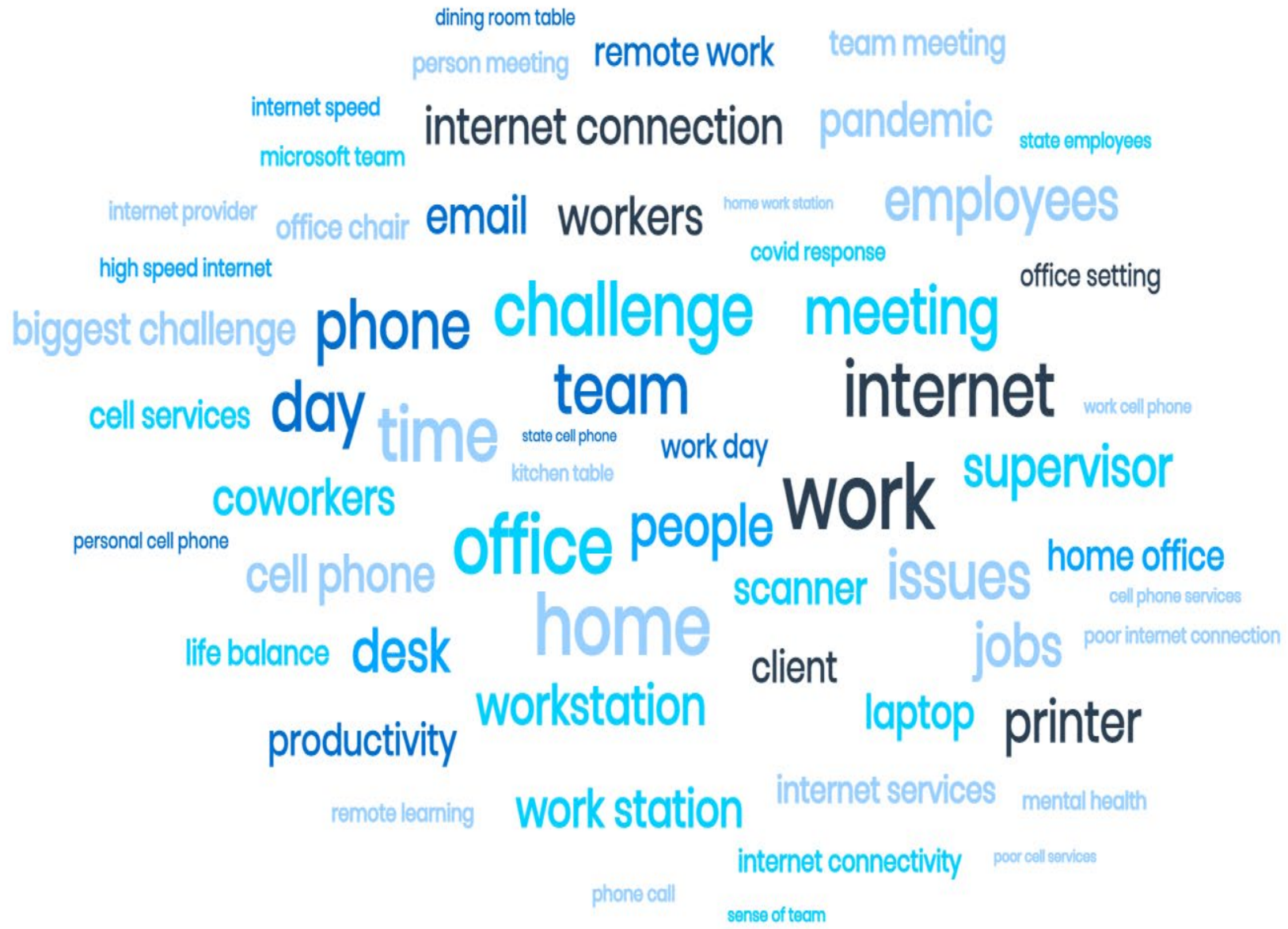


The background features abstract, overlapping geometric shapes in various shades of green, ranging from light lime to dark forest green. The shapes are primarily triangles and polygons, creating a dynamic, layered effect. The central text is set against a white background that is partially framed by these green shapes.

Workplace Employee Experience Survey: A Summary of Results



Background

The survey was initiated by the Employee and Leadership Development subcommittee of the Government Operations Task Force.

Survey date: 12/2/2020 – 12/16/2020

Sample: All active classified and exempt employees in the Executive Branch; n = 7,997

Overall response rate: 59%

Sample

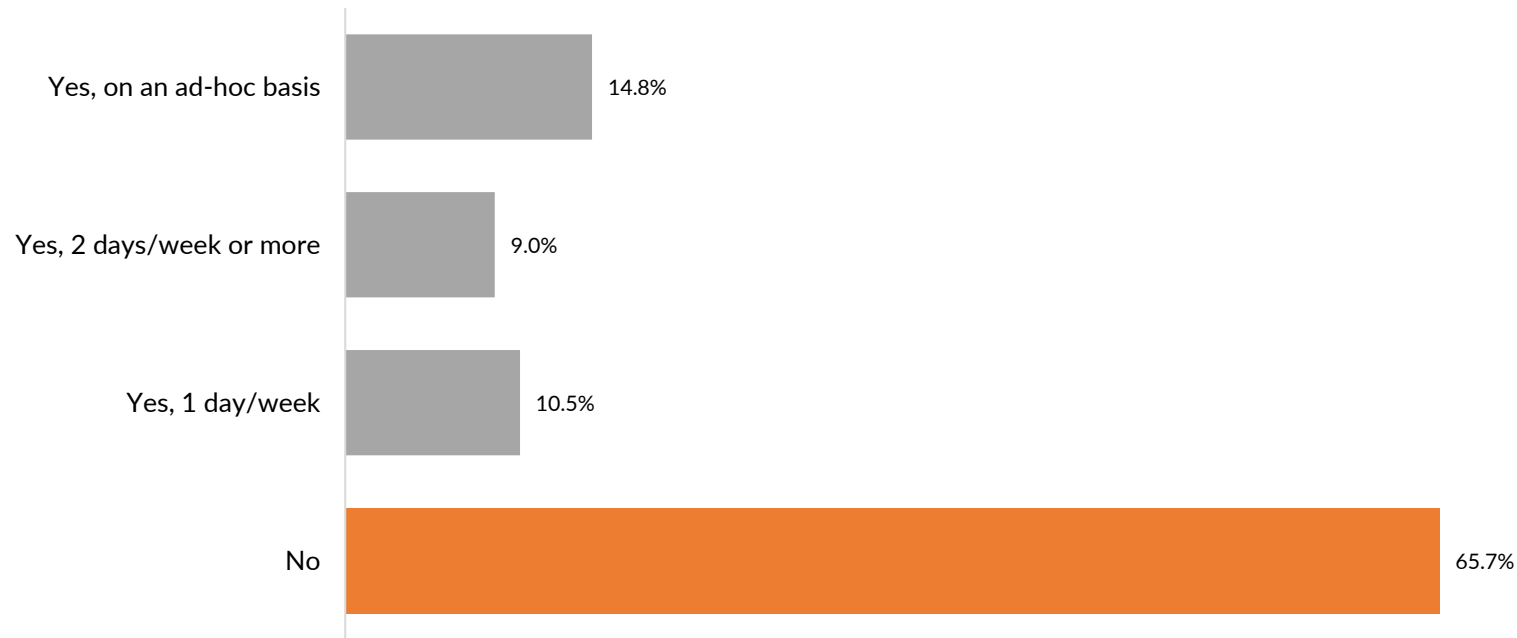
<u>What generation are you?</u>	<u>Percent</u>	<u>Workforce</u>	<u>Sex</u>	<u>Percent</u>	<u>Workforce</u>	<u>Do you identify as a Person of Color?</u>	<u>Percent</u>	<u>Workforce</u>
Pre-Baby Boomer (1945 or earlier)	0.3%	0.2%	Male	36.0%	48.7%	No	88.0%	95.8%
Baby Boomer (1946 - 1964)	23.8%	24.1%	Female	56.4%	51.3%	Yes	2.6%	4.2%
Gen X (1965 - 1980)	42.1%	44.0%						
Millennial (1981 - 1996)	27.9%	33.0%						
Gen Z (1997 and later)	1.3%	1.7%						

Key Findings

The background features abstract, overlapping geometric shapes in various shades of green, ranging from light lime to dark forest green. These shapes are primarily located on the left and right sides of the slide, framing the central white space where the text is placed.

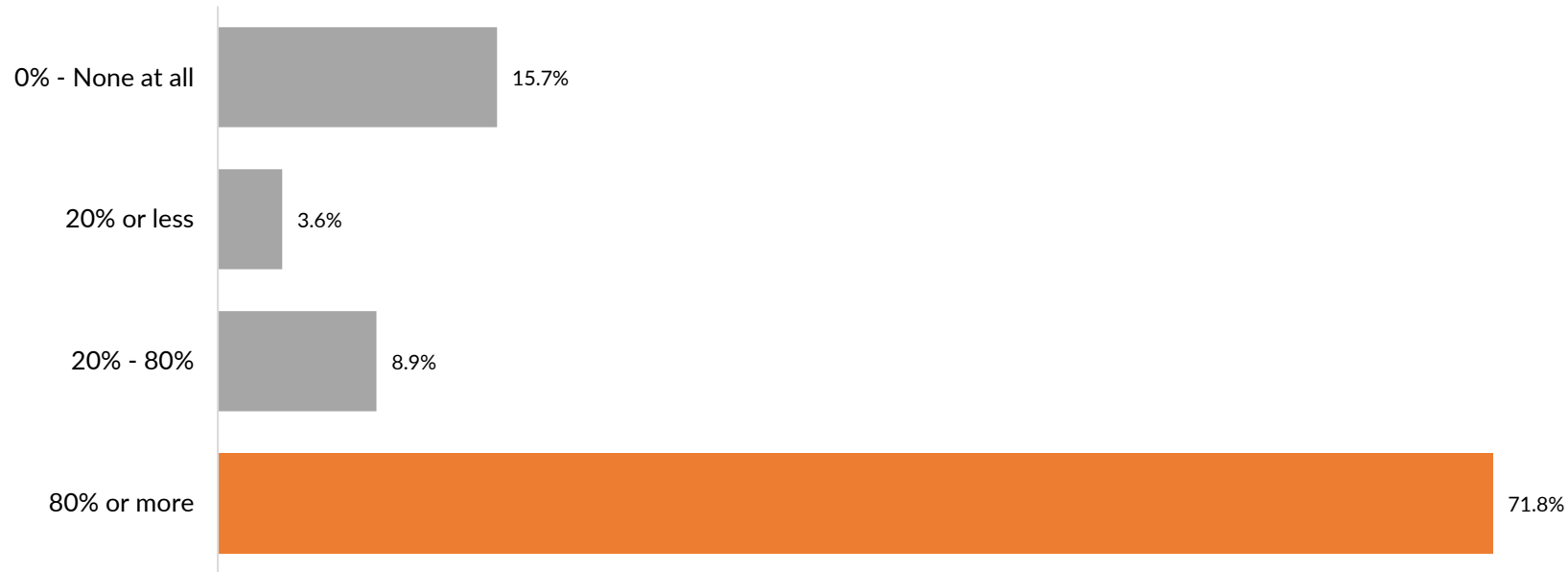
A workforce where most employees reported that they had never worked remotely shifted to where most do now - and most would like to continue working remotely.

Did you work remotely (telework) before March 2020?



A workforce where most employees reported that they had never worked remotely shifted to where most do now - and most would like to continue working remotely.

Consider the typical week RIGHT NOW, how much time do you spend teleworking?



A workforce where most employees reported that they had never worked remotely shifted to where most do now - and most would like to continue working remotely.

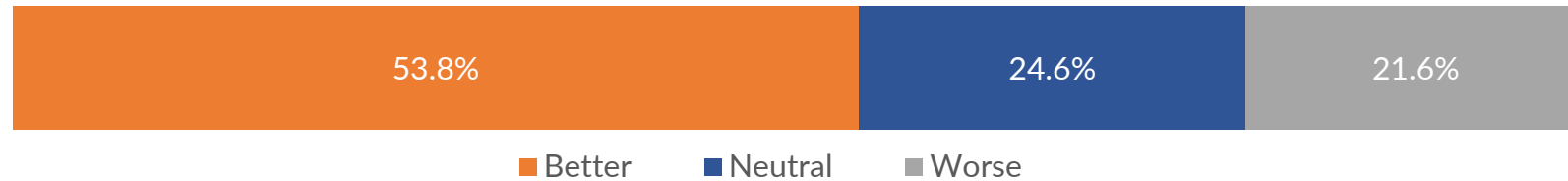
When we return to the office or other work site, what percent of the time would you like to telework?



- Nearly half of respondents would like to continue working remotely at least 80% or more of the time. These findings are consistent across age, sex, and ethnicity.
- Based on the analysis of survey comments employees would prefer a “hybrid” model. For instance, working one to two days a week in the office and the remainder of the work week remotely.

“Managing” work/life balance is a complicated dynamic for employees - there are both significant challenges and benefits to working remotely.

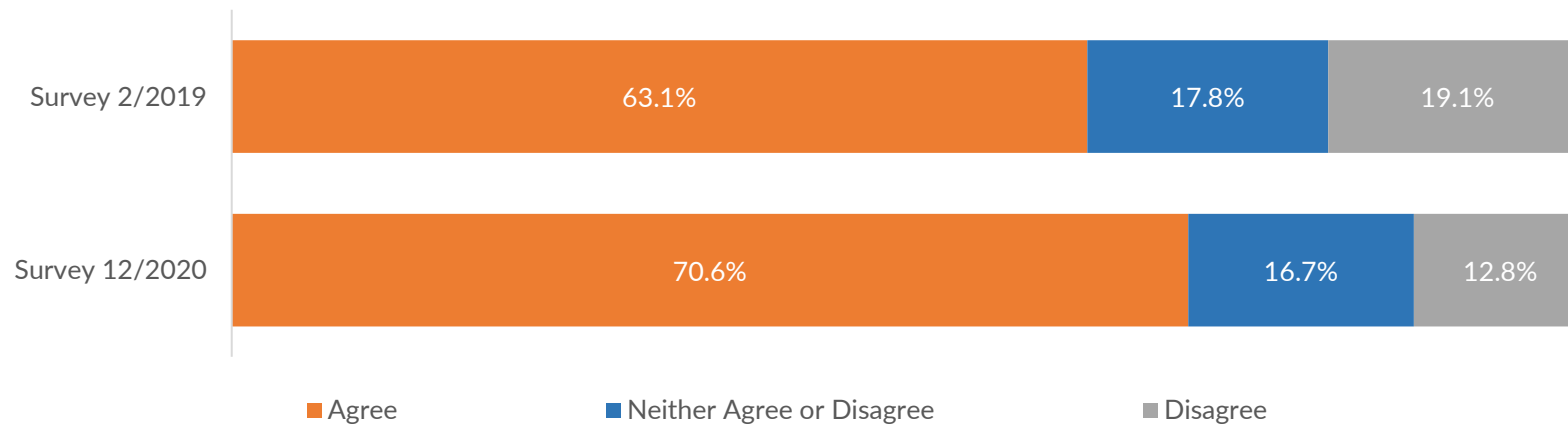
How has your Work/Life Balance changed since moving to a remote environment?



- While almost 54% of respondents said their work life balance was better, almost 25% were neutral and nearly 22% negative showing the conflicts inherent in work life/balance in a remote environment.
- This finding was consistent across age groups and ethnicity. Female respondents were slightly more likely (+4%) to say their work/life balance was better.

“Managing” work/life balance is a complicated dynamic for employees - there are both significant challenges and benefits to working remotely.

My job allows a good balance between work and my personal life.



- Agreement that their job allowed a good balance between work and their personal life was somewhat higher in this survey (+7.5%) than the Employee Engagement survey conducted in 2019.

“Managing” work/life balance is a complicated dynamic for employees - there are both significant challenges and benefits to working remotely.

- There were an abundance of comments about work/life balance, recognizing the challenges and benefits.

Challenges

Working longer hours; hard to disconnect.
Childcare/family distractions.
Limited childcare options.
Home schooling.
Not using accrued leave.

Benefits

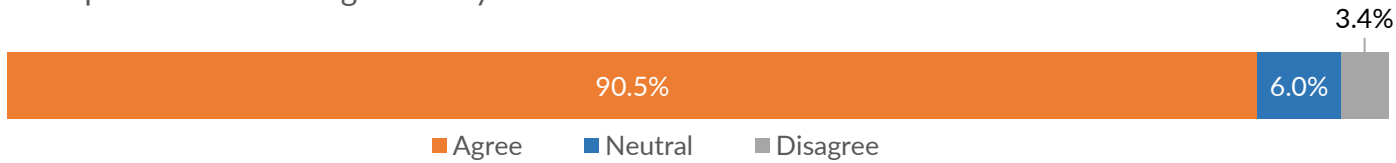
More time with family.
No commute.
Ability to flex schedule to meet family or other life demands/wants.
Time to exercise.

My big problem is separating home/work. I work at least 12 hours when I'm only getting paid for 8 because I feel like since my work is here, I should be doing it.

...remote work has been a blessing and I am able to get a lot more done. My work life balance has improved as well, which I believe has increased my overall productivity and job satisfaction in a positive way.

Employees feel that they work as productively, or better, when working remotely. Managers and supervisors agree.

I am productive working remotely



How has your work productivity changed since moving to a remote environment?



My staff is able to perform their jobs effectively



- ▶ Female respondents were more likely to say that their work productivity was better since moving to a remote environment than male respondents (65.2% vs. 54.1%) – an 11.1% difference.
- ▶ Why? One theory is that women have disproportionately been impacted by the pandemic with respect to family and home responsibilities, but the ability to flex time has allowed them to continue to be productive employees.

A significant concern of respondents has to do with how remote work leads to the lack of connectedness and ability to collaborate.

How has team collaboration changed since moving to a remote environment?



How has your connection to Agency/ Department changed since moving to a remote environment?



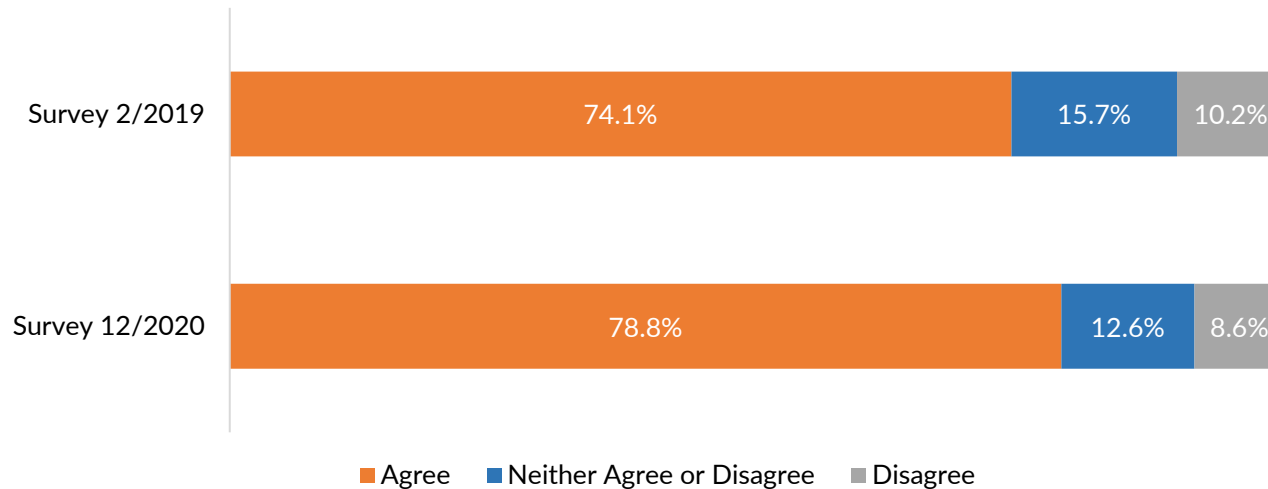
- Comments reflected respondents' concerns about a loss of team mentality, isolation, loneliness, and lack of communication from coworkers, leadership/management and their supervisor. This was the second most frequent theme found in the comments.

Sometimes teleworking makes me feel like I'm doing this alone, without the opportunity to see/hear/talk to my coworkers in person...

In the future I hope to be able to still work remotely but also be able to come into the office where the focus would be collaboration and meeting with others to work on projects.

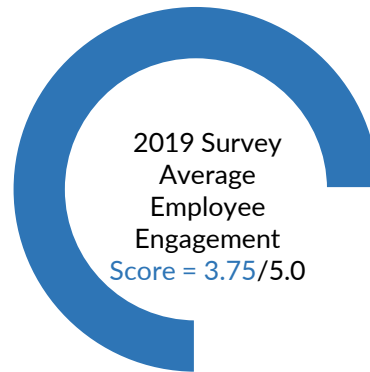
Respondents indicated high levels of job satisfaction and engagement.

In general, I am satisfied with my job



- Overall job satisfaction was somewhat higher in this survey than the Employee Engagement survey conducted in 2019.
- Female respondents have a slightly higher percent agreement (+7%) – 83.2% vs. 76.2%

Respondents indicated high levels of job satisfaction and engagement.



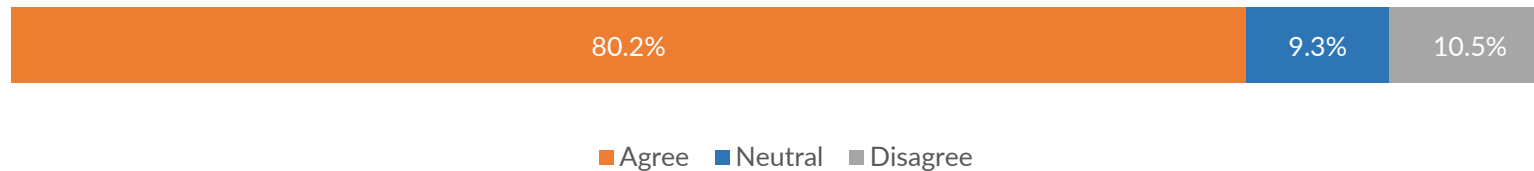
- Using a group of engagement questions that were in the current survey and comparing to same questions in the 2019 Employee Engagement survey we found that average employee engagement was higher among respondents to the 2020 survey.

I have NEVER loved my job more. I LOVE teleworking and feel my work has blossomed exponentially and that I am of better value to Vermonters.

Being able to work remotely has significantly increased my job satisfaction.

Most respondents report that they have acceptable Internet access. However, access or degree of connectivity is reported as a significant problem for many employees.

My internet connection is satisfactory



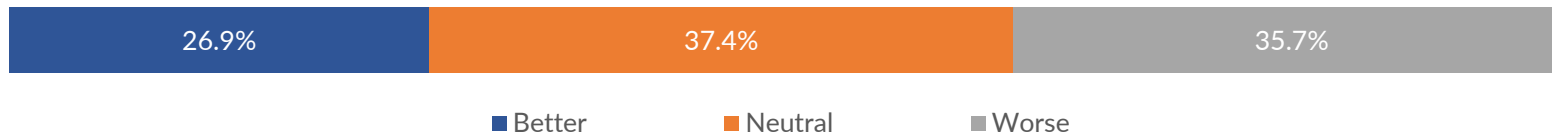
- Numerous comments (the fifth most frequent theme found in the comments) speak to connectivity:
 - Employees experience lack of bandwidth, which can be exacerbated by multiple people in home working remotely.
 - High-speed Internet that is unaffordable/unavailable in rural Vermont.
- One impediment to productivity may be connectivity.

We have had a lot of issues with our internet being slow and losing connectivity.

My ISP is slow enough to be detrimental to my productivity, combine that with my spouse also having to work from home we do this stupid yet merry dance around each other schedules.

Shifting to a home work environment has brought ergonomic challenges but also the benefits of an environment that many report is more conducive to productive work.

How has your work station changed since moving to a remote environment?



- The benefits of the home work environment was the most frequent theme found in the comments. Benefits cited included:
 - No open office distractions, quiet atmosphere at home, and better concentration.
- The challenges of a home work environment was the fourth most frequent theme found in the comments:
 - Poor ergonomics for many in the home office was cited as a serious concern, including not having a real desk or office chair leading to physical strain (eye, back, etc.)

I have a quiet environment to get my work done instead of being interrupted multiple times by office visits.

I am working either on my couch or at the kitchen table, which wrecks my back.

My work station consists of sitting on my couch. Not very ergo-friendly.

Technology or equipment was cited as one of the most important considerations for supporting continued telework.

► Examples cited in employee comments include:

Inability to print/scan/fax.

No mail services.

Files not available electronically.

Need basic office supplies.

Digital signature system needed.

Need VPN instead of Citrix.

No State issued cell phone;

using personal cell and or landline to conduct state business.

Old laptop, no monitor.

Need Zoom for public meetings.

Need Adobe Acrobat Pro.

My computer is antiquated, and it is not easy to join or conduct online meetings.

Do not have soft phone so have to use my personal cell...

I agree that the SoV and taxpayers should not pay for home work stations for State employees. I do wonder if there is an opportunity to allow State employees to purchase home office equipment through the existing office furniture contracts....

Inconsistent policies and managerial practices were a significant concern among respondents.

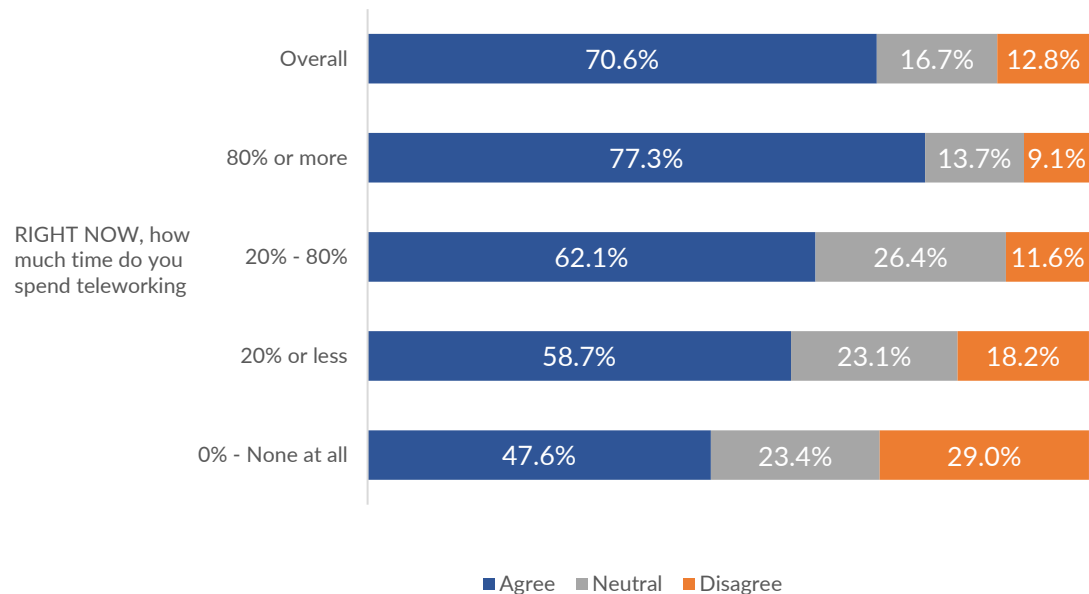
- Some managers allow work equipment to go home, while others are not allowing this.
- Some managers allow flexibility in monitoring an employee's work time, while others are rigid in terms of "checking in/checking out."
- Many employees mentioned home office allowance, stipend or accessing State contracts to purchase home office supplies.

I've been fortunate that my department has made it a point to make sure I have what I need to work from home.

Was denied the use some of the equipment that we once had at the office.

There are significant differences in perceptions between employees who can work remotely versus those who cannot.

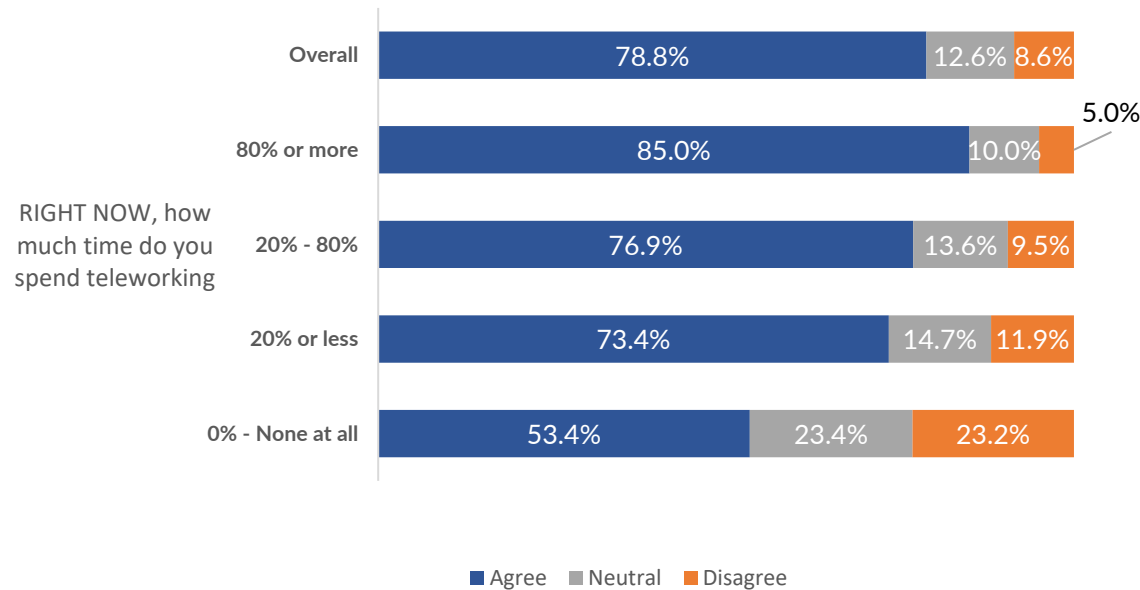
My job allows a good balance between work and my personal life



- There is a nearly 30% difference in agreement in how respondents feel they have a good work life balance between those reporting working remotely 0% of the time versus 80% or more.

There are significant differences in perceptions between employees who can work remotely versus those who cannot.

In general, I am satisfied with my job

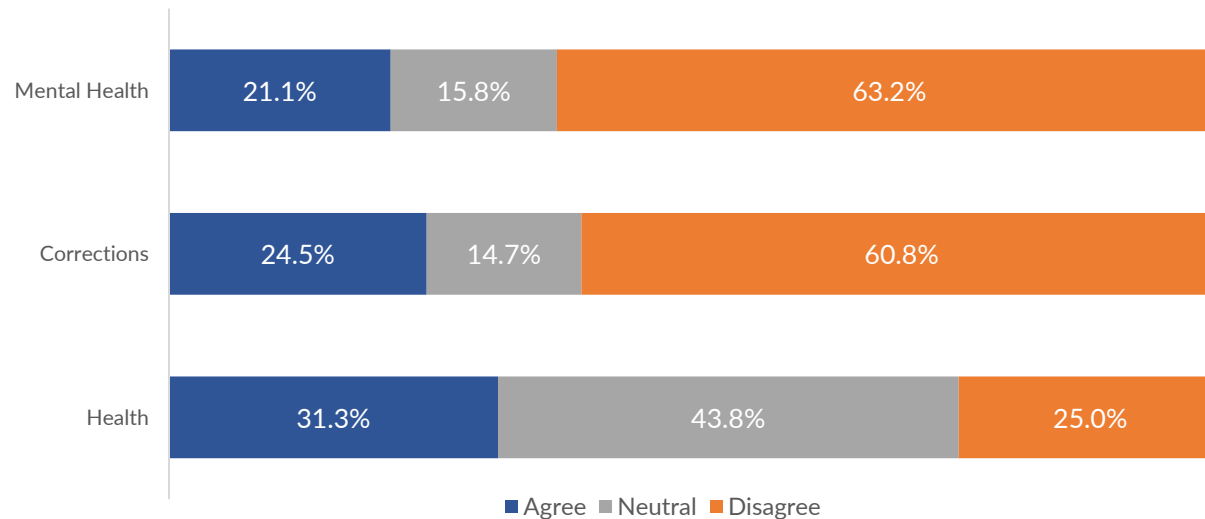


- ▶ Again, we see a significant difference of over 30% in respondent's satisfaction with their job between those who work remotely 0% of the time versus those who work 80% or more.

There are significant differences in perceptions between employees who can work remotely versus those who cannot.

- ▶ Are the differences in job satisfaction and work life balance related to remote work or is it related to the type of jobs where employees are unable to work remotely?
- ▶ Although not conclusive, results suggest that it is the type of jobs. These jobs are found in department that are under great stress, such as the Department of Health, as well as departments that generally trend lower on these measures, such as the Department of Corrections and Department of Mental Health because of the difficult nature of the work, made even more difficult because of the pandemic.

My job allows a good balance between work and my personal life (Employees reporting 0% Remote Work.)



There are significant differences in perceptions between employees who can work remotely versus those who cannot.

- ▶ These results show that those employees, who because of the nature of their job, will never be able to work remotely have lower overall job satisfaction and work/life balance as measured by this survey.
- ▶ We should be mindful of this so we don't create a gap between those who can work from home and those who can't, a category that includes most essential, front-line workers.
- ▶ *It would be helpful for the State to recognize that not all positions can telework and not all managers have staff who can telework. Some of the greatest challenges during this pandemic has been to ensure people who cannot telework are able to continue working yet most employee communications (including this survey) lead with the assumption that all state employees are working remotely. In doing so, ...this has led to hard feelings among staff (creating a divide between the "haves" and "have nots.") Improving the employee experience for those who continue to work onsite every day and continue to serve is equally important as their environments have also changed.*

Comments Summary

Theme	Freq.	Percent of Respondents	Subthemes
Work Environment (Benefits)	879	21.0%	(No open office distractions, Quiet atmosphere at home, Can concentrate better at home)
Connectedness	630	15.1%	(Loss of team mentality, Isolation, Loneliness, Lack of communication)
Work Life Balance (Challenges)	621	14.9%	(Working more than scheduled, Not using accrued leave, Child Care/Family Distractions)
Workstation/Environment (Challenges)	599	14.3%	(Poor ergonomics, need real desk, standing desk station, office chair)
Internet Access	547	13.1%	(Slow bandwidth, High Speed unaffordable/unavailable rural VT)
Changes to Work	409	9.8%	(Lack of in person contact with clients, longer to get a response from coworkers)
Office Equipment	394	9.4%	(No Printing/scanning/faxing, Files not available electronically)
Computer	272	6.5%	(Slow computer, VPN issues, Need second monitor)
Office Allowance	205	4.9%	(For internet, utilities, supplies, desk, chair)
Team Dynamic	203	4.9%	(Office personality conflicts subsided, More inclusion and collaboration)
Work Life Balance (Benefits)	191	4.6%	(More time with family, Ability to flex schedule)
Cell Phone Access	172	4.1%	(Poor cell phone coverage, No State issued cell phone)
Commuting	169	4.0%	(No long commute, No parking hassles)
Training	153	3.7%	(Supervisors need training on managing remote staff)
Supervision of Remote Staff	124	3.0%	(Difficulty onboarding new staff, difficulty setting realistic performance expectations)
Feel Safer at Home	38	0.9%	

Total valid cases = 4,177

Thank You

Survey comments review team:

- ▶ Kristy Pirie (Benefits team)
- ▶ Keri Wakefield (Telework team)
- ▶ Holly Hayden (Workforce team)
- ▶ Angela Leclerc (Social Justice, Diversity and Inclusion team)
- ▶ Laurie Bouyea-Dumont (Employee and Leadership Development team)
- ▶ John Sears (Employee and Leadership Development team)
- ▶ Tanya Miller (Benefits team)
- ▶ Tammy Johnson (Workforce team)
- ▶ Chuck Schwer (Telework team)

Power BI site development

- ▶ Jaron Foster (DHR)