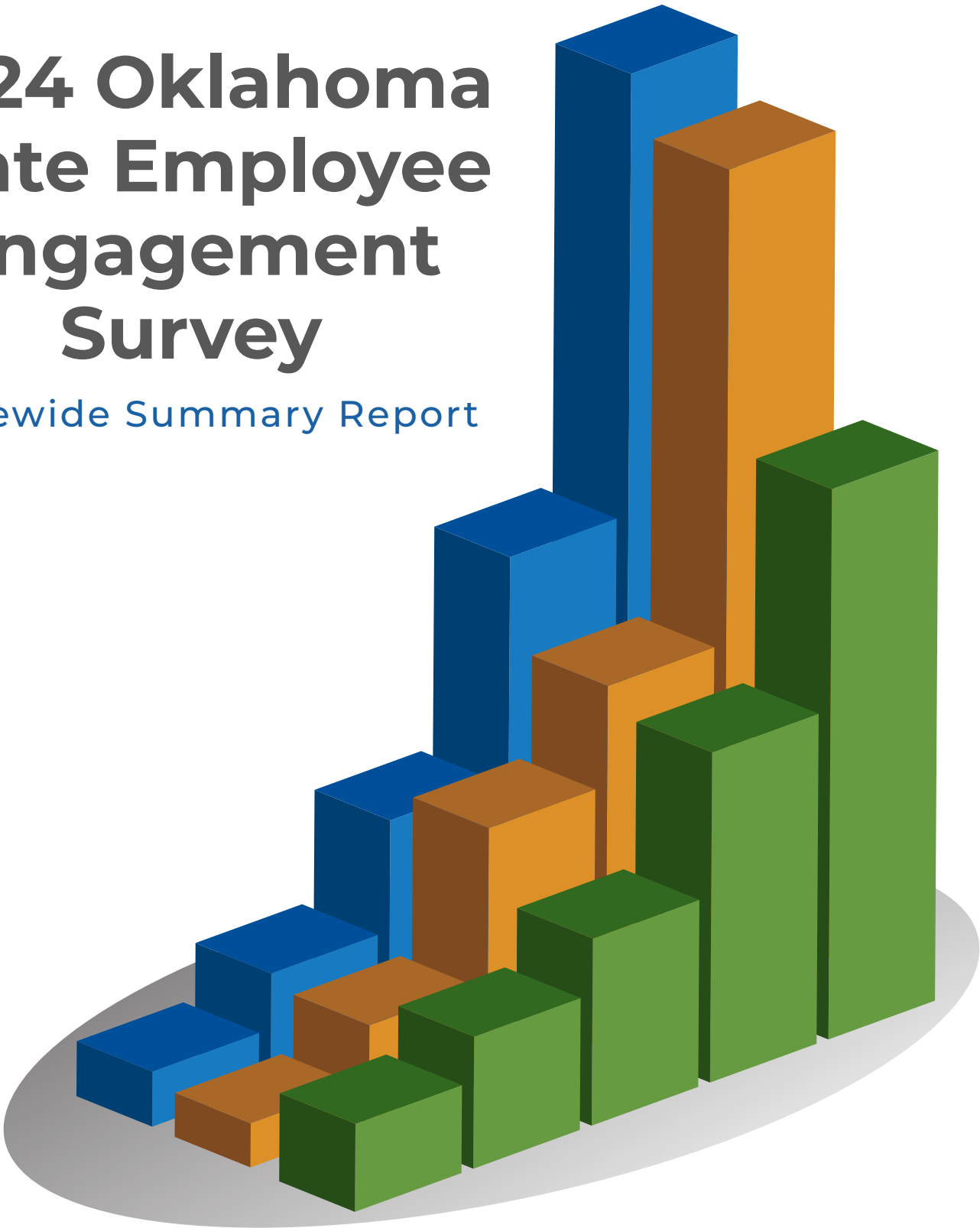


2024 Oklahoma State Employee Engagement Survey

Statewide Summary Report



OKLAHOMA
Office of Management
& Enterprise Services

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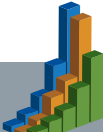
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About the Statewide Summary Report

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.

2024 marks the fifth distribution of the OKSEES to Oklahoma state government employees.

Why measure employee perceptions?

The OKSEES provides an opportunity for Oklahoma state employees to have their voices heard. Employees with positive job and workplace perceptions are more committed to their organizations and less likely to express intentions to quit their jobs. In addition to providing an outlet for employee opinions, the OKSEES gives insight to state agencies on where they stand now 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.

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. 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.

Overview of survey methodology

OMES Human Capital Management administered the 2024 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 March 26 to April 12, 2024. The survey contained 53 items. Respondents indicated their agreement with 47 of the items on the following Likert scale: (1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree), and with four satisfaction items on a similar scale (1 = very dissatisfied; 2 = dissatisfied; 3 = neutral; 4 = satisfied; 5 = very satisfied). Additionally, respondents were asked: their agency name; how long they have worked for their agency; the generation in which they were born; whether full-time or part-time; and about their office setting (hybrid, in office or telework). Lastly, respondents were able to leave comments if they wished.

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 the combination of “very satisfied” and “satisfied” responses on satisfaction items.








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.
- Education.
- Energy and Environment.
- Health and Mental Health.
- Human Services.
- Licensing and Regulation.
- Operations and Government Efficiency.
- Public Safety.
- Workforce Development.
- State.
- Tourism, Wildlife and Heritage.
- Transportation.

Agencies were categorized into one of five categories by evaluating the employee headcount of all agencies that met the 2024 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 an 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	27	20	22	14	8

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 previous 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.



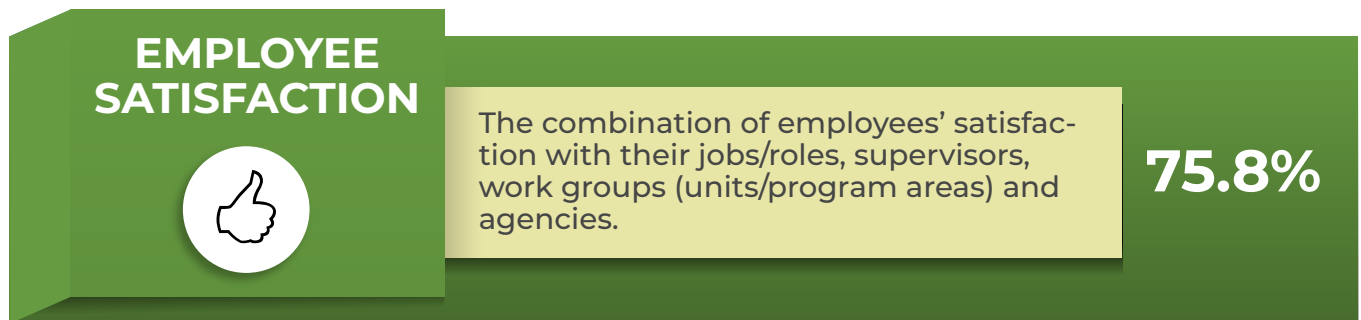
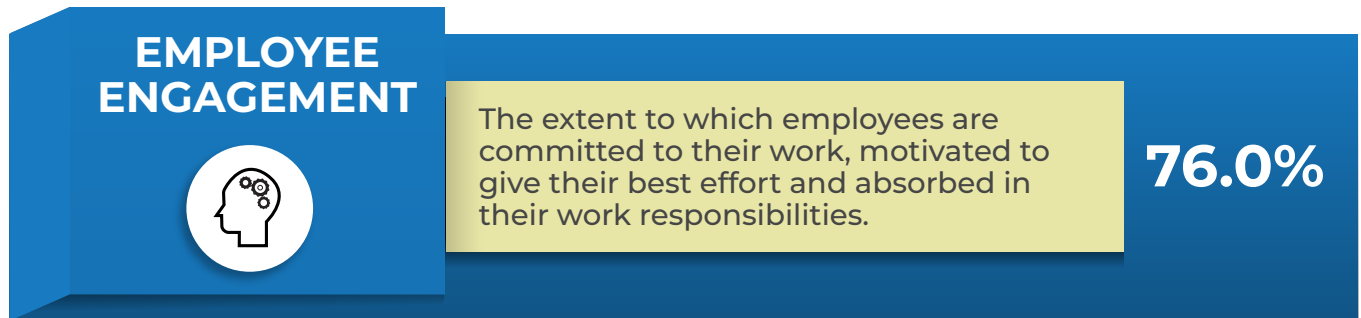
Survey Results

This section of the report presents the major findings of the 2024 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.

The survey results section begins with statewide key findings regarding employee engagement and satisfaction. A summary of respondent demographics and response rates follows the key-findings section.

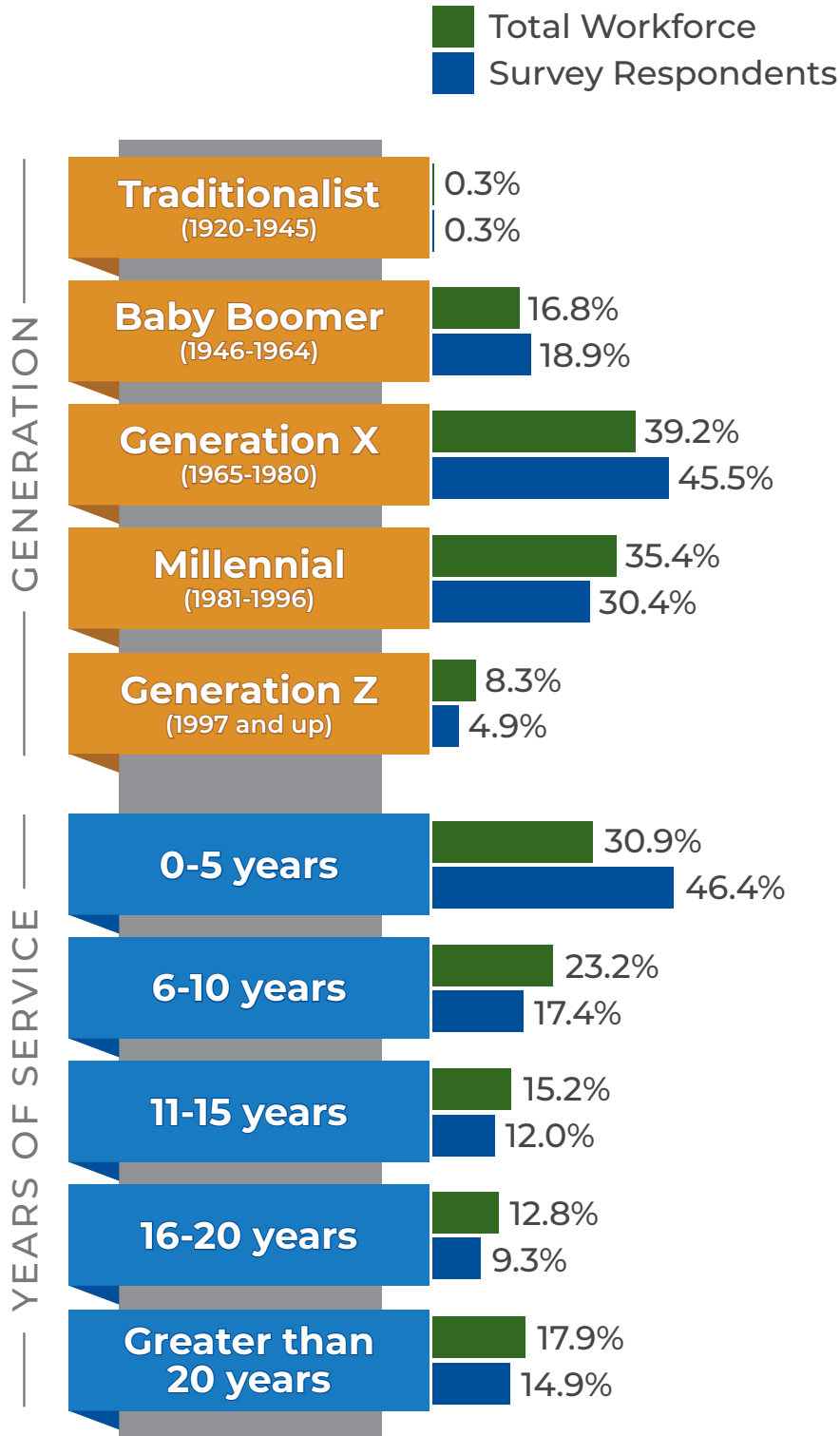
Statewide key survey findings

The percentage of favorable responses are displayed for items measuring employees' commitment, motivation and absorption in their work experience and their feelings. At 76% for engagement and 75.8% for satisfaction, statewide levels have remained steady for the past five years.



Participant demographics

The 2024 OKSEES was sent to active, regular, full-time and part-time employees 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 111 Oklahoma state agencies¹. The graphic below summarizes the demographics of respondents statewide and in comparison, to the overall state workforce.



¹The 2024 OKSEES was distributed to employees from 111 Oklahoma state agencies which resulted in responses from employees among 104 state agencies. Ninety-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 28,501 state employees who received the survey, 15,924 completed it for a response rate of 55.9%, the second highest response rate since inception of this report. Response rates for each cabinet are presented below.



Cabinet	Invited	Responded	2024 rate
Agriculture	444	222	50.0%
Budget	271	181	66.8%
Commerce	183	146	79.8%
Education	722	430	59.6%
Energy and Environment	1,125	795	70.7%
Health and Mental Health	4,106	2,260	55.0%
Human Services	7,198	4,174	58.0%
Licensing and Regulation	485	368	75.9%
Military and Veterans Affairs	1,637	446	27.2%
Operations and Government Efficiency	1,384	959	69.3%
Public Safety	6,706	2,627	39.2%
State	68	35	51.5%
Tourism, Wildlife and Heritage	1,163	826	71.0%
Transportation	2,575	2,145	83.3%
Workforce Development	434	310	71.4%
Grand Total	28,501	15,924	55.9%

Notes:

Due to changes made to cabinet placement, the 2024 response rates were calculated according to the most recent lists.



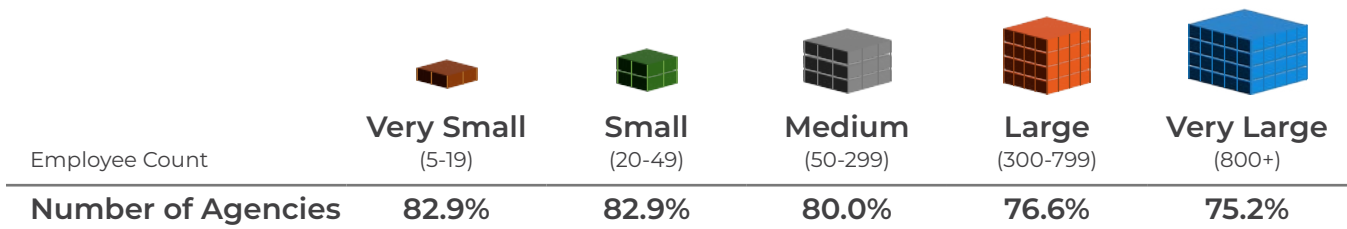
Employee engagement

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. At 76%, overall employee engagement is exactly the same as it was in 2022.



Cabinet	Number of respondents	Favorable engagement
Agriculture	222	81.8%
Budget	181	81.7%
Commerce	146	82.3%
Education	430	70.7%
Energy and Environment	795	82.5%
Health and Mental Health	2,260	76.9%
Human Services	4,174	75.0%
Licensing and Regulation	368	85.7%
Military and Veterans Affairs	446	71.9%
Operations and Government Efficiency	959	75.9%
Public Safety	2,627	73.0%
State	35	81.0%
Tourism, Wildlife and Heritage	826	74.6%
Transportation	2,145	77.0%
Workforce Development	310	81.4%

Employee Engagement Index Scores by Agency Size



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. The employee satisfaction section of this report presents an index of employee satisfaction for the statewide aggregate and for each cabinet. At 75.8%, overall employee satisfaction is slightly higher than in 2022.



Responded 15,924

Cabinet	Number of respondents	Favorable satisfaction
Agriculture	222	86.8%
Budget	181	83.8%
Commerce	146	87.0%
Education	430	70.0%
Energy and Environment	795	85.7%
Health and Mental Health	2,260	74.4%
Human Services	4,174	76.1%
Licensing and Regulation	368	87.8%
Military and Veterans Affairs	446	67.4%
Operations and Government Efficiency	959	76.9%
Public Safety	2,627	71.8%
State	35	86.4%
Tourism, Wildlife and Heritage	826	73.4%
Transportation	2,145	75.7%
Workforce Development	310	80.3%

Employee Satisfaction Index Scores by Agency Size

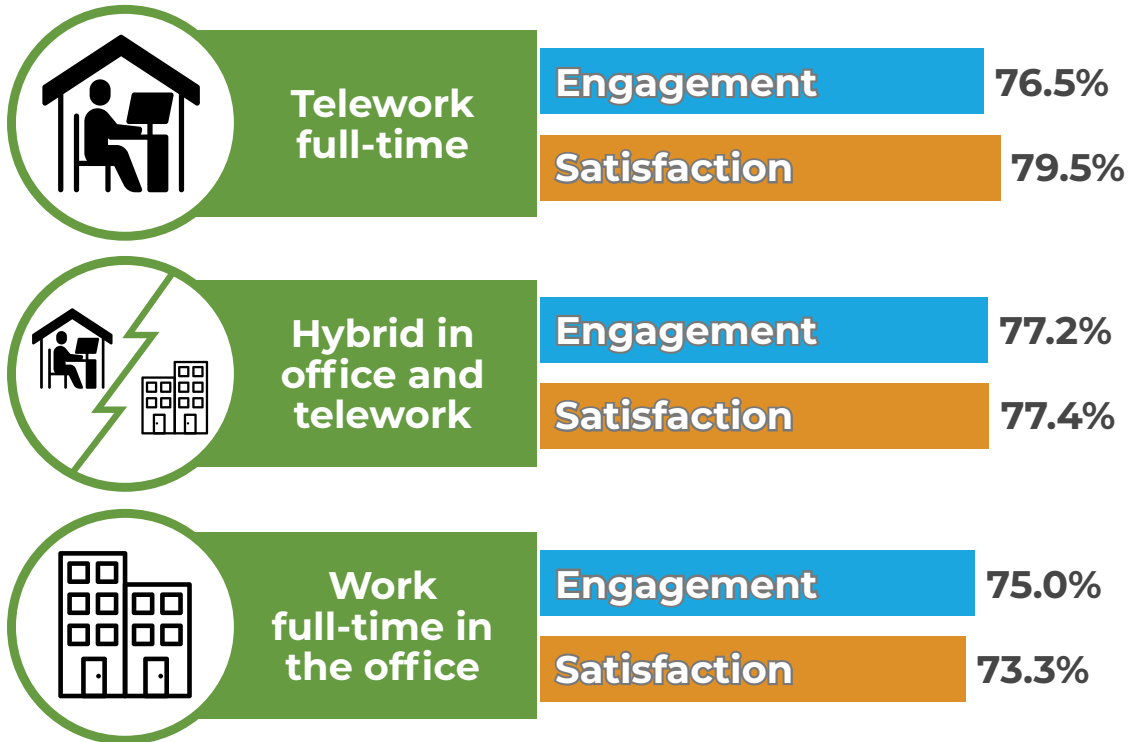
Employee Count	Very Small (5-19)	Small (20-49)	Medium (50-299)	Large (300-799)	Very Large (800+)
Number of Agencies	88.9%	83.9%	80.4%	77.7%	73.9%



Telework

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

Overall employee engagement and satisfaction scores are presented below for the statewide aggregate by each telework status. Respondents indicating either hybrid or full-time telework had slightly higher favorable responses related to engagement and satisfaction. Among those indicating a full-time or hybrid telework status, engagement is slightly higher and satisfaction is slightly lower among employees working hybrid schedules.



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 workgroup. Items assessing pay, leadership and communication were amongst the least favorably rated. If there is no % change listed in the column, that statement did not make the list in the last report.

Top 10 statements	Favorability rating	% change
I am determined to give my best effort at work each day.	90%	1%
I feel accomplished when I complete work projects and tasks.	86%	-2%
My supervisor/team leader is willing to listen to my problems and complaints.	81%	-4%
Your work group (unit/program area).	80%	1%
My direct supervisor values my contributions to the agency.	79%	0%
I know exactly how my role at the agency contributes to the agency's goals.	79%	-5%
I am often so involved in my work that the day goes by very quickly.	79%	-3%
Your supervisor.	78%	
Your job/role.	78%	
I feel inspired to fully meet or exceed the performance goals for my job.	78%	

Bottom 10 statements	Favorability rating	% change
Pay increases are administered fairly.	29%	3%
The pay rate for my job has been properly set.	33%	2%
I am satisfied with my total compensation package (benefits, leave, etc.).	44%	-4%
There are good opportunities here to advance to a better job.	45%	3%
Employee feedback is used at my agency to improve effectiveness.	46%	2%
Communication throughout the agency is meaningful.	51%	10%
Communication from the leadership of this organization is open and honest.	51%	4%
The leaders of this agency care about me as a person.	52%	
Leaders utilize and value employees' suggestions.	52%	3%
I would be interested in seeking new career opportunities with my agency.	54%	



Conclusions

The fifth statewide deployment of the OKSEES reached employees at 111 state agencies, giving 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. The survey results showed that state employee engagement, defined as the commitment, motivation and absorption in work responsibilities, remains steady at 76%. Results for employee satisfaction showed that state employees responded favorably to 75.8% (up 0.8% from 2022) of items measuring satisfaction, indicating their feelings toward their work experience. Teleworkers tend to have slightly higher levels of engagement and job satisfaction. The detailed survey results in this report are a starting point for recognizing workplace strengths as well as pinpointing areas for improvement.

The 2024 OKSEES was sent to over 28,000 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.

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.

This report highlights the fifth statewide deployment of the OKSEES. Results from the 2024 OKSEES can be compared to results from previous 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 2024 OKSEES data. Any additional OKSEES reports will be published on the OMES website.

Contact Information

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Website: <https://oklahoma.gov/omes.html>.



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.

Respondent feedback is used to assess the effectiveness of the work environment and the ability of state agencies to engage and motivate 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 March 26 to April 12, 2024. The survey contained 53 items. Respondents indicated their agreement with 47 of the items on the following Likert scale: (1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree), and with four satisfaction items on a similar scale (1 = very dissatisfied; 2 = dissatisfied; 3 = neutral; 4 = satisfied; 5 = very satisfied). Additionally, respondents were asked: their agency name; how long they have worked for their agency; the generation in which they were born; whether full-time or part-time; and about their office setting (hybrid, in office or telework). Lastly, respondents were able to leave comments if they wished.

Favorable responses in this report are defined as the combination of “strongly agree” and “agree” responses or “very satisfied” and “satisfied” responses.

Length of participation

Survey 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, 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.

Employee/respondent: Represents an active, regular, full-time or part-time employee with the State of Oklahoma excluding higher education. Defined as a regular part-time or full-time employee.

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 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.

Millennials: Employees born in 1980 to 1996.

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 and Satisfaction Ratings

The table below presents the engagement index and overall satisfaction score 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.

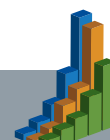
	Number of respondents	Engagement	Satisfaction
Agriculture	222	80.8%	84.1%
Boll Weevil Eradication Organization (039)	3	88.9%	100.0%
Conservation Commission (645)	50	86.2%	93.0%
Department of Agriculture, Food and Forestry (040)	157	81.3%	86.6%
Horse Racing Commission (353)	11	66.7%	56.8%
Budget	181	82.6%	85.8%
Auditor and Inspector (300)	56	82.3%	83.0%
Firefighters Pension and Retirement Syst. (315)	5	80.0%	85.0%
Oklahoma Law Enforcement Retirement System (416)	2	83.3%	87.5%
Oklahoma Public Employees Retirement System (515)	48	86.8%	89.1%
Oklahoma State Treasurer (740)	26	75.2%	76.9%
Police Pension and Retirement System (557)	8	94.4%	100.0%
Teachers' Retirement System (715)	36	75.9%	79.2%
Commerce	146	82.5%	91.4%
Center for Advancement of Science and Technology (OCAST) (628)	9	88.9%	88.9%
Department of Commerce (160)	91	81.1%	84.1%
Industrial Finance Authority (370)	2	77.8%	100.0%
Space Industry Development Authority (346)	9	80.2%	91.7%
Workers' Compensation Commission (865)	35	84.4%	92.1%



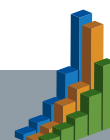
	Number of respondents	Engagement	Satisfaction
Education	430	77.1%	77.3%
Board of Private Vocational Schools (563)	2		
Department of Libraries (430)	30	70.0%	77.5%
Educational Television Authority (266)	40	79.2%	74.4%
Office of Educational Quality and Accountability (275)	3	81.5%	83.3%
Oklahoma Career and Technology Education (800)	119	81.7%	78.8%
Oklahoma School of Science and Mathematics (629)	13	66.7%	63.5%
State Department of Education (265)	219	63.6%	63.7%
Virtual Charter School Board (803)	4	97.2%	100.0%
Energy and Environment	795	84.2%	88.8%
Commissioners of the Land Office (410)	33	74.4%	73.5%
Corporation Commission (185)	383	83.3%	87.2%
Department of Environmental Quality (292)	290	80.2%	82.7%
Department of Mines (125)	10	91.1%	97.5%
Liquefied Petroleum Gas Board (445)	5	86.7%	100.0%
Water Resources Board (835)	74	89.6%	92.2%
Health and Mental Health	2,260	76.3%	73.1%
Department of Health (340)	1,028	76.3%	75.0%
Department of Mental Health and Substance Abuse (452)	770	75.2%	69.3%
Oklahoma Health Care Authority (807)	432	81.5%	83.0%
Tobacco Settlement Endowment Trust (092)	30	72.2%	65.0%
Human Services	4,174	79.4%	79.2%
Commission on Children and Youth (127)	24	81.5%	83.3%
Department of Human Services (830)	3,507	74.4%	75.9%
Department of Rehabilitation Services (805)	321	78.1%	79.5%
J.D. McCarty Center (670)	95	81.2%	77.1%
Office of Disability Concerns (326)	7	85.7%	85.7%
Office of Juvenile Affairs (400)	220	75.8%	73.9%



	Number of respondents	Engagement	Satisfaction
Licensing and Regulation	368	83.3%	85.8%
Accountancy Board (020)	9	85.2%	94.4%
Board of Dentistry (215)	2	38.9%	62.5%
Board of Medical Licensure and Supervision (450)	14	82.5%	62.5%
Commission on Consumer Credit (635)	23	87.9%	94.6%
Construction Industries Board (170)	12	75.0%	89.6%
Cosmetology Board (190)	6	88.9%	79.2%
Department of Labor (405)	57	84.0%	82.5%
Insurance Department (385)	79	85.8%	89.2%
Oklahoma Board of Architects (045)	3	92.6%	91.7%
Oklahoma Board of Nursing (510)	35	87.6%	87.9%
Oklahoma Real Estate Commission (588)	11	92.9%	100.0%
Oklahoma Securities Commission (630)	25	86.2%	90.0%
Professional Engineers and Land Surveyors (570)	3	74.1%	66.7%
State Banking Department (065)	44	94.9%	97.7%
State Board of Osteopathic Examiners (525)	3	81.5%	75.0%
State Pharmacy Board (560)	6	85.2%	95.8%
Used Motor Vehicle and Manufactured Housing (755)	3	92.6%	100.0%
Military and Veterans Affairs	446	75.1%	72.2%
Oklahoma Department of Veterans Affairs (650)	382	70.6%	65.4%
Oklahoma Military Department (025)	64	79.7%	78.9%
Operations and Government Efficiency	959	80.2%	80.5%
Office of Management and Enterprise Services (090)	612	80.5%	80.8%
Oklahoma Broadband Office (085)	8	76.4%	71.9%
Oklahoma Lottery Commission (435)	7	96.8%	100.0%
Service Oklahoma (640)	332	66.9%	69.1%



	Number of respondents	Engagement	Satisfaction
Public Safety	2,627	78.9%	78.6%
Alcoholic Beverage Laws Enforcement (030)	14	77.8%	75.0%
Attorney General (049)	93	85.1%	80.9%
Board of Medicolegal Investigations (342)	56	81.3%	82.6%
Board of Tests for Alcohol and Drug Influence (772)	3	85.2%	91.7%
Bureau of Narcotics and Dangerous Drugs Control (477)	63	88.0%	93.3%
Council on Law Enforcement Education and Training (415)	20	67.8%	70.0%
Department of Corrections (131)	1,205	69.0%	66.5%
Department of Emergency Management (309)	42	72.5%	75.6%
Department of Public Safety (585)	461	68.7%	69.7%
District Attorneys Council (220)	181	82.0%	82.5%
Indigent Defense System (047)	63	89.4%	90.1%
Oklahoma Bureau of Investigation (OSBI) (308)	191	82.5%	82.6%
Oklahoma Medical Marijuana Authority (455)	197	69.8%	66.1%
Pardon and Parole Board (306)	24	89.4%	90.6%
State Fire Marshal (310)	14	74.6%	62.5%
State and Native American Affairs	35	81.8%	90.7%
Council on Judicial Complaints (678)	3	63.0%	91.7%
Ethics Commission (296)	1	100.0%	100.0%
Secretary of State (625)	16	78.5%	81.3%
State Election Board (270)	15	85.9%	90.0%
Tourism, Wildlife and Heritage	826	79.7%	83.6%
J.M. Davis Memorial Commission (204)	1	77.8%	100.0%
Lieutenant Governor (440)	1	100.0%	100.0%
Oklahoma Arts Council (055)	19	80.7%	84.2%
Oklahoma Historical Society (350)	93	76.6%	74.7%
Oklahoma Tourism and Recreation Department (566)	508	77.6%	74.9%
Wildlife Conservation (320)	204	65.7%	68.0%



	Number of respondents	Engagement	Satisfaction
Transportation	2,145	83.2%	83.8%
Aeronautics Commission (060)	14	96.0%	98.2%
Department of Transportation (345)	1,635	77.1%	74.6%
Oklahoma Turnpike Authority (978)	496	76.4%	78.5%
Workforce Development	310	69.6%	69.5%
Employment Security Commission (290)	304	81.8%	80.8%
Health Care Workforce Training Commission (619)	6	57.4%	58.3%
Grand Total	15,924	80.5%	82.6%



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.

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

