

2022 Oklahoma State Employee Engagement Survey

Statewide Summary Report



OKLAHOMA
Office of Management
& Enterprise Services

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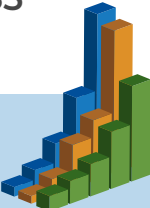
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About the Statewide Summary Report

Introduction to OKSEES

The annual Oklahoma State Employee Engagement Survey (OKSEES) assesses employee perceptions at Oklahoma state agencies. The survey measures employee attitudes toward work climate and culture and satisfaction and engagement with various aspects of employment at Oklahoma state agencies.

2022 marks the fourth distribution of the OKSEES to Oklahoma state government employees, providing year-over-year comparisons of employee engagement scores for Oklahoma government. The standardized, statewide measurement approach also allows for comparisons between the statewide aggregate and agency and cabinet-specific results, making it possible to benchmark both within and between cabinets.

Why measure employee perceptions?

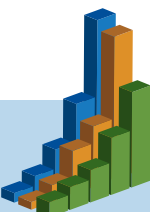
The OKSEES provides an opportunity for Oklahoma state employees to have their voices heard, which research shows is valued by employees (McFarlin & Sweeney, 1996). Employees with positive job and workplace perceptions are more committed to their organizations and less likely to express intentions to quit their jobs (Saks, 2006). In addition to providing an outlet for employee opinions, the OKSEES gives insight to state agencies on where they stand now regarding employee opinions as well as how they can improve. Because the survey is administered annually, the OKSEES allows for tracking improvements and problem areas over time.

What does the OKSEES measure?

The OKSEES measures employees' opinions of various aspects of their experiences at work, including areas such as executive leadership, supervisors, communication, management responsiveness and compensation. Two measures of focus in this report are measures of **employee engagement** and **employee satisfaction**. Both engagement and satisfaction are associated with higher employee productivity and retention (Harter, Schmidt, & Hayes, 2002).

The OKSEES defines employee engagement as the extent to which employees are committed to their work, motivated to give their best effort and absorbed in their work responsibilities. Employee satisfaction is how respondents feel about their work and workplace (cf. Harter et al., 2002; Schaufeli, Bakker, & Salanova, 2006). Although both engagement and satisfaction are measures of employee opinions, there is a distinct difference. Employee engagement assesses how employees *think* about their work experiences, while satisfaction measures how employees *feel* about their work experiences. Because both satisfaction and engagement show strong, positive relationships with business outcomes, it is important to track both how absorbed and committed people are in their jobs (engagement) and how happy people are in their jobs (satisfaction). For example, an employee could be very engaged in their work yet simultaneously dissatisfied with their supervisor. By measuring both engagement and satisfaction, agency and cabinet leadership can gain a more comprehensive view of the workplace to potentially increase organizational performance and decrease turnover.

In addition to focus measures, the report also provides a measure of employees' intentions to stay with their agencies, reported levels of burnout, and employee perceptions of diversity, equity, and inclusion (DEI) in the workplace, all of which are aggregated by telework status. **Intent to stay** correlates with actual turnover behavior for state employees. It can be used to determine factors that may influence employees' decisions to leave their agencies and identify areas for intervention that may reduce turnover. In general, **burnout** is defined as exhaustion of physical strength, emotional strength, or motivation while performing one's job. Symptoms can include frequent fatigue, increased cynicism, increased feelings of stress or feeling less effective than normal. Addressing burnout can help workplaces reduce its negative effect on worker well-being, job engagement and job performance, impacting overall productivity. Support of **DEI** benefits both an organization and its employees as a diverse workforce promotes broadened candidate pools and an increased sense of harmony and belonging among a workforce, which is shown to increase organizational productivity (Foma, 2014). In this report, DEI is analyzed using an index of survey items to measure perceptions of respect, empowerment and fairness among the statewide workforces.



2022 survey updates

The 2022 version of the OKSEES includes 38 new survey items:

- Currently in your job, please rate how often you experience burnout on a scale of 0-10, where 0 is never experiencing burnout and 10 is always experiencing burnout.
- Employees at my agency can reach their highest potential, regardless of their background (e.g., all ages, cultural backgrounds, genders, races, religions, etc.).
- Leadership positions at all levels of my agency are as diverse as the broader workforce.
- Hope Inventory (19 items).
- Oldenburg Burnout Scale (16 survey items).

Overview of survey methodology

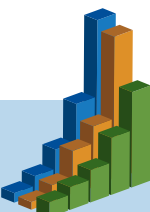
OMES Human Capital Management administered the 2022 OKSEES to all active, regular, full-time and part-time state employees with an available unique work email address. Data was collected electronically through a web-based survey from Oct. 3-21, 2022. The survey contained 96 items that addressed employee engagement (13 items), work climate (43 items), satisfaction (four items), and burnout (one item). In partnership with the University of Oklahoma's Hope Research Center, the 2022 OKSEES also contained sections dedicated to the Hope Inventory (19 items) and the Oldenburg burnout scale (16 items). Respondents rated employee engagement, work climate and satisfaction on a 5-point Likert-type scale. Respondents indicated their agreement with items assessing work climate and engagement (1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree). Satisfaction was rated on a similar scale (1 = very dissatisfied; 2 = dissatisfied; 3 = neutral; 4 = satisfied; 5 = very satisfied). Respondents reported perceived burnout using a numerical 11-point sliding scale where 0 is never experiencing burnout and 10 is always experiencing burnout. The Hope Initiative and Oldenburg Burnout Inventory items were presented using a combination of four-point Likert-type scales (strongly disagree; disagree; agree; strongly agree), 6-point Likert-type scales (definitely false; mostly false; somewhat false; somewhat true; mostly true; definitely true) and 8-point Likert-type scales (definitely false; mostly false; somewhat false; slightly false; slightly true; somewhat true; mostly true; definitely true). The survey also contained one open-ended item to collect participants' comments, two multiple-choice items regarding the participant's telework status, and a conditional question based on the number of days the respondent teleworks. Appendix A provides more details on the survey methodology, and Appendix B provides a glossary of terms.

Interpreting this report

This report presents the percentage of favorable responses on the OKSEES. Favorable responses are defined as the combination of "strongly agree" and "agree" responses on engagement and work climate items and the combination of "very satisfied" and "satisfied" responses on satisfaction items. One exception is the burnout item, in which responses of 0-3 is interpreted as low burnout (favorable), 4-6 is interpreted as moderate burnout (neutral) and 7-10 is interpreted as high burnout (unfavorable).






The report aggregates all responses statewide for each survey item. Results are also displayed for each of the following cabinets and their respective agencies:

- Agriculture.
- Commerce and Workforce Development.
- Digital Transformation and Administration.
- Economic Administration.
- Education.
- Energy and Environment.
- Health and Mental Health.
- Human Services.
- Licensing and Regulation.
- Public Safety.
- Science and Innovation.
- State and Native American Affairs.
- Tourism, Wildlife, and Heritage.
- Transportation.
- Veterans Affairs and Military.



For the first time, the 2022 OKSEES aggregates the favorability scores of engagement, satisfaction and intent to stay by agency size. Agencies were categorized into one of five categories by evaluating the employee headcount of all agencies that met the 2022 OKSEES response threshold (n = 5). The number and size of the groups were determined by identifying a proportional distribution of employee headcount within each category. Because the employee headcount of agency will impact its resources, organizational structure and procedures, agency size is meant to provide additional context surrounding survey results among and between agencies of various sizes. The agency size category details are displayed in the table below.

Number of Agencies by Size

Employee Count	 Very Small (5-19)	 Small (20-49)	 Medium (50-299)	 Large (300-799)	 Very Large (800+)
Number of Agencies	12	22	15	14	9

Guidelines for use

The OKSEES statewide summary contains valuable feedback that each agency can use to improve its workforce. Agencies have unique missions, visions and goals as well as their own challenges in managing their workforce. The OKSEES distribution method allows each agency to review the survey results in different ways based on their specific needs. To maintain general consistency related to interpreting the results, here are some typical guidelines in making the best use of the OKSEES reports and resources.

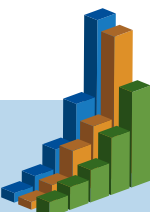
Use last year’s results in tandem with the state and cabinet results as benchmarks for comparisons. Use the OKSEES state summary with agency detail reports. Identify whether your agency had more favorable or unfavorable results compared to last year’s results. Likewise, determine whether your agency scored higher or lower than the Oklahoma state government average for each item. Identify the survey items that are notably above or below the previous year’s scores and the statewide average. Highlight those areas where the agency has improved and take action in relation to areas with decreased scores.

Perform additional agency research to determine underlying issues to address. Even though the survey results provide insight into what employees think and feel, it does not identify the reasons behind why employees answered favorably or not. The OKSEES survey results are a starting point for assessing the agency’s workforce. To determine the reason behind employee satisfaction or dissatisfaction, further investigation by the agency may be needed. Other information about the workforce could be needed for a full understanding of employee perceptions such as turnover, hiring rates, performance evaluations, and service times as well as any additional feedback collected through agency-centric surveys or focus groups.

Communicate report findings, actions taken and progress. Employees feel valued when they know that their feedback is being used to make improvements. We recommend transparency regarding the results and any actions being taken towards improving areas of concern. It is also beneficial to communicate progress as it is made.

OKSEES reports

Any additional OKSEES reports are available on the [OMES Workforce Planning website](#).



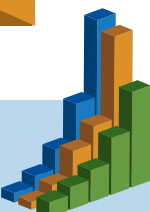
Survey Results

This section of the report presents the major findings of the 2022 OKSEES. Results are presented at the aggregate statewide level, and select findings are presented for Oklahoma cabinets and their respective agencies, as well as by agency size. Cabinet and agency-level results are benchmarked against their 2021 results and the statewide aggregates.

The survey results section begins with statewide key findings regarding employee engagement, satisfaction and intent to stay, as well as themed areas of strength and opportunity. A summary of respondent demographics and response rates follows the key-findings section. Detailed results are presented for employee engagement and its key drivers, followed by results for employee satisfaction, intent to stay, burnout, and DEI in Appendix C, E, and F. Appendix D provides results for individual survey items.

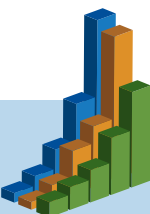
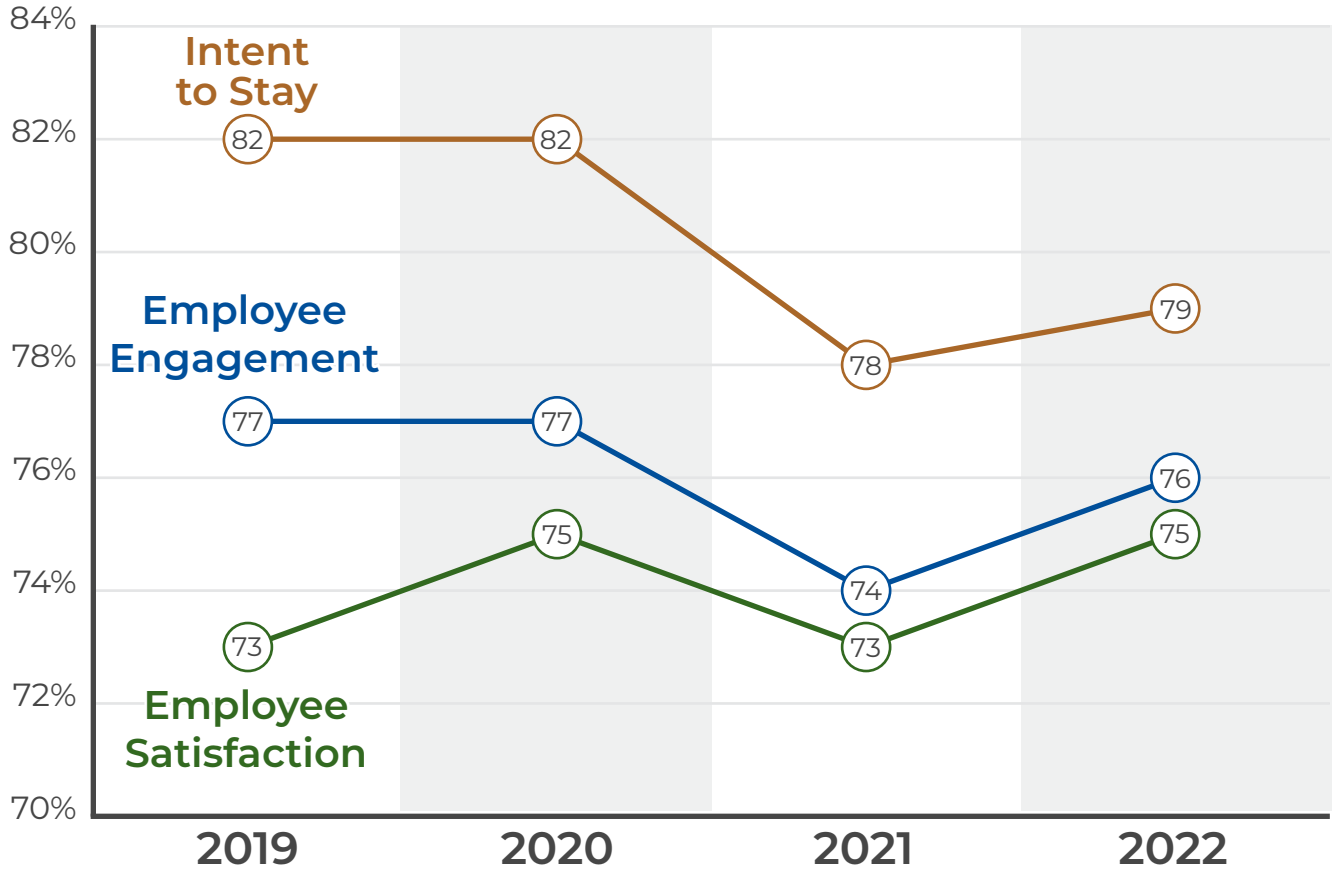
Statewide key survey findings

The infographic below summarizes the key findings of the OKSEES for all state agencies combined. The percentage of favorable responses are displayed for items measuring employees' commitment, motivation, and absorption in their work experience (employee engagement), employees' feelings about their work experience at their agency (employee satisfaction) and the percentage of employees who plan to stay at their agencies over the next year (intent to stay).



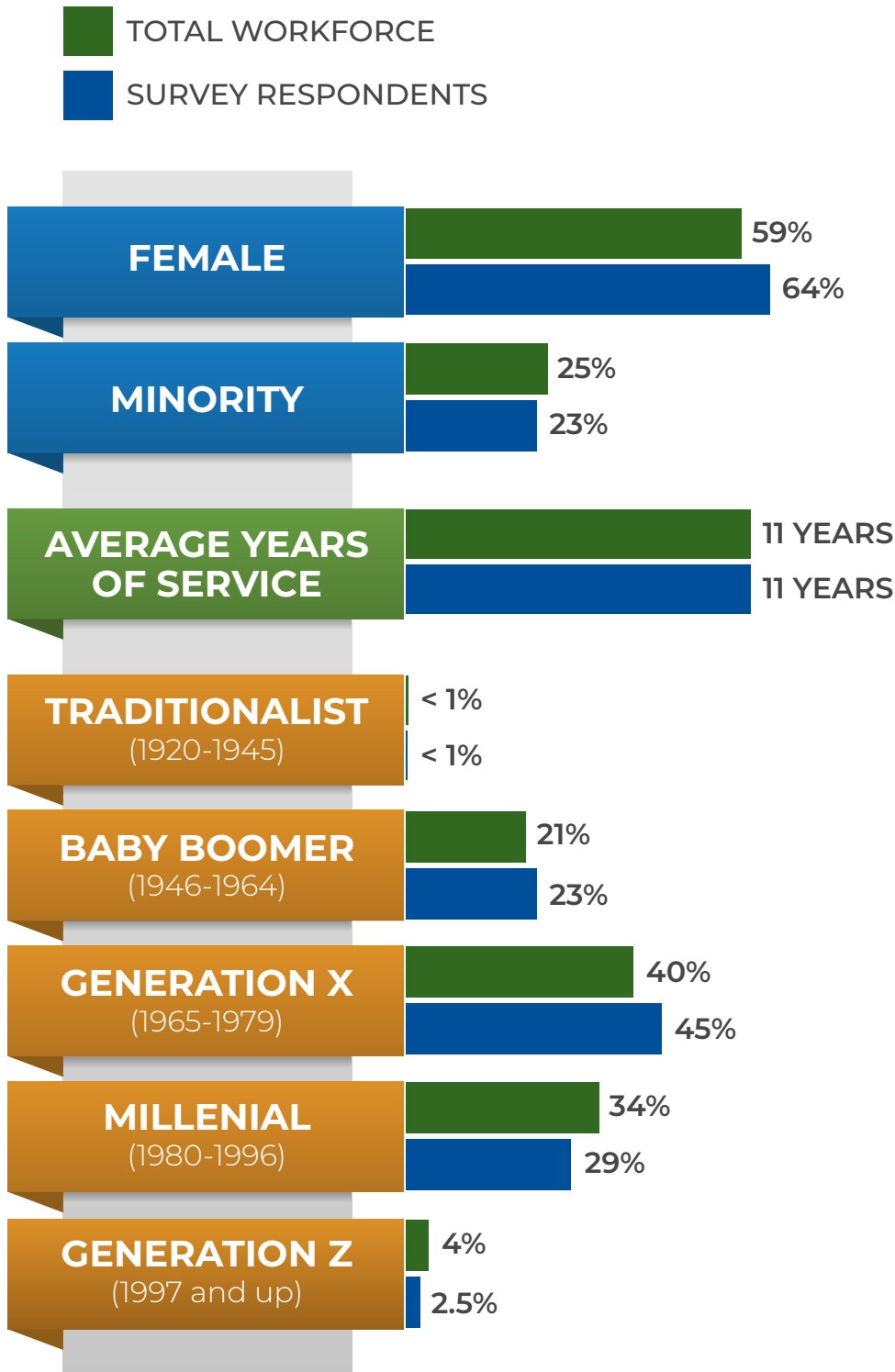
The infographic below shows statewide levels of engagement, satisfaction and intent to stay from 2019-2022. During that time, all three metrics peaked in 2020 (during the COVID pandemic) before a slight decline in 2021. Between 2021 and 2022, all three metrics increased slightly, trending upward toward 2020 favorability levels.

Statewide Engagement, Satisfaction and Intent to Stay

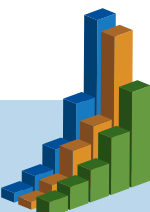


Participant demographics

The 2022 OKSEES was sent to all active, regular, full-time and part-time employees who receive benefits and whose unique work email address was available in the state's Human Resource Information System (HRIS). Employees from 15 cabinets responded to the survey, representing approximately 100 Oklahoma state agencies¹. The graphic below summarizes the demographics of respondents statewide and in comparison to the overall state workforce.

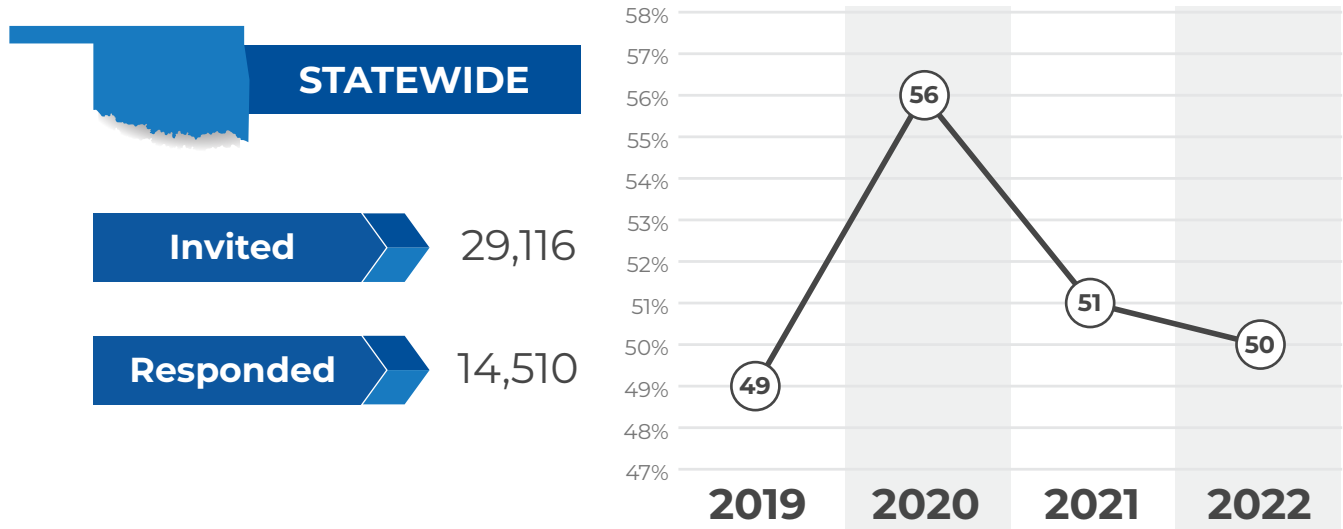


¹ The 2022 OKSEES was distributed to employees from 106 Oklahoma state agencies which resulted in responses from employees among 100 state agencies. Seventy-two agencies met the minimum threshold of respondents (n = 5) to be reported individually. Statewide aggregate and cabinet-level results include all agencies with responses.



Response rates

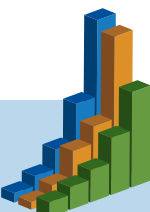
Of the 29,116 state employees who received the survey, 14,510 completed it for a response rate of 50%, closely resembling the 2021 response rate of 51%. Response rates for each cabinet are presented below.



Cabinet	Invited	2019 rate	2020 rate	2021 rate	2022 rate
Agriculture	429	31%	51%	45%	36%
Commerce and Workforce Development	189	58%	72%	61%	59%
Digital Transformation & Administration	1,030	73%	75%	73%	66%
Economic Administration	1,386	68%	69%	67%	77%
Education	723	54%	62%	60%	49%
Energy and Environment	1,197	55%	67%	72%	61%
Health and Mental Health	4,488	56%	58%	51%	50%
Human Services	7,553	63%	63%	56%	53%
Licensing & Regulation	479	61%	70%	67%	60%
Public Safety	6,263	28%	40%	39%	40%
Science and Innovation	13	50%	67%	50%	62%
State and Native American Affairs	57	44%	54%	62%	60%
Tourism, Wildlife, & Heritage	1,000	51%	58%	57%	52%
Transportation	2,767	37%	64%	47%	50%
Veteran Affairs & Military	1,542	30%	37%	27%	30%

Notes:

- Due to changes made to cabinet placement in 2021, the 2020 and 2019 response rates were recalculated according to the most recent 2021 and 2022 cabinet lists.
- This report displays the cabinet structure at the time of the 2022 OKSEES distribution, Oct. 3, 2022. There were no changes in cabinet structure between the 2021 and 2022 OKSEES.

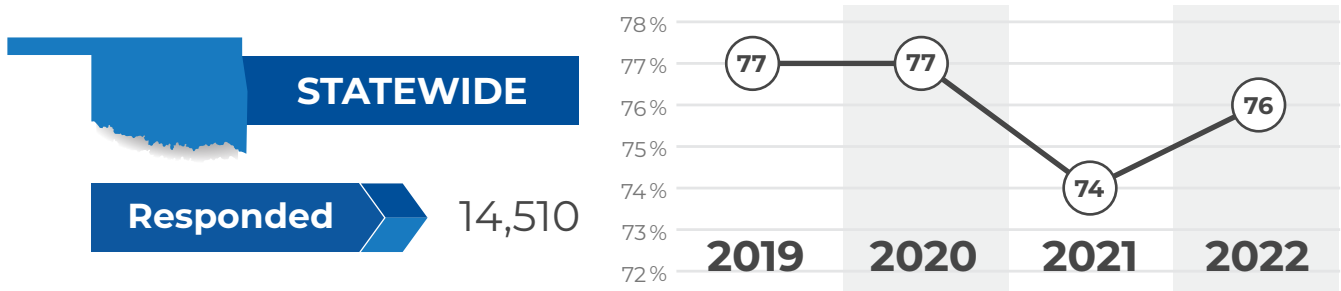


Employee engagement

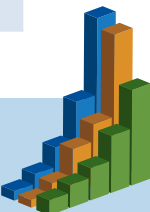
The OKSEES defines employee engagement as the extent to which employees are committed to their work, motivated to give their best effort and absorbed in their work responsibilities. It is important to measure employee engagement because engaged employees tend to be more productive and more committed to their organizations. The employee engagement section of this report presents an index of employee engagement for the statewide aggregate and for each cabinet. Furthermore, the section reports key drivers of employee engagement for the statewide aggregate – survey items with strong relationships to employee engagement that can help identify areas of strength and areas of opportunity.

Employee engagement index






The employee engagement index is a combined measure of employees’ dedication, motivation, and absorption in their work experience. The index represents the overall percentage of favorable responses on survey items that measure these constructs. It is calculated by taking the overall percentage of “strongly agree” and “agree” responses on the 13 survey items that measure employee engagement. The employee engagement indices for the statewide aggregate are presented below by cabinet and by agency size. Agency engagement index results can be found in Appendix C. For the cabinet- and agency-level engagement indices, green text indicates ratings that increased from 2021 to 2022, and red text indicates ratings that decreased from 2021 to 2022. State, cabinet, and agency ratings of the 13 individual engagement items can be found in Appendix D.



Cabinet	Respondents	2019 rate	2020 rate	2021 rate	2022 rate
Agriculture	155	79%	82%	82%	78%
Commerce and Workforce Development	111	84%	84%	77%	80%
Digital Transformation & Administration	678	78%	82%	84%	82%
Economic Administration	1,067	72%	75%	78%	80%
Education	356	81%	85%	82%	83%
Energy and Environment	725	80%	83%	75%	79%
Health and Mental Health	2,265	78%	77%	74%	77%
Human Services	3,973	76%	78%	72%	73%
Licensing & Regulation	288	82%	85%	83%	84%
Public Safety	2,481	75%	70%	68%	72%
Science and Innovation	8	87%	83%	68%	79%
State and Native American Affairs	34	83%	82%	82%	75%
Tourism, Wildlife, & Heritage	518	80%	82%	77%	74%
Transportation	1,396	80%	81%	78%	78%
Veteran Affairs & Military	455	76%	77%	72%	78%



Employee Engagement Index Scores by Agency Size

Employee Count	 Very Small (5-19)	 Small (20-49)	 Medium (50-299)	 Large (300-799)	 Very Large (800+)
Engagement Score	81%	81%	82%	79%	74%

Key drivers of statewide employee engagement

The graphic below presents survey items that show strong relationships (correlation $\geq .6$) with the overall statewide employee engagement index. Key drivers represent areas that may be important in shaping an employee's level of engagement. The survey items are classified as areas of strength or opportunities regarding overall employee engagement¹. Items classified as strengths were favorably rated by employees. Items classified as opportunities were less favorable and represent areas that are good candidates to be targeted for improvement. More detail on how strengths and opportunities are classified is provided in Appendix B.

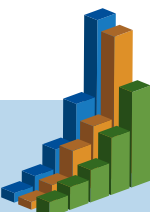
Strengths

- I know exactly how my role at the agency contributes to the agency's goals.
- I am encouraged to come up with new and better ways of doing things.
- There is an overall spirit of cooperation and teamwork at my agency.
- The executive leadership of this organization is living up to the agency's core values.
- The executive leadership supports a work culture where I am encouraged to be myself and where I can be authentic.
- Employees at my agency can reach their highest potential, regardless of their background (e.g., all ages, cultural backgrounds, genders, races, religions, etc.).
- I am appropriately involved in making decisions that affect my work.
- The executive leadership clearly communicates the agency's goals.
- Executive leaders encourage work/life balance.

Opportunities

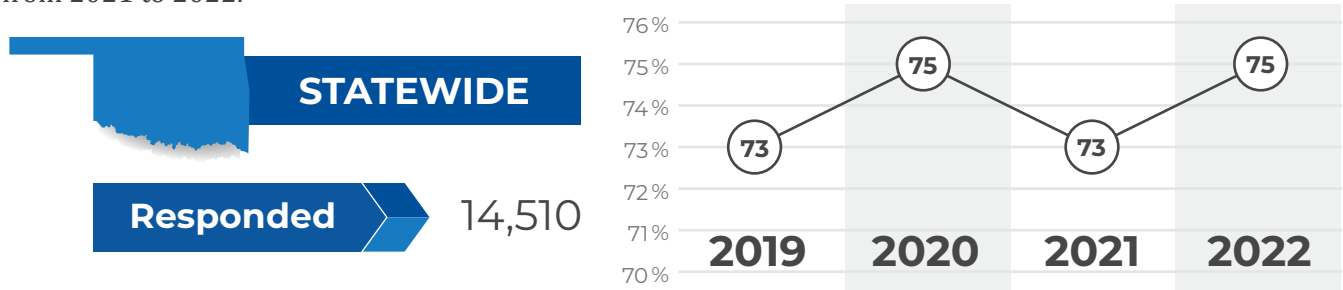
- This agency's culture encourages and supports independent thinking (autonomy).
- Policies and work rules are administered fairly here.
- There is a work culture at my agency that embraces accountability.
- My agency supports a culture where I feel comfortable sharing opinions about my work.
- The executive leaders of this agency care about me as a person.
- Executive leaders are responsive to the needs and concerns of employees.
- Executive leaders utilize and value employees' suggestions.
- Communication from the executive leadership of this agency is open and honest.
- Employee feedback is used at my agency to improve effectiveness.
- I believe the results of this survey will be used to make my agency a better place to work.
- There are good opportunities at my agency to advance to a better job.

¹ Key drivers are calculated by taking the correlation between the employee engagement index and work climate survey items. Correlational analysis of the overall employee engagement index with each work climate survey item provides the strength of the relationship between respondents' opinions regarding each aspect of their work climate and their engagement. Although correlational analyses do not necessarily imply causation, some insight can be gained as to the importance of each work climate item with regard to overall employee engagement. Positive correlations range from 0 to 1; positive correlation coefficients closer to 1 are suggestive of a strong relationship between two variables (e.g., between a survey item and overall employee engagement). Correlation coefficients closer to 0 indicate a weak (or no) relationship between two variables.



Employee satisfaction

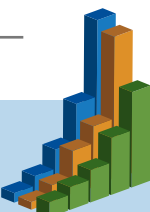
Employee satisfaction is a measure of how respondents feel about their work and workplace. Like employee engagement, employee satisfaction is associated with better organizational performance. OKSEES defines overall employee satisfaction as the combination of employees' satisfaction with their jobs/roles, supervisors, work groups (units/program areas) and agencies. It is calculated by taking the overall percentage of favorable responses ("very satisfied" and "satisfied") on the four satisfaction items described above. Overall employee satisfaction is presented below for the statewide aggregate and for each cabinet, and by agency size. Each satisfaction item (job/role, supervisor, work group, agency) is presented in Appendix D to highlight specific areas of high (or low) employee satisfaction. For all satisfaction ratings, green text indicates scores that improved from 2021 to 2022, and red text indicates scores that decreased from 2021 to 2022.



Cabinet	Respondents	2019 rate	2020 rate	2021 rate	2022 rate
Agriculture	155	78%	83%	82%	81%
Commerce and Workforce Development	111	85%	82%	76%	78%
Digital Transformation & Administration	678	75%	79%	84%	82%
Economic Administration	1,067	70%	72%	76%	79%
Education	356	75%	82%	81%	82%
Energy and Environment	725	79%	83%	77%	81%
Health and Mental Health	2,265	73%	73%	71%	74%
Human Services	3,973	74%	76%	72%	74%
Licensing & Regulation	288	81%	84%	85%	86%
Public Safety	2,481	69%	65%	65%	68%
Science and Innovation	8	75%	83%	65%	84%
State and Native American Affairs	34	84%	80%	82%	79%
Tourism, Wildlife, & Heritage	518	76%	80%	77%	74%
Transportation	1,396	76%	78%	75%	75%
Veteran Affairs & Military	455	68%	71%	68%	74%

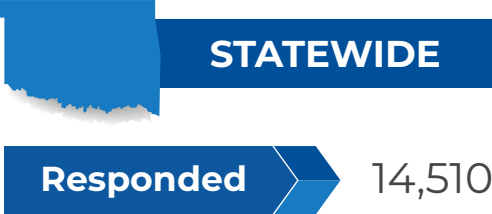
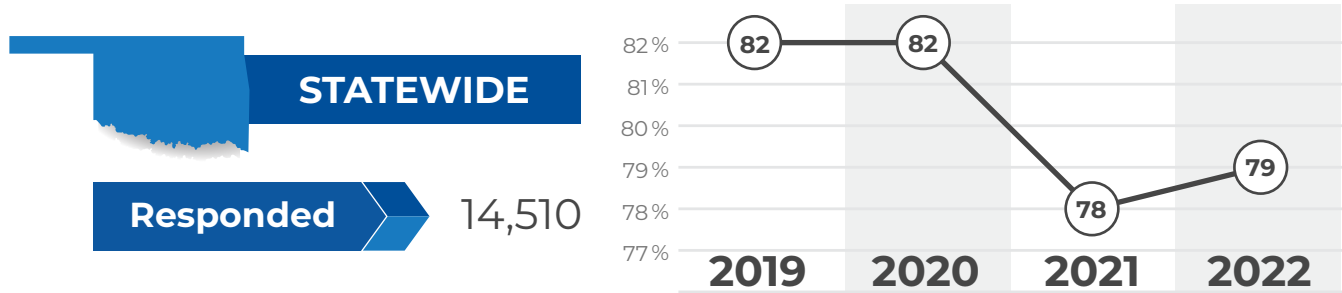
Employee Satisfaction Index Scores by Agency Size

Employee Count	Very Small (5-19)	Small (20-49)	Medium (50-299)	Large (300-799)	Very Large (800+)
Satisfaction Score	83%	82%	81%	79%	72%



Intent to stay

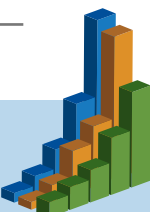
Intent to stay is measured as the percentage of “agree” and “strongly agree” responses to the survey item “I see myself working at my agency one year from now.” Intent to stay is significantly related to actual employee turnover and its inverse can be used to estimate the percentage of employees at risk of leaving their agencies. Statewide, 79% of employees responded favorably to the intent to stay survey item, an increase of 1% from 2021. Overall employee intent to stay is presented below for the statewide aggregate and for each cabinet along with year-over-year changes. Statewide intent to stay is also broken out by agency size. The intent to stay ratings are presented for each cabinet and agency in Appendix C. For all survey items, green text indicates scores that improved from 2021 to 2022, and red text indicates scores that decreased from 2021 to 2022.



Cabinet	Respondents	2019 rate	2020 rate	2021 rate	2022 rate
Agriculture	155	78%	83%	82%	81%
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Transportation	1,396	76%	78%	75%	75%
Veteran Affairs & Military	455	68%	71%	68%	74%

Employee Intent to Stay Index Scores by Agency Size

Employee Count	Very Small (5-19)	Small (20-49)	Medium (50-299)	Large (300-799)	Very Large (800+)
Intent to Stay Score	80%	81%	85%	82%	78%



Burnout

Employee perception

Workplaces that address burnout can reduce its negative affect on worker well-being, job engagement and job performance impacting overall productivity (Gallup, 2020). “Burnout is a psychological syndrome emerging as a prolonged response to chronic interpersonal stressors on the job. The three key dimensions of this response are an overwhelming exhaustion, feelings of cynicism and detachment from the job, and a sense of ineffectiveness and lack of accomplishment” (Maslach & Leiter, 2016). Employee perception of burnout is presented below for the statewide aggregate and for each cabinet along with year-over-year changes. Employee perception of burnout is also broken out by agency size.

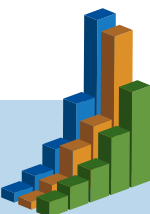
In general, the effects of burnout can be categorized as follows (Integrus Health, 2021):

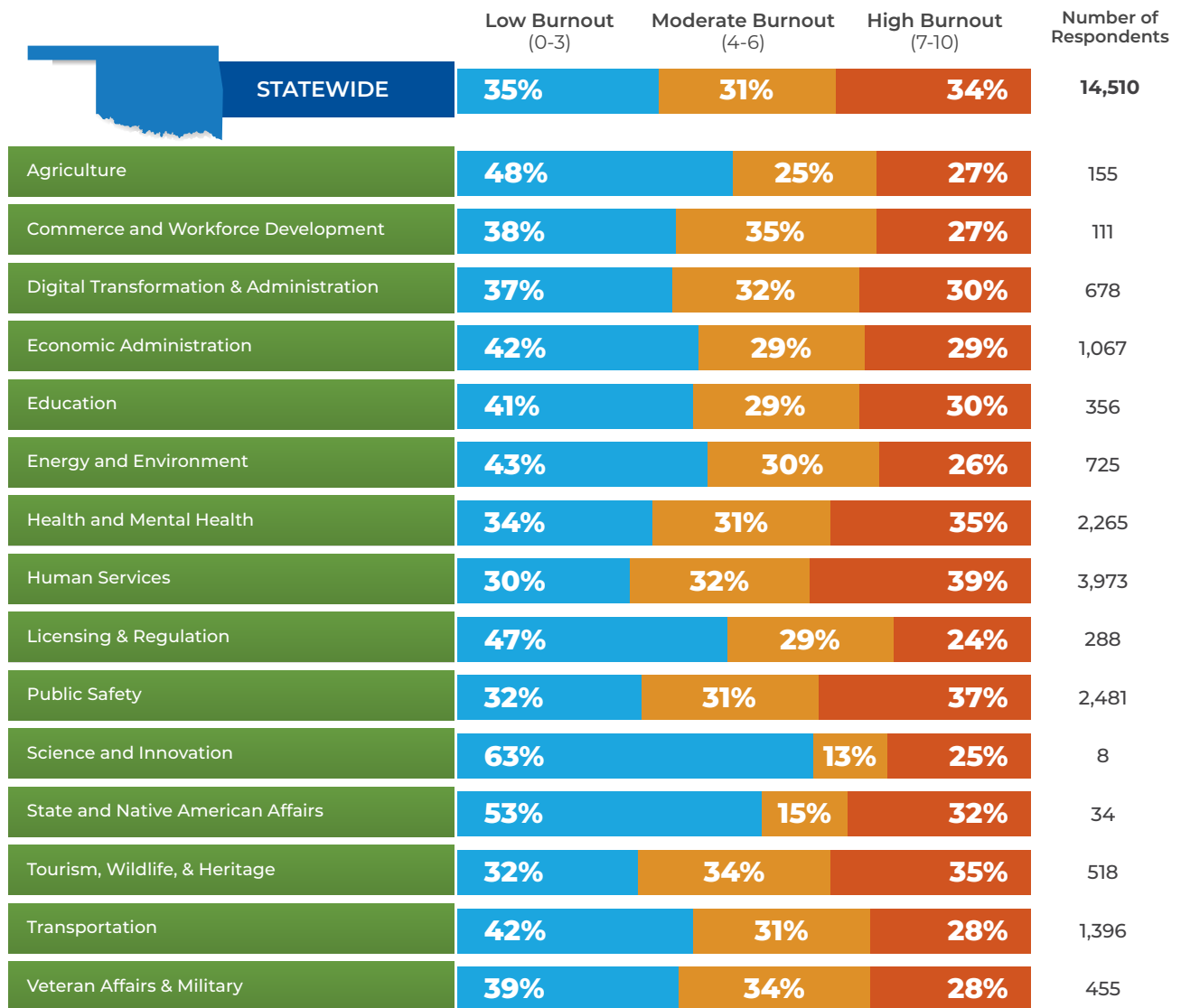
- **Low:** Workers have optimism and energy about new tasks and exhibit periods of satisfaction and productivity with normal to no stress influencing performance.
- **Moderate:** Workers may exhibit signs of persistent stress which may slightly lower normal performance with symptoms related to procrastination of tasks and withdrawal from normal work-related conversations or activities.
- **High:** Workers exhibit constant stress resulting in routine performance not meeting normal expectations. Symptoms may include fatigue and noticeable behavioral changes.

The 2022 OKSEES burnout survey item was revised to assess perceived levels of burnout using an 11-point sliding scale in response to the survey item, “Currently in your job, please rate how often you experience burnout on a scale of 0-10, where 0 is never experiencing burnout and 10 is always experiencing burnout.”






Perceived levels of burnout were categorized as low (0-3), moderate (4-6), or high (7-10). 34% of statewide respondents reported high levels of perceived burnout, an increase from 2021, which saw 29% of respondents indicating high levels of burnout.¹

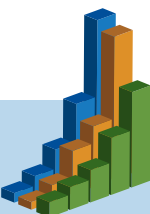
¹ The 2022 OKSEES burnout survey item was altered from the original wording used in the 2021 OKSEES burnout survey item. In addition, the 2022 burnout survey item used an 11-point sliding scale while the 2021 burnout survey item used a 5-point Likert scale.





Employee Burnout Index Scores by Agency Size

	 Very Small (5-19)	 Small (20-49)	 Medium (50-299)	 Large (300-799)	 Very Large (800+)
Employee Count					
Low Burnout	39%	43%	38%	42%	32%
Moderate Burnout	27%	28%	32%	30%	31%
High Burnout	34%	29%	30%	28%	37%



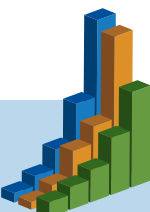
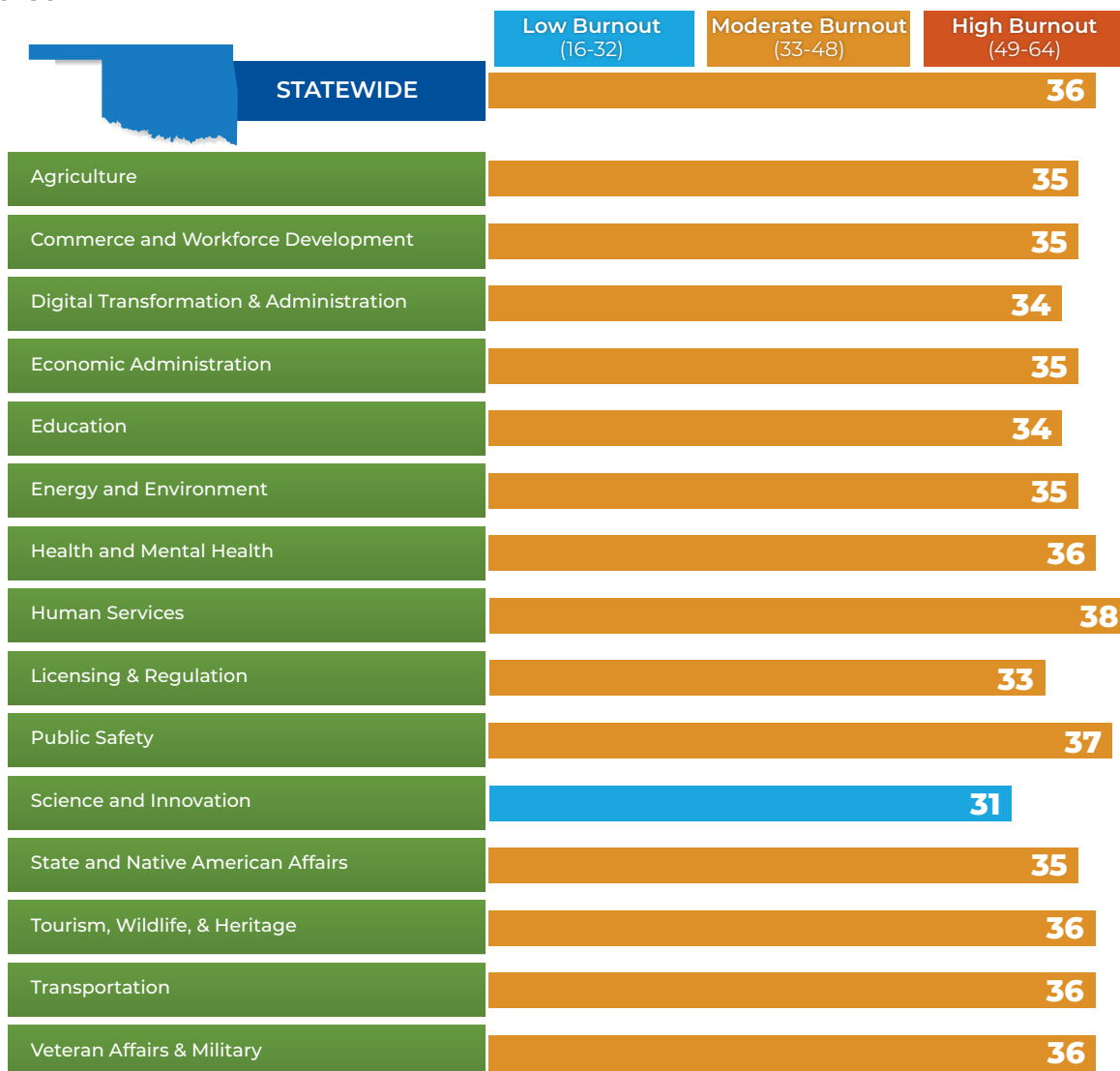
Oldenburg Burnout Inventory

The 2022 OKSEES also included the Oldenburg Burnout Inventory (OLBI), which contains 16 items that measure burnout using two subscales of **exhaustion** and **disengagement** from work (Tipa et al., 2019). Respondents were asked to list their level of agreement/disagreement using a Likert scale.

- Exhaustion is defined as a consequence of intense physical, affective, and cognitive strain, for example, a long-term consequence of prolonged exposure to specific job demands.
- [T]he disengagement items concern the relationship between employees and their jobs, particularly concerning the identification with work and willingness to continue in the same occupation. Disengaged employees endorse negative attitudes toward their work objects, work content, or work in general. (Tipa et al., 2019)

The possible range of scores within the OLBI are 16-64, with larger scores indicating higher levels of burnout. The OLBI results were analyzed at the statewide level and each response was categorized into one of three categories: low burnout (scores of 16-32), moderate burnout (scores of 33-48) or high burnout (scores of 49-64). These three categories were determined by analyzing the frequency distribution of all OLBI statewide scores and validated using the frequency distribution of the employee perception burnout survey item described above, which used an 11-point sliding scale. Because categorization of OLBI scores varies across industries, further research is needed to gain industry-specific OLBI inventory scores.

At the statewide level, the employee perception burnout item showed relatively even distribution across the low, moderate and high levels of burnout, with the largest share of responses falling into the low-burnout category at 35%. On average, the statewide Oldenburg Burnout Inventory resulted in a moderate-burnout score of 36.

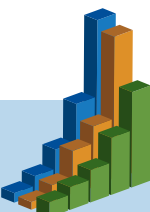
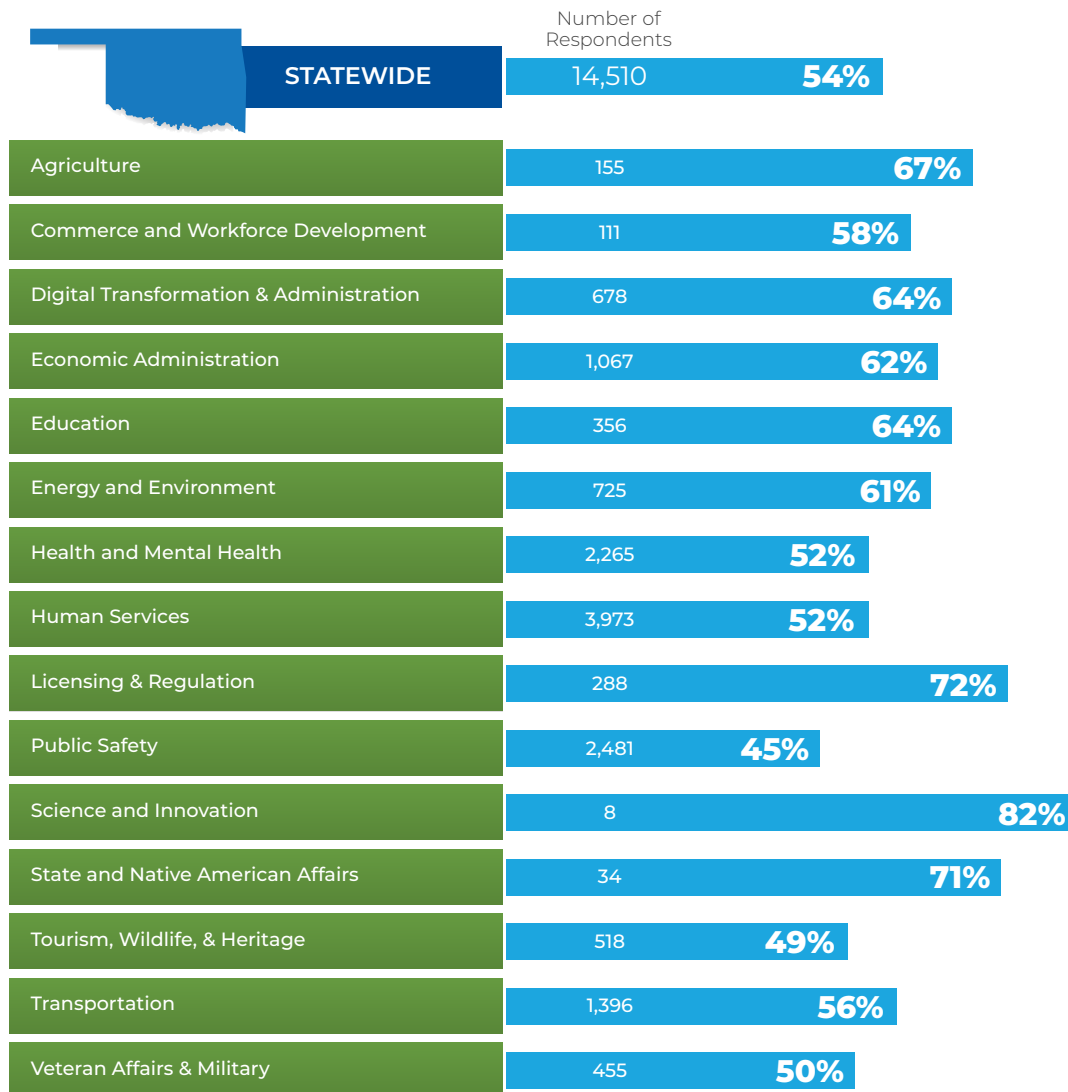


Diversity, equity and inclusion

The Diversity, Equity, and Inclusion (DEI) index measures the extent to which employees feel that diversity, equity and inclusion are present in the workplace. The DEI index is composed of survey items which address seven categories: Fair Treatment, Integrating Differences, Decision Making, Psychological Safety, Trust, Belonging and Diversity. DEI is a high priority for 56% of local governments as a diverse workforce is shown to be more effective, more productive and possess a greater ability to achieve its business outcomes (SLGE 2022; Bah, 2015). The data table below contains DEI favorability results for the statewide aggregate and for each cabinet along with year-over-year changes.

Diversity, equity and inclusion can be thought of as the following:

- **Diversity:** The extent to which people of varying backgrounds or demographic characteristics are represented as part of the workforce.
- **Equity:** The treatment of those individuals who are already part of the organization in a way in which policies, employee development and leadership opportunities apply to all in an equitable manner.
- **Inclusion:** The engagement of all voices in an organization in a way that respects their diversity, encourages their self-expression and sense of belonging as part of the team, and involves them in policy development and decision making. (MissionSquare Research Institute, 2022)

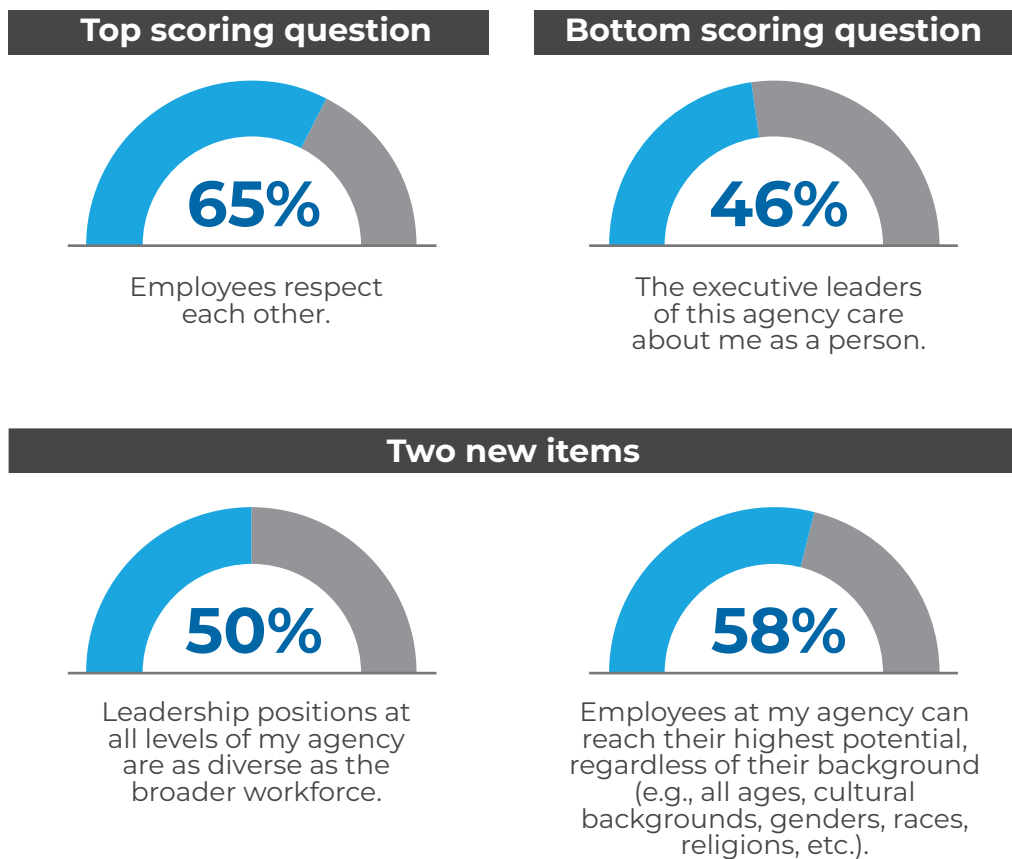


The 2022 statewide DEI score indicated that 54% of participants responded favorably (strongly agree, agree) to the DEI index, up from the 2021 DEI score of 51%¹.

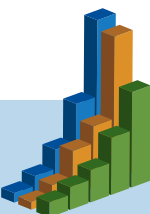
The 2022 OKSEES DEI index contained two new survey items:

- Leadership positions at all levels of my agency are as diverse as the broader workforce.
- Employees at my agency can reach their highest potential, regardless of their background (e.g., all ages, cultural backgrounds, genders, races, religions, etc.).

The visualization below displays the statewide aggregate top and bottom scoring DEI index items, as well as the results of the two new DEI questions.



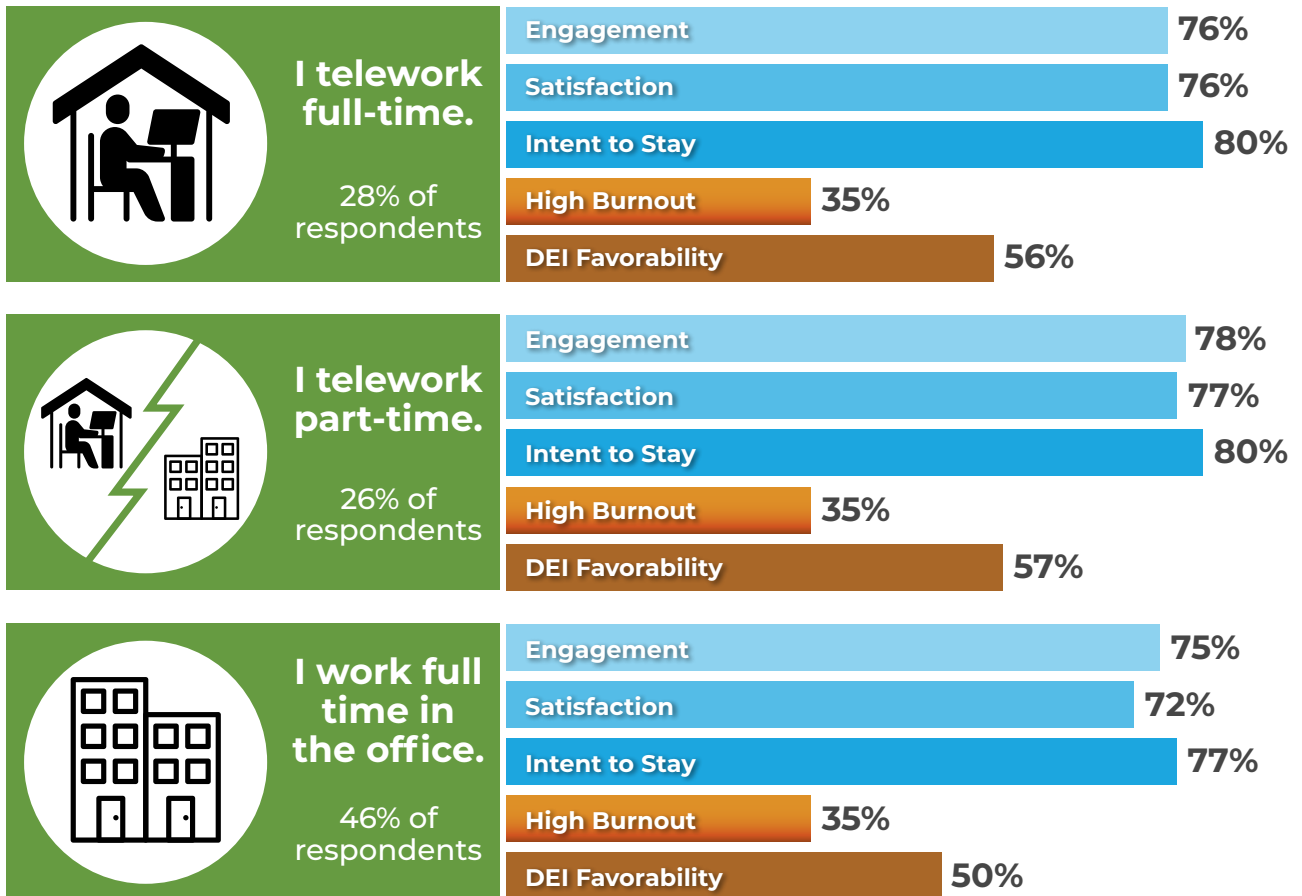
¹ The 2021 DEI index contained seven survey items while the 2022 DEI index contained nine survey items. The 2021 and 2022 DEI aggregate scores were calculated using the questions in each index, respectively.



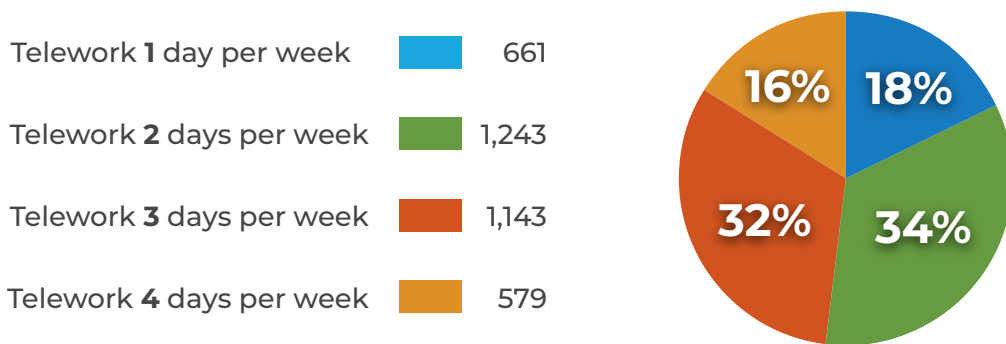
Telework

Participants were asked about their current telework status. Respondents had the option to provide the following telework status: full-time, part-time or in the office full-time.

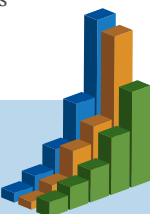
Overall employee engagement, satisfaction, intent to stay and burnout scores are presented below for the statewide aggregate by each telework status. Respondents indicating either part-time or full-time telework had slightly higher favorable responses related to engagement, satisfaction and intent to stay. Among those indicating a full-time or part-time telework status, satisfaction and engagement are slightly higher among employees teleworking part-time with no difference in intent to stay between those two groups. There is no difference in reported levels of high burnout (7-10) among those who reported their telework status.



Telework Status ¹



¹ Certain alternative telework schedules may not be accounted for in this report. For example, some employees work full time in office three weeks per month and telework one week per month.

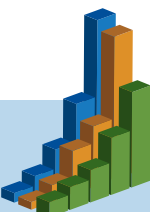


High/low survey items

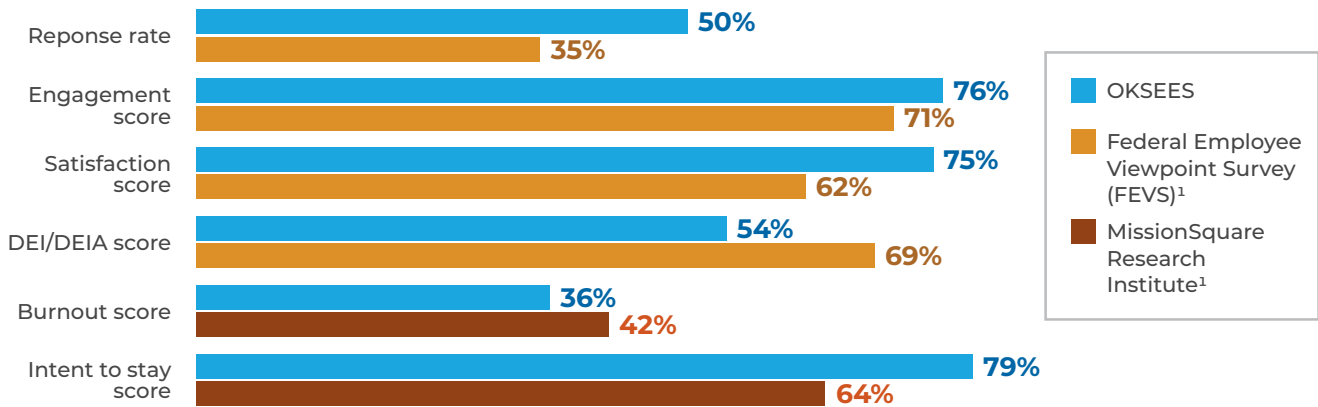
The tables below present the 10 items with the highest and lowest favorability ratings for all state employee responses combined. These items represent the most positive and negative aspects of employees' work experiences. Most state employees favorably rated items concerning their job motivation, supervisors, and pride in working for Oklahoma state agencies. Items assessing pay, advancement opportunities and communication were amongst the least favorably rated.

Top 10 statements	Favorability rating	% change
I am determined to give my best effort at work each day.	89%	0.6%
I feel accomplished when I complete work projects and tasks.	88%	0.7%
My direct supervisor is willing to listen to my problems and complaints.	85%	0.7%
I understand my agency's mission and goals.	84%	1.4%
I am often so involved in my work that the day goes by very quickly.	82%	2.7%
My direct supervisor values my contributions to the agency.	79%	1.9%
I see myself working at my agency one year from now.	79%	1.0%
My job makes good use of my skills and abilities.	79%	0.4%
My direct supervisor is an accurate, reliable source of information.	79%	1.7%
Your work group (unit/program area).	79%	1.3%

Bottom 10 statements	Favorability rating	% change
Pay increases are administered fairly.	26%	4.9%
The pay rate for my job has been properly set.	31%	5.8%
Communication throughout the agency is adequate.	41%	2.0%
There are good opportunities at my agency to advance to a better job.	42%	5.4%
Employee feedback is used at my agency to improve effectiveness.	44%	3.9%
I believe the results of this survey will be used to make my agency a better place to work.	45%	2.7%
The executive leaders of this agency care about me as a person.	46%	3.4%
Communication from the executive leadership of this agency is open and honest.	47%	3.7%
I am satisfied with my total compensation package (benefits, leave, etc.).	48%	3.7%
Executive leaders utilize and value employees' suggestions.	49%	5.0%



External comparisons



To provide additional context surrounding the findings in this report, the information in this section compares the 2022 OKSEES results to other public and private entities. Surveys conducted between 2021 and 2022 from U.S. government as well as state and local governments were used to compare state of Oklahoma workforce trends regarding survey response rate, engagement, satisfaction, and DEI scores, perceived burnout and intent to stay.

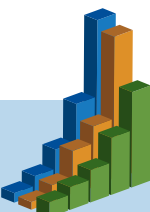
While the exact methodology, scales and measurements used to track metrics between organizations may vary, valuable insights can be obtained by comparing the trends of key workforce metrics among state of Oklahoma employees to other agencies and organizations, both public and private.

The Federal Employee Viewpoint Survey (FEVS) is an annual survey administered by the U.S. Office of Personnel Management (OPM) to measure employee workplace perceptions. The 2022 FEVS was administered to eligible federal employees from June 6-22, 2022. The 2022 FEVS and OKSEES showed similar scores in engagement and satisfaction, while the OKSEES had a notably higher response rate. Engagement and satisfaction levels showed only slight fluctuation from 2021 across both surveys; however, the 2022 FEVS decreased by 9% from 2021. Overall, the OKSEES contained higher scores across response rate, engagement, and satisfaction.

While 35% of eligible federal employees completed the FEVS in 2022 as opposed to 46% in 2021, Oklahoma state employees' response rate stayed on par, dropping negligibly by 1% from 2021 to 50% in 2022.

Employee engagement scores for both state and federal had little to no change. The FEVS engagement score remained at 71%, the same as the previous year. Oklahoma state employees reported engagement scores of 76%, a 2% increase from 2021.

¹ The Federal Employee Viewpoint Survey (FEVS) and MissionSquare Research Institute use different survey methodology than the OKSEES to define and measure workforce metrics.



While employee engagement stayed the same for federal employees, their satisfaction slipped by two percentage points from 64% in 2021 to 62% in 2022, respectively. Oklahoma state employees' satisfaction levels increased from 73% in 2021 to 75% in 2022.

OPM added a new section on diversity, equity, inclusion and accessibility (DEIA) to this year's FEVS in which 69% of employees reported a positive perception of their agency's DEIA practices. Oklahoma introduced diversity, equity and inclusion to the OKSEES in 2021 and had a 51% favorability score which increased slightly to 54% in 2022.¹

To compare the 2022 OKSEES burnout and intent to stay scores, information was gathered from MissionSquare Research Institute (formerly the Center for State and Local Government Excellence), a non-partisan, not-for-profit organization that conducts research aimed at strengthening and empowering the workforce of state and local government (SLGE.org, 2022). In March 2022, MissionSquare Research Institute published a report, "Continued Impact of COVID-19 on Public Sector Employee Job and Financial Outlook, Satisfaction, and Retention," originating from the Greenwald Research of 1,100 state and local government employees (across the U.S.) about their general satisfaction with their employer and retention issues.

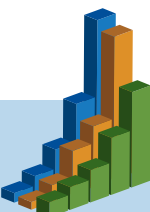
While employees nationwide have reported feeling increasingly stressed in recent years, 42% reported feelings of burnout for the latter part of 2021 (SLGE, 2022). Whereas 34% of 2022 OKSEES respondents reported a high level of burnout, up from 29% in 2021.²

State employees in Oklahoma responded with an intent to stay score of 79%. Other state and local government workers reported that 36% have considered changing jobs, which results in a 64% intent to stay with their current employer (SLGE, 2022).

Although federal and state engagement scores show 0%-2% increase, Gallup, an American analytics and advisory company, has reported that the percentage of engaged workers has declined for the first time in over a decade (Gallup, 2022). With the 2022 findings, Oklahoma state employee engagement scores are averaging above national levels of engagement in both the private and public sectors. Additional employee engagement findings from Gallup indicate "the greatest declines were in clarity of expectations, having the right materials and equipment, and the opportunity for workers to do what they do best. These elements are foundational to employee engagement" (Gallup, 2022).

¹ The 2021 DEI index contained seven survey items while the 2022 DEI index contained nine survey items. The 2021 and 2022 DEI aggregate scores were calculated using the questions in each index, respectively.

² The 2022 OKSEES burnout survey item was altered from the original wording used in the 2021 OKSEES burnout survey item. In addition, the 2022 burnout survey item used an 11-point sliding scale while the 2021 burnout survey item used a 5-point Likert scale.



Conclusions

The fourth statewide deployment of the OKSEES reached employees at 106 state agencies, giving state employees a chance to provide important feedback about working for Oklahoma’s state government. The survey measured two important correlates of organizational performance, employee engagement and satisfaction, as well as an important correlate of turnover, employee intent to stay. The survey results showed that state employee engagement, defined as the commitment, motivation and absorption in work responsibilities, increased slightly from 2021 to 76% (up 1.7%). Results for employee satisfaction showed that state employees responded favorably to 75% (up 1.9% from 2021) of items measuring satisfaction, indicating their feelings toward their work experience, and 79% of state employees expressed their intent to remain working at their agencies over the next year, an increase of 1% from 2021. In addition, 34% of state employees reported high levels of burnout from their work, up from 29% in 2021;¹ whereas, 54% of statewide respondents responded favorability to this year’s DEI index, up from 51% in 2021.² Teleworkers tend to have slightly higher levels of engagement, job satisfaction and intent to stay with their agency. The detailed survey results in this report are a starting point for recognizing workplace strengths as well as pinpointing areas for improvement.

The 2022 OKSEES was sent to over 29,000 employees. However, there were incomplete, invalid and/or missing email addresses for a portion of state employees. Additionally, employees with a valid email address may not have received the survey due to firewall or spam filter issues. In the future, we hope to mitigate these issues.

One limitation to the usability of the survey findings is the confidentiality threshold of five respondents per agency. Reports of survey results for individual agencies do not include agencies with fewer than five responses to protect the confidentiality of the respondents. Attempts to increase the sample size and response rates in subsequent surveys will increase the number of agencies included in reports so that more state agencies can review employee feedback.

This report highlights the fourth statewide deployment of the OKSEES. Results from the 2022 OKSEES can be compared to results from the 2021, 2020 and 2019 surveys and can be used as a benchmark against future OKSEES surveys to track areas of improvement. Subsequent OKSEES versions may undergo changes in methodology, survey items and report format based on further analysis of the 2022 OKSEES data. Improvements made to the OKSEES will be documented in future OKSEES reports. Any additional OKSEES reports will be published on the [OMES website](#).

¹ The 2022 OKSEES burnout survey item was altered from the original wording used in the 2021 OKSEES burnout survey item. In addition, the 2022 burnout survey item used an 11-point sliding scale while the 2021 burnout survey item used a 5-point Likert scale.

²The 2021 DEI index contained seven survey items while the 2022 DEI index contained nine survey items. The 2021 and 2022 DEI aggregate scores were calculated using the questions in each index, respectively.

Contact Information

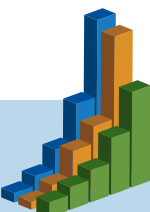
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Appendix A: Methodology

Purpose of the OKSEES

The OKSEES is designed to solicit feedback from state employees about their work environment in relation to satisfaction and engagement. Employee feedback will be used by OMES and agency leadership to understand the working environment in the following areas:

- Employee satisfaction and engagement levels.
- Turnover intention relationships.
- Workplace strengths.
- Workplace improvement needs.
- Valued aspects of the workplace.
- Employees' needs.

Respondent feedback is used to assess the effectiveness of the work environment and the ability of state agencies to engage, motivate and retain employees.

Participants

Survey respondents are active, regular full-time and part-time executive branch state employees, excluding higher education. Respondents with valid work-related email addresses in the state's HRIS received the survey.

Procedures

The survey was conducted from Oct. 3-21, 2022. The survey contains a series of 96 self-report items rated on a Likert-type scale, one (1) multiple-choice question and one (1) open-ended question. The survey was distributed through a web-link using Qualtrics Employee Experience (EX). Two answer scales measure the level of agreement (92 questions) and level of satisfaction (four questions), respectively. Agreement ratings were made on the following scale: strongly disagree (1), disagree (2), neutral (3), agree (4), strongly agree (5). Satisfaction ratings were made on the following scale: very dissatisfied (1), dissatisfied (2), neutral (3), satisfied (4), very satisfied (5). Favorable responses in this report are defined as the combination of "strongly agree" and "agree" responses or "very satisfied" and "satisfied" responses. The Hope Initiative and Oldenburg Burnout Inventory items were presented using a combination of 4-point Likert-type scales (strongly disagree; disagree; agree; strongly agree), 6-point Likert-type scales (definitely false; mostly false; somewhat false; somewhat true; mostly true; definitely true) and 8-point Likert-type scales (definitely false; mostly false; somewhat false; slightly false; slightly true; somewhat true; mostly true; definitely true).

Alternate procedures

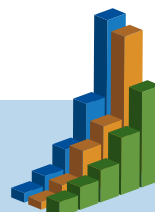
Available upon request was an alternative questionnaire in an Adobe PDF format that was submitted by email. Survey administrators manually entered returned responses into the Qualtrics Employee Experience software.

Length of participation

Surveys took approximately 20 minutes to complete.

Compensation

No compensation or reward incentives were offered to survey participants for their feedback.

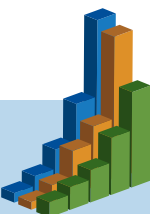


Confidentiality

Confidential means a limited number of system administrators and agency research analysts have access to demographic information (cabinet, agency, gender, race, age groupings, etc.) about participant groups who participate in a given survey. This access is granted solely in order to administer features of the survey platform used to distribute questionnaires, store responses and link demographic information for data analysis. The accessible information available to OMES staff during the administration of any issued survey is never provided to anyone without the appropriate access. When survey results are publicly reported, they are always aggregated — that is, individual survey results are combined together and presented as a group. OMES will never associate a survey respondent's name, email address or ID with their survey response in any kind of reporting. Comments submitted on confidential surveys are also never associated with a respondent's name, email address or ID. However, the comments are reported verbatim. If a participant provides identifying information in a comment, it will be displayed as written in any reports. OMES may provide raw survey data to agencies upon request, but individual-level data are always de-identified. De-identified means that there is no identifying information linked to individual responses. If the results of this study are written in a scientific journal or presented at a scientific meeting, your name or other identifying information will never be used. Results for groups of fewer than five people are never shared or reported when there is any risk of breach of confidentiality.

Voluntary nature of the survey

Participants submitted feedback voluntarily. Participants were able to decline participation by not answering and not submitting the survey. Survey respondents can only retake the survey during the active survey period.



Appendix B: Glossary

Baby Boomers: Employees born in 1946 to 1964.

Burnout: Burnout is a state of physical, emotional and mental exhaustion due to prolong or recurring stress. In relation to the survey, respondents were able to interpret their own definition of burnout.

Employee/respondent: Represents an active, regular, full-time or part-time employee with the State of Oklahoma Executive Branch excluding higher education. Does not include temporary employees, Governor, Lieutenant Governor, State Senators, State Representatives, board members or active-duty military personnel. Defined as a regular part-time or full-time employee receiving benefits.

Employee engagement: The extent to which employees are committed to their work, motivated to give their best effort and absorbed in their work responsibilities.

Employee engagement key driver: Key drivers of employee engagement are survey items that correlate ($r \geq .6$) with the employee engagement index.

Diversity, Equity, and Inclusion (DEI):

- **Diversity:** The extent to which people of varying backgrounds or demographic characteristics are represented as part of the workforce.
- **Equity:** The treatment of those individuals who are already part of the organization in a way in which policies, employee development and leadership opportunities apply to all in an equitable manner.
- **Inclusion:** The engagement of all voices in an organization in a way that respects their diversity, encourages their self-expression and sense of belonging as part of the team, and involves them in policy development and decision making. (MissionSquare Research Institute, 2022)

Employee satisfaction: How respondents feel about their work and workplace.

Generation X: Employees born in 1965 to 1979.

Generation Z: Employees born in 1997 or later.

Intent to stay: The extent to which employees believe they will still be working at their agencies one year from now.

Millennials: Employees born in 1980 to 1996.

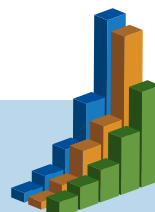
Minority: Individuals who identify as Black/African-American, Hispanic, American Indian, Asian or Pacific Islander.

Opportunities: Key driver survey items ($r \geq .6$) with means less than 3.5 but greater than three on the 5-point rating scale. These items are rated more closely to neutral than favorable.

Strengths: Key driver survey items ($r \geq .6$) with means greater than or equal to 3.5. These items are generally rated favorably.

Traditionalists: Employees born in the mid-1920s to 1945.

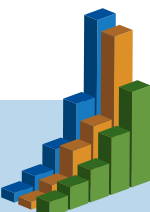
Years of service: The number of years an employee has been employed full-time with the state. Years of service is used in the calculation of employee longevity and retirement eligibility.



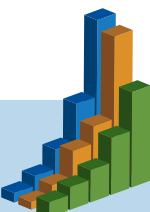
Appendix C: Engagement, Satisfaction and Intent to Stay Ratings

The table below presents the engagement index, overall satisfaction score, and intent to stay ratings for the statewide aggregate and each cabinet and agency. The engagement index is a measure of the extent to which employees are committed to their work, motivated to give their best effort and absorbed in their work responsibilities. The overall satisfaction measure is the combination of employees' job/role, supervisor, work group (unit/program area), and agency satisfaction. Intent to stay measures employees' intentions of remaining employed with their agencies over the next year. Positive year-over-year score changes are presented in green text and decreased scores appear in red text.

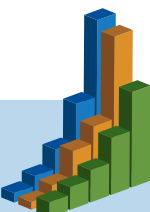
	Number of Respondents	Engagement	Engagement % Change	Satisfaction	Satisfaction % Change	Intent to Stay	Intent to Stay % Change
All State Agencies Combined	14,510	76%	1.7%	75%	1.9%	79%	1.0%
Agriculture	155	78%	-3.9%	81%	-0.6%	78%	-5.3%
Department of Agriculture, Food, and Forestry (0040)	99	75%	-6.8%	81%	-1.3%	74%	-11.8%
Oklahoma Horse Racing Commission (0353)	10	70%	3.1%	63%	-12.5%	60%	-9.2%
Oklahoma Conservation Commission (645)	41	83%	-0.8%	85%	2.6%	90%	12.1%
Commerce and Workforce Development	111	80%	2.7%	78%	1.6%	78%	6.4%
Oklahoma Department of Commerce (0160)	85	78%	2.9%	74%	1.8%	73%	6.6%
Oklahoma Workers' Compensation Commission (0865)	24	89%	-3.4%	89%	-5.6%	96%	1.7%
Digital Transformation & Administration	678	82%	-2.3%	82%	-1.6%	80%	-5.9%
Office of Management and Enterprise Services (0090)	673	82%	-2.2%	82%	-1.6%	80%	-5.4%



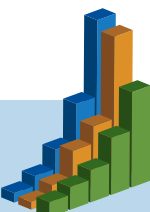
	Number of Respondents	Engagement	Engagement % Change	Satisfaction	Satisfaction % Change	Intent to Stay	Intent to Stay % Change
Economic Administration	1067	80%	2.0%	79%	3.5%	80%	-1.7%
Employment Security Commission (0290)	332	79%	3.0%	77%	3.7%	79%	-1.2%
State Auditor and Inspector (0300)	63	83%	-1.1%	79%	-3.9%	81%	-8.0%
Lottery Commission and Board of Trustees, Oklahoma (0435)	30	84%	-1.1%	83%	-4.2%	87%	4.6%
Oklahoma Public Employees Retirement System and Board (0515)	47	90%	2.6%	92%	8.3%	94%	4.5%
Oklahoma Tax Commission (0695)	533	80%	2.9%	79%	5.2%	79%	-0.6%
Teachers' Retirement System (0715)	28	84%	-4.9%	86%	3.2%	86%	0.7%
Office of the State Treasurer (0740)	26	67%	-2.6%	63%	-4.5%	54%	-22.2%
Education	356	83%	1.0%	82%	1.2%	82%	-3.4%
State Department of Education (0265)	185	88%	4.8%	87%	4.4%	87%	0.0%
Oklahoma Educational Television Authority - OETA (0266)	18	69%	0.7%	81%	13.1%	72%	7.2%
Office of Educational Quality and Accountability (0275)	5	94%	6.1%	95%	15.0%	80%	-20.0%
Oklahoma Department of Libraries (0430)	15	80%	1.8%	78%	2.3%	80%	5.0%
Oklahoma School of Science and Mathematics (0629)	21	69%	-12.4%	62%	-20.1%	62%	-30.1%
Oklahoma Department of Career and Technology Education (0800)	108	79%	-3.0%	78%	-2.1%	78%	-7.2%



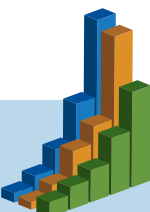
	Number of Respondents	Engagement	Engagement % Change	Satisfaction	Satisfaction % Change	Intent to Stay	Intent to Stay % Change
Energy and Environment	725	79%	4.2%	81%	4.3%	83%	4.5%
Department of Mines (0125)	12	93%	17.5%	98%	26.6%	92%	16.7%
Oklahoma Corporation Commission (0185)	385	79%	0.4%	80%	0.4%	84%	0.3%
Department of Environmental Quality (0292)	237	76%	2.1%	80%	3.8%	78%	2.0%
Commissioners of the Land Office (0410)	32	87%	15.8%	88%	17.4%	88%	20.8%
Oklahoma Water Resources Board (0835)	55	82%	0.0%	84%	-0.5%	89%	8.1%
Health and Mental Health	2265	77%	2.4%	74%	3.0%	77%	0.9%
Tobacco Settlement Endowment Trust Fund - TSET (0092)	25	87%	-4.3%	88%	-6.0%	84%	-6.5%
State Department of Health (0340)	1,177	76%	3.2%	73%	3.5%	77%	0.7%
Department of Mental Health and Substance Abuse Services (0452)	662	73%	-0.6%	69%	-0.4%	73%	-0.2%
Oklahoma Health Care Authority (0807)	397	85%	5.6%	85%	7.7%	86%	2.9%
Human Services	3973	73%	1.1%	74%	1.6%	77%	0.1%
Oklahoma Commission on Children and Youth (0127)	20	83%	8.3%	84%	11.6%	85%	29.4%
Office of Juvenile Affairs (0400)	221	76%	4.0%	75%	4.2%	82%	4.3%
J.D. McCarty Center for Children with Developmental Disabilities (0670)	90	82%	10.4%	75%	9.8%	86%	12.0%
Oklahoma Department of Rehabilitation Services (0805)	407	74%	0.2%	73%	2.6%	78%	2.0%
Department of Human Services - OKDHS (0830)	3,233	73%	0.8%	73%	1.0%	76%	-0.8%



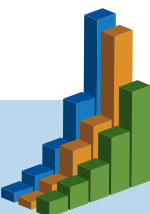
	Number of Respondents	Engagement	Engagement % Change	Satisfaction	Satisfaction % Change	Intent to Stay	Intent to Stay % Change
Licensing & Regulation	288	84%	1.5%	86%	0.5%	87%	-0.3%
Oklahoma Accountancy Board (0020)	5	59%	-4.6%	60%	-20.0%	60%	-20.0%
Oklahoma State Banking Department (0065)	29	90%	-4.2%	96%	-2.9%	90%	-7.5%
Construction Industries Board (0170)	14	73%	-7.9%	82%	-3.4%	64%	-19.9%
State Board of Cosmetology and Barbering (0190)	8	61%	N/A	56%	N/A	38%	N/A
Oklahoma Insurance Department (0385)	78	82%	7.6%	81%	4.9%	86%	10.6%
Department of Labor (0405)	34	85%	4.5%	84%	1.1%	97%	4.8%
State Board of Medical Licensure and Supervision (0450)	15	87%	N/A	87%	N/A	87%	N/A
Oklahoma Board of Nursing (0510)	25	88%	0.8%	93%	3.2%	84%	6.2%
Board of Pharmacy (0560)	10	88%	-0.1%	83%	3.3%	100%	8.3%
State Board of Licensure for Professional Engineers and Land Surveyors (0570)	5	75%	N/A	80%	N/A	80%	N/A
Oklahoma Real Estate Commission (0588)	7	96%	19.5%	100%	22.2%	100%	11.1%
Oklahoma Securities Commission (0630)	8	98%	15.0%	100%	5.0%	100%	20.0%
Department of Consumer Credit (0635)	25	90%	1.9%	94%	0.5%	96%	-0.3%
Oklahoma Used Motor Vehicle and Parts Commission (0755)	5	72%	-15.4%	65%	-10.0%	60%	-40.0%



	Number of Respondents	Engagement	Engagement % Change	Satisfaction	Satisfaction % Change	Intent to Stay	Intent to Stay % Change
Public Safety	2481	72%	3.7%	68%	3.2%	79%	5.2%
Alcoholic Beverage Laws Enforcement Commission (0030)	12	78%	-5.5%	71%	-8.9%	92%	4.2%
Oklahoma Indigent Defense System Board (0047)	47	88%	2.9%	88%	-0.2%	94%	4.0%
Oklahoma Attorney General (0049)	57	87%	11.3%	83%	4.3%	91%	8.7%
State Department of Corrections (0131)	1,291	69%	3.3%	63%	2.3%	78%	5.8%
District Attorneys Council (0220)	87	81%	-0.3%	75%	-4.1%	81%	-0.1%
Pardon and Parole Board (0306)	20	80%	2.6%	85%	0.3%	75%	-2.8%
Oklahoma State Bureau of Investigation - OSBI (0308)	181	87%	-1.0%	84%	-2.4%	90%	-0.4%
Oklahoma Department of Emergency Management (0309)	39	85%	3.5%	83%	4.0%	82%	-2.5%
Office of the State Fire Marshal (0310)	15	66%	5.6%	62%	11.7%	67%	20.0%
Board of Medicolegal Investigations (0342)	50	77%	-2.4%	76%	1.1%	92%	3.1%
Council on Law Enforcement Education and Training - CLEET (0415)	32	70%	-13.5%	68%	-16.3%	66%	-27.0%
Oklahoma Bureau of Narcotics and Dangerous Drugs Control (0477)	74	87%	0.3%	89%	6.6%	93%	4.1%
Department of Public Safety (0585)	573	66%	10.2%	66%	12.0%	75%	9.7%
Science and Innovation	8	79%	11.1%	84%	19.4%	63%	2.5%
Oklahoma Center for the Advancement of Science and Technology - OCAST (0628)	8	79%	11.1%	84%	19.4%	63%	2.5%



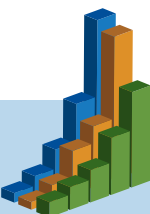
	Number of Respondents	Engagement	Engagement % Change	Satisfaction	Satisfaction % Change	Intent to Stay	Intent to Stay % Change
State and Native American Affairs	34	75%	-6.8%	79%	-3.1%	82%	-4.1%
State Election Board (0270)	19	82%	-3.8%	83%	-6.2%	79%	-8.1%
Office of the Secretary of State (0625)	15	66%	-9.1%	73%	3.7%	87%	1.0%
Tourism, Wildlife, & Heritage	518	74%	-2.9%	74%	-3.0%	78%	-6.2%
Oklahoma Arts Council (0055)	14	94%	4.3%	100%	5.0%	100%	6.7%
Department of Wildlife Conservation (0320)	225	66%	-3.0%	69%	-2.1%	76%	-7.1%
Oklahoma Historical Society (0350)	89	79%	5.0%	75%	1.6%	79%	3.7%
Department of Tourism and Recreation (0566)	189	81%	-5.4%	77%	-5.6%	79%	-8.6%
Transportation	1396	78%	-0.1%	75%	0.4%	84%	0.4%
Oklahoma Aeronautics Commission (0060)	8	91%	11.5%	100%	9.4%	100%	25.0%
Department of Transportation (0345)	1,101	78%	-0.7%	74%	-0.9%	85%	-1.0%
Oklahoma Turnpike Authority (0978)	287	78%	1.9%	79%	5.0%	83%	5.6%
Veteran Affairs & Military	455	78%	5.6%	74%	5.3%	84%	10.0%
Military Department, Oklahoma (0025)	76	81%	2.0%	75%	2.4%	83%	1.9%
Department of Veterans Affairs (0650)	379	77%	6.5%	73%	6.0%	84%	11.8%



Appendix D: Survey Item Results

The favorability ratings for each survey item provide deeper insight into employee opinions by highlighting specific areas of high and low favorability. The tables below present favorability ratings by cabinet and agency for engagement, satisfaction and work climate survey items. Favorability ratings are calculated by taking the combined percentage of “strongly agree” and “agree” responses or “very satisfied” and “satisfied” responses. Numbers in green text highlight items that increased from last year’s scores, and numbers in red text highlight items that decreased from last year’s scores.

[Select for the favorability ratings for each survey item by cabinet and agency.](#)



Appendix E: Burnout Item Results

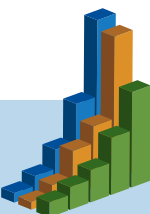
Appendix E presents the reported levels of burnout for the statewide aggregate and each cabinet and agency. According to Maslach and Leiter (2016), “Burnout is a psychological syndrome emerging as a prolonged response to chronic interpersonal stressors on the job. The three key dimensions of this response are an overwhelming exhaustion, feelings of cynicism and detachment from the job, and a sense of ineffectiveness and lack of accomplishment.”

In general, the effects of burnout can be categorized into three categories (Integrus Health, 2021):

- Low: Workers have optimism and energy about new tasks and exhibit periods of satisfaction and productivity with normal to no stress influencing performance.
- Moderate: Workers may exhibit signs of persistent stress which may slightly lower normal performance with symptoms related to procrastination of tasks, and withdrawal from normal work-related conversations or activities
- High: Workers exhibit constant stress resulting in routine performance not meeting normal expectations. Symptoms may include fatigue and noticeable behavioral changes.

The 2022 OKSEES burnout survey item was revised to assess perceived levels of burnout using an 11-point sliding scale in response to the survey item, “Currently in your job, please rate how often you experience burnout on a scale of 0-10, where 0 is never experiencing burnout and 10 is always experiencing burnout.” Perceived levels of burnout were categorized as low (0-3), moderate (4-6), or high (7-10).

[Select here for the reported burnout levels by cabinet and agency.](#)



Appendix F: Diversity, Equity, and Inclusion (DEI) Item Results

Appendix F presents the favorability ratings for each item within the DEI index at the statewide aggregate and each cabinet and agency. Favorability ratings are calculated by taking the combined percentage of “strongly agree” and “agree” responses. The DEI index is composed of survey items which address seven categories: Fair Treatment, Integrating Differences, Decision Making, Psychological Safety, Trust, Belonging, and Diversity. The definition of diversity, equity and inclusion is as follows:

- Diversity: The extent to which people of varying backgrounds or demographic characteristics are represented as part of the workforce.
- Equity: The treatment of those individuals who are already part of the organization in a way in which policies, employee development and leadership opportunities apply to all in an equitable manner.
- Inclusion: The engagement of all voices in an organization in a way that respects their diversity, encourages their self-expression and sense of belonging as part of the team, and involves them in policy development and decision making. (MissionSquare Research Institute, 2022)

[Select here for the favorability ratings for each diversity, equity, and inclusion item by cabinet and agency.](#)

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