

2021

Employee Engagement Survey

New Mexico
Environment
Department



A message from the Secretary

Colleagues,

This is our second effort to capture your views of the New Mexico Environment Department (NMED). The employee engagement survey provides us with a valuable snapshot of how you think and feel about your work, the mission of the Department, the resources we have available, and the Department leadership.

As you know, 2020 was an unprecedented year for NMED with the challenges of the COVID-19 pandemic. The Senior Leadership Team worked quickly to implement telework to ensure your safety and slow the spread of the virus. You successfully adapted to workload increases, telework, illness, loss, and managing remote learning for children. Despite these challenges, we endured, and we succeeded. Our mission to protect public health and the environment was never so important to New Mexicans who counted on us in unimaginable ways as we counted on one another.

Our second employee engagement survey – with an 89% response rate, up 5 percentage points from last year – is illustrative of your continued engagement in your work and dedication to our Department. It is clear, once again, that you are mission-driven public servants who show up each day and give it your best.

Like last year, the employee engagement survey revealed areas for improvement, such as the need for more meaningful employee recognition, a better salary structure to link pay to performance, opportunities for promotion, and focused efforts to promote diversity in the workplace. On the other hand, the survey revealed improvements, such as more reasonable workload, having the resources to do the job, and supervisors doing a good job.

Our Senior Leadership Team and I are committed to addressing the outstanding concerns and needs you identified in this survey, including continued telework options beyond those imposed by the pandemic which I fully support.

As I said last year, I am committed to advocating for each of you – our incredible employees. I admire your dedication to the environment and all those who call New Mexico home. In 2021, I look forward to continuing our efforts to shape NMED into an even stronger, more inclusive Department, and these employee engagement survey results will help light the way.

Sincerely,



James C. Kenney
Cabinet Secretary



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Introduction

The 2021 Employee Engagement Survey is the second annual survey of its kind completed at the New Mexico Environment Department (NMED). Collecting the thoughts and opinions of NMED employees allows the Department to address employee concerns and to 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.

"At NMED, we believe in continual growth and development, knowing that we can always do better. Thank you all for providing us with your thoughts on how we can continue to improve as an agency."

T. Justin Garoutte, MPH
Director of Strategic Initiatives

On December 31, 2020, the Office of Strategic Initiatives (OSI) invited all 526 NMED employees to complete the anonymous survey. By the time the survey closed on January 22, 2021, a total of 468 employees had responded, achieving an 89% response rate – an improvement over last year's 84% response rate. These results provide us with important quantitative information, including:

- NMED employees continue to be highly engaged in the work they do at a rate well above the national average, and higher than last year.
- NMED employees continue to believe that the work they do is important, and they are willing to work even harder to get the job done.

The results show there is room for improvement, including:

- NMED employees continue to seek a more meaningful process to reward individuals for innovation, accomplishment and job performance, as was reflected in last year's responses.
- NMED employees continue to look for more resources to support their work and help get the job done, though these responses improved from last year.

In future years, the OSI will initiate the employee engagement survey in the month of January for all employees to complete. Each spring, the OSI will issue a new employee engagement report that will analyze the data provided and compare/contrast data from year-to-year. In the spirit of continuous improvement, you are encouraged to share your observations of the report data with the OSI.

Employee Engagement

96%

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

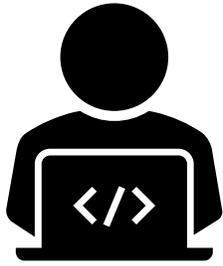
The 2021 Employee Engagement Survey contained 84 questions in broad topic areas, including personal work experiences, work unit, management and Department leadership. Survey results indicate that **overall employee engagement in NMED**, as measured by the percentage of positive answers, is rated at **65.80%**. This is well above the national average of 40% (a new high) as

measured and reported by the annual Gallup poll last published in 2020, referenced below.¹ This is also an improvement over last year's overall employee engagement in NMED of 61.93%.

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

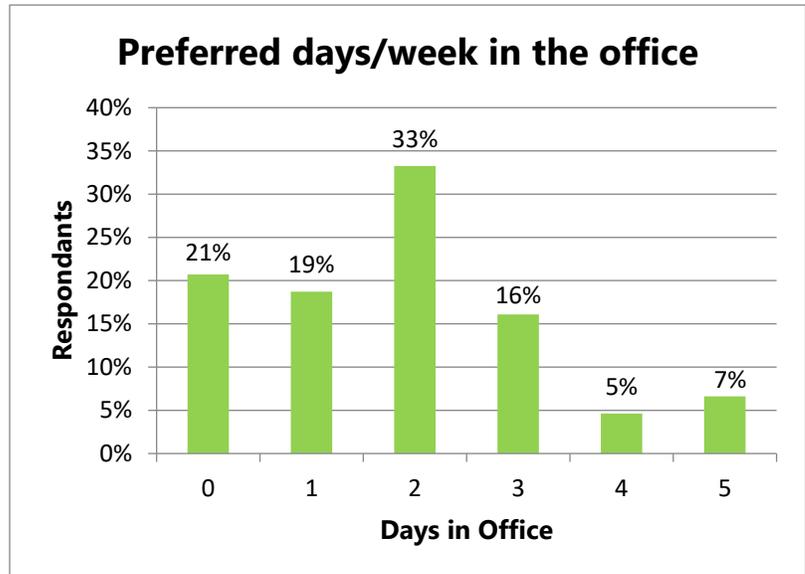
- 96% of employees are willing to put in extra effort to get a job done (same as last year);
- 93% of employees say the work they do is important (same as last year);
- 91% of employees look for ways to do their job better (same as last year); and,
- 89% of employees like the work they do (1 point less than last year).

¹ [U.S. Employee Engagement Hits New High After Historic Drop](https://www.gallup.com/workplace/316064/employee-engagement-hits-new-high-historic-drop.aspx), Harter, Jim, July 22, 2020.



This year we added a new question about telework. In all, 93% of employees prefer to telework to some extent, with 33% preferring to work 2 days/week in the office (see chart below). Senior leadership will use this information to advocate for our employees to continue to have a telework option, even after the pandemic public health orders are lifted. In fact, we are already working with the General Services Department on shared office spaces so that we can focus our budget on supporting our staff and mission, as well as reduce rent and building costs.

As an overview, Table 1 below presents items with the highest and the lowest levels of engagement and compares last year's results with this year. Table 1 focuses on areas in which NMED needs to maintain employee engagement (i.e., highest percentage level of agreement) and the areas in which NMED needs to improve employee engagement (i.e., lowest percentage level of agreement). A copy of the survey questions and aggregated response data related to employee engagement is attached to this report for reference as Appendix A.



Several important engagement scores improved in 2021, including an increase of 7% on more reasonable workload ratings and an increase of 10% on having the resources to do the job. Increasing our Department's budget and quickly hiring additional staff to even out the workload has been a key goal of this administration and Senior Leadership. It is important to note that these efforts are making a difference in the workplace and on employee engagement. However, more work is needed in this area moving forward, and NMED management recognizes this and will continue to prioritize these efforts.



There was also significant improvement in other critical areas: supervisors doing a good job went up 8%, creativity and innovation are rewarded went up 7%, recognition of performance differences in the work unit went up 7%, and programs promoting diversity went up 10%.

On the other hand, some engagement scores went down from 2020 levels, but none dropped more than 3%. We are closely monitoring these scores and look forward to receiving more information in next year's survey to analyze our first set of three-year trends. One very clear message from our lower engagement scores is the need to focus management time and efforts on our Human Resources Bureau, starting with bringing on a new Bureau Chief as well as a Director for our Administrative Services Division. Table 1 below clearly demonstrates that many of our engagement challenges are in this area.

Table 1: Highest and Lowest Engagement Levels

Highest Engagement	2020	2021	Lowest Engagement	2020	2021
When needed, I am willing to put in the extra effort to get a job done. (Q7)	96%	96%	Pay raises depend on how well employees perform their jobs. (Q38)	13%	10%
The work I do is important. (Q13)	93%	93%	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q28)	29%	29%
I am constantly looking for ways to do my job better. (Q8)	91%	91%	Promotions in my work unit are based on merit. (Q27)	30%	30%
My supervisor treats me with respect. (Q54)	85%	90%	How satisfied are you with your opportunity to get a better job in your work unit? (Q45)	30%	31%
I like the kind of work I do. (Q1)	90%	89%	In my work unit, differences in performance are recognized in a meaningful way. (Q29)	27%	34%
My supervisor supports my need to balance work and other life issues. (Q47)	86%	89%	How satisfied are you with your opportunity to get a better job outside of your work unit? (Q46)	31%	34%
How would you rate the overall quality of work done by your work unit? (Q33)	85%	88%	Considering everything, how satisfied are you with your pay? (Q70)	37%	37%
I am held accountable for achieving results within my work unit. (Q14)	86%	87%	I feel more engaged in my work today than a year ago. (Q15)	42%	41%
I know how my work relates to the goals and objectives of the Department. (Q12)	85%	86%	Creativity and innovation are rewarded. (Q37)	35%	42%
Employees in my work unit share job knowledge with each other. (Q31)	83%	85%	Recognition in my work unit depends on how well employees perform their jobs. (Q30)	40%	44%
The people I work with cooperate to get the job done. (Q25)	80%	85%	I have sufficient resources (for example, people, materials, budget) to get my job done. (Q9)	38%	48%
Overall, how good a job is being done by your supervisor? (Q58)	76%	84%	Policies and programs promote diversity in the workplace (recruiting minorities and women, training in awareness of diversity issues, mentoring). (Q39)	40%	50%
My work gives me a feeling of personal accomplishment. (Q2)	84%	81%	I believe the results of this survey will be used to make my agency a better place to work. (Q74)	53%	51%

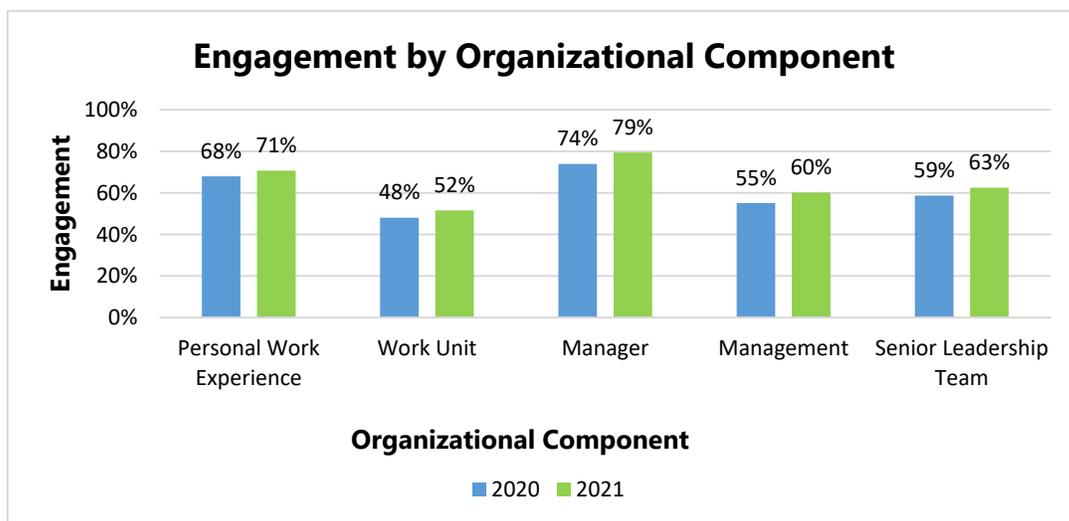
An important data indicator is the degree to which our employees are engaged in their work and workplace. One critical measure of that engagement is the degree to which respondents agree with positive statements specific to their supervisor’s performance and the objective conditions of their workplace. The higher the level of agreement with these positive statements, the more engaged employees are likely to be in their work and workplace and, again, we saw good improvement in this area in the last year.

Strategic Improvements

Based on last year’s employee engagement survey results, we focused on improving more meaningful ways to reward individuals for innovation, accomplishments and job performance. We aimed for strategic improvement in this area by revising NMED compensation time policies. Over the past year, our staff have worked and continue to work long hours during the COVID-19 pandemic to protect public health and the environment. Taking this into consideration, this policy is now helping support and recognize our employees for all their hard work and dedication. The new policy now allows the Department to pay employees in cash for compensatory time accruals once per fiscal year, subject to budget availability. Another way we are working on rewarding individuals more meaningfully is through the recent revival of the Employee Recognition Committee. Finally, last years results highlighted that more resources to support getting the job done were needed. Throughout the past year, we have remained laser focused on hiring new employees throughout NMED, as well as on securing additional budget to help us get the job done. Thank you to everyone who helped advocate for and secure the 21.3% increase to our base budget for the coming fiscal year!

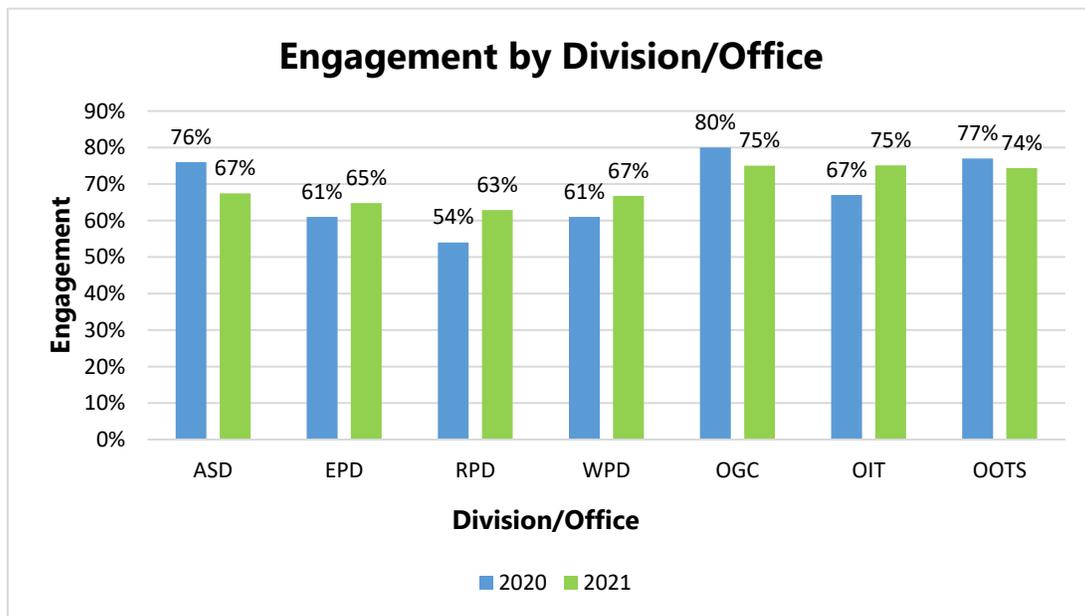
Organizational Component

This survey is divided into five organizational components of the work environment. These include the Senior Leadership Team, management, manager, work unit, and personal work experience. Positive responses to questions that relate to each of these organizational components of NMED were compared with last year and engagement improved across the board. This is shown in the bar graph below.

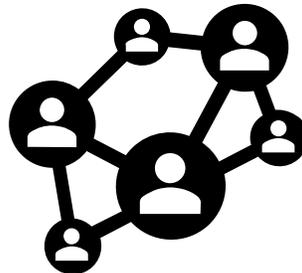


Division/Office

The graph below illustrates the overall engagement of NMED employees by respective divisions as well as three office level breakouts for 2020 and 2021. Employee engagement in 2021 improved compared to 2020 levels in the following divisions and offices: Office of Information Technology (OIT), Environmental Protection Division (EPD), Water Protection Division (WPD), and Resource Protection Division (RPD). However, employee engagement declined from 2020 to 2021 in the following divisions and offices: Office of the Secretary (OOTS), Office of General Counsel (OGC), and Administrative Services Division (ASD). Engagement can be affected by many factors, including staffing levels, changes in workload, management changes, communication, policies, and many other measures of employee experience. For example, in 2020, NMED updated policies that support employee well-being such as the new alternative work schedules and fitness/wellness policies.



Again, engagement was measured based upon employee responses that “agree” with positive statements specific to their supervisor’s performance and the objective conditions of their workplace. The results above by division/office compare very positively in all categories to the national average of 40% employee engagement reported by the Gallup poll for 2020 (see reference document on page 5).



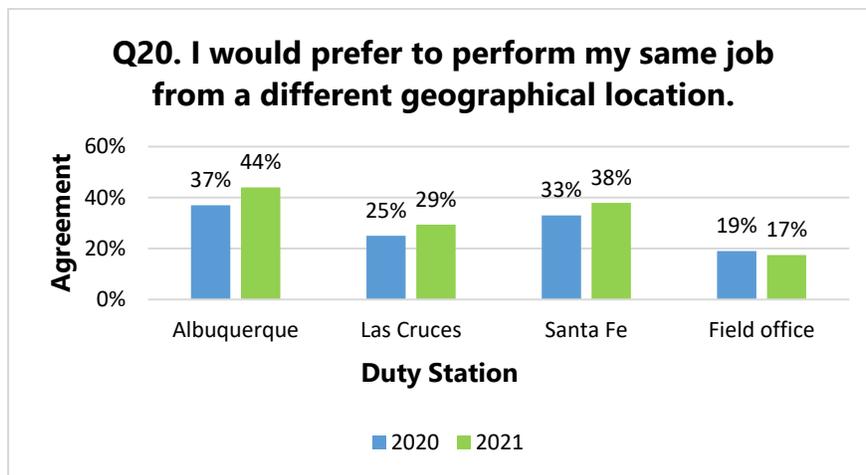
Duty Station

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

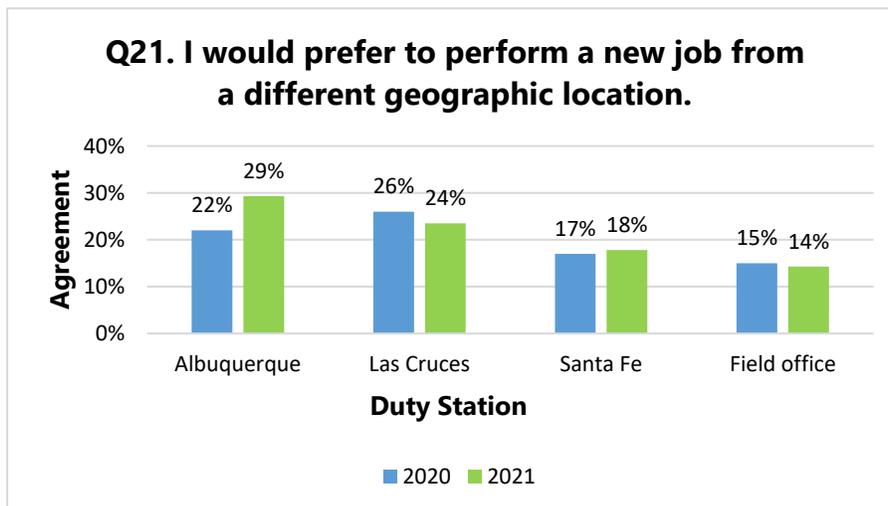
Q20. I would prefer to perform my same job from a different geographic location.

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

Many people answered in the affirmative about performing their same job from a different geographic location, with increases in 2021 in Albuquerque, Las Cruces, and Santa Fe. Though the question does not directly address teleworking, employees indicated high interest in teleworking in another question referenced on page 6. NMED management is actively advocating for the continued use of telework, which may address this issue as well.



Considering question 21 and breaking the data out by duty station, the percentage of employees wanting a new job in a different geographic location trended lower in Las Cruces and in field offices, but noticeably higher in Albuquerque.



Response Rates

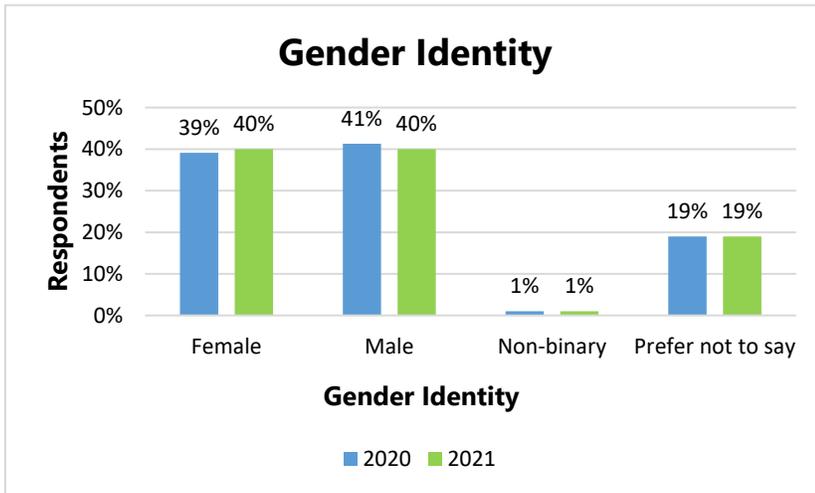
Table 2 below shows Department-wide response rates for the 2020 and 2021 surveys broken down by divisions and offices, as reported by respondents. A total of 30 respondents did not designate a division or office in 2020, and 34 did not designate a division or office in 2021. We plan to more carefully review employee groupings before the next survey, and we will offer some clear guidance to help employees make this selection consistently across the Department.

Table 2: Response Rate

Employee Engagement Survey Participation						
Division/Office	2020			2021		
	Total Responses	Total Employees	Percent Responded	Total Responses	Total Employees	Percent Responded
ASD	25	45	56%	23	23	100%
EPD	168	196	86%	175	219	80%
RPD	62	91	68%	67	86	78%
WPD	110	136	81%	120	145	83%
OGC	10	13	77%	14	14	100%
OIT	22	28	79%	23	25	92%
OOTS	6	6	100%	12	14	86%
<i>Total respondents who identified a division or office</i>	403	515		434	526	
Total Respondents	433	515	84%	468	526	89%



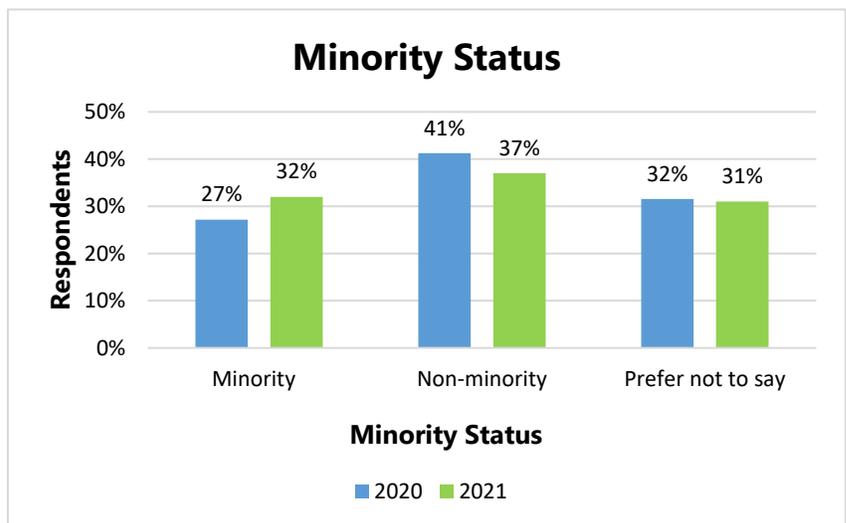
Demographics



The following charts illustrate the demographics of survey respondents. During the time the survey was open, the OSI heard concerns about whether management might be able to identify specific responders based upon certain demographic questions, given the limited size of the Department. This concern was evident in the survey results, where about 30% of respondents preferred not to disclose their minority status in both 2020 and

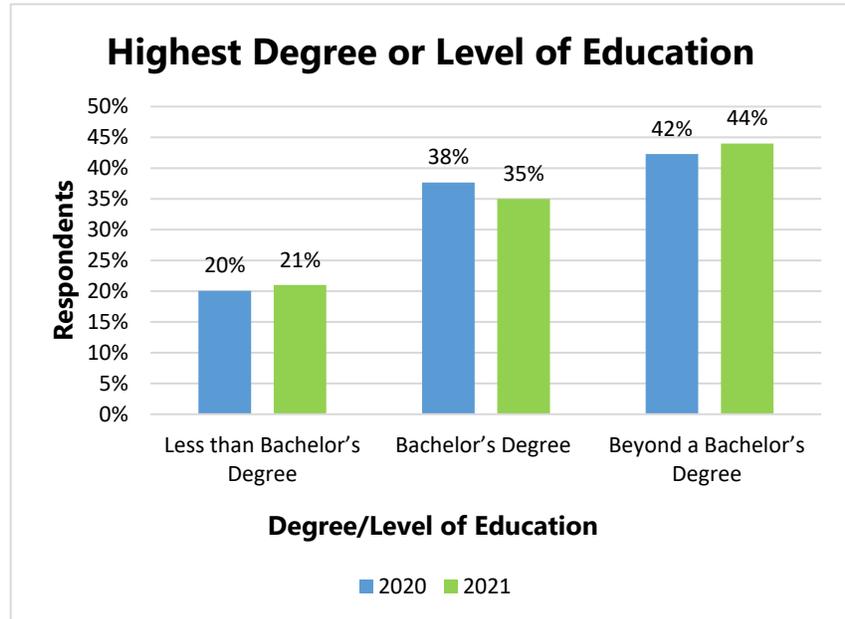
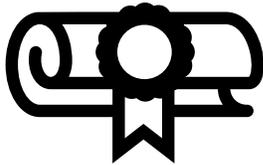
2021. Similarly, in both years, 19% of respondents preferred not to disclose their gender identity. We want to assure employees that the NMED Employee Engagement Survey is anonymous. Individual responses are collected through a web link and are not traceable to responders. We take maintaining anonymity seriously. 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 gender identity and/or minority status and other answers throughout the survey. This information is key to striving to create a more equitable environment at the NMED, which is a management priority.

Next year, we will be refining the demographics portion of the engagement survey to better align with best practices and ensure greater clarity in both questions and answers. The demographic options on minority status in the past two years have been vague and undefined, which could be misinterpreted to be referring solely to race and ethnicity or perhaps to *any* minority status inclusive of ability, sexual orientation, gender identity, etc. In New Mexico where most residents are people of color, it is important to include detailed demographic variables to ensure we can interpret this data in more meaningful and actionable ways.



Other standard demographic variables will also be added (e.g., sex assigned at birth, age, sexual orientation, etc.), to ascertain if additional disparities within the data exist.

Most respondents indicated education level. The most common education level was reported as beyond a bachelor's degree, followed by a bachelor's degree. In 2021, the percentage of employees with a degree beyond a bachelor's increased and those with a bachelor's degree decreased, while those with less than a bachelor's degree increased slightly.



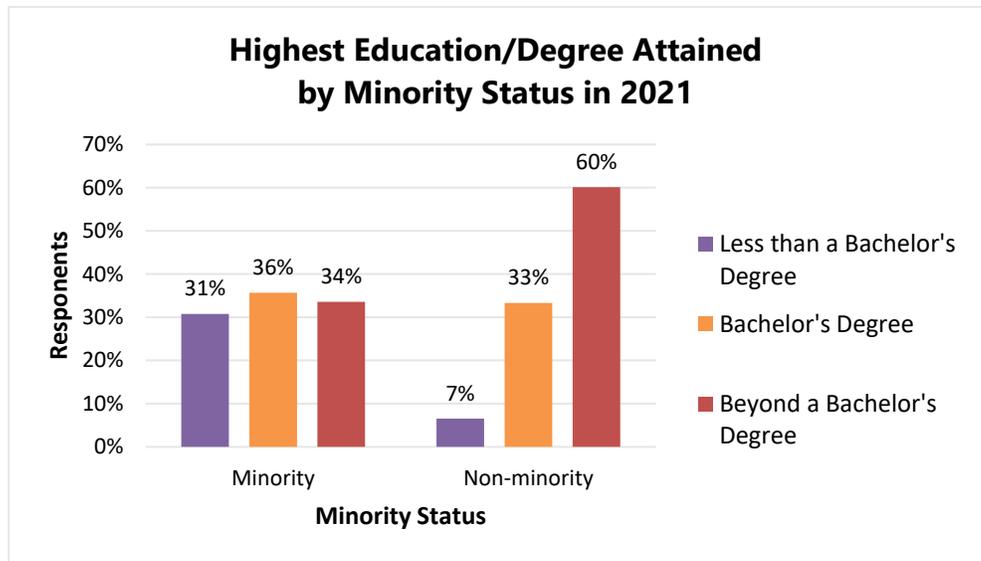
2x

Non-minority respondents are nearly twice as likely to have an education level beyond a bachelor's degree, as compared to minority respondents.

However, when broken down further by minority status, a clear inequity becomes apparent within NMED, as is displayed in the chart below. Here you can see that non-minority respondents are nearly twice as likely to have an education level beyond a bachelor's degree as compared to respondents who identified as a minority. Note that no large disparity is evident when comparing minority and non-minority respondents who have achieved a

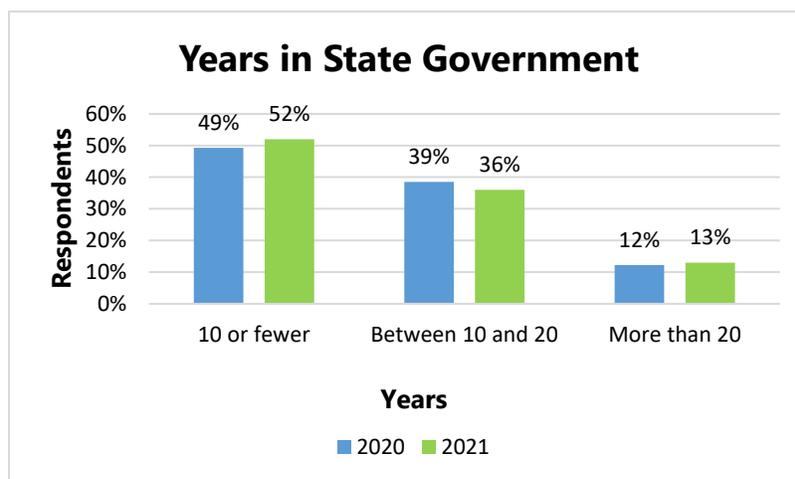
bachelor's degree. When considering respondents with less than a bachelor's degree, another inequity becomes clear. **Minority respondents are more than 4 times likelier to have less than a bachelor's degree as their highest level of education compared to non-minority respondents.**

Senior Leadership is committed to equity at NMED, including equity in educational attainment and will continue to work to support continuing education to address this inequity. Staff and supervisors should review the Education and Training Benefits Policy (02-56), which can be found on the NMED intranet, to see how to



request paid or unpaid time off to further career goals that align with employment at NMED. Taking advantage of this policy could help provide staff with the opportunity for lateral movement or upward mobility in a career series as a result of specialized training or education. Strategically leveraging this policy is also one tool to help us resolve this educational inequity within NMED.

When considering retention, employees working in state government for more than 20 years increased over 2020 numbers, as did employees with 10 years or fewer. Those between 10 and 20 years decreased from 2020. Although these numbers have not changed much from 2020 to 2021, NMED leadership will continue to monitor this as we work to retain talented staff within state government.



Finally, in question 73, employees were asked if they were considering leaving NMED within the next year. In 2020, 56% of respondents said they were not considering leaving the Department, and 27% said they were considering leaving. In 2021, 60% of respondents were not considering leaving the Department, and 24% said they were considering leaving. This is a slight improvement that we hope to see continue to improve in future years. **Senior Leadership is committed to retaining employees and is working to ensure NMED is known as *the place to be* in state government!**

Moving Forward

The NMED Senior Leadership Team (SLT), which includes the Secretary, Deputy Secretary, Division Directors, Deputy Division Directors, Legal Director, Director of Communications, Chief Information Officer, Chief Financial Officer, Director of Strategic Initiatives, and Special Assistant will continue to identify ways in which the Department can maintain and improve employee engagement, especially based upon these survey results. Additionally, all managers should take a closer look at how they incent performance, foster equity and diversity, reward creativity, and encourage innovation within their organizational units.

Furthermore, each employee is encouraged to help us in our efforts of continuous improvement. Please share your ideas related to our core values of science, innovation, collaboration, and compliance with us through the Idea Bank on our NMED intranet. The Idea Bank Committee reviews each submission and works to put your ideas into practice. Each of us brings different, unique perspectives and lived experiences to the team here at NMED which makes the organization stronger. Together, we will continue to grow and foster an NMED where each of us is valued, supported, and equipped with the tools necessary to excel in protecting public health and the environment for current and future generations.

Moving forward, OSI will highlight concrete ways we are improving NMED based on this year's survey results in our Weekly Activity Reports. NMED's SLT is committed to turning these results into action. As we progress throughout the rest of 2021, we will gather and highlight success stories related to this year's results.

Finally, OSI will host a 2021 Employee Engagement Survey webinar for all NMED employees interested in learning more about key findings stemming from the survey results. This is a great opportunity to provide your thoughts on what these results are saying, as well as to provide any feedback you may have for next year's survey. In the spirit of *#IamNMED*, let's continue to work together to make positive and lasting changes within NMED.



Appendix A: Survey Questions and Responses Related to Employee Engagement

QUESTIONS	2020			2021		
	Percent Engaged	Neither	Percent Disengaged	Percent Engaged	Neither	Percent Disengaged
Q1. I like the kind of work I do.	89.61%	8.78%	1.62%	88.67%	8.53%	2.77%
Q2. My work gives me a feeling of personal accomplishment.	84.30%	10.85%	4.85%	81.37%	11.32%	7.26%
Q3. 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%
Q4. I have enough information to do my job well.	67.89%	18.48%	13.62%	71.46%	17.99%	10.49%
Q5. 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%
Q6. I know what is expected of me on the job.	84.02%	9.03%	6.94%	84.77%	9.42%	5.78%
Q7. 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%
Q8. I am constantly looking for ways to do my job better.	90.51%	7.87%	1.62%	91.22%	7.48%	1.28%
Q9. 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%
Q10. My workload is reasonable.	49.66%	20.79%	29.56%	56.56%	15.24%	28.12%
Q11. My talents are used well in the workplace.	62.50%	15.97%	21.53%	63.04%	21.75%	15.14%
Q12. 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%
Q13. The work I do is important.	93.28%	5.32%	1.38%	93.13%	5.14%	1.71%
Q14. I am held accountable for achieving results within my work unit.	86.37%	8.78%	4.85%	87.16%	8.97%	3.85%
Q15. I feel more engaged in my work today than a year ago.	41.67%	38.89%	19.44%	41.12%	36.85%	22.03%

Q16. 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%
Q17. My training needs are assessed within my work unit.	49.30%	26.85%	23.85%	56.53%	27.02%	16.45%
Q18. 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%
Q19. Physical conditions (for example, 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%
Q22. 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%
Q23. 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%
Q24. 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%
Q25. The people I work with cooperate to get the job done.	80.47%	10.35%	9.18%	85.03%	8.66%	6.27%
Q26. My work unit is able to recruit people with the right skills.	47.53%	26.12%	26.36%	48.79%	26.86%	24.24%
Q27. Promotions in my work unit are based on merit.	29.64%	31.53%	38.83%	30.33%	37.85%	31.80%
Q28. 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%
Q29. 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%
Q30. 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%
Q31. Employees in my work unit share job knowledge with each other.	82.70%	7.58%	9.71%	84.82%	9.96%	5.19%
Q32. 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%
Q33. 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%
Q34. 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%

Q35. Employees have a feeling of personal empowerment with respect to work processes.	50.83%	25.30%	23.88%	55.00%	27.11%	17.79%
Q36. Employees are recognized for providing high quality products and services.	50.24%	24.64%	25.12%	58.82%	23.48%	17.60%
Q37. Creativity and innovation are rewarded.	35.22%	34.28%	30.50%	42.40%	35.79%	21.69%
Q38. Pay raises depend on how well employees perform their jobs.	12.59%	25.18%	62.23%	10.26%	32.03%	57.52%
Q39. 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%
Q40. Employees are protected from health and safety hazards on the job.	68.40%	18.16%	13.44%	81.12%	11.47%	7.36%
Q41. My work unit has prepared employees for potential security threats.	55.55%	23.88%	20.57%	61.52%	23.07%	15.40%
Q42. Prohibited Personnel Practices (for example, 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%
Q43. My work unit is successful at accomplishing its mission.	80.14%	11.11%	8.75%	82.53%	11.55%	5.88%
Q44. 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%
Q45. 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%
Q46. 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%
Q47. My supervisor supports my need to balance work and other life issues.	85.99%	9.98%	4.04%	89.01%	7.68%	3.29%
Q48. My supervisor provides me with opportunities to demonstrate my leadership skills.	71.43%	16.67%	11.91%	79.08%	13.41%	7.48%
Q49. Discussions with my supervisor about my performance are worthwhile.	68.58%	18.81%	12.62%	74.78%	17.44%	7.73%

Q50. 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%
Q51. My supervisor provides me with constructive suggestions to improve my job performance.	69.38%	17.94%	12.68%	75.83%	15.57%	8.77%
Q52. My supervisor supports employee development.	76.43%	15.48%	8.10%	81.06%	13.41%	5.50%
Q53. My supervisor listens to what I have to say.	80.96%	9.52%	9.53%	84.36%	9.01%	6.60%
Q54. My supervisor treats me with respect.	85.00%	8.33%	6.66%	90.53%	5.71%	3.74%
Q55. My supervisor is an inspiring leader.	68.40%	18.53%	13.07%	72.57%	17.22%	10.15%
Q56. I have trust and confidence in my supervisor.	74.46%	15.51%	10.02%	78.86%	13.85%	7.26%
Q57. 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%
Q58. 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%
Q59. In my broader organization, supervisors work well with employees of different backgrounds.	63.07%	28.78%	8.15%	65.26%	29.36%	5.52%
Q60. 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%
Q61. 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%
Q62. 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%
Q63. 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%
Q64. 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%
Q65. The Department's senior leaders maintain high standards of honesty and integrity.	56.80%	31.03%	12.17%	65.64%	25.93%	8.36%
Q66. 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%

Q67. 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%
Q68. Senior leaders demonstrate support for work/life balance.	71.36%	19.81%	8.83%	74.06%	18.14%	7.74%
Q69. How satisfied are you with the policies and practices of senior leaders?	57.18%	27.75%	15.07%	62.52%	26.33%	11.06%
Q70. Considering everything, how satisfied are you with your pay?	37.38%	22.62%	40.00%	36.79%	23.30%	39.78%
Q71. Considering everything, how satisfied are you with your organization?	67.14%	17.86%	15.00%	69.76%	16.74%	13.43%
Q72. Considering everything, how satisfied are you with your job?	72.32%	13.13%	14.56%	73.85%	13.60%	12.50%
Q74. 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%
TOTAL ENGAGEMENT	61.93%	21.34%	16.50%	65.80%	21.06%	12.77%