31	Employees in my work unit share job knowledge with each other.	83%	8%	10%	85%	10%	5%	86%	8%	6%	84%	11%	5%	82%	12%	6%	84%	11%	4%
32	The skill level in my work unit has improved in the past year.	55%	31%	14%	58%	32%	10%	58%	28%	14%	50%	32%	18%	59%	31%	10%	63%	30%	7%
33	How would you rate the overall quality of work done by your work unit?	85%	12%	4%	88%	9%	3%	87%	11%	3%	83%	13%	4%	84%	14%	2%	88%	10%	2%
34	My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.	78%	13%	9%	80%	13%	7%	79%	13%	8%	74%	17%	9%	78%	15%	7%	80%	13%	7%
35	Employees have a feeling of personal empowerment with respect to work processes.	51%	25%	24%	55%	27%	18%	57%	23%	20%	46%	33%	20%	52%	29%	18%	57%	31%	12%
36	Employees are recognized for providing high quality products and services.	50%	25%	25%	59%	23%	18%	55%	25%	20%	47%	32%	21%	54%	24%	22%	59%	29%	13%
37	Creativity and innovation are rewarded.	35%	34%	31%	42%	36%	22%	42%	34%	24%	38%	36%	26%	43%	34%	23%	46%	38%	16%
38	Pay raises depend on how well employees perform their jobs.	13%	25%	62%	10%	32%	58%	12%	30%	59%	14%	28%	59%	13%	27%	59%	17%	38%	45%
39	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in	40%	44%	16%	50%	39%	11%	55%	36%	8%	49%	38%	13%	49%	36%	15%	54%	37%	9%

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	awareness of diversity issues, mentoring).																		
40	Employees are protected from health and safety hazards on the job.	68%	18%	13%	81%	11%	7%	75%	15%	10%	68%	18%	14%	72%	17%	11%	74%	16%	10%
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%	16%	11%	65%	19%	16%	83%	9%	7%	72%	16%	12%
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%	8%	4%	83%	11%	6%	63%	20%	17%	83%	11%	5%
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	68%	20%	12%	53%	26%	21%	70%	15%	15%	66%	21%	14%
44	My work unit has prepared employees for potential security threats.	56%	24%	21%	62%	23%	15%	49%	28%	23%	34%	34%	33%	36%	34%	31%	61%	24%	15%
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.	70%	19%	11%	73%	20%	7%	73%	21%	6%	71%	23%	6%	71%	21%	8%	77%	17%	5%
46	My work unit is successful at accomplishing its mission.	80%	11%	9%	83%	12%	6%	80%	13%	7%	75%	14%	11%	78%	13%	8%	85%	10%	4%
47	I recommend my work unit within the Department as a good place to work.	75%	13%	12%	75%	18%	7%	74%	16%	9%	71%	17%	12%	75%	17%	8%	80%	14%	6%
48	How satisfied are you with your opportunity to get a better job in your work unit?	30%	30%	34%	32%	30%	30%	36%	34%	30%	34%	37%	29%	36%	37%	27%	42%	38%	20%
49	How satisfied are you with your opportunity to get a better job outside of your work unit?	31%	41%	17%	34%	39%	14%	43%	44%	13%	46%	45%	9%	44%	44%	12%	43%	46%	11%

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50	My supervisor supports my need to balance work and other life issues.	86%	10%	4%	89%	8%	3%	92%	4%	4%	88%	7%	5%	87%	10%	3%	91%	6%	3%
51	My supervisor provides me with opportunities to demonstrate my leadership skills.	71%	17%	12%	79%	13%	7%	75%	19%	6%	75%	18%	7%	75%	15%	10%	78%	16%	6%
52	Discussions with my supervisor about my performance are worthwhile.	69%	19%	13%	75%	17%	8%	74%	18%	8%	73%	17%	9%	68%	20%	12%	75%	19%	6%
53	My supervisor is committed to a workforce representative of all segments of society.	65%	29%	6%	71%	25%	3%	72%	25%	2%	69%	26%	5%	69%	27%	4%	72%	23%	4%
54	My supervisor provides me with constructive suggestions to improve my job performance.	69%	18%	13%	76%	16%	9%	75%	18%	6%	72%	18%	11%	68%	20%	12%	77%	17%	6%
55	My supervisor supports employee development.	76%	15%	8%	81%	13%	6%	81%	14%	5%	79%	13%	8%	77%	17%	6%	84%	11%	4%
56	My supervisor listens to what I have to say.	81%	10%	10%	84%	9%	7%	85%	10%	5%	82%	11%	7%	80%	13%	7%	85%	9%	6%
57	My supervisor treats me with respect.	85%	8%	7%	91%	6%	4%	91%	5%	4%	89%	7%	4%	86%	10%	4%	90%	6%	3%
58	My supervisor is an inspiring leader.	68%	19%	13%	73%	17%	10%	70%	22%	8%	70%	19%	11%	64%	24%	11%	73%	19%	8%
59	I have trust and confidence in my supervisor.	74%	16%	10%	79%	14%	7%	81%	12%	7%	78%	13%	9%	75%	16%	8%	81%	12%	6%
60	How satisfied are you with the information you receive from your supervisor on what's going on in your organization?	65%	20%	14%	71%	18%	10%	68%	20%	12%	69%	15%	16%	68%	18%	15%	72%	19%	9%
61	Overall, how good a job do you feel is being done by your supervisor?	76%	14%	9%	84%	10%	5%	82%	12%	6%	79%	13%	8%	76%	17%	6%	82%	13%	5%
62	In my broader organization, supervisors work well with employees of different backgrounds.	63%	29%	8%	65%	29%	6%	69%	27%	4%	64%	31%	5%	61%	29%	9%	69%	26%	5%

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63	In my broader organization, supervisors clearly communicate goals and objectives of the Department.	54%	29%	17%	60%	26%	14%	56%	30%	14%	57%	26%	17%	56%	30%	14%	59%	29%	12%
64	In my broader organization, supervisors review and evaluate the organization's progress toward meeting its goals and objectives.	53%	33%	14%	57%	32%	12%	57%	34%	9%	55%	32%	12%	59%	30%	12%	61%	32%	7%
65	In my broader organization, supervisors promote communication among different work units (for example, about projects, goals, resources).	50%	27%	23%	58%	26%	16%	56%	29%	15%	51%	31%	18%	49%	32%	19%	57%	28%	15%
66	In my broader organization, supervisors support collaboration across work units to accomplish Department goals and objectives.	55%	26%	19%	61%	26%	13%	59%	29%	12%	54%	31%	15%	55%	31%	14%	60%	28%	12%
67	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	43%	29%	28%	53%	28%	19%	50%	28%	22%	41%	30%	29%	43%	30%	27%	49%	30%	21%
68	The Department's senior leaders maintain high standards of honesty and integrity.	57%	31%	12%	66%	26%	8%	59%	30%	11%	53%	33%	14%	53%	28%	19%	57%	30%	14%
69	Overall, how good a job do you feel is being done by the supervisor directly above your immediate supervisor?	65%	23%	12%	70%	20%	10%	70%	20%	10%	64%	23%	13%	67%	19%	14%	74%	19%	7%
70	I have a high level of respect for the Department's senior leaders.	63%	26%	11%	69%	21%	10%	58%	30%	12%	54%	31%	15%	56%	26%	18%	63%	26%	11%
71	Senior leaders demonstrate support for work/life balance.	71%	20%	9%	74%	18%	8%	72%	18%	10%	57%	28%	16%	54%	29%	17%	61%	27%	13%
72	How satisfied are you with the policies and practices of senior leaders?	57%	28%	15%	63%	26%	11%	56%	29%	15%	45%	32%	23%	47%	32%	22%	51%	33%	16%

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73	Considering everything, how satisfied are you with your pay?	37%	23%	40%	37%	23%	40%	29%	21%	50%	36%	20%	43%	42%	20%	38%	61%	21%	19%
74	Considering everything, how satisfied are you with your organization?	67%	18%	15%	70%	17%	13%	65%	21%	14%	60%	19%	20%	64%	21%	16%	75%	15%	9%
75	Considering everything, how satisfied are you with your job?	72%	13%	15%	74%	14%	13%	71%	17%	12%	70%	16%	15%	70%	18%	11%	79%	14%	7%
77	I believe the results of this survey will be used to make my agency a better place to work.	53%	33%	14%	51%	31%	18%	55%	30%	15%	46%	30%	24%	43%	34%	23%	50%	32%	18%
TOTAL ENGAGEMENT		61%	22%	17%	65%	21%	14%	64%	22%	14%	61%	22%	16%	62%	23%	16%	67%	22%	11%

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