



2026

Employee Engagement
Survey Report



A message from the Secretary

To my New Mexico Environment Department Colleagues,

I am incredibly proud to present the results of our 2026 Employee Engagement Survey, marking our seventh consecutive year of capturing your candid views about the New Mexico Environment Department (NMED). When we launched this initiative in 2020, my goal was simple: to establish a continuous baseline of communication, to listen deeply to your workplace experiences, and to actively champion your concerns within the state government and the legislature.



Looking back at the arc of our previous reports, we have navigated an extraordinary journey together. Our initial surveys reflected a passionate, mission-driven workforce that felt stretched too thin by legacy vacancies, chronic underfunding by the legislature, and no relief from the many demands placed upon us. As we transitioned through the challenges of the pandemic, accommodated widespread telework, and later adapted to returning to the office, our survey data captured the resulting friction points—bottoming out in 2023 and 2024 with heightened concerns surrounding workload, resource disparities, and attrition risks. Rather than turning away from those difficult reports, I utilized your blunt feedback as an analytical compass. I asked you to bring your voices directly into the legislative committees and you showed up. Together, we changed the lives of our employees today and well into retirement. I remain committed to ensuring NMED's pay practices fully honor your education and experience, so we continue to retain our dedicated employees and attract new talent to the Department.

The 2026 data shows that this structural investment is paying dividends. Our overall employee engagement level stands at 66% - a four-point climb from our inaugural 2020 baseline and more than double the national engagement average of 32%. A resounding 94% of you believe your work is deeply important, and 92% consistently show a willingness to put in extra effort to achieve our mission. Job satisfaction remains robust, with nearly eight out of ten staff members reporting fulfillment in their daily responsibilities, and 64% confirming they plan to continue their careers with NMED over the coming year.

However, a culture of continuous improvement requires us to look just as honestly at where we are losing ground. While our expanded hiring has brought unprecedented talent through our doors, the onboarding pipeline takes time to yield relief on the ground. This report indicates that a critical strain remains: 27% of our team still reports a lack of sufficient resources, and 24% note that their current workloads are not reasonable. Furthermore, we have seen a multi-year decline in agreement regarding the physical condition of our workplaces and our internal perceptions of senior leadership policies.

Let me be clear: getting the right people into our vacant chairs is only the first step. Moving forward, our priority must shift from raw recruitment to sustainable workload balancing and workplace modernization. The second half of 2026 represents more opportunity to focus on these areas by the leadership team.

At the heart of NMED's mission are the people who bring it to life. Your experiences, insights, and ideas shape how we serve the public. Thank you for your time, your dedication, and your unwavering commitment to protecting the health, communities, and environment of New Mexico.

Together, we are building a more equitable, resilient, and supportive workplace culture.

Sincerely,

A handwritten signature in blue ink that reads "James C. Kenney". The signature is fluid and cursive, with the first name "James" being the most prominent.

James C. Kenney
Cabinet Secretary

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Introduction

The 2026 Employee Engagement Survey is the seventh 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 January 6, the Office of Strategic Initiatives (OSI) invited all employees to complete the anonymous survey. By the close of the survey on January 30, a total of 504 employees responded, achieving an 85% response rate (same rate as last year). These results provide us with important quantitative information.

- NMED employees are more engaged in the work they do at a rate (66%) well above the national average (32%), and the second highest rate (behind 2025) we have seen since the start of these surveys in 2020.
- 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:

- Just under half (47%) of 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 (an increase from last year's 45%).
- Just over one in four (27%) employees continue to look for more resources to balance their workload and get the job done (an increase from last year's 25%).

During the 2026 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 results which will be reflected in responses to next year's survey 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?

"Employee engagement is a catalyst for success and sustainability that cannot be ignored."
~Irene Becker

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.





Research across the federal government consistently shows that when employees are engaged, agencies thrive. Higher engagement is linked to stronger mission outcomes, greater innovation, improved collaboration, and higher public trust. The factors that support engagement—competitive pay and benefits, flexible and supportive workplace policies, opportunities for growth, recognition, and clear communication—are all areas where we can continue to build on our strengths. When employees feel valued, supported, and heard, they are empowered to do their best work.

True engagement, however, is rooted in something even more powerful: a shared sense of purpose. When each of us understands how our work contributes to the agency's mission and sees the impact of our collective efforts, our connection to the organization deepens. That sense of belonging and meaning fuels creativity, teamwork, and a willingness to go above and beyond. By nurturing a culture grounded in trust, respect, and shared values, we create an environment where everyone can succeed and feel proud of the work we accomplish together.

As a science-driven agency, we are committed to listening, learning, and taking action. By thoughtfully measuring employee engagement and using the data to guide meaningful improvements, we ensure that your voices inform real change. Our goal is not simply to assess engagement, but to strengthen it—so we can sustain a supportive workplace, enhance our resilience, and continue advancing our mission with excellence. Together, we can build an organization where every employee feels connected, motivated, and inspired.



Employee Engagement Results

92% say they are willing to put in extra effort to get the job done.

The 2026 Employee Engagement Survey contained 87 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 66%. This is well above the national average of 32% as measured

and reported by the annual Gallup poll update last published in January 2026, referenced below.¹

Half of NMED employees (50%) feel more engaged in their work than a year ago, same as last year and a five-point increase from 2024 (45%). Overall, NMED's 2026 employee engagement level (66%) is four points higher than 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 say the work they do is important (flat with last year)
- 92% of employees are willing to put in extra effort to get a job done (flat with last year)
- 90% of employees like the work they do (one point lower than 2025)
- Employee participation in the survey highlights concerns for NMED leadership to continue working to address, including: 27% of employees say they don't have sufficient resources to do their job (up 2% from 2025)
- 24% of employees do not feel their workload is reasonable (compared to 61% who say their workload is reasonable)
- 23% of employees say promotions in their work unit are not based on merit (35% say they are)



¹ [U.S. Employee Engagement Declines From 2020 Peak](https://www.gallup.com/workplace/701486/employee-engagement-declines-2020-peak.aspx), Harter, Jim, January 28, 2026. <https://www.gallup.com/workplace/701486/employee-engagement-declines-2020-peak.aspx>.

Changes from Previous Survey Results

Now in year seven 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?	22% improvement from 2020 to 2026
I have sufficient resources (for example, people, materials, budget) to get my job done	14% improvement from 2020 to 2026
I am given a real opportunity to improve my skills in my organization	14% improvement from 2020 to 2026
Creativity and innovation are rewarded	14% improvement from 2020 to 2026
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring)	13% improvement from 2020 to 2026

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

Survey Question	Percent Decrease
How satisfied are you with the policies and practices of senior leaders?	8% decrease in agreement from 2020 to 2026
Senior leaders demonstrate support for work/life balance	8% decrease in agreement from 2020 to 2026
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well	7% decrease in agreement from 2020 to 2026
I believe the results of this survey will be used to make my agency a better place to work	6% decrease in agreement from 2020 to 2026

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, 2020-2026

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

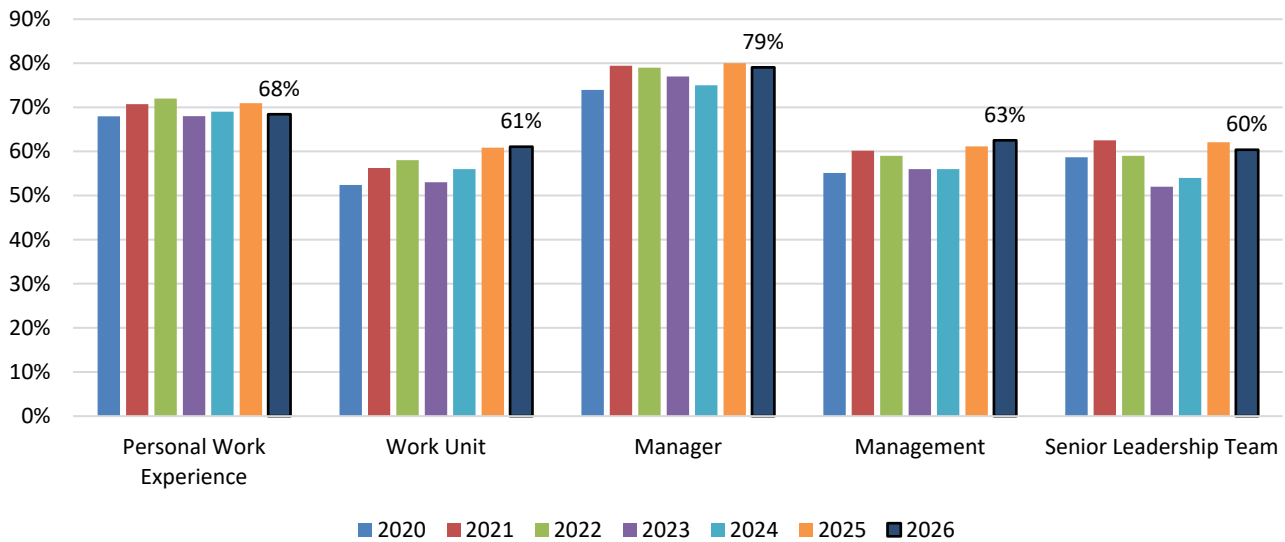
Highest Engagement / Disengagement Levels, 2020-2026

Highest Engagement	2020	2021	2022	2023	2024	2025	2026	Highest Disengagement	2020	2021	2022	2023	2024	2025	2026
The work I do is important.	93%	93%	94%	91%	94%	93%	94%	Pay raises depend on how well employees perform their jobs.	62%	58%	59%	59%	59%	45%	43%
When needed, I am willing to put in the extra effort to get a job done.	96%	96%	95%	92%	92%	94%	92%	I have sufficient resources (for example, people, materials, budget) to get my job done.	44%	34%	36%	46%	39%	25%	27%
I like the kind of work I do.	90%	89%	91%	91%	91%	91%	90%	My workload is reasonable.	30%	28%	31%	38%	32%	21%	24%
I am constantly looking for ways to do my job better.	91%	91%	89%	86%	89%	91%	89%	Promotions in my work unit are based on merit.	39%	32%	34%	33%	29%	22%	23%
My supervisor supports my need to balance work and other life issues.	86%	89%	92%	88%	87%	91%	89%	How satisfied are you with your opportunity to get a better job in your work unit?	34%	30%	30%	29%	27%	20%	23%
Employees in my work unit share job knowledge with each other	83%	85%	86%	84%	82%	84%	88%	Considering everything, how satisfied are you with your pay?	40%	40%	50%	43%	38%	19%	22%
I have a good understanding of my rights and responsibilities in relation to workplace health and safety	n/a	n/a	88%	83%	62%	83%	88%	My work unit is able to recruit people with the right skills	26%	24%	26%	32%	31%	15%	22%
My work gives me a feeling of personal accomplishment.	84%	81%	84%	83%	84%	87%	88%	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	28%	19%	22%	29%	27%	21%	22%
My supervisor treats me with respect.	85%	91%	91%	89%	86%	90%	88%	How satisfied are you with the policies and practices of senior leaders?	15%	11%	15%	23%	22%	16%	21%
How would you rate the overall quality of work done by your work unit?	85%	88%	87%	83%	84%	88%	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%	19%
I know how my work relates to the goals and objectives of the Department.	85%	86%	87%	83%	84%	89%	87%	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%	19%
I am held accountable for achieving results within my work unit.	86%	87%	87%	86%	87%	89%	87%	Creativity and innovation are rewarded	31%	22%	24%	26%	23%	15%	18%

Organizational Component

This survey is divided into five organizational components of the work environment. These include 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 48 relate to an employee’s work unit. Questions 49 through 59 relate to an employee’s supervisor/manager. Questions 60 through 64 relate to management in the broader organization. Questions 65 through 75 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, 2025, and 2026 survey results. The 2026 survey showed some of the highest employee engagement rates since 2020 (regarding questions on work unit, management) and just one to three points lower than the previous year in three categories (three points lower in personal work experience, two points lower in Senior Leadership Team, and one point lower in manager). Between 2023 and 2025, positive responses regarding employee engagement increased across all categories and 2026 responses are similar to 2025 responses (difference of up to +/- three points). From 2025 to 2026, the largest increase in positive employee engagement focused on management, which grew by 1%.



Divisions

The graph below illustrates the overall engagement of NMED employees by respective divisions from 2020 to 2026. 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 to and improve our practices based on your feedback. NMED utilizes Survey Monkey's tool that allows respondents' identities to be anonymized:

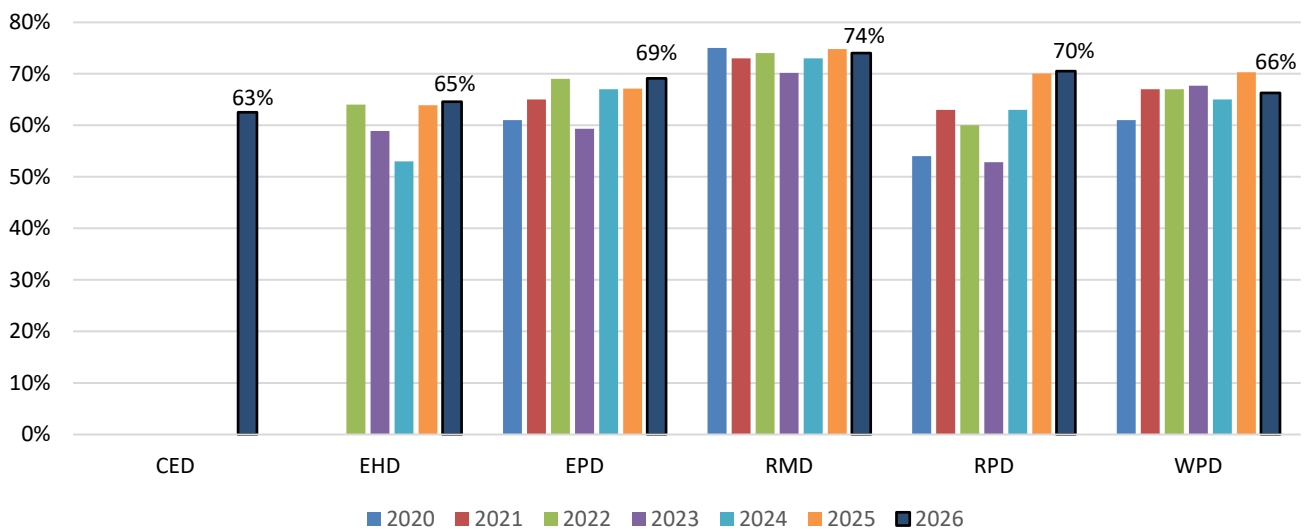


<https://www.surveymonkey.com/mp/anonymous-employee-surveys/>.

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. In addition, the 2026 survey includes the new Compliance and Enforcement Division (CED), so there is no data for previous years.

Compared to 2025, employee engagement in 2026 improved in EPD (up 2%) and EHD (up 1%), held stable in Resource Protection Division (RPD), and decreased slightly in RMD (down 1%) and Water Protection Division (WPD; down 4%). CED's employee engagement for 2026 was 63%.

Engagement by Division

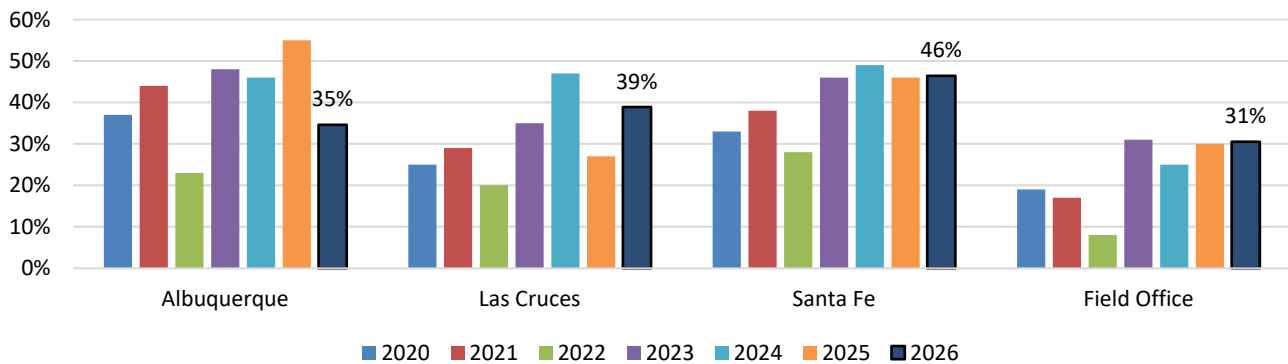


Duty Stations

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

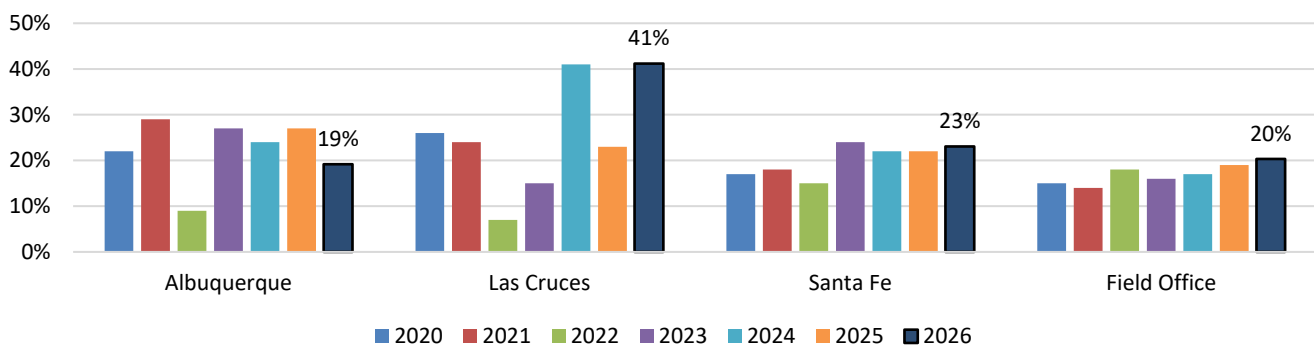
Employees in Las Cruces and NMED field offices indicated wanting to perform their same job from a different geographic location at a higher rate than 2025 (12% and 1% increase respectively). There was a larger decrease (20%) in the desire to work from a different location for Albuquerque based employees and those with Santa Fe duty stations held stable with last year. 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 2026. Las Cruces and Albuquerque were outliers, with the percent agreeing with that statement increasing from 23% to 41% for Las Cruces and decreasing from 27% to 19% for Albuquerque. 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.



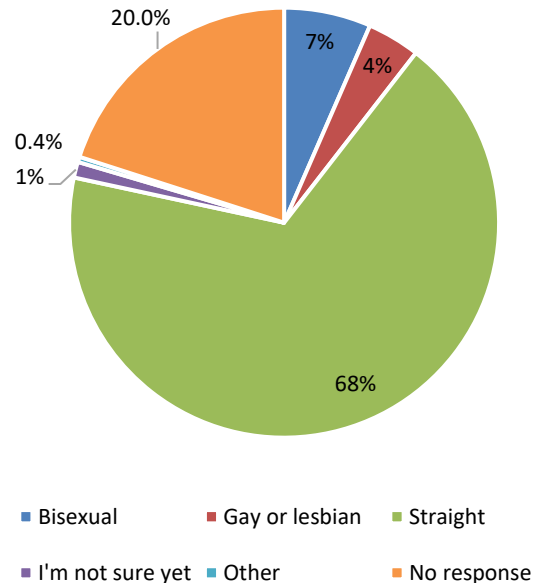
Demographics

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.

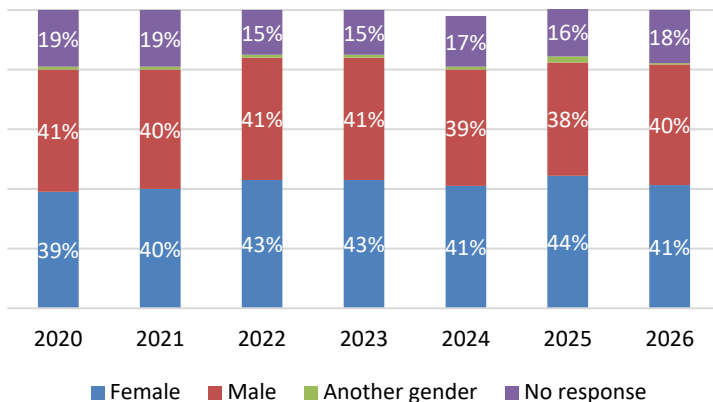
As shown in the corresponding pie chart, 68% of employees who took the survey identify as straight, whereas 12.4% identify as either bisexual, gay, lesbian, other, or are not sure about their sexual orientation. This information, along with the gender identity information previously mentioned, is valuable 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.

Sexual Orientation



Gender Identity

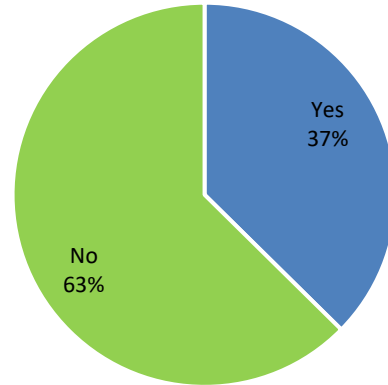


The survey responses are collected and reported in data groups by percentage, so individual answers are neither accessible nor discernable. Having complete demographic information is useful in understanding correlations between items such as gender identity, race, ethnicity, sexual orientation, education attainment, and other answers throughout the survey. This information is key to striving to create a more equitable environment at the NMED.

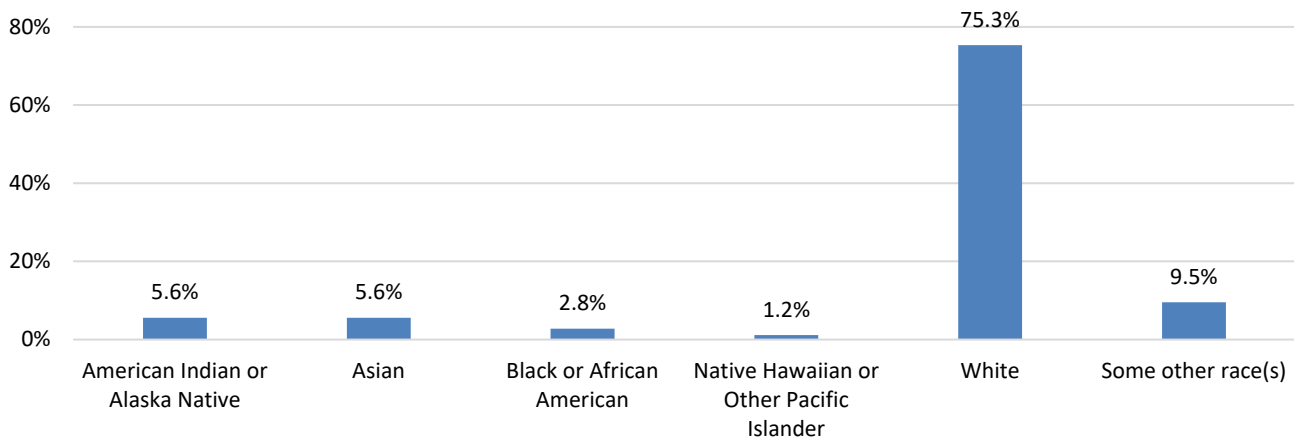
The 2026 Employee Engagement Survey was the fifth year that we explicitly included ethnicity and race in our demographic questions. This brings our survey into better alignment with best practices and provides more meaningful data upon which we can act to reduce inequities in the Department. In New Mexico 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, 37% of NMED employees who responded to the question identify as being of Hispanic, Latino, or Spanish origin (decrease by 3% since 2025). However, according to the 2020 Census, 49% of people living in New Mexico identify as Hispanic or Latino. Comparing these two numbers shows a 12-point disparity exists between Hispanic and Latino representation among our NMED workforce and the people we serve. This is three 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?

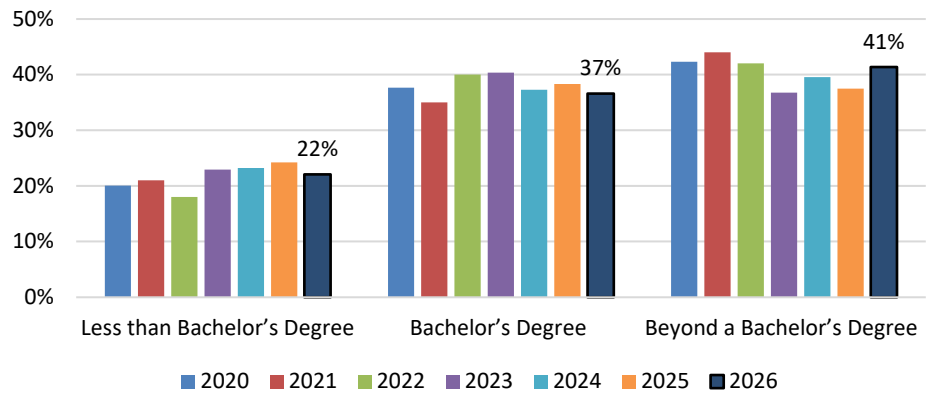


The bar chart above on race shows the Department is fairly aligned with racial demographic makeup of New Mexicans, except for one area. According to the 2020 Census, 11.0% of New Mexicans identify as American Indian or Alaska Native. At NMED, 5.6% of our staff identify as American Indian or Alaska Native, 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.

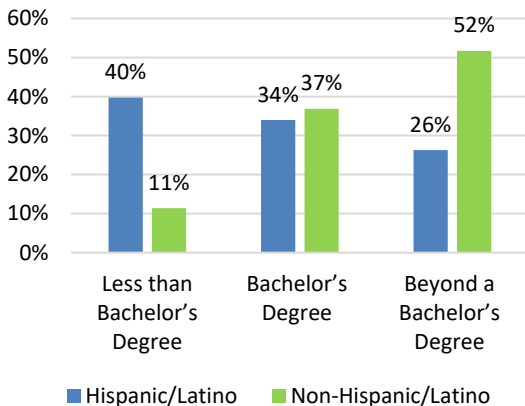
Compared to 2025, those with education beyond a bachelor's were slightly more common in 2026 (increase by 4%).

When broken down further by ethnicity, a clear inequity remains apparent within NMED, with only minor changes based on our 2026 data, as is displayed in the chart below. With this breakdown, you can see that non-Hispanic/Latino employees are 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



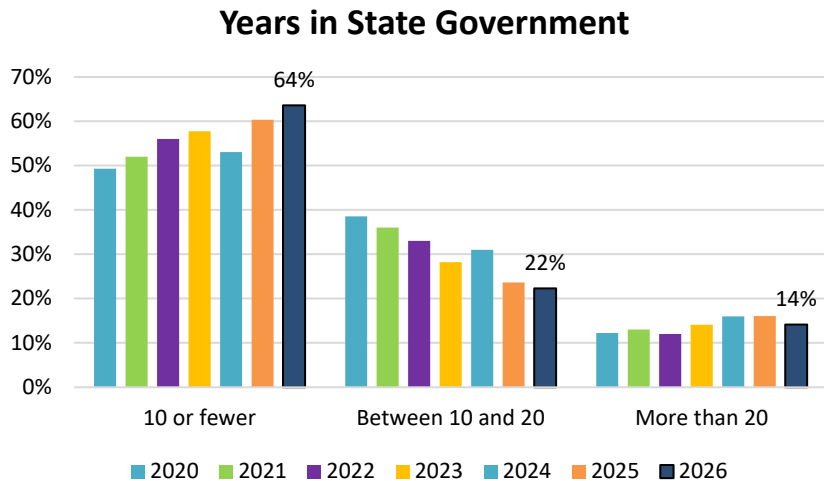
More than

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 six 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 14%, the percent with more than 10 but less than 20 years of experience has declined by 17% since 2020, and the percent with 10 or fewer years of experience increased by 15%. 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

Moving Forward

NMED leadership remains fully committed to strengthening employee engagement across the Department. We view engagement not as a one-time initiative, but as an ongoing priority that directly supports our mission and the people who carry it forward each day. This year’s survey results provide valuable insight into both our strengths and our opportunities for growth. In response, we will continue working closely with managers and supervisors to ensure performance is recognized in meaningful ways, expectations are clear, and teams are supported with the tools and resources they need to succeed. We are also reaffirming our commitment to maintaining safe, functional, and well-equipped work environments—because the physical conditions in which we work matter just as much as the culture we build together.

The Employee Engagement Survey offers us a powerful opportunity to reflect on our workplace culture—celebrating what is working well while identifying where we can grow together. Your thoughtful and candid feedback helps us better understand your experiences and perspectives. It allows us to strengthen communication across all levels of the Department, elevate recognition practices, and foster a workplace where collaboration, respect, and accountability thrive. By participating, you are actively shaping the future of NMED and contributing to a culture where every employee feels valued, supported, and empowered to contribute their best 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 February 9, 2026).

Your voice truly matters. The insights you provide will directly inform our priorities in the months ahead, guiding tangible actions to enhance professional development, employee well-being, cross-team collaboration, and trust in leadership. We are committed not only to reviewing the results carefully, but to sharing what we learn and the steps we will take as a result. Meaningful progress begins with listening—and continues with transparency, partnership, and follow-through. Thank you for your time, your honesty, and your dedication to NMED’s mission. Together, we will continue building an agency that excels in service to our communities while also being an inspiring, inclusive, and supportive place to work for all.



Appendix A: Survey Questions and Responses Related to Employee Engagement

Q	Question Language	2020			2021			2022			2023			2024			2025			2026		
		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	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%	90%	10%	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%	87%	8%	4%
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%	72%	16%	12%
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%	66%	20%	14%
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%	69%	17%	13%
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%	82%	11%	7%
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%	92%	7%	2%
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%	89%	9%	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%	52%	20%	27%
10	My workload is reasonable.	50%	21%	30%	57%	15%	28%	51%	18%	31%	45%	17%	38%	48%	20%	32%	59%	20%	21%	61%	14%	24%
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%	67%	18%	15%
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%	87%	8%	5%
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%	94%	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%	87%	10%	3%

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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%	50%	35%	15%
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%	72%	19%	10%
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%	62%	22%	16%
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%	58%	26%	17%
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%	57%	17%	18%
20	I would prefer to perform my same job from a different geographic location.	24%	26%	50%	23%	32%	45%	18%	36%	45%	46%	22%	30%	47%	22%	31%	45%	23%	32%	37%	20%	34%
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%	19%	27%	41%
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%	65%	15%	7%
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%	64%	17%	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%	63%	25%	12%
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%	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%	56%	22%	22%

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27	Promotions in my work unit are based on merit.	30%	32%	39%	30%	38%	32%	30%	36%	34%	29%	38%	33%	32%	39%	29%	34%	43%	22%	37%	40%	23%
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%	41%	40%	19%
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%	38%	44%	18%
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%	46%	38%	16%
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%	88%	7%	6%
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%	67%	24%	9%
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%	87%	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%	79%	14%	7%
	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%	n/a	n/a	n/a
35	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%	58%	26%	17%
36	Creativity and innovation are rewarded.	35%	34%	31%	42%	36%	22%	42%	34%	24%	38%	36%	26%	43%	34%	23%	46%	38%	16%	49%	33%	18%
37	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%	15%	38%	47%
38	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%	53%	36%	11%

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	awareness of diversity issues, mentoring).																					
39	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%	75%	14%	10%
40	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%	74%	15%	11%
41	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%	88%	9%	3%
42	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%	67%	18%	16%
43	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%	54%	30%	16%
44	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%	79%	15%	6%
45	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%	84%	11%	6%
46	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%	77%	14%	9%
47	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%	35%	31%	23%

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48	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%	35%	41%	10%
49	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%	89%	6%	5%
50	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%	77%	14%	9%
51	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%	76%	16%	8%
52	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%	73%	22%	5%
53	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%	75%	16%	9%
54	My supervisor supports employee development.	76%	15%	8%	81%	13%	6%	81%	14%	5%	79%	13%	8%	77%	17%	6%	84%	11%	4%	83%	12%	6%
	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%	n/a	n/a	n/a
55	My supervisor treats me with respect.	85%	8%	7%	91%	6%	4%	91%	5%	4%	89%	7%	4%	86%	10%	4%	90%	6%	3%	88%	8%	4%
56	My supervisor is an inspiring leader.	68%	19%	13%	73%	17%	10%	70%	22%	8%	70%	19%	11%	64%	24%	11%	73%	19%	8%	74%	17%	9%
57	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%	81%	13%	6%
58	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%	70%	17%	13%
59	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%	84%	11%	6%
60	In my broader organization, supervisors work well with	63%	29%	8%	65%	29%	6%	69%	27%	4%	64%	31%	5%	61%	29%	9%	69%	26%	5%	69%	24%	7%

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	employees of different backgrounds.																					
61	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%	61%	23%	16%
62	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%	61%	30%	9%
63	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%	58%	25%	17%
64	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%	63%	25%	11%
65	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%	48%	30%	22%
66	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%	55%	28%	17%
67	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%	19%	10%
68	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%	60%	23%	16%
69	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%	64%	22%	14%

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70	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%	49%	29%	21%
71	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%	60%	18%	22%
72	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%	72%	16%	12%
73	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%	13%	10%
75	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%	48%	33%	19%
TOTAL ENGAGEMENT		61%	22%	17%	65%	21%	14%	64%	22%	14%	61%	22%	16%	62%	23%	16%	67%	22%	11%	66%	20%	13%

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