



WYDOT Employee Satisfaction Survey, 2021

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Contents

| | |
|--|-----|
| Contents..... | 3 |
| Introduction | 4 |
| Background..... | 5 |
| Methods..... | 5 |
| Questionnaire Development | 5 |
| Respondent Pool and Size | 5 |
| Survey Administration | 5 |
| Response Rate | 6 |
| Data Compilation and Analysis | 6 |
| Key Findings..... | 7 |
| Experience with WYDOT | 8 |
| Assessment of Agency Leadership Culture..... | 9 |
| Assessment of Workgroup Flexibility | 10 |
| Satisfaction with Supervisor | 11 |
| Job Satisfaction..... | 12 |
| Work Safety | 13 |
| Survey Results | 14 |
| Cross-Tabulations | 28 |
| Appendix A:..... | 37 |
| Appendix B: | 67 |
| Appendix C:..... | 120 |
| Appendix D:..... | 153 |

Introduction

In fall 2020, the Wyoming Survey & Analysis Center (WYSAC) at the University of Wyoming and the Wyoming Department of Transportation (WYDOT) contracted to conduct the 2021 WYDOT Employee Satisfaction Survey. The survey is administered biennially in an effort to assess agency culture, workplace satisfaction, and employee retention. It provides the Department with valuable information by way of capturing its employees' perspective of their work environment. The information gathered provides a snapshot of the current status, as well as measures changes over time. The data collected is used by WYDOT leadership in deciding about policy measures and necessary improvements. The survey instrument for the 2021 iteration was based on the one used in 2019. A few changes were made to reflect current priorities and concerns. The survey was administered using the web mode of data collection. By the close of data collection 926 surveys were completed by WYDOT employees.

Survey Facts

Start and End Dates

May 19 - June 11

Completed Surveys

926

Response Rate

46%

Median Survey Length

Approximately 11 minutes and 20 seconds

Background

In spring 2019, the Wyoming Survey & Analysis Center (WYSAC) at the University of Wyoming and the Wyoming Department of Transportation (WYDOT) contracted to conduct a WYDOT employee satisfaction survey. The survey is administered biennially in an effort to assess agency culture, workplace satisfaction, and employee retention. It provides the Department with valuable information by way of capturing its employees' perspective of their work environment. The information gathered provides a snapshot of the current status, as well as measures changes over time. The data collected is used by WYDOT leadership in deciding about policy measures and necessary improvements. The survey instrument for the 2021 iteration was based on the one used in 2019. A few changes were made to reflect current priorities and concerns.

Methods

Questionnaire Development

The survey instrument for the 2021 iteration was based on the one used in 2019. A few changes were made to reflect current priorities and concerns.

The final questionnaire draft was provided by WYDOT. WYSAC suggested a few edits and refinements and after final approval by WYDOT programmed the survey instrument for online data collection.

The programmed questionnaire was tested by WYSAC personnel for skip logic and user friendly look and feel before it was made available to WYDOT personnel for testing. After final approval by WYDOT the survey was officially launched.

Respondent Pool and Size

The pool of respondents for this survey consists of all current WYDOT employees. The list used to send the invitation to the survey consisted of 1994 employees.

Survey Administration

The survey was administered from May 19th to June 11th, 2021, using the online mode of data collection. The survey administration protocol followed WYDOT guidelines. Data collection proceeded as follows.

First, WYSAC sent invitation emails to all WYDOT employees from a list provided to WYSAC by WYDOT. WYDOT leadership then sent an email to all WYDOT employees inviting them to complete the survey online. The email contained a direct anonymous link to the web survey.

Response Rate

A total of 926 surveys were completed by WYDOT employees for a response rate of 46%.

Data Compilation and Analysis

Upon completion of data collection, the data set was exported from the online platform into the IBM SPSS data analysis software and prepared for analysis.

Key Findings

In this section we present finding from the 2021 survey iteration. Employee satisfaction was measured using several battery of statements covering various aspects of WYDOT's work environment and culture. Respondents were asked to state whether they agree or disagree with each statement, or choose to remain neutral. The graphs included in this section show the percentage of respondents who expressed agreement with the respective statement. In the framework of this survey, higher levels of agreement are generally reflective of higher levels of satisfaction and approval.

In the process of the analysis it became obvious that levels of job satisfaction and overall experiences at WYDOT are closely related to the supervisory status of the respondent. In fact, with very few exceptions, the differences observed in responses by supervisory status are statistically significant. In view of this observation, for each aspect of the assessment, in this section, we discuss the overall findings in parallel with how responses differ by supervisory status. In charts, supervisor and non-supervisor data points are displayed when those differences were statistically significant.

Detailed survey results are presented in the *Survey Results* and *Cross-tabulations* sections of this report.

Experience with WYDOT

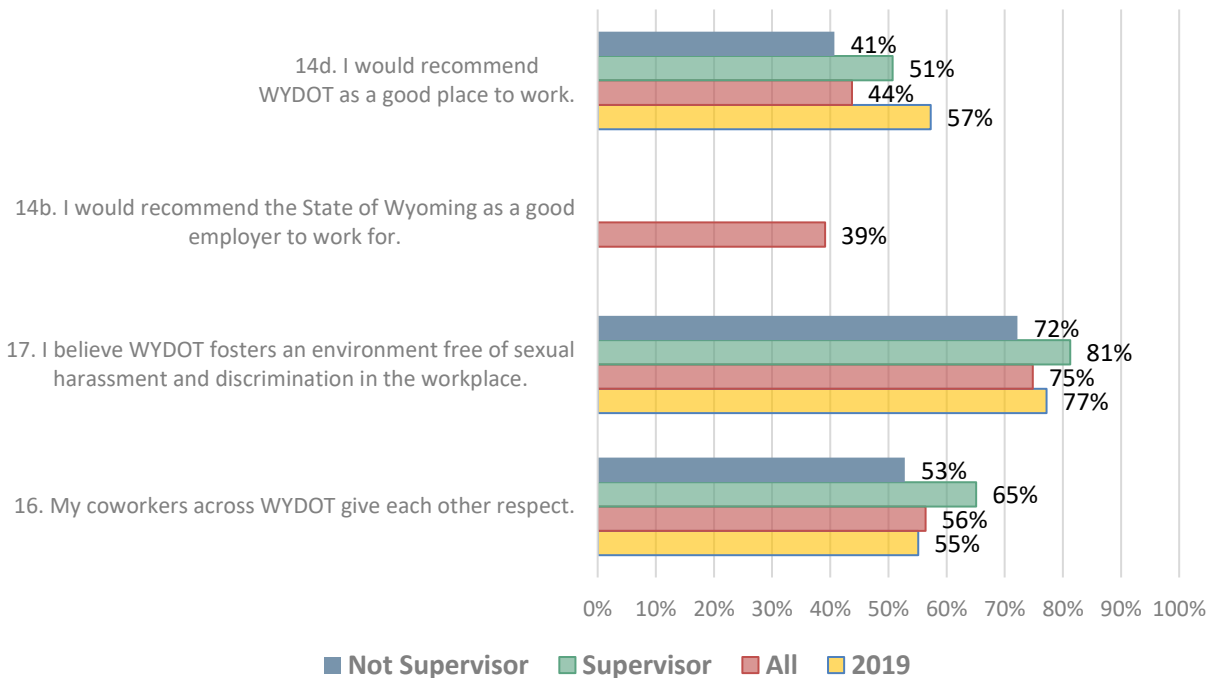
As can be seen below, the most WYDOT employees agree with four statements used to assess their overall experience with WYDOT. The highest level of agreement (75%) is with the statement *“I believe WYDOT fosters an environment free of sexual harassment and discrimination in the workplace.”* This is similar to the 77% who agreed in 2019.

Just under half (44%) of WYDOT employees agree with the statement *“I would recommend WYDOT as a good place to work,”* a decrease from 57% in 2019. This compares to 39% of employees who agree that *“I would recommend the State of Wyoming as a good employer to work for.”*

There is a statistically significant difference in the level of agreement expressed by supervisors as compared to the level of agreement expressed by non-supervisors with three statements included in this group: *“I would recommend WYDOT as a good place to work,”* *“my coworkers at WYDOT give each other respect,”* and *“I believe WYDOT fosters an environment free of sexual harassment and discrimination in the workplace.”*

Figure 1

Experience with WYDOT (Employees who agree with statement)



Source: WYDOT Employee Satisfaction Survey, 2021

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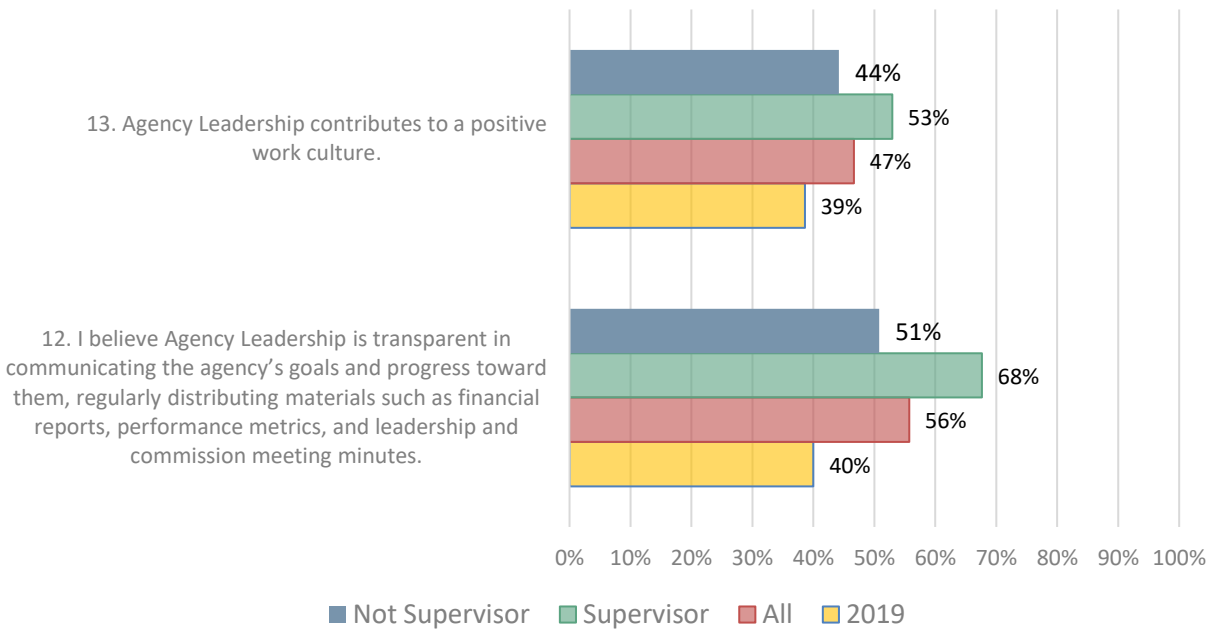
Assessment of Agency Leadership Culture

Just under half (47%) of WYDOT employees agree that “Agency Leadership contributes to a positive work culture,” an increase from 39% in 2019. For this item there is a statistically significant difference in the perceptions of supervisors and non-supervisors, with supervisors more likely to agree.

Over half (56%) of WYDOT employees agree that “I believe Agency Leadership is transparent in communicating the agency’s goals and progress toward them, regularly distributing materials such as financial reports, performance metrics, and leadership and commission meeting minutes,” an increase from 40% that agreed with this statement in 2019. For this item there is a statistically significant difference in the perceptions of supervisors and non-supervisors, with supervisors more likely to agree.

Figure 2

Assessment of Agency Leadership Culture (Employees who agree with statement)



Source: WYDOT Employee Satisfaction Survey, 2021

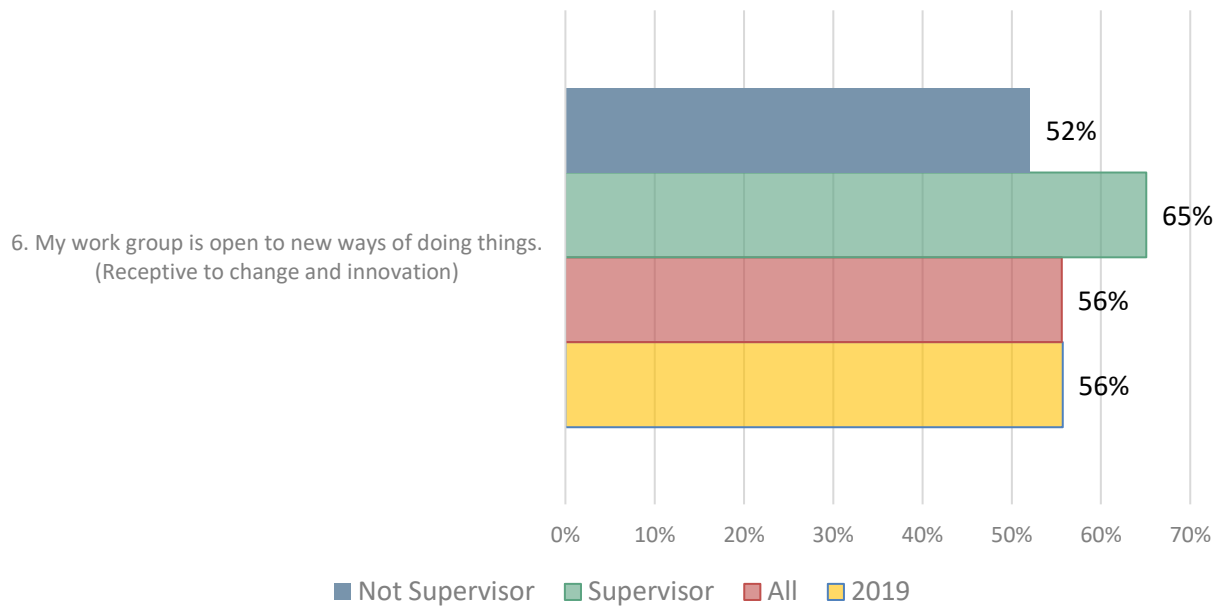
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Assessment of Workgroup Flexibility

As can be seen in Figure 3, the majority of WYDOT employees agree that their work group is open to new ways of doing things (they are receptive to change and innovation). There is a statistically significant difference in agreement between supervisors and non-supervisors, with supervisors more likely to report that they agree with this statement (65% compared to 52%).

Figure 3

Assessment of Workgroup Flexibility (Employees who agree with statement)



Source: WYDOT Employee Satisfaction Survey, 2021

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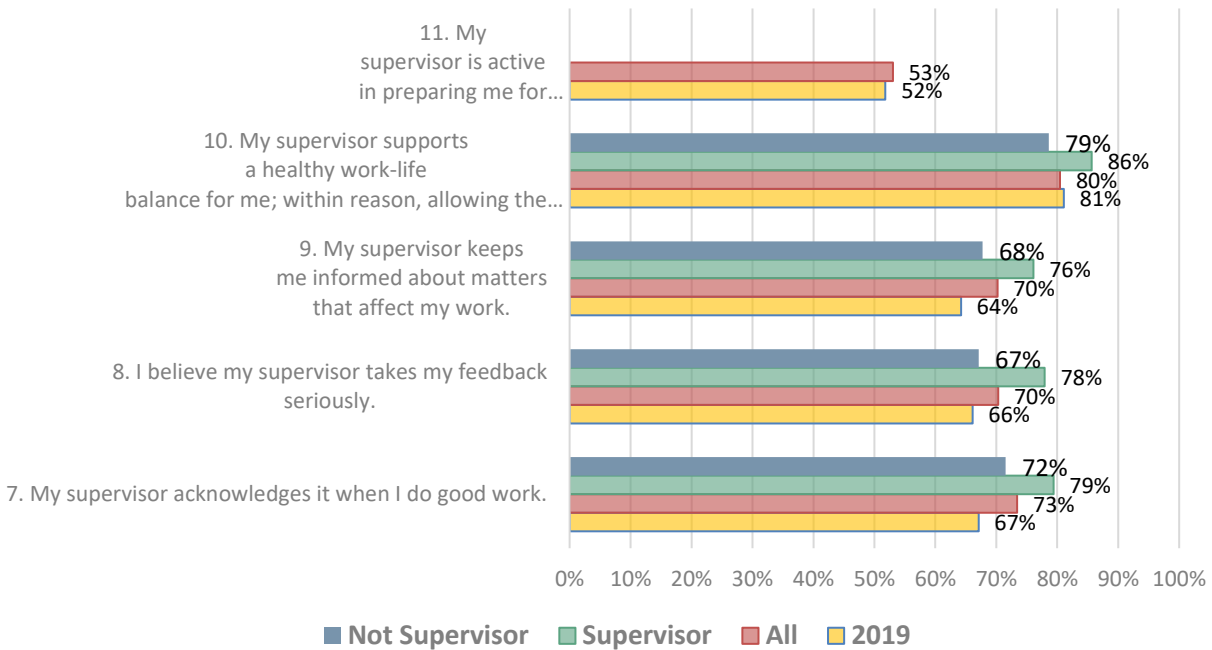
Satisfaction with Supervisor

As can be seen in Figure 4, the majority of WYDOT employees agree with all five statements included in the assessment of satisfaction with supervisor. Nearly three quarters of employees (73%) agree that “my supervisor acknowledges it when I do good work,” an increase from 67% in 2019. A majority of employees agree that “I believe my supervisor takes my feedback” (70%) and “My supervisor keeps me informed about matters that affect my work” (70%). Over three-fourths (80%) of employees agree that “My supervisor supports a healthy work-life balance for me; within reason, allowing the flexibility to meet both the needs of my work and personal or family life.” Just over half of employees (53%) agree that “My supervisor is active in preparing me for career development opportunities.”

For all items except #11, there is a significant difference in the level of agreement between supervisors and non-supervisors.

Figure 4

Satisfaction with Supervisor (Employees who agree with statement)



Source: WYDOT Employee Satisfaction Survey, 2021

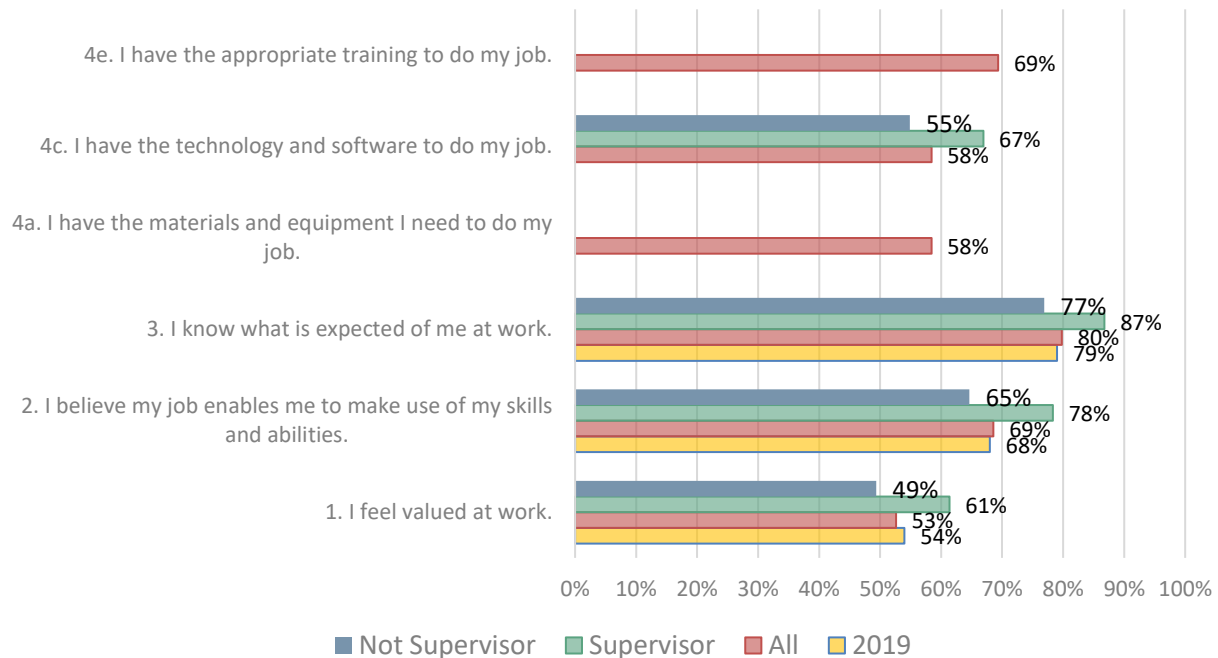
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Job Satisfaction

Just over half (53%) of employees agree that “I feel valued at work,” with agreement significantly higher among supervisors (61%) than with non-supervisors (49%). This overall agreement is similar to the 54% in 2019. Over two-thirds (69%) of employees agree that “I believe my job enables me to make use of my skills and abilities,” with agreement significantly higher among supervisors (78%) than with non-supervisors (65%). A large majority (80%) of employees agree that “I know what is expected of me at work,” again with agreement significantly higher among supervisors (87%) than with non-supervisors (77%). Just over half of employees agree that they “have the materials and equipment I need to do my job,” (58%) and “I have the technology and software to do my job” (58%). Finally, 69% of employees agree that they “have the appropriate training to do my job.”

Figure 5

Job Satisfaction (Employees who agree with statement)



Source: WYDOT Employee Satisfaction Survey, 2021

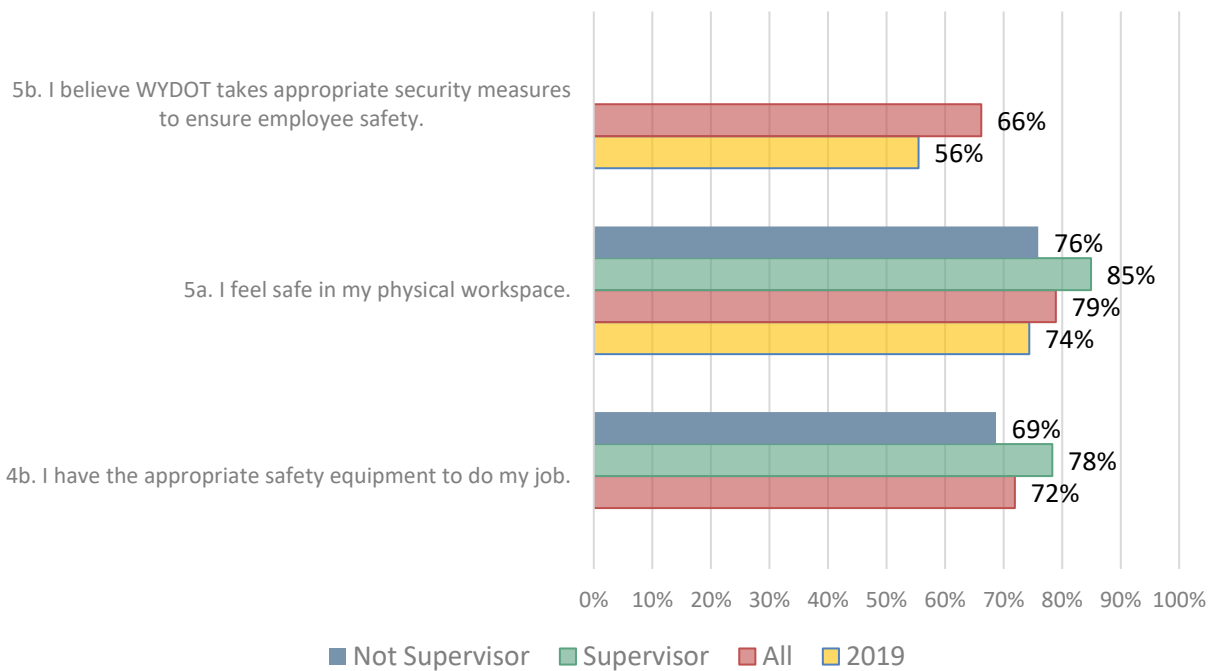
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Work Safety

Two-thirds (66%) of WYDOT employees agree with the statement “I believe WYDOT takes appropriate security measures to ensure employee safety,” with no difference in responses between supervisors and non-supervisors. This is an increase from the 56% that agreed with this statement in 2019. Over two-thirds (79%) of employees agree that they “I feel safe in my physical workspace,” with supervisors more likely to agree (85%) than non-supervisors (76%). Finally, 72% of employees agree that they “have the appropriate safety equipment to do my job,” with supervisors more likely to agree (78%) than non-supervisors (69%).

Figure 6

Work Safety (Employees who agree with statement)



Source: WYDOT Employee Satisfaction Survey, 2021

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Survey Results

In the following tables, raw frequency counts and valid percentage distributions of responses to all survey items are presented in the order and with the wording used on the 2021 survey. For survey items which remained unchanged from 2019, results are presented for both years. For the new, or modified items, only 2021 results are presented

Introduction to survey:

When completing the survey, please consider the following:

When asked about **WYDOT**, it encompasses the Wyoming Department of Transportation as a whole, to include the Wyoming Highway Patrol (WHP);

When asked about **Agency Leadership**, it includes the Agency Director and Administrators (Chief Technology Officer, Chief Financial Officer, Chief Engineer and Assistant Chief Engineers, Support Services Administrator, Aeronautics Administrator, and WHP Administrator), *as well as* the WHP Executive Command Staff (Colonel, Lieutenant Colonel, Operations Commander/Major, and Support Services Commander/Major);

When asked about your **work group**, it refers to your Program or the larger Program your team falls under if multiple teams/functions fall under a larger Program;

When asked about your **supervisor**, it is your immediate supervisor, the person you directly report to.

Do you agree, or disagree with, or are you neutral about the following statements?

1. I feel valued at work.

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|---------------------|---------------------------|-------------------------|-------------------------|
| Agree | 487 | 52.6 | 54.0 |
| Neutral | 271 | 29.3 | 28.8 |
| Disagree | 168 | 18.1 | 17.2 |
| Valid Total | 926 | 100.0 | 100.0 |
| (No answer/Refused) | 0 | | |
| Total | 926 | | |

2. I believe my job enables me to make use of my skills and abilities.

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|---------------------|-------------------|-----------------|-----------------|
| Agree | 635 | 68.6 | 68.0 |
| Neutral | 193 | 20.8 | 23.1 |
| Disagree | 98 | 10.6 | 8.9 |
| Valid Total | 926 | 100.0 | 100.0 |
| (No answer/Refused) | | | |
| Total | | | |

3. I know what is expected of me at work.

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|---------------------|-------------------|-----------------|-----------------|
| Agree | 739 | 79.8 | 79.0 |
| Neutral | 147 | 15.9 | 15.8 |
| Disagree | 40 | 4.3 | 5.2 |
| Valid Total | 926 | 100.0 | 100.0 |
| (No answer/Refused) | | | |
| Total | | | |

4a. I have the materials and equipment I need to do my job.

| | 2021 Frequency | 2021 Percent |
|---------------------|-------------------|-----------------|
| Agree | 541 | 58.4 |
| Neutral | 212 | 22.9 |
| Disagree | 173 | 18.7 |
| Valid Total | 926 | 100.0 |
| (No answer/Refused) | | |
| Total | | |

4b. I have the appropriate safety equipment to do my job.

| | 2021 Frequency | 2021 Percent |
|---------------------|---------------------------|-------------------------|
| Agree | 666 | 71.9 |
| Neutral | 182 | 19.7 |
| Disagree | 78 | 8.4 |
| Valid Total | 926 | 100.0 |
| (No answer/Refused) | | |
| Total | | |

4c. I have the technology and software to do my job.

| | 2021 Frequency | 2021 Percent |
|---------------------|---------------------------|-------------------------|
| Agree | 541 | 58.4 |
| Neutral | 217 | 23.4 |
| Disagree | 168 | 18.1 |
| Valid Total | 926 | 100.0 |
| (No answer/Refused) | | |
| Total | | |

4e. I have the appropriate training to do my job.

| | 2021 Frequency | 2021 Percent |
|---------------------|---------------------------|-------------------------|
| Agree | 642 | 69.3 |
| Neutral | 200 | 21.6 |
| Disagree | 84 | 9.1 |
| Valid Total | 926 | 100.0 |
| (No answer/Refused) | | |
| Total | | |

4_comment. Please expand on your answers to the previous questions..

→ For complete text listing of answers provided see Appendix A.

5a. I feel safe in my physical workspace.

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|---------------------|-------------------|-----------------|-----------------|
| Agree | 731 | 78.9 | 74.4 |
| Neutral | 145 | 15.7 | 18.2 |
| Disagree | 50 | 5.4 | 7.4 |
| Valid Total | 926 | 100.0 | 100.0 |
| (No answer/Refused) | | | |
| Total | | | |

5b. I believe WYDOT takes appropriate security measures to ensure employee safety.

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|---------------------|-------------------|-----------------|-----------------|
| Agree | 613 | 66.2 | 55.5 |
| Neutral | 204 | 22.0 | 28.8 |
| Disagree | 109 | 11.8 | 15.7 |
| Valid Total | 926 | 100.0 | 100.0 |
| (No answer/Refused) | | | |
| Total | | | |

The following statement refers to your **work group**. When thinking about your work group please consider your Program or the larger Program your team falls under if multiple teams/functions fall under a larger Program. Do you agree, or disagree with, or are you neutral about this statement?

6. My work group is open to new ways of doing things. (Receptive to change and innovation).

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|---------------------|-------------------|-----------------|-----------------|
| Agree | 515 | 55.6 | 55.7 |
| Neutral | 268 | 28.9 | 30.7 |
| Disagree | 143 | 15.4 | 13.6 |
| Valid Total | 926 | 100.0 | 100.0 |
| (No answer/Refused) | | | |
| Total | | | |

The following statements refer to your **supervisor**. When thinking about your supervisor, please consider your immediate (who you directly report to) supervisor. Do you agree, or disagree with, or are you neutral about the following statements?

7. My supervisor acknowledges it when I do good work.

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|---------------------|-------------------|-----------------|-----------------|
| Agree | 680 | 73.4 | 67.1 |
| Neutral | 157 | 17.0 | 21.1 |
| Disagree | 89 | 9.6 | 11.8 |
| Valid Total | 926 | 100.0 | 100.0 |
| (No answer/Refused) | | | |
| Total | | | |

8. I believe my supervisor takes my feedback seriously.

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|---------------------|-------------------|-----------------|-----------------|
| Agree | 651 | 70.3 | 66.1 |
| Neutral | 167 | 18.0 | 20.5 |
| Disagree | 108 | 11.7 | 13.4 |
| Valid Total | 926 | 100.0 | 100.0 |
| (No answer/Refused) | | | |
| Total | | | |

9. My supervisor keeps me informed about matters that affect my work.

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|---------------------|-------------------|-----------------|-----------------|
| Agree | 650 | 70.2 | 64.2 |
| Neutral | 168 | 18.1 | 20.9 |
| Disagree | 108 | 11.7 | 14.9 |
| Valid Total | 926 | 100.0 | 100.0 |
| (No answer/Refused) | | | |
| Total | | | |

10. My supervisor supports a healthy work-life balance for me; within reason, allowing the flexibility to meet both the needs of my work and personal or family life.

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|---------------------|-------------------|-----------------|-----------------|
| Agree | 745 | 80.5 | 81.1 |
| Neutral | 124 | 13.4 | 11.6 |
| Disagree | 57 | 6.2 | 7.3 |
| Valid Total | 926 | 100.0 | 100.0 |
| (No answer/Refused) | | | |
| Total | | | |

11. My supervisor is active in preparing me for career development opportunities.

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|---------------------|-------------------|-----------------|-----------------|
| Agree | 491 | 53.0 | 51.8 |
| Neutral | 284 | 30.7 | 30.1 |
| Disagree | 151 | 16.3 | 18.0 |
| Valid Total | 926 | 100.0 | 100.0 |
| (No answer/Refused) | | | |
| Total | | | |

When asked about **Agency Leadership**, please consider the Agency Director and Administrators (Chief Technology Officer, Chief Financial Officer, Chief Engineer and Assistant Chief Engineers, Support Services Administrator, Aeronautics Administrator, and WHP Administrator), as well as the WHP Executive Command Staff (Colonel, Lieutenant Colonel, Operations Commander/Major, and Support Services Commander/Major). Do you agree, or disagree with, or are you neutral about each of the following statements?

12. I believe Agency Leadership (Executive staff) is transparent in communicating the agency’s goals and progress toward them, regularly distributing materials such as financial reports, performance metrics, and leadership and commission meeting minutes.

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|---------------------|-------------------|-----------------|-----------------|
| Agree | 516 | 55.7 | 40.0 |
| Neutral | 276 | 29.8 | 42.5 |
| Disagree | 134 | 14.5 | 17.5 |
| Valid Total | 926 | 100.0 | 100.0 |
| (No answer/Refused) | | | |
| Total | | | |

13. Agency Leadership (Executive staff) contributes to a positive work culture.

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|---------------------|-------------------|-----------------|-----------------|
| Agree | 432 | 46.7 | 38.6 |
| Neutral | 307 | 33.2 | 40.1 |
| Disagree | 187 | 20.2 | 21.2 |
| Valid Total | 926 | 100.0 | 100.0 |
| (No answer/Refused) | | | |
| Total | | | |

14a. I have worked primarily in public service (state, local, federal government), primarily in private industry, or a little bit of both?

| | 2021 | 2021 |
|-------------------------------|------------------|----------------|
| | Frequency | Percent |
| Primarily in public service | 413 | 44.6 |
| Primarily in private industry | 68 | 7.3 |
| Both | 445 | 48.1 |
| Valid Total | 926 | 100.0 |
| (No answer/Refused) | | |
| Total | | |

14b. I would recommend the State of Wyoming as a good employer to work for.

| | 2021 | 2021 |
|---------------------|------------------|----------------|
| | Frequency | Percent |
| Agree | 362 | 39.1 |
| Neutral | 357 | 38.6 |
| Disagree | 207 | 22.4 |
| Valid Total | 926 | 100.0 |
| (No answer/Refused) | | |
| Total | | |

14c. Please expand on your response to the previous question.

→ For complete text listing of answers provided see Appendix B.

When asked about WYDOT, please consider the Wyoming Department of Transportation as a whole, to include the Wyoming Highway Patrol (WHP). Do you agree, or disagree with, or are you neutral about the following statements?

14d. I would recommend WYDOT as a good place to work.

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|---------------------|-------------------|-----------------|-----------------|
| Agree | 405 | 43.7 | 57.3 |
| Neutral | 361 | 39.0 | 28.7 |
| Disagree | 160 | 17.3 | 14.0 |
| Valid Total | 926 | 100.0 | 100.0 |
| (No answer/Refused) | | | |
| Total | | | |

14e. Please expand on your response to the previous question.

→ For complete text listing of answers provided see Appendix C.

15. I clearly understand how my job contributes to the mission of WYDOT which is to "provide a safe and effective transportation system."

| | 2021 Frequency | 2021 Percent |
|---------------------|-------------------|-----------------|
| Agree | 799 | 86.3 |
| Neutral | 108 | 11.7 |
| Disagree | 19 | 2.1 |
| Valid Total | 926 | 100.0 |
| (No answer/Refused) | | |
| Total | | |

16. My coworkers across WYDOT give each other respect.

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|---------------------|-------------------|-----------------|-----------------|
| Agree | 522 | 56.4 | 55.1 |
| Neutral | 287 | 31.0 | 31.3 |
| Disagree | 117 | 12.6 | 13.6 |
| Valid Total | 926 | 100.0 | 100.0 |
| (No answer/Refused) | | | |
| Total | | | |

17. I believe WYDOT fosters an environment free of sexual harassment and discrimination in the workplace.

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|---------------------|-------------------|-----------------|-----------------|
| Agree | 692 | 74.8 | 77.2 |
| Neutral | 159 | 17.2 | 16.2 |
| Disagree | 74 | 8.0 | 6.6 |
| Valid Total | 925 | 100.0 | 100.0 |
| (No answer/Refused) | 1 | | |
| Total | 926 | | |

18. I know how and where to make a report of sexual harassment or discrimination at WYDOT.

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|---------------------|-------------------|-----------------|-----------------|
| Agree | 802 | 86.7 | 80.8 |
| Neutral | 84 | 9.1 | 11.8 |
| Disagree | 39 | 4.2 | 7.4 |
| Valid Total | 925 | 100.0 | 100.0 |
| (No answer/Refused) | 1 | | |
| Total | 926 | | |

19. Have you experienced or witnessed sexual harassment or discrimination at WYDOT in the past two years?

| | 2021 Frequency | 2021 Percent |
|---------------------|-------------------|-----------------|
| Yes | 111 | 12.0 |
| No | 768 | 83.0 |
| Not sure | 46 | 5.0 |
| Valid Total | 925 | 100.0 |
| (No answer/Refused) | 1 | |
| Total | 926 | |

20. [If Yes] I feel WYDOT took appropriate action regarding the sexual harassment or discrimination that I experienced or witnessed.

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|--------------------|-------------------|-----------------|-----------------|
| Agree | 15 | 13.5 | 20.9 |
| Neutral | 41 | 36.9 | 38.5 |
| Disagree | 55 | 49.5 | 40.7 |
| Valid Total | 111 | 100.0 | 100.0 |
| System Missing | 815 | | |
| Total | 926 | | |

If you have experienced or witnessed sexual harassment or discrimination at WYDOT and would like to report it, please call 777-4485 or 777-4457.

21. Outside of compensation, what could WYDOT do to improve employee satisfaction?

→ Complete text listing of suggestions provided are presented in Appendix D.

22. I plan to stay with WYDOT for:

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|---------------------|-------------------|-----------------|-----------------|
| Less than 1 year | 55 | 6.0 | 4.2 |
| 1-5 years | 187 | 20.5 | 19.1 |
| 6-10 years | 129 | 14.1 | 16.8 |
| Over 10 years | 312 | 34.2 | 36.3 |
| Not sure | 230 | 25.2 | 23.5 |
| Valid Total | 913 | 100.0 | 100.0 |
| (No answer/Refused) | 13 | | |
| Total | 926 | | |

23. Please select the work unit you are in.

Consider who you report to, not where you work. For example, if you are a Telecommunication's employee working out of Casper, select Telecommunications, not District 2. If you are District Maintenance, Construction, Traffic, or other District personnel, select the specific District or District work unit you are in. If you are District 1 Construction Staff, select 'WYDOT D1 Construction,' not 'Construction Staff – Headquarters.'

| | 2021 Frequency | 2021 Percent |
|--|---------------------------|-------------------------|
| 1 Aeronautics | 8 | 0.9 |
| 2 Bridge | 25 | 2.9 |
| 3 Budget | 9 | 1.0 |
| 5 Compliance and Investigation | 3 | 0.3 |
| 6 Construction Staff – Headquarters (HQ) | 7 | 0.8 |
| 8 Driver Services | 48 | 5.6 |
| 9 Employee Safety | 6 | 0.7 |
| 10 Equipment Staff – Headquarters (HQ) | 6 | 0.7 |
| 11 WYDOT Executive and Support Staff | 3 | 0.3 |
| 12 Facilities – Headquarters (HQ) | 8 | 0.9 |
| 13 Financial Services | 12 | 1.4 |
| 14 Fuel Tax Administration | 4 | 0.5 |
| 15 Geology | 11 | 1.3 |
| 16 GIS/ITS/TMC | 13 | 1.5 |
| 17 Highway Development | 42 | 4.9 |
| 18 Highway Safety | 16 | 1.9 |
| 19 Human Resources | 4 | 0.5 |
| 20 Information Technology | 5 | 0.6 |
| 21 Internal Review Services | 4 | 0.5 |
| 22 Maintenance Staff – Headquarters (HQ) | 9 | 1.0 |
| 24 Materials | 15 | 1.7 |
| 25 Motor Vehicle Services | 9 | 1.0 |
| 26 Office Services | 8 | 0.9 |
| 27 Planning | 34 | 3.9 |
| 28 Procurement Services | 9 | 1.0 |
| 29 Program Performance – PCS & SPIP | 5 | 0.6 |
| 30 Public Affairs | 6 | 0.7 |
| 31 Right of Way | 14 | 1.6 |
| 32 Telecommunications/Emergency Communications | 12 | 1.4 |
| 33 Traffic Design/Operations – Headquarters (HQ) | 12 | 1.4 |
| 34 Training Services | 2 | 0.2 |
| 35 WHP Executive Command and Support Staff | 4 | 0.5 |
| 36 WHP Commercial Carrier & Ports of Entry | 47 | 5.4 |

WYDOT EMPLOYEE SATISFACTION SURVEY, 2021

| | | |
|---|------------|--------------|
| 37 WHP Communications Center (Dispatch) | 12 | 1.4 |
| 38 WHP District 1 (Divisions A, H, O, J & P) | 17 | 2.0 |
| 39 WHP District 2 (Divisions B, F & M) | 7 | 0.8 |
| 40 WHP District 3 (Divisions D, E, K & T) | 26 | 3.0 |
| 41 WHP District 4 (Divisions C, L & Q) | 15 | 1.7 |
| 42 WHP District 5 (Divisions G, I & N) | 9 | 1.0 |
| 43 WHP Equipment, Inventory, and Records | 2 | 0.2 |
| 44 WHP Professional Standards & Conduct | 3 | 0.3 |
| 45 WHP Safety, Training, and Records | 4 | 0.5 |
| 46 WYDOT District 1 (D1) Construction | 20 | 2.3 |
| 47 WYDOT District 1 (D1) Maintenance | 35 | 4.1 |
| 48 WYDOT District 1 (D1) Traffic | 8 | 0.9 |
| 49 WYDOT District 1 (D1) Equipment | 8 | 0.9 |
| 50 WYDOT District 2 (D2) Construction | 20 | 2.3 |
| 51 WYDOT District 2 (D2) Maintenance | 28 | 3.2 |
| 52 WYDOT District 2 (D2) Traffic | 4 | 0.5 |
| 53 WYDOT District 2 (D2) Equipment | 8 | 0.9 |
| 54 WYDOT District 3 (D3) Construction | 27 | 3.1 |
| 55 WYDOT District 3 (D3) Maintenance | 22 | 2.5 |
| 56 WYDOT District 3 (D3) Traffic | 7 | 0.8 |
| 57 WYDOT District 3 (D3) Equipment | 4 | 0.5 |
| 58 WYDOT District 4 (D4) Construction | 33 | 3.8 |
| 59 WYDOT District 4 (D4) Maintenance | 21 | 2.4 |
| 60 WYDOT District 4 (D4) Traffic | 5 | 0.6 |
| 61 WYDOT District 4 (D4) Equipment | 3 | 0.3 |
| 62 WYDOT District 5 (D5) Construction | 20 | 2.3 |
| 63 WYDOT District 5 (D5) Maintenance | 30 | 3.5 |
| 64 WYDOT District 5 (D5) Traffic | 4 | 0.5 |
| 65 WYDOT District 5 (D5) Equipment | 10 | 1.2 |
| 68 WYDOT District 1 (D1) Office and Other Staff | 6 | 0.7 |
| 69 WYDOT District 2 (D2) Office and Other Staff | 5 | 0.6 |
| 70 WYDOT District 3 (D3) Office and Other Staff | 7 | 0.8 |
| 71 WYDOT District 4 (D4) Office and Other Staff | 6 | 0.7 |
| 72 WYDOT District 5 (D5) Office and Other Staff | 6 | 0.7 |
| 73 Grants Policy Program | 1 | 0.1 |
| Total | 863 | 100.0 |
| Seen but not answered (Refused) | 46 | |
| System | 17 | |
| Total | 926 | |

24. Are you a supervisor?

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|--------------------|---------------------------|-------------------------|-------------------------|
| Yes | 272 | 30.0 | 30.0 |
| No | 636 | 70.0 | 70.0 |
| Valid Total | 908 | 100.0 | 100.0 |
| System Missing | 18 | | |
| Total | 926 | | |

[If Yes] **Do you agree or disagree with, or are neutral about the following statement?**

24a. I have prepared my employees for advancement opportunities within WYDOT.

| | 2021 Frequency | 2021 Percent | 2019 Percent |
|--------------------|---------------------------|-------------------------|-------------------------|
| Agree | 203 | 74.6 | 78.9 |
| Neutral | 60 | 22.1 | 19.6 |
| Disagree | 9 | 3.3 | 1.5 |
| Valid Total | 272 | 100.0 | 100.0 |
| System Missing | 654 | | |
| Total | 926 | | |

Cross-Tabulations

This section presents the results of breakdowns of survey items by supervisory status. All survey items were cross-tabulated with whether or not the respondent was a supervisor. The Pearson’s Chi-Square test for statistical significance was used. All items for which the differences observed came back statistically significant ($p \leq 0.05$) are indicated with an asterisk (*) following “Are you a supervisor?” and bolded.

Do you agree, or disagree with, or are you neutral about the following statements?

1. I feel valued at work.

| | Are you a supervisor?* | |
|------------|------------------------|--------|
| | Yes | No |
| 1 Agree | 61.4% | 49.4% |
| 2 Neutral | 26.5% | 29.9% |
| 3 Disagree | 12.1% | 20.8% |
| | 100.0% | 100.0% |

2. I believe my job enables me to make use of my skills and abilities.

| | Are you a supervisor?* | |
|------------|------------------------|--------|
| | Yes | No |
| 1 Agree | 78.3% | 64.6% |
| 2 Neutral | 15.4% | 23.1% |
| 3 Disagree | 6.3% | 12.3% |
| | 100.0% | 100.0% |

3. I know what is expected of me at work.

| | Are you a supervisor?* | |
|------------|------------------------|--------|
| | Yes | No |
| 1 Agree | 86.8% | 76.9% |
| 2 Neutral | 11.0% | 17.9% |
| 3 Disagree | 2.2% | 5.2% |
| | 100.0% | 100.0% |

4a. I have the materials and equipment I need to do my job.

| | Are you a supervisor? | |
|------------|-----------------------|--------|
| | Yes | No |
| 1 Agree | 61.8% | 57.1% |
| 2 Neutral | 21.3% | 23.4% |
| 3 Disagree | 16.9% | 19.5% |
| | 100.0% | 100.0% |

4b. I have the appropriate safety equipment to do my job.

| | Are you a supervisor?* | |
|------------|------------------------|--------|
| | Yes | No |
| 1 Agree | 78.3% | 68.7% |
| 2 Neutral | 15.8% | 21.5% |
| 3 Disagree | 5.9% | 9.7% |
| | 100.0% | 100.0% |

4c. I have the technology and software to do my job.

| | Are you a supervisor?* | |
|------------|------------------------|--------|
| | Yes | No |
| 1 Agree | 66.9% | 54.9% |
| 2 Neutral | 18.8% | 25.8% |
| 3 Disagree | 14.3% | 19.3% |
| | 100.0% | 100.0% |

4d. I have the appropriate training to do my job.

| | Are you a supervisor? | |
|------------|-----------------------|--------|
| | Yes | No |
| 1 Agree | 72.8% | 67.9% |
| 2 Neutral | 21.7% | 21.5% |
| 3 Disagree | 5.5% | 10.5% |
| | 100.0% | 100.0% |

5a. I feel safe in my physical workspace.

| | Are you a supervisor?* | |
|------------|------------------------|--------|
| | Yes | No |
| 1 Agree | 84.9% | 75.9% |
| 2 Neutral | 13.2% | 17.1% |
| 3 Disagree | 1.8% | 6.9% |
| | 100.0% | 100.0% |

5b. I believe WYDOT takes appropriate security measures to ensure employee safety.

| | Are you a supervisor?* | |
|------------|------------------------|--------|
| | Yes | No |
| 1 Agree | 68.4% | 64.9% |
| 2 Neutral | 21.7% | 22.3% |
| 3 Disagree | 9.9% | 12.7% |
| | 100.0% | 100.0% |

The following statement refers to your **work group**. When thinking about your work group please consider your Program or the larger Program your team falls under if multiple teams/functions fall under a larger Program. Do you agree, or disagree with, or are you neutral about this statement?

6. My work group is open to new ways of doing things. (Receptive to change and innovation).

| | Are you a supervisor?* | |
|------------|------------------------|--------|
| | Yes | No |
| 1 Agree | 65.1% | 52.0% |
| 2 Neutral | 26.1% | 29.7% |
| 3 Disagree | 8.8% | 18.2% |
| | 100.0% | 100.0% |

The following statements refer to your **supervisor**. When thinking about your supervisor, please consider your immediate (who you directly report to) supervisor. Do you agree, or disagree with, or are you neutral about the following statements?

7. My supervisor acknowledges it when I do good work.

| | Are you a supervisor?* | |
|------------|------------------------|--------|
| | Yes | No |
| 1 Agree | 79.4% | 71.5% |
| 2 Neutral | 14.7% | 17.3% |
| 3 Disagree | 5.9% | 11.2% |
| | 100.0% | 100.0% |

8. I believe my supervisor takes my feedback seriously.

| | Are you a supervisor?* | |
|------------|------------------------|--------|
| | Yes | No |
| 1 Agree | 77.9% | 67.1% |
| 2 Neutral | 14.3% | 19.7% |
| 3 Disagree | 7.7% | 13.2% |
| | 100.0% | 100.0% |

9. My supervisor keeps me informed about matters that affect my work.

| | Are you a supervisor?* | |
|------------|------------------------|--------|
| | Yes | No |
| 1 Agree | 76.1% | 67.8% |
| 2 Neutral | 15.4% | 18.9% |
| 3 Disagree | 8.5% | 13.4% |
| | 100.0% | 100.0% |

10. My supervisor supports a healthy work-life balance for me; within reason, allowing the flexibility to meet both the needs of my work and personal or family life.

| | Are you a supervisor?* | |
|------------|------------------------|--------|
| | Yes | No |
| 1 Agree | 85.7% | 78.6% |
| 2 Neutral | 10.7% | 14.2% |
| 3 Disagree | 3.7% | 7.2% |
| | 100.0% | 100.0% |

11. My supervisor is active in preparing me for career development opportunities.

| | Are you a supervisor? | |
|------------|-----------------------|--------|
| | Yes | No |
| 1 Agree | 55.1% | 52.0% |
| 2 Neutral | 32.0% | 29.9% |
| 3 Disagree | 12.9% | 18.1% |
| | 100.0% | 100.0% |

When asked about **Agency Leadership**, please consider the Agency Director and Administrators (Chief Technology Officer, Chief Financial Officer, Chief Engineer and Assistant Chief Engineers, Support Services Administrator, Aeronautics Administrator, and WHP Administrator), as well as the WHP Executive Command Staff (Colonel, Lieutenant Colonel, Operations Commander/Major, and Support Services Commander/Major). Do you agree, or disagree with, or are you neutral about each of the following statements?

12. I believe Agency Leadership (Executive staff) is transparent in communicating the agency’s goals and progress toward them, regularly distributing materials such as financial reports, performance metrics, and leadership and commission meeting minutes.

| | Are you a supervisor?* | |
|------------|------------------------|--------|
| | Yes | No |
| 1 Agree | 67.6% | 50.8% |
| 2 Neutral | 22.4% | 32.5% |
| 3 Disagree | 9.9% | 16.7% |
| | 100.0% | 100.0% |

13. Agency Leadership (Executive staff) contributes to a positive work culture.

| | Are you a supervisor?* | |
|------------|------------------------|--------|
| | Yes | No |
| 1 Agree | 52.9% | 44.2% |
| 2 Neutral | 32.0% | 33.0% |
| 3 Disagree | 15.1% | 22.8% |
| | 100.0% | 100.0% |

14a. I have worked primarily in public service (state, local, federal government), primarily in private industry, or a little bit of both?

| | Are you a supervisor?* | |
|---------------------------------|------------------------|--------|
| | Yes | No |
| 1 primarily in public service | 51.8% | 41.2% |
| 2 primarily in private industry | 2.9% | 9.3% |
| 5 both | 45.2% | 49.5% |
| | 100.0% | 100.0% |

14b. I would recommend the State of Wyoming as a good employer to work for.

| | Are you a supervisor? | |
|------------|-----------------------|--------|
| | Yes | No |
| 1 Agree | 43.8% | 37.3% |
| 2 Neutral | 33.8% | 40.3% |
| 3 Disagree | 22.4% | 22.5% |
| | 100.0% | 100.0% |

When asked about **WYDOT**, please consider the Wyoming Department of Transportation as a whole, to include the Wyoming Highway Patrol (WHP). Do you agree, or disagree with, or are you neutral about the following statements?

14d. I would recommend WYDOT as a good place to work.

| | Are you a supervisor?* | |
|------------|------------------------|--------|
| | Yes | No |
| 1 Agree | 50.7% | 40.7% |
| 2 Neutral | 32.4% | 41.7% |
| 3 Disagree | 16.9% | 17.6% |
| | 100.0% | 100.0% |

15. I clearly understand how my job contributes to the mission of WYDOT which is to "provide a safe and effective transportation system."

| | Are you a supervisor?* | |
|------------|------------------------|--------|
| | Yes | No |
| 1 Agree | 92.3% | 83.8% |
| 2 Neutral | 6.3% | 13.8% |
| 3 Disagree | 1.5% | 2.4% |
| | 100.0% | 100.0% |

16. My coworkers across WYDOT give each other respect.

| | Are you a supervisor?* | |
|------------|------------------------|--------|
| | Yes | No |
| 1 Agree | 65.1% | 52.8% |
| 2 Neutral | 24.6% | 33.6% |
| 3 Disagree | 10.3% | 13.5% |
| | 100.0% | 100.0% |

17. I believe WYDOT fosters an environment free of sexual harassment and discrimination in the workplace.

| | Are you a supervisor?* | |
|------------|------------------------|--------|
| | Yes | No |
| 1 Agree | 81.3% | 72.2% |
| 2 Neutral | 14.7% | 18.2% |
| 3 Disagree | 4.0% | 9.6% |
| | 100.0% | 100.0% |

18. I know how and where to make a report of sexual harassment or discrimination at WYDOT.

| | Are you a supervisor?* | |
|------------|------------------------|--------|
| | Yes | No |
| 1 Agree | 93.4% | 84.0% |
| 2 Neutral | 4.0% | 11.2% |
| 3 Disagree | 2.6% | 4.9% |
| | 100.0% | 100.0% |

19. Have you experienced or witnessed sexual harassment or discrimination at WYDOT in the past two years?

| | Are you a supervisor? | |
|------------|-----------------------|--------|
| | Yes | No |
| Yes | 9.9% | 13.1% |
| No | 87.1% | 81.1% |
| 4 Not sure | 2.9% | 5.8% |
| | 100.0% | 100.0% |

20. [If Yes] I feel WYDOT took appropriate action regarding the sexual harassment or discrimination that I experienced or witnessed.

| | Are you a supervisor? | |
|------------|-----------------------|--------|
| | Yes | No |
| 6 Agree | 25.9% | 9.6% |
| 7 Neutral | 25.9% | 41.0% |
| 8 Disagree | 48.1% | 49.4% |
| | 100.0% | 100.0% |

22. I plan to stay with WYDOT for:

| | Are you a supervisor?* | |
|--------------------|------------------------|--------|
| | Yes | No |
| 1 Less than 1 year | 6.3% | 6.0% |
| 2 1-5 years | 26.5% | 17.8% |
| 3 6-10 years | 19.1% | 12.1% |
| 4 Over 10 years | 32.4% | 34.7% |
| 5 Not sure | 15.8% | 29.4% |
| | 100.0% | 100.0% |