MANAGEMENT AND BUDGET
MANAGEMENT ANALYSIS AND DEVELOPMENT

Statewide Employee Engagement Survey
Full Quantitative Results

Enterprise Talent Development
Minnesota Management and Budget
February 28, 2019

Project Team

Kristina Krull
Jake Granholm
Ashley Johnson

Enterprise Director, MAD

Ryan Church

Assistant Director

Beth Bibus

Contact Information

Telephone: 651-259-3800
Email: Management.Analysis@state.mn.us
Fax: 651-797-1311
Website: mn.gov/mmb/mad

Address:
658 Cedar Street
Centennial Office Building
Room 300
Saint Paul, Minnesota 55155

Management Analysis and Development

Management Analysis and Development is Minnesota government's in-house fee-for-service management consulting group. We have over 30 years of experience helping public managers increase their organizations' effectiveness and efficiency. We provide quality management consultation services to local, regional, state, and federal government agencies and public institutions.

Alternative Formats

Upon request, this document can be made available in alternative formats by calling 651-259-3800.

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Executive summary

Introduction

Minnesota Management and Budget (MMB) serves the people of Minnesota by providing the state with leadership and guidance to support efficient and effective government, a world class workforce, and responsible financial management. Enterprise Talent Development (ETD) is a section within MMB dedicated to building skills, cultivating careers, and developing leaders in Minnesota government.

As part of an overall engagement strategy, ETD engaged Management Analysis and Development (MAD) to administer the first statewide employee engagement survey. ETD will use survey results to develop and enhance the state's approach to talent development and employee engagement.

Survey methodology

MAD offered the 2018 survey to 42 state entities, including the 24 cabinet agencies. Most recipients could answer the online survey between October 22 and November 21, 2018.

If an employee had a state email address, MAD sent them an email invitation to the online survey. If an employee did not have a state email address, MAD mailed them a postcard at their work location inviting them to take the survey online.

Response rate

The statewide response rate for the survey was 52 percent. This was calculated using the number of surveys completed (17,575) divided by the number of invited employees (34,062). Most entities had a response rate of more than 60 percent.

Analytical methodology

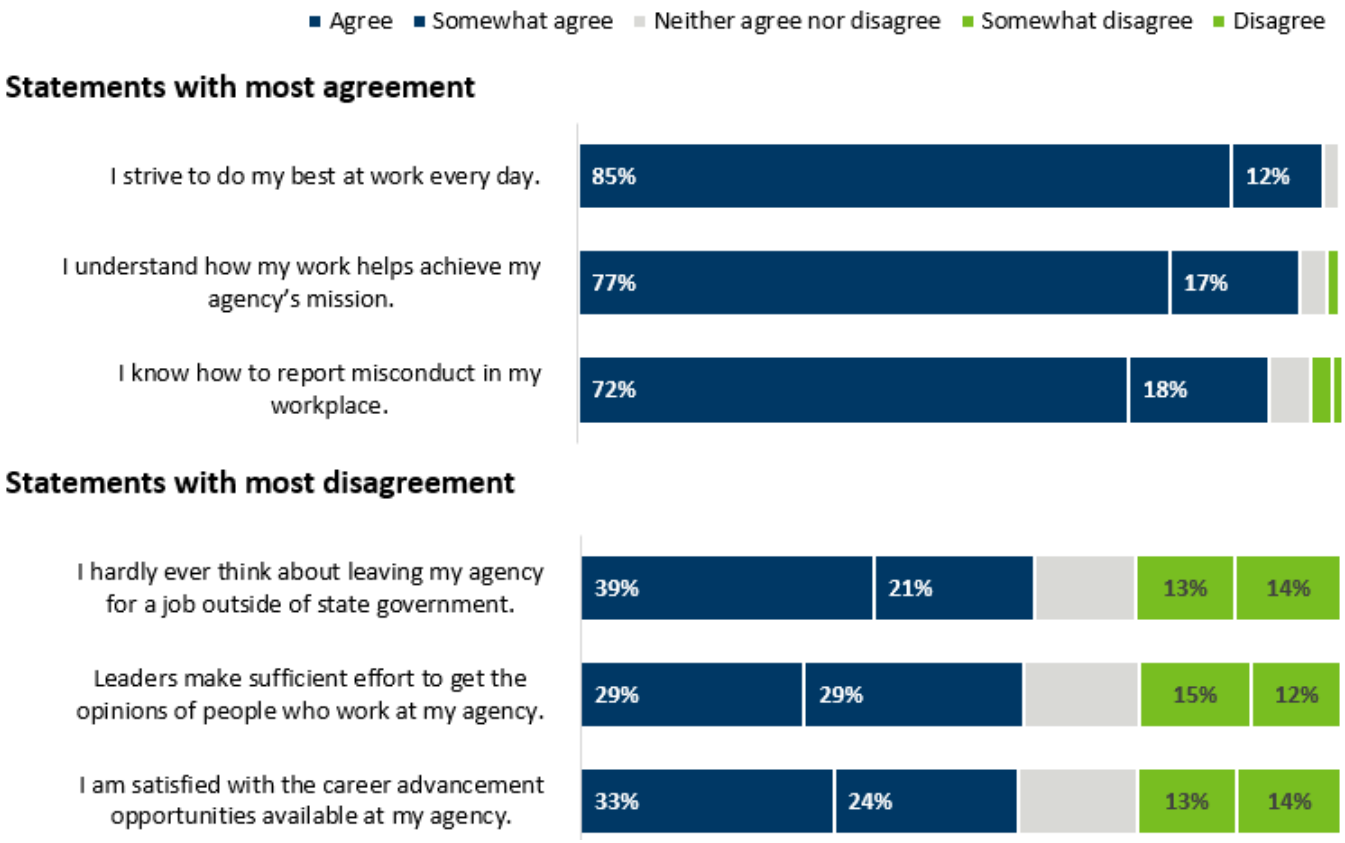
Most questions on the survey asked employees to rate their level of agreement with a statement on a scale. MAD gave each answer a numerical value to calculate the average score for each question:

Disagree = 1
Somewhat disagree = 2
Neither disagree nor agree = 3
Somewhat agree = 4
Agree = 5

If the average score for a statement is greater than three, then people generally agreed with the statement; the higher the number, the stronger the level of agreement.

Key findings

The figure below shows the rated statements where respondents most often agreed and disagreed.



The following statements in **bold** summarize the key findings from all survey results.

Overall, most respondents are satisfied with their jobs.

A similar proportion of respondents agreed or somewhat agreed that they are satisfied working in state government (78 percent) and for their agency (77 percent). When asked what would most improve their job satisfaction, 13 percent of respondents said "Nothing – I'm fully satisfied with my job."

Most respondents would recommend working in state government and at their agency.

About three-quarters of respondents agreed or somewhat agreed that they would recommend working in state government (77 percent) and for their agency (74 percent).

Most respondents feel that they are treated respectfully and that leadership models respectful behavior.

About 85 percent of respondents agreed or somewhat agreed that they are treated respectfully in the workplace. A majority, though a slightly lower percentage, also said that managers and supervisors in their agency model respectful behavior (79 percent).

More than one-quarter of respondents are dissatisfied with their career advancement opportunities.

About 27 percent disagreed or somewhat disagreed that they are satisfied with the career advancement opportunities available at their agency. This statement also had the smallest percent of respondents who agreed or somewhat agreed (57 percent), and had the second-lowest average of all 25 rated statements (3.5).

Statements about leadership asking for staff input received low scores.

The statement "Leaders make sufficient effort to get the opinions of people who work at my agency" received the lowest average score on the survey (3.5) and had the second-lowest percentage of agreement (58 percent agreed or somewhat agreed). The statement "I am encouraged to participate in decisions that affect my work" also scored low, ranking twenty-first out of 25 statements with an average of 3.9.

Many respondents want more help with their workloads.

When asked what would most improve their job satisfaction, 20 percent of respondents selected a more manageable workload and 30 percent chose more resources to do their job.

More than one-quarter of respondents sometimes consider leaving state government.

About 27 percent disagreed or somewhat disagreed that they "hardly ever think about leaving" their agency for a job outside of the state government. This was the highest percentage of disagreement of all rated statements in the survey.

Introduction

Minnesota Management and Budget (MMB) serves the people of Minnesota by providing the state with leadership and guidance to support efficient and effective government, a world class workforce, and responsible financial management. Enterprise Talent Development (ETD) is a section within MMB dedicated to building skills, cultivating careers, and developing leaders in Minnesota government.

In 2016, MMB conducted an assessment of the current state of talent development across all cabinet agencies. The assessment identified several areas of leading practices, as well as several gaps and opportunities for development. Among other findings, the assessment noted that the state does not have consistent statewide employee survey data. This assessment and other input helped ETD develop a statewide employee engagement strategy. They convened a cross-agency team to serve as champions for the engagement effort.

In 2018, ETD engaged Management Analysis and Development (MAD) to conduct an assessment of existing statewide employee surveys and agency-specific surveys. MAD consultants studied the questions and methodologies of these surveys and created a report summarizing their analysis, *Enterprise Employee Engagement: Focused Survey Assessment*.

Later in 2018, ETD engaged MAD to administer the first statewide employee engagement survey. ETD will use survey results to develop and enhance the state's approach to talent development and employee engagement. This report only contains statewide quantitative results. ETD will create agency-level reports and analyze answers to the open-ended question.

Survey methodology

Due to logistical and budget constraints, MMB invited most, but not all, executive branch employees to this first attempt at a statewide engagement survey. Specifically, MAD offered the 2018 survey to employees of these executive branch entities:

- Arts Board*
- Board of Water and Soil Resources
- Bureau of Mediation Services
- Campaign Finance Board*
- Council for Minnesotans of African Heritage*
- Council on Asian Pacific Minnesotans*
- Council on Latino Affairs*
- Department of Administration
- Department of Agriculture
- Department of Commerce
- Department of Corrections
- Department of Education
- Department of Employment and Economic Development
- Department of Health
- Department of Human Rights
- Department of Human Services
- Department of Labor and Industry
- Department of Military Affairs
- Department of Natural Resources
- Department of Public Safety
- Department of Revenue
- Department of Transportation
- Department of Veterans Affairs
- Emergency Medical Services Regulatory Board*
- Governor's Council on Developmental Disabilities*
- Governor's Office
- Iron Range Resources and Rehabilitation

- Minnesota Housing Finance Agency
- Minnesota Indian Affairs Council*
- Minnesota IT Services
- Minnesota Lottery
- Minnesota Management and Budget
- Minnesota Pollution Control Agency
- Minnesota Zoological Garden
- Office of Higher Education
- Office of Ombudsman for Families*
- Office of Ombudsman for Mental Health and Developmental Disabilities*
- Professional Educator Licensing and Standards Board*
- Public Utilities Commission*
- Racing Commission*
- Tax Court*
- Workers Compensation Court of Appeals*

The 15 entities marked with an asterisk (*) are served by the Small Agency Resource Team (SmART). Because many of these entities have 10 or fewer employees, this report groups them together as SmART entities.

Most agencies and employees could answer the survey between October 22 and November 21, 2018.0F1 If an employee had a state email address, MAD sent them an email invitation to the online survey. If an employee did not have state email, MAD mailed them a postcard at their worksite inviting them to take the survey online.

To increase the response rate, MAD sent two follow-up emails to people who had not yet participated. Those without a state email address received one reminder postcard, regardless of whether they had already taken the survey. Each agency had an engagement champion that was responsible for coordinating additional messages and survey reminders. MMB provided example language for agencies to use, and encouraged agencies to use multiple media methods to notify staff about the survey.

Appendix A (page 33) contains the full survey text. Employees could skip any questions they did not want to answer. They had to answer at least one non-demographic question to count as a respondent.

Response rate

The statewide response rate for the survey was 52 percent. This was calculated using the number of surveys completed (17,575) divided by the number of employees that received an invitation (34,062). Most entities had a response rate of more than 60 percent (see Appendix B on page 41 for all agency response rates).

Other statewide survey response rates[2]

State employees regularly take three other statewide surveys: the continuous improvement (CI) survey, the safety survey, and a wellness survey related to open enrollment. The table on the following page summarizes the respondents, frequency, and most recent response rates of these surveys.

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[1] Three agencies served as pilot entities and received the survey one week earlier on October 15: Department of Human Services, Minnesota IT Services, and Minnesota Management and Budget.

[2] This report section draws on content from MAD's 2018 report, *Enterprise Employee Engagement: Focused Survey Assessment*.

The statewide engagement survey had a higher response rate than two of the three other surveys. However, comparing response rates across these surveys is challenging because of the different recipients and approach. The wellness survey reaches the largest number of potential respondents (all insurance eligible employees); the Safety survey includes the executive branch, including Minnesota State colleges and universities, as well as some legislative branch organizations; and the CI survey focuses on cabinet agencies. The wellness survey has an advantage in boosting response rates because there is an incentive for participation (discounted health insurance copays).

Attributes of other statewide surveys

Attribute	StayWell[3]	Continuous Improvement	Safety
Survey recipients	All health-insurance eligible state employees, including employees of cabinet level agencies and other employees of the executive, legislative, and judicial branches	Cabinet agency employees	State agency employees (including Minnesota State); some legislative employees
Frequency	Every year	Every other year	Every other year
Responses in most recent survey	30,339	13,043	19,739
Response rate	58%	36%	39%

Analytical methodology

Most questions on the survey asked employees to rate their level of agreement with statements. MAD gave each answer a numerical value to calculate the average score for each question:

Disagree = 1
Somewhat disagree = 2
Neither disagree nor agree = 3
Somewhat agree = 4
Agree = 5

If the average score for a statement is greater than three, then people generally agreed with the statement; the higher the number, the stronger the level of agreement.

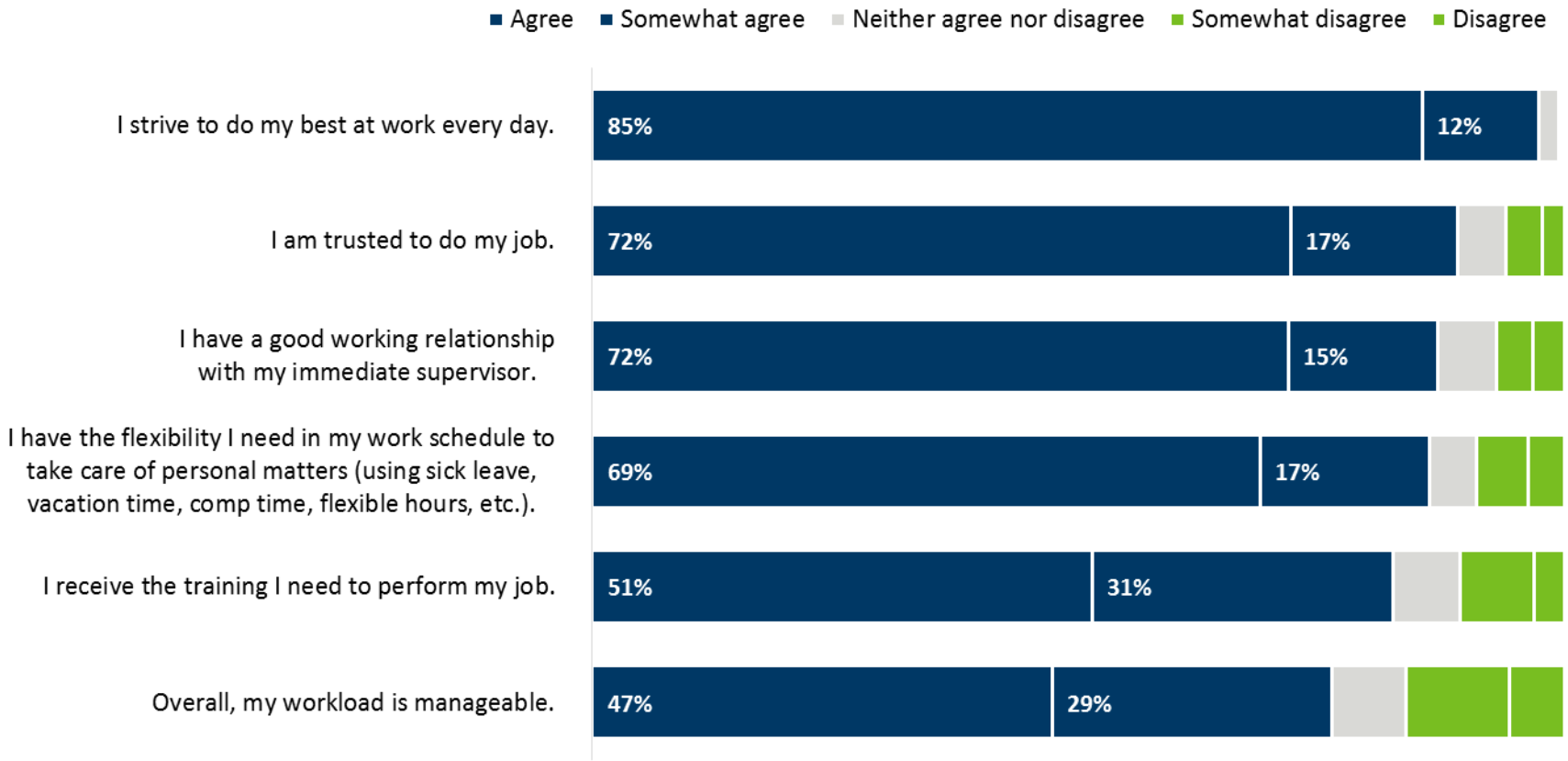
In some places, the narrative text includes numbers that appear slightly different than what is in the data tables. Due to rounding, two numbers in a table might add to 78%, but the un-rounded sum is actually 79%. Any narrative text would refer to the correct sum of 79%.

[3] The response numbers shown are from StayWell's last survey in fall 2017. In 2018 the state changed vendors.

Analysis of quantitative questions

The survey asked respondents to rate their agreement with 25 statements. This report groups those statements into four themes for analysis: daily work, communication and development, respect in the workplace, and overall satisfaction. In this section, each theme has a graph, a table of results, and an analysis of key findings. Within each category, statements are presented highest to lowest by the sum of the "Agree" and "Somewhat agree" responses. The last part of this section shows the compiled results of all rated statements organized by average score. All employees were invited to participate but not all did, meaning that these numbers reflect the opinions of respondents and not necessarily the entire state workforce.

Daily work

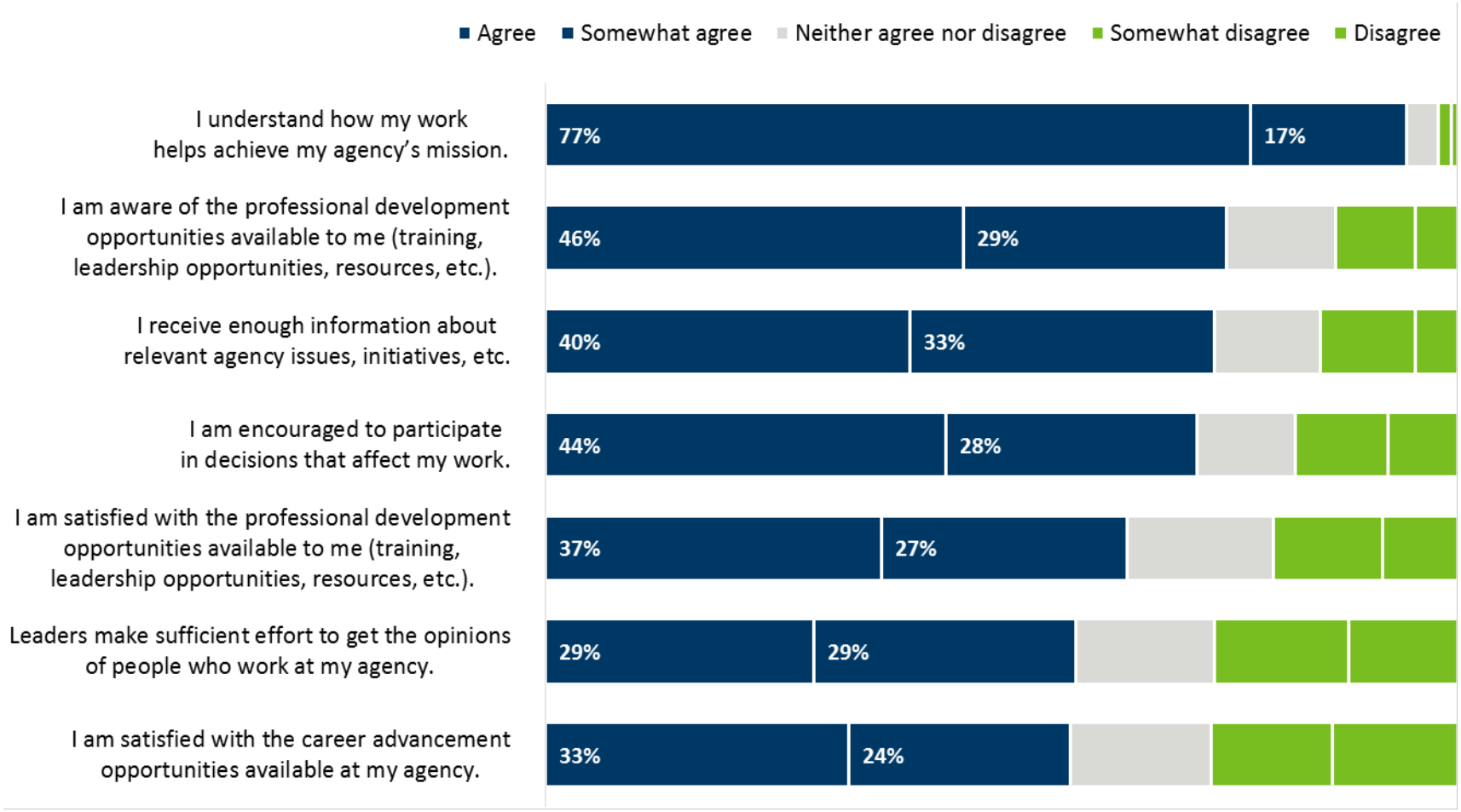


Statement	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Total answers	Average
I strive to do my best at work every day.	85% 14,782	12% 2,064	2% 367	0.4% 71	0.2% 39	17,323	4.8
I am trusted to do my job.	72% 12,412	17% 2,969	5% 854	4% 644	2% 412	17,291	4.5
I have a good working relationship with my immediate supervisor.	72% 12,442	15% 2,668	6% 1,062	4% 654	3% 570	17,396	4.5
I have the flexibility I need in my work schedule to take care of personal matters (using sick leave, vacation time, comp time, flexible hours, etc.).	69% 12,017	17% 3,041	5% 844	5% 949	4% 652	17,503	4.4
I receive the training I need to perform my job.	51% 8,961	31% 5,399	7% 1,202	8% 1,335	3% 555	17,452	4.2
Overall, my workload is manageable.	47% 8,227	29% 5,001	8% 1,331	11% 1,841	6% 999	17,399	4.0

“Daily work” response analysis

- **Almost all respondents strive to do their best at work every day:** Nearly every respondent (97 percent) agreed or somewhat agreed that they strive to do their best at work every day. This statement received the most agreement on the survey: less than one percent of respondents disagreed or somewhat disagreed, and two percent chose “neither agree nor disagree.”
- **Most respondents have the work flexibility they need:** Most respondents (86 percent) agreed or somewhat agreed that they have the flexibility needed in their work schedule to take care of personal matters.
- **Most respondents feel trusted to do their jobs and have good relationships with their supervisors:** Nearly 90 percent agreed or somewhat agreed that they are trusted to do their jobs, and 87 percent expressed the same sentiment about having a good working relationship with their immediate supervisor.

Communication and development



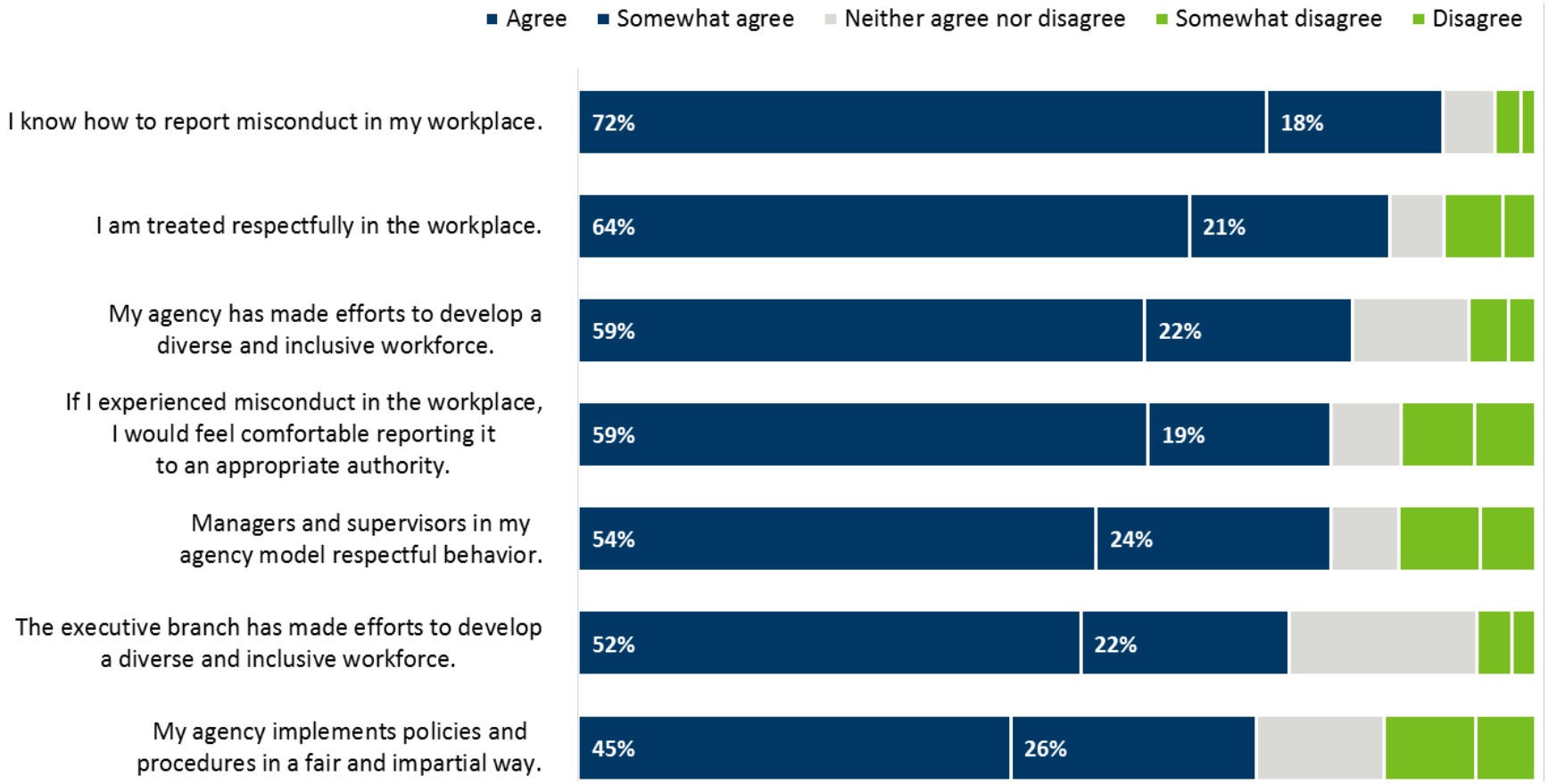
Statement	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Total answers	Average
I understand how my work helps achieve my agency's mission.	77% 13,535	17% 2,998	3% 605	2% 265	1% 119	17,522	4.7
I am **aware of** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	46% 8,012	29% 5,045	12% 2,102	9% 1,510	5% 822	17,491	4.0
I receive enough information about relevant agency issues, initiatives, etc.	40% 6,994	33% 5,824	12% 2,032	10% 1,832	5% 809	17,491	3.9
I am encouraged to participate in decisions that affect my work.	44% 7,672	28% 4,816	11% 1,875	10% 1,782	8% 1,341	17,486	3.9
I am **satisfied with** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	37% 6,434	27% 4,695	16% 2,811	12% 2,076	8% 1,448	17,464	3.7
Leaders make sufficient effort to get the opinions of people who work at my agency.	29% 5,143	29% 5,019	15% 2,653	15% 2,573	12% 2,082	17,470	3.5
I am satisfied with the career advancement opportunities available at my agency.	33% 5,816	24% 4,246	15% 2,702	13% 2,310	14% 2,406	17,480	3.5

"Communication and development" response analysis

- **Most respondents are aware of professional development opportunities, but are not universally satisfied with them:** 75 percent of respondents agreed or somewhat agreed that they are aware of professional development opportunities available to them. However, a lower percentage of staff (64 percent) agreed or somewhat agreed that they are satisfied with those opportunities.
- **Almost all respondents understand how they fit into the big picture:** 94 percent of respondents agreed or somewhat agreed with the statement "I understand how my work helps achieve my agency's mission." This statement received the second-highest average score of all rated statements on the survey (4.7).
- **Respondents were least often satisfied about leadership asking for staff input and career advancement opportunities:** The leadership asking for input statement and the career advancement statement had the lowest average scores of all rated statements (3.5). Leadership

efforts to obtain staff opinions had the second lowest percentage of agreement (58 percent agreed or somewhat agreed) while satisfaction with career advancement opportunities had the lowest percentage of agreement (57 percent agreed or somewhat agreed). More than one-quarter of respondents (27 percent) disagreed or somewhat disagreed with the career advancement statement.

Respect in the workplace



Statement	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Total answers	Average
I know how to report misconduct in my workplace.	72% 12,528	18% 3,196	5% 950	3% 474	2% 267	17,415	4.6
I am treated respectfully in the workplace.	64% 11,130	21% 3,654	6% 979	6% 1,087	3% 594	17,444	4.4
My agency has made efforts to develop a diverse and inclusive workforce.	59% 10,302	22% 3,785	12% 2,112	4% 727	3% 491	17,417	4.3
If I experienced misconduct in the workplace, I would feel comfortable reporting it to an appropriate authority.	59% 10,370	19% 3,343	7% 1,269	8% 1,332	6% 1,120	17,434	4.2
Managers and supervisors in my agency model respectful behavior.	54% 9,401	24% 4,251	7% 1,241	8% 1,469	6% 1,013	17,375	4.1
The executive branch has made efforts to develop a diverse and inclusive workforce.[4]	52% 7,507	22% 3,108	20% 2,809	4% 518	3% 359	14,301	4.2
My agency implements policies and procedures in a fair and impartial way.	45% 7,850	26% 4,454	13% 2,335	10% 1,661	6% 1,085	17,385	3.9

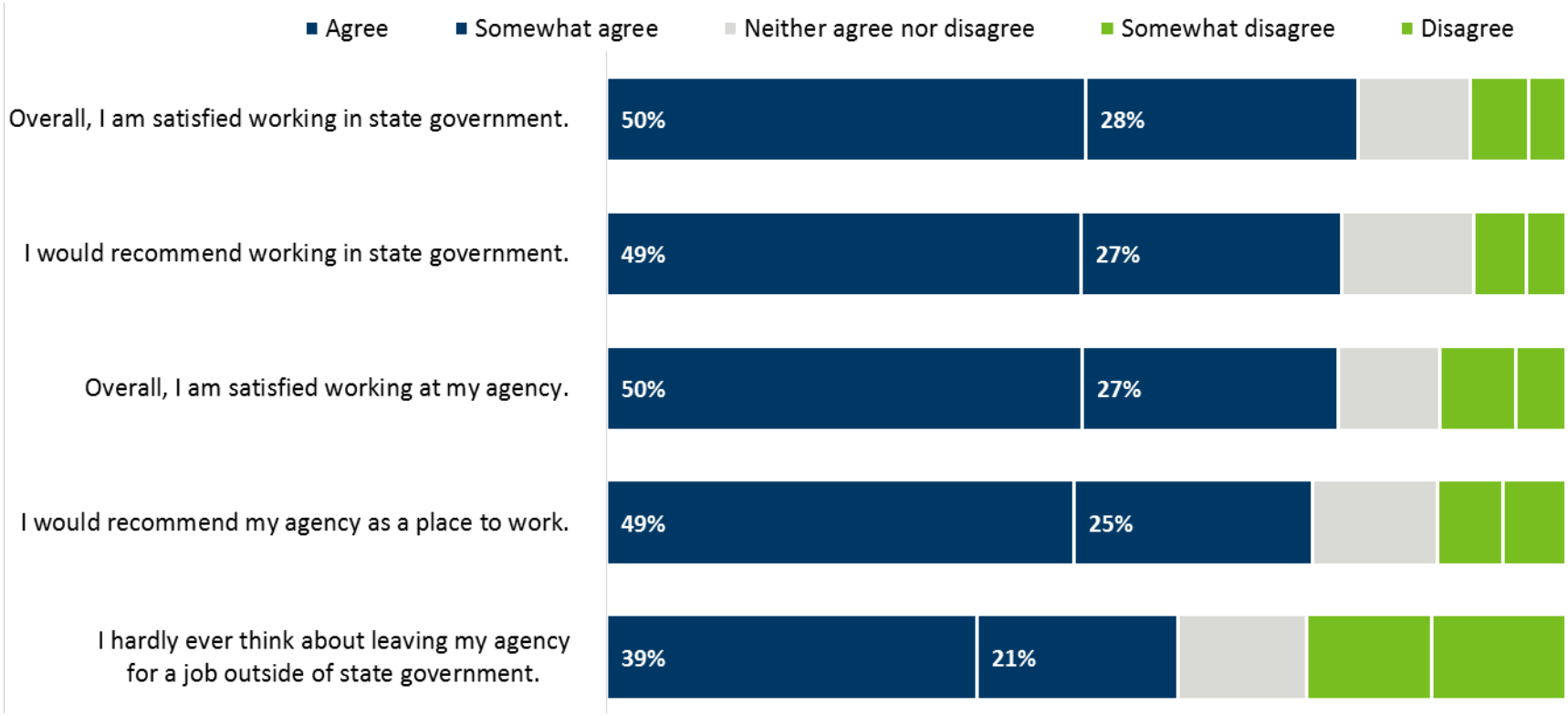
“Respect in the workplace” response analysis

- **Almost all respondents know how to report workplace misconduct:** 90 percent of respondents agreed or somewhat agreed that they know how to report misconduct in the workplace.
- **Most respondents would feel comfortable reporting workplace misconduct:** Compared to the statement on how to report misconduct, fewer respondents said they would feel comfortable reporting workplace misconduct. However, most respondents (79 percent) said they would feel comfortable reporting misconduct to an appropriate authority.

[4] Due to a technical error, approximately 3,200 respondents were not asked this question. The reported proportions are based on 14,301 answers.

- **Most respondents feel that they are treated respectfully and that leadership models respectful behavior:** While 85 percent of respondents agreed or somewhat agreed that they are treated respectfully in the workplace, a slightly lower amount (79 percent) said that managers and supervisors in their agency model respectful behavior.
- **Most respondents believe state government has made efforts to develop a diverse and inclusive workforce:** A majority of respondents agreed or somewhat agreed that their agency has made efforts to develop a diverse and inclusive workforce (81 percent), and that the executive branch has done the same (74 percent).
- **One-fifth of respondents are unsure about whether the executive branch has made efforts to develop a diverse and inclusive workforce:** 20 percent of respondents chose "neither agree nor disagree" about whether the executive branch has made efforts to develop a diverse and inclusive workforce. This statement received the highest percentage of "neither agree nor disagree" answers of all 25 rated statements.

Overall satisfaction



Statement	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Total answers	Average
Overall, I am satisfied working **in state government**.	50% 8,697	28% 4,938	12% 2,042	6% 1,053	4% 694	17,424	4.1
I would recommend working **in state government.**[5]	49% 7,075	27% 3,902	14% 1,959	5% 782	4% 606	14,324	4.1
Overall, I am satisfied working **at my agency.**	50% 8,597	27% 4,646	11% 1,831	8% 1,370	5% 922	17,366	4.1
I would recommend **my agency** as a place to work.	49% 8,473	25% 4,331	13% 2,265	7% 1,177	7% 1,157	17,403	4.0
I hardly ever think about leaving my agency for a job outside of state government.	39% 6,718	21% 3,655	13% 2,330	13% 2,265	14% 2,452	17,420	3.6

"Overall satisfaction" response analysis

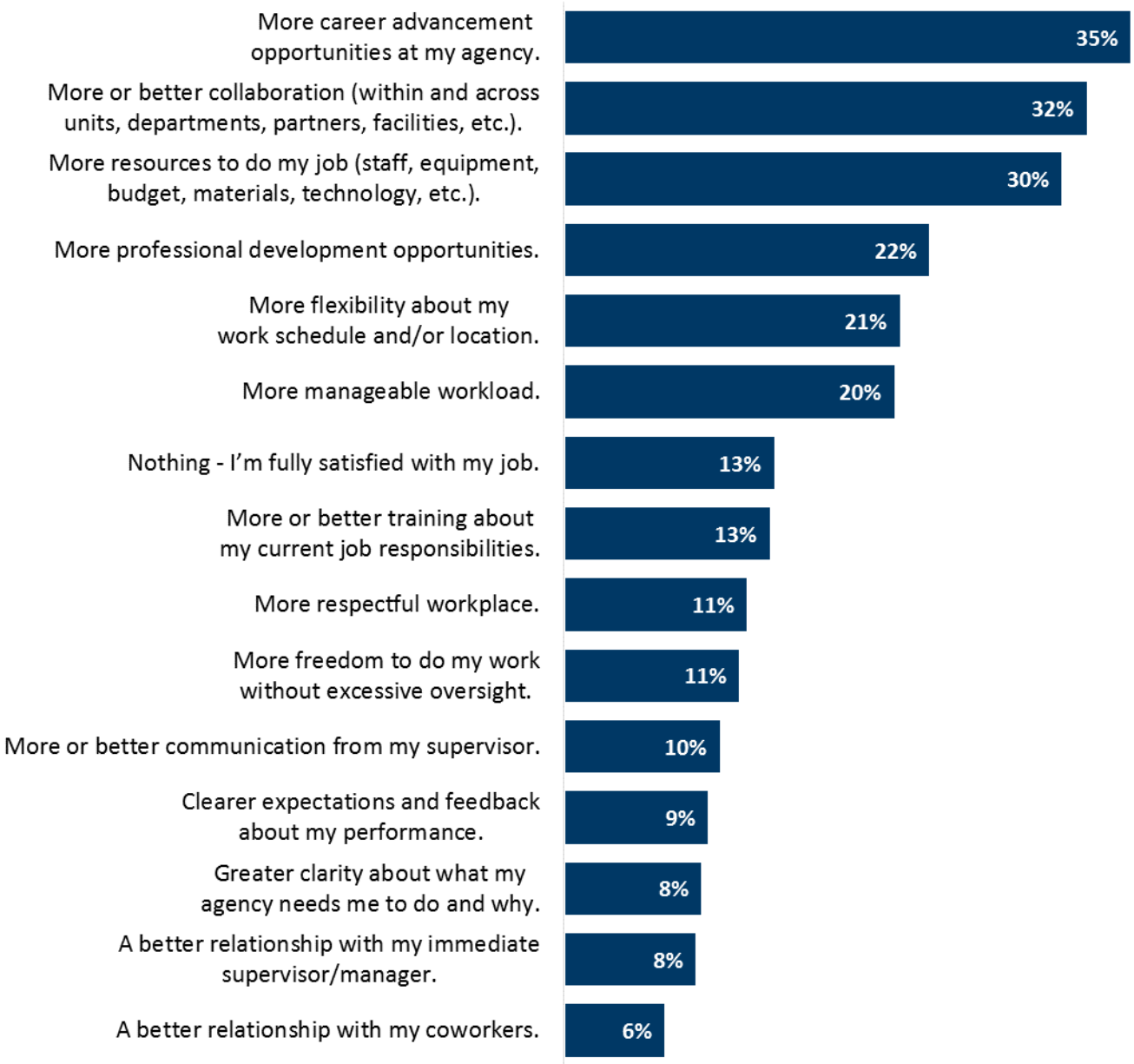
- **More than three-quarters of respondents <u>are satisfied</u> working in state government and for their agency:** A similar number of respondents agreed or somewhat agreed that they are satisfied working in state government (78 percent) and for their current agency (77 percent).
- **More than three-quarters of respondents <u>would recommend</u> working at in state government and at their agency:** Most respondents agreed or somewhat agreed that they would recommend working in state government (77 percent) and for their agency (74 percent).
- **Most respondents are satisfied working in state government but one-quarter have considered leaving:** 27 percent of respondents disagreed or somewhat disagreed that they "hardly ever think about leaving for a job outside of state government." This was the highest percentage of disagreement of all rated statements in the survey.

[5] Due to a technical error, approximately 3,200 respondents were not asked this question. The reported proportions are based on 14,324 answers.

Improving job satisfaction

In addition to the rated statements, the survey also asked employees to choose three items that would most improve their job satisfaction. The graph below shows the results. The percentages reflect the number of respondents who chose that option divided by the number of respondents that answered the question.

Of the items listed below, which *three* would most improve your satisfaction with your job?
(17,231 respondents)



When asked what would most improve their job satisfaction, more than one-third of respondents (35 percent) selected more career advancement opportunities at their agency. The next most commonly selected option was more or better collaboration (32 percent), followed by more resources like staff and budget (30 percent). Least often, respondents chose better relationships with their coworkers (six percent) and leaders (eight percent).

All rated statements sorted by average, high to low

#	Statement	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Total answers	Average
1	I strive to do my best at work every day.	85% 14,782	12% 2,064	2% 367	0.4% 71	0.2% 39	17,323	4.8
2	I understand how my work helps achieve my agency's mission.	77% 13,535	17% 2,998	3% 605	2% 265	1% 119	17,522	4.7
3	I know how to report misconduct in my workplace.	72% 12,528	18% 3,196	5% 950	3% 474	2% 267	17,415	4.6
4	I am trusted to do my job.	72% 12,412	17% 2,969	5% 854	4% 644	2% 412	17,291	4.5
5	I have a good working relationship with my immediate supervisor.	72% 12,442	15% 2,668	6% 1,062	4% 654	3% 570	17,396	4.5
6	I have the flexibility I need in my work schedule to take care of personal matters (using sick leave, vacation time, comp time, flexible hours, etc.).	69% 12,017	17% 3,041	5% 844	5% 949	4% 652	17,503	4.4
7	I am treated respectfully in the workplace.	64% 11,130	21% 3,654	6% 979	6% 1,087	3% 594	17,444	4.4
8	**My agency** has made efforts to develop a diverse and inclusive workforce.	59% 10,302	22% 3,785	12% 2,112	4% 727	3% 491	17,417	4.3
9	I receive the training I need to perform my job.	51% 8,961	31% 5,399	7% 1,202	8% 1,335	3% 555	17,452	4.2
10	**The executive branch** has made efforts to develop a diverse and inclusive workforce.	52% 7,507	22% 3,108	20% 2,809	4% 518	3% 359	14,301	4.2

#	Statement	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Total answers	Average
11	If I experienced misconduct in the workplace, I would feel comfortable reporting it to an appropriate authority.	59% 10,370	19% 3,343	7% 1,269	8% 1,332	6% 1,120	17,434	4.2
12	Overall, I am satisfied working **in state government**.	49% 8,570	27% 4,640	14% 2,395	6% 996	5% 817	17,418	4.1
13	Managers and supervisors in my agency model respectful behavior.	54% 9,401	24% 4,251	7% 1,241	8% 1,469	6% 1,013	17,375	4.1
14	I would recommend working **in state government.**	49% 7,075	27% 3,902	14% 1,959	5% 782	4% 606	14,324	4.1
15	Overall, I am satisfied working **at my agency.**	50% 8,597	27% 4,646	11% 1,831	8% 1,370	5% 922	17,366	4.1
16	I am **aware of** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	46% 8,012	29% 5,045	12% 2,102	9% 1,510	5% 822	17,491	4.0
17	I would recommend **my agency** as a place to work.	49% 8,473	25% 4,331	13% 2,265	7% 1,177	7% 1,157	17,403	4.0
18	Overall, my workload is manageable.	47% 8,227	29% 5,001	8% 1,331	11% 1,841	6% 999	17,399	4.0
19	My agency implements policies and procedures in a fair and impartial way.	45% 7,850	26% 4,454	13% 2,335	10% 1,661	6% 1,085	17,385	3.9
20	I receive enough information about relevant agency issues, initiatives, etc.	40% 6,994	33% 5,824	12% 2,032	10% 1,832	5% 809	17,491	3.9
21	I am encouraged to participate in decisions that affect my work.	44% 7,672	28% 4,816	11% 1,875	10% 1,782	8% 1,341	17,486	3.9

#	Statement	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Total answers	Average
22	I am **satisfied with** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	37% 6,434	27% 4,695	16% 2,811	12% 2,076	8% 1,448	17,464	3.7
23	I hardly ever think about leaving my agency for a job outside of state government.	39% 6,718	21% 3,655	13% 2,330	13% 2,265	14% 2,452	17,420	3.6
24	I am satisfied with the career advancement opportunities available at my agency.	33% 5,816	24% 4,246	15% 2,702	13% 2,310	14% 2,406	17,480	3.5
25	Leaders make sufficient effort to get the opinions of people who work at my agency.	29% 5,143	29% 5,019	15% 2,653	15% 2,573	12% 2,082	17,470	3.5

Demographics and trends across groups

The first part of this section summarizes the demographics of survey respondents. The second explores differences in responses based on demographics and other categories.

Demographics of survey respondents

The survey was completed by 52 percent (17,575) of invited employees (34,062). Among those that responded, nearly all (97 to 98 percent) answered the survey's demographic questions. This section summarizes respondent answers; the full set of response proportions for different demographic groups are in Appendix C (page 43).

Most often, survey respondents self-reported that they:

- Are staff, not supervisors or managers (79 percent).
- Have worked in state government for one to five years (27 percent) or 21 years or more (22 percent).
- Have worked at their current agency for one to five years (32 percent).
- Work in a full-time position (91 percent).
- Do not have a disability (82 percent).
- Are not veterans (87 percent).
- Identify as female (50 percent).
- Do not identify as LGBTQA+ (lesbian, gay, bisexual, transgender, queer, asexual, other; 86 percent).
- Are White/Caucasian (78 percent).

In terms of age, most respondents were relatively evenly distributed between several categories: 21 to 35 years, 36 to 45 years, 46 to 55 years, and 56 to 65 years. Fewer respondents were in the under 21 group or in the 66 and over groups.

These results suggest that, from a demographic perspective, survey respondents largely represented all state workers. Specifically, the percentages from the survey demographics are similar to those in the FY 2017 State of Minnesota Workforce Planning Report.[6] That report provides summary characteristics of all executive branch employees, and is based on administrative employee data and employee-volunteered demographic information.

Survey respondents showed similar rates of employment types, disability status, veteran status, and race/ethnicity as the rates in the Workforce Planning Report.[7] Select proportions from the report and this survey are shown in the table on the following page.

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[6] Minnesota Management and Budget, *State of Minnesota Workforce Planning Report FY 2017*, https://mn.gov/mmb-stat/workforce-reports/2017.pdf.

[7] The Workforce Planning Report did not include information on the following demographics for comparison: position type, tenure in state government or at current agency, or sexual orientation.

Demographic category	Survey respondents	Workforce Planning Report
Female employees	50%	50%
White/Caucasian employees	78%	84%
Black/African American employees	4%	5%
Asian/Indian Subcontinent employees	3%	3%
Employees with a disability	7%	7%
Employees who are veterans	7%	8%
Full-time employees	91%	87%

Response trends

When asked to rate their agreement with 25 statements on the survey, different respondent groups provided varying responses. The goal of this analysis was to identify general patterns and trends that might be interesting, rather than testing for statistical significance. This report section first analyzes differences between demographic groups, and then how often respondents disagreed with multiple statements.

The following parts of the report use the term "notable difference." In this report, that term means that one respondent group's average score for a statement differed by 0.5 or more than another respondent group's in that same category; for instance, male staff's average score for a statement was 0.5 higher than female staff's.

In some cases these differences can be difficult to interpret because one group is much larger or smaller than others; for example, only 50 respondents selected other as their gender identity, compared to more than 15,000 who selected male or female.

Demographic categories with the most variation by group

Appendix D (page 47) contains each demographic group's average score for each statement, and this section highlights notable differences.[8] Five demographic categories had notable differences between groups on 10 or more of the 25 rated statements:

- Gender identity
- Race/ethnicity
- Length of service (state and agency)
- Age

[8] For the six demographic questions with a "Prefer not to answer" option, the appendix tables show that group's average statement ratings. However, both the appendix and this section exclude their averages when calculating "notable differences."

Gender identity

Average ratings varied by gender, but largely only between those who identified as other compared to those who identified as male or female. The average ratings from male and female respondents did not differ by more than 0.5 on any individual statement.

Those who identified as other, however, had notably lower scores than male and female respondents on more than 15 of 25 statements. For example, those who identified as other had an average of 3.2 on the statement "My agency implements policies and procedures in a fair and impartial way;" male employees rated it on average at 4.0, and female employees at 4.1. Interpreting these variances is difficult because of the small number of respondents who chose other. Only about 50 respondents chose that answer, compared to the 15,000 employees who identified as male or female.

Race/ethnicity

Many notable differences were present in the average ratings from racial and ethnic groups. In general, some groups had higher scores than others. Those who identified as Asian/Indian Subcontinent, Black/African American, and White/Caucasian often had the highest agreement with statements. On the other end, those who identified as Other, Native American/American Indian/Native Alaskan, and Bi-racial/Multi-racial tended to have the lowest averages. Interpreting this is challenging due to the large differences in group size: more than 13,000 respondents identified as White/Caucasian, compared to less than 200 who identified as Bi-racial/Multi-racial.

The table below shows the average scores for the statements that had the largest differences between racial/ethnic groups.[9] Cells with a darker background color represent higher average scores.

Statement	**White** (n=13,754)	**Black** (n=706)	**Asian** (n=603)	**Hispanic** (n=316)	**Native** (n=274)	**Other** (n=220)	**Multi-racial** (n=166)
I would recommend working in state government.	4.2	4.5	4.3	4.2	4.0	3.7	4.0
I would recommend my agency as a place to work.	4.1	4.3	4.3	4.1	3.9	3.6	3.9
My agency implements policies and procedures in a fair and impartial way.	4.0	4.2	4.2	4.0	3.7	3.5	3.7
Leaders make sufficient effort to get the opinions of people who work at my agency.	3.5	3.9	3.9	3.6	3.3	3.2	3.5

[9] To conserve space, the race/ethnicity table headers have been shortened within the "Response trends" section. The full category names are: White/Caucasian; Black/African American; Asian/Indian Subcontinent; Hispanic/Latino; Native American/American Indian/Native Alaskan; Other; and Bi-racial/Multi-racial.

Length of service (state and agency)

The demographic trends in the "length at agency" question closely matched those in the "length in state government" question: both had notable differences on approximately half of rated statements.

In general, respondents that have worked in state government for five years or less tended to have the highest scores. Those that have been in state government for 21 years or more usually had a score near or equal to the two youngest groups. In contrast, respondents that have worked in state government for 11 to 15 years often had the lowest scores.

The table below shows the average scores for the statements that had the largest differences by length of service (state government). Cells with a darker background color represent higher average scores.

Statement	**Less than 1 year** (n=1,487)	**1–5 years** (n=4,770)	**6–10 years** (n=3,005)	**11–15 years** (n=2,383)	**16–20 years** (n=1,843)	**21 years or more** (n=3,790)
Leaders make sufficient effort to get the opinions of people who work at my agency.	4.1	3.6	3.4	3.3	3.4	3.5
Overall my workload is manageable.	4.5	4.2	3.9	3.8	3.9	3.9
I am satisfied with the career advancement opportunities available at my agency.	4.0	3.5	3.3	3.3	3.5	3.5
My agency implements policies and procedures in a fair and impartial way.	4.4	4.1	3.8	3.7	3.8	3.9
Managers and supervisors in my agency model respectful behavior.	4.6	4.2	4.0	4.0	4.0	4.0

Age

Nearly half of the survey statements had notable differences between age groups. In most of them, the youngest and oldest age groups tended to have the highest average scores. In contrast, those aged 36 to 55 often had the lowest average scores.

The table on the following page shows the different average scores for statements with the largest differences between age groups. Cells with a darker background color represent higher average scores.

Statement	Under 21 (n=53)	21–35 (n=3,505)	36–45 (n=3,981)	46–55 (n=4,552)	56–65 (n=4,129)	66 and older (n=374)
Overall my workload is manageable.	4.8	4.2	4.0	4.0	4.0	4.4
Leaders make sufficient effort to get the opinions of people who work at my agency.	4.4	3.6	3.5	3.5	3.5	3.7
I am satisfied with the career advancement opportunities available at my agency.	4.4	3.5	3.5	3.5	3.6	3.9
My agency implements policies and procedures in a fair and impartial way.	4.8	4.1	3.9	3.9	3.9	4.2
I hardly ever think about leaving my agency for another job.	4.0	3.4	3.5	3.6	3.8	4.3

Demographics categories with little variation by group

The following demographic categories had few or no statements where the averages between groups differed by more than 0.5:

- Position type
- Employment status
- Disability status
- Veteran status
- Sexual orientation

This section only provides detailed analysis for the first two items on the list; the remaining three had very few differences between groups.

Position type

Five statements had notable differences between position types. In general, managers and supervisors had higher averages with statements related to career development and staff input than non-supervisory staff.

The table on the following page shows the different average scores for statements with the largest differences between position types. Cells with a darker background color represent higher average scores.

Statement	Staff (n=13,923)	Supervisor (n=2,043)	Manager or higher (n=1,330)
I am satisfied with the career advancement opportunities available at my agency.	3.4	3.9	4.2
I am satisfied with the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	3.6	4.1	4.2

Employment status

Two statements showed notable differences between employment status types. On the statements about workload and respectful leader behavior, full-time employees had lower averages than non-full-time employees. The table below shows the different average scores for statements with the largest differences between employment groups. Cells with a darker background color represent higher average scores.

Statement	Full-time (n=15,930)	Part-time (n=883)	Temporary or Emergency (n=189)	Seasonal (n=149)	Other (n=101)
Overall my workload is manageable.	4.0	4.4	4.6	4.5	4.5
Managers and supervisors in my agency model respectful behavior.	4.1	4.3	4.6	4.5	4.4

Most improve job satisfaction

When asked "Of the items listed below, which three would most improve your satisfaction with your job?" demographic groups had different patterns in their answers.

Employment status

Different types of employees had different trends in what they chose on the list. For instance, compared to non-full-time staff, full-time staff more often chose "More manageable workload" and "More resources to do my job." In contrast, non-full-time employees more often chose "Nothing – I'm fully satisfied with my job" compared to full-time employees. The table on the following page shows the options with the largest differences between employment status groups. [10]

[10] The tables in this section have "n-values," also known as the respondent count, that are somewhat different from the n-values used elsewhere. For instance, 2,043 total respondents identified as supervisors. However, this report section uses the number of respondents who both selected supervisor as their demographic category *and* answered the improve job satisfaction question (2,023 respondents).

Option	Full-time (n=15,764)	Part-time (n=867)	Temporary or Emergency (n=196)	Seasonal (n=196)	Other (n=98)
Nothing – I'm fully satisfied with my job.	12%	21%	18%	18%	34%
More manageable workload.	21%	10%	7%	6%	7%
More resources to do my job (staff, equipment, budget, materials, technology, etc.).	31%	21%	22%	21%	16%

Age

The items that would most improve job satisfaction tended to vary by employee age. The younger and older age groups more often chose "Nothing – I'm fully satisfied with my job." In contrast, those in the middle age groups more often chose "More career advancement" and "More professional development." The table below shows the options with the largest differences between age groups.

Option	Under 21 (n=51)	21–35 (n=3,471)	36–45 (n=3,955)	46–55 (n=4,495)	56–65 (n=4,073)	66 and older (n=369)
Nothing – I'm fully satisfied with my job.	39%	10%	9%	13%	18%	32%
More career advancement opportunities at my agency.	18%	43%	40%	34%	25%	18%
More professional development opportunities.	6%	26%	26%	22%	17%	13%

Position type

Respondents of different position types did not always choose the same things that would most improve their job satisfaction. For instance, staff more often selected "More career advancement" than supervisors and managers. In contrast, supervisors and managers more often chose "More resources to do my job" and "More manageable workload" than staff. The table below shows the options with the largest differences between position types.

Option	Staff (n=13,762)	Supervisor (n=2,023)	Manager or higher (n=1,320)
More career advancement opportunities at my agency.	38%	25%	17%
More resources to do my job (staff, equipment, budget, materials, technology, etc.).	27%	43%	46%
More manageable workload.	17%	35%	34%

Race/ethnicity

Different racial and ethnic groups had less variation in their choices than some of the other demographic categories. Those who identified as Black/African American and Asian/Indian Subcontinent more often chose "More professional development" compared to other groups. Those same groups less often chose "More resources to do my job" compared to other groups. The table below shows the options with the largest differences between racial/ethnic groups.

Choice	White (n=13,607)	Black (n=699)	Asian (n=597)	Hispanic (n=313)	Native (n=270)	Other (n=218)	Multi-racial (n=166)
More professional development opportunities.	22%	33%	31%	24%	23%	17%	23%
More resources to do my job (staff, equipment, budget, materials, technology, etc.).	31%	20%	23%	25%	31%	35%	31%

Length of service (state and agency)

Response trends were similar for state government and agency length of service. The largest differences between lengths of service appeared on the choice "More manageable workload." The longer respondents had been at the state or their agency, the higher the percentage of respondents that chose this. Only eight percent of respondents who had been at the state less than a year chose it, compared to 26 percent of those who had been at the state for 21 or more years.

Option	Less than 1 year (n=1,467)	1–5 years (n=4,732)	6–10 years (n=2,973)	11–15 years (n=2,350)	16–20 years (n=1,818)	21 years or more (n=3,748)
More manageable workload.	8%	15%	22%	22%	24%	26%

Other response trends

ETD intends to use survey results to develop and enhance the state's approach to talent development and employee engagement. To inform this effort, the MAD consultants who administered and analyzed the survey further analyzed the statement about "hardly ever think about leaving" and the question about what would most improve job satisfaction.

Trends among respondents who have considered leaving

MAD consultants compared respondents' answers to the statement "I hardly ever think about leaving my agency for a job outside of state government" to their answers to other statements. Specifically, they looked for overlapping areas of disagreement: if a respondent sometimes thought about leaving state government, where else did they tend to disagree or somewhat disagree with statements?

These two statements had the highest amount of disagreement overlap with the “hardly ever think about leaving” question:

- I am satisfied with the career advancement opportunities available at my agency.
- Leaders make sufficient effort to get the opinions of people who work at my agency.

Sixteen and 15 percent of respondents, respectively, disagreed or somewhat disagreed with the above statement and the “hardly ever think about leaving” statement.

The disagreement overlap on other statements with the “hardly ever think about leaving” statement ranged from less than one percent to 12 percent.

Other trends in what would most improve job satisfaction

MAD consultants also analyzed the relationship between rated statements and what respondents selected in the “most improve job satisfaction” question. A few “most improve” choices showed clear trends.

When a respondent selected at least one of these four job satisfaction items, they also tended to disagree or somewhat disagree with most of the rated statements:

- More respectful workplace.
- More freedom to do my work without excessive oversight.
- More or better communication from my supervisor.
- A better relationship with my immediate supervisor/manager.

Key findings

This section synthesizes the results from all the previous sections.

Working in state government

- **Overall, most respondents are satisfied with their jobs:** A similar proportion of respondents agreed or somewhat agreed that they are satisfied working in state government (78 percent) and for their agency (77 percent). When asked what would most improve their job satisfaction, 13 percent of respondents said "Nothing – I'm fully satisfied with my job."

- **Most respondents would recommend working in state government and at their agency:** About three-quarters of respondents agreed or somewhat agreed that they would recommend working in state government (77 percent) and for their agency (74 percent).

- **Nearly all respondents strive to do their best and understand how they fit into their agency's mission:** 97 percent of respondents agreed or somewhat agreed that they strive to do their best at work every day. This statement had the highest level of agreement in the survey—less than one percent of respondents disagreed or somewhat disagreed, and only two percent chose "neither agree nor disagree." Additionally, 94 percent agreed or somewhat agreed that they understand how their work helps achieve their agency's mission.

- **Most respondents feel trusted to do their jobs and have good relationships with their supervisors:** 89 percent agreed or somewhat agreed that they are trusted to do their jobs, and 87 percent expressed the same sentiment about having a good working relationship with their immediate supervisor. When asked what would most improve job satisfaction, only eight percent chose "a better relationship with my immediate supervisor/manager."

Workplace environment

- **Most respondents feel that they are treated respectfully and that leadership models respectful behavior:** 85 percent of respondents agreed or somewhat agreed that they are treated respectfully in the workplace. A majority, though a slightly lower percentage, also said that managers and supervisors in their agency model respectful behavior (79 percent).

- **Almost all respondents know how to report workplace misconduct:** 90 percent of respondents agreed or somewhat agreed that they know how to report misconduct in the workplace. Although respondents less often said they would feel comfortable reporting incidents, most respondents (79 percent) still agreed or somewhat agreed that they would feel comfortable reporting misconduct to an appropriate authority.

- **Most respondents believe state government has made efforts to develop a diverse and inclusive workforce:** A large majority of respondents agreed or somewhat agreed with the statements that their agency has made efforts to develop a diverse and inclusive workforce (81 percent), and that the executive branch has done the same (74 percent). For the statement about the executive branch, however, 20 percent of respondents chose "neither agree nor disagree."

- **Statements about leadership asking for staff input received low scores:** The statement "Leaders make sufficient effort to get the opinions of people who work at my agency" received the lowest average score on the survey (3.5) and had the second-lowest percentage of agreement (58 percent agreed or somewhat agreed). The statement "I am encouraged to participate in decisions that affect my work" also scored low, ranking twenty-first out of 25 statements with an average of 3.9.

Investing in state workers

- **More than one-quarter of respondents are dissatisfied with their career advancement opportunities:** 27 percent disagreed or somewhat disagreed that they are satisfied with the career advancement opportunities available at their agency. This statement also had the smallest percent of respondents who agreed or somewhat agreed (57 percent), and had the second-lowest average of all 25 rated statements (3.5).

- **Most respondents are aware of professional development opportunities, but not all are satisfied with them:** 75 percent of respondents agreed or somewhat agreed that they are aware of professional development opportunities available to them. However, a lower percentage of staff (64 percent) agreed or somewhat agreed that they are satisfied with those opportunities.

- **Development is important to respondents:** Career advancement and professional development came in first and fourth of the 15 items that would most improve respondents' job satisfaction. Respondents in non-supervisory roles more often selected "More career advancement" (37 percent) compared to supervisors and managers (25 and 16 percent, respectively).

Work resources and flexibility

- **Many respondents want more help with their workloads:** When asked what would most improve their job satisfaction, 20 percent of respondents selected a more manageable workload and 30 percent chose more resources to do their job.

- **Workload topics are most important to management:** Supervisors and managers more often chose "More resources to do my job" (43 and 45 percent, respectively) and "More manageable workload" (35 and 34 percent, respectively) than non-supervisors (27 and 17 percent for the two options).

- **Most respondents agree that they have schedule flexibility, but one-fifth want additional flexibility:** 86 percent of respondents agreed or somewhat agreed that they have the flexibility needed in their work schedules to take care of personal matters. However, 21 percent chose "More flexibility about my work schedule and/or location" as one of their top three items that would improve their job satisfaction.

Employee retention

- **More than one-quarter of respondents sometimes consider leaving state government**: 27 percent disagreed or somewhat disagreed that they "hardly ever think about leaving" their agency for a job outside of the state government. This was the highest percentage of disagreement of all rated statements in the survey.
- **Dissatisfaction with career advancement and staff input correlates with thinking about leaving:** 16 percent of respondents who disagreed or somewhat disagreed that they "hardly ever think about leaving" also disagreed or somewhat disagreed that they are satisfied with their career advancement opportunities. Similarly, 15 percent of respondents disagreed or somewhat disagreed with both the "hardly ever think about leaving" and "leaders make sufficient effort to get the opinions of people" statements.
- **Mid-career respondents and certain racial/ethnic groups most often think about leaving:** Respondents who have been working in the state government between six and 15 years had the lowest averages on the "hardly ever think about leaving" statement (3.4). Likewise, respondents in certain racial and ethnic groups had the lowest average scores for the "think about leaving" statement: Other (3.2), Bi-racial/Multi-racial (3.3), and Native American/American Indian/Native Alaskan (3.4).

Appendix A: Survey instrument

This appendix contains the full text of the survey.

Statewide employee engagement survey

What is this survey?

Thank you for participating in this Statewide Employee Engagement Survey! Enterprise Talent Development (ETD), part of Minnesota Management and Budget (MMB), is coordinating the first-ever engagement survey of Minnesota state executive branch employees. Some agencies have done their own surveys in the past, but this brief one will be the first to cross agencies. ETD and agencies believe it is critical to understand employees' perspectives about the work environment so they can design ways to improve it. The survey results will also help us set baselines for measuring future progress.

This survey is voluntary and will take about 10 minutes to complete. There will be no consequence to you if you decide not to take the survey, but then we will not get the benefit of your input. You are encouraged to participate and should fill out the survey on your work time. Please complete the survey by end of day Wednesday, November 21, 2018.

Who can see what I answered?

ETD has hired Management Analysis and Development (MAD) to administer the survey and analyze combined agency results. MAD is a separate section of MMB that provides consulting services for the public sector. Only MAD, and not your agency, will know whether you took the survey and what you answered. Information that could reasonably be used to identify an individual from their response is considered private data under the Minnesota Government Data Practices Act (Minnesota Statutes § 13.64), meaning MAD will not share it with others except as provided by law.

After the survey is over, MAD will use different methods so individuals cannot be identified by their responses. For example, if there are fewer than 10 survey respondents in a group (such as gender identity), MAD will combine that grouping with a larger group of respondents.

How will my answers be used?

MAD will compile the numerical results of the statewide analysis in a report. MAD will also remove identifying information from all survey responses, and share agency results and all open-ended responses with ETD. ETD will analyze each agency's data and create a summary report for each agency. (Agencies include Department of Transportation, Department of Health, etc.)

ETD will share survey results back to staff and also use results to develop enterprise-wide programming for improving the work environment. Agencies are encouraged to review the results and use them to develop action steps for improving the work environment. The final statewide report and agency summaries will be public documents and will be available in 2019.

What this survey is not

The survey is designed as a way to give high-level information to ETD and agency leaders about their workplace environment. The results will not be used to conduct performance evaluations of individual managers, supervisors, or other employees. Additionally, staff should not use this survey as a way to report violations of policies or employee misconduct. Policy violations, employee misconduct, or other complaints should be submitted to your agency's Human Resources office or as otherwise provided by your agency's policies or procedures.

Accessibility

ETD is committed to providing access to all employees who wish to participate in the survey. If you would prefer a text-based version of the survey (for example, if you use a screen reader), click on the "text only" link on the center of the top of the screen. If you need other accommodations in order to complete the survey, please speak with your supervisor.

If you have questions

If you have questions about the survey, please read the Frequently Asked Questions page.

If you have questions about how your agency will use results, please contact your agency engagement champion: [champions listed]

If you have any technical problems accessing the survey, please contact MAD at 651-259-3800 or at management.analysis@state.mn.us.

Tips for using this survey

- If you cannot complete the survey in one sitting, you can click "Save" at the bottom of the page to save your answers. You can return to complete the survey later.
- To reset your answers, use the "Reset" button.

Thank you for your time!

Engagement questions

This survey will often use the term "my agency." In the context of this survey, this refers to your overall agency, such as Department of Transportation, Department of Corrections, Department of Education, etc. You may work for a board, commission, or other type of organization that does not call itself an agency, such as the Public Utilities Commission, the Professional Educator Licensing and Standards Board, the Disability Council, etc. Please think of your overall organization whenever the word "agency" appears, and answer with that in mind.

[For questions 1 and 2, respondents selected from the following options for each statement: Agree, Somewhat agree, Neither agree nor disagree, Somewhat disagree, Disagree.]

1) Please indicate your level of agreement with the following statements.

- I understand how my work helps achieve my agency's mission.
- I receive the training I need to perform my job.
- Overall, my workload is manageable.
- I have a good working relationship with my immediate supervisor.
- I receive enough information about relevant agency issues, initiatives, etc.
- I am encouraged to participate in decisions that affect my work.
- Leaders make sufficient effort to get the opinions of people who work at my agency.
- I strive to do my best at work every day.
- I have the flexibility I need in my work schedule to take care of personal matters (using sick leave, vacation time, comp time, flexible hours, etc.).
- I am satisfied with the career advancement opportunities available at my agency.
- I am aware of the professional development opportunities available to me (training, leadership opportunities, resources, etc.).
- I am satisfied with the professional development opportunities available to me (training, leadership opportunities, resources, etc.).
- I am trusted to do my job.

2) Please indicate your level of agreement with the following statements.

- I am treated respectfully in the workplace.
- Managers and supervisors in my agency model respectful behavior.
- My agency implements policies and procedures in a fair and impartial way.
- I know how to report misconduct in my workplace.
- If I experienced misconduct in the workplace, I would feel comfortable reporting it to an appropriate authority.
- My agency has made efforts to develop a diverse and inclusive workforce.
- The executive branch has made efforts to develop a diverse and inclusive workforce.
- I hardly ever think about leaving my agency for a job outside of state government.
- Overall, I am satisfied working at my agency.
- I would recommend my agency as a place to work.
- Overall, I am satisfied working in state government.
- I would recommend working in state government.

3) Of the items listed below, which <u>three</u> would most improve your satisfaction with your job?

- A better relationship with immediate supervisor/manager.
- A better relationship with my coworkers.
- Clearer expectations and feedback about my performance.
- Greater clarity about what my agency needs me to do and why.
- More career advancement opportunities at my agency.
- More or better collaboration (within and across units, departments, partners, facilities, etc.).
- More flexibility about my work schedule and/or location.
- More freedom to do my work without excessive oversight.
- More manageable workload.
- More or better communication from my supervisor.
- More or better training about my current job responsibilities.

- More professional development opportunities.
- More resources to do my job (staff, equipment, budget, materials, technology, etc.).
- More respectful workplace.
- Nothing - I'm fully satisfied with my job.

4) What are your ideas for improving the work environment at your agency?

[Open-ended question with a 500 character limit.]

Demographic questions

This survey does not ask which agency you work for because that information is already tied to your employee ID number.

5) Which of the following best describes your current job position?

- Manager or higher
- Supervisor
- Staff (not a supervisor or manager)

6) How many total years have you worked in state government?

- Less than 1 year
- 1 - 5 years
- 6 - 10 years
- 11 - 15 years
- 16 - 20 years
- 21 years or more

7) How many years have you worked for your current agency? (Including if your agency was reorganized or merged with other agencies.)

- Less than 1 year
- 1 - 5 years
- 6 - 10 years
- 11 - 15 years
- 16 - 20 years
- 21 years or more

8) What is your current employment status?

- Full-time
- Part-time
- Temporary or Emergency
- Seasonal (full or part-time)
- Other

9) What is your age?

- Under 21 years
- 21 - 35 years
- 36 - 45 years
- 46 - 55 years
- 56 - 65 years
- 66 years or older
- Prefer not to answer

10) Are you a person with a disability?

- Yes
- No
- Prefer not to answer

11) Are you a veteran?

- Yes
- No
- Prefer not to answer

12) What is your gender identity?

- Female
- Male
- Other
- Prefer not to answer

13) Do you identify as LGBTQA+ (lesbian, gay, bisexual, transgender, queer, asexual, other)?

- Yes
- No
- Prefer not to answer

14) What racial/ethnic background do you identify with? (select all that apply)

- Asian/Indian Subcontinent
- Black/African American
- Bi-racial/Multi-racial
- Hispanic/Latino
- Native American/American Indian/Native Alaskan
- White/Caucasian
- Other
- Prefer not to answer

Appendix B: Agency response rates

Entity	Responses	Invitations sent	Response rate
Board of Water and Soil Resources	80	122	66%
Bureau of Mediation Services	10	12	83%
Department of Administration	335	523	64%
Department of Agriculture	296	521	57%
Department of Commerce	237	339	70%
Department of Corrections	1,128	4,306	26%
Department of Education	291	388	75%
Department of Employment and Economic Development	876	1,321	66%
Department of Health	883	1,549	57%
Department of Human Rights	43	45	96%
Department of Human Services	3,586	7,102	50%
Department of Labor and Industry	267	464	58%
Department of Military Affairs	73	347	21%
Department of Natural Resources	1,509	2,701	56%
Department of Public Safety	921	1,943	47%
Department of Revenue	1,027	1,459	70%
Department of Transportation	2,584	5,062	51%
Department of Veterans Affairs	564	1,363	41%
Governor's Office	26	39	67%
Iron Range Resources and Rehabilitation	36	43	84%
Minnesota Housing Finance Agency	164	235	70%
Minnesota IT Services	1,378	2,360	58%
Minnesota Lottery	97	153	63%
Minnesota Management and Budget	192	247	78%
Minnesota Pollution Control Agency	637	848	75%
Minnesota Zoological Garden	171	313	55%
Office of Higher Education	51	62	82%
SmART entities	113	195	58%
Statewide	**17,575**	**34,062**	**52%**

Notes on invitations sent

The “Invitations sent” column does not exactly align with the number of employees in each agency at the time of the survey. In some cases, MAD consultants were not able to successfully contact an individual because consultants could not find an accurate email or physical address for them. MAD consultants did not count these individuals in the “Invitations sent” column. The column numbers represent the number of individuals MAD consultants were reasonably confident successfully received a personal invitation to the survey.

Notes on response rates

Military Affairs and the Department of Corrections had the lowest response rates. Military Affairs’s low rate may have been partially caused by a lack of accurate staff contact information; MNIT provided MAD with email addresses for most agencies, but MNIT does not serve Military Affairs. MAD was unable to obtain a complete list of staff email addresses before launching the survey, and as a result postcards were sent to roughly three-quarters of Military Affairs staff.

The Department of Corrections’s low rate can most likely be attributed to the fact that the department completed their own engagement survey shortly before the statewide survey launched.

Appendix C: Respondent demographic characteristics

The survey asked respondents to select the demographic characteristics that represented them. This appendix shows which types of people took the survey.

Table 1: Which of the following best describes your position?

Response option	Respondent count	Respondent proportion
Staff (not a supervisor or manager)	13,923	79%
Supervisor	2,043	12%
Manager or higher	1,330	8%
Did not answer	*279*	*2%*
Total	17,575	100%

Table 2: How many total years have you worked *in state government*?

Response option	Respondent count	Respondent proportion
Less than 1 year	1,487	8%
1–5 years	4,770	27%
6–10 years	3,005	17%
11–15 years	2,383	14%
16–20 years	1,843	10%
21 years or more	3,790	22%
Did not answer	*297*	*2%*
Total	17,575	100%

Table 3: How many total years have you worked *for your current agency*? (Including if your agency was reorganized or merged with other agencies.)

Response option	Respondent count	Respondent proportion
Less than 1 year	2,037	12%
1–5 years	5,692	32%
6–10 years	2,946	17%
11–15 years	2,185	12%
16–20 years	1,613	9%
21 years or more	2,787	16%
Did not answer	*315*	*2%*
Total	17,575	100%

Table 4: What is your current employment status?

Response option	Respondent count	Respondent proportion
Full-time	15,930	91%
Part-time	883	5%
Temporary or Emergency	198	1%
Seasonal (full or part-time)	149	1%
Other	101	1%
Did not answer	*415*	*2%*
Total	17,575	100%

Table 5: Are you a person with a disability?

Response option	Respondent count	Respondent proportion
No	14,423	82%
Yes	1,302	7%
Prefer not to answer	1,406	8%
Did not answer	*444*	*3%*
Total	17,575	100%

Table 6: Are you a veteran?

Response option	Respondent count	Respondent proportion
No	15,233	87%
Yes	1,223	7%
Prefer not to answer	734	4%
Did not answer	*385*	*2%*
Total	17,575	100%

Table 7: What is your age?

Response option	Respondent count	Respondent proportion
Under 21 years	53	0.3%
21 - 35 years	3,505	20%
36 - 45 years	3,981	23%
46 - 55 years	4,552	26%
56 - 65 years	4,129	23%
66 years or older	374	2%
Prefer not to answer	689	4%
Did not answer	*292*	*2%*
Total	17,575	100%

Table 8: What is your gender identity?

Response option	Respondent count	Respondent proportion
Female	8,805	50%
Male	7,042	40%
Other	52	0.3%
Prefer not to answer	1,365	8%
Did not answer	*311*	*2%*
Total	17,575	100%

Table 9: Do you identify as LGBTQA+ (lesbian, gay, bisexual, transgender, queer, asexual, other)?

Response option	Respondent count	Respondent proportion
No	15,111	86%
Yes	593	3%
Prefer not to answer	1,479	8%
Did not answer	*392*	*2%*
Total	17,575	100%

Table 10: What racial/ethnic background do you identify with? (Select all that apply.)

Response option	Respondent count	Respondent proportion
White/Caucasian	13,754	78%
Black/African American	706	4%
Asian/Indian Subcontinent	603	3%
Hispanic/Latino	316	2%
Native American/American Indian/Native Alaskan	274	2%
Other	220	1%
Bi-Racial/Multi-Racial	166	1%
Prefer not to answer	1,779	10%
Did not answer	*287*	*2%*
Total	17,575	n/a

Note: The response rate column in Table 10 does not total to 100 percent because respondents could select more than one option.

Appendix D: Demographic cross-tabulation tables

This appendix contains information about how different demographic groups rated statements. The goal of this analysis was to identify general patterns and trends that might be interesting, rather than testing for statistical significance. The numbers shown are the average scores for that group and statement. Each group's column heading contains "n=" followed by a number; this represents the number of respondents who self-identified as belonging to that group.

The "Max-min" column shows the difference between the highest and lowest scores in that row. Cells in this column with values of 0.5 and higher have a blue background with white, bold text. Due to rounding, subtracting the lowest score in a row from the highest may yield a slightly different number than the "Max-min" column. For instance, a row may have a score of 3.4 for women and 3.3 for men, but because the true difference is between 3.33 and 3.37, the difference rounds down to 0.0. These cells include an asterisk (*). In some cases differences can be difficult to interpret because one group is much larger or smaller than others; for example, only 50 respondents selected other as their gender identity, compared to more than 15,000 who selected male or female.

For questions with a "Prefer not to answer" option, the tables show their average rating of a statement. However, that group's average is excluded in the Max-min analysis.

Position type

Cross-tab by position type **Statement**	**Staff (not a supervisor or manager)** (n=13,923)	**Supervisor** (n=2,043)	**Manager or higher** (n=1,330)	**Max-min**
I understand how my work helps achieve my agency's mission.	4.7	4.8	4.9	0.2
I receive the training I need to perform my job.	4.2	4.3	4.4	0.2
Overall my workload is manageable.	4.1	3.7	3.8	0.4
I have a good working relationship with my immediate supervisor.	4.5	4.6	4.6	0.2
I receive enough information about relevant agency issues, initiatives, etc.	3.9	4.0	4.2	0.3
I am encouraged to participate in decisions that affect my work.	3.8	4.1	4.4	**0.6**
Leaders make sufficient effort to get the opinions of people who work at my agency.	3.4	3.7	3.9	**0.5**

Cross-tab by position type

Statement	Staff (not a supervisor or manager) (n=13,923)	Supervisor (n=2,043)	Manager or higher (n=1,330)	Max-min
I strive to do my best at work every day.	4.8	4.9	4.9	0.1
I have the flexibility I need in my work schedule to take care of personal matters (using sick leave, vacation time, comp time, flexible hours, etc.).	4.4	4.5	4.6	0.2
I am satisfied with the career advancement opportunities available at my agency.	3.4	3.9	4.2	**0.8**
I am **aware of** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	3.9	4.4	4.5	**0.6**
I am **satisfied with** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	3.6	4.1	4.2	**0.6**
I am trusted to do my job.	4.5	4.5	4.6	0.1
I am treated respectfully in the workplace.	4.3	4.5	4.5	0.2
Managers and supervisors in my agency model respectful behavior.	4.1	4.2	4.3	0.2
My agency implements policies and procedures in a fair and impartial way.	3.9	4.1	4.3	0.4
I know how to report misconduct in my workplace.	4.5	4.7	4.8	0.3
If I experienced misconduct in the workplace, I would feel comfortable reporting it to an appropriate authority.	4.1	4.4	4.5	0.4
My agency has made efforts to develop a diverse and inclusive workforce.	4.2	4.5	4.6	0.3
The executive branch has made efforts to develop a diverse and inclusive workforce.	4.1	4.4	4.5	0.4
I hardly ever think about leaving my agency for a job outside of state government.	3.5	3.7	3.8	0.3
Overall, I am satisfied working at **my agency**.	4.0	4.2	4.3	0.3
I would recommend **my agency** as a place to work.	4.0	4.2	4.3	0.3
Overall, I am satisfied working **in state government**.	4.1	4.3	4.3	0.2
I would recommend working **in state government**.	4.1	4.2	4.3	0.2

Length of service (state government)

Cross-tab by length of service (state government) Statement	Less than 1 year (n=1,487)	1–5 years (n=4,770)	6–10 years (n=3,005)	11–15 years (n=2,383)	16–20 years (n=1,843)	21 years or more (n=3,790)	Max-min
I understand how my work helps achieve my agency's mission.	4.7	4.7	4.7	4.6	4.7	4.7	0.1
I receive the training I need to perform my job.	4.3	4.2	4.2	4.1	4.2	4.3	0.2
Overall my workload is manageable.	4.5	4.2	3.9	3.8	3.9	3.9	**0.7**
I have a good working relationship with my immediate supervisor.	4.7	4.5	4.4	4.4	4.4	4.5	0.3
I receive enough information about relevant agency issues, initiatives, etc.	4.3	4.0	3.9	3.8	3.9	4.0	**0.5**
I am encouraged to participate in decisions that affect my work.	4.3	3.9	3.9	3.7	3.8	3.9	**0.6**
Leaders make sufficient effort to get the opinions of people who work at my agency.	4.1	3.6	3.4	3.3	3.4	3.5	**0.8**
I strive to do my best at work every day.	4.9	4.8	4.8	4.8	4.8	4.8	0.1
I have the flexibility I need in my work schedule to take care of personal matters (using sick leave, vacation time, comp time, flexible hours, etc.).	4.4	4.4	4.4	4.4	4.4	4.5	0.1
I am satisfied with the career advancement opportunities available at my agency.	4.0	3.5	3.3	3.3	3.5	3.5	**0.7**
I am **aware of** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	4.1	3.9	4.0	3.9	4.1	4.2	0.3
I am **satisfied with** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	4.0	3.7	3.6	3.5	3.7	3.9	**0.5**
I am trusted to do my job.	4.7	4.6	4.5	4.4	4.5	4.5	0.3
I am treated respectfully in the workplace.	4.6	4.4	4.3	4.2	4.3	4.3	0.4
Managers and supervisors in my agency model respectful behavior.	4.6	4.2	4.0	4.0	4.0	4.0	**0.7***

Cross-tab by length of service (state government) **Statement**	**Less than 1 year** (n=1,487)	**1–5 years** (n=4,770)	**6–10 years** (n=3,005)	**11–15 years** (n=2,383)	**16–20 years** (n=1,843)	**21 years or more** (n=3,790)	**Max-min**
My agency implements policies and procedures in a fair and impartial way.	4.4	4.1	3.8	3.7	3.8	3.9	**0.7**
I know how to report misconduct in my workplace.	4.6	4.5	4.5	4.5	4.6	4.6	0.1
If I experienced misconduct in the workplace, I would feel comfortable reporting it to an appropriate authority.	4.5	4.2	4.1	4.0	4.1	4.2	0.4
My agency has made efforts to develop a diverse and inclusive workforce.	4.5	4.3	4.2	4.2	4.3	4.3	0.3
The executive branch has made efforts to develop a diverse and inclusive workforce.	4.4	4.1	4.1	4.1	4.2	4.3	0.3
I hardly ever think about leaving my agency for a job outside of state government.	4.0	3.5	3.4	3.4	3.6	3.7	**0.6**
Overall, I am satisfied working at **my agency**.	4.4	4.1	4.0	3.9	4.0	4.1	**0.5**
I would recommend **my agency** as a place to work.	4.5	4.1	4.0	3.8	3.9	4.0	**0.6**
Overall, I am satisfied working **in state government**.	4.5	4.2	4.1	4.0	4.1	4.2	**0.5**
I would recommend working **in state government**.	4.5	4.2	4.1	4.0	4.0	4.1	**0.5**

Length of service (agency)

Cross-tab by length of service (agency) **Statement**	**Less than 1 year** (n=2,037)	**1–5 years** (n=5,692)	**6–10 years** (n=2,946)	**11–15 years** (n=2,185)	**16–20 years** (n=1,613)	**21 years or more** (n=2,787)	**Max-min**
I understand how my work helps achieve my agency's mission.	4.7	4.7	4.7	4.6	4.7	4.7	0.1
I receive the training I need to perform my job.	4.3	4.2	4.2	4.1	4.2	4.3	0.2
Overall my workload is manageable.	4.5	4.1	3.9	3.8	3.9	3.9	**0.6***
I have a good working relationship with my immediate supervisor.	4.7	4.5	4.4	4.4	4.4	4.5	0.3

Cross-tab by length of service (agency)

Statement	Less than 1 year (n=2,037)	1–5 years (n=5,692)	6–10 years (n=2,946)	11–15 years (n=2,185)	16–20 years (n=1,613)	21 years or more (n=2,787)	Max-min
I receive enough information about relevant agency issues, initiatives, etc.	4.2	4.0	3.8	3.8	3.9	4.0	**0.5***
I am encouraged to participate in decisions that affect my work.	4.2	3.9	3.8	3.7	3.8	4.0	**0.6***
Leaders make sufficient effort to get the opinions of people who work at my agency.	4.0	3.6	3.4	3.2	3.4	3.5	**0.8**
I strive to do my best at work every day.	4.9	4.8	4.8	4.8	4.8	4.8	0.1
I have the flexibility I need in my work schedule to take care of personal matters (using sick leave, vacation time, comp time, flexible hours, etc.).	4.4	4.4	4.4	4.4	4.4	4.5	0.1
I am satisfied with the career advancement opportunities available at my agency.	4.0	3.5	3.3	3.3	3.5	3.6	**0.7**
I am **aware of** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	4.1	3.9	4.0	3.9	4.1	4.2	0.3
I am **satisfied with** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	4.0	3.7	3.6	3.5	3.7	3.9	**0.5**
I am trusted to do my job.	4.7	4.5	4.5	4.4	4.5	4.5	0.3
I am treated respectfully in the workplace.	4.6	4.4	4.3	4.2	4.3	4.4	0.4
Managers and supervisors in my agency model respectful behavior.	4.6	4.2	4.0	3.9	4.0	4.0	**0.7**
My agency implements policies and procedures in a fair and impartial way.	4.4	4.0	3.8	3.7	3.8	3.9	**0.7**
I know how to report misconduct in my workplace.	4.6	4.5	4.5	4.6	4.6	4.6	0.1
If I experienced misconduct in the workplace, I would feel comfortable reporting it to an appropriate authority.	4.4	4.2	4.1	4.0	4.1	4.2	0.4
My agency has made efforts to develop a diverse and inclusive workforce.	4.5	4.3	4.2	4.2	4.3	4.4	0.3

Cross-tab by length of service (agency) Statement	Less than 1 year (n=2,037)	1–5 years (n=5,692)	6–10 years (n=2,946)	11–15 years (n=2,185)	16–20 years (n=1,613)	21 years or more (n=2,787)	Max-min
The executive branch has made efforts to develop a diverse and inclusive workforce.	4.3	4.2	4.1	4.1	4.2	4.3	0.2
I hardly ever think about leaving my agency for a job outside of state government.	4.0	3.5	3.5	3.4	3.6	3.8	**0.6**
Overall, I am satisfied working at **my agency**.	4.4	4.1	4.0	3.9	4.0	4.1	**0.5**
I would recommend **my agency** as a place to work.	4.4	4.1	4.0	3.8	3.9	3.9	**0.6**
Overall, I am satisfied working **in state government**.	4.4	4.2	4.1	4.0	4.1	4.2	**0.5***
I would recommend working **in state government**.	4.5	4.2	4.1	3.9	4.0	4.0	**0.5***

Employment status

Cross-tab by employment status Statement	Full-time (n=15,930)	Part-time (n=883)	Temporary or Emergency (n=189)	Seasonal (full or part-time) (n=149)	Other (n=101)	Max-min
I understand how my work helps achieve my agency's mission.	4.7	4.7	4.7	4.7	4.7	0.0
I receive the training I need to perform my job.	4.2	4.4	4.3	4.5	4.4	0.3
Overall my workload is manageable.	4.0	4.4	4.6	4.5	4.5	**0.6**
I have a good working relationship with my immediate supervisor.	4.5	4.5	4.8	4.6	4.7	0.3
I receive enough information about relevant agency issues, initiatives, etc.	3.9	4.2	4.2	4.1	4.3	0.4
I am encouraged to participate in decisions that affect my work.	3.9	4.0	4.1	3.9	4.0	0.2
Leaders make sufficient effort to get the opinions of people who work at my agency.	3.5	3.8	3.8	3.8	3.9	0.4
I strive to do my best at work every day.	4.8	4.9	4.9	4.9	4.9	0.1

Cross-tab by employment status

Statement	Full-time (n=15,930)	Part-time (n=883)	Temporary or Emergency (n=189)	Seasonal (full or part-time) (n=149)	Other (n=101)	Max-min
I have the flexibility I need in my work schedule to take care of personal matters (using sick leave, vacation time, comp time, flexible hours, etc.).	4.4	4.3	4.4	4.5	4.4	0.2
I am satisfied with the career advancement opportunities available at my agency.	3.5	3.9	3.7	3.4	3.8	0.4*
I am **aware of** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	4.0	4.0	4.1	3.8	4.1	0.3
I am **satisfied with** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	3.7	3.9	3.9	3.7	4.0	0.4*
I am trusted to do my job.	4.5	4.7	4.7	4.7	4.7	0.2
I am treated respectfully in the workplace.	4.4	4.4	4.7	4.5	4.6	0.4*
Managers and supervisors in my agency model respectful behavior.	4.1	4.3	4.6	4.5	4.4	**0.5**
My agency implements policies and procedures in a fair and impartial way.	3.9	4.2	4.4	4.3	4.2	0.4*
I know how to report misconduct in my workplace.	4.6	4.7	4.5	4.5	4.6	0.1*
If I experienced misconduct in the workplace, I would feel comfortable reporting it to an appropriate authority.	4.2	4.3	4.4	4.3	4.5	0.3
My agency has made efforts to develop a diverse and inclusive workforce.	4.3	4.4	4.5	4.5	4.3	0.2
The executive branch has made efforts to develop a diverse and inclusive workforce.	4.2	4.3	4.3	4.3	4.2	0.2*
I hardly ever think about leaving my agency for a job outside of state government.	3.6	3.8	3.8	3.7	3.8	0.3*
Overall, I am satisfied working at **my agency**.	4.1	4.2	4.4	4.4	4.3	0.4*
I would recommend **my agency** as a place to work.	4.0	4.3	4.3	4.2	4.4	0.4

Cross-tab by employment status Statement	Full-time (n=15,930)	Part-time (n=883)	Temporary or Emergency (n=189)	Seasonal (full or part-time) (n=149)	Other (n=101)	Max-min
Overall, I am satisfied working **in state government**.	4.1	4.3	4.5	4.4	4.3	0.3*
I would recommend working **in state government**.	4.1	4.3	4.5	4.2	4.4	0.3*

Disability status

Cross-tab by disability status Statement	Yes [have a disability] (n=1,302)	No (n=14,423)	Prefer not to answer (n=1,406)	Max-min
I understand how my work helps achieve my agency's mission.	4.6	4.7	4.5	0.1
I receive the training I need to perform my job.	4.0	4.3	3.9	0.2*
Overall my workload is manageable.	3.8	4.1	3.6	0.3
I have a good working relationship with my immediate supervisor.	4.3	4.5	4.2	0.3*
I receive enough information about relevant agency issues, initiatives, etc.	3.8	4.0	3.6	0.2
I am encouraged to participate in decisions that affect my work.	3.7	4.0	3.4	0.3
Leaders make sufficient effort to get the opinions of people who work at my agency.	3.3	3.6	3.0	0.2*
I strive to do my best at work every day.	4.8	4.8	4.8	0.0
I have the flexibility I need in my work schedule to take care of personal matters (using sick leave, vacation time, comp time, flexible hours, etc.).	4.2	4.5	4.1	0.3
I am satisfied with the career advancement opportunities available at my agency.	3.2	3.6	3.0	0.4
I am **aware of** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	3.9	4.1	3.7	0.2
I am **satisfied with** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	3.4	3.8	3.3	0.3*

Cross-tab by disability status Statement	Yes [have a disability] (n=1,302)	No (n=14,423)	Prefer not to answer (n=1,406)	Max-min
I am trusted to do my job.	4.3	4.6	4.2	0.3
I am treated respectfully in the workplace.	4.1	4.4	4.0	0.3
Managers and supervisors in my agency model respectful behavior.	3.9	4.2	3.7	0.3
My agency implements policies and procedures in a fair and impartial way.	3.7	4.0	3.4	0.3
I know how to report misconduct in my workplace.	4.5	4.6	4.4	0.1
If I experienced misconduct in the workplace, I would feel comfortable reporting it to an appropriate authority.	3.9	4.3	3.7	0.3*
My agency has made efforts to develop a diverse and inclusive workforce.	4.1	4.4	4.0	0.2*
The executive branch has made efforts to develop a diverse and inclusive workforce.	4.1	4.2	3.9	0.1
I hardly ever think about leaving my agency for a job outside of state government.	3.4	3.6	3.0	0.3*
Overall, I am satisfied working at **my agency**.	3.8	4.1	3.6	0.3
I would recommend **my agency** as a place to work.	3.8	4.1	3.5	0.3
Overall, I am satisfied working **in state government**.	4.0	4.2	3.7	0.2
I would recommend working **in state government**.	4.0	4.2	3.7	0.2

Veteran status

Cross-tab by veteran status Statement	Yes [veteran] (n=1,223)	No (n=115,233)	Prefer not to answer (n=734)	Max-min
I understand how my work helps achieve my agency's mission.	4.6	4.7	4.4	0.1
I receive the training I need to perform my job.	4.2	4.2	3.7	0.1*
Overall my workload is manageable.	4.1	4.0	3.4	0.0*

Cross-tab by veteran status

Statement	Yes [veteran] (n=1,223)	No (n=115,233)	Prefer not to answer (n=734)	Max-min
I have a good working relationship with my immediate supervisor.	4.5	4.5	4.1	0.0
I receive enough information about relevant agency issues, initiatives, etc.	3.9	4.0	3.5	0.0*
I am encouraged to participate in decisions that affect my work.	3.9	3.9	3.3	0.1*
Leaders make sufficient effort to get the opinions of people who work at my agency.	3.5	3.5	2.8	0.1*
I strive to do my best at work every day.	4.8	4.8	4.7	0.1*
I have the flexibility I need in my work schedule to take care of personal matters (using sick leave, vacation time, comp time, flexible hours, etc.).	4.4	4.4	4.1	0.0
I am satisfied with the career advancement opportunities available at my agency.	3.5	3.5	2.9	0.1*
I am **aware of** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	4.0	4.1	3.6	0.1
I am **satisfied with** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	3.7	3.8	3.2	0.1
I am trusted to do my job.	4.5	4.5	4.1	0.1*
I am treated respectfully in the workplace.	4.3	4.4	3.9	0.0*
Managers and supervisors in my agency model respectful behavior.	4.1	4.2	3.5	0.0*
My agency implements policies and procedures in a fair and impartial way.	3.9	4.0	3.2	0.1
I know how to report misconduct in my workplace.	4.6	4.6	4.3	0.0
If I experienced misconduct in the workplace, I would feel comfortable reporting it to an appropriate authority.	4.2	4.2	3.6	0.0
My agency has made efforts to develop a diverse and inclusive workforce.	4.3	4.3	3.9	0.0
The executive branch has made efforts to develop a diverse and inclusive workforce.	4.2	4.2	3.8	0.0
I hardly ever think about leaving my agency for a job outside of state government.	3.5	3.6	2.8	0.1

Cross-tab by veteran status Statement	Yes [veteran] (n=1,223)	No (n=115,233)	Prefer not to answer (n=734)	Max-min
Overall, I am satisfied working at **my agency**.	4.0	4.1	3.4	0.1
I would recommend **my agency** as a place to work.	3.9	4.1	3.2	0.2
Overall, I am satisfied working **in state government**.	4.1	4.2	3.5	0.1
I would recommend working **in state government**.	4.0	4.2	3.5	0.1*

Age

Cross-tab by age Statement	Under 21 (n=53)	21–35 (n=3,505)	36–45 (n=3,981)	46–55 (n=4,552)	56–65 (n=4,129)	66 and older (n=374)	Prefer not to answer (n=689)	Max-min
I understand how my work helps achieve my agency's mission.	4.7	4.7	4.7	4.7	4.7	4.8	4.5	0.1
I receive the training I need to perform my job.	4.6	4.2	4.2	4.2	4.2	4.4	3.7	0.4
Overall my workload is manageable.	4.8	4.2	4.0	4.0	4.0	4.4	3.6	**0.9***
I have a good working relationship with my immediate supervisor.	4.7	4.5	4.5	4.5	4.5	4.7	4.1	0.2
I receive enough information about relevant agency issues, initiatives, etc.	4.5	4.0	3.9	3.9	4.0	4.2	3.5	**0.6**
I am encouraged to participate in decisions that affect my work.	4.2	4.0	3.9	3.9	3.9	4.1	3.2	0.3
Leaders make sufficient effort to get the opinions of people who work at my agency.	4.4	3.6	3.5	3.5	3.5	3.7	2.8	**0.9**
I strive to do my best at work every day.	4.9	4.8	4.8	4.8	4.9	4.9	4.8	0.1

Cross-tab by age

Statement	Under 21 (n=53)	21–35 (n=3,505)	36–45 (n=3,981)	46–55 (n=4,552)	56–65 (n=4,129)	66 and older (n=374)	Prefer not to answer (n=689)	Max-min
I have the flexibility I need in my work schedule to take care of personal matters (using sick leave, vacation time, comp time, flexible hours, etc.).	4.6	4.4	4.4	4.4	4.5	4.7	4.1	0.3
I am satisfied with the career advancement opportunities available at my agency.	4.4	3.5	3.5	3.5	3.6	3.9	2.9	**0.9**
I am **aware of** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	4.1	4.0	4.0	4.1	4.1	4.3	3.6	0.3
I am **satisfied with** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	4.2	3.7	3.7	3.7	3.8	4.0	3.2	**0.6***
I am trusted to do my job.	4.7	4.6	4.5	4.5	4.6	4.7	4.1	0.2
I am treated respectfully in the workplace.	4.7	4.5	4.4	4.3	4.4	4.6	3.8	0.4
Managers and supervisors in my agency model respectful behavior.	4.8	4.3	4.1	4.1	4.1	4.4	3.5	**0.7**
My agency implements policies and procedures in a fair and impartial way.	4.8	4.1	3.9	3.9	3.9	4.2	3.2	**0.8***
I know how to report misconduct in my workplace.	4.6	4.5	4.5	4.6	4.6	4.7	4.3	0.2
If I experienced misconduct in the workplace, I would feel comfortable reporting it to an appropriate authority.	4.5	4.2	4.2	4.2	4.2	4.4	3.6	0.4*
My agency has made efforts to develop a diverse and inclusive workforce.	4.7	4.3	4.3	4.3	4.4	4.5	3.9	0.4
The executive branch has made efforts to develop a diverse and inclusive workforce.	4.6	4.1	4.2	4.2	4.2	4.3	3.9	0.4
I hardly ever think about leaving my agency for a job outside of state government.	4.0	3.4	3.5	3.6	3.8	4.3	3.0	**0.8***

Cross-tab by age Statement	Under 21 (n=53)	21–35 (n=3,505)	36–45 (n=3,981)	46–55 (n=4,552)	56–65 (n=4,129)	66 and older (n=374)	Prefer not to answer (n=689)	Max-min
Overall, I am satisfied working at **my agency**.	4.5	4.1	4.1	4.0	4.2	4.5	3.4	**0.5**
I would recommend **my agency** as a place to work.	4.6	4.1	4.0	4.0	4.1	4.4	3.3	**0.6**
Overall, I am satisfied working **in state government**.	4.6	4.2	4.1	4.1	4.2	4.5	3.6	**0.5**
I would recommend working **in state government**.	4.7	4.2	4.1	4.1	4.2	4.4	3.6	**0.6**

Gender identity

Cross-tab by gender identity Statement	Female (n=8,805)	Male (n=7,042)	Other (n=52)	Prefer not to answer (1,365)	Max-min
I understand how my work helps achieve my agency's mission.	4.7	4.7	4.4	4.4	0.3
I receive the training I need to perform my job.	4.2	4.3	3.7	3.8	**0.6**
Overall my workload is manageable.	4.0	4.1	3.7	3.5	0.4
I have a good working relationship with my immediate supervisor.	4.5	4.6	4.4	4.1	0.2
I receive enough information about relevant agency issues, initiatives, etc.	4.0	4.0	3.6	3.4	0.4
I am encouraged to participate in decisions that affect my work.	3.9	4.0	3.5	3.3	**0.5**
Leaders make sufficient effort to get the opinions of people who work at my agency.	3.5	3.6	3.1	2.8	**0.5**
I strive to do my best at work every day.	4.9	4.8	4.7	4.7	0.2
I have the flexibility I need in my work schedule to take care of personal matters (using sick leave, vacation time, comp time, flexible hours, etc.).	4.4	4.5	3.8	4.1	**0.7**
I am satisfied with the career advancement opportunities available at my agency.	3.5	3.6	3.0	2.9	**0.7***
I am **aware of** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	4.0	4.1	3.5	3.6	**0.6**

Cross-tab by gender identity Statement	Female (n=8,805)	Male (n=7,042)	Other (n=52)	Prefer not to answer (1,365)	Max-min
I am **satisfied with** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	3.7	3.8	3.2	3.2	**0.7***
I am trusted to do my job.	4.6	4.6	4.1	4.1	0.4*
I am treated respectfully in the workplace.	4.4	4.5	4.0	3.8	**0.5**
Managers and supervisors in my agency model respectful behavior.	4.1	4.3	3.7	3.5	**0.6**
My agency implements policies and procedures in a fair and impartial way.	4.0	4.1	3.2	3.2	**0.9**
I know how to report misconduct in my workplace.	4.6	4.6	4.3	4.3	0.3
If I experienced misconduct in the workplace, I would feel comfortable reporting it to an appropriate authority.	4.2	4.3	3.9	3.6	0.4
My agency has made efforts to develop a diverse and inclusive workforce.	4.3	4.4	4.0	3.9	0.4
The executive branch has made efforts to develop a diverse and inclusive workforce.	4.2	4.3	3.6	3.8	**0.7**
I hardly ever think about leaving my agency for a job outside of state government.	3.7	3.6	2.9	2.8	**0.8**
Overall, I am satisfied working at **my agency**.	4.1	4.1	3.4	3.4	**0.8***
I would recommend **my agency** as a place to work.	4.1	4.1	3.4	3.3	**0.7**
Overall, I am satisfied working **in state government**.	4.2	4.2	3.5	3.6	**0.7**
I would recommend working **in state government**.	4.2	4.1	3.5	3.5	**0.8***

Sexual orientation

Cross-tab by sexual orientation Statement	Yes [LGBTQA+] (n=593)	No (n=15,111)	Prefer not to answer (n=1,479)	Max-min
I understand how my work helps achieve my agency's mission.	4.7	4.7	4.4	0.1*
I receive the training I need to perform my job.	4.0	4.2	3.8	0.2

Cross-tab by sexual orientation

Statement	Yes [LGBTQA+] (n=593)	No (n=15,111)	Prefer not to answer (n=1,479)	Max-min
Overall my workload is manageable.	3.9	4.1	3.6	0.1*
I have a good working relationship with my immediate supervisor.	4.4	4.5	4.2	0.1
I receive enough information about relevant agency issues, initiatives, etc.	3.9	4.0	3.5	0.1
I am encouraged to participate in decisions that affect my work.	3.8	4.0	3.4	0.1*
Leaders make sufficient effort to get the opinions of people who work at my agency.	3.4	3.6	2.9	0.2
I strive to do my best at work every day.	4.8	4.8	4.7	0.1*
I have the flexibility I need in my work schedule to take care of personal matters (using sick leave, vacation time, comp time, flexible hours, etc.).	4.3	4.5	4.1	0.2
I am satisfied with the career advancement opportunities available at my agency.	3.4	3.6	3.0	0.2
I am **aware of** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	3.9	4.1	3.7	0.1*
I am **satisfied with** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	3.6	3.8	3.3	0.2
I am trusted to do my job.	4.4	4.6	4.2	0.2
I am treated respectfully in the workplace.	4.3	4.4	3.9	0.1
Managers and supervisors in my agency model respectful behavior.	4.0	4.2	3.6	0.1*
My agency implements policies and procedures in a fair and impartial way.	3.9	4.0	3.4	0.1
I know how to report misconduct in my workplace.	4.5	4.6	4.3	0.1
If I experienced misconduct in the workplace, I would feel comfortable reporting it to an appropriate authority.	4.1	4.2	3.7	0.2*
My agency has made efforts to develop a diverse and inclusive workforce.	4.1	4.3	4.0	0.3*
The executive branch has made efforts to develop a diverse and inclusive workforce.	3.9	4.2	3.8	0.3
I hardly ever think about leaving my agency for a job outside of state government.	3.4	3.6	3.0	0.3*

Cross-tab by sexual orientation Statement	Yes [LGBTQA+] (n=593)	No (n=15,111)	Prefer not to answer (n=1,479)	Max-min
Overall, I am satisfied working at **my agency**.	4.0	4.1	3.5	0.1
I would recommend **my agency** as a place to work.	4.0	4.1	3.4	0.1
Overall, I am satisfied working **in state government**.	4.1	4.2	3.7	0.1
I would recommend working **in state government**.	4.1	4.2	3.6	0.0*

Race/ethnicity

To conserve space, the table headers below have been shortened. The full category names are: White/Caucasian; Black/African American; Asian/Indian Subcontinent; Hispanic/Latino; Native American/American Indian/Native Alaskan; Other; Bi-racial/Multi-racial; and Prefer not to answer.

Cross-tab by race/ethnicity Statement	White (n=13,754)	Black (n=706)	Asian (n=603)	Hispanic (n=316)	Native (n=274)	Other (n=220)	Multi-racial (n=166)	Prefer not to say (n=1,779)	Max-min
I understand how my work helps achieve my agency's mission.	4.7	4.8	4.8	4.7	4.7	4.4	4.7	4.5	0.4
I receive the training I need to perform my job.	4.2	4.4	4.2	4.1	4.1	3.9	4.1	3.8	**0.5**
Overall my workload is manageable.	4.0	4.3	4.3	4.2	3.9	3.8	3.9	3.6	**0.6**
I have a good working relationship with my immediate supervisor.	4.5	4.6	4.6	4.5	4.5	4.3	4.7	4.2	0.4
I receive enough information about relevant agency issues, initiatives, etc.	4.0	4.3	4.2	3.9	3.9	3.6	3.9	3.5	**0.6***
I am encouraged to participate in decisions that affect my work.	3.9	4.1	4.2	3.9	3.7	3.6	3.9	3.4	**0.6**
Leaders make sufficient effort to get the opinions of people who work at my agency.	3.5	3.9	3.9	3.6	3.3	3.2	3.5	2.9	**0.7**

Cross-tab by race/ethnicity **Statement**	**White** (n=13,754)	**Black** (n=706)	**Asian** (n=603)	**Hispanic** (n=316)	**Native** (n=274)	**Other** (n=220)	**Multi-racial** (n=166)	**Prefer not to say** (n=1,779)	**Max-min**
I strive to do my best at work every day.	4.8	4.9	4.9	4.8	4.8	4.8	4.8	4.7	0.1
I have the flexibility I need in my work schedule to take care of personal matters (using sick leave, vacation time, comp time, flexible hours, etc.).	4.5	4.5	4.5	4.4	4.3	4.1	4.3	4.1	0.4
I am satisfied with the career advancement opportunities available at my agency.	3.6	3.6	3.7	3.5	3.3	3.2	3.2	3.0	**0.5**
I am **aware of** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	4.1	4.1	4.1	4.0	3.8	3.7	4.0	3.7	0.4
I am **satisfied with** the professional development opportunities available to me (training, leadership opportunities, resources, etc.).	3.8	3.8	3.8	3.7	3.4	3.4	3.5	3.3	**0.5***
I am trusted to do my job.	4.6	4.6	4.7	4.5	4.4	4.3	4.6	4.2	0.4
I am treated respectfully in the workplace.	4.4	4.4	4.5	4.4	4.1	4.0	4.3	3.9	**0.5**
Managers and supervisors in my agency model respectful behavior.	4.2	4.4	4.5	4.2	3.9	3.8	4.0	3.7	**0.6***
My agency implements policies and procedures in a fair and impartial way.	4.0	4.2	4.2	4.0	3.7	3.5	3.7	3.4	**0.7**
I know how to report misconduct in my workplace.	4.6	4.7	4.5	4.5	4.6	4.5	4.5	4.3	0.2
If I experienced misconduct in the workplace, I would feel comfortable reporting it to an appropriate authority.	4.2	4.4	4.3	4.2	4.1	3.9	4.0	3.7	**0.5**
My agency has made efforts to develop a diverse and inclusive workforce.	4.4	4.1	4.3	4.1	4.1	4.0	4.1	4.0	0.4

Cross-tab by race/ethnicity **Statement**	**White** (n=13,754)	**Black** (n=706)	**Asian** (n=603)	**Hispanic** (n=316)	**Native** (n=274)	**Other** (n=220)	**Multi-racial** (n=166)	**Prefer not to say** (n=1,779)	**Max-min**
The executive branch has made efforts to develop a diverse and inclusive workforce.	4.2	4.0	4.2	3.9	3.9	3.8	3.8	3.9	0.4
I hardly ever think about leaving my agency for a job outside of state government.	3.6	3.7	3.8	3.7	3.4	3.2	3.3	2.9	**0.6**
Overall, I am satisfied working at **my agency**.	4.1	4.2	4.3	4.2	3.9	3.7	3.9	3.5	**0.6**
I would recommend **my agency** as a place to work.	4.1	4.3	4.3	4.1	3.9	3.6	3.9	3.4	**0.7**
Overall, I am satisfied working **in state government**.	4.2	4.4	4.3	4.2	4.0	3.8	4.0	3.7	**0.6**
I would recommend working **in state government**.	4.2	4.5	4.3	4.2	4.0	3.7	4.0	3.6	**0.8**