

This second-annual State Employee Viewpoints Survey is adapted from a similar survey employed annually by the federal government. It is designed to measure employees' perceptions of their workplace, working conditions, management and leadership quality, as well as an assessment of their performance in, and satisfaction with, their job.

Most survey questions utilize five-point agreement or satisfaction scales, where the higher the number, the greater the disagreement or dissatisfaction with the item.

Data were gathered during a two-week window, from June 12 through June 26, 2019. All executive branch employees, full- and part-time, were invited to participate. A total of 1,582 respondents answered some or all of the survey questions, which is 154 fewer than in 2018.

Summary data in the following tables and graphs cover all survey questions. After the first two tables which illustrate the highest and lowest levels of agreement overall, the remaining survey items are grouped by subject category, ranging from one's work unit to job satisfaction.

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The first table below highlights those survey items with the strongest degree of agreement. Each item was judged on a five-point scale: (1) strongly agree; (2) somewhat agree; (3) neither agree nor disagree (neutral); (4) somewhat disagree; and (5) strongly disagree. The results from this scale appear in the first two columns in all summary tables herein, labeled “Average Agreement”.

Summary tables also contain a pair of columns showing the percentage of those who agreed strongly with the item. Both average agreement and strong agreement percentages compare 2018 to 2019 findings.

As the following data indicate, state employees are clearly proud of their work, dedicated to their agencies’ mission, and complimentary of their immediate supervisor. There has been very little movement in these figures since last year, although there is a very slight upward, positive trend in the strong agreement figures for 2019.

STRONGEST AGREEMENT AMONG ALL SURVEY ITEMS (Ranked on 2019 % Strong Agreement)	Average¹ Agreement (1-5)		% Strong² Agreement	
	2018	2019	2018	2019
When needed, I am willing to put in the extra effort to get a job done.	1.25	1.24	80%	81%
The work I do is important.	1.44	1.42	68%	70%
I am constantly looking for ways to do my job better.	1.52	1.47	61%	63%
My supervisor supports my need to balance work and other life issues.	1.79	1.78	55%	58%
My supervisor treats me with respect.	1.80	1.82	58%	56%
I like the kind of work I do.	1.67	1.67	54%	55%
My supervisor listens to what I have to say.	1.99	1.96	50%	50%
I know what is expected of me on the job.	1.84	1.83	47%	48%
I know how my work relates to the agency's goals and priorities.	1.86	1.83	46%	47%
I have trust and confidence in my supervisor.	2.15	2.12	47%	46%
I am held accountable for achieving results.	1.81	1.84	46%	44%

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¹ The lower the number, the greater the agreement: 1.00 = strong agreement @ 100%; 5.00 = strong disagreement @ 100%.

² This column shows the percentage of the total sample who said they “agreed strongly” with the statement.

Many of the items generating the strongest disagreement in the following table are ones that are not highly correlated with employment in a union environment, where merit-based behaviors are rarely rewarded.

However, several of these negatives may be telling. For instance, a lack of sufficient resources and recognition for quality work, along with the lack of response to poor performance by co-workers, are items that could apply to state workers in New Hampshire.

STRONGEST DISAGREEMENT AMONG ALL SURVEY ITEMS (Ranked on 2019 % Strong Disagreement)	Average ¹ (Dis)Agreement (1-5)		% Strong ² Disagreement	
	2018	2019	2018	2019
Pay upgrades depend on how well employees perform their jobs.	3.91	3.88	43%	39%
Promotions in my work unit are based on merit.	3.25	3.28	24%	24%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	3.35	3.31	24%	24%
In my work unit, differences in performance are recognized in a meaningful way.	3.26	3.22	21%	21%
Awards in my work unit depend on how well employees perform their jobs.	3.31	3.27	22%	21%
I have sufficient resources (for example, people, materials, budget) to get my job done.	3.01	3.04	20%	20%
Senior leaders generate high levels of motivation and commitment in the workforce.	3.01	3.04	18%	20%
Creativity and innovation are rewarded.	3.16	3.16	20%	19%
Arbitrary action, personal favoritism & coercion for partisan political purposes are not tolerated.	2.97	2.90	19%	18%
Employees are recognized for providing high quality products and services.	2.95	2.92	17%	15%

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Employees have a feeling of personal empowerment with respect to work processes.	2.94	2.95	15%	15%
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¹ The higher the number, the greater the disagreement: 1.00 = strong agreement @ 100%; 5.00 = strong disagreement @ 100%.

² This column shows the percentage of the total sample who said they “disagreed strongly” with the statement.

The following five tables are organized in two ways—by broad subject matter, and by the strength of agreement or disagreement with each statement.

As before, average agreement scores and strong agreement percentages for 2018 and 2019 are shown side-by-side in each table.

The footnotes in this series of tables are the same as appeared in the first table above:

¹ The lower the number, the greater the agreement: 1.00 = strong agreement @ 100%; 5.00 = strong disagreement @ 100%.

² This column shows the percentage of the total sample who said they “agreed strongly” with the statement.

The next table summarizes items related to one’s Work Experience.

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WORK EXPERIENCE	Average Agreement ¹ (1-5)		% Strong Agreement ²	
	2018	2019	2018	2019
Strong Agreement				
When needed, I am willing to put in the extra effort to get a job done.	1.25	1.14	80%	81%
The work I do is important.	1.44	1.42	68%	70%
I am constantly looking for ways to do my job better.	1.52	1.47	61%	63%
I like the kind of work I do.	1.67	1.67	54%	55%
Moderate Agreement				
I know what is expected of me on the job.	1.84	1.83	47%	48%
I know how my work relates to the agency's goals and priorities.	1.86	1.83	46%	47%
I am held accountable for achieving results.	1.81	1.84	46%	44%
Neutral				
My performance appraisal is a fair reflection of my performance.	2.01	2.05	41%	41%
In my most recent performance evaluation, I understood what I had to do to be rated at different performance levels.	2.17	2.12	34%	37%
My work gives me a feeling of personal accomplishment.	2.18	2.19	36%	36%
I have enough information to do my job well.	2.23	2.26	28%	26%
Moderate Disagreement				
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	2.39	2.36	34%	34%
I am given a real opportunity to improve my skills in my organization.	2.51	2.45	25%	25%
I feel encouraged to come up with new and better ways of doing things.	2.47	2.46	30%	31%

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My talents are used well in the workplace.	2.50	2.48	26%	27%
Strong Disagreement				
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	2.69	2.58	23%	26%
My training needs are assessed.	2.74	2.72	19%	21%
My workload is reasonable.	2.73	2.73	20%	21%
I have sufficient resources (for example, people, materials, budget) to get my job done.	3.01	3.04	16%	16%

Many of the items in the Work Experience table also appeared in this summary's first two tables. State employees are clearly proud of the work they do, are willing to go the extra mile, and go out of their way to improve their performance. On the negative side, many employees feel their training needs are not being met, and their opportunities for skills enhancement are limited. For others, physical working conditions are not ideal, workloads are burdensome, and resources are often insufficient. These 2019 Work Experience findings are extremely similar to the 2018 trends.

The bottom four items in the Work Unit table below are some of the same ones that are not highly aligned with unionized employment. As a result, they end up at the bottom of the agreement list.

There is reasonably strong agreement that one's co-workers are a positive force in the work unit. The degree of agreement with these Work Unit issues is unchanged from 2018.

WORK UNIT	Average Agreement ¹ (1-5)		% Strong Agreement ²	
	2018	2019	2018	2019
Strong Agreement				
Employees in my work unit share job knowledge with each other.	2.05	2.02	38%	40%
The people I work with cooperate to get the job done.	2.01	2.07	40%	38%
The skill level in my work has improved in the past year.	2.15	2.14	33%	35%

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Moderate Agreement				
None				
Neutral				
My work unit is able to recruit people with the right skills.	2.81	2.85	18%	18%
Moderate Disagreement				
In my work unit, differences in performance are recognized in a meaningful way.	3.26	3.22	9%	11%
Awards in my work unit depend on how well employees perform their jobs.	3.31	3.27	8%	9%
Promotions in my work unit are based on merit.	3.25	3.28	13%	12%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	3.35	3.31	9%	10%
Strong Disagreement				
None				

The agree/disagree trends displayed in the next table on Agency issues mirror the trends seen in all previous tables. One's agency, as an extension of the work unit, are favorably regarded as workplaces. Again, perhaps due to the nature of a unionized workforce, the items at the bottom of the list are the same type that respondents were reluctant to rate highly in previous tables. Only minor differences exist in a comparison of this year to last.

AGENCY	Average Agreement ¹ (1-5)		% Strong Agreement ²	
	2018	2019	2018	2019
Strong Agreement				
My agency is successful at accomplishing its mission.	2.18	2.20	26%	26%
Moderate Agreement				
My organization has prepared employees for potential security threats.	2.28	2.28	28%	28%

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Prohibited Personnel Practices are not tolerated (for example, illegally discriminating for or against any employee/applicant, or obstructing a person's right to compete for employment).	2.30	2.33	36%	32%
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	2.29	2.34	23%	22%
I recommend my organization as a good place to work.	2.37	2.41	28%	28%
Employees are protected from health and safety hazards on the job.	2.45	2.44	26%	26%
Neutral				
I believe the results of this survey will be used to make my agency a better place to work.	2.81	2.77	19%	20%
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	2.72	2.78	16%	15%
Moderate Disagreement				
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	2.97	2.90	17%	19%
Employees are recognized for providing high quality products and services.	2.95	2.92	16%	15%
Employees have a feeling of personal empowerment with respect to work processes.	2.94	2.95	13%	13%
Creativity and innovation are rewarded.	3.16	3.16	12%	11%
Strong Disagreement				
Pay upgrades depend on how well employees perform their jobs.	3.91	3.88	5%	5%

Supervisory and Leadership issues are summarized in the next two tables. State employees give high marks to their immediate supervisors, who are seen as supportive, respectful, and attentive. Unlike earlier tables, there are no issues in the Supervisory table that garnered high levels of disagreement or negative perceptions. There are no differences from 2018 to 2019 in this series.

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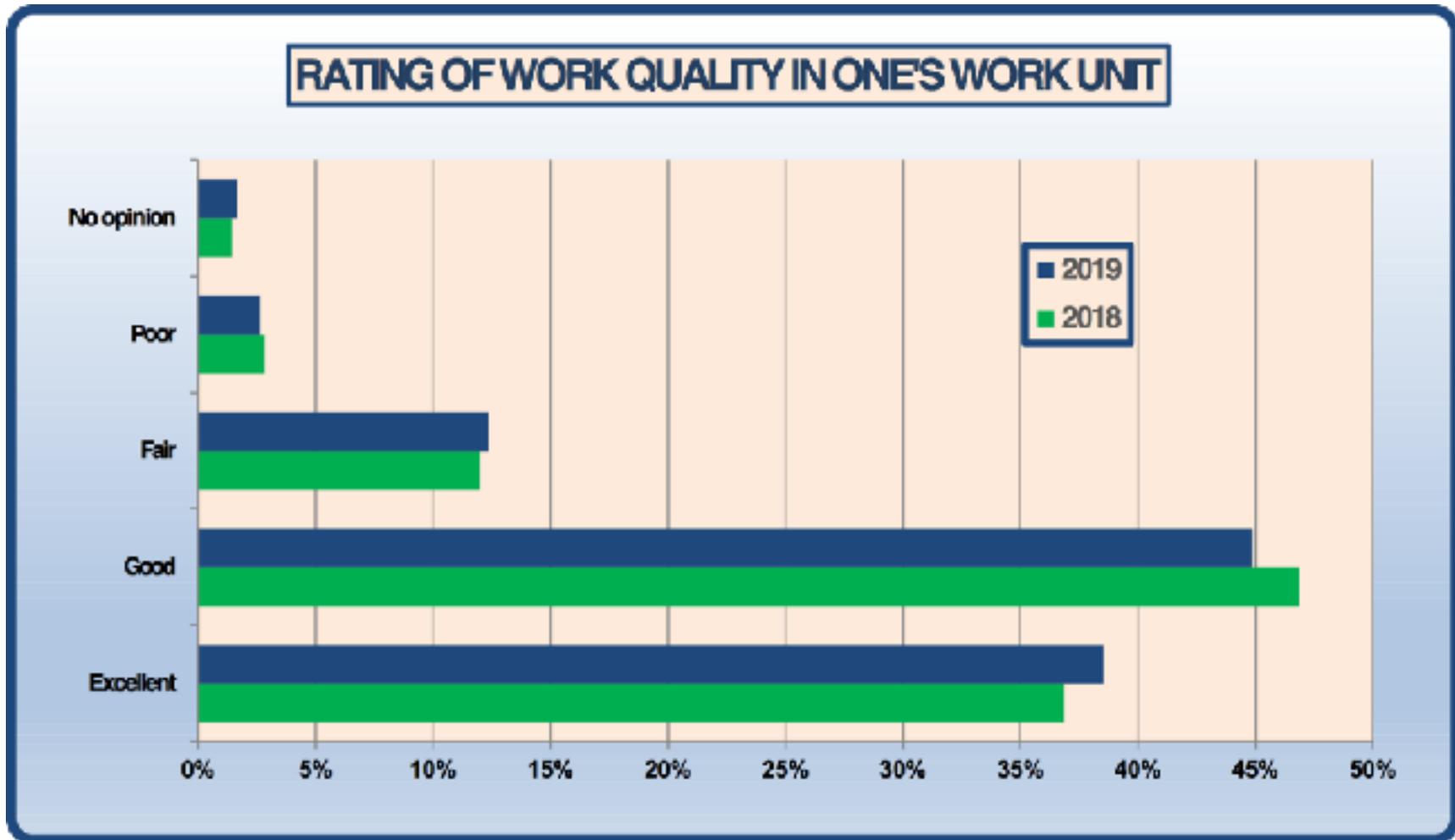
SUPERVISORY ISSUES	Average Agreement ¹ (1-5)		% Strong Agreement ²	
	2018	2019	2018	2019
Strong Agreement				
My supervisor supports my need to balance work and other life issues.	1.79	1.78	55%	58%
My supervisor treats me with respect.	1.80	1.82	58%	56%
Moderate Agreement				
My supervisor listens to what I have to say.	1.99	1.96	50%	50%
Neutral				
I have trust and confidence in my supervisor.	2.15	2.12	47%	46%
My supervisor is committed to a workforce representative of all segments of society.	2.16	2.16	37%	36%
Discussions with my supervisor about my performance are worthwhile.	2.19	2.17	42%	41%
My supervisor provides me with opportunities to demonstrate my leadership skills.	2.22	2.19	40%	40%
My supervisor provides me with constructive suggestions to improve my job performance.	2.21	2.20	39%	38%
In the last six months, my supervisor has talked with me about my performance.	2.20	2.21	43%	41%
Supervisors in my work unit support employee development.	2.23	2.21	38%	38%

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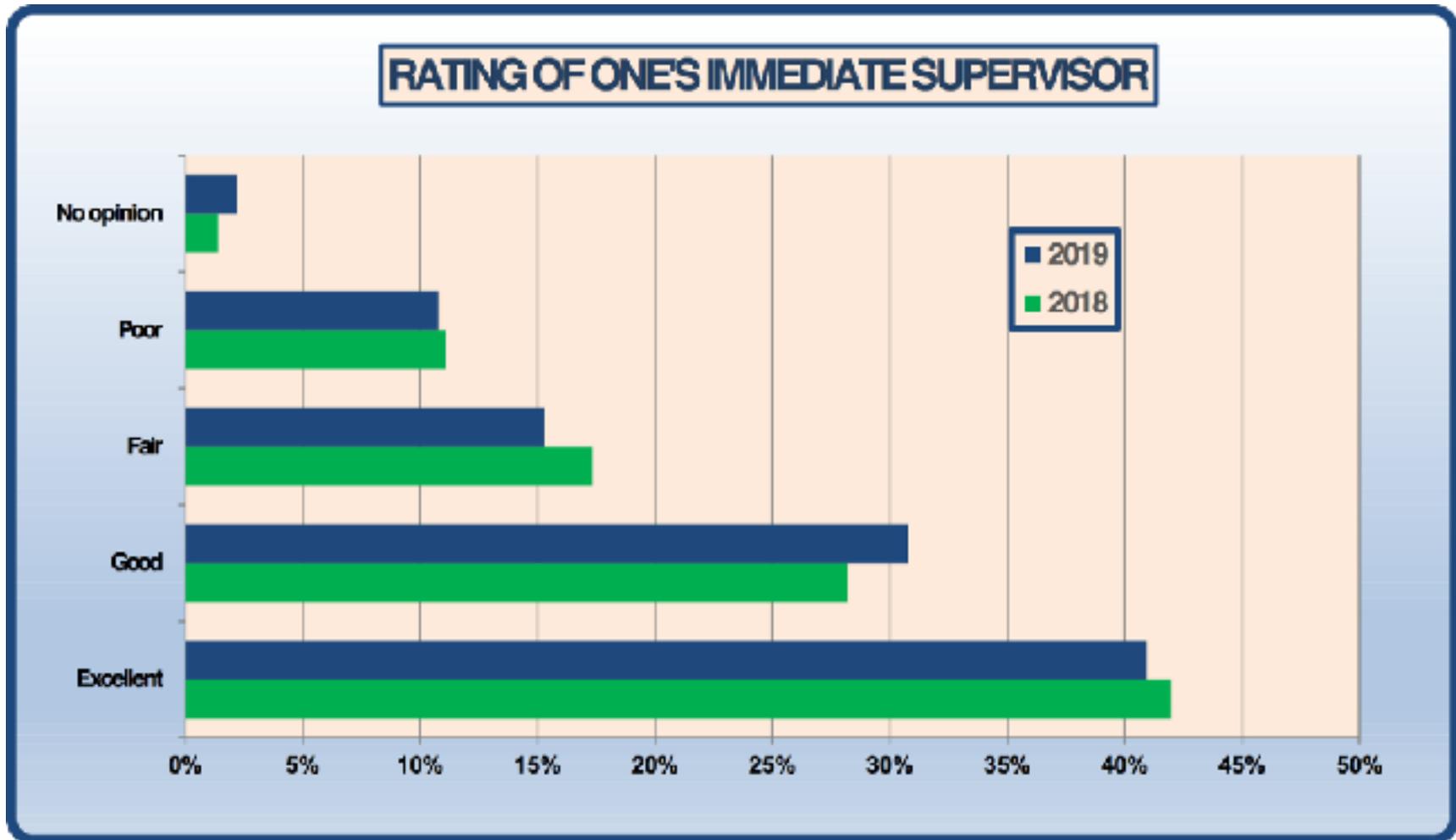
Levels of agreement are lower with the shift from Supervisory issues above to Leadership issues in the table below. Percentages of agreement are considerably lower throughout this series. Managers and senior leaders are not held in as high esteem as one's immediate supervisor. Once again, these findings are consistent from 2018 to 2019.

LEADERSHIP ISSUES	Average Agreement ¹ (1-5)		% Strong Agreement ²	
	2018	2019	2018	2019
Strong Agreement				
Supervisors work well with employees of different backgrounds.	2.39	2.42	24%	24%
Moderate Agreement				
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	2.58	2.58	20%	20%
Neutral				
Managers communicate the goals and priorities of the organization.	2.61	2.64	21%	22%
Managers support collaboration across work units to accomplish work objectives.	2.69	2.67	19%	21%
My organization's senior leaders maintain high standards of honesty and integrity.	2.65	2.68	23%	24%
I have a high level of respect for my organization's senior leaders.	2.68	2.70	23%	24%
Senior leaders demonstrate support for Work/Life programs.	2.69	2.74	19%	21%
Moderate Disagreement				
Managers promote communication among different work units (for example, about projects, goals, needed resources).	2.83	2.83	18%	19%
Strong Disagreement				
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	3.01	3.04	13%	15%

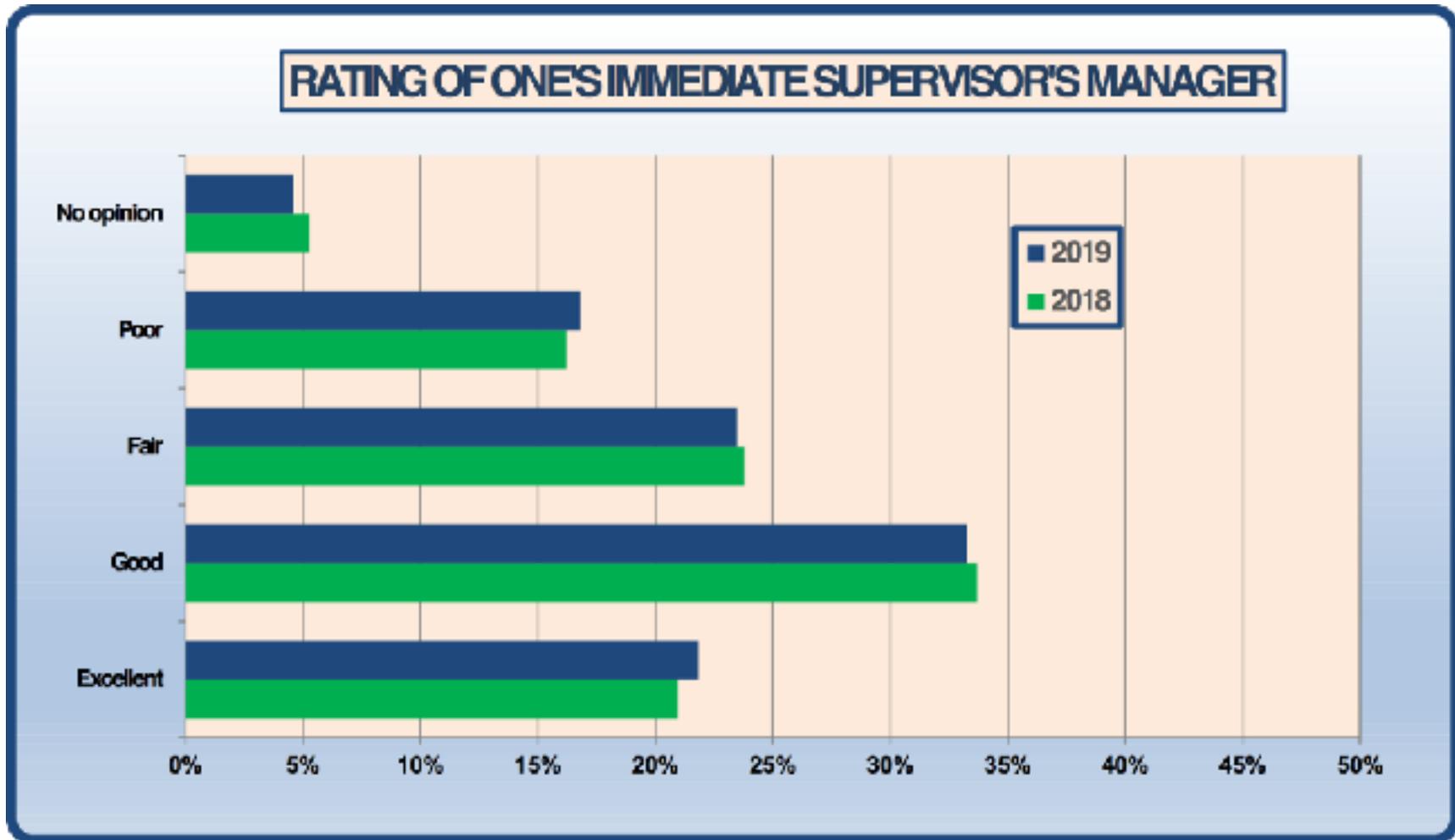
As a follow-up to the earlier series of Work Unit questions, respondents also rated their perception of their unit's quality of work. These total-sample findings comparing 2018 to 2019 are shown in the graph below, where over one-third said "excellent" and nearly half said "good". Although slight, there is a positive, upward trend in the data from last year to this year.



Even higher than work quality are the ratings respondents give their immediate supervisors, as shown in the next graph. In both years, over 40% fall in the “excellent” category, with another approximately 30% in the “good” camp. There is a very slight downward trend this year, with a small shift from “excellent” to “good.”



Similar praise does not extend to managers, who serve at a level above respondents' immediate supervisor. Here, only one out of five gave an "excellent" rating, with the plurality in the "good" category. Changes over the last year are almost imperceptible.



A trio of survey questions focused on telecommuting. Is it allowed? If so, how frequent is the privilege exercised? If not allowed, why? These findings are shown in the following table, which compares 2018 to 2019.

Of the 19-22% who are allowed to work from a remote location, only 16-18% of this subgroup do so on a weekly basis.

Over half of those who are not telecommuting are required to be physically present to do their job. Another quarter have not been approved to do so.

ALLOWED TO TELEWORK/TELECOMMUTE FROM REMOTE LOCATION		
	2018	2019
Yes	19%	22%
No	69%	68%
Don't know/Not sure	12%	10%
FREQUENCY OF WORKING FROM REMOTE LOCATION		
3 or more days per week	11%	6%
1-2 days per week	7%	10%
A few days per month	13%	12%
Rarely...nothing scheduled or predictable	56%	56%
Varies by week or month	11%	11%
Don't know/Not sure	2%	4%
REASONS FOR NOT TELEWORKING		
I have to be physically present on the job.	53%	53%
I have technical issues that prevent me from teleworking.	3%	3%
I did not receive approval to do so.	25%	23%
I choose not to.	5%	4%
Other	15%	17%

The next series of questions shifts from degree of agreement to degree of satisfaction, specifically job satisfaction.

The highest levels of satisfaction arise with one’s job overall, then the organization, then the ability to have a voice in decision making. At the bottom of the list are dissatisfaction with pay levels and advancement opportunities. All of these trends are consistent from 2018 to 2019.

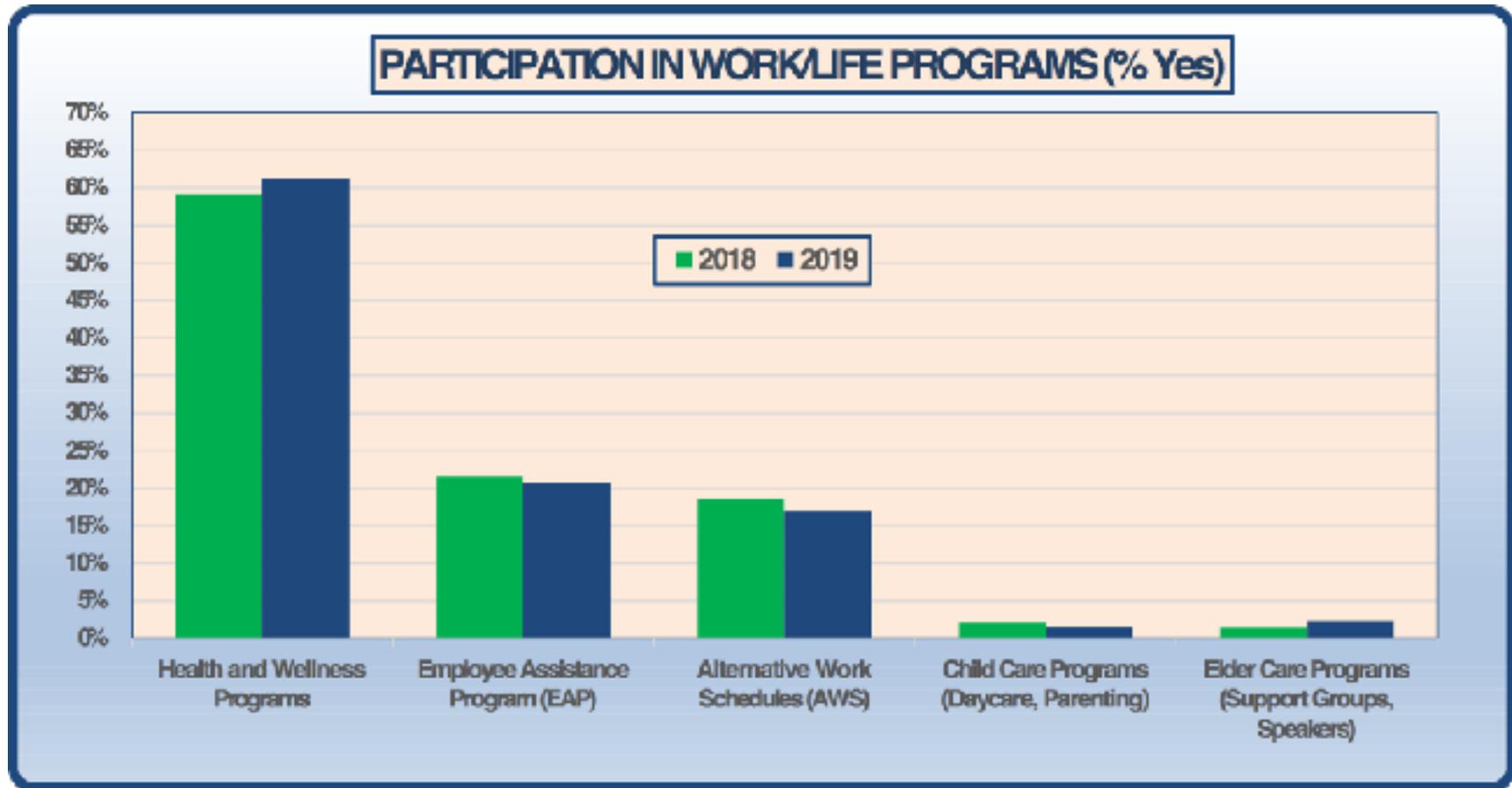
Job Satisfaction: How satisfied are you with...	Average Satisfaction ¹ (1-5)		% Strong Satisfaction ²	
	2018	2019	2018	2019
Strong Satisfaction				
...your job?	2.24	2.29	30%	30%
Moderate Satisfaction				
...your organization?	2.59	2.60	20%	19%
...your involvement in decisions that affect your work?	2.67	2.76	19%	18%
Neutral				
...the recognition you receive for doing a good job?	2.78	2.84	19%	20%
...the training you receive for your present job?	2.79	2.85	19%	19%
...the policies and practices of your senior leaders?	2.87	2.91	15%	16%
...the information you receive from management on what's going on in your organization?	2.90	2.96	15%	15%
Moderate Dissatisfaction				
...your pay?	3.14	3.09	11%	12%
...your opportunity to get a better job in your organization?	3.16	3.15	13%	14%
Strong Dissatisfaction				

None				
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¹ The lower the number, the greater the satisfaction: 1.00 = strong satisfaction @ 100%; 5.00 = strong dissatisfaction @ 100%.

² This column shows the percentage of the total sample who said they are “strongly satisfied” with the statement.

The next graph and table summarize participation levels in five broad work/life programs, two of which are virtually non-existent in New Hampshire state employment, but inherited from the original federal survey. The state’s health and wellness programs are enjoyed by 60% of the workforce, while about 20% also make use of the employee assistance program and flexible/alternative work schedule opportunities.



Satisfaction with these various work/life programs mirrors participation levels, as health and wellness programs and the employee assistance program are the two most highly rated. Telecommuting, summarized earlier, was also included here, and is probably poorly rated due to relatively low rates of participation.

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Work/Life Programs: How satisfied are you with...	Average Satisfaction ¹ (1-5)		% Strong Satisfaction ²	
	2018	2019	2018	2019
Strong Satisfaction				
Health and Wellness Programs	2.31	2.14	18%	22%
Employee Assistance Program (EAP)	2.47	2.48	11%	11%
Moderate Satisfaction				
None				
Neutral				
Alternative Work Schedules (AWS)	2.85	2.89	11%	11%
Moderate Dissatisfaction				
Elder Care Programs (for example, support groups, speakers)	3.07	2.99	1%	1%
Telework/telecommuting/working remotely	3.14	3.01	8%	10%
Child Care Programs (for example, daycare, parenting classes, parenting support groups)	3.09	3.04	1%	2%
Strong Dissatisfaction				
None				

¹ The lower the number, the greater the satisfaction: 1.00 = strong satisfaction @ 100%; 5.00 = strong dissatisfaction @ 100%.

² This column shows the percentage of the total sample who said they are “strongly satisfied” with the statement.

The composition of the sample is described in the following table, spread over three pages. Although the number of respondents is somewhat lower in 2019, the sample's characteristics and demographics are virtually identical to 2018. This sample similarity contributes greatly to the consistency of the data from this year to last.

RESPONDENT CHARACTERISTICS/DEMOGRAPHICS		
	2018	2019
<i>Years Employed by State</i>		
< 1	6%	6%
1-5	26%	26%
6-10	14%	14%
11-15	18%	18%
16-20	17%	16%
21-25	8%	8%
26-30	7%	6%
31+	5%	6%
<i>Status</i>		
Full-Time	97%	97%
Part-Time	3%	3%
<i>Labor Grade</i>		
1-5	2%	2%
6-10	4%	3%
11-15	15%	16%
16-20	21%	21%
21-25	26%	26%

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26-30	17%	17%
31-35	7%	6%
Other/Not sure	10%	10%

Agency	2018	2019
Adjutant General	<1%	1%
Administrative Services	4%	3%
Agriculture	<1%	<1%
Banking	<1%	1%
Business and Economic Affairs	<1%	1%
Corrections	4%	5%
Education	4%	4%
Employment Security	3%	4%
Environmental Services	8%	6%
Fish and Game	3%	2%
Health and Human Services	35%	37%
Human Rights Commission	<1%	<1%
Information Technology	5%	3%
Insurance Department	1%	1%
Labor Department	1%	1%
Liquor Commission	4%	4%
Natural and Cultural Resources	2%	3%

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Office of Prof. Lic. & Certification	<1%	1%
Revenue Administration	1%	2%
Safety	9%	8%
State Lottery Commission	<1%	1%
Transportation	8%	10%
Treasury	<1%	<1%
Veterans Home	3%	3%
Other	3%	<1%

<i>County of Residence</i>	2018	2019
Belknap	9%	10%
Carroll	2%	3%
Cheshire	2%	2%
Coos	5%	4%
Grafton	6%	6%
Hillsborough	16%	18%
Merrimack	41%	40%
Rockingham	10%	10%
Strafford	5%	5%
Sullivan	2%	2%
ME county (any)	1%	1%

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MA county (any)	1%	<1%
VT county (any)	1%	1%
Gender		
Female	64%	65%
Male	36%	35%
Age		
Under 25	1%	1%
25-34	12%	12%
35-44	21%	20%
45-54	30%	30%
55-64	32%	32%
65+	4%	5%
SEA Member		
Yes	80%	81%
No	18%	17%
Don't know/Not sure	2%	2%