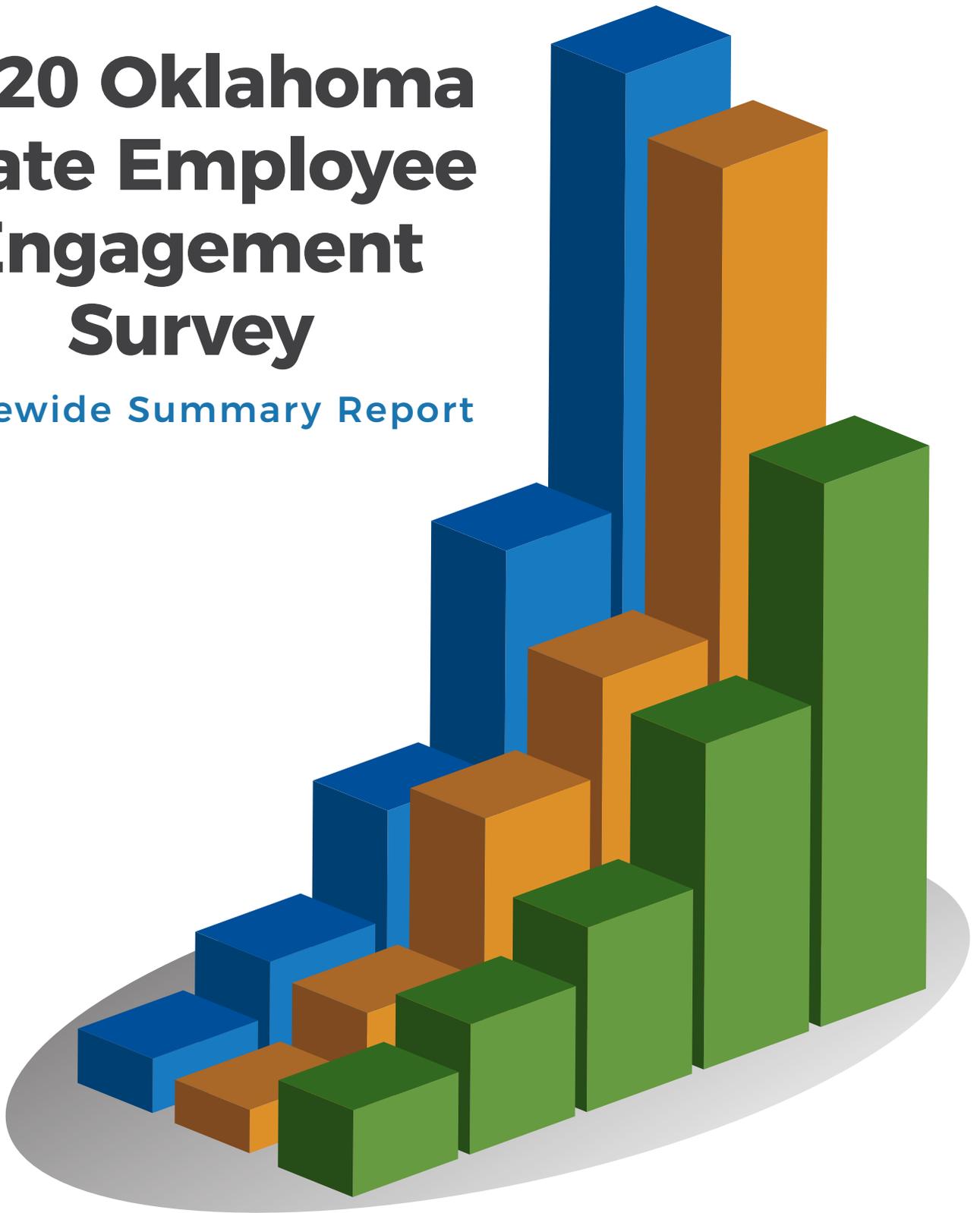


2020 Oklahoma State Employee Engagement Survey

Statewide Summary Report



OKLAHOMA
Office of Management
& Enterprise Services

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About the Statewide Summary Report

Introduction to the OKSEES

The Oklahoma State Employee Engagement Survey is an annual survey that assesses employee perceptions at state agencies. The survey measures personnel attitudes toward work climate and culture, as well as satisfaction and engagement with various aspects of agency employment.

This year marks the second 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 suggests is valued by employees (e.g., McFarlin and 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 with regard to 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, and 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 defined as how respondents feel about their work and workplace (cf. Harter et al., 2002; Schaufeli, Bakker, and Salanova, 2006). Although both engagement and satisfaction are measures of employee opinions, there is a distinct difference between the two. 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 but be 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 the aforementioned focus measures, the report also provides a measure of employees' intentions to stay with their agencies. **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.



2020 survey updates

The 2020 version of the OKSEES includes five new survey items:

- I am encouraged to come up with new and better ways of doing things.
- My career goals can be met at my agency.
- My agency supports a culture where I feel comfortable sharing opinions about my work.
- I believe the results of this survey will be used to make my agency a better place to work.
- I understand my agency's mission and goals.

Additionally, the wording of survey items that address employees' perceptions of their direct supervisors and executive leadership were amended to clarify the level of leadership the survey items were designed to measure.

Overview of survey methodology

OMES Human Capital Management administered the 2020 OKSEES to all active, regular, full- and part-time state employees with an available unique work email address. Data were collected electronically through a web-based survey from Sept. 14 to Oct. 12, 2020. The survey contained a total of 56 items that addressed employee engagement (13 items), satisfaction (four items) and work climate (39 items). Respondents rated each item on a five-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). The survey also contained one open-ended item to collect participants' comments. Appendix A provides more details on the survey methodology, and Appendix B provides a glossary of terms.

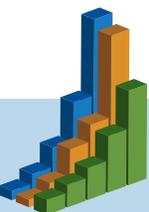
Interpreting this report

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.

The report aggregates all responses statewide for each survey item. Results are also displayed for each of the following cabinets and their respective agencies¹:

- Agency Accountability.
- Agriculture.
- Commerce and Workforce Development.
- Digital Transformation and Administration.
- Education.
- Energy and Environment.
- Health and Mental Health.
- Human Services and Early Childhood Initiatives.
- Public Safety.
- Science and Innovation.
- State and Native American Affairs.
- Tourism and Branding.
- Transportation.
- Veterans Affairs and Military.

¹ No agencies in this report roll up to the secretary of budget.



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 their feedback is being used to make improvements. We recommend transparency regarding the results and any actions being taken toward improving areas of concern. It is also beneficial to communicate progress as it is made.

OKSEES reports

Any additional OKSEES reports will be available on the OMES website.



Survey Results

This section of the report presents the major findings of the 2020 OKSEES. Results are presented at the aggregate statewide level, and select findings are presented for Oklahoma cabinets and their respective agencies. Cabinet- and agency-level results are benchmarked against their 2019 results as well as 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 and intent to stay. Appendix D provides results for individual survey items.

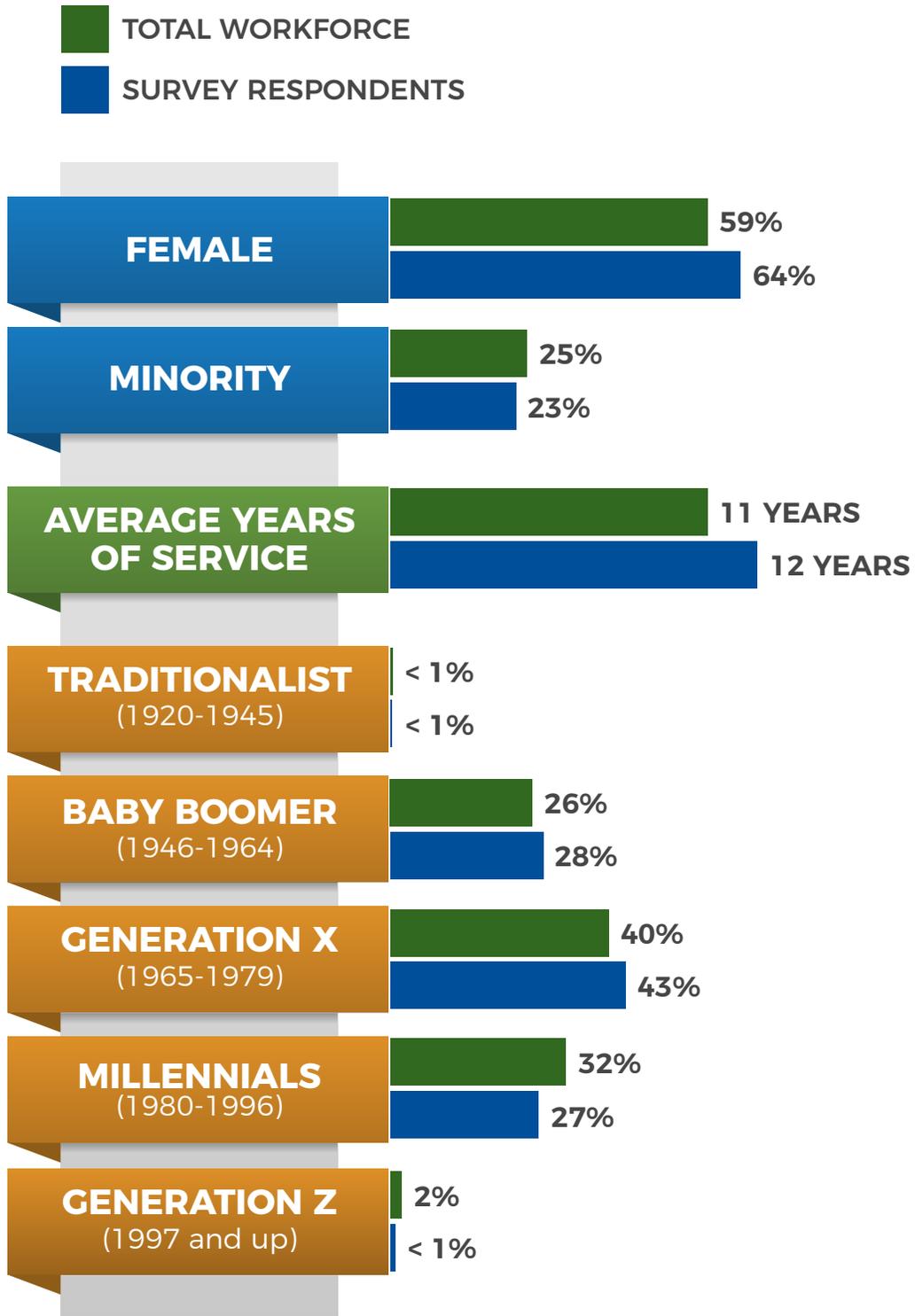
Statewide survey key findings

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).



Participant demographics

The OKSEES was sent to all active, regular, full- and part-time employees who receive benefits and whose unique work email address was available in the state's Human Resource Information System. Employees from 13 cabinets responded to the survey, representing 101 Oklahoma state agencies². The graphic below summarizes the demographics of respondents statewide and comparisons to the overall state workforce.

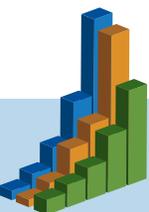
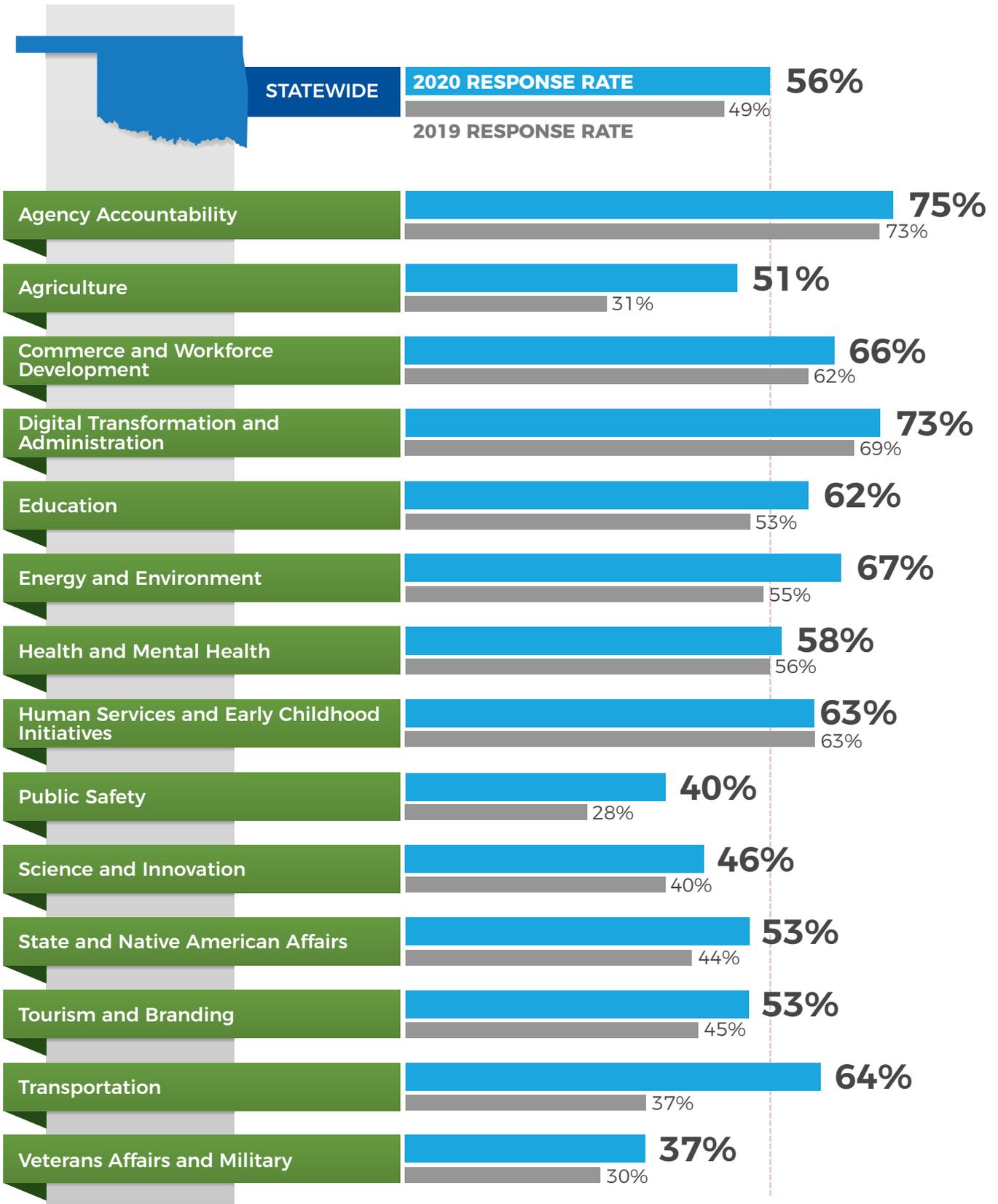


² 72 agencies met the minimum threshold of respondents (n = 5) to be reported individually. Statewide aggregate and cabinet-level results include all agencies with responses.



Response rates

29,098 state employees received the survey and 16,394 completed it for a response rate of 56%, up from the 2019 response rate of 49%. Response rates for each cabinet are presented below.

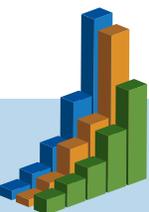
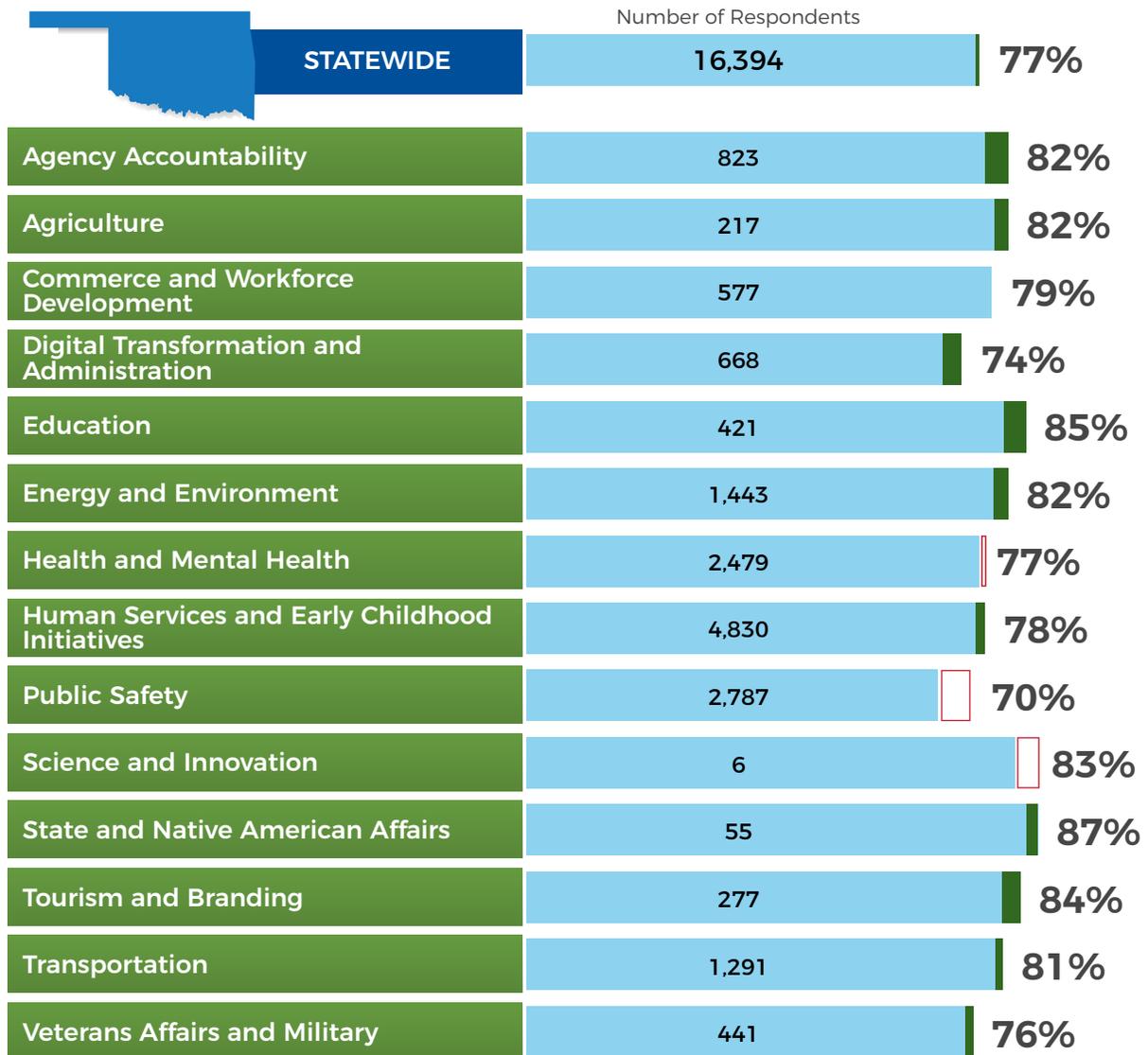


Employee engagement

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 the 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 are presented below for the statewide aggregate and for each cabinet. The bar segments in green represent the percentage increase from 2019 to 2020, and the bar segments outlined in red represent the percentage decrease from 2019 to 2020. Agency engagement index results can be found in Appendix C. State, cabinet and agency ratings of the 13 individual engagement items can be found in Appendix D.



Key drivers of statewide employee engagement

The graphic below presents survey items that show strong relationships (correlation ≥ 0.6) with the overall statewide employee engagement index. Key drivers represent areas that may be important in shaping an employee's level of engagement³. The survey items are classified as areas of strength or opportunities with regard to overall employee engagement. 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.

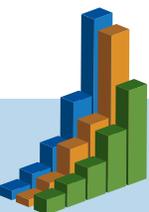
Strengths

- The executive leadership here clearly communicates the agency's goals.
- I know exactly how my role at the agency contributes to the agency's goals.
- Executive leaders encourage work/life balance.
- I am encouraged to come up with new and better ways of doing things.
- The executive leadership of this organization is living up to the agency's core values.

Opportunities

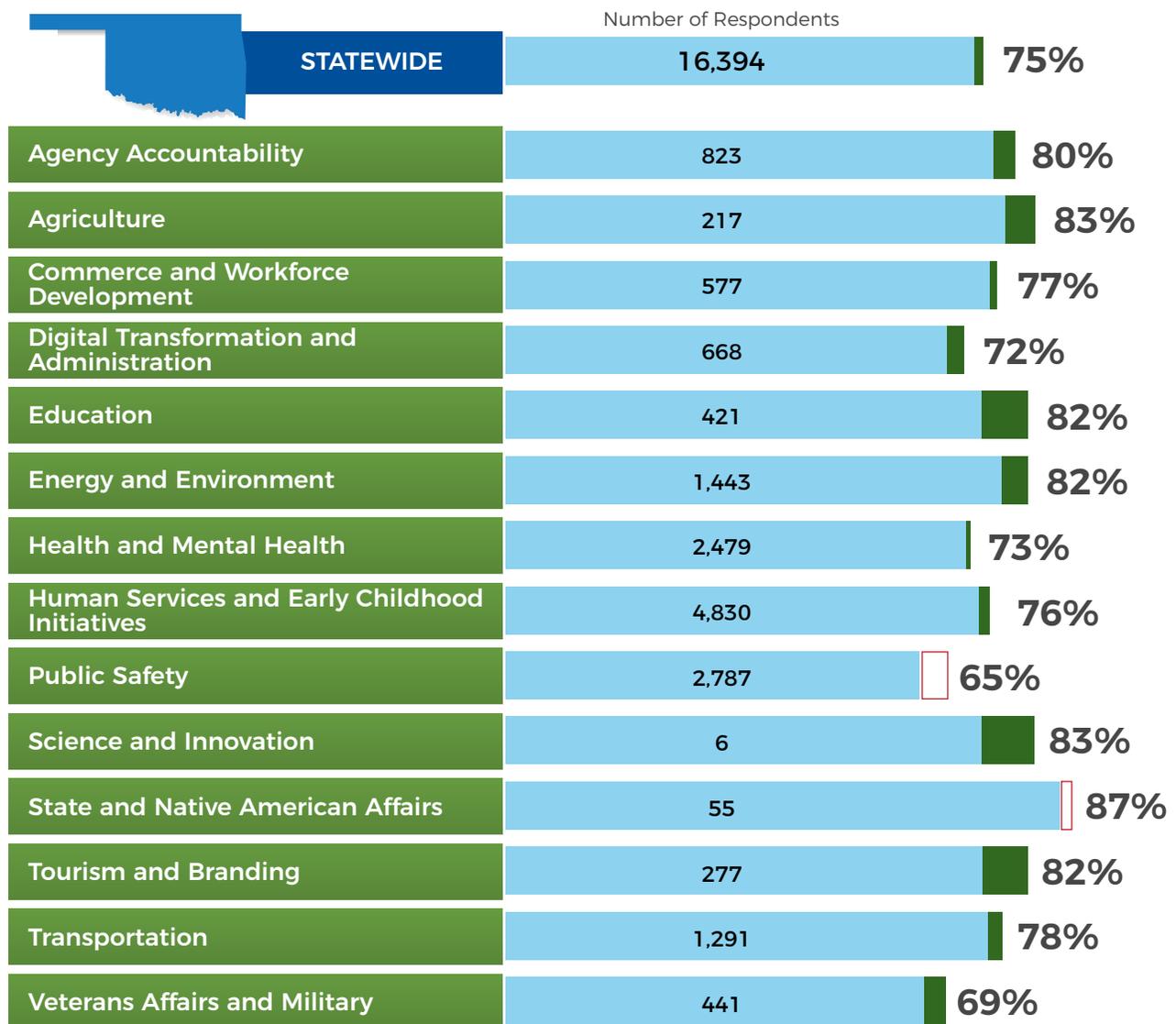
- My career goals can be met at my agency.
- My agency supports a culture where I feel comfortable sharing opinions about my work.
- The leaders of this agency care about me as a person.
- The agency leadership supports a work culture where I am encouraged to be myself and where I can be authentic.
- Executive leaders are responsive to the needs and concerns of employees.
- Communication from the executive leadership of this organization is open and honest.
- This agency's culture encourages and supports independent thinking (autonomy).
- Executive leaders utilize and value employees' suggestions.
- 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.
- I am encouraged to come up with new and better ways of doing things.
- There is an overall spirit of cooperation and teamwork here.
- Policies and work rules are administered fairly here.
- I am appropriately involved in making decisions that affect my work.

³ 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.



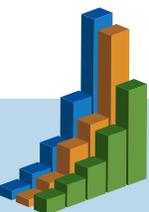
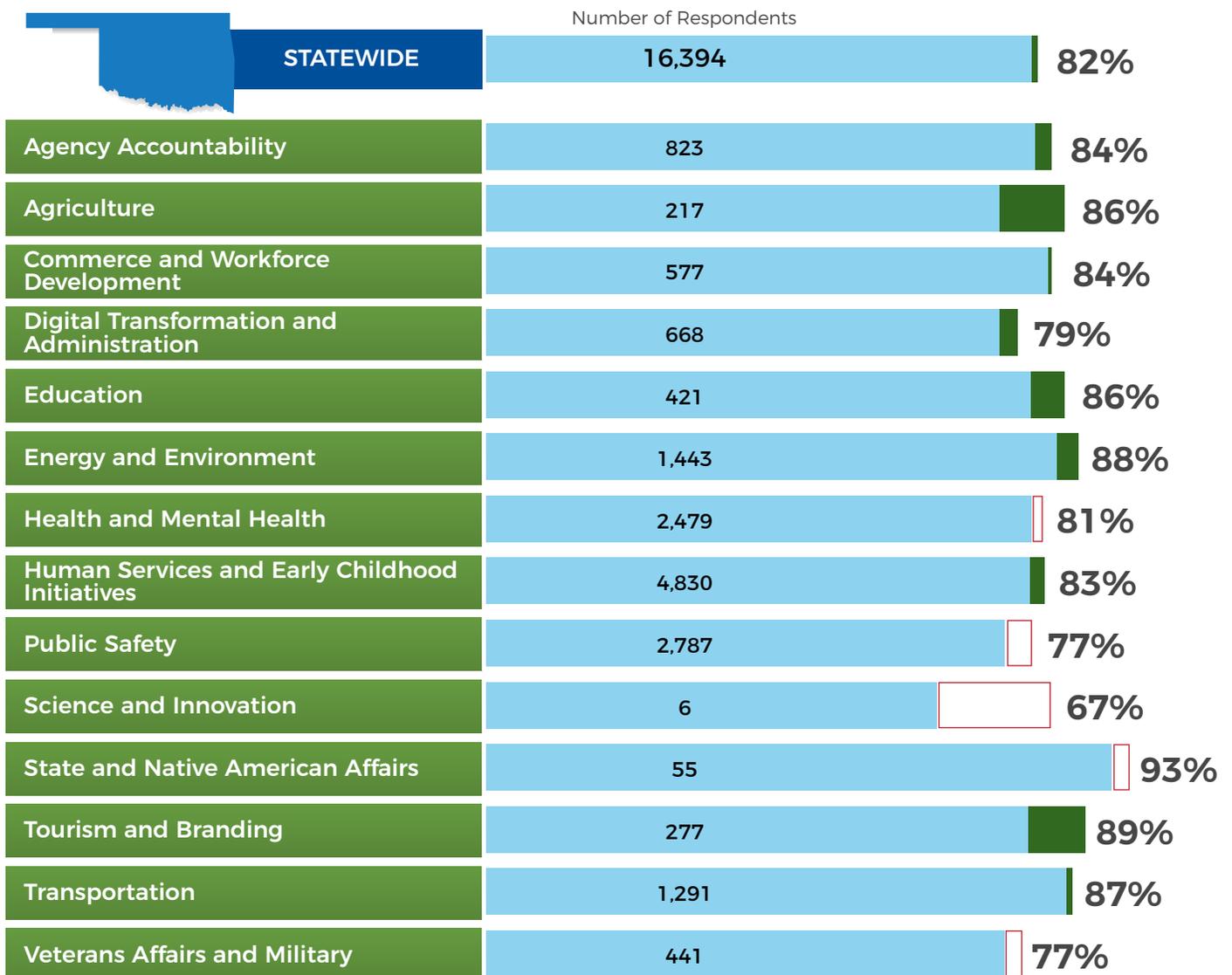
Employee satisfaction

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. The 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. The bar segments in green represent the percentage increase from 2019 to 2020, and the bar segments outlined in red represent the percentage decrease from 2019 to 2020. Agency satisfaction results can be found in Appendix C. Each satisfaction item (job/role, supervisor, work group, agency) is presented in Appendix D in order to highlight specific areas of high (or low) employee satisfaction.



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, 82% of employees responded favorably to the intent to stay survey item, an increase of 1% from 2019. Overall employee intent to stay is presented below for the statewide aggregate and for each cabinet along with year-over-year changes. The bar segments in green represent the percentage increase from 2019 to 2020, and the bar segments outlined in red represent the percentage decrease from 2019 to 2020. The intent to stay ratings are presented for each agency in Appendix C.



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. A majority of 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 among the least favorably rated.

Top 10 Statements	Favorability Rating	% Change
I am determined to give my best effort at work each day.	91%	-2.2%
I feel accomplished when I complete work projects and tasks.	89%	+1.0%
I understand my agency's mission and goals.	86%	N/A
My direct supervisor is willing to listen to my problems and complaints.	84%	+5.9%
I see myself working at my agency one year from now.	82%	+0.9%
My job makes good use of my skills and abilities.	80%	+7.5%
I am often so involved in my work that the day goes by very quickly.	80%	-1.6%
I am proud to work for my agency.	79%	+1.7%
Work group (unit/program area) satisfaction.	78%	+2.2%
I feel a strong sense of commitment to my agency.	78%	+2.3%

Bottom 10 Statements	Favorability Rating	% Change
Pay increases are administered fairly.	25%	+6.9%
The pay rate for my job has been properly set.	31%	+8.6%
There are good opportunities here to advance to a better job.	38%	+5.5%
Communication throughout the agency is adequate.	42%	+5.0%
Employee feedback is used at my agency to improve effectiveness.	43%	+0.9%
I believe the results of this survey will be used to make my agency a better place to work.	46%	N/A
The executive leaders of this agency care about me as a person.	47%	-1.7%
Executive leaders utilize and value employees' suggestions.	48%	+0.1%
Communication from the executive leadership of this agency is open and honest.	49%	+1.1%
My agency supports a culture where I feel comfortable sharing opinions about my work.	51%	N/A



Conclusions

The second statewide deployment of the OKSEES reached employees at 101 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 2019 to 77% (up 0.6%), Results for employee satisfaction showed that state employees responded favorably to 75% (up 1.3% from 2019) of items measuring satisfaction, indicating their feelings toward their work experience. Finally, 82% of state employees expressed their intent to remain working at their agencies over the next year, an increase of 0.9% from 2019. The detailed survey results in this report are a starting point to recognize workplace strengths as well as pinpoint areas for improvement.

The 2020 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 more state agencies can review employee feedback.

This report highlights the second statewide deployment of the OKSEES. Results from the 2020 OKSEES can be compared to results from the 2019 survey and can be used as a benchmark against future OKSEES surveys in order to track areas of improvement. Subsequent OKSEES versions may undergo changes in methodology, survey items and report format based on further analysis of the 2020 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.

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- 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 Sept. 14 through Oct. 12, 2020. The survey contains a series of 56 self-report items rated on a Likert-type scale and one open-ended question. The survey was distributed through a web link using Qualtrics Employee Experience. Two answer scales measure the level of agreement (52 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.

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

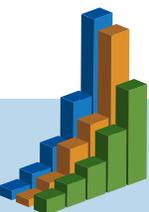
Confidentiality means a limited number of system administrators and research analysts have access to demographic information (cabinet, agency, gender, race, age groupings, etc.) about participant groups who respond to a given survey. This access is granted solely in order to administer features of the survey platform used to distribute questionnaires, store responses and link demographic information for analysis.



The 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 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 it was written in any reports. Results for groups of fewer than five people are never 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.



Appendix B: Glossary

Baby Boomers: Individuals who were born between the years of 1946 and 1964.

Employee/respondent: Represents an active, regular, full- or part-time employee with the State of Oklahoma Executive Branch, excluding higher education. Does not include temporary employees, the governor, lieutenant governor, state senators, state representatives, board members or active duty military personnel. Defined as a regular full- or part-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 greater than $r \geq 0.6$ with the Employee Engagement Index.

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

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

Generation Xers: Individuals born between the years of 1965 and 1979.

Generation Z: Individuals born in 1997 or later.

Millennials: Individuals born between 1980 and 1996.

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

Opportunities: Key driver survey items ($r \geq 0.6$) 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 ($r \geq 0.6$) with means greater than 3.5. These items are generally rated favorably.

Traditionalists: Individuals born between the mid-1920s and 1945.

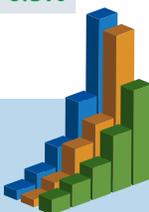
Years of service: The number of years an employee has been employed full-time with the state. Years of service is used in the calculation of employee longevity and retirement eligibility.



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	16,394	77%	0.6%	75%	1.3%	82%	0.9%
Agency Accountability	823	82%	3.9%	80%	3.4%	84%	2.4%
Auditor and Inspector, State (0300)	86	86%	0.1%	85%	-1.0%	85%	-1.9%
Management and Enterprise Services, Office of (0090)	737	82%	4.3%	79%	3.7%	84%	2.8%
Agriculture	217	82%	2.3%	83%	4.6%	86%	9.6%
Agriculture, Food and Forestry, Department of (0040)	168	82%	3.6%	82%	7.5%	86%	14.4%
Conservation Commission, Oklahoma (0645)	29	88%	3.2%	87%	-0.4%	90%	-1.3%
Horse Racing Commission, Oklahoma (0353)	16	67%	-5.8%	75%	-2.5%	69%	8.8%
Commerce and Workforce Development	577	79%	0.0%	77%	1.1%	84%	0.4%
Accountancy Board, Oklahoma (0020)	7	89%	0.6%	86%	-14.3%	100%	0.0%
Commerce Department (0160)	99	81%	-2.9%	78%	-4.7%	80%	-5.5%
Construction Industries Board (0170)	25	79%	-4.3%	81%	-4.0%	80%	-6.7%
Employment Security Commission, Oklahoma (0290)	284	76%	0.6%	74%	2.3%	83%	0.2%
Insurance Commissioner and State Insurance Department (0385)	87	81%	0.9%	80%	3.5%	83%	6.7%
Labor Department (0405)	45	81%	1.0%	78%	2.1%	93%	0.8%



	Number of Respondents	Engagement	"Engagement % Change"	Satisfaction	"Satisfaction % Change"	Intent to Stay	"Intent to Stay % Change"
Real Estate Commission, Oklahoma (0588)	7	79%	-4.9%	75%	-4.2%	86%	2.4%
Used Motor Vehicle and Parts Commission, Oklahoma (0755)	5	89%	7.2%	95%	7.5%	100%	16.7%
Digital Transformation and Administration	668	74%	3.2%	72%	2.7%	79%	2.7%
Banking Department (0065)	28	89%	3.3%	93%	1.8%	86%	0.0%
Consumer Credit Department (0635)	26	87%	7.8%	90%	18.2%	92%	3.4%
Lottery Commission and Board of Trustees, Oklahoma (0435)	20	88%	19.2%	91%	26.3%	95%	15.0%
Police Pension and Retirement System and Board, Oklahoma (0557)	8	77%	-18.0%	66%	-34.4%	88%	-12.5%
Public Employees Retirement System and Board, Oklahoma (0515)	38	90%	5.4%	91%	7.6%	97%	10.3%
Securities Commission (0630)	8	97%	8.7%	100%	12.5%	100%	16.7%
State Treasurer (0740)	27	70%	-11.3%	64%	-8.0%	74%	-5.1%
Tax Commission (0695)	483	70%	3.9%	67%	2.4%	75%	1.8%
Teachers' Retirement System (0715)	19	82%	-0.3%	78%	-2.9%	89%	11.7%
Education	421	85%	3.7%	82%	7.2%	86%	5.0%
Career and Technology Education Department (0800)	153	84%	6.1%	80%	8.6%	84%	6.6%
Education Department (0265)	180	87%	4.9%	85%	7.4%	88%	6.3%
Educational Quality and Accountability, Office of (0275)	9	88%	8.6%	86%	23.6%	100%	0.0%
Educational Television Authority, Oklahoma - OETA (0266)	20	83%	3.7%	80%	8.4%	95%	22.3%
Libraries Department (0430)	29	78%	-10.9%	73%	-13.6%	76%	-5.1%
School of Science and Mathematics (0629)	26	84%	-2.5%	83%	10.1%	81%	-12.8%
Energy and Environment	1,443	82%	2.5%	82%	4.1%	88%	3.2%
Corporation Commission, Oklahoma (0185)	348	82%	0.2%	83%	4.2%	88%	0.5%



	Number of Respondents	Engagement	"Engagement % Change"	Satisfaction	"Satisfaction % Change"	Intent to Stay	"Intent to Stay % Change"
Environmental Quality Department (0292)	313	82%	4.3%	83%	6.1%	89%	6.1%
Grand River Dam Authority (0980)	452	84%		83%		89%	
Land Office, Commissioners of the (0410)	30	77%	-10.2%	68%	-15.2%	73%	-10.8%
Mines Department (0125)	14	85%	-2.6%	88%	4.2%	93%	-7.1%
Water Resources Board, Oklahoma (0835)	75	87%	4.2%	87%	6.8%	89%	4.4%
Wildlife Conservation Department (0320)	207	78%	-0.8%	76%	-0.4%	86%	2.1%
Health and Mental Health	2,479	77%	-0.7%	73%	0.7%	81%	-1.5%
Health Care Authority, Oklahoma (0807)	415	86%	5.1%	82%	6.5%	87%	0.4%
Health Department (0340)	1,084	73%	-2.0%	70%	-0.6%	79%	-1.8%
Medical Licensure and Supervision, Board of (0450)	10	89%	18.6%	80%	14.1%	100%	45.5%
Mental Health and Substance Abuse Services Department (0452)	892	77%	-2.3%	72%	-1.1%	79%	-3.1%
Nursing, Board of and Formulary Advisory Council (0510)	28	92%	10.2%	92%	9.0%	96%	10.1%
Pharmacy, Board of (0560)	10	83%	-9.2%	85%	-3.9%	90%	1.1%
Tobacco Settlement Endowment Trust - TSET (0092)	21	82%	0.3%	85%	17.4%	76%	-2.8%
Human Services and Early Childhood Initiatives	4,830	78%	1.6%	76%	1.6%	83%	2.1%
Children and Youth, Oklahoma Commission on (0127)	16	78%	9.9%	67%	7.2%	88%	27.5%
Human Services Department - OKDHS (0830)	3,936	77%	1.3%	76%	1.0%	83%	2.0%
J.D. McCarty Center for children with developmental disabilities (0670)	113	77%	1.1%	77%	9.4%	86%	4.5%
Juvenile Affairs Office (0400)	242	75%	2.4%	70%	2.0%	81%	1.8%



	Number of Respondents	Engagement	"Engagement % Change"	Satisfaction	"Satisfaction % Change"	Intent to Stay	"Intent to Stay % Change"
Rehabilitation Services Department (0805)	521	80%	3.7%	77%	5.6%	84%	2.1%
Public Safety	2,787	70%	-5.0%	65%	-4.2%	77%	-3.7%
Alcoholic Beverage Law Enforcement (0030)	19	81%	-2.5%	78%	6.5%	79%	-13.4%
Attorney General (0049)	83	77%	-0.7%	76%	-1.3%	82%	7.5%
Board of Medicolegal Investigations (0342)	48	77%	-6.6%	70%	-7.6%	77%	-13.5%
Correction Department (0131)	1,401	69%	-4.1%	62%	-4.6%	76%	-2.5%
District Attorneys Council (0220)	170	81%	0.6%	78%	-0.2%	87%	-1.4%
Emergency Management Department (0309)	26	84%	0.8%	78%	1.1%	77%	-23.1%
Fire Marshal (0310)	15	73%	9.1%	60%	4.6%	60%	2.9%
Indigent Defense System Board and Appellate Indigent Defender System (0047)	45	88%	9.6%	90%	13.7%	93%	14.4%
Law Enforcement Education and Training Council on - CLEET (0415)	19	75%	-17.4%	75%	-8.3%	68%	-31.6%
Oklahoma State Bureau of Investigation - OSBI (0308)	168	85%	2.1%	83%	5.5%	90%	3.3%
Oklahoma State Bureau of Narcotics and Dangerous Drugs Control (0477)	99	86%	8.6%	81%	9.7%	92%	4.0%
Pardon and Parole Board, Oklahoma (0306)	8	88%	2.9%	84%	6.3%	100%	25.0%
Public Safety Department (0585)	682	60%		58%		69%	
Science and Innovation	6	83%	-3.8%	83%	8.3%	67%	-16.7%
Center for the Advancement of Science and Technology, Oklahoma - OCAST (0628)	6	83%	-3.8%	83%	8.3%	67%	-16.7%
State and Native American Affairs	55	87%	1.8%	87%	-1.6%	93%	-2.4%
Election Board, State (0270)	15	92%	-0.5%	97%	-3.3%	93%	-6.7%
Secretary of State (0625)	17	73%	-4.1%	65%	-8.5%	82%	-17.7%



	Number of Respondents	Engagement	"Engagement % Change"	Satisfaction	"Satisfaction % Change"	Intent to Stay	"Intent to Stay % Change"
Workers' Compensation Commission (0865)	23	94%	6.5%	97%	2.6%	100%	11.8%
Tourism and Branding	277	84%	3.1%	82%	7.1%	89%	8.4%
Arts Council, Oklahoma (0055)	7	97%	-3.3%	100%	0.0%	100%	0.0%
Historical Society, Oklahoma (0350)	39	74%	-6.6%	75%	-4.0%	77%	-9.9%
Tourism and Recreation Department (0566)	230	86%	5.1%	83%	9.5%	90%	12.0%
Transportation	1,291	81%	1.2%	78%	2.2%	87%	0.8%
Aeronautics Commission (0060)	6	82%	-7.7%	100%	8.3%	100%	0.0%
Transportation Department (0345)	1,041	82%	2.2%	79%	2.7%	88%	1.5%
Turnpike Authority, Oklahoma (0978)	244	77%		76%		83%	
Veterans Affairs and Military	441	76%	1.3%	69%	3.4%	77%	-2.5%
Veterans Affairs Department (0650)	441	76%	1.3%	69%	3.4%	77%	-2.5%



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 linked 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.

View the favorability ratings for each survey item by cabinet and agency.

<https://oklahoma.gov/content/dam/ok/en/omes/documents/CBGHAppendixDFormatted.xlsx>

