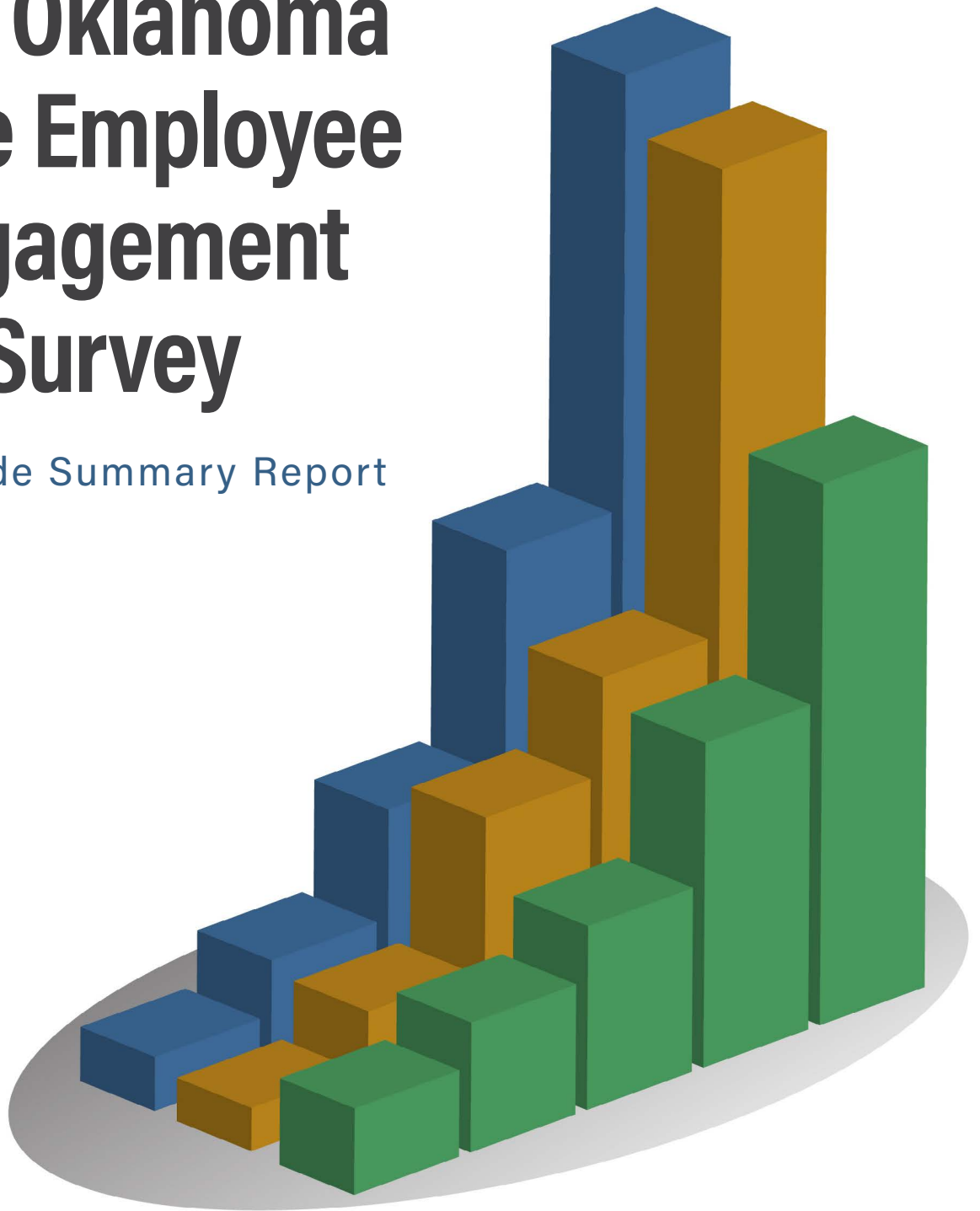


2019 Oklahoma State Employee Engagement Survey

Statewide Summary Report



Office of the Governor
State of Oklahoma Chief Operating Officer

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This 2019 State Employee Engagement Survey Statewide Summary Report is a report of the Chief Operating Officer of the State of Oklahoma based on a survey conducted by the Office of Management and Enterprise Services.



About the Statewide Summary Report

Introduction to this Report

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

Fiscal year 2019 marks the first distribution of the survey to Oklahoma state government employees, standardizing measurement of employee engagement for Oklahoma government. Because this is the first survey conducted on such a broad scale, it should be viewed as a baseline for improvement. The statewide measurement approach provides statewide aggregates for comparison with agency- and cabinet-specific results and allows benchmarking both within and between cabinets.

Why Measure Employee Perceptions?

The survey provides an opportunity for Oklahoma state employees to have their voices heard, which research suggests is valued by employees (e.g., [McFarlin & 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 survey 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 will be administered annually, it allows for tracking improvements and problem areas over time.

What Does the Survey Measure?

The survey measures employees' opinions of various aspects of their experiences at work, including areas such as 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.

In addition to the aforementioned focus measures, the report also provides an **overall favorability rating**, which is defined as the percentage of positive survey responses for all survey items combined. Although this measure is not necessarily linked to business outcomes, it provides a quick and simple gauge of employees' overall opinions of their work experience.

Overview of Survey Methodology

The Office of Management and Enterprise Services administered the 2019 Oklahoma State Employee Engagement Survey 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 March 25, 2019, to May 24, 2019. The survey contained 51 items. Those items addressed employee engagement (13 items), satisfaction (4 items) and work climate (34 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 section to collect participants' comments. More details on the survey methodology are provided in Appendix A, and a glossary of terms is provided in Appendix B.

Interpreting this Report

This report presents the percentage of favorable responses on the survey. 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 agencies:¹

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

¹ No agencies in this report roll up to the Secretary of Budget or the Secretary of Native American Affairs.

Guidelines for Use

The survey's statewide summary contains valuable feedback each agency can use to improve its workforce. Each agency has a unique mission, vision and goals as well as its own challenges in managing its workforce. The survey's distribution method allows each agency to review the survey results in different ways based on its specific needs. To maintain general consistency related to interpreting the results, here are some typical guidelines in making the best use of the reports and resources.

Use the state and cabinet results as benchmarks for comparisons. Use the state summary with agency detail reports. Identify whether your agency had more favorable or unfavorable results than the Oklahoma state government average for each item. Identify the survey items that are notably above or below the average. Highlight those areas where the agency is above the average and take action in relation to areas that are notably below the average.

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 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.

Survey Reports

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



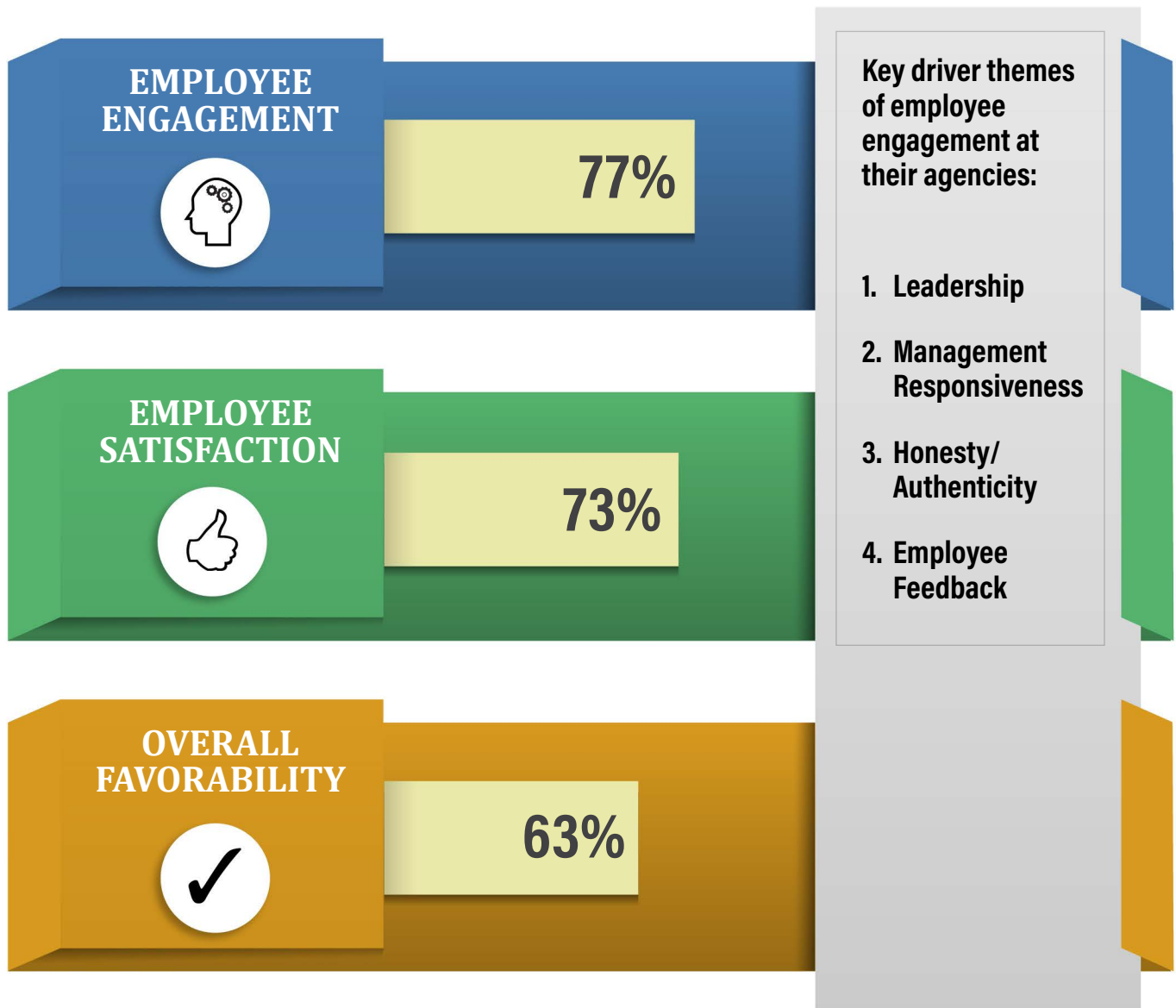
Survey Results

This section of the report presents the major findings of the survey. 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 the statewide aggregates.

The survey results section begins with statewide key findings regarding employee engagement, satisfaction and overall favorability, 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 overall favorability. Results for individual survey items are available in Appendix D.

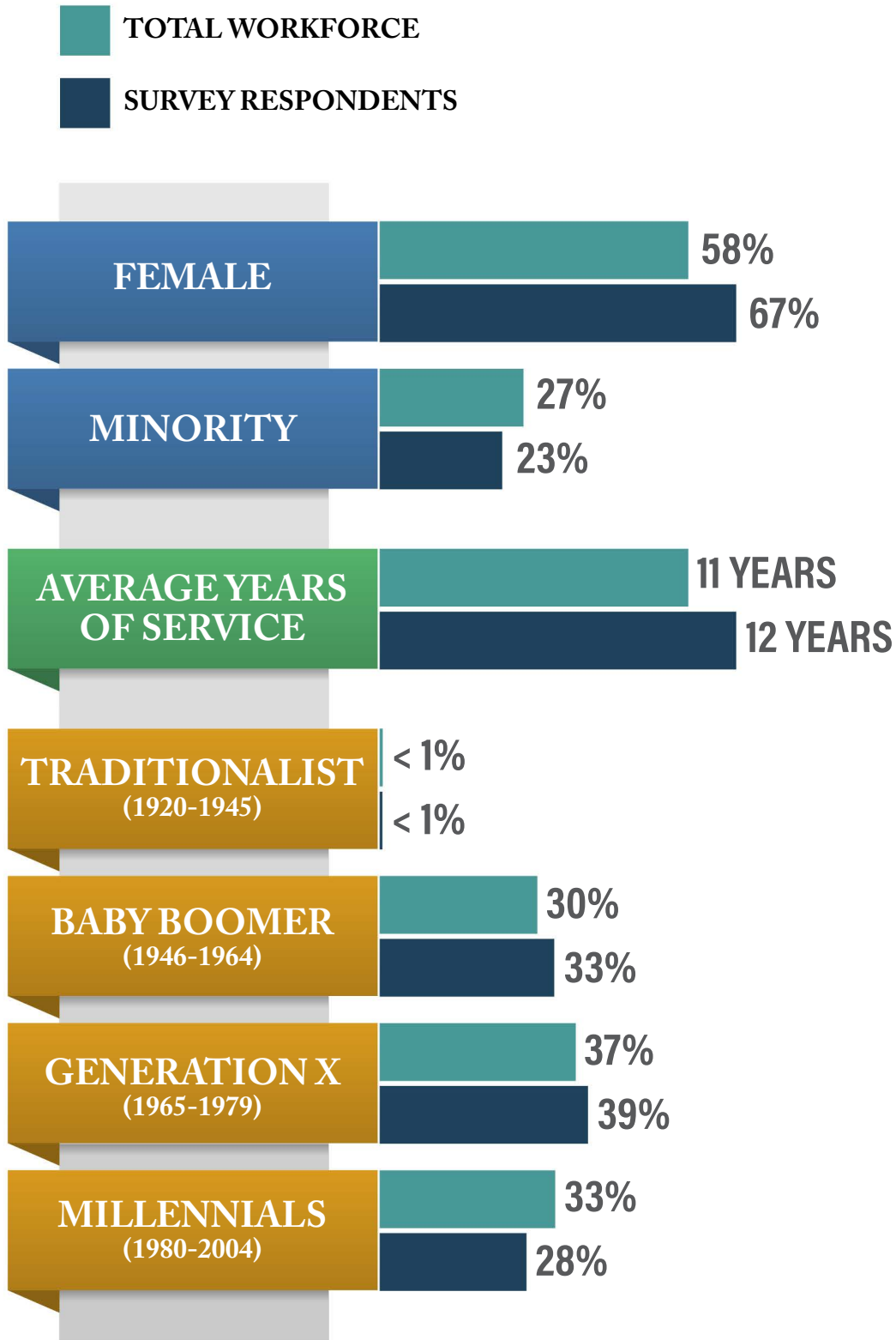
Statewide Key Survey Findings

The infographic below summarizes the key findings of the survey 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 overall percentage of positive responses for all survey items (favorability).

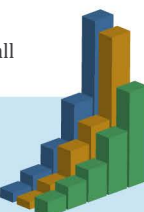


Participant Demographics

The survey 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 13 cabinets responded to the survey, representing 98 Oklahoma state agencies.² The graphic below summarizes demographics of respondents statewide and comparisons to the overall state workforce.

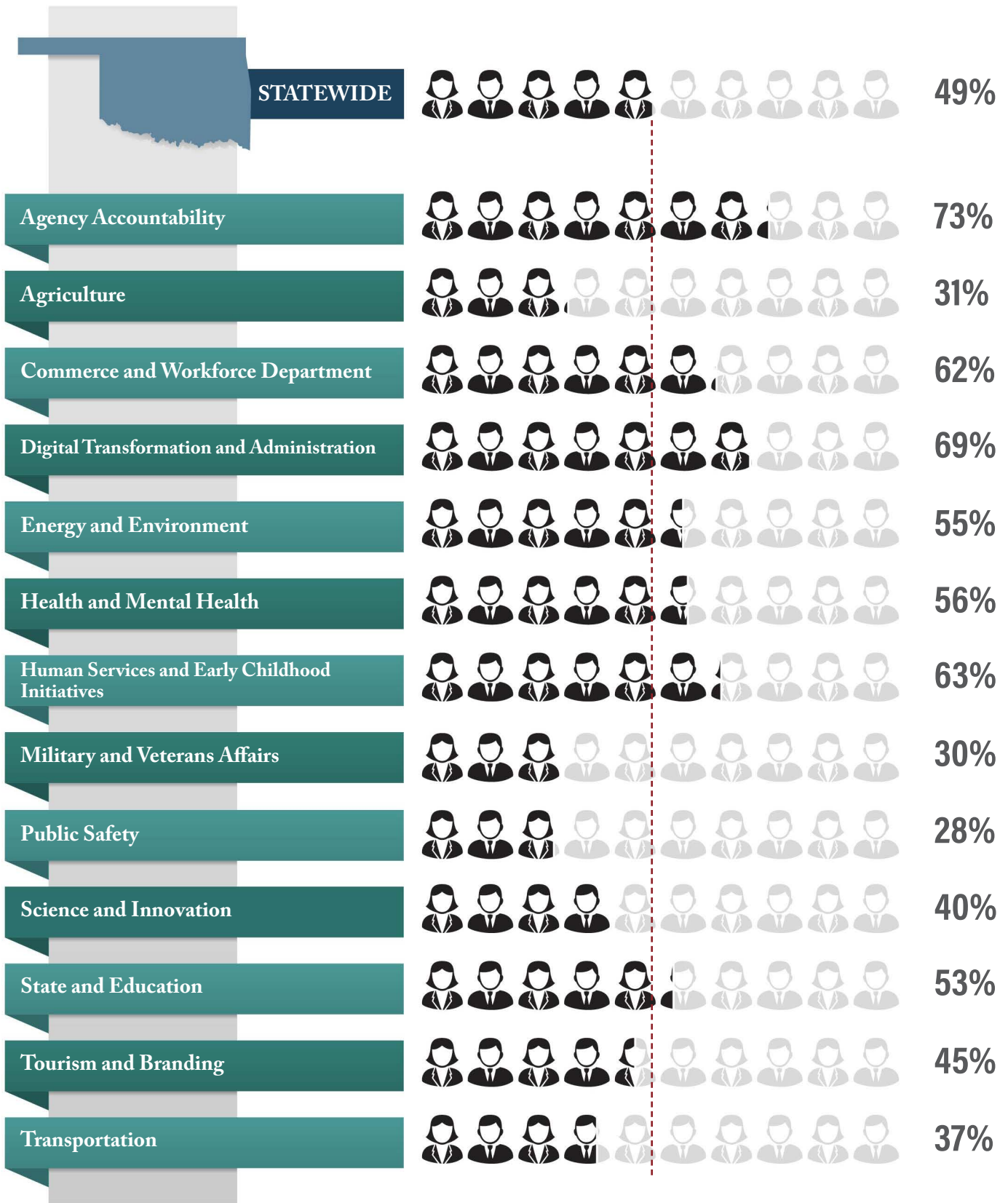


² 67 agencies met the minimum threshold of respondents (n=5) to be reported individually. Statewide aggregate and cabinet-level results include all agencies with responses



Response Rates

There were 27,503 state employees who received the survey, and 13,468 completed it for a response rate of 49%. Response rates for each cabinet are presented below.

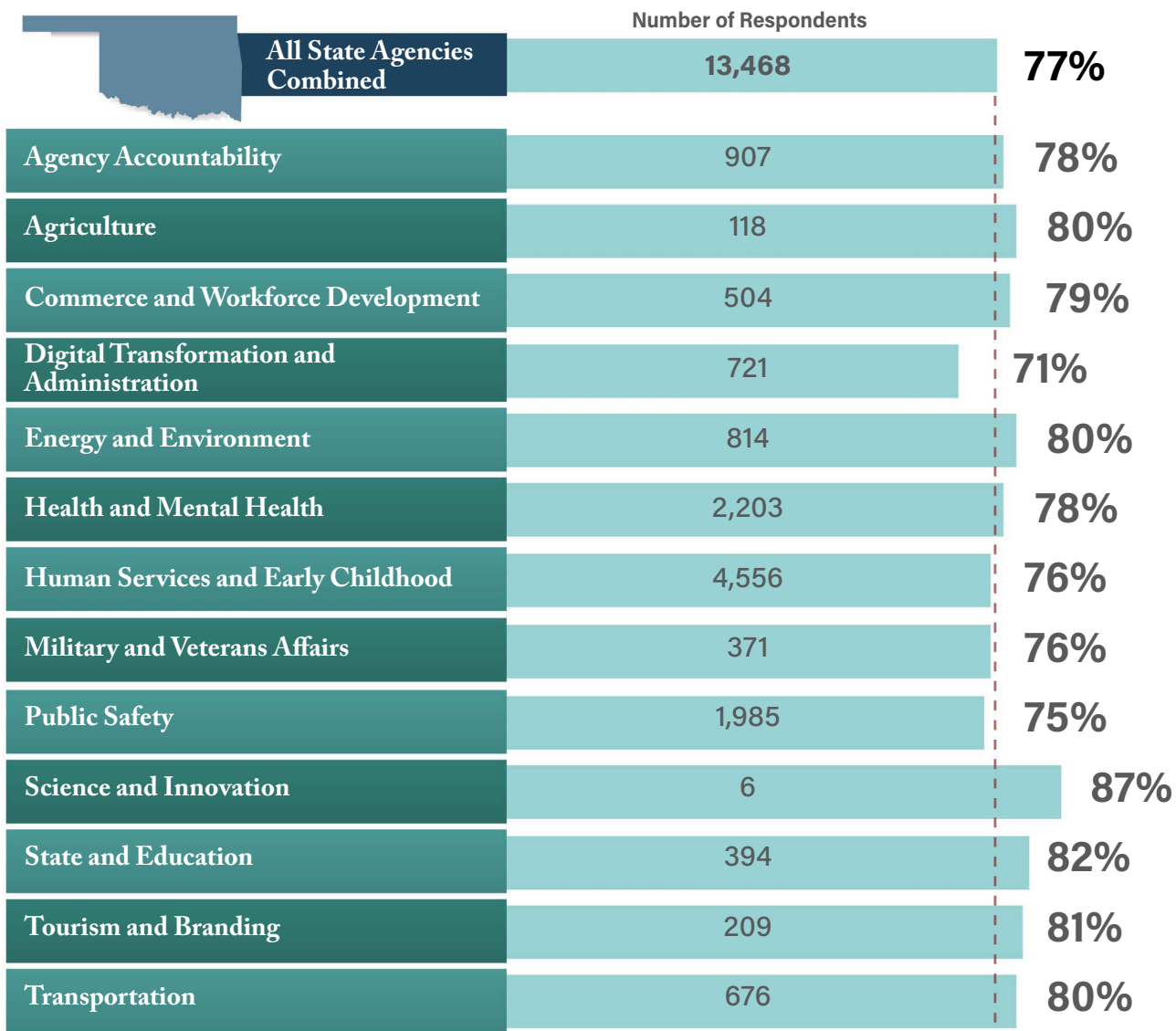


Employee Engagement

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. 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, opportunity, and risk.

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. 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 ≥ 0.5) with the overall statewide employee engagement index. Key drivers represent areas that may be important in shaping an employee's level of engagement.³ The survey items are classified as areas of strength, opportunity and risk with regard to overall employee engagement. Items classified as strengths were favorably rated by employees. Items classified as opportunities were not highly favorable or unfavorable but can be targeted for improvement, and areas classified as risks are highly unfavorable and may represent a more immediate need for improvement. More detail on how strengths, opportunities, and risks are classified is provided in Appendix B.

Strengths

- The leadership here clearly communicates the agency's goals.
- I know exactly how my role at the agency contributes to the agency's goals.
- Leaders encourage work-life balance.

Opportunities

- The leadership of this organization is living up to the agency's core values.
- 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.
- Management is responsive to the needs and concerns of employees.
- Communication from the leadership of this organization is open and honest.
- This agency's culture encourages and supports independent thinking (autonomy).
- Leaders utilize and value employees' suggestions.
- Employee feedback is used at my agency to improve effectiveness.
- 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.

Risks

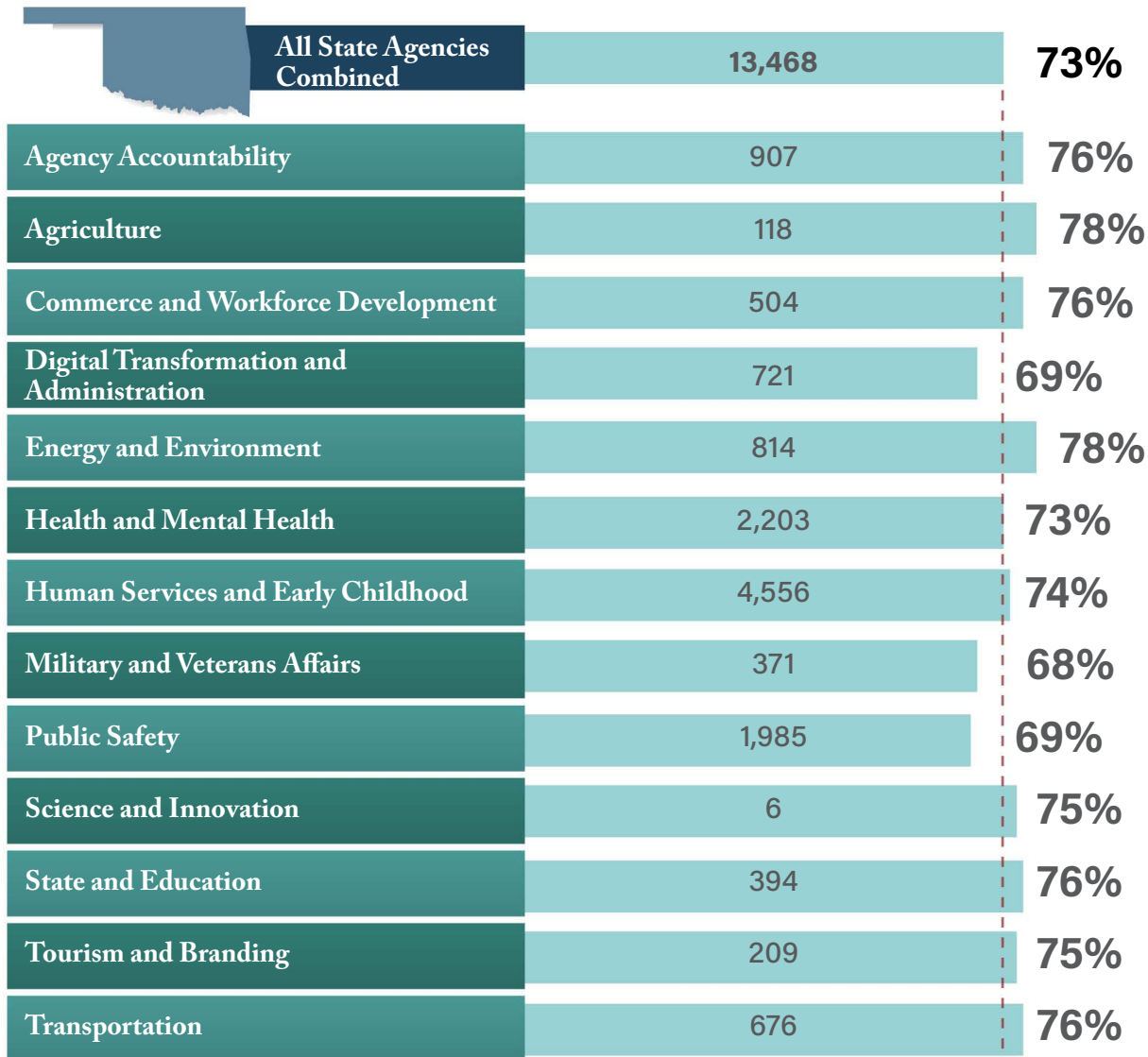
- Communication throughout the agency is adequate.
- There are good opportunities here to advance to a better job.

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.



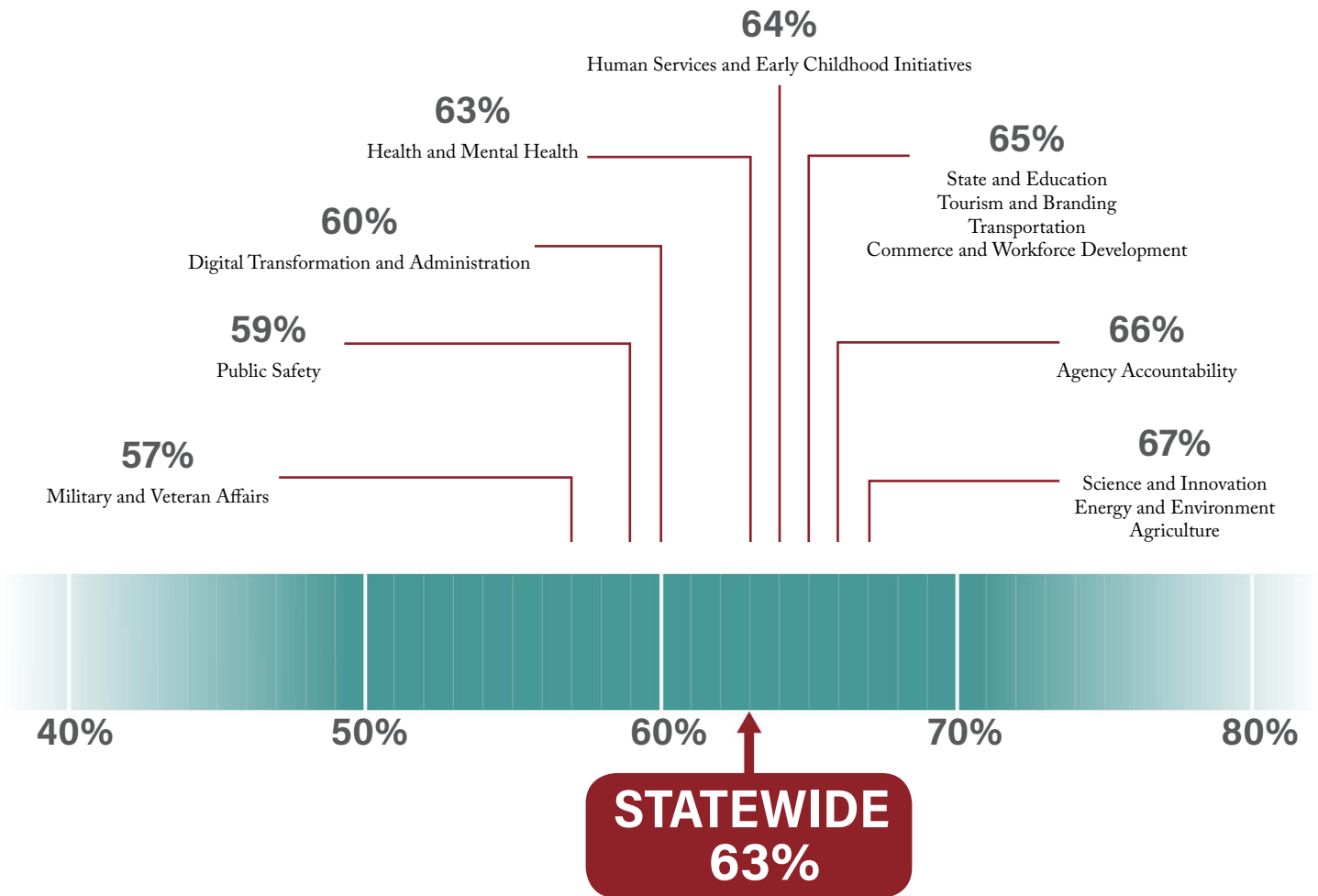
Employee Satisfaction

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 Oklahoma State Employee Engagement Survey defines overall employee satisfaction as the combination of employees' satisfaction with their jobs or roles, supervisors, work groups (units and 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 or role, supervisor, work group, agency) is presented in Appendix D in order to highlight specific areas of high (or low) employee satisfaction.



Overall Favorability Ratings

The combined favorability ratings for all survey items offers a simple gauge of the overall positivity of employee opinions. Overall favorability presents a holistic view of employees' perceptions of their work experiences. Across all agencies and cabinets, state employees favorably responded to 63% of all survey items. The graphic below displays overall favorability ratings for each cabinet compared to the statewide favorability rating. The table in Appendix C presents the overall favorability ratings for each agency.



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.

Highest Favorability	Favorability Rating
I am determined to give my best effort at work each day.	93%
I feel accomplished when I complete work projects and tasks.	88%
I am often so involved in my work that the day goes by very quickly.	82%
I see myself working at my agency one year from now.	82%
I feel that I can make a difference for the State of Oklahoma.	80%
My supervisor/team leader is willing to listen to my problems and complaints.	79%
I am proud to be a state employee.	79%
I am proud to work for my agency.	77%
My direct supervisor values my contributions to the agency.	77%
I know exactly how my role at the agency contributes to the agency's goals.	77%

Lowest Favorability	Favorability Rating
Pay increases are administered fairly.	18%
The pay rate for my job has been properly set.	22%
There are good opportunities here to advance to a better job.	32%
Communication throughout the agency is adequate.	37%
Employee feedback is used at my agency to improve effectiveness.	42%
Communication from the leadership of this organization is open and honest.	48%
Leaders utilize and value employees' suggestions.	48%
I am satisfied with my total compensation package (benefits, leave, etc.).	49%
The leaders of this agency care about me as a person.	49%
This agency's culture encourages and supports independent thinking (autonomy).	50%



Conclusions

The first statewide deployment of the survey reached employees at 98 state agencies, giving state employees a chance to provide important feedback about working for Oklahoma state government. The survey measured two important correlates of organizational performance, employee engagement and satisfaction, as well as the overall favorability of employee perceptions. The survey results showed that state employees responded favorably to 77% of items assessing their engagement, defined as their commitment, motivation and absorption in their work responsibilities. Results for employee satisfaction showed that state employees responded favorably to 73% of items measuring satisfaction, indicating their feelings toward their work experience. Finally, state employees responded favorably to 63% of all survey items combined indicating the percentage of overall positive perceptions held by state employees. The detailed survey results in this report are a starting point for recognizing workplace strengths as well as pinpointing areas for improvement.

The survey was sent to over 27,000 employees. However, there were incomplete, invalid 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 first statewide deployment of the survey. Results from the 2019 Oklahoma State Employee Engagement Survey can be used as a benchmark against future surveys to track areas of improvement. Subsequent survey versions may undergo changes in methodology, survey items and report format based on further analysis of the 2019 data. Improvements made to the survey will be documented in future reports. Any additional reports will be published on the OMES website.

Contact Information

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Appendix A: Methodology

Purpose of the Survey

The survey 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-time and part-time executive branch state employees, excluding higher education. Respondents with valid work-related email addresses in the state's HRIS received the survey.

Procedures

The survey was conducted from March 25 to May 24, 2019. The survey contains a series of 51 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 (47 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) and strongly agree (5). Satisfaction ratings were made on the following scale: very dissatisfied (1), dissatisfied (2), neutral (3), satisfied (4) and 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 that 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-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 efforts and absorbed in their work responsibilities.

Employee engagement key driver – key drivers of employee engagement are survey items that correlate greater than $r = 0.5$ with the Employee Engagement Index.

Employee satisfaction – how respondents feel about their work and workplace.

Generation Xers – individuals born between the years of 1965 and 1979.

Millennials – individuals born between 1980 and 2004.

Minority – individuals who identify as black, African American, Hispanic, American Indian, Asian or Pacific Islander.

Opportunities – key driver survey items ($r \geq 0.5$) 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.

Overall favorability rating – the percentage of positive responses (“strongly agree” or “agree” and “very satisfied” or “satisfied”) for all survey items combined.

Risks – key driver survey items ($r \geq 0.5$) with means less than or equal to the neutral mid-point (3) of the 5-point rating scale.

Strengths – key driver survey items ($r \geq 0.5$) 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 Favorability Ratings

The table below presents the engagement index, overall satisfaction score and overall favorability ratings for the statewide aggregate and each cabinet and agency⁴. 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 or role, supervisor, work group (unit and program area) and agency satisfaction. The overall favorability ratings represent the percentage of positive responses on all survey items combined. For the cabinet- and agency-level percentages, green text indicates ratings above the statewide levels, and red text indicates ratings below the statewide levels.

	Number of Respondents	Engagement	Satisfaction	Favorability
All State Agencies Combined	13,468	77%	73%	63%
Agency Accountability	907	78%	76%	66%
Auditor and Inspector, State (0300)	83	86%	86%	79%
Management and Enterprise Service, Office of (0090)	824	78%	75%	64%
Agriculture	118	80%	78%	67%
Agriculture, Food and Forestry, Department of (0040)	82	78%	75%	65%
Conservation Commission, Oklahoma (645)	22	85%	88%	75%
Horse Racing Commission, Oklahoma (0353)	10	73%	78%	63%
Commerce and Workforce Development	504	79%	76%	65%
Commerce Department (0160)	68	84%	83%	71%
Construction Industries Board (0170)	15	83%	85%	75%
Employment Security Commission, Oklahoma (0290)	269	76%	71%	60%
Insurance Commissioner and State Insurance Department (0385)	71	80%	76%	63%
Labor Department (0405)	40	80%	76%	68%
Professional Engineers and Land Surveyors, State Board of Registration for (0570)	8	98%	100%	98%
Real Estate Commission, Oklahoma (0588)	12	84%	79%	72%
Used Motor Vehicle and Parts Commission, Oklahoma (0755)	6	82%	88%	76%
Digital Transformation and Administration	721	71%	69%	60%
Banking Department (0065)	28	85%	91%	83%
Consumer Credit Department (0635)	27	79%	72%	64%
Land Office, Commissioners of the (0410)	44	87%	84%	87%
Lottery Commission and Board of Trustees, Oklahoma (0435)	10	69%	65%	61%

⁴ Only agencies with more than 5 respondents are included in the table.



Public Employees Retirement System and Board, Oklahoma (0515)	31	85%	84%	77%
Securities Commission (0630)	6	88%	88%	86%
State Treasurer (0740)	24	81%	72%	63%
Tax Commission (0695)	521	66%	64%	54%
Teachers' Retirement System (0715)	18	82%	81%	70%
Energy and Environment	814	80%	78%	67%
Corporation Commission, Oklahoma (0185)	260	82%	79%	70%
Environmental Quality Department (0292)	301	78%	77%	66%
Mines Department (0125)	6	87%	83%	82%
Water Resource Board, Oklahoma (0835)	53	83%	80%	74%
Wildlife Conservation Department (0320)	192	79%	77%	61%
Health and Mental Health	2,203	78%	73%	63%
Health Care Authority, Oklahoma (0807)	425	81%	76%	66%
Health Department (0340)	954	75%	71%	61%
Medical Licensure and Supervision, Board of (0450)	11	71%	66%	57%
Mental Health and Substance Abuse Department (0452)	747	79%	73%	63%
Nursing, Board of and Formulary Advisory Council (0510)	22	82%	83%	80%
Pharmacy, Board of (0560)	9	92%	89%	89%
Physician Manpower Training Commission (0619)	6	55%	50%	39%
Tobacco Settlement Endowment Trust – TSET (0092)	19	82%	67%	64%
Human Services and Early Childhood	4,556	76%	74%	64%
Children and Youth, Oklahoma Commission on (0127)	10	68%	60%	55%
Human Service Department – OKDHS (0830)	3,839	76%	75%	65%
J.D. McCarty Center for Children with Developmental Disabilities (0670)	43	76%	68%	56%
Juvenile Affairs Office (0400)	236	72%	68%	55%
Rehabilitation Services Department (0805)	424	77%	71%	61%
Military and Veterans Affairs	371	76%	68%	57%
Military Department, Oklahoma (0025)	72	80%	75%	66%
Veterans Affairs Department (0650)	299	75%	66%	55%
Public Safety	1,985	75%	69%	59%
Alcoholic Beverage Law Enforcement (0030)	13	83%	71%	69%
Attorney General (0049)	90	78%	77%	64%
Board of Medicolegal Investigations (0342)	32	84%	77%	65%
Correction Department (0131)	1,400	73%	66%	56%
District Attorneys Council (0220)	156	81%	78%	69%



Emergency Management Department (0309)	14	83%	77%	68%
Fire Marshal (0310)	14	64%	55%	50%
Indigent Defense System Board and Appellate Indigent Defender System (0047)	38	78%	76%	69%
Law Enforcement Education and Training, Council on – CLEET (0415)	9	92%	83%	73%
Oklahoma State Bureau of Investigation – OSBI (0308)	149	83%	78%	68%
Oklahoma State Bureau of Narcotics and Dangerous Drugs Control (0477)	58	78%	71%	63%
Pardon and Parole Board, Oklahoma (0306)	8	85%	78%	74%
Science and Innovation	6	87%	75%	67%
Center for the Advancement of Science and Technology, Oklahoma – OCAST (0628)	6	87%	75%	67%
State and Education	394	82%	76%	65%
Career and Technology Education Department (0800)	122	77%	71%	59%
Education Department (0265)	150	82%	78%	66%
Educational Quality and Accountability, Office of (0275)	6	79%	63%	60%
Educational Television Authority, Oklahoma – OETA (0266)	22	79%	72%	65%
Election Board, State (0270)	10	92%	100%	91%
Libraries Department (0430)	21	89%	87%	75%
School of Science and Mathematics (0629)	31	87%	73%	66%
Secretary of State (0625)	14	77%	73%	64%
Workers' Compensation Commission (0865)	17	88%	94%	81%
Tourism and Branding	209	81%	75%	65%
Historical Society, Oklahoma (0350)	38	81%	79%	69%
Tourism and Recreation Department (0566)	167	81%	73%	63%
Transportation	676	80%	76%	66%
Transportation Department (0345)	671	80%	76%	66%



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 agency⁵ 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 are above the statewide ratings for each item, and numbers in red text highlight items that fall below the statewide ratings.

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

⁵ Only agencies with more than 5 respondents are included in the table.

