



# WYDOT Employee Satisfaction Survey, 2019

## *Final Report*

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WYSAC Technical Report No. SRC-1903

## ABOUT THIS REPORT

This publication was produced for:  
Wyoming Department of Transportation (WYDOT)  
5300 Bishop Boulevard  
Cheyenne, WY 82009

## CITATION

WYSAC. (2019). *WYDOT Employee Satisfaction Survey, 2019*, by B. Harnisch, and B. Anatchkova (WYSAC Technical Report No. SRC-1903). Laramie, WY: Wyoming Survey & Analysis Center, University of Wyoming.

*Short Reference: WYSAC (2019), WYDOT Employee Satisfaction Survey, 2019.*

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# Introduction

In the 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 2019 iteration was based on the one used in 2017. 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 1162 surveys were completed by WYDOT employees.

## Survey Facts

<b>Start and End Dates</b>
May 31 – June 24
<b>Completed Surveys</b>
1162
<b>Response Rate</b>
59%
<b>Average Length</b>
Approximately 13 minutes

# 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.

## Methods

### *Questionnaire Development*

The survey instrument for the 2019 iteration was based on the one used in 2017. 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 1975 employees.

### *Survey Administration*

The survey was administered from May 31<sup>st</sup> to June 24<sup>th</sup>, 2019, using the online mode of data collection. The survey administration protocol followed WYDOT guidelines. Data collection proceeded as follows.

First, WYDOT leadership 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. Starting June 5<sup>th</sup>, WYSAC began sending the reminder emails to all WYDOT employees. As the links were totally anonymous and we were not able to remove respondents who had already completed the survey, each email reminder went to all employees. In addition to the June 5<sup>th</sup> reminder email, additional reminders came from WYSAC on June 10<sup>th</sup> and June 13<sup>th</sup>.

## *Response Rate*

A total of 1162 surveys were completed by WYDOT employees for a response rate of 59%.

## *Data Compilation and Analysis*

Upon completion of data collection, the data set was exported from the online platform into the IBM SPSS 24 statistics package and prepared for analysis. Responses to open-ended questions were aggregated and analyzed in NVivo 12 Plus.

# **Findings**

Presented here are the responses and key findings of the assessment. In the section Open End Analysis responses to the open-ended questions are examined, analyzed, and presented.

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 the Key Findings 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 Key Findings, we discuss the overall findings in parallel with how responses differ by supervisory status.

# Survey Responses

*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 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.**

	2019 Frequency	2019 Percent
Agree	627	54.0
Neutral	335	28.8
Disagree	200	17.2
<b>Valid Total</b>	1162	100.0
(No answer/Refused)		
<b>Total</b>	1162	

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

	2019 Frequency	2019 Percent
Agree	790	68.0
Neutral	269	23.1
Disagree	103	8.9
<b>Valid Total</b>	1162	100.0
(No answer/Refused)		
<b>Total</b>	1162	

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

	<b>2019 Frequency</b>	<b>2019 Percent</b>
Agree	918	<b>79.0</b>
Neutral	184	<b>15.8</b>
Disagree	60	<b>5.2</b>
<b>Valid Total</b>	1162	<b>100.0</b>
(No answer/Refused)		
<b>Total</b>	1162	

**4a. I have the materials and equipment I need to do my work right.**

	<b>2019 Frequency</b>	<b>2019 Percent</b>
Agree	634	<b>55.1</b>
Neutral	336	<b>29.2</b>
Disagree	180	<b>15.7</b>
<b>Valid Total</b>	1150	<b>100.0</b>
(No answer/Refused)	12	
<b>Total</b>	1162	

**4b. Please expand on your answer to the previous question, being as specific as possible.**

→ See Open-End Analysis Q4



**5a. I feel safe in my physical workspace.**

	<b>2019 Frequency</b>	<b>2019 Percent</b>
Agree	853	<b>74.4</b>
Neutral	209	<b>18.2</b>
Disagree	85	<b>7.4</b>
<b>Valid Total</b>	<b>1147</b>	<b>100.0</b>
(No answer/Refused)	15	
<b>Total</b>	<b>1162</b>	

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

	<b>2019 Frequency</b>	<b>2019 Percent</b>
Agree	637	<b>55.5</b>
Neutral	330	<b>28.8</b>
Disagree	180	<b>15.7</b>
<b>Valid Total</b>	<b>1147</b>	<b>100.0</b>
(No answer/Refused)	15	
<b>Total</b>	<b>1162</b>	

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).**

	<b>2019 Frequency</b>	<b>2019 Percent</b>
Agree	638	<b>55.7</b>
Neutral	351	<b>30.7</b>
Disagree	156	<b>13.6</b>
<b>Valid Total</b>	<b>1145</b>	<b>100.0</b>
(No answer/Refused)	17	
<b>Total</b>	<b>1162</b>	

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.**

	2019 Frequency	2019 Percent
Agree	767	66.1
Neutral	241	20.5
Disagree	135	13.4
<b>Valid Total</b>	1143	100.0
(No answer/Refused)	19	
<b>Total</b>	1162	

**8. I believe my supervisor takes my feedback seriously.**

	2019 Frequency	2019 Percent
Agree	756	66.1
Neutral	234	20.5
Disagree	153	13.4
<b>Valid Total</b>	1143	100.0
(No answer/Refused)	19	
<b>Total</b>	1162	

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

	2019 Frequency	2019 Percent
Agree	734	64.2
Neutral	239	20.9
Disagree	170	14.9
<b>Valid Total</b>	1143	100.0
(No answer/Refused)	19	
<b>Total</b>	1162	

**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.**

	<b>2019 Frequency</b>	<b>2019 Percent</b>
Agree	926	<b>81.1</b>
Neutral	133	<b>11.6</b>
Disagree	83	<b>7.3</b>
<b>Valid Total</b>	1142	<b>100.0</b>
(No answer/Refused)	20	
<b>Total</b>	1162	

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

	<b>2019 Frequency</b>	<b>2019 Percent</b>
Agree	592	<b>51.8</b>
Neutral	344	<b>30.1</b>
Disagree	206	<b>18.0</b>
<b>Valid Total</b>	1142	<b>100.0</b>
(No answer/Refused)	20	
<b>Total</b>	1162	

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 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.**

	2019 Frequency	2019 Percent
Agree	456	40.0
Neutral	484	42.5
Disagree	199	17.5
<b>Valid Total</b>	1139	100.0
(No answer/Refused)	23	
<b>Total</b>	1162	

**13. Agency Leadership contributes to a positive work culture.**

	2019 Frequency	2019 Percent
Agree	440	38.6
Neutral	457	40.1
Disagree	242	21.2
<b>Valid Total</b>	1139	100.0
(No answer/Refused)	23	
<b>Total</b>	1162	

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?

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

	2019 Frequency	2019 Percent
Agree	652	57.3
Neutral	326	28.7
Disagree	159	14.0
<b>Valid Total</b>	1137	100.0
(No answer/Refused)	25	
<b>Total</b>	1162	

**15. I have ample opportunity to further the mission of WYDOT, which is: "to provide a safe, high quality, and efficient transportation system;" and/or the mission of the WHP, which is: "to serve and protect the public through enforcement, education, and partnerships, while earning the trust and respect of those we serve through compassion and professionalism."**

	2019 Frequency	2019 Percent
Agree	720	63.3
Neutral	325	28.6
Disagree	92	8.1
<b>Valid Total</b>	1137	100.0
(No answer/Refused)	25	
<b>Total</b>	1162	

**16. My coworkers across WYDOT give each other respect.**

	2019 Frequency	2019 Percent
Agree	626	55.1
Neutral	356	3.13
Disagree	155	13.6
<b>Valid Total</b>	1137	100.0
(No answer/Refused)	25	
<b>Total</b>	1162	

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

	<b>2019 Frequency</b>	<b>2019 Percent</b>
Agree	877	<b>77.2</b>
Neutral	184	<b>16.2</b>
Disagree	75	<b>6.6</b>
<b>Valid Total</b>	1136	<b>100.0</b>
(No answer/Refused)	26	
<b>Total</b>	1162	

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

	<b>2019 Frequency</b>	<b>2019 Percent</b>
Agree	918	<b>80.8</b>
Neutral	134	<b>11.8</b>
Disagree	84	<b>7.4</b>
<b>Valid Total</b>	1136	<b>100.0</b>
(No answer/Refused)	26	
<b>Total</b>	1162	

**[If Yes] 19. Have you experienced or witnessed sexual harassment or discrimination at WYDOT?**

	<b>2019 Frequency</b>	<b>2019 Percent</b>
Yes	182	<b>16.0</b>
No	878	<b>77.3</b>
Not sure	76	<b>6.7</b>
<b>Valid Total</b>	1136	<b>100.0</b>
(No answer/Refused)	26	
<b>Total</b>	1162	

**20. I feel WYDOT took appropriate action regarding the sexual harassment or discrimination that I experienced or witnessed.**

	<b>2019 Frequency</b>	<b>2019 Percent</b>
Agree	38	<b>20.9</b>
Neutral	70	<b>38.5</b>
Disagree	74	<b>40.7</b>
<b>Valid Total</b>	182	<b>100.0</b>
(No answer/Refused)		
System Missing	980	
<b>Total</b>	1162	

*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?**

→ See Open-End Analysis Q21

**22. I plan to stay with WYDOT for:**

	<b>2019 Frequency</b>	<b>2019 Percent</b>
Less than 1 year	47	<b>4.2</b>
1-5 years	213	<b>19.1</b>
6-10 years	187	<b>16.8</b>
Over 10 years	404	<b>36.3</b>
Not sure	262	<b>23.5</b>
<b>Valid Total</b>	1113	<b>100.0</b>
(No answer/Refused)	49	
<b>Total</b>	1163	

**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.'

	2019 Frequency	2019 Percent
1 Aeronautics	9	.9
2 Bridge	29	2.8
3 Budget	5	.5
4 Civil Rights	1	.1
5 Compliance and Investigation	3	.3
6 Construction Staff – Headquarters (HQ)	5	.5
7 Contracts and Estimates	2	.2
8 Driver Services	66	6.3
9 Employee Safety	3	.3
10 Equipment Staff – Headquarters (HQ)	9	.9
11 Executive and Support Staff – WYDOT	11	1.0
12 Facilities – Headquarters (HQ)	12	1.1
13 Financial Services	13	1.2
14 Fuel Tax Administration	5	.5
15 Geology	8	.8
16 GIS/ITS/TMC	12	1.1
17 Highway Development	43	4.1
18 Highway Safety	16	1.5
19 Human Resources	9	.9
20 Information Technology	10	1.0
21 Internal Review Services	3	.3
22 Maintenance Staff – Headquarters (HQ)	9	.9
23 Management Services	5	.5
24 Materials	26	2.5
25 Motor Vehicle Services	14	1.3
26 Office Services	13	1.2
27 Planning	30	2.9
28 Procurement	6	.6



29 Program Performance – PCS & SPIP	5	.5
30 Public Affairs	6	.6
31 Right of Way	23	2.2
32 Telecommunications/Emergency Communications	20	1.9
33 Traffic Design/Operations – Headquarters (HQ)	16	1.5
34 Training Services	3	.3
35 WHP Executive Command and Support Staff	10	1.0
36 WHP Commercial Carrier & Ports of Entry	45	4.3
37 WHP Communications Center (Dispatch)	16	1.5
38 WHP District 1 (Divisions A, H, O, J & P)	32	3.1
39 WHP District 2 (Divisions B, F & M)	15	1.4
40 WHP District 3 (Divisions D, E, K & T)	28	2.7
41 WHP District 4 (Divisions C, L & Q)	16	1.5
42 WHP District 5 (Divisions G, I & N)	15	1.4
43 WHP Equipment, Evidence, K9 and Technology	6	.6
44 WHP Professional Standards & Conduct	3	.3
45 WHP Safety and Training	5	.5
46 WYDOT District 1 (D1) Construction	35	3.3
47 WYDOT District 1 (D1) Maintenance	50	4.8
48 WYDOT District 1 (D1) Traffic	8	.8
49 WYDOT District 1 (D1) Equipment	10	1.0
50 WYDOT District 2 (D2) Construction	27	2.6
51 WYDOT District 2 (D2) Maintenance	28	2.7
52 WYDOT District 2 (D2) Traffic	5	.5
53 WYDOT District 2 (D2) Equipment	10	1.0
54 WYDOT District 3 (D3) Construction	38	3.6
55 WYDOT District 3 (D3) Maintenance	36	3.4
56 WYDOT District 3 (D3) Traffic	5	.5
57 WYDOT District 3 (D3) Equipment	10	1.0
58 WYDOT District 4 (D4) Construction	25	2.4
59 WYDOT District 4 (D4) Maintenance	24	2.3

60 WYDOT District 4 (D4) Traffic	10	<b>1.0</b>
61 WYDOT District 4 (D4) Equipment	3	<b>.3</b>
62 WYDOT District 5 (D5) Construction	22	<b>2.1</b>
63 WYDOT District 5 (D5) Maintenance	43	<b>4.1</b>
64 WYDOT District 5 (D5) Traffic	5	<b>.5</b>
65 WYDOT District 5 (D5) Equipment	14	<b>1.3</b>
Total	1049	<b>100.0</b>
No Answer (Refused)	113	
Total	1162	

**24. Are you a supervisor?**

	<b>2019 Frequency</b>	<b>2019 Percent</b>
Yes	332	<b>30.0</b>
No	773	<b>70.0</b>
<b>Valid Total</b>	1105	
(No answer/Refused)	57	
<b>Total</b>	1162	

[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.**

	<b>2019 Frequency</b>	<b>2019 Percent</b>
Agree	262	<b>78.9</b>
Neutral	65	<b>19.6</b>
Disagree	5	<b>1.5</b>
<b>Valid Total</b>	332	<b>100.0</b>
(No answer/Refused)		
System Missing	830	
<b>Total</b>	1162	

# Key Findings

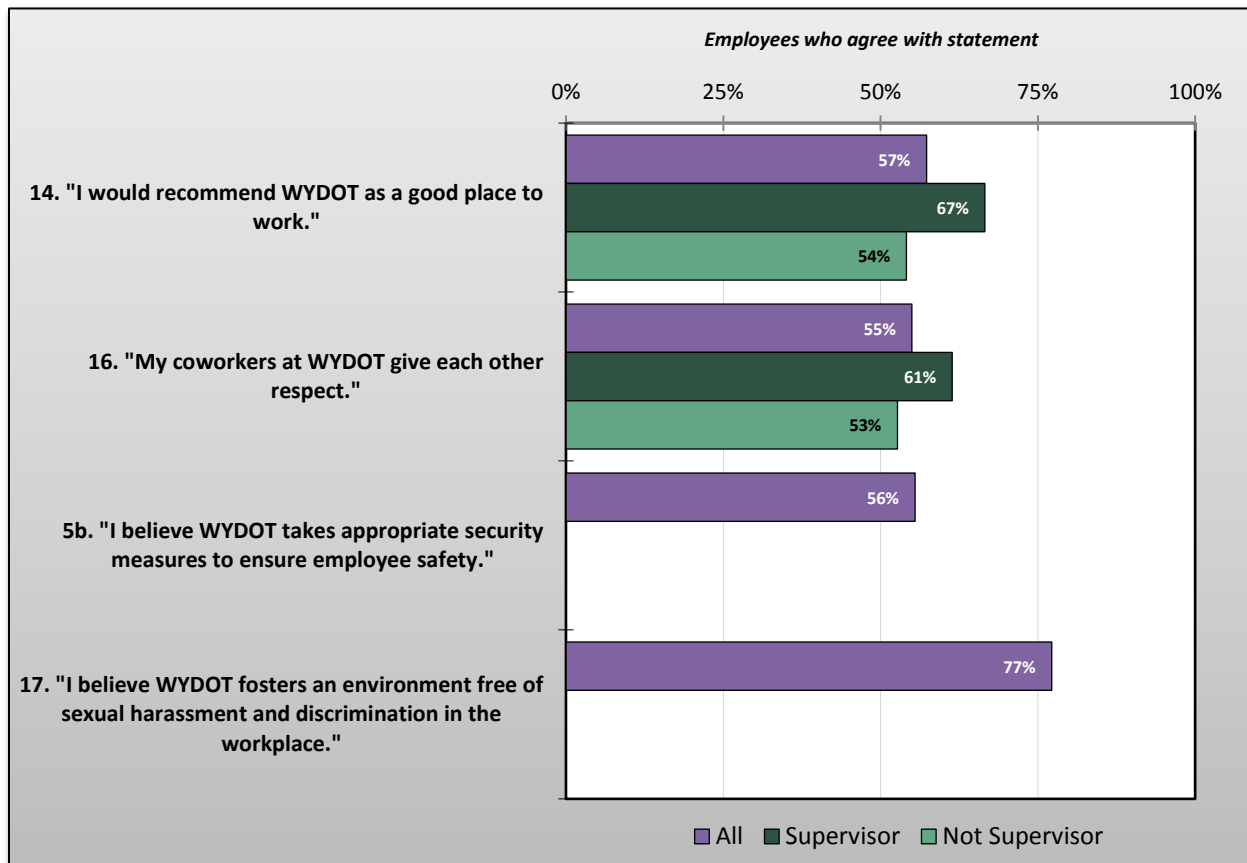
## Experience with WYDOT

As can be seen in Figure 1. Below, the majority of WYDOT employees agree with all four statements used to assess their experience with WYDOT as a whole. The highest level of agreement (77%) is with the statement "I believe WYDOT fosters an environment free of sexual harassment and discrimination in the workplace."

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 two statements included in this group: "I would recommend WYDOT as a good place to work." and "My coworkers at WYDOT give each other respect." This is an indication that supervisors tend to have higher appreciation of WYDOT as a place to work and WYDOT's culture.

There was no statistically significant difference in the responses provided by supervisors and non-supervisors to the other two statements included in this group.

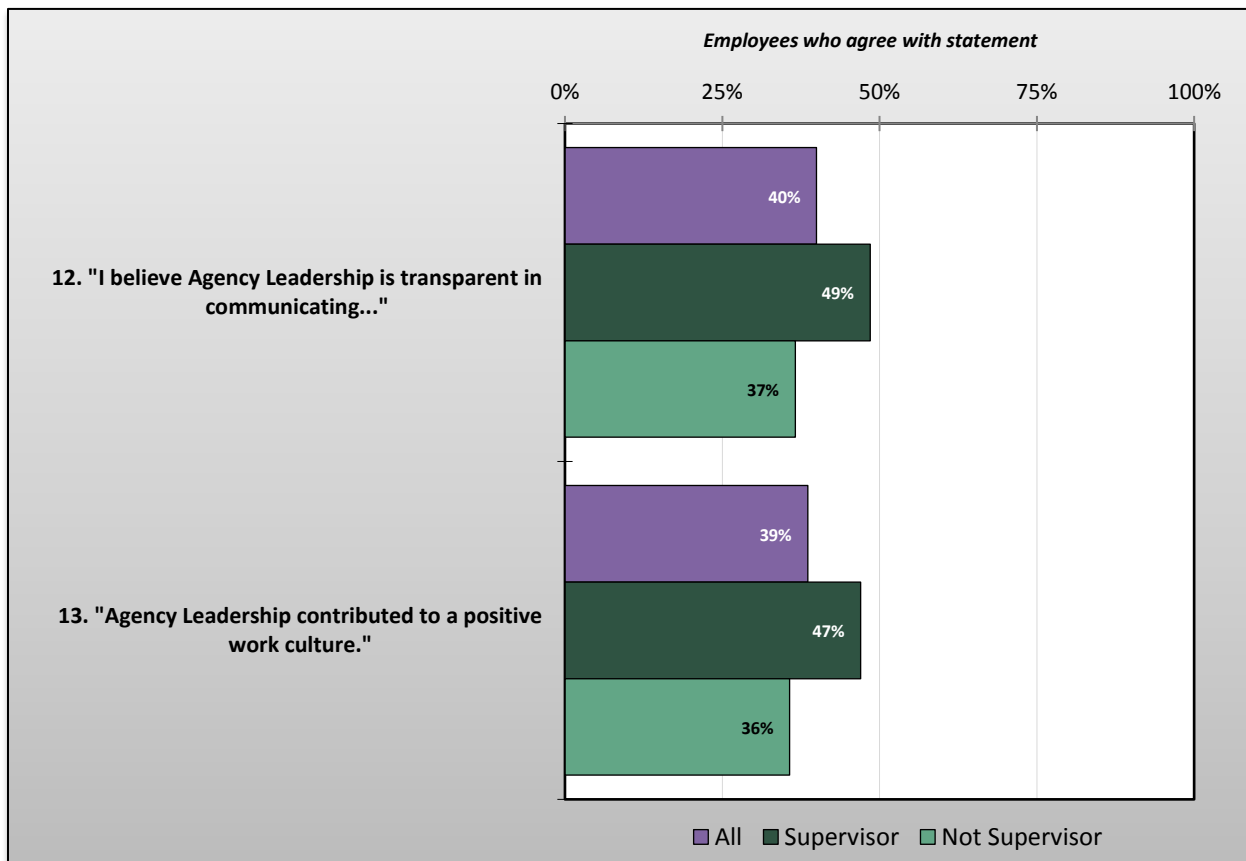
Figure 1.



## Assessment of Agency Leadership Culture

As can be seen in Figure 2, there is a statistically significant difference in the perceptions of supervisors and non-supervisors with regard to Agency Leadership. Supervisors tend to agree with the two statements addressing Agency Leadership more, than do non-supervisors. Notably, in neither group does a majority agree with either of the statements.

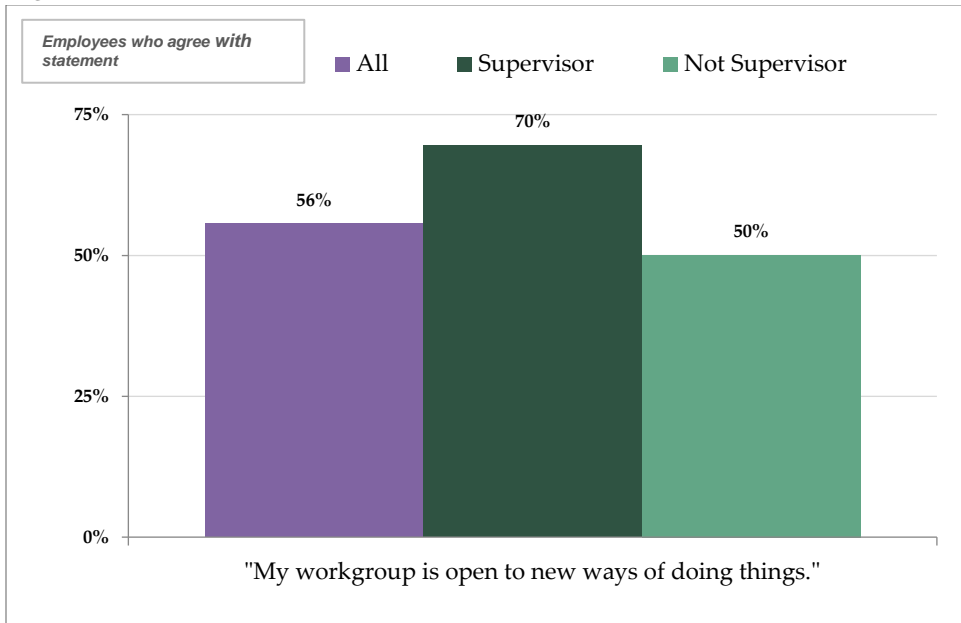
Figure 2.



## Assessment of Workgroup Culture

As can be seen in Figure 3, the majority of WYDOT employees are satisfied with their workgroup culture. There is a statistically significant difference in the perceptions of supervisors and non-supervisors on this item, where supervisors are much more appreciative of their workgroup culture, than are non-supervisors (70% vs. 50%).

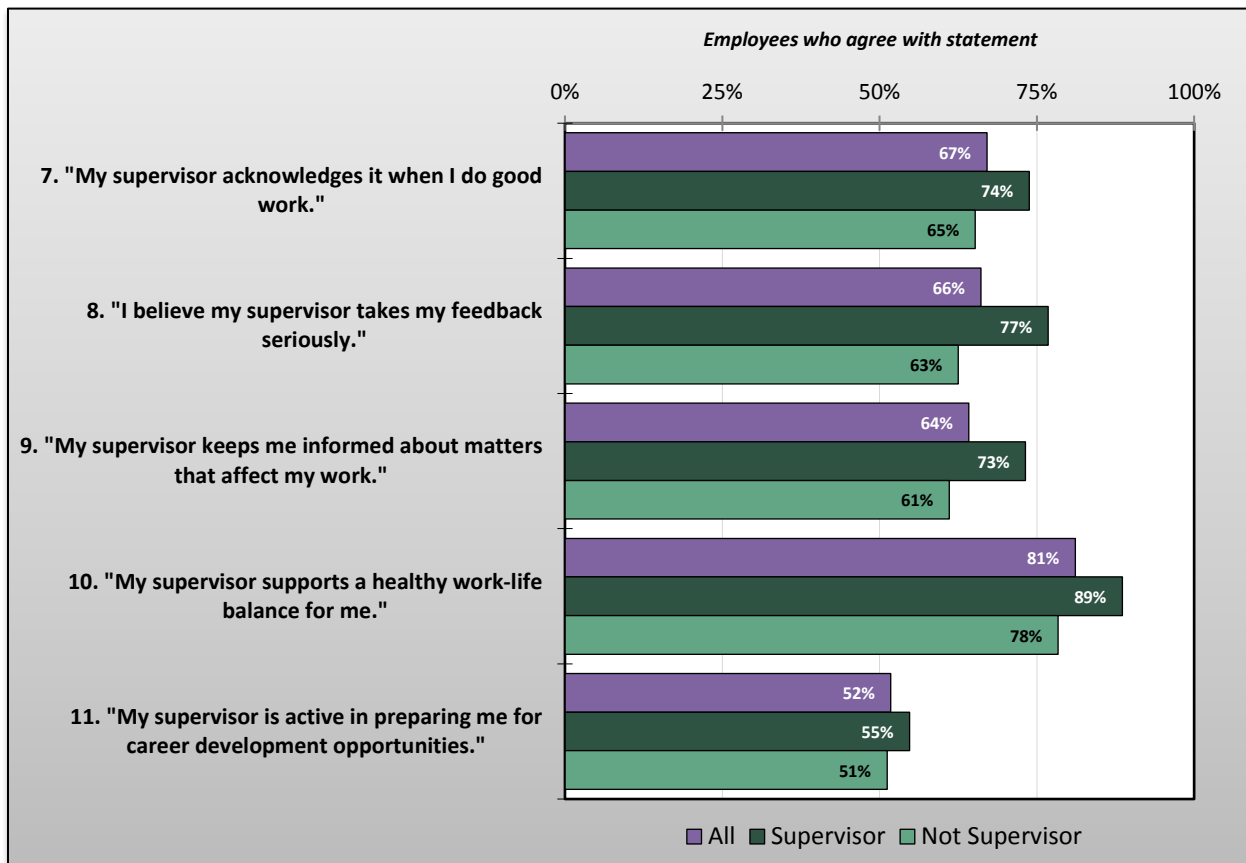
Figure 3.



## 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. The highest level of satisfaction (81%) is with how supervisors support a healthy work-life balance for their employees. Again on all five items supervisors express statistically significant higher levels of satisfaction than do non-supervisors.

Figure 4.

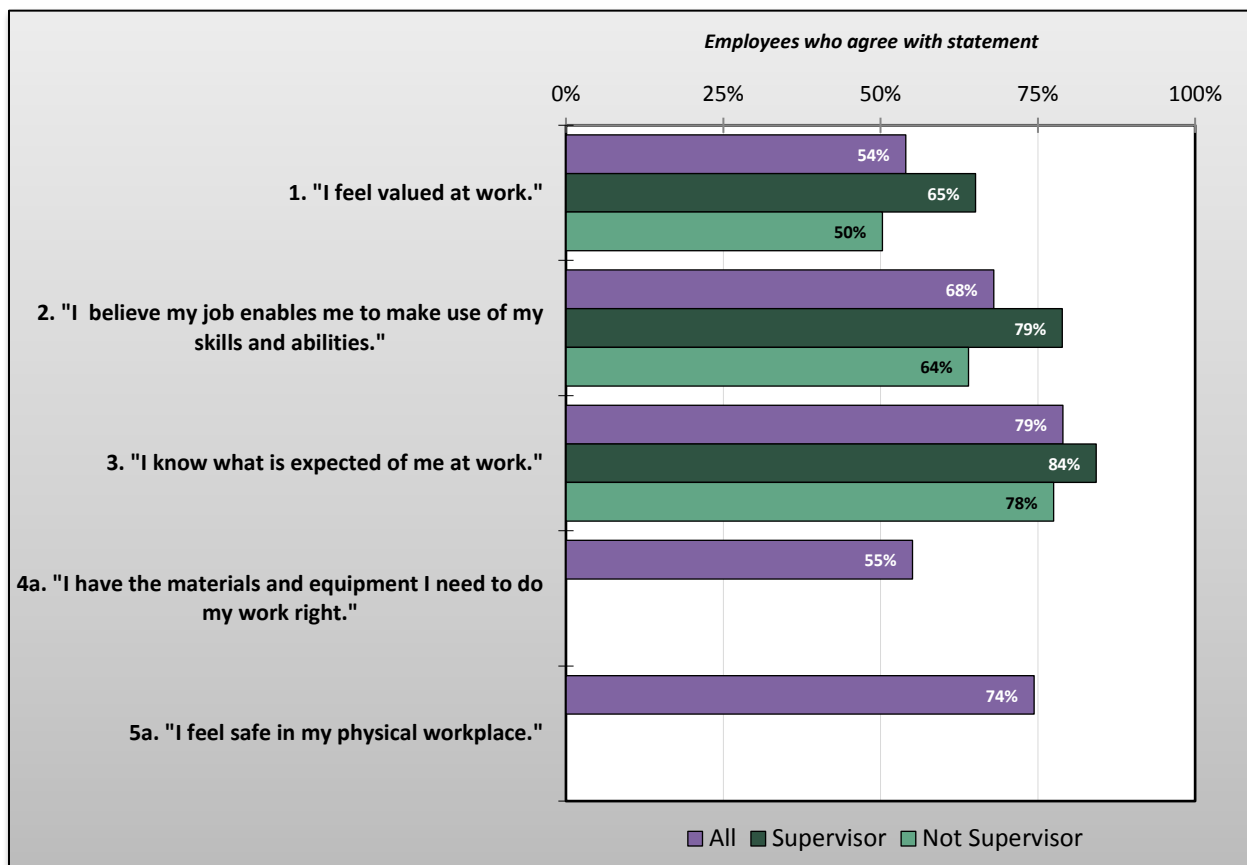


## Job Satisfaction

As can be seen in Figure 5, the majority of WYDOT employees agree with all five statements used to assess job satisfaction. It appears that WYDOT employees have great confidence in knowing what is expected of them at work; 79% agree with the statement used to measure that. Also a vast majority of all employees are satisfied with the safety in their physical workspace (74%).

The levels of agreement expressed by supervisors as compared to those expressed by non-supervisors are significantly higher with regard to the following statements: "I feel valued at work.", "I believe my job enables me to make use of my skills and abilities.", "I know what is expected of me at work.", which indicates higher levels of job satisfaction among supervisors.

Figure 5.

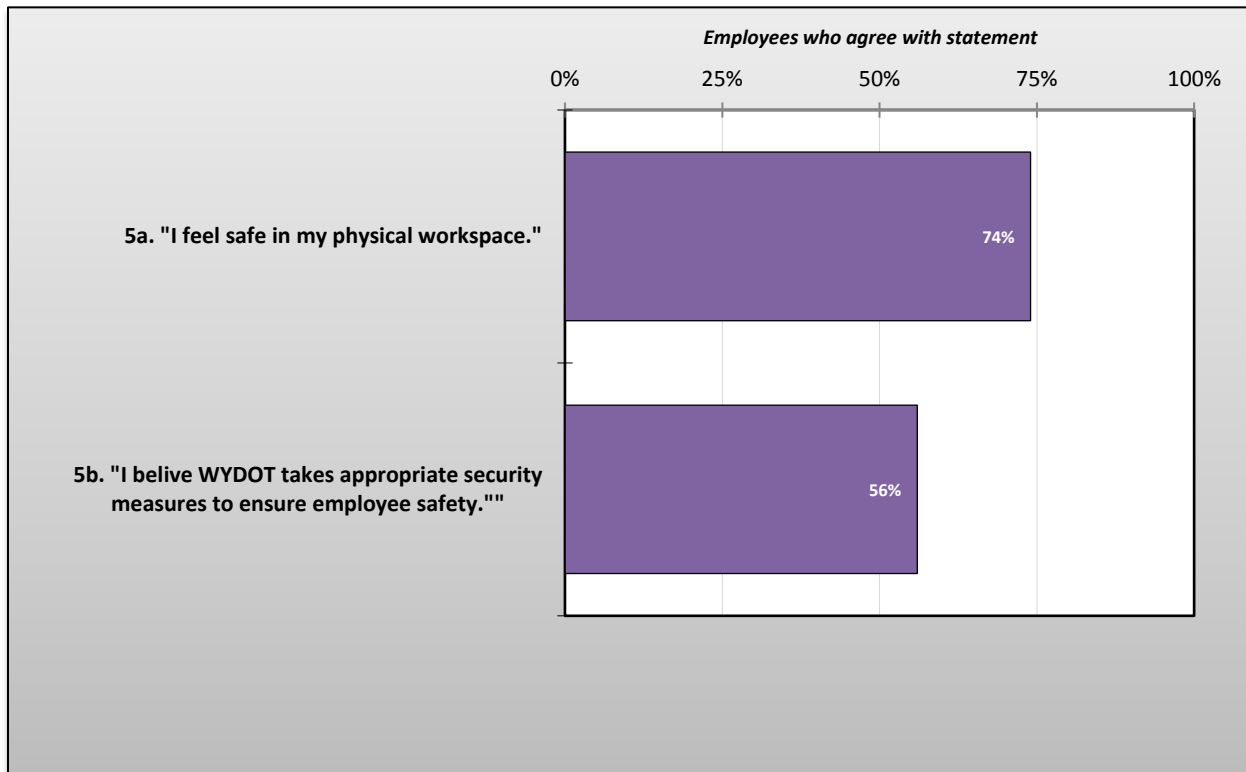


## Work Safety

It may be worth noting that when asked about personal safety in the work place the large majority of WYDOT employees (74%) indicate that they feel safe in their physical workspace, but when asked about their opinion of WYDOT security measures they appear to be more cautious. Only a small majority (56%) seem to be of the opinion that WYDOT takes appropriate security measures to ensure employee safety.

There is no statistically significant difference in the opinions of supervisors and non-supervisors on this matter.

Figure 6.





# Open End Analysis

This section presents a brief analysis of responses to the open-ended survey items. The text was aggregated and analyzed in NVivo 12 Plus.

For responses to question 21, “Outside of compensation, what could WYDOT do to improve employee satisfaction,” hierarchy charts for each theme are also presented. Hierarchy charts visualize a hierarchy of responses within a theme, helping you to see patterns and view the attribute values of the responses that comprise that theme. These hierarchy charts present data as a set of nested rectangles of varying sizes. The size of the nested rectangle represents the amount of coding in each sub-theme. Larger sub-themes display at the top left of the chart; smaller sub-themes display toward the bottom right. It’s important to keep in mind that comments in one theme can potentially also be coded as another theme. For example, in the *Equipment* chart you can see a significant portion of responses categorized as *Equipment* also reference *Safety*.

The 2019 WYDOT Employee Satisfaction Survey (ESS) had two questions soliciting an open-ended response from survey participants.

## Q4a

After respondents were asked if they *agree* or *disagree* with the following statement, “I have the materials and equipment I need to do my work right,” they were asked in the next question to elaborate. Specifically, respondents were asked to “please expand on your answer to that question, being as specific as possible.” For reference, 55% of WYDOT employees who completed the survey *agree* that they have the materials and equipment they need to do their work right, while 29% are *neutral* and 16% *disagree*.

Roughly half (53%) of respondents offered an open-ended response to the follow-up question, while the remainder advanced without entering any specifics as to their answer. *Of those who provided an open-ended response, 35% agree* that they have the materials and equipment they need to do their work right, while 36% are *neutral* and 26% *disagree*. This indicates that those who are *neutral* or *disagree* with the statement have a higher propensity to provide an open-ended response to the follow-up question than those who *agree*.

For the analysis of this question, we will examine open-ended responses grouped by agreement or disagreement to the preceding question.

## **Agree – “I have the materials and equipment I need to do my work right.” (55% of all respondents)**

Examples of responses from those who are *neutral*:

- “The budget that is made for my department every year enables us to buy all the office equipment and extra personal equipment as needed.”
- “We are given all of the safety equipment needed as well other materials to complete our job safely and efficiently.”
- “We are provided with good equipment and the used equipment that has been provided that was in poor condition I purchased new with my own money to replace.”
- “I think we are getting better at getting the right equipment and materials now to do the jobs right.”
- “Some state of the art survey equipment would be awesome and would allow me to do my surveying way more efficiently and accurately.”
- “If there is a need for additional equipment or materials, my request is considered and if reasonable, is usually provided”

## **Neutral – “I have the materials and equipment I need to do my work right.” (29% of all respondents)**

Examples of responses from those who are *neutral*:

- “We are typically well equipped, however items are aging and need replaced - portable radios have not worked well in my entire career and it will eventually cost us severely if we do not find a viable solution.”
- “Our computer software for daily engineering tasks is rather outdated or insufficient compared to the industry standards.”
- “Highway Patrol equipment has many issues. A lot of the equipment is very out dated and needs repairs. Much of the equipment is also no longer supported by the manufacturer.”
- “The mainframe system we use for data processing is a bit archaic and not very user friendly or functional when it come some of the processes and tasks we are asked to perform. Sometimes we have to enter the same data into 2 or 3 screens just to gather all the information necessary to accomplish a single task.”
- “Some of the tools are out dated and in poor condition.”
- “Needing more of the updated equipment to perform the results in a quicker manner for faster results.”
- “Some of the computer programs are old or free versions and do not allow me to best complete the tasks I am assigned. The low bid system limits the effectiveness of the programs available.”
- “It would be nice to have work cell phones for calls from landowners and for work on the road. Also, WYDOT does a poor job of getting the necessary updated computer equipment to the employees.”
- “4X4 vehicles are necessary when working in the field. As technology is updated it seems that the field operations are the last to be brought up to the new technologies.”
- “Some equipment is old, failing, or has failed.”
- “There are certain pieces of equipment that are in high demand and we hardly get a chance to use. Backhoes in particular are broke down and the new ones stay in other parts of the district and we never see them.”
- “We are not provided a printer in our office. We have to leave our office and go across the lobby to the engineers office to use the printer”
- “Equipping construction offices with 4WD vehicles so we can actually accomplish our tasks without getting stuck all the time.”
- “Computers are always having problems, cars are always breaking down, but we have no spares, we should be trading the vehicles more often like we used to do to avoid all these issues.”

## **Disagree – “I have the materials and equipment I need to do my work right.” (16% of all respondents)**

Examples of responses from those who *disagree*:

- “Some equipment and hand tools needed for projects are not readily available. There seems to be a lack of communication between shops and what priorities projects.”
- “Low bid in buying equipment is a very poor use of tax payer dollars. Also most staffs at the administration levels in Cheyenne have no field experience making decisions and not being able to instruct new employees and new supervisors in the proper operations and procedures. “
- “Equipment is getting old and breakdowns are a daily occurrence. New equipment is obviously low bid-- its availability is sometimes worse than the old equipment. We need to be looking at a more robust and dependable truck fleet to perform our primary mission of snow removal. There needs to be more input on equipment purchases from the rank and file employees who run the equipment to improve safety and effectiveness.”
- “A lot of our district equipment is worn out. It spends more time in the shop then it does on the road.”
- “We are constantly fighting with poor technology (tablets/internet connectivity/software programs). We also have several issues with vehicles and technology that come up (cameras/radars not working). I spend way too much time dealing with inefficiencies in these areas.”
- “We are lacking the software to do some of the analysis that we need to do. We do not have all of the tools and equipment we need to do proper bridge inspections. Most of the tools we have are worn out and in desperate need of replacement. We have limited pairs of waders for getting into the water to do inspections and the pairs we have are not properly sized for most of us so they don't fit correctly and many of them are old and full of holes. We do not have signs for our vehicles to warn of upcoming workers or any other protection for us while we are inspecting bridges.”
- “We are constantly being told to make do with what we have. There seems to be a giant lack of leadership to identify the correct materials we need to succeed.”
- “We have old out dated computers, monitors, chairs, desks and other office pieces that often make it difficult to work effectively.”
- “Our equipment doesn't work half of the time and it's almost impossible to get it worked on due to the fact we can't keep people employed to work on it because they quit because they can make more money almost anywhere else.”
- “I feel that we need a lot of our systems updated as they are old and continuously stop working. Though they still function properly maybe 80% of the time. I feel this can still pose a danger to the public whom we serve.”
- “With the low bid process I believe we need to relook at this law. I believe that the people on the ground need to be included in the process of what we really need out in the field and not what office employees think we need. There are different requirements for every district so if we stick to one model of equipment this will reduce the amount of parts needed to properly maintain the equipment.”

## Q21

The second open-ended question on the survey was the following: “Outside of compensation, what could WYDOT do to improve employee satisfaction?” Nearly all who completed the survey provided a response to the question (95%). There was a broad range of themes in response to this question, but a few themes stood out. When categorizing open-ended responses, it is important to remember that many comments may overlap into different themes, especially with lengthier responses. While categorizing open-ended responses into themes, it is important to read through all open-ended responses to get a feel for the respondent’s intent.

Theme	References	% of All
Compensation	266	22.9%
Equipment	139	12.0%
Opportunities	138	11.9%
Work Schedule	129	11.1%
Leadership	108	9.3%
Communication	99	8.5%
Value	95	8.2%
Training	77	6.6%
Staffing	75	6.5%
Safety	48	4.1%
Work Environment	39	3.4%
WYDOT	21	1.8%
Budget	18	1.5%

## COMPENSATION

As can be seen above, references to *Compensation* were mentioned by nearly one-quarter of respondents in spite of specifically being instructed to not consider this topic in their response. While this fact alone is telling, it is important to consider the influence this instruction had on respondents' answers – the actual percentage of employees who would consider *compensation* as something WYDOT can do to improve employee satisfaction is likely much higher.

Within *compensation* we see a variety of sub-themes. Naturally, there are many comments specifically addressing pay/salary/wages. Additionally, many respondents mentioned things like *cost of living*, *benefits*, and *comp. time*.

Examples of comments referencing *compensation* outside of simply increasing pay include:

- “Actively lobby for the legislature to approve the state to provide health insurance at no cost to the employee and eliminate employee contribution toward retirement.”
- “Don't hire people in at a wage that is higher than what current employees are being paid.”
- “A common theme with employees who are leaving is the lack of hope for any improvement in compensation.”
- “Find other ways to reward our WYDOT employees, outside of compensation (e.g., additional days off for excellent work, additional equipment perks).”
- “Benefits are constantly be threatened and employee contribution going up. Cost of living are going way up in some areas...so much that it is putting a financial burden on even the most frugal employee.”

## EQUIPMENT

*Equipment* is a broad theme that is referenced by roughly 12% of all survey respondents. This theme can be divided into many meaningful sub-themes, like *office space/facilities*, *software*, *vehicles/machinery*, *safety equipment*, and *personal equipment/clothing*.

Many respondents mentioned outdated facilities and buildings, as well as things like air quality and parking lot quality. Outdated software was a concern for many, as well as old vehicles and other machinery. While many respondents were happy with the clothing allowance, many felt more safety equipment and WYDOT branding clothing should be provided.

Examples of *equipment* themed responses include:

- “The clothing allowance is awesome, and I hope that is something that will be renewed for years to come. Our job in the field is very hard on clothing and shoes and that allowance has helped tremendously.”
- “A building to work in that does not have so many issues. Examples: floors, hot water, and cleanliness.”
- “Add more computers to each work station there's not enough time for everyone to spend time waiting for a shot at the computer, and get any work done.”
- “Allow coffee makers, microwaves, refrigerators, etc. in office spaces.”
- “Change out the company vehicles earlier, and 4 wheel drive or all-wheel drive would be nice for us that travel every week.”
- “Better equipment. Having the right equipment to do your job safe.”
- “Consider computer software update sooner when department heads suggest the update instead of waiting until the system is getting so outdated that it may crash.”
- “Equipment to better preform in our jobs is a large concern across WYDOT. Most have equipment that is aged and does not perform. Most spend more time fighting equipment than getting the work complete. 4WD trucks are a big concern for those in Construction. We have one on our crew that is 20 years old and the alternator just went out. All other trucks are 2WD and we find ourselves stuck more often than not.”

## OPPORTUNITIES

*Opportunities* is a theme comprised of responses related mainly to the opportunity for advancement at WYDOT. Approximately 12% of responses contained an *opportunity* themed reference.

Examples of *opportunity* themed responses include:

- “Better Career advancement opportunities with a pay scale that actually reflects current region averages rather than pay tables based on past years studies.”
- “Career path development. The current policy limits flexibility for promotional opportunities within a class code. By not allowing a reclassification (or making it terribly difficult) employees must wait until an individual retires, quits or the employee must move to achieve the next level.”
- “Actually evaluate the people being promoted to supervisor, stop using the buddy system to promote friends over more qualified persons.”
- “Design a ladder for advancement. Too many areas are limited on ability to move up in organization.”
- “For me I need more and different opportunities to advance my career. Sometimes this means working in a District with a different work group. The workers in my career path are ignored, forgotten, not-valued.”
- “In order to attract and encourage people to stay employed at WYDOT or the state, there needs to be some kind of program for career progress/ succession planning. As it stands now, the only way you can get a promotion is to wait for your supervisor to retire or move to a different agency.”
- “It is difficult to identify a career progression at WYDOT, especially for employees not in the Engineering/Technical fields.”
- “Mentoring is dead. It flourished at one time, maybe 10 to 12 years back. We groomed people for a better career. We had career ladders with small-crew supervisory positions. Now those are being disassembled, busted down to team leads.”
- “More career development, upward mobility (options for promotions), updating processes and equipment to be more efficient.

## WORK SCHEDULE

*Work Schedule* is a theme consisting of many responses related to improving work arrangements and schedule. Roughly 11% of respondents referenced a *work schedule* theme in their response.

Flexible work schedules was a dominant sub-theme, as well as references to changing the normal work week to 4-10 hour days. Additionally, there were many references to sick time, vacation time, and how comp. time is applied. Working from home part time or full time was mentioned multiple times as well.

Examples of *work schedule* themed responses include:

- “Ability to work 4-10 hours, Right of Way employees do not have the ability to do this at this time. The ability to telecommute, even it was only a day or two a week.”
- “Allow maintenance personnel to use comp time at their choosing in the summer.”
- “Allow not only just certain people to work 4 10s or 4 9’s and a 4.”
- “Be more flexible with working from home when necessary.”
- “Bring back shift differential and associate holiday pay with actual work time. VTT & SLT can remain as non-work hours for a 40 hour work week.”
- “Change the comp time pay out date so maintenance folks can utilize the comp time they build up.”
- “Change the way comp time is usable. Maintenance can accumulate time during winter but needs to use it by May 1st, this needs to extend out to August 1. We have long winters and cannot use it in time.”
- “Educate long time rigid employees that a flexible workplace is beneficial in the workplace.”
- “Establish more flexibility with work hours... Offer work from home if your position allows - maybe one day a week?”
- “More flexibility on schedules. The policy claims to have flexibility but it is highly restricted in the field and requires pre-approval at beginning of month. Working from home a couple days a month in positions where possible and feasible.”



## LEADERSHIP

*Leadership* is a broad theme, mostly encompassing references to what leadership can do better to improve employee satisfaction. *Leadership* themes were referenced by roughly 9% of all responses. Many of the references to *leadership* also overlap with the *communication* theme and include a transparency theme.

Examples of *leadership* themed responses include:

- “Correct or get rid of leadership w/ bad attitudes, a leader with a bad attitude makes for employees with bad attitudes.”
- “Administration should be more transparent. It's starting to feel like the "good old boy system". Moving people into leadership positions that they aren't qualified for and have admitted they wouldn't have taken the position had they known what it was.”
- “Allow a voice to the lower level employees.”
- “Be clear with us on what we need to accomplish and how we pertain to what leadership is trying to do. Explain what their thoughts are and keep us in the loop. The more we understand the more we will buy in.”
- “I believe that within my agency a lot more work needs to be done towards developing people and putting the right people into leadership positions. There has been several poor decisions made with the promotion of people that has created poor morale issues.”
- “Transparency from leadership, be less political and be more honest. Opportunities for advancement need to be increased. Too easy to be pigeon holed and left to rot.”
- “You need to have leaders not Bosses. Someone to provide motivation, direction.”

## OTHER THEMES

Other themes mentioned by survey respondents include *Communication* (8.5%), *Value* (8.2%), *Training* (6.6%), *Staffing* (6.5%), *Safety* (4.1%), *Work Environment* (3.4%), *WYDOT* (1.8%), and *Budget* (1.5%). Hierarchical word charts for each of those themes are presented in order below.

## Past Survey Results

2019 Employee Satisfaction Survey Questions	Percent Favorable Response				
	2011 ALL	2013 All	2015 ALL	2017 All	2019
<b>Response Rate</b>				51%	60%
<b>1. FEELING VALUED - I feel valued at work.</b>	X	X	X	54%	54%
<b>2. USING SKILLS - I believe my job enables me to make use of my skills and abilities.</b>	X	X	X	67%	68%
<b>3. EXPECTEDATIONS - I know what is expected of me at work.</b>	87%	89%	84%	79%	79%
<b>4. MATERIALS &amp; RESOURCES - I have the materials and equipment I need to do my work right.</b>				62%	55%
<i>WYDOT provides me with the resources I need to do my job well. (2011, 2013, 2015)</i>	68%	66%	55%		
<b>5a. SAFETY - I feel safe in my physical workspace.</b>	X	X	X	X	74%
<b>5b. SAFETY - I believe WYDOT takes appropriate security measures to ensure employee safety.</b>	X	X	X	X	56%
<b>6. OPENNESS/INNOVATION - My work group is open to new and better ways of doing things.</b>	X	X	58%	59%	56%
<b>7. ACKNOWLEDGEMENT - My supervisor acknowledges it when I do good work.</b>				70%	66%
<i>I receive recognition for doing good work. (2011, 2013)</i>	53%	51%	66%		
<b>8. TALKING WITH SUPERVISOR - I believe my supervisor takes my feedback seriously.</b>				64%	66%
<i>I feel free in talking with my supervisor about job related issues. (2011, 2013, 2017)</i>	77%	78%	78%		
<b>9. INFORMED - My supervisor keeps me informed about matters that affect my work.</b>	X	X	67%	62%	64%
<b>10. WORK-LIFE BALANCE - 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.</b>	X	X	X	68%	81%
<i>My supervisor supports a healthy work-life balance for me. (2017)</i>					
<b>11. DEVELOPMENT - My supervisor is active in preparing me for career development opportunities.</b>	X	X	57%	48%	52%
<b>12. TRANSPARENCY - 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.</b>	X	X	X	23%	40%
<i>I believe WYDOT's Executive Staff is transparent. (2017)</i>					
<b>13. WORK CULTURE - Agency Leadership contributes to a positive work culture.</b>				30%	39%
<i>The WYDOT Executive Staff contributes to a positive work culture. (2017)</i>	X	X	X		
<b>14. RECOMMEND WYDOT - I would recommend WYDOT as a good place to work.</b>				58%	57%
<i>Would you recommend WYDOT as a good place to work? (2011, 2013, 2015)</i>	67%	57%	72%		
<b>15. FURTHERING MISSION - I have ample opportunity to further the mission of WYDOT which is "to provide a safe, high quality, and efficient transportation system," and/or the mission of the WHP, which is "to serve and protect the public through enforcement, education, and partnerships, while earning the trust and respect of those we serve through compassion and professionalism."</b>	X	X	X	55%	63%
<i>I have ample opportunity to further the mission of WYDOT which is "to provide a safe, high quality, and efficient transportation system." (2017)</i>					
<b>16. RESPECT - My coworkers across WYDOT give each other respect.</b>	X	X	X	55%	55%
<b>17. SEXUAL HARASSMENT - I believe WYDOT fosters an environment free of sexual harassment and discrimination in the workplace.</b>	X	X	X	X	77%
<b>18. REPORTING HARASSMENT - I know how and where to make a report of sexual harassment or discrimination at WYDOT.</b>	X	X	X	X	81%
<b>19. EXPERIENCED/WITNESSED HARASSMENT - Have you experienced or witnessed sexual harassment or discrimination at WYDOT?</b>	X	X	X	X	16%
<b>20. APPROPRIATE ACTION TAKEN - I feel WYDOT took appropriate action regarding the sexual harassment or discrimination that I experienced or witnessed.</b>	X	X	X	X	21%
<b>24. DEVELOPMENT - I have prepared my employees for advancement opportunities within WYDOT.</b>	X	X	X	83%	80%
<b>Overall favorable rate 2019</b>					59%
<b>Overall favorable rate - All Years</b>	67%	69%	70%	59%	59%

*Italicized questions are versions of the same or similar question from previous years.*