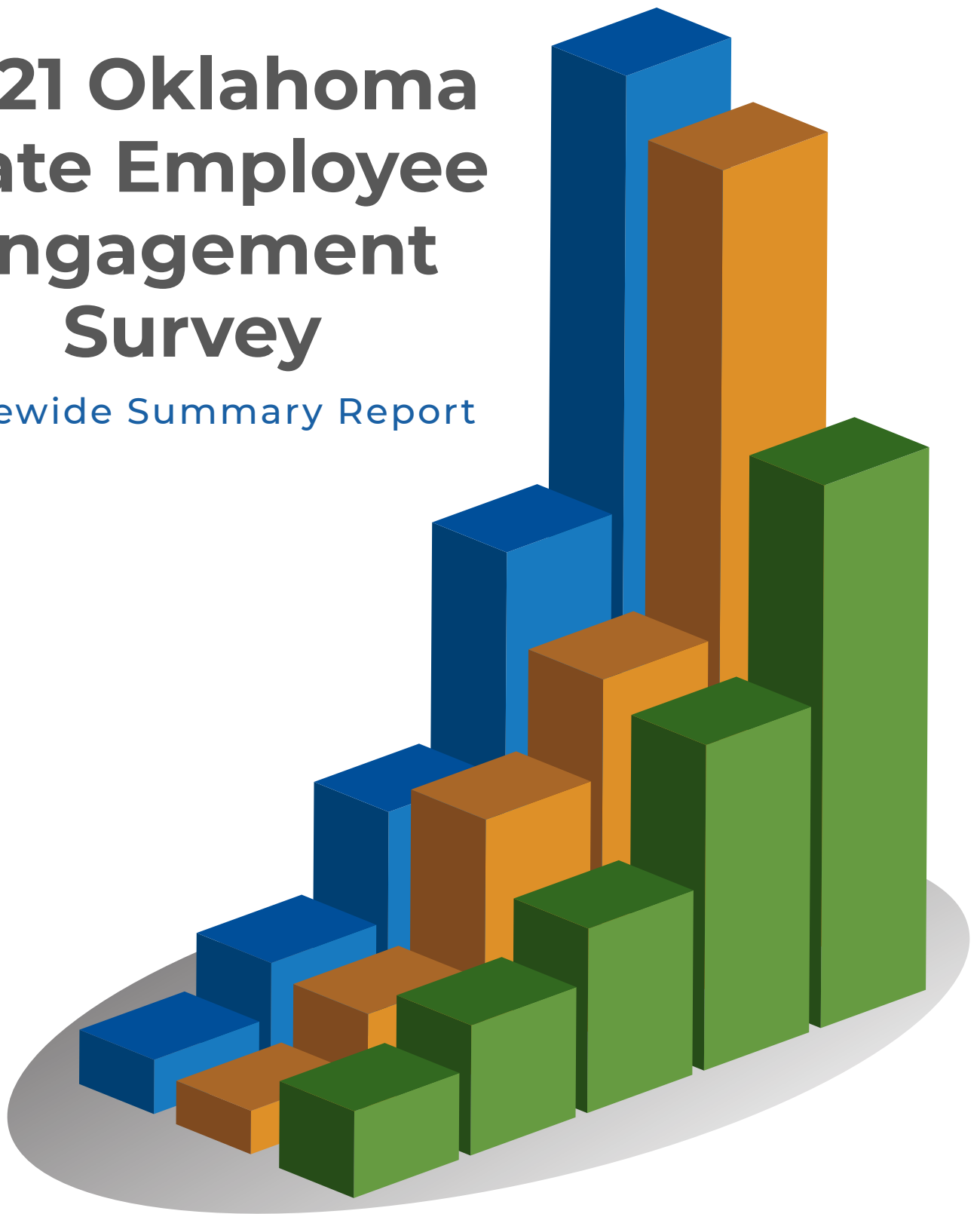


2021 Oklahoma State Employee Engagement Survey

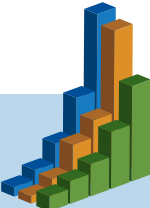
Statewide Summary Report



OKLAHOMA
Office of Management
& Enterprise Services

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About the Statewide Summary Report

Introduction to OKSEES

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

This year marks the third distribution of OKSEES to Oklahoma state government employees, providing year-over-year comparisons of employee engagement scores for the state. 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?

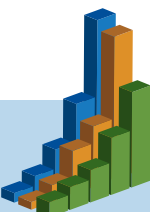
OKSEES offers an opportunity for Oklahoma state workers to have their voices heard, which research suggests is valued by employees (e.g., McFarlin & Sweeney, 1996). Personnel with positive job and workplace perceptions are more committed to their organizations and less likely to express intentions to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

What Does OKSEES Measure?

OKSEES measures employees' opinions of various aspects of their work experiences, including 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 survey 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, & 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 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.

This report also measures employees' intentions to stay with their agency and burnout, and all measures aggregated by each telework status. **Intent to stay** correlates with actual turnover behavior for state employees. It can determine factors that may influence employees' decisions to leave their agencies and identify areas for intervention that may reduce turnover. **Burnout** is a state of physical, emotional and mental exhaustion due to prolonged or recurring stress. Addressing burnout can help workplaces reduce its adverse effect on worker well-being, job engagement and performance, impacting overall productivity. Beginning with this year's survey, all four measures are aggregated by telework status (part-time telework, full-time telework, full-time in office).



2021 Survey Updates

The 2021 version of the OKSEES includes two new survey items:

- I feel burned out from my work.
- The following question asks about your telework status. Telework means working remotely, typically from home, away from a central office.

Choose the answer below that best describes your typical CURRENT working situation:

- I telework full-time.
- I telework part-time. (if selected: How many days per week?)
- I work full-time in the office.

Overview of Survey Methodology

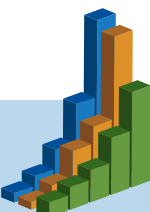
OMES HCM administered the 2021 OKSEES to all active, regular, full-time and part-time state employees with an available unique work email address. Data were collected electronically through a web-based survey from Sept. 13, 2021, to Oct. 11, 2021. The survey contained 58 items that addressed employee engagement (13 items), satisfaction (4 items), work climate (40 items) and telework status (1 item). 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 and one multiple-choice item to ask about participants' telework status. Appendix A provides more details on the survey methodology, and Appendix B provides a glossary of terms.

Interpreting the 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, which *agree* and *strongly agree* responses indicate a higher perception of burnout and should not be interpreted as a favorable response.

This 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.



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.

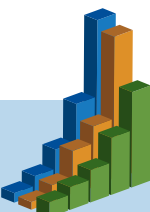
Use the OKSEES state summary with agency detail reports. Identify whether your agency had more favorable or unfavorable results compared to last year's results. Likewise, determine whether your agency scored higher or lower than the Oklahoma state government average for each item. Identify the survey 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 act 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 employees answered favorably or not. The survey results are a starting point for assessing the agency's workforce. To determine the reason for 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 findings, actions taken and progress. Employees feel valued when they know their feedback is used to make improvements. We recommend transparency regarding the results and any actions taken to improve 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.



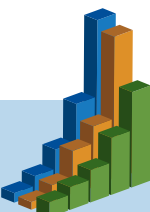
Survey Results

This section of the report presents the major findings of the 2021 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 2020 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, intent to stay and burnout in Appendix C and E. Appendix D provides results for individual survey items.

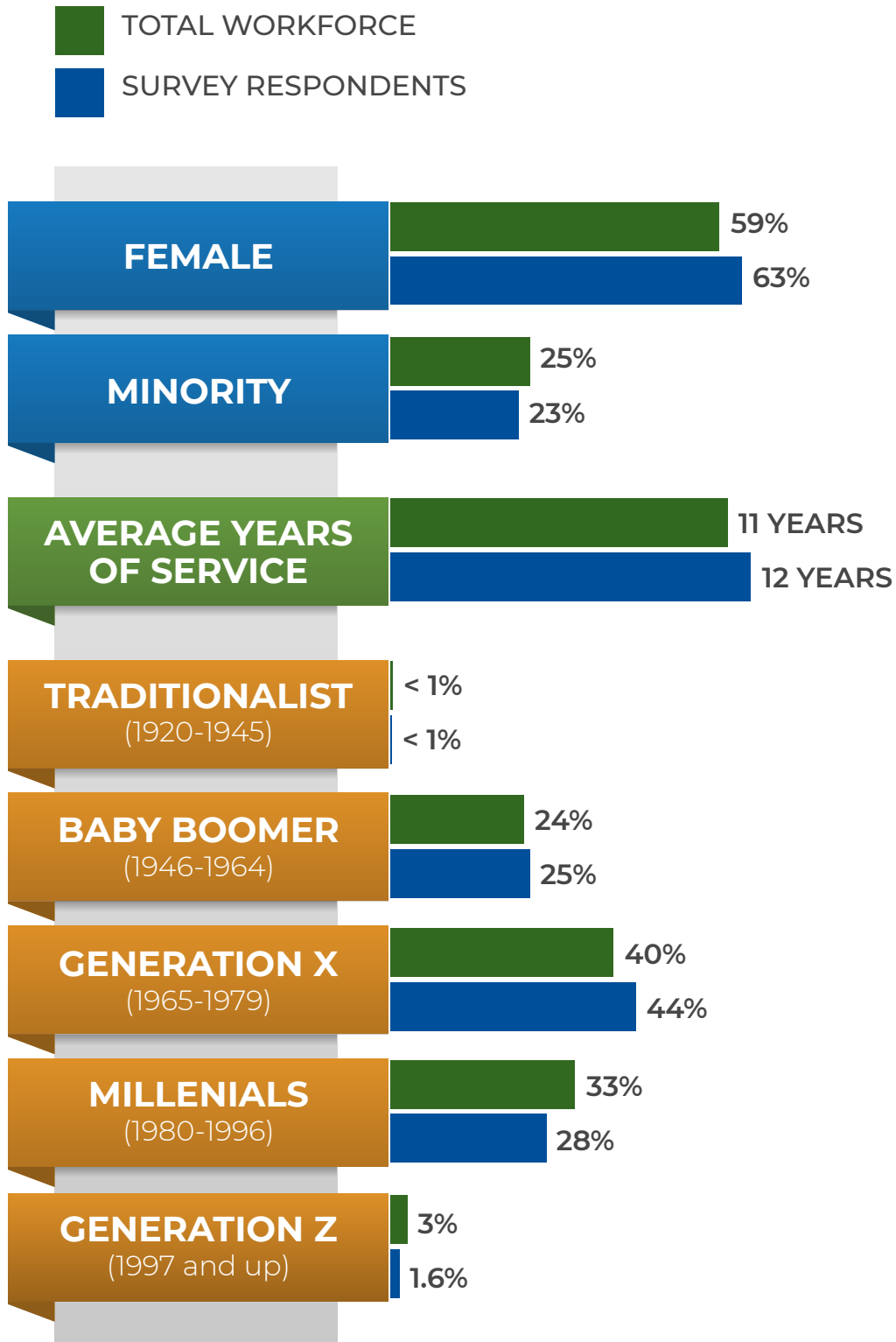
Statewide Key Survey Findings

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).

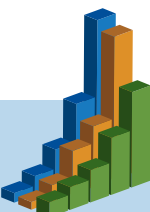


Participant Demographics

The 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. Employees from 15 cabinets responded to the survey, representing 107 Oklahoma state agencies.¹ The graphic below summarizes the demographics of respondents statewide and comparisons to the overall state workforce.

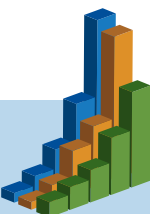
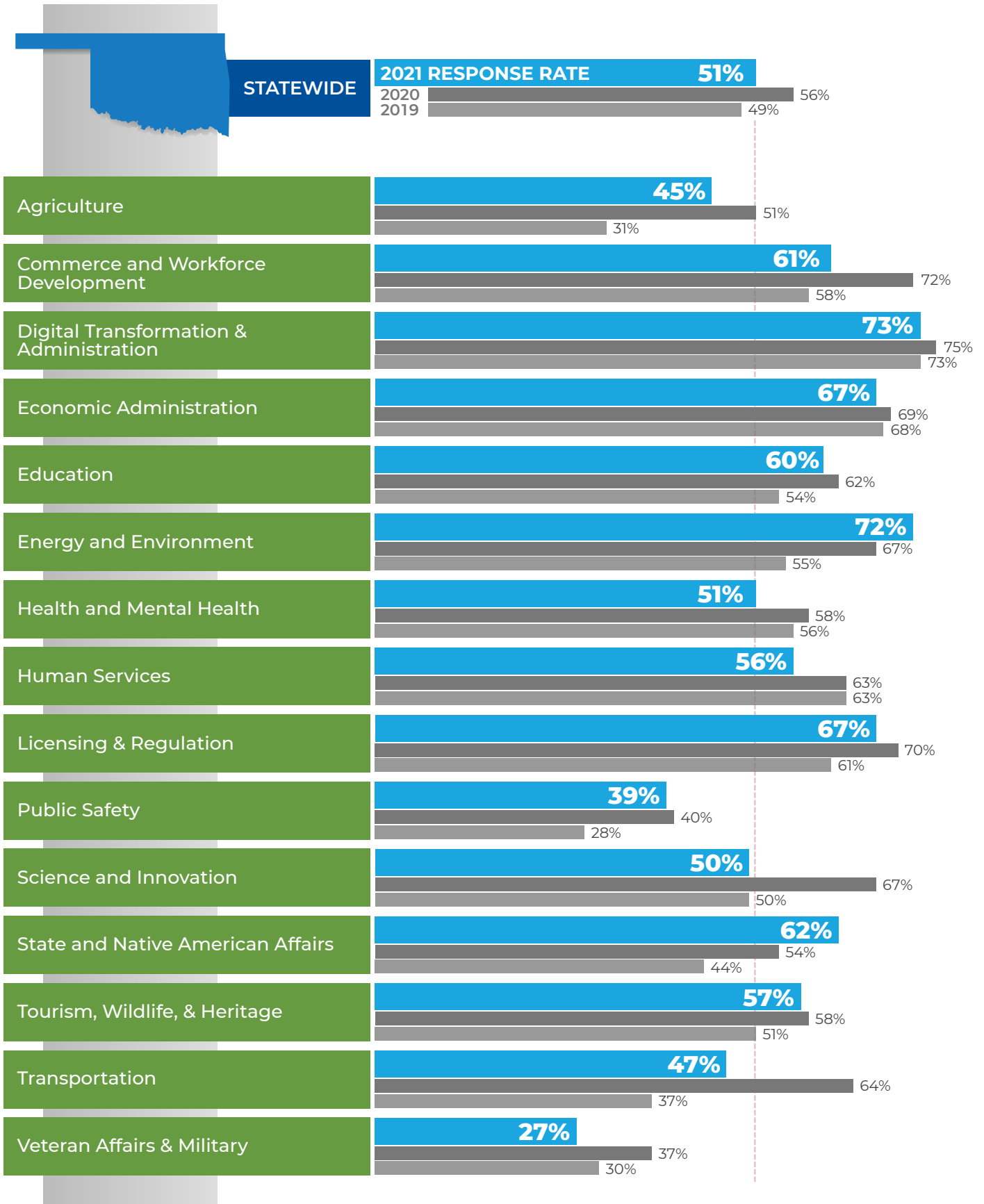


¹71 agencies met the minimum threshold of respondents (n = 5) to be reported individually. Statewide aggregate and cabinet-level results include all agencies with responses.



Response Rates

Out of 30,130 state employees who received the survey, 15,396 completed it for a response rate of 51%, down from the 2020 response rate of 56%. Response rates for each cabinet are presented below.

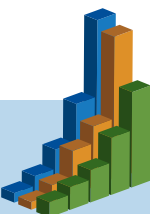


Notes:

Due to the changes in cabinet placement, the 2020 and 2019 response rates were recalculated accordingly to the most recent 2021 cabinet lists.

There are a few changes to the cabinet list:

- Agency Accountability is no longer a cabinet.
- Two new cabinets are Economic Administration and Licensing & Regulation.
- Human Services and Early Childhood Initiatives changed to Human Services.
- Tourism and Branding changed to Tourism, Wildlife, & Heritage.

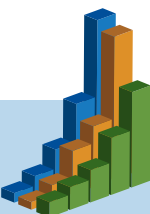
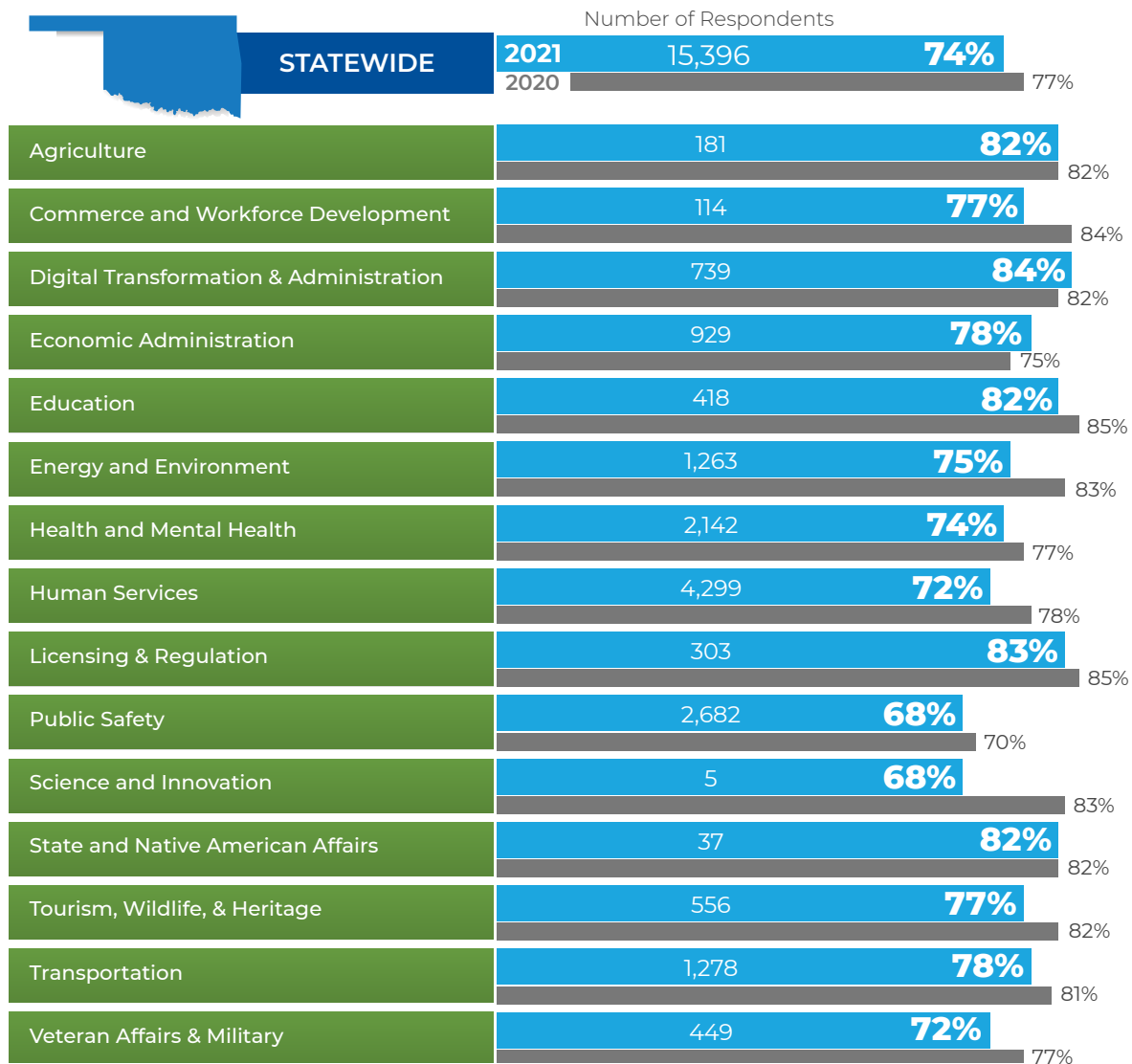


Employee Engagement

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 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. Agency engagement index results can be found in Appendix C. For the cabinet- and agency-level engagement indices, the bar segments in green represent the percentage increase from 2020 to 2021, and the bar segments outlined in red represent the percentage decrease from 2020 to 2021. State, cabinet and agency ratings of the 13 individual engagement items can be found in Appendix D.



Key Drivers of Statewide Employee Engagement

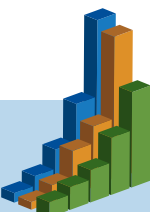
The graphic below presents survey items that show strong relationships (correlation $\geq .6$) with the overall statewide employee engagement index. Key drivers represent areas that may be important in shaping an employee's level of engagement. The survey items are classified as areas of strength or opportunities 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

- 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.
- Executive leaders encourage work/life balance.

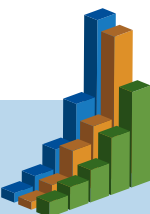
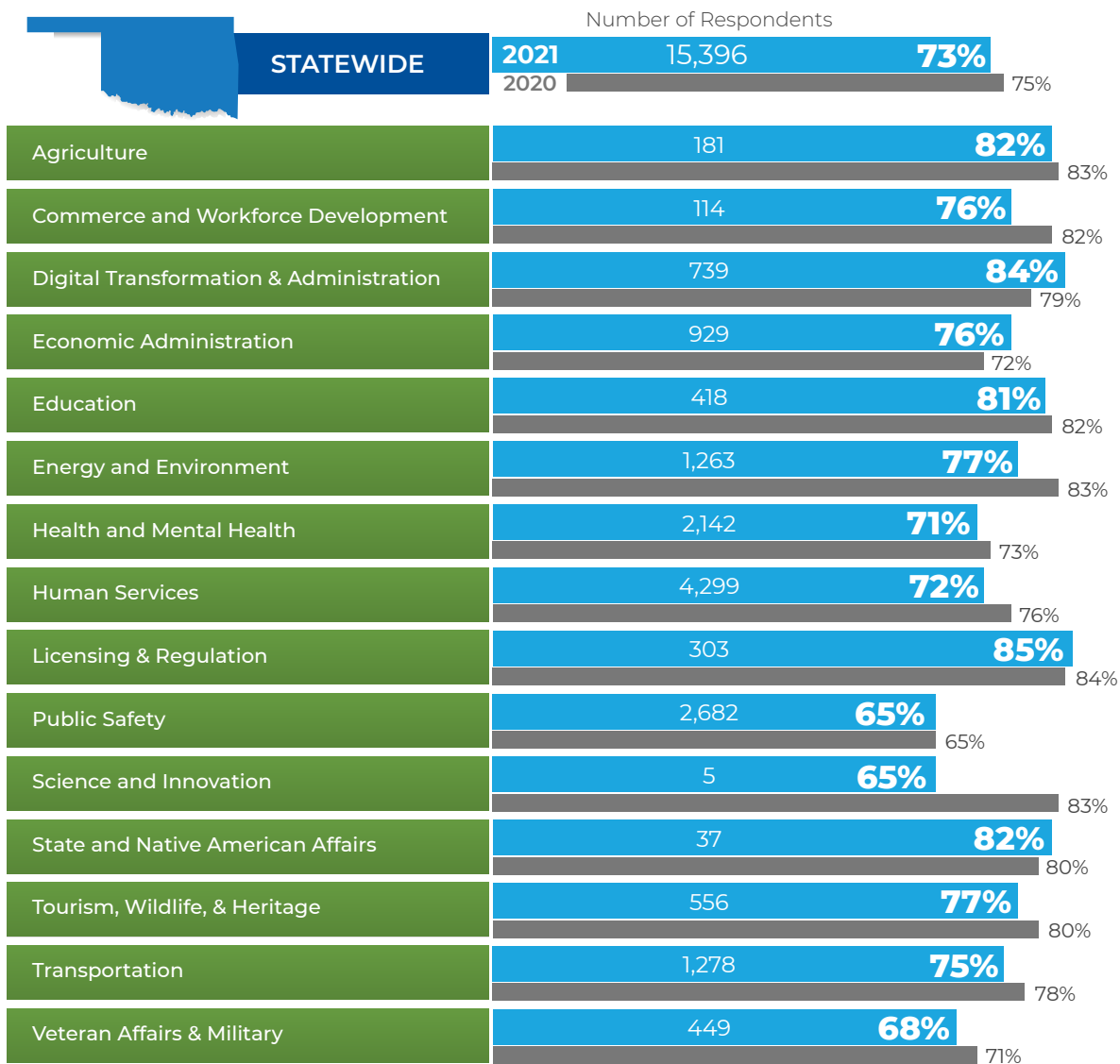
Opportunities

- 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.
- The executive leadership clearly communicates the agency's goals.
- I am appropriately involved in making decisions that affect my work.
- There is a work culture at my agency that embraces accountability.
- My career goals can be met at my agency.
- This agency's culture encourages and supports independent thinking (autonomy).
- Policies and work rules are administered fairly here.
- 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 utilize and value employees' suggestions.
- Executive leaders are responsive to the needs and concerns of employees.
- I believe the results of this survey will be used to make my agency a better place to work.
- Communication from the executive leadership of this agency is open and honest.
- Employee feedback is used at my agency to improve effectiveness.



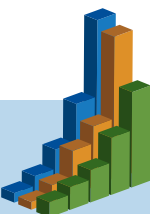
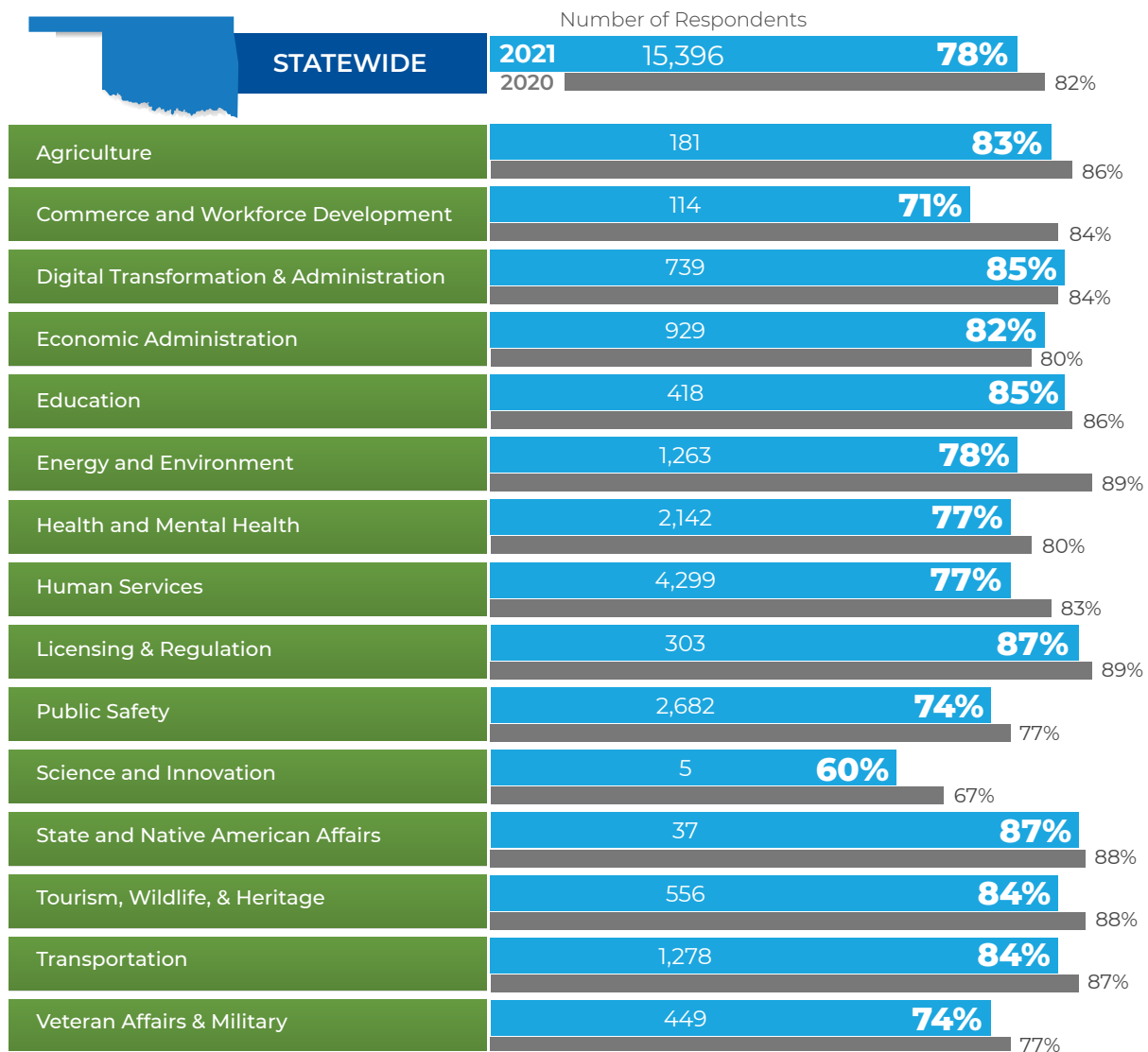
Employee Satisfaction

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. 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. For all satisfaction ratings, the bar segments in green represent the percentage increase from 2020 to 2021, and the bar segments outlined in red represent the percentage decrease from 2020 to 2021.



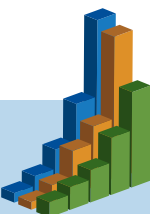
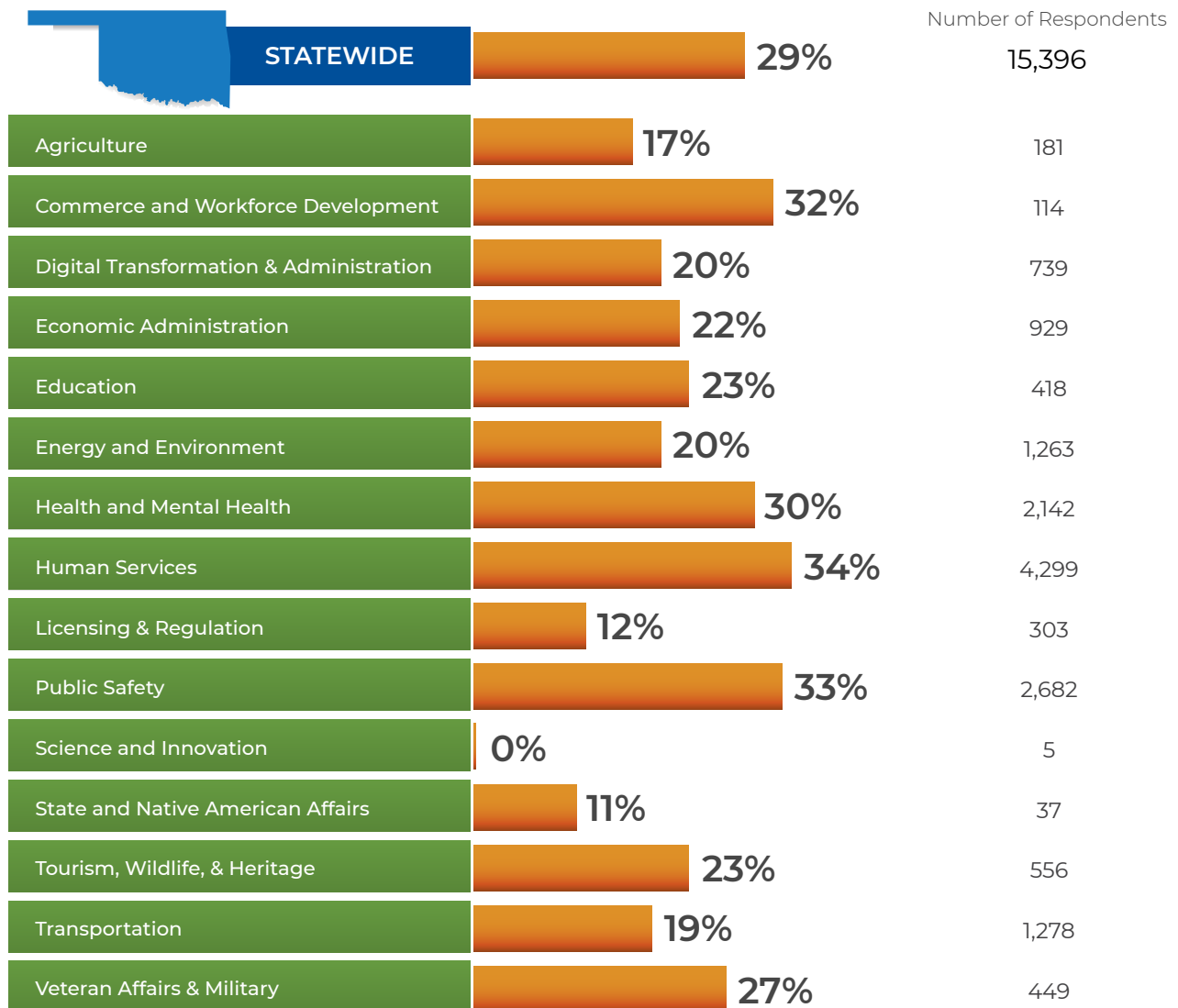
Intent to Stay

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, 78% of employees responded favorably to the intent to stay survey item, a decrease of 4% from 2020. Overall employee intent to stay is presented below for the statewide aggregate and for each cabinet along with year-over-year changes. The intent to stay ratings are presented for each cabinet and agency in Appendix C. For all survey items, the bar segments in green represent the percentage increase from 2020 to 2021, and the bar segments outlined in red represent the percentage decrease from 2020 to 2021.



Burnout

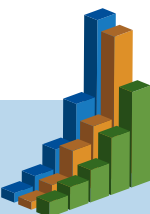
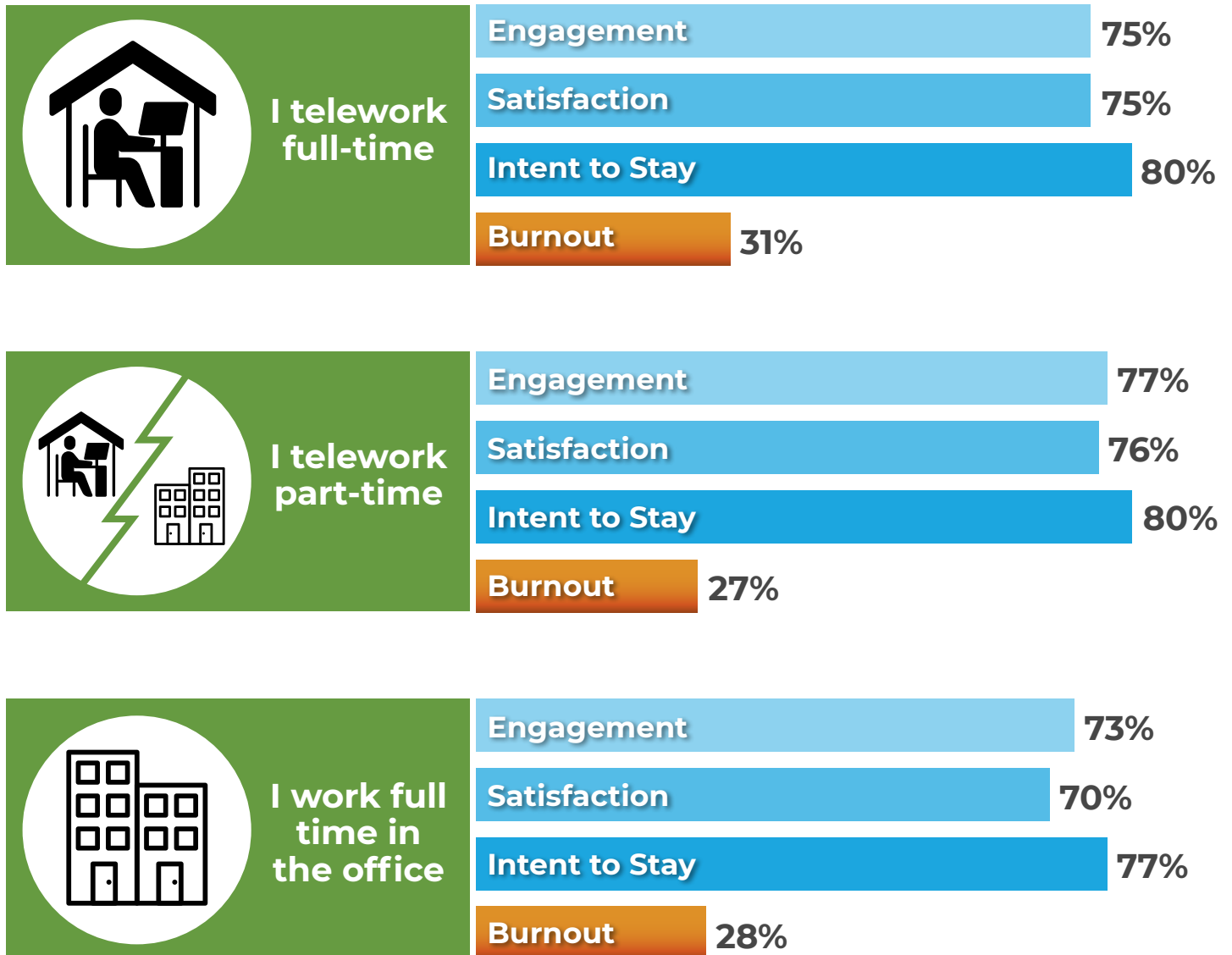
This year, a workplace burnout survey item was added to the 2021 OKSEES. Workplaces addressing burnout can reduce its negative effect on worker well-being, job engagement and job performance impacting overall productivity (Gallup, 2020). Burnout on the survey is assessed as the percentage of *agree* and *strongly agree* responses to the survey item, “I feel burned out from my work.” *Agree* and *strongly agree* responses indicate a higher perception of burnout and should not be interpreted as a favorable response. Respondents indicated that 29% of state employees agreed and strongly agreed to feeling burnout from their work. Burnout is presented below for the statewide aggregate and for each cabinet.



Telework

This year, a question about telework status was added to the OKSEES. 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 telework as a status had higher favorable responses related to engagement, satisfaction and intent to stay while those indicating part-time telework status had the highest favorable responses in those respective categories. Full-time telework survey respondents indicated highest agreement related to burnout.

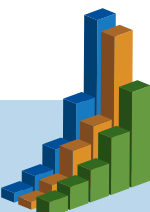


High/Low Survey Items

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 amongst the least favorably rated.

| Top Ten Statements | Favorability Rating | % Change |
|--|---------------------|----------|
| I am determined to give my best effort at work each day. | 88% | -2.3% |
| I feel accomplished when I complete work projects and tasks. | 88% | -1.4% |
| My direct supervisor is willing to listen to my problems and complaints. | 84% | -0.2% |
| I understand my agency's mission and goals. | 83% | -3.6% |
| I am often so involved in my work that the day goes by very quickly. | 79% | -1.2% |
| I see myself working at my agency one year from now. | 78% | -4.0% |
| My job makes good use of my skills and abilities. | 78% | -2.2% |
| My direct supervisor values my contributions to the agency. | 78% | 0.1% |
| Your work group (unit/program area) satisfaction. | 77% | -1.0% |
| My direct supervisor is an accurate, reliable source of information. | 77% | 0.5% |

| Bottom Ten Statements | Favorability Rating | % Change |
|---|---------------------|----------|
| Pay increases are administered fairly. | 21% | -4.1% |
| The pay rate for my job has been properly set. | 25% | -5.8% |
| There are good opportunities at my agency to advance to a better job. | 36% | -1.7% |
| Communication throughout the agency is adequate. | 39% | -2.9% |
| Employee feedback is used at my agency to improve effectiveness. | 40% | -2.5% |
| I believe the results of this survey will be used to make my agency a better place to work. | 43% | -3.1% |
| The executive leaders of this agency care about me as a person. | 43% | -4.6% |
| Communication from the executive leadership of this agency is open and honest. | 43% | -5.2% |
| Executive leaders utilize and value employees' suggestions. | 44% | -4.7% |
| I am satisfied with my total compensation package (benefits, leave, etc.). | 44% | -7.2% |



Conclusions

The third statewide deployment of OKSEES reached employees at 107 state agencies, giving state workers a chance to provide important feedback about working for Oklahoma's state government. The survey measures employee engagement, satisfaction and employee intent to stay. The results illustrate that state employee engagement – defined as the commitment, motivation and absorption in work responsibilities – decreased slightly from 2020 to 74% (down 3.2%). Employee satisfaction results revealed that workers responded favorably to 73% of items measuring satisfaction (down 1.9% from 2020), indicating their feelings toward their work experience. Also, 78% of state employees expressed their intent to remain working at their agencies over the next year, a decrease of 4% from 2020. Additionally, 29% of state workers agreed and strongly agreed to feeling burnout from their work. Teleworkers tend to have higher levels of engagement, job satisfaction and intent to stay with their agency. The detailed results in this report are a starting point for recognizing workplace strengths and pinpointing areas for improvement.

The 2021 OKSEES was sent to over 30,000 employees. However, there were incomplete, invalid and missing email addresses for a portion of state employees. 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.

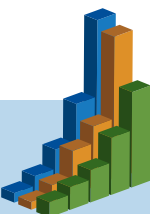
This report highlights the third statewide deployment of the OKSEES. Results can be compared to results from the 2020 and 2019 surveys and used as a benchmark against future OKSEES surveys to track areas of improvement. Subsequent OKSEES versions may undergo changes in methodology, survey items and report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

Contact Information

The Office of Workforce Planning
2401 N. Lincoln Blvd.
Oklahoma City, OK 73105
405-521-6299

workforceplanning@omes.ok.gov

[Website: oklahoma.gov/omes/services/workforce-planning.html](http://oklahoma.gov/omes/services/workforce-planning.html)



Appendix A: Methodology

Purpose of the OKSEES

OKSEES is designed to solicit feedback from state employees about their work environment in relation to satisfaction and engagement. 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 Sept. 13 through Oct. 11, 2021. The survey contains a series of 57 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. Two answer scales measure the level of agreement (53 questions) and level of satisfaction (4 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

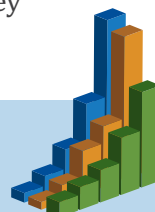
Surveys took approximately 20 minutes to complete.

Compensation

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

Confidentiality

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

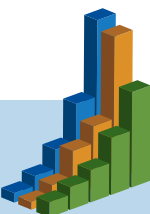


is never provided to anyone without the appropriate access.

When survey results are publicly reported, they are always aggregated — that is, individual survey results are combined 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 only have the ability to retake the survey during the active survey period.



Appendix B: Glossary

Baby Boomers: Individuals who were born between the years of 1946 and 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 greater than $r \geq .6$ 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.

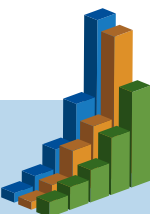
Minority: Individuals who identify as Black/African-American, Hispanic, American Indian, Asian, or Pacific Islander.

Opportunities: Key driver survey items ($r \geq .6$) with means less than 3.5 but greater than 3 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 3.5. These items are generally rated favorably.

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

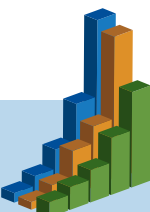
Years of Service: The number of years an employee has been employed full-time with the state. Years of service is used in the calculation of employee longevity and retirement eligibility.



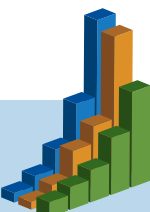
Appendix C: Engagement, Satisfaction and Intent to Stay Ratings

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 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.

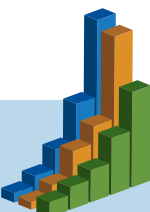
| | Number of Respondents | Engagement | "Engagement % Change" | Satisfaction | "Satisfaction % Change" | Intent to Stay | "Intent to Stay % Change" |
|--|-----------------------|------------|-----------------------|--------------|-------------------------|----------------|---------------------------|
| All State Agencies Combined | 15,396 | 74% | -3.2% | 73% | -1.9% | 78% | -4.0% |
| Agriculture | 181 | 82% | -0.1% | 82% | -0.7% | 83% | -2.3% |
| Department of Agriculture, Food, and Forestry (0040) | 131 | 82% | 0.2% | 82% | -0.1% | 86% | -0.7% |
| Oklahoma Horse Racing Commission (0353) | 13 | 67% | -0.4% | 75% | 0.0% | 69% | 0.4% |
| Oklahoma Conservation Commission (645) | 32 | 84% | -3.7% | 83% | -4.3% | 78% | -11.6% |
| Commerce and Workforce Development | 114 | 77% | -6.5% | 76% | -5.8% | 71% | -13.0% |
| Oklahoma Department of Commerce (0160) | 92 | 75% | -6.4% | 73% | -5.4% | 66% | -13.5% |
| Oklahoma Workers' Compensation Commission (0865) | 17 | 92% | -2.4% | 94% | -2.6% | 94% | -5.9% |
| Digital Transformation & Administration | 739 | 84% | 2.2% | 84% | 4.9% | 85% | 1.4% |
| Office of Management and Enterprise Services (0090) | 734 | 84% | 2.1% | 84% | 4.8% | 85% | 1.3% |
| Economic Administration | 929 | 78% | 3.2% | 76% | 3.8% | 82% | 1.7% |
| Employment Security Commission (0290) | 301 | 76% | -0.8% | 74% | -0.2% | 80% | -2.3% |



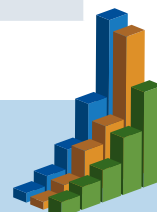
| | Number of Respondents | Engagement | "Engagement % Change" | Satisfaction | "Satisfaction % Change" | Intent to Stay | "Intent to Stay % Change" |
|--|-----------------------|------------|-----------------------|--------------|-------------------------|----------------|---------------------------|
| State Auditor and Inspector (0300) | 73 | 84% | -1.6% | 83% | -2.3% | 89% | 4.1% |
| Lottery Commission and Board of Trustees, Oklahoma (0435) | 28 | 85% | -3.3% | 88% | -3.8% | 82% | -12.9% |
| Oklahoma Public Employees Retirement System and Board (0515) | 46 | 87% | -3.2% | 84% | -7.7% | 89% | -8.3% |
| Oklahoma Police Pension and Retirement System and Board (0557) | 7 | 89% | 12.1% | 89% | 23.7% | 100% | 12.5% |
| Oklahoma Tax Commission (0695) | 426 | 77% | 6.9% | 74% | 7.7% | 80% | 5.1% |
| Teachers' Retirement System (0715) | 20 | 89% | 7.4% | 83% | 4.9% | 85% | -4.5% |
| Office of the State Treasurer (0740) | 25 | 70% | -0.6% | 67% | 3.1% | 76% | 1.9% |
| Education | 418 | 82% | -3.2% | 81% | -1.0% | 85% | -1.2% |
| State Department of Education (0265) | 208 | 83% | -4.2% | 83% | -2.0% | 87% | -1.8% |
| Oklahoma Educational Television Authority - OETA (0266) | 20 | 68% | -14.6% | 68% | -12.5% | 65% | -30.0% |
| Office of Educational Quality and Accountability (0275) | 5 | 88% | -0.3% | 80% | -6.1% | 100% | 0.0% |
| Oklahoma Department of Libraries (0430) | 24 | 78% | 0.5% | 76% | 2.7% | 75% | -0.9% |
| Oklahoma School of Science and Mathematics (0629) | 25 | 81% | -3.4% | 82% | -0.7% | 92% | 11.2% |
| Oklahoma Department of Career and Technology Education (0800) | 133 | 82% | -1.7% | 80% | 0.2% | 85% | 1.3% |
| Energy and Environment | 1263 | 75% | -8.1% | 77% | -6.4% | 78% | -10.5% |
| Department of Mines (0125) | 20 | 75% | -9.2% | 71% | -16.2% | 75% | -17.9% |



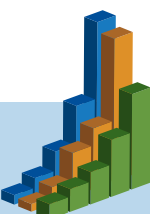
| | Number of Respondents | Engagement | "Engagement % Change" | Satisfaction | "Satisfaction % Change" | Intent to Stay | "Intent to Stay % Change" |
|---|-----------------------|------------|-----------------------|--------------|-------------------------|----------------|---------------------------|
| Oklahoma Corporation Commission (0185) | 409 | 79% | -3.0% | 79% | -3.6% | 84% | -4.6% |
| Department of Environmental Quality (0292) | 309 | 74% | -7.8% | 76% | -7.3% | 76% | -13.0% |
| Commissioners of the Land Office (0410) | 36 | 71% | -6.0% | 70% | 1.8% | 67% | -6.6% |
| Oklahoma Water Resources Board (0835) | 58 | 82% | -5.0% | 84% | -2.9% | 81% | -8.3% |
| Grand River Dam Authority (0980) | 430 | 71% | -13.1% | 74% | -8.8% | 75% | -14.1% |
| Health and Mental Health | 2142 | 74% | -2.3% | 71% | -2.1% | 77% | -3.8% |
| Tobacco Settlement Endowment Trust Fund - TSET (0092) | 21 | 91% | 8.7% | 94% | 9.5% | 91% | 14.3% |
| State Department of Health (0340) | 1,005 | 73% | -0.6% | 70% | -0.4% | 76% | -2.8% |
| Department of Mental Health and Substance Abuse Services (0452) | 737 | 74% | -2.7% | 69% | -3.1% | 73% | -6.2% |
| Oklahoma Health Care Authority (0807) | 375 | 79% | -6.4% | 77% | -5.1% | 83% | -3.3% |
| Human Services | 4299 | 72% | -5.3% | 72% | -3.9% | 77% | -6.2% |
| Oklahoma Commission on Children and Youth (0127) | 9 | 74% | -4.0% | 72% | 5.0% | 56% | -31.9% |
| Office of Juvenile Affairs (0400) | 245 | 72% | -2.4% | 70% | 0.5% | 78% | -3.4% |
| J.D. McCarty Center for Children with Developmental Disabilities (0670) | 72 | 71% | -5.5% | 65% | -12.5% | 74% | -12.2% |
| Oklahoma Department of Rehabilitation Services (0805) | 486 | 74% | -6.7% | 70% | -6.7% | 76% | -8.6% |
| Department of Human Services - OKDHS (0830) | 3,484 | 72% | -5.3% | 72% | -3.7% | 77% | -5.8% |
| Licensing & Regulation | 303 | 83% | -1.9% | 85% | 1.3% | 87% | -2.1% |
| Oklahoma Accountancy Board (0020) | 5 | 63% | -25.9% | 80% | -5.7% | 80% | -20.0% |



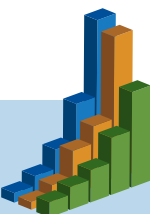
| | Number of Respondents | Engagement | "Engagement % Change" | Satisfaction | "Satisfaction % Change" | Intent to Stay | "Intent to Stay % Change" |
|---|-----------------------|------------|-----------------------|--------------|-------------------------|----------------|---------------------------|
| Oklahoma State Banking Department (0065) | 36 | 94% | 5.7% | 99% | 5.7% | 97% | 11.5% |
| Construction Industries Board (0170) | 19 | 81% | 2.2% | 86% | 4.5% | 84% | 4.2% |
| Oklahoma Insurance Department (0385) | 85 | 74% | -6.3% | 76% | -3.4% | 75% | -7.5% |
| Department of Labor (0405) | 39 | 80% | -1.1% | 83% | 4.4% | 92% | -1.0% |
| Oklahoma Board of Nursing (0510) | 27 | 87% | -5.1% | 90% | -2.2% | 78% | -18.6% |
| Board of Pharmacy (0560) | 12 | 88% | 4.7% | 79% | -5.8% | 92% | 1.7% |
| Oklahoma Real Estate Commission (0588) | 9 | 76% | -3.0% | 78% | 2.8% | 89% | 3.2% |
| Oklahoma Securities Commission (0630) | 5 | 83% | -14.0% | 95% | -5.0% | 80% | -20.0% |
| Department of Consumer Credit (0635) | 27 | 88% | 1.0% | 94% | 3.1% | 96% | 4.0% |
| Oklahoma Used Motor Vehicle and Parts Commission (0755) | 5 | 88% | -1.5% | 75% | -20.0% | 100% | 0.0% |
| Public Safety | 2682 | 68% | -2.3% | 65% | 0.0% | 74% | -2.6% |
| Alcoholic Beverage Laws Enforcement Commission (0030) | 16 | 84% | 2.7% | 80% | 2.1% | 88% | 8.6% |
| Oklahoma Indigent Defense System Board (0047) | 48 | 85% | -2.7% | 89% | -1.5% | 90% | -3.7% |
| Oklahoma Attorney General (0049) | 63 | 75% | -2.1% | 79% | 3.4% | 83% | 0.6% |
| State Department of Corrections (0131) | 1,178 | 65% | -3.4% | 61% | -0.7% | 72% | -3.9% |
| District Attorneys Council (0220) | 222 | 81% | -0.7% | 79% | 1.9% | 81% | -6.5% |
| Pardon and Parole Board (0306) | 18 | 77% | -10.1% | 85% | 0.3% | 78% | -22.2% |
| Oklahoma State Bureau of Investigation - OSBI (0308) | 232 | 88% | 2.9% | 86% | 3.1% | 91% | 0.6% |
| Oklahoma Department of Emergency Management (0309) | 52 | 81% | -2.6% | 79% | 1.4% | 85% | 7.7% |



| | Number of Respondents | Engagement | "Engagement % Change" | Satisfaction | "Satisfaction % Change" | Intent to Stay | "Intent to Stay % Change" |
|--|-----------------------|------------|-----------------------|--------------|-------------------------|----------------|---------------------------|
| Office of the State Fire Marshal (0310) | 15 | 60% | -12.8% | 50% | -10.0% | 47% | -13.3% |
| Board of Medicolegal Investigations (0342) | 45 | 80% | 2.7% | 74% | 4.6% | 89% | 11.8% |
| Council on Law Enforcement Education and Training - CLEET (0415) | 27 | 83% | 8.3% | 84% | 9.3% | 93% | 24.2% |
| Oklahoma Bureau of Narcotics and Dangerous Drugs Control (0477) | 55 | 86% | -0.1% | 82% | 1.5% | 89% | -2.8% |
| Department of Public Safety (0585) | 707 | 56% | -4.8% | 54% | -4.0% | 65% | -3.8% |
| Science and Innovation | 5 | 68% | -15.6% | 65% | -18.3% | 60% | -6.7% |
| Oklahoma Center for the Advancement of Science and Technology - OCAST (0628) | 5 | 68% | -15.6% | 65% | -18.3% | 60% | -6.7% |
| State and Native American Affairs | 37 | 82% | 0.0% | 82% | 2.1% | 87% | -1.0% |
| State Election Board (0270) | 23 | 86% | -6.2% | 89% | -7.6% | 87% | -6.3% |
| Office of the Secretary of State (0625) | 14 | 75% | 2.4% | 70% | 4.9% | 86% | 3.3% |
| Tourism, Wildlife, & Heritage | 556 | 77% | -4.5% | 77% | -3.0% | 84% | -3.2% |
| Oklahoma Arts Council (0055) | 15 | 90% | -7.1% | 95% | -5.0% | 93% | -6.7% |
| Department of Wildlife Conservation (0320) | 254 | 69% | -8.8% | 71% | -5.6% | 83% | -2.9% |
| Oklahoma Historical Society (0350) | 56 | 74% | -0.8% | 74% | -1.3% | 75% | -1.9% |
| Department of Tourism and Recreation (0566) | 231 | 86% | -0.2% | 83% | -0.2% | 87% | -3.0% |
| Transportation | 1278 | 78% | -3.2% | 75% | -3.5% | 84% | -3.2% |
| Oklahoma Aeronautics Commission (0060) | 8 | 80% | -2.3% | 91% | -9.4% | 75% | -25.0% |



| | Number of Respondents | Engagement | "Engagement % Change" | Satisfaction | "Satisfaction % Change" | Intent to Stay | "Intent to Stay % Change" |
|---------------------------------------|-----------------------|------------|-----------------------|--------------|-------------------------|----------------|---------------------------|
| Department of Transportation (0345) | 1,010 | 79% | -3.6% | 75% | -3.8% | 86% | -2.3% |
| Oklahoma Turnpike Authority (0978) | 260 | 76% | -1.3% | 74% | -1.9% | 77% | -5.8% |
| Veteran Affairs & Military | 449 | 72% | -4.5% | 68% | -2.3% | 74% | -3.4% |
| Military Department, Oklahoma (0025) | 84 | 79% | -2.5% | 72% | -5.2% | 81% | 3.8% |
| Department of Veterans Affairs (0650) | 365 | 71% | -5.2% | 67% | -1.9% | 72% | -5.0% |

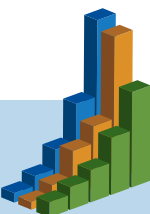


Appendix D: Survey Item Results

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/OKSEES21AppendixD.xlsx>



Appendix E: Burnout Item Results

The table linked below presents the burnout indicator for the statewide aggregated and each cabinet and agency. Burnout is a state of physical, emotional and mental exhaustion due to prolong or recurring stress. Burnout on the survey is assessed as the percentage of *agree* and *strongly agree* responses to the survey item, "I feel burnout from my work." Agree and strongly agree responses indicate a higher perception of burnout and should not be interpreted as a favorable response.

<https://oklahoma.gov/content/dam/ok/en/omes/documents/OKSEES21AppendixE.xlsx>

