



# **WYDOT Employee Satisfaction Survey, 2025**

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## ABOUT THIS REPORT

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# Introduction

The Wyoming Survey & Analysis Center (WYSAC) at the University of Wyoming and the Wyoming Department of Transportation (WYDOT) contracted to conduct the 2025 WYDOT Employee Satisfaction Survey. This survey has been administered biennially since 2019 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 employee 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 2025 iteration was based on the one used in 2023. A few minor changes (and simplification of three complex open-ended questions) were made to the existing questionnaire reflecting current priorities and concerns. The survey was administered using the web mode of data collection. By the close of data collection 1008 surveys were completed by WYDOT employees.

## Survey Facts

### Start and End Dates

November 13 – December 14, 2025

### Completed Surveys

1008 (1088 in 2021)

### Response Rate

57% (62% in 2021)

### Median Survey Length

Approximately 12 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. This survey has been administered biennially since, 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 2025 iteration was based on the one used in 2023. A few minor changes (and simplification of three complex open-ended questions) were made to the existing questionnaire reflecting current priorities and concerns.

# Methods

## *Questionnaire Development*

The survey instrument for the 2025 iteration was based on the one used in 2023. A few changes were made to reflect current priorities and concerns, including the addition and removal of a few questions. In 2023, an additional block of three questions was added at the end of the survey to assess 1) the best things about working for WYDOT, 2) factors that could cause employees to leave WYDOT, and 3) things that could make WYDOT more effective. This block of three questions was simplified in 2025 to be less complex open-ended questions.

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 1799 employees.

## *Survey Administration*

The survey was administered from November 13<sup>th</sup> to December 14<sup>th</sup>, 2025, using the online mode of data collection. The survey administration protocol followed WYDOT guidelines. WYSAC was solely responsible for survey invitation delivery to WYDOT employees. Additionally, WYDOT offered five \$25 gift cards as a participation incentive. Respondents could opt-in to this drawing and WYSAC was able to draw the winners from the list of opt-ins.

First, WYSAC sent invitation emails to all WYDOT employees from a list provided to WYSAC by WYDOT. For the duration of the fielding period, WYSAC sent weekly reminder emails to those who had not yet completed the survey, for a total of four survey invitations. The link contained a direct link to that respondent's survey, allowing for the tracking of completion status and automatic follow-up with non-responders.

One important change in survey administration for the 2025 iteration is in how employee confidentiality was handled. As opposed to previous efforts, this year employees were not guaranteed anonymity. The following language was used in the invitations and intro to the survey:

To maximize the value of your feedback, this year's survey is no longer anonymous. Individual responses will be safeguarded to allow for targeted follow-up on important concerns. Your responses will be handled with the highest level of care and confidentiality. Only WYDOT Executive Staff will have access to the respondent data. Supervisors will not be able to view or request this information. If needed, Executive Staff may reach out to follow up with you directly. Please be assured that when the results are shared with the rest of the agency, we will only release aggregated and anonymized data, meaning no individual can be identified, and individual open-ended comments will not be released.

Our goal is solely organizational improvement. Your candid feedback will be handled professionally and used for our action plan, never for disciplinary action or retaliation.

This new policy may have an impact on both response rate and survey results and should be kept in mind when comparing year-to-year.

## *Response Rate*

A total of 1008 surveys were completed by WYDOT employees for a response rate of 57%.

## *Data Compilation and Analysis*

Upon completion of data collection, the data were 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 2025 survey iteration. Employee satisfaction was measured using several batteries 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.

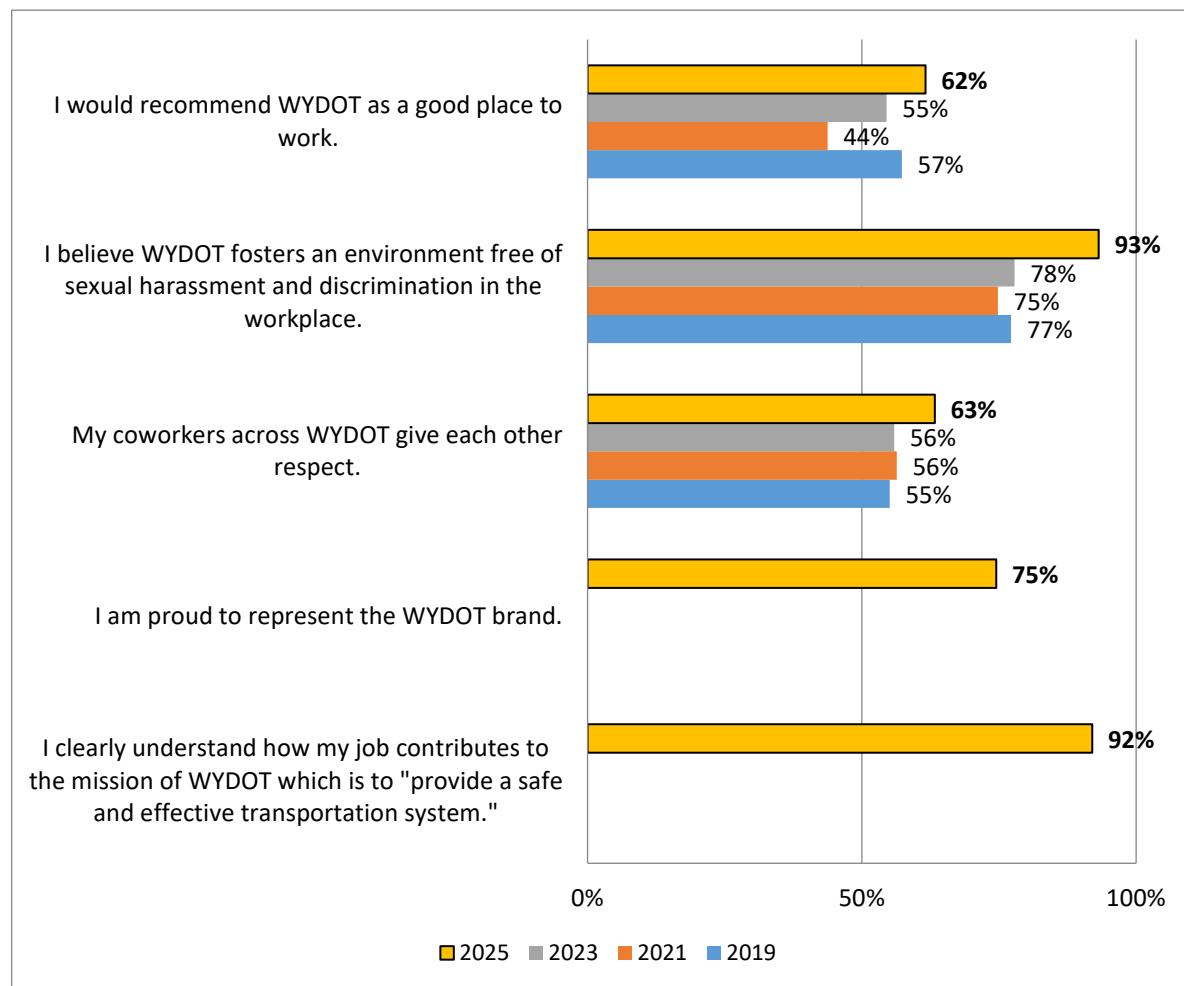
Detailed survey results are presented in the *Survey Results* and *Cross-tabulations* sections of this report.

## *General Experience with WYDOT*

The survey results indicate generally favorable perceptions of WYDOT, with evidence of improvement across several measures since 2019. In 2025, 92% of respondents reported a clear understanding of how their work contributes to the agency's mission, and 75% expressed pride in representing the WYDOT brand.

Perceptions of mutual respect among coworkers increased gradually from 55% in 2019 to 63% in 2025. Confidence that WYDOT fosters a work environment free from sexual harassment and discrimination remained consistently high and reached 93% in 2025, representing the highest-rated item in the survey. While willingness to recommend WYDOT as a good place to work declined to 44% in 2021, this measure has since rebounded to 62% in 2025, suggesting a positive trend in overall employee sentiment.

Figure 1, on the following page, displays data from every year of the survey. New for the 2025 iteration are "I am proud to represent the WYDOT brand" and "I clearly understand how my job contributes to the mission of WYDOT which is to 'provide a safe and effective transportation system'."

**Figure 1***Experience with WYDOT (Employees who agree with statement)*

Source: WYDOT Employee Satisfaction Survey, 2025

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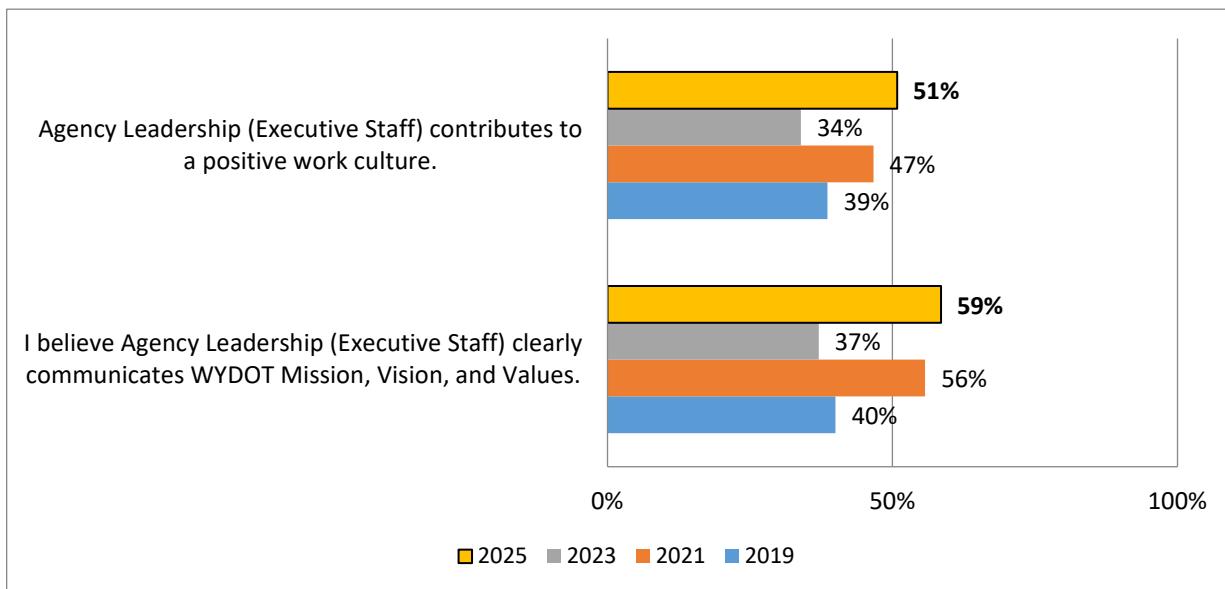
*Assessment of Agency Leadership Culture*

Responses related to agency leadership perceptions show improvement in 2025 following declines in 2023. Agreement that Agency Leadership clearly communicates WYDOT's mission, vision, and values increased from 40% in 2019 to 56% in 2021, fell to 37% in 2023, and then rose to a high of 59% in 2025. Similarly, when asked if "Agency Leadership contributes to a positive work culture," respondents in agreement increased from 39% in 2019 to 51% in 2025. While both

measures demonstrate a notable rebound in 2025, overall results suggest these areas remain opportunities for continued focus and improvement.

## Figure 2

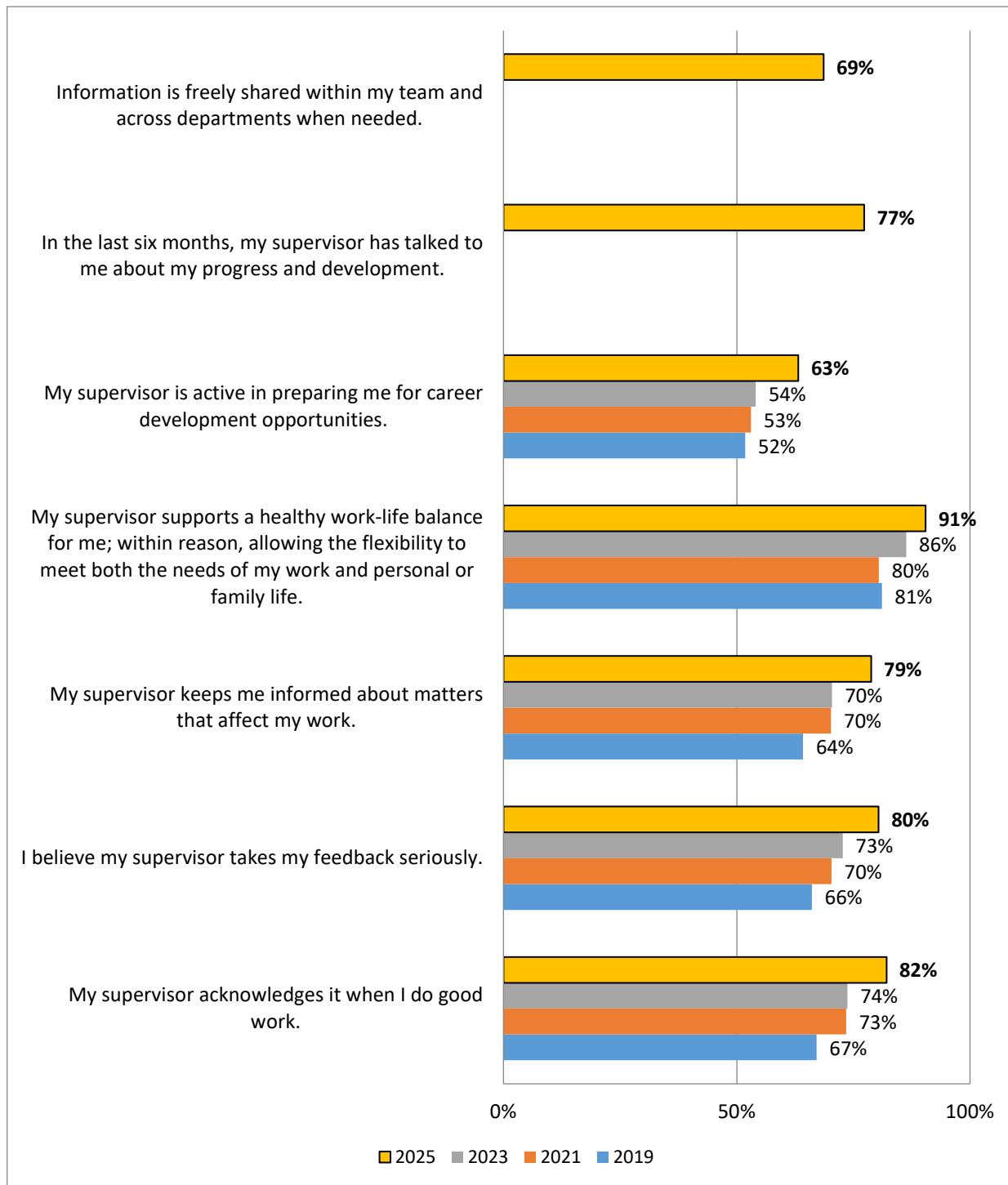
*Assessment of Agency Leadership Culture (Employees who *agree* with statement)*



Source: WYDOT Employee Satisfaction Survey, 2025  
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## *Satisfaction with Supervisor and Team*

An important section of the survey focuses on supervisor support and communication. The results are positive overall, with most measures showing steady improvement since 2019 with the highest scores recorded this year. Recognition for good work increased from 67% in 2019 to 82% in 2025, while perceptions that supervisors take employee feedback seriously rose from 66% to 80% over the same period. Keeping employees informed about matters affecting their work also improved, from 64% in 2019 to 79% in 2025. Support for healthy work-life balance remains a notable strength, increasing from 81% in 2019 to 91% in 2025. Although perceptions of supervisors actively preparing employees for career development opportunities remain comparatively lower, this measure still improved from 52% in 2019 to 63% in 2025. In 2025, 77% of respondents reported that their supervisor had discussed progress and development with them in the past six months, and 69% agreed that information is freely shared within teams and across departments when needed.

**Figure 3***Satisfaction with Supervisor and Team (Employees who agree with statement)*

Source: WYDOT Employee Satisfaction Survey, 2025

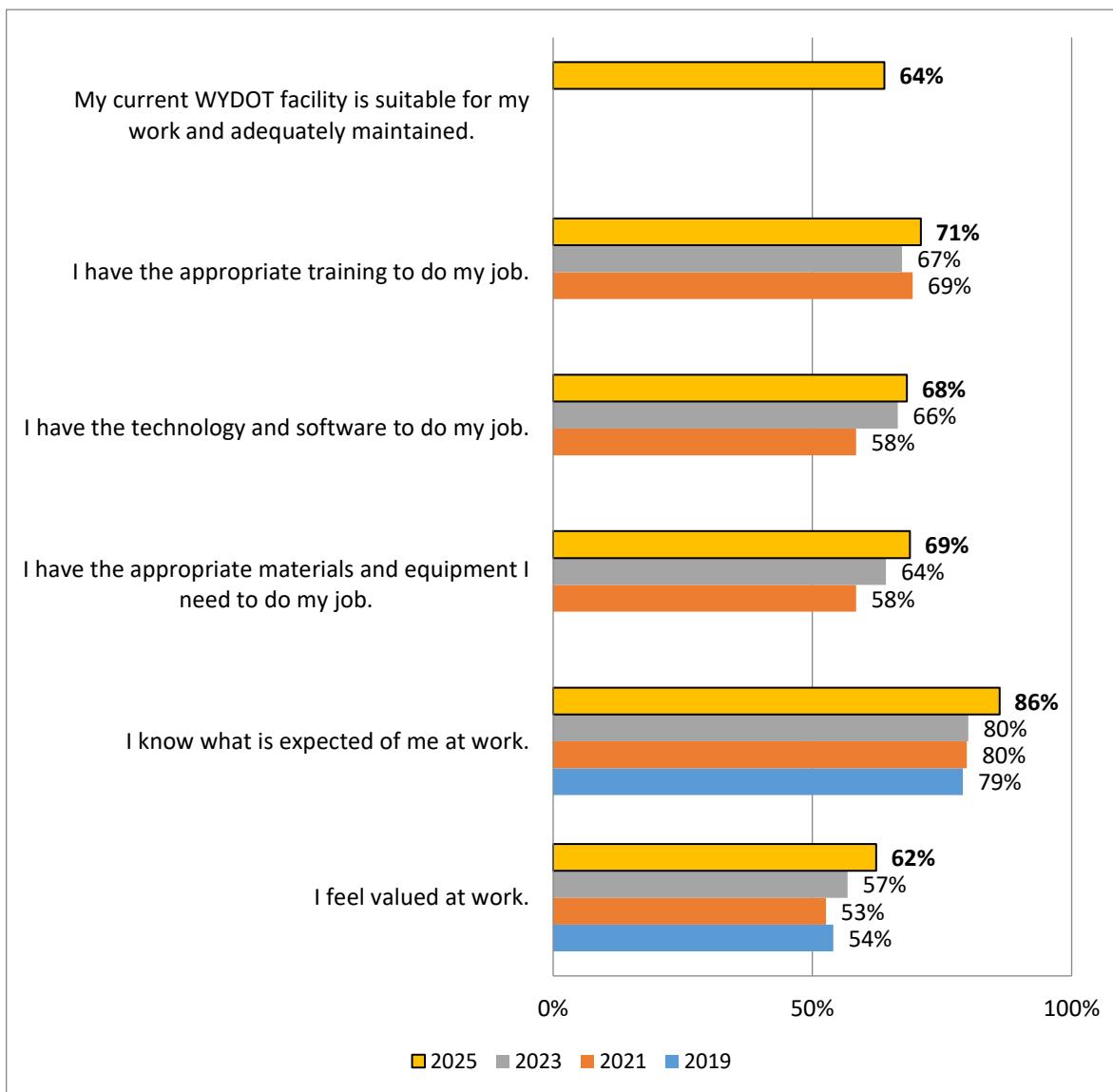
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## *Job Satisfaction*

Figure 4 displays survey results related to employee experience, resources, and work environment. The data collected in 2025 indicate moderate but improving perceptions across most measures. The proportion of employees who feel valued at work increased from 54% in 2019 to 62% in 2025, suggesting gradual improvement in overall employee sentiment. Clarity of expectations remains a strength, with agreement increasing from 79% in 2019 to 86% in 2025 to the statement that “I know what is expected of me at work.”.

Access to job resources also shows positive trends, as agreement that employees have appropriate materials and equipment rose from 58% in 2021 to 69% in 2025, and access to necessary technology and software improved from 58% to 68% over the same period. Perceptions regarding adequate training remained relatively stable, increasing slightly from 69% in 2021 to 71% in 2025.

In 2025, 64% of respondents agreed that their current WYDOT facility is suitable and adequately maintained.

**Figure 4***Job Satisfaction (Employees who agree with statement)*

Source: WYDOT Employee Satisfaction Survey, 2025

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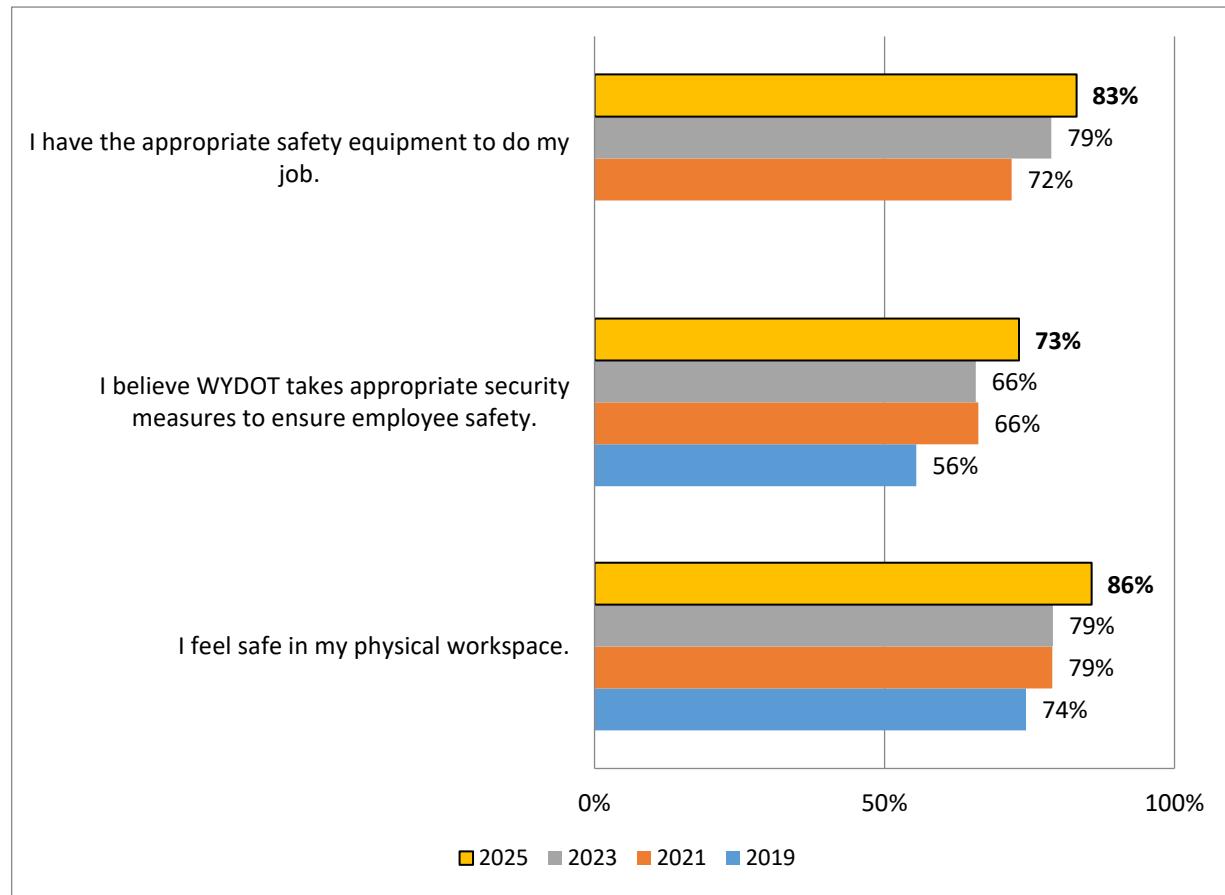
## Work Safety

Data related to workplace safety show consistently positive results since 2019 with improvement over time. One notable jump is in agreement that employees feel safe in their physical workspace, which increased from 74% in 2019 to 86% in 2025. Perceptions that

WYDOT takes appropriate security measures to ensure employee safety also improved steadily, rising from 56% in 2019 to 73% in 2025. Access to appropriate safety equipment demonstrates similarly positive trends, with agreement increasing from 72% in 2021 to 83% in 2025. Overall, the results suggest that employee safety is a recognized organizational strength, with continued progress evident across physical safety, security practices, and access to equipment.

### Figure 5

*Work Safety (Employees who agree with statement)*



Source: WYDOT Employee Satisfaction Survey, 2025

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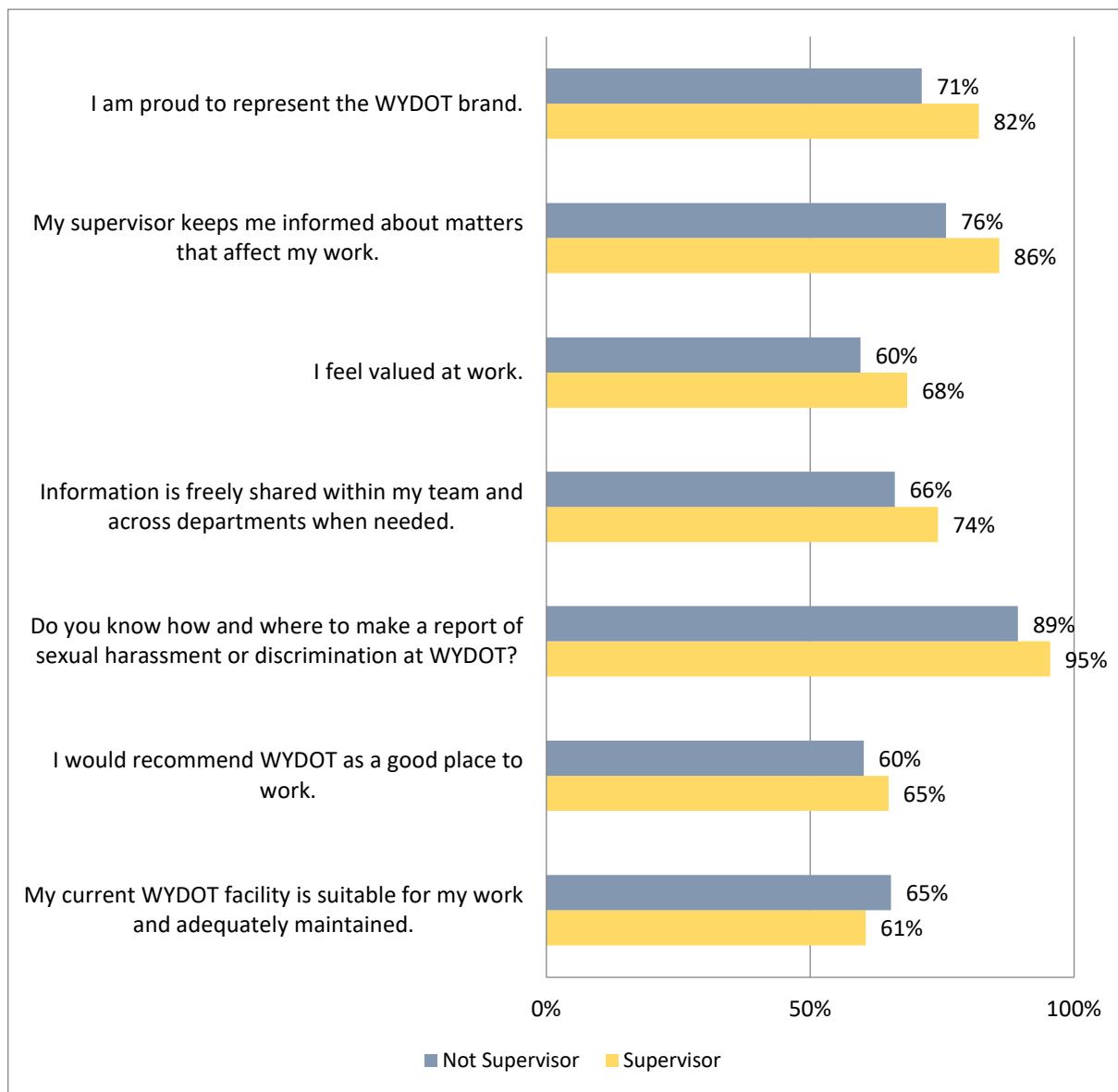
## *Supervisor Effects*

In past reports, attention was paid to the differences between supervisors and non-supervisors in how employees answered survey questions. In 2025, distributions of answers differed less between the supervisors and non-supervisors. Figure 6 displays the survey items for which statistically significant differences between supervisors and non-supervisors exist.

A comparison of survey responses between supervisors and non-supervisors indicates that supervisors generally report higher levels of agreement across the measures displayed in Figure 6. Supervisors expressed greater pride in representing the WYDOT brand (82% compared to 71%), a stronger sense of feeling valued at work (68% versus 60%), and higher levels of confidence that they are kept informed by their supervisors (86% versus 76%).

Supervisors also reported stronger agreement that information is freely shared within teams and across departments (74% compared to 66%) and were more likely to recommend WYDOT as a good place to work (65% versus 60%). Awareness of how and where to report sexual harassment or discrimination was high for both groups, though slightly higher among supervisors (96% compared to 89%).

One exception to this overall pattern is perceptions of facility suitability, where non-supervisors reported slightly higher agreement than supervisors (65% versus 61%). Again, differences highlighted in Figure 6 are the only statistically different differences between supervisors and non-supervisors in the 2025 data.

**Figure 6***Supervisor vs Non-supervisor (Employees who *agree* with statement)*

Source: WYDOT Employee Satisfaction Survey, 2025

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## *Analysis of Open-Ended Questions*

Three open-ended questions were asked of WYDOT employees. Responses to these questions were run through an AI-powered analysis tool (BTI) to extract relevant themes. The following three tables summarize the findings.

Responses to the open-ended question, “What is the best thing about working for WYDOT?” highlight strong themes related to workplace relationships, benefits, and work-life balance. The most frequently cited theme was positive and respectful work relationships (25.3%), indicating that interpersonal connections and collaboration are a significant strength of the organization.

Compensation and benefits also emerged prominently, with respondents frequently referencing a good benefits package (18.7%) and generous pension and retirement benefits (9.9%). Work-life balance (17.8%) and flexible work schedules (15.6%) were also commonly identified as key positives, underscoring the value employees place on flexibility and balance. Organizational culture factors, including a positive work environment and culture (13.5%), supportive supervisors and coworkers (8.6%), and a supportive work environment (5.7%), further reinforce the importance of internal climate to employee satisfaction.

In addition, many respondents cited the intrinsic rewards of public service, including making a public impact (7.9%), contribution to public safety (3.7%), and positive impact on the community (3.6%). Overall, the results suggest that employees most value the quality of relationships, organizational culture, and the stability and benefits associated with employment at WYDOT. See Table 1 for a comprehensive list of themes identified.

All open-ended responses can be found in Appendix A (as separate document listing the raw survey responses).

**Table 1**

<b>What is the best thing about working for WYDOT?</b>		
Positive and Respectful Work Relationships	199	25.3%
Good Benefits Package	147	18.7%
Work-Life Balance	140	17.8%
Flexible Work Schedules	123	15.6%
Positive Work Environment and Culture	106	13.5%
Generous Pension and Retirement Benefits	78	9.9%
Stable Employment	76	9.7%
Supportive Supervisors and Co-Workers	68	8.6%
Making a Public Impact	62	7.9%
Feeling of Accomplishment	55	7.0%
High Job Security	51	6.5%
Supportive Work Environment	45	5.7%
Variety of Job Tasks	32	4.1%
Contribution to Public Safety	29	3.7%
Opportunities for Career Advancement	28	3.6%
Positive Impact on Community	28	3.6%
Opportunities to Learn New Skills	26	3.3%
Good Health Insurance	25	3.2%
Professional Development Opportunities	24	3.0%
Supportive Leadership	21	2.7%
Other	38	4.8%
Not Sure	1	0.1%
No Comment	4	0.5%
<b>Total non-empty responses</b>	<b>787</b>	<b>100%</b>

Responses to the question, “What are the most important factors that could cause you to leave WYDOT in the next one to two years?” are listed in Figure 2 and were dominated by concerns related to compensation, leadership, and workload. The most frequently cited factor was low or insufficient pay (40.1%), indicating that uncompetitive compensation is the primary risk to retention.

Related compensation themes were also prominent, including lack of raises or pay progression (14.4%), better-paying opportunities elsewhere (13.6%), rising cost of living outpacing pay (8.6%), and pay inequity or compression (4.3%).

Leadership and organizational climate issues were also present in the open-ended responses, with respondents referencing leadership or management problems (14.1%), negative work culture or low morale (9.3%), poor communication from leadership (2.5%), and lack of accountability or excessive bureaucracy (3.2%).

Workload and sustainability concerns also emerged, including burnout or understaffing (8.4%) and work-life imbalance (5.7%). In addition, a notable portion of respondents indicated potential departure due to retirement eligibility (12.6%), while others cited limited advancement opportunities (8.8%), loss of flexibility (4.5%), and benefit-related concerns such as insurance costs (4.6%) and potential benefit reductions (2.4%). Overall, the findings suggest that retention risks are primarily driven by compensation competitiveness, leadership effectiveness, and employee experience factors.

**Table 2**

<i>What are the most important factors that could cause you to leave WYDOT in the next one to two years?</i>		
Low/insufficient pay (uncompetitive compensation)	337	40.1%
Lack of raises or pay progression (COLA, merit, step increases)	121	14.4%
Leadership/management problems (poor supervisors, leadership deterioration)	119	14.1%
Better-paying opportunities elsewhere (private sector or other agencies)	114	13.6%
Retirement (reaching retirement age/Rule of 85)	106	12.6%
Negative work culture/low morale/lack of respect	78	9.3%
Lack of advancement/career development/promotion opportunities	74	8.8%
Rising cost of living outpacing pay	72	8.6%
Burnout/excessive workload/understaffing/retention issues	71	8.4%
Work-life imbalance/unreasonable hours/on-call expectations/Need for more home time	48	5.7%
High insurance and benefit costs	39	4.6%
Loss of telework/remote work or schedule flexibility/Loss of flexible schedules or leave options (4/10s, comp time, vacation/sick time)	38	4.5%
Relocation/family obligations	37	4.4%
Pay inequity/disparity (between roles or levels)/Pay scale/step plan issues and pay compression (new hires paid more; can't reach top of range)	36	4.3%
Lack of recognition/appreciation (including for advanced training/education)	29	3.4%
Lack of accountability/poor decision-making/bureaucracy/red tape	27	3.2%
Safety concerns	27	3.2%
Politics/legislative interference in pay or operations	26	3.1%
Poor communication from leadership	21	2.5%
Health issues	21	2.5%
Benefit cuts/reductions (e.g., holiday pay removal, VTT cap)	20	2.4%
Change in executive leadership	15	1.8%
Reduced project/agency funding	13	1.5%
Organizational restructuring or policy changes without guidance	13	1.5%
Pursuing a different career/personal calling/Desire for new challenges/role change opportunities	13	1.5%

Micromanagement/over-monitoring (GPS/AI/technology-driven control)/Loss of professional autonomy	11	1.3%
Favoritism	11	1.3%
Limited overtime, bonuses, or incentive/certification pay	11	1.3%
Changes to retirement or pension benefits	10	1.2%
Other	36	4.3%
Not Sure	9	1.1%
Gibberish	1	0.1%
No Comment	18	2.1%
<b>Total non-empty responses</b>	<b>841</b>	<b>100%</b>

Finally, respondents were asked, “What could be done to make WYDOT more effective?” Open-ended responses to the question emphasize employee perceptions that improvements in compensation, communication, and organizational practices would have the greatest impact on effectiveness. The most frequently cited recommendation was offering competitive wages with the private sector (24.9%), reinforcing the importance of pay competitiveness for both recruitment and retention.

Respondents also commonly identified increased funding and recruitment (14.2%) and improved communication (14.1%) as critical organizational priorities. Operational efficiency themes were also prominent, including the need for streamlined processes (9.5%), better utilization of technology (8.3%), and stronger cross-department collaboration (7.0%).

Structural and accountability-related suggestions included implementation of a structured pay plan (8.4%), cost-of-living raises (5.4%), and increased accountability for poor performance (5.1%). In addition, respondents highlighted leadership and workforce development needs such as improved leadership training (3.8%), enhanced training for new employees (3.0%), and better use of internal talent (4.7%). As with the previous two questions, the findings indicate that employees view compensation competitiveness as critical, as well as clear communication, and more efficient, accountable organizational practices.

See Table 3, below, for the full breakdown of themes produced by the BTI analysis of open-ended responses. Refer to the separate document “Appendix A” to see the raw data.

**Table 3**

<b>What could be done to make WYDOT more effective?</b>		
Competitive Wages with Private Sector	175	24.9%
Increased Funding and Recruitment	100	14.2%
Improved Communication	99	14.1%
Streamlined Processes	67	9.5%
Structured Pay Plan	59	8.4%
Better Utilization of Technology	58	8.3%
Cross-Department Collaboration	49	7.0%
Cost of Living Raises	38	5.4%
Increased Accountability for Poor Performance	36	5.1%
Transparency in Operations	34	4.8%
Better Use of Internal Talent	33	4.7%
Reduced Micromanagement	28	4.0%
Improved Leadership Training	27	3.8%
Retention of Institutional Knowledge	26	3.7%
Enhanced Employee Benefits	26	3.7%
Accountability for Supervisors	24	3.4%
Enhanced Employee Suggestion System	22	3.1%
Acknowledgment of Employee Successes	21	3.0%
Improved Training for New Employees	21	3.0%
Performance-based Compensation	18	2.6%
Proactive Issue Resolution	18	2.6%
Other	75	10.7%
Not Sure	8	1.1%
No Comment	17	2.4%
<b>Total non-empty responses</b>	<b>702</b>	<b>100%</b>

# 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 2025 survey. For survey items which remained unchanged from 2023/2021/2019, results are presented for applicable years. Note that some question numbers are retained from previous years and appear out of order. Respondents were presented survey questions without the number.

## Introduction to survey:

*We are excited to invite you to participate in the 2025 WYDOT Employee Satisfaction Survey! This important survey is conducted every two years to assess our agency's culture, workplace satisfaction, and employee retention. Your honest feedback is crucial and will be used to directly inform decision-making, drive improvements, and enhance our overall agency performance.*

*To maximize the value of your feedback, this year's survey is no longer anonymous. Individual responses will be safeguarded to allow for targeted follow-up on important concerns. Your responses will be handled with the highest level of care and confidentiality. Only WYDOT Executive Staff will have access to the respondent data. Supervisors will not be able to view or request this information. If needed, Executive Staff may reach out to follow up with you directly. Please be assured that when the results are shared with the rest of the agency, we will only release aggregated and anonymized data, meaning no individual can be identified, and individual open-ended comments will not be released.*

*Our goal is solely organizational improvement. Your candid feedback will be handled professionally and used for our action plan, never for disciplinary action or retaliation.*

*Your participation is voluntary but strongly encouraged. You are entitled to skip any questions you do not wish to answer. All employees who complete the survey will be entered into a drawing for one of five \$25 gift cards provided by WYDOT!*

*Please take a few moments to reflect on your experience over the past two years as you complete your answers. Kindly submit your completed survey by Sunday, December 14, 2025.*

*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 am proud to represent the WYDOT brand.**

	2025 Frequency	2025 Percent
Agree	750	74.5
Neutral	232	23.0
Disagree	25	2.5
<b>Valid Total</b>	<b>1007</b>	<b>100.0</b>
(No answer/Refused)	1	
<b>Total</b>	<b>1008</b>	

**2. I feel valued at work. I feel valued at work.**

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent	2019 Percent
Agree	627	62.3	56.8	52.6	54.0
Neutral	278	27.6	29.0	29.3	28.8
Disagree	102	10.1	14.2	18.1	17.2
<b>Valid Total</b>	<b>1007</b>		100.0	100.0	100.0
(No answer/Refused)	1				
<b>Total</b>	<b>1008</b>				

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

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent	2019 Percent
Agree	867	86.1	80.1	79.8	79.0
Neutral	114	11.3	14.2	15.9	15.8
Disagree	26	2.6	5.7	4.3	5.2
<b>Valid Total</b>	<b>1007</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	1				
<b>Total</b>	<b>1008</b>				

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

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent
Agree	694	68.8	64.2	58.4
Neutral	233	23.1	24.6	22.9
Disagree	81	8.0	11.2	18.7
<b>Valid Total</b>	<b>1008</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	0			
<b>Total</b>	<b>1008</b>			

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

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent
Agree	838	83.1	78.8	71.9
Neutral	149	14.8	16.5	19.7
Disagree	21	2.1	4.8	8.4
<b>Valid Total</b>	<b>1008</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	0			
<b>Total</b>	<b>1008</b>			

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

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent
Agree	686	68.2	66.5	58.4
Neutral	248	24.7	23.6	23.4
Disagree	72	7.2	9.9	18.1
<b>Valid Total</b>	<b>1006</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	2			
<b>Total</b>	<b>1008</b>			

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

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent
Agree	715	70.9	67.3	69.3
Neutral	244	24.2	24.3	21.6
Disagree	49	4.9	8.5	9.1
<b>Valid Total</b>	<b>1008</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	0			
<b>Total</b>	<b>1008</b>			

**4e. My current WYDOT facility is suitable for my work and adequately maintained.**

	2025 Frequency	2025 Percent
Agree	643	63.9
Neutral	223	22.1
Disagree	141	14.0
<b>Valid Total</b>	<b>1007</b>	<b>100.0</b>
(No answer/Refused)	1	
<b>Total</b>	<b>1008</b>	

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

→ For complete text listing of answers provided see Appendix A (separate document).

**Do you agree, or disagree with, or are you neutral about the following statements?****5a. I feel safe in my physical workspace.**

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent	2019 Percent
Agree	864	85.7	79.0	78.9	74.4
Neutral	117	11.6	16.5	15.7	18.2
Disagree	27	2.7	4.4	5.4	7.4
<b>Valid Total</b>	<b>1008</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	0				
<b>Total</b>	<b>1008</b>				

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

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent	2019 Percent
Agree	738	73.2	65.7	66.2	55.5
Neutral	225	22.3	24.9	22.0	28.8
Disagree	45	4.5	9.4	11.8	15.7
<b>Valid Total</b>	<b>1008</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	0				
<b>Total</b>	<b>1008</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).**

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent	2019 Percent
Agree	651	64.6	56.5	55.6	55.7
Neutral	263	26.1	28.5	28.9	30.7
Disagree	93	9.2	15.0	15.4	13.6
<b>Valid Total</b>	<b>1007</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	1				
<b>Total</b>	<b>1008</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.**

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent	2019 Percent
Agree	827	82.1	73.7	73.4	67.1
Neutral	146	14.5	16.5	17.0	21.1
Disagree	34	3.4	9.7	9.6	11.8
<b>Valid Total</b>	<b>1007</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	1				
<b>Total</b>	<b>1008</b>				

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

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent	2019 Percent
Agree	810	80.4	72.7	70.3	66.1
Neutral	145	14.4	16.0	18.0	20.5
Disagree	52	5.2	11.3	11.7	13.4
<b>Valid Total</b>	<b>1007</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	1				
<b>Total</b>	<b>1008</b>				

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

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent	2019 Percent
Agree	794	78.8	70.4	70.2	64.2
Neutral	152	15.1	18.8	18.1	20.9
Disagree	61	6.1	10.8	11.7	14.9
<b>Valid Total</b>	<b>1007</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	1				
<b>Total</b>	<b>1008</b>				

**9b. Information is freely shared within my team and across departments when needed.**

	2025 Frequency	2025 Percent
Agree	691	68.6
Neutral	217	21.5
Disagree	100	9.9
<b>Valid Total</b>	<b>691</b>	<b>68.6</b>
(No answer/Refused)	0	
<b>Total</b>	<b>1008</b>	

**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.**

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent	2019 Percent
Agree	912	90.5	86.3	80.5	81.1
Neutral	77	7.6	9.1	13.4	11.6
Disagree	19	1.9	4.6	6.2	7.3
<b>Valid Total</b>	<b>1008</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	0				
<b>Total</b>	<b>1008</b>				

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

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent	2019 Percent
Agree	635	63.2	54.0	53.0	51.8
Neutral	282	28.1	30.5	30.7	30.1
Disagree	88	8.8	15.4	16.3	18.0
<b>Valid Total</b>	<b>1005</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	3				
<b>Total</b>	<b>1008</b>				

In 2021 and 2019, the following information was presented to respondents before the next block of questions. Starting in 2023, this block was eliminated and Agency Leadership was indicated

as Executive Staff in parenthesis. The removal of this information should be considered when interpreting results.

2019-2021 version:

*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) clearly communicates WYDOT Mission, Vision, and Values.**

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent	2019 Percent
Agree	589	58.5	37.0	55.7	40.0
Neutral	322	32.0	40.0	29.8	42.5
Disagree	95	9.4	23.0	14.5	17.5
<b>Valid Total</b>	<b>1006</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	2				
<b>Total</b>	<b>1008</b>				

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

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent	2019 Percent
Agree	511	50.8	33.9	46.7	38.6
Neutral	340	33.8	42.1	33.2	40.1
Disagree	155	15.4	24.0	20.2	21.2
<b>Valid Total</b>	<b>1006</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	2				
<b>Total</b>	<b>1008</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?

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

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent	2019 Percent
Agree	621	61.6	54.5	43.7	57.3
Neutral	277	27.5	32.4	39.0	28.7
Disagree	110	10.9	13.1	17.3	14.0
<b>Valid Total</b>	<b>1008</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	0				
<b>Total</b>	<b>1008</b>				

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

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent
Agree	926	92.0	87.7	86.3
Neutral	74	7.3	10.3	11.7
Disagree	7	0.7	2.0	2.1
<b>Valid Total</b>	<b>1007</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	1			
<b>Total</b>	<b>1008</b>			

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

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent	2019 Percent
Agree	637	63.3	55.9	56.4	55.1
Neutral	299	29.7	31.0	31.0	31.3
Disagree	70	7.0	13.1	12.6	13.6
<b>Valid Total</b>	<b>1006</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	2				
<b>Total</b>	<b>1008</b>				

For the 2025 iteration of the survey, Q17 and Q18 were modified to a dichotomous (yes/no) question. Answer choices from prior years are listed in parentheses and italicized below:

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

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent	2019 Percent
Yes ( <i>Agree</i> )	933	93.2	77.8	74.8	77.2
( <i>Neutral</i> )	-	-	15.5	17.2	16.2
No ( <i>Disagree</i> )	68	6.8	6.7	8.0	6.6
<b>Valid Total</b>	<b>1001</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	7				
<b>Total</b>	<b>1008</b>				

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

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent	2019 Percent
Yes ( <i>Agree</i> )	919	91.3	82.2	86.7	80.8
( <i>Neutral</i> )	-	-	11.4	9.1	11.8
No ( <i>Disagree</i> )	88	8.7	6.4	4.2	7.4
<b>Valid Total</b>	<b>1007</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	1				
<b>Total</b>	<b>1008</b>				

**24. Are you a supervisor?**

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent	2019 Percent
Yes	310	30.8	30.6	30.0	30.0
No	698	69.2	69.4	70.0	70.0
<b>Valid Total</b>	<b>1008</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Total</b>	<b>1008</b>	<b>100.0</b>			

[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.**

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent	2019 Percent
Agree	252	81.3	82.2	86.7	80.8
Neutral	57	18.4	11.4	9.1	11.8
Disagree	1	0.3	6.4	4.2	7.4
<b>Valid Total</b>	<b>310</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
Skipped	698				
<b>Total</b>	<b>1008</b>				

**19b. In the last six months, my supervisor has talked to me about my progress and development.**

	2025 Frequency	2025 Percent
Yes (Agree)	772	77.3
No (Disagree)	227	22.7
<b>Valid Total</b>	<b>999</b>	<b>100.0</b>
(No answer/Refused)	9	
<b>Total</b>	<b>1008</b>	

**23. What is the best thing about working for WYDOT?**

→ For qualitative analysis and a complete text listing of answers provided see Appendix A.

**24. What are the most important factors that could cause you to leave WYDOT in the next one to two years?**

→ For qualitative analysis and a complete text listing of answers provided see Appendix A.

**25. What could be done to make WYDOT more effective?**

→ For qualitative analysis and a complete text listing of answers provided see Appendix A.

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

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent	2019 Percent
Less than 1 year	43	4.3	3.8	6.0	4.2
1-5 years	223	22.4	20.4	20.5	19.1
6-10 years	143	14.3	15.3	14.1	16.8
Over 10 years	344	34.5	39.2	34.2	36.3
Not sure	244	24.5	21.4	25.2	23.5
<b>Valid Total</b>	<b>997</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	11				
<b>Total</b>	<b>1008</b>				

**27. I believe the results of this survey will be used to make decisions within WYDOT control to better our agency.**

	2025 Frequency	2025 Percent	2023 Percent	2021 Percent	2019 Percent
No	359	36.4	43.4	30.0	30.0
Yes	627	63.6	56.6	70.0	70.0
<b>Valid Total</b>	<b>986</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	22				
<b>Total</b>	<b>1008</b>				