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# **SDDOT 2006 Organizational Health Assessment**

**Study SD2006-02  
Final Report**

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# EXECUTIVE SUMMARY

## PURPOSE OF STUDY

The purpose of the Organizational Health Assessment (OHA) is to assist the South Dakota Department of Transportation in achieving one of the four pillars of its strategic plan, which is the goal to “make the Department of Transportation a desirable place to work” in order to “attract and retain the best possible employees.” An OHA has been conducted every two years since 1998 and the results have been used by SDDOT’s management to guide priorities and actions for increasing organizational health.

## OBJECTIVES

The objectives of the 2006 study were to:

- Measure the Department of Transportation’s employees’ perceptions and level of satisfaction regarding organizational health.
- Identify the Department of Transportation’s organizational strengths and weaknesses.
- Evaluate progress in improving the Department’s culture, through comparison between the current assessment and baseline measurements of earlier assessments.
- Recommend specific actions that the Department can take to achieve its strategic goals and improve its organizational health.
- Refine a survey instrument and process that can be used to periodically assess the Department’s organizational health.

## RESEARCH APPROACH

The 2006 OHA had the same basic components as the prior assessments, including: 1) focus group sessions with a random sample of SDDOT employees representing all locations and functions to identify issues and concerns about organizational health to be assessed through a Department-wide survey; 2) administration of a Department-wide survey and analysis of results; and 3) focus groups sessions with employees following the survey to further explore issues of interest indicated by the survey results.

In 2004, several changes were made to the survey instrument and administration methods, and a new approach to analyzing the results was added to those used previously. These changes proved successful and so were retained for 2006. The changes included: 1) making the survey more “user friendly” by shortening it considerably and making it available to complete online rather than only in paper and pencil form; and 2) preparing a report of the survey results for each SDDOT supervisor that aggregated the responses of employees in the specific work unit for which he or she was responsible. The reasons for making these changes were to reverse the steady decline in response rate that had occurred since 1998, and to give every supervisor a “roadmap” for deciding how their practices could increase organizational health in their particular part of SDDOT. As a result of these changes, only a few refinements needed to be made to the survey instrument for 2006.

## **KEY FINDINGS**

The findings most relevant to the objectives of the OHA were that:

1. The survey response rate increased from 75.6 percent in 2004 to 78.4 percent in 2006
2. The responses of SDDOT employees pointed to five themes that represent organizational strengths and eight themes that represent improvement opportunities
3. The large majority of survey scores did not change a statistically significant amount from 2004 levels, but several items declined significantly
4. The level of organizational health varies considerably across work units in SDDOT

### **INCREASE IN SURVEY RESPONSE RATE**

A total of 755 employees responded to the survey which represents 78.4 percent of the total employee population. This response rate continues the reversal of a decline to a low of 70.4 percent in 2002. The increases in 2004 and again this year were largely due to greater participation by employees in office-based jobs, suggesting that the ability to complete the survey online and the greater accessibility to the Internet for those in offices contributed greatly the increases. Although the response rate of Maintenance employees was again substantially less than other job groups at 67.9 percent, this level of participation is more than adequate for identifying strengths and improvement opportunities in organizational health.

### **STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT**

In response to the scored questions, the employees' responses were the most positive on 20 individual questions that can be grouped under five themes that reflect SDDOT's greatest strengths relative to organizational health. The responses to 59 other questions were less positive, pointing to eight themes that represent opportunities for improvement. The responses to another 22 questions fell in the moderate range.

### **CHANGES IN SURVEY SCORES**

The 1998 through 2004 assessments demonstrated continuous and statistically significant improvement in the large majority of items and domains measured by the survey. Greatest gains were made in areas where investments were made in organizational health, such as safety and training. These gains were largely maintained in 2006 as 82 of the 102 scored items did not increase nor decrease significantly. One item increased significantly while 19 items decreased significantly (see Table 56). Overall job satisfaction was among the items that did not change on a Department-wide basis.

### **ORGANIZATIONAL HEALTH VARIES CONSIDERABLY ACROSS WORK UNITS IN SDDOT**

The "Best Practices Profile," a method of analysis introduced to the OHA in 2004, again revealed an exceptionally large variation in organizational health across SDDOT. Survey responses were combined by work unit to create a total survey score for each unit. A "work unit" was defined as the employees who report directly to a particular supervisor. The highest scoring 23 units, representing one-fourth of all the units with four (4) or more respondents, were averaged together to create a single profile of the high quartile work units. The same procedure was applied to the 23 work units with the lowest total survey

score. The item scores of the low quartile group were then subtracted from the item scores of the high quartile group.

The 41 items that showed exceptionally large differences portray the characteristics of the work environment that most distinguish the highest and lowest scoring work units in SDDOT. These items were separated into the ones that describe how the work unit operates and is managed, designated as “Cause” items, and those that indicate employees’ views about the impacts of the Cause items, designated as “Effect” items. They were further organized into themes to create the diagram on the following page. In the diagram, the items are abbreviated and presented with their item number. The complete text of each item is presented in Appendix A.

Employees of the high scoring units responded to the 26 items in the Causes column at a significantly more favorable level than employees of low scoring units. As an apparent result of working in an environment characterized by these practices, they were also significantly more favorable in response to the items in the Effects column, which include the most fundamental organizational health items pertaining to morale, job satisfaction, teamwork, trust in management, and career advancement opportunities. The Cause items are, therefore, a “roadmap” for all supervisors and managers to follow in order to increase organizational health.

## CONCLUSIONS

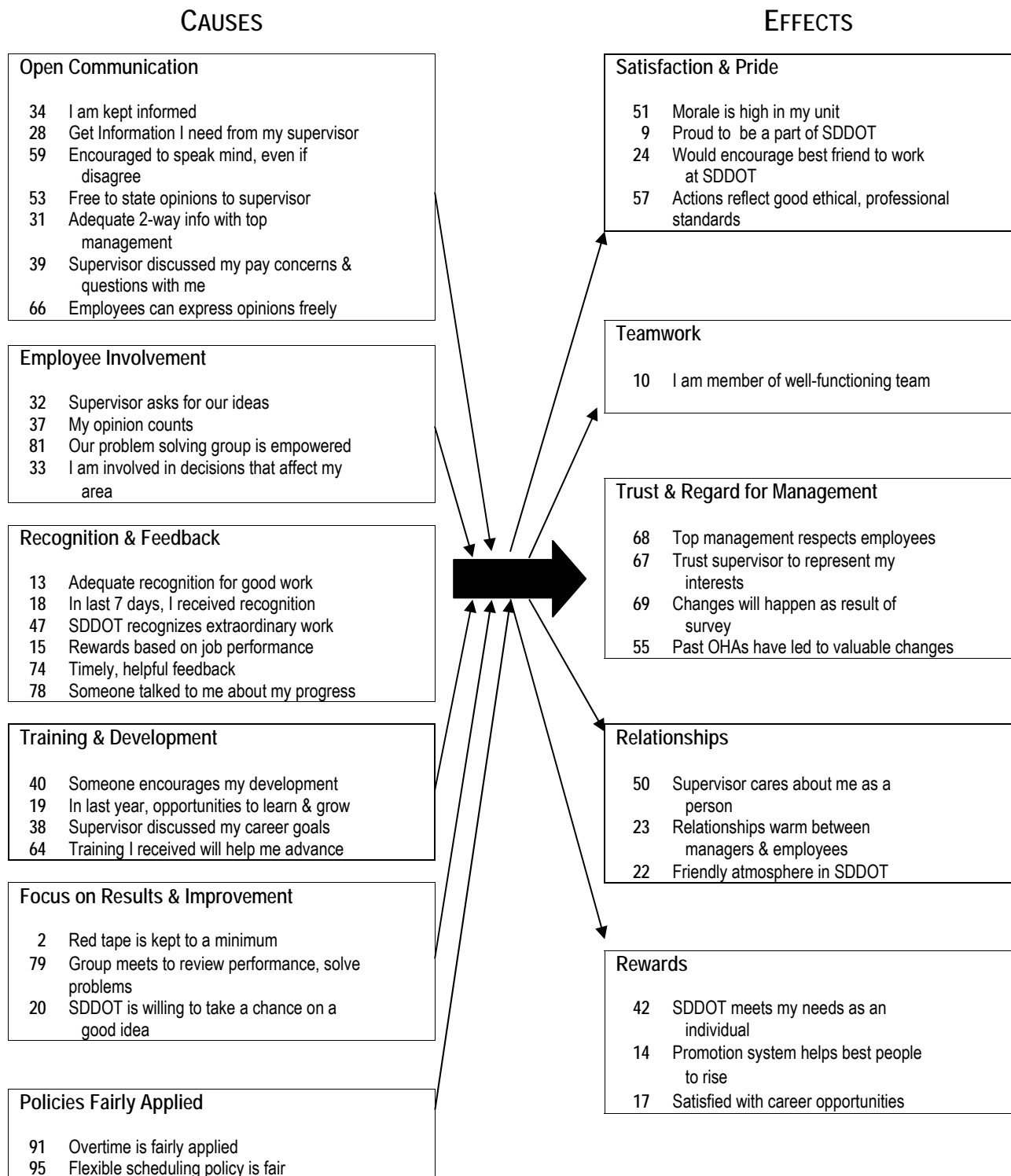
This section presents and explains the following five conclusions based on the results of the 2006 Organizational Health Assessment:

1. Past improvements in Organizational Health were largely maintained.
2. Many important opportunities for further improvement remain.
3. The ability of SDDOT to attract and retain its desired workforce appears to be declining.
4. Lack of consistency in the quality of management practices is a major obstacle to further improvement.
5. A gateway to further improvement is clarifying organizational direction and priorities

### **CONCLUSION #1: PAST IMPROVEMENTS IN ORGANIZATIONAL HEALTH WERE LARGELY MAINTAINED**

The 1998 through 2004 assessments demonstrated continuous and significant improvement in the large majority of domains measured by the survey. Specifically, statistically significant improvement in scores was documented for 17 of the 19 domains ( $p < .05$ ). The 2006 results showed that 13 of the 19 domains maintained their previous gains, neither gaining nor declining a significant amount. Similarly, of the 62 core items that comprise the domains, there were 47 that did not change significantly and one that increased significantly. There were 20 items designated as organizational Strengths, which means that they scored above 3.0 on the 4-point scale. This remainder of this section summarizes the Strengths that have been attained and sustained.

## Cause-Effect Diagram (Based on 748 Employees from 93 Work Units)



\* All items in the diagram showed a statistically significant difference score of more than .60 between the high and low quartile groups. They are presented with their item number and abbreviated. Please see Appendix A for complete text of survey items.

**Figure 1: Cause-Effect Diagram of Items that Significantly Distinguish High & Low Quartile Work Units**

- ***Sense of Purpose.*** Five items revealed the very prevalent perception of employees that they and their fellow employees are committed to doing quality work and that their work meaningfully serves South Dakotans, results from listening to customers, and contributes to an important mission. (Items 4, 48, 49, 98, 100)
- ***Clear Job Expectations.*** Four items pertaining to performance expectations showed that employees are, overall, clear about the specific requirements of their jobs and what is expected of them in performing their work. (Items 1, 25, 36, 90)
- ***Working Conditions.*** Several items describe employees' views of how the conditions within which they work enable them to do good work and place priority on their safety. They also report that they have the materials and equipment they need to do their work right, and that equipment is properly maintained. Their work environment is supportive of their desire and efforts to do good work in that they can count on assistance to accomplish a difficult assignment and that they are satisfied with their work hours and schedules. (Items 41, 45, 86, 88, 89, 92)
- ***Work Relationships.*** Three items conveyed different ways that employees perceive healthy relations in their workplace, with a high percentage on each saying that their co-workers treat them with respect, that their supervisor or someone at work cares about them as a person, and that they can openly state their opinions to their supervisor. (Items 50, 53, 72)
- ***Training.*** Two items indicated a high regard among the large majority of employees for the quality of the training they receive and that it is job-related. (Items 62, 63)

Many of the items now designated as Strengths did not meet the criterion of a 3.0 score in one or more of the past OHAs. In fact, the items that have progressed the most since 1998, regardless of whether they are now Strengths, are largely ones that received priority attention of SDDOT's executive group following the previous assessments. This is important to emphasize because it means that *organizational health is primarily a product of management choice and skill, rather than driven by the external environment, an entrenched work culture, or other factors beyond the influence of SDDOT's leadership and management cadre.*

### **CONCLUSION #2: MANY IMPORTANT IMPROVEMENT OPPORTUNITIES REMAIN**

Despite the fact that the gains from previous assessments were largely sustained, and about a fifth of the items were designated as Strengths, more than half scored as Improvement Opportunities, meaning that between 30 and 77 percent of respondents answered unfavorably. These lowest scoring items were summarized into the following themes, which represent serious threats to SDDOT's strategic goals, particularly in the areas of Organizational Health and Business Improvement.

- ***Performance Management and Performance Improvement Practices.*** Nine items reveal ways that employees perceive deficiencies in performance management practices. A large percentage said that poor performance is tolerated and that people are not held accountable for the quality of their work. Many also see a lack of adequate attention paid to programs and practices intended to produce continuous improvement, one of the cornerstones of SDDOT's Strategic Plan, saying that the performance measures initiative is not worth the time it takes and does not serve to improve performance. Half of respondents said that their work group does not have regular meetings to discuss ways to solve problems and plan improvements, and 40 percent said that their

unit has not worked to identify good performance measures. Large percentages of survey respondents also said that there had not been follow-through on the items discussed in their performance appraisal and that red tape is not kept to a minimum. (Items 2, 5, 8, 77, 79, 82, 83, 84)

- **Resource Management.** More than one-third of respondents said that staffing levels do not enable quality work and that part-time and seasonal workers are not a good way to manage workload. There is also a strong view that staffing policies and methods, including flexible scheduling and overtime, are not fairly administered. (Items 91, 93, 94, 95)
- **Teamwork.** Four items indicate that people do not feel they are part of an effective team and that trust levels between people and teams are low. (Items 10, 65, 70, 73)
- **Empowerment.** A large percentage of respondents said that their opinions do not seem to count, their problem-solving group is not empowered to make decisions, and their supervisor does not ask for their ideas. Further, they do not feel free to speak their minds with their supervisors or to state their opinions in meetings with the Secretary. (Items 29, 32, 33, 37, 53, 59, 81)
- **Recognition, Feedback and Developmental Practices.** Six items indicated the view held by many employees that good work is not adequately recognized, that they do not get timely, helpful feedback on their performance, that no one has talked with them about their progress in the last six months, and that there is not someone at work who encourages their development. (Items 13, 18, 40, 47, 74, 78)
- **Compensation Practices.** More than two-thirds of respondents said that their wages are not sufficient to keep them from looking for another job and that their supervisor has not discussed their pay questions and concerns with them in the past year. Even more said that people are not rewarded based on their job performance. (Items 15, 16, 39)
- **Advancement Opportunity.** More than two-thirds of respondents said that they are not satisfied with opportunities for advancement and more than three-fourths said that the promotion system does not help the best person to advance. (Items 14, 17)
- **Communications and Relationships with Management.** Two-thirds of respondents said that communications between subordinates and top management are inadequate, one-third said they do not trust their supervisor to represent their interests at higher levels, 40 percent said that they are not kept well informed about what is happening in SDDOT, and 33 percent said that regularly scheduled staff meetings are not held. These and many of the foregoing improvement opportunities contribute to the view that top management lacks respect for employees and for their jobs. (Items 26, 31, 34, 67, 68)

Analysis of the results for each demographic subgroup within SDDOT revealed that these Improvement Opportunities are prevalent across them all, so that strategies for improvement can generally be widely applied in the Department, rather than focusing solely on a particular location, job group or other specific subgroup. However, these Improvement Opportunities are significantly more prevalent among employees in the Maintenance and Equipment job groups. Their less favorable responses clearly indicate the need to place greater attention to improvement strategies with these subgroups. The fact that these groups also represent a large proportion of the total workforce accentuates this conclusion.

In summary, these improvement opportunities indicate a lack of both performance management and employee retention factors, which undermines achievement of the Business Improvement strategic goal to “continuously improve the Department’s business and operations,” and the Organizational Health strategic goal to “make the Department of Transportation a desirable place to work” in order to “attract and retain the best possible employees.” The latter of these goals is discussed further in the following paragraphs.

**CONCLUSION #3: SDDOT’S ABILITY TO ATTRACT AND RETAIN ITS DESIRED WORKFORCE APPEARS TO BE DECLINING**

Survey respondents were significantly less inclined to say that “there is little desired turnover” in SDDOT (Item 99). This item declined more than any other, from 2.54 in 2004 to 2.11 in 2006, a decline of 17 percent. This increased perception of undesired turnover was substantiated by both focus group comments and comments in response to open-ended survey items. In both venues, the prevalence of comments about turnover was notably greater than in 2004. Comments about difficulties filling vacant positions with well-qualified people also increased this year.

Several survey items speak directly to the problem of retention and the consequences for SDDOT. Between 42 and 68 percent of respondents (depending on the item) said that SDDOT does not do a good job of meeting their needs as individuals, their morale is not high, and they would not encourage their best friend to work for SDDOT (Items 24, 39, 51). Employees were also significantly less inclined to say that their wages are sufficient to keep them from looking for another job, or that they have plans and aspirations to advance in SDDOT (Items 11, 16). Further, seven of the 11 survey items that Gallup research has established as highly correlated with retention, declined.

In addition, the results signal a particular threat to retention for employees as they move immediately beyond their first two years of service. For the overall satisfaction item and also for 83 of the other 101 scored items, employees with less than two years of service gave significantly higher responses than the group of all respondents. The group of employees with 2 through 6 years of service scored dramatically lower than the group in their first two years of service.

**CONCLUSION #4: LACK OF CONSISTENCY IN THE QUALITY OF MANAGEMENT PRACTICES IS A MAJOR OBSTACLE TO FURTHER PROGRESS**

The “Best Practices Profile” analysis showed an exceptionally large gap between the 23 highest scoring SDDOT work units (high quartile) and the 23 lowest scoring work units (low quartile). Organizational health varies considerably, therefore, across work units in SDDOT. The specific management practices that strongly differentiated the high and low groups were summarized into the following six categories:

- Open Communication
- Employee Involvement
- Recognition and Feedback
- Training and Development
- Focus on Results and Improvement
- Policies Fairly Applied



Employees of the high scoring units responded to the 26 items that comprise the above categories at a significantly more favorable level than employees of low scoring units. As an apparent result of working in an environment characterized by these practices, they were also significantly more favorable in response to 15 of the most fundamental organizational health items pertaining to morale, job satisfaction, teamwork, trust in management, compensation and career advancement opportunities.

These 41 items most distinguished the highest and lowest scoring work units, demonstrating the enormous impact that the practices of individual supervisors and managers have on organizational health. In fact, 33 of these 41 items (80 percent) that scored significantly higher in the high quartile units are also among the 59 items that were found to be Improvement Opportunities for the Department as a whole, a 56 percent overlap.

***Proliferating the practices of the high quartile, therefore, will have a direct, favorable impact on organizational health in the areas that are currently indicated as priorities for improvement. This is one of the foremost conclusions and recommendations of this study.***

Conversely, failing to invest in strategies designed to elevate these key practices will leave in place a major obstacle to SDDOT's progress in organizational health.

**CONCLUSION #5: A GATEWAY TO FURTHER IMPROVEMENT IS CLARIFYING ORGANIZATIONAL DIRECTION AND PRIORITIES**

Three items declined significantly since 2004 that indicate employees are less clear about SDDOT's organizational priorities (Items 35, 96, 97). Respondents were also significantly less inclined to say that they are kept well informed about what is happening in their part of SDDOT (Item 34). These findings were confirmed in the survey's written comments and the focus groups, which also described how the lack of clarity and information translates into overly cautious decision making and quells initiative. Accordingly, survey respondents were also significantly less inclined to say this year that the SDDOT philosophy emphasizes that people should take initiative (Item 21).

In response to the survey question, "What types of information do you feel you need more of?," there was a statistically significant increase in the percentage of respondents who marked "Top management decisions and actions" (59.2 percent), "What's going on in other parts of SDDOT" (50.2 percent), and "SDDOT's direction and goals" (49.4 percent). In each of the focus group discussions of these results participants commented on both the discontinuation of publishing minutes of executive staff meetings and that the most recent employee meetings with executive staff were led in ways that discouraged raising issues or questions. These views are substantiated by the fact that survey respondents were significantly less inclined than in 2004 to say that there is adequate two-way information between employees and the executive staff (Item 31).

It is likely that the greater uncertainty about priorities and the tentativeness about decision making accounts for the significant decline in the employees' views that there is a desire to continually improve performance at SDDOT or a willingness to take a chance on a good idea (Items 20, 54).

Several of the comments made by executive staff members in the interviews and discussions with them at the outset of this project anticipated some of these results. For example, the substantial change in the composition of the executive staff since the last OHA was noted and that, while there had been

discussions among the executive staff regarding update of strategic goals and priorities, this information was still in the draft stage.

The updating of the strategic goals was completed while the OHA survey was being developed. Consequently, the updated goals were incorporated into the section of the survey pertaining to progress against strategic goals and the disseminating of them to SDDOT employees occurred almost simultaneous to the administration of the OHA survey. Disseminating the updated goals may serve to increase clarity about organizational goals and priorities some, but more investment in communication will be necessary to enable employees to translate this information into clear guidance for their work.

Fortunately, a further investment in internal communications can have many benefits beyond clarifying direction and priorities. Done effectively, it can also strengthen the relationship between employees and management. As noted in Conclusion #4, there is a clear opportunity to build confidence and trust in management, which can be an extremely valuable byproduct of dialogue about direction and priorities.

## **RECOMMENDATIONS**

Based on the findings and conclusions of this study, the researchers recommend the following to the South Dakota Department of Transportation:

1. Respond to the Communication Needs Voiced by Survey Respondents
2. Invest in Strategies to Proliferate the “Best Practices” That Are Characteristic of SDDOT’s High Quartile Work Units
3. Institute a Systematic Process for Evaluating Turnover
4. Address the Pay and Career Opportunity Concerns Raised by Survey Respondents
5. Continue the Organizational Health Assessment

These recommendations are consistent with the priorities identified by SDDOT executives after their review of the preliminary results of the OHA at the December executive staff meeting, though a few of our recommendations go beyond the executives’ four priorities. Specifically, the following summarizes the flipcharts created by the executives who reviewed the results and agreed on action priorities:

1. Executive Communication
  - a. Incorporate all levels
  - b. Get out and talk
  - c. Two-way, open
  - d. Promote initiatives
  - e. Care about Organizational Health
2. Supervisory and Leadership Development
  - a. Strengthen the pipeline
  - b. More than just training
  - c. Step up to ineffective supervisors and managers
3. Employee Recognition
4. Recruitment and Retention
  - a. Focus on “Who is turning over?”
  - b. Educate people on turnover

**RECOMMENDATION #1: SEEK TO FULFILL COMMUNICATION NEEDS VOICED BY SURVEY RESPONDENTS**

A large number of survey respondents indicated the need for more and/or better communication and information in the following areas:

1. The “how” and “why” behind management decisions, especially those made at higher levels (59.2 percent)
2. “What’s going on” information from the extended environment that includes other regions, other state DOT’s, other parts of South Dakota government that affect DOT (50.2 percent)
3. SDDOT’s direction and priorities (49.4 percent)
4. Training opportunities (33.9 percent)
5. Career advancement opportunities and related information about the process and requirements (31.9 percent)

Seeking to fulfill these needs is put forth as a recommendation in part because of the prevalence of survey responses, but also because investments in communication made as a result of prior assessments have led to significant improvements in the related organizational health items. An effective investment in communications will also have a beneficial ripple effect to other aspects of organizational health beyond just the substance of the communications. The example previously given was that clarifying SDDOT’s direction and priorities can serve to build the confidence and trust that employees have in top management. Another example is that assuring better communications about training and career advancement is likely to go beyond the basic purpose of enabling employees to become greater contributors to the Department through their work. It can lead to less undesired turnover and also strengthen the relationship with top management by conveying concern and interest in meeting employee needs. Addressing these communication needs can also contribute to boosting the perception many expressed that changes will not happen as a result of the survey.

Our recommendation regarding the nature of the investment in communication is that it be primarily systemic, rather than episodic. The one-time event of announcing and distributing the new set of strategic goals has good value, but meeting communication needs requires an ongoing effort and a mix of one-way and two-way methods.

**RECOMMENDATION #2: STRATEGIES TO PROLIFERATE “BEST PRACTICES”**

The reasons for strongly recommending this are twofold. The first is the strength of the findings, which underscore the potential power of this approach to achieving the Organizational Health strategic goal. The second reason is the practicality of implementing this recommendation, which is at least as compelling as the first. One-fourth of SDDOT’s work units are already demonstrating superior results, so it cannot be argued that these levels of organizational health are unachievable in SDDOT’s environment. In addition, there are many proven ways to establish the best practices as expectations of supervisors and managers, and to develop their ability to demonstrate these practices.

The following paragraphs give examples of various strategies in this regard. Because of the finding that organizational health improvement opportunities are more prevalent among employees in the Maintenance and Equipment job groups, greater consideration of how these strategies could be

implemented for optimal impact with employees of these groups is recommended. Many of these strategies were also recommended in the 2004 OHA report.

### Workshops for Supervisors and Managers to Review the OHA Results of the Specific Units They Manage

One of the tasks of this project was to conduct workshops for SDDOT managers and supervisors in which they each receive a report that aggregates the survey responses for the employees that report directly to them. The workshop also enables them to learn the best practices so that they can plan steps to improve organizational health in the work units for which they are specifically responsible.

### Training

Updating current supervisory and management training programs to incorporate the management competencies reflected in the best practices identified in the OHA is also recommended. Organize these programs into a multifaceted, systemic progression of development for supervisors and managers, rather than simply a collection of available courses. In addition to classroom learning, create new learning experiences for supervisors and managers that clearly illustrate how those who achieve the highest survey scores demonstrate the desired practices. These might involve, for example, visits to other regions to observe staff meetings, peer group discussions led by managers that have mastered the best practices, or case study descriptions of the best practices in action. .

In addition to those who have a manager or supervisor title, investment in training should extend to Lead Workers for those aspects of their role that are akin to supervisory skills. There were more than a few comments on both the survey and in the focus groups recommending supervisory skill training for Lead Workers, pointing to disparity in the quality of Lead Workers, and/or giving specific examples of poor practices on the part of Lead Workers.

This part of the recommendation is supported by our understanding that, apart from the annual Managers Conference, most supervisors and managers participate in little formal management development beyond their initial training as a new supervisor. However, the need goes beyond assuring that supervisors and managers have more training resources available to develop their managerial competence. A fundamental premise is that the managers of supervisors and managers must play a specific role in supporting the management development efforts of the people who report to them.

In many organizations, supervisors and managers are not expected to invest in employee development beyond what is required to assure that their employees meet the fundamental job requirements and that current performance goals are met. But if the managers of SDDOT's supervisors and managers demonstrate more developmental practices the benefits will cascade and multiply. In addition to building the management skills of their direct reports they are serving as models for developing others that will translate into more developmental practices demonstrated by first-line supervisors with the front-line employees who report to them. Further, a more "developmental culture" contributes directly to the strategic goal to "attract and retain the best possible employees," and will serve to maintain competency levels within the workforce in the wake of retirements and other turnover.

Without expanding their developmental role and responsibility to include "stretch" assignments and other forms of growth opportunities, supervisors and managers undermine a key goal of workforce planning and development, which is to attract and retain talented people. Research by the Gallup organization of its data base of over one million employees who have responded to job satisfaction and work climate surveys over

the past two decades has produced a compelling profile of the high performance and high retention work environment, and the practices of the managers who create these environments. Not surprisingly, a distinguishing characteristic of these managers is that, once employees are fully competent in their positions, the manager seeks to meet their growth needs and interests.

Gallup's findings are substantiated by the 2006 OHA results. Employees in high quartile work units were significantly more inclined than others to say that someone at work encourages their development, they have had opportunities to learn and grow in the past year, their supervisor had discussed their career goals with them, and the training they received will help them advance in their careers (Items 40, 19, 38, 64).

Motivating and enabling supervisors and managers to expand their role in this way requires a deliberate investment in their acquiring the competency of "developing employees." In addition, it requires deliberate actions on the part of those in leadership positions to communicate their expectations for supervisors and managers to demonstrate this competency and to strongly reinforce the efforts of those who do.

### **Performance Management System**

Another avenue for proliferating best practices is to revise the existing management job descriptions or other formal statements of responsibilities and expectations to clearly reflect the desired practices. Performance appraisals for supervisors and managers would then include meeting at least minimal competencies in demonstrating these benchmark practices. Since organizational health is a cornerstone of SDDOT's strategic plan, it is recommended that supervisors and managers be expected to include one or more goals in their annual performance plans for making workplace improvements based on their survey results or other indicators of the need for improving organizational health. Award programs and rewards for superior performance can also be based on demonstrating the benchmark practices.

The performance management system should also guide supervisors and managers in their efforts to develop these competencies. A developmental assessment and planning guide for supervisors and managers, based on the best practices profile, would be helpful for them to use in directing their own development and in reaching agreement with their manager about their development plans.

Related to this recommendation is to establish a requirement that supervisors and managers prepare an action plan based on their OHA results that is reviewed and approved by their immediate supervisor. A Florida DOT project similar to the OHA revealed the importance of supervisors and managers preparing action plans based on their unit's survey results. In the first years of their annual employee survey, such action plans were encouraged but not required. In follow-up research with the high quartile units, however, it was learned that preparing these action plans was almost uniformly characteristic of the high quartile work units. As a result, the action planning came to be required. This was one of the reasons that Florida DOT began to see an increased rate of improvement among low quartile work units.

### **Selection and Recruitment**

For many organizations technical qualifications are more formally and carefully reviewed as part of candidate screenings than are the type of competencies in the best practices profile. Consequently, most selections that are subsequently regretted are due to a lack of these competencies rather than a lack of technical ability. Reflect the best practices in job postings for supervisory positions. Update interview methods to qualify candidates on these practices and, in announcing promotions and selections, highlight the qualifications of successful candidates that reflect the best practices.

## Focus on to Ineffective Managerial Performance

It is very important that the survey results not be used as a basis for evaluating the performance or abilities of managers. The managers of SDDOT's supervisors and managers are responsible for evaluating the effectiveness of their employees based on observations of job performance. They are also responsible for assuring that the development needs of the supervisors and managers who report to them are addressed, rather than allowed to continue in ways that undermine organizational health. The concern is that a major reason such a large gap exists between the high quartile and low quartile work units is that managers of supervisors and managers have not made the development of management skills a priority.

This part of our recommendation, therefore, involves expecting managers of SDDOT's managers and supervisors to review the current managerial effectiveness of those who report to them and decide which, if any, of the best practices represent development needs. The higher level managers would then be expected to collaborate with their subordinate supervisors and managers in designing focused learning experiences and coaching interventions. Our understanding is that, while there may have been numerous individual efforts to step up to specific cases of poor managerial performance, there has been no formal program or expectation to focus attention in this way.

## Summary

There are few barriers to implementing strategies like the foregoing. They are similar to most of the initiatives taken in response to prior assessments in that they simply require the choice to place priority on management development and to focus management attention accordingly.

### **RECOMMENDATION #3: INSTITUTE A SYSTEMATIC PROCESS FOR EVALUATING TURNOVER**

From both the survey and the focus group results, employees' concerns about undesired turnover were significantly greater than in 2004. The perceptions were that turnover is generally greater, representing a variety of positions, and largely including the quality of personnel that are not desirable to lose. The increased turnover is not seen as resulting from a wave of retirements but rather from lack of career opportunity, low pay, and other organizational health factors.

While the perceptions of employees are valuable as a general barometer of turnover, they do not provide the precise data necessary to analyze the extent and causes of turnover by job category and other key characteristics of those who leave. Without systematic assessment of this information basic questions about whether turnover is excessive, the nature of it, and the reasons for it cannot be answered. As a result, there cannot be adequate consideration of the question of what, if anything, to do about it.

A systematic process for evaluating turnover can provide earlier warning than would otherwise be the case and enhance other aspects of workforce planning. In addition, it will enable factual responses to what may be inaccurate perceptions and concerns that have been raised about turnover.

There are three other strong reasons for this recommendation. The first is that several retention indicators incorporated in the OHA have been declining. The second is that SDDOT may not be able to make major changes, especially in the pay or personnel systems, which would address the currently perceived reasons for turnover. It is especially important, therefore, to have the kind of information that can serve to either justify major changes or point to alternative solutions when turnover problems emerge. The third reason is that it is not very costly to implement this recommendation.

Some of the findings highlighted the group of employees with 2 through 6 years of service as particularly at risk in terms of turnover. Satisfaction was lowest for this group, and in past years it has generally not shown the improvements in satisfaction characteristic of the other tenure groups. Retaining this group is especially important to assuring the continuity of a well-qualified workforce, so special attention should be given to evaluating turnover within this group.

**RECOMMENDATION #4: ADDRESS THE PAY AND CAREER OPPORTUNITY CONCERNS OF EMPLOYEES**

The focus groups revealed that many employees recognize SDDOT's leadership is limited in its ability to increase pay and expand career opportunities. However, the prevalence of the continuing frustration of employees in these areas represents a leadership challenge that should not be dismissed because the prospects of increasing pay and promotion opportunities are low. To the contrary, these circumstances make it even more important to acknowledge employees' concerns, openly discuss them, and demonstrate a reasonable exploration of ideas for stimulating favorable changes.

Two of the items that distinguish high quartile and low quartile work units are whether the supervisor has "talked with me about my career goals" and whether the supervisor has "discussed my pay concerns and answered my questions about pay" (Items 39, 40). Responses of employees in high quartile units were significantly more favorable than employees in low quartile units. It is probably not coincidental that high quartile employees were also significantly more inclined than others to say that their wages are sufficient and they are satisfied with career advancement opportunities (Items 17, 18). A similar project in Florida DOT found that the greatest gains from a prior assessment were achieved by the work units in which the managers had followed the encouragement of the Department Secretary to formally ask their employees what questions or concerns they had about their pay.

Georgia DOT offers other thoughts about how to address pay and career advancement concerns. GDOT asked this project's principal researchers to benchmark the full range of human resource practices and policies in 10 organizations, including eight other Departments of Transportation. The organizations were compared in terms of pay and benefits, training, recruitment and selection methods, and career advancement policies and programs. The study gave GDOT's senior managers hard data about the areas in which their human resource practices were in line or out of step with similar agencies. In addition, the research brought to their attention several successful programs and practices that stimulated new thinking about how to address the human resource challenges that they faced.

For example, North Carolina DOT implemented a "skill-based pay" program as a way of differentiating compensation within the same job classification based on the number and types of skills an employee is able to demonstrate. So, an employee who has learned to operate a particular type of equipment qualifies for more compensation than those who have not gained this competency.

North Carolina is an example of how other states have searched for, and to some extent found, fresh ways to approach the difficult challenges associated with pay and career advancement. It is recommended that SDDOT invest in such a search.

**RECOMMENDATION #5: CONTINUE THE ORGANIZATIONAL HEALTH ASSESSMENT**

The OHA is a proven vehicle for stimulating organizational improvements. We cannot offer a more effective means for measuring progress toward the Organizational Health strategic goal. SDDOT's

approach is consistent with that of many other state agencies that have similarly benefited from listening to the views of employees.

A recommendation for strengthening the assessment is to consider administration methods that encourage greater participation of the Maintenance job group. The increase in response rate this year appeared to result, in part, by the increase in the number of employees with access to the Internet. Administration methods for the next OHA should again make optimal use of online survey completion, perhaps by requesting supervisors of field personnel to arrange specific times for employees who do not have their own computer work stations to respond to the survey.



## PROBLEM DESCRIPTION

The South Dakota Department of Transportation (SDDOT) has conducted an Organizational Health Assessment (OHA) every two years since 1998. Organizational health is one of the four pillars of the SDDOT strategic plan, so the results of the OHA are a key measure of performance against the strategic goal to “make the Department of Transportation a desirable place to work” in order to “attract and retain the best possible employees.”

### **BENEFITS OF THE ORGANIZATIONAL HEALTH ASSESSMENT**

The OHA results have been relied upon by SDDOT leadership for tracking organizational performance and for providing direction in establishing organizational improvement goals and plans. The fact that many statistically significant increases in survey results have occurred since the OHA was initiated, and that the largest gains have occurred in the areas where SDDOT leadership chose to make specific investments, attest to the importance of continuing this assessment.

Projects like the OHA have been similarly beneficial to a great many government agencies, including transportation departments. In 2005, a National Cooperative Highway Research Program (NCHRP) survey of state transportation departments found that 18 of the 44 DOTs responding to the survey (41 percent) use employee surveys as an organizational improvement method. Table 1 shows how these DOTs assessed the contribution that their employee survey makes to organizational performance. The contribution to performance was rated Moderate, Significant, or Outstanding by 80 percent of the agencies that use employee surveys.

**Table 1: NCHRP Research Findings on the Contribution of Employee Surveys to Organizational Performance**

<b>Contribution to Performance</b>	<b>Percent Distribution of Survey Responses</b>
Outstanding	12
Significant	44
Moderate	24
Some	8
Little or None	12

Another indicator that projects like the OHA typically have a substantial and favorable impact comes from the University of Texas’ Survey of Organizational Excellence, which has been used by state and local government agencies, including Texas DOT, since 1994 for the same purposes as SDDOT’s OHA. Table 2 shows gains in all areas measured by the Texas survey during the first six years of its survey’s use. These results are an aggregate of more than 100 government agencies in Texas. Although the specific areas measured by the respective surveys vary, the table also shows that SDDOT made substantially greater gains during the first six years of the OHA.

**Table 2: Comparison of SDDOT OHA Gains Over Six Years with the Gains of Texas Government Agencies**

Texas Agencies*		SDDOT OHA	
Survey Categories	Percentage Gains 1994 to 2000	Survey Categories	Percentage Gains 1998 to 2004
Job Satisfaction	13	Safety and Efficiency	39
Physical Environment	13	Identity	26
Internal Communication	10	Structure	24
Time and Stress Management	10	Work Schedule	23
Supervisor Effectiveness	10	Support	23
Burnout	9	Responsibility	22
Fairness	9	Purpose	18
Holographic	8	Performance Appraisals	18
External Communication	8	Communication	15
Team Effectiveness	7	Risk	14
Availability of Communication	7	Overall Satisfaction	14
Empowerment	7	Culture	14
Goal Oriented	6	Performance Measurement	12
Change Oriented	6	Conflict	10
Employment Development	5	Climate	10
Quality	5	Morale	9
Diversity	5	Problem Solving	9
Strategic Oriented	4	Training	8
Benefits	2	Reward	7
Fair Pay	2	Teamwork	7

\* [www.survey.texas.edu](http://www.survey.texas.edu)

Table 2 illustrates that many government agencies like SDDOT have documented impressive gains in employee perceptions of the quality of their work environment, and the previous table of NCHRP findings reflects the views of transportation agency leaders that using the results of employee surveys to improve the work environment translates into valuable contributions to organizational performance. In addition to these results from the transportation industry and other government agencies there is abundant research indicating significant correlation of employee satisfaction and organizational health with productivity and business results. In today's environment, leaders are continually asking how to enhance their organizational culture to attract and retain the best people. Evidence and anecdotes abound to support the fact that high performing organizations are ones where there is trust, where employees feel they are able to make a difference, and where they can optimize their talents. Two of the many examples of recent research follow.

The Gallup organization interviewed more than a million employees in different industries over a 25-year period, asking questions relating to the workplace. In 1999 the book "*First Break All the Rules*" by Marcus Buckingham and Curt Coffman, distilled that mass of data to paint a picture of a strong, vibrant workplace. They went even further and studied the correlation between employee attitudes and business results. Evidence indicated that organizations where workers are given the opportunity to do what they do best every day, where they believe their opinions count, where they can make a connection between their work and the organization's mission, and where they know that someone cares, also showed significantly better business results.

In 2000, Charles O'Reilly and Jeffrey Pfeffer, professors at Stanford Business School and leading experts on organizational behavior and human resources, make the case that how an organization creates and uses talent is far more important than how it attracts talent. Their book, *Hidden Value: How Great Companies Achieve Extraordinary Results with Ordinary People*, examines and uses case studies from several successful organizations. What they describe is how these high performing companies have achieved their success by aligning their values, strategies and people, by building a culture and work system that enables all people to use and develop their talents, by aligning values and management practices, and by trusting and involving their people.

The 2001 best-selling book by Jim Collins, *Good to Great*, reached similar conclusions through exhaustive research of corporations, and his 2005 monograph, *Good to Great and the Social Sectors*, verified that these organizational characteristics are also vital for government agencies.

In addition to SDDOT's experience to date, the results of similar efforts in Texas agencies, and the research of noted authors, past projects completed by *Oasis Consulting Services* offers further evidence of organizational improvements made as a result of organizational assessments. The most relevant of these is the Florida Department of Transportation which, for seven years, conducted an annual organizational assessment, not unlike SDDOT's, that has resulted in statistically significant improvements in leadership and human resource practices contributing to overall organizational health.

By making organizational health a cornerstone of its strategic plan, SDDOT has joined the ranks of the organizations that agree on its importance for achieving and sustaining high performance. Since 1998, SDDOT has also contributed substantially to the research base through its Organizational Health Assessment projects. These assessments have demonstrated that listening to the issues, ideas and perspectives of employees via surveys and focus groups produces sound guidance for SDDOT's leaders and managers.

In summary, there is overwhelming evidence that investing in organizational health can help turn a good organization into a great organization, and that it is almost impossible to create and sustain high performing organizations without paying attention to organizational health.

## **SUCCESS FACTORS IN ORGANIZATIONAL HEALTH ASSESSMENTS**

Organizations that enjoy the greatest benefit from projects like the OHA assure that the following success factors are present, each of which will be described in this section.

1. Leadership Commitment and Philosophy
2. Sound Assessment Methods
3. Steps to Enable Supervisors and Managers to Translate Results Into Action

### **LEADERSHIP COMMITMENT AND PHILOSOPHY**

The decisions of an agency's executives about how to use the results of a project like OHA are critical to whether, and how much the agency will benefit. In fact, it is likely that the project will do more harm than good unless the agency's leadership: 1) conveys to employees appreciation for sharing their views via the survey; 2) acknowledges the concerns expressed in the results as opportunities for improvement that are important to employees; 3) chooses some actions to take based on the results and explains the reasons for

those actions to employees; and 4) encourages and supports supervisors and managers in their efforts to take steps that serve to strengthen organizational health.

Although these four steps are not difficult, they require an orientation of continuous improvement and openness about employee concerns. It is important for the leadership to view the project results as a “roadmap” rather than a “report card.”

SDDOT’s past practices have included all four steps, which accounts in large measure for the gains that have been made. Fortunately, to continue making gains it is not necessary to resolve every concern of employees quickly, nor is it essential to produce great change in things that employees can easily recognize are beyond full control of the executive staff, such as pay structures, benefits, or job classifications. All that is required is to choose some things that can be done and explain those that cannot.

### **SOUND ASSESSMENT METHODS**

With every OHA, SDDOT has used a combination of executive interviews, employee focus groups, and a survey offered to all employees as the means of assessment, and this is in line with the best practices of agencies that gain the greatest benefit from projects like the OHA. Specifically, the interviews and focus groups prior to administering the survey serve to assure that the survey addresses current agency goals and priorities, issues related to achieving them, and also the concerns of employees related to organizational health. The survey instrument has also included many items of proven effectiveness in other projects, such as the National Comparison Statements developed by the Gallup Organization. As a result, the content of the OHA survey has been relevant and sound.

The methods of administering the survey have also been sound in terms of enabling all employees to respond and assuring them of confidentiality. As a result, the response rates have always been above 70 percent. In 2004, however, several steps were taken to make the survey and its administration more “user friendly,” in response to the fact that many employees complained about the length of the survey and the response rate had steadily declined from 83.5 percent in 1998 to 70.4 percent in 2002. The major steps taken were to reduce the length of the survey substantially and to make the survey available for completion via the Internet.

### **ENABLE SUPERVISORS AND MANAGERS TO TRANSLATE RESULTS INTO ACTION**

Another improvement to the OHA introduced in 2004 was to break the results out into individual, confidential reports for each supervisor and manager so that they would be able to focus on the specific opportunities for maintaining or strengthening organizational health in the part of SDDOT for which they are responsible. Previous OHAs provided aggregate results for the Department as a whole and subgroup analyses of many functional units within SDDOT but not to the extent that every supervisor received the results specifically within his or her responsibility.

Assuring that supervisors and managers are able to translate OHA results into action is vital to gaining optimal benefit from the assessment. A great many organizational research findings indicate that the practices of the immediate supervisor are the most powerful determinants of both performance and employee retention. The most notable of these are the previously referenced, extensive studies of the Gallup Organization.

The Gallup research, based on survey and interview results from more than a million employees in all types of organizations, identified the work environment characteristics that significantly distinguish high-performing work units from others, with performance defined as measures of productivity, financial results, customer satisfaction and employee retention. Further analysis revealed that the presence of these characteristics were driven more by the employee's immediate supervisor than by anything else. The supervisor, not pay, benefits, perks, or a charismatic leader, was the key to building a high performing, high retention workplace. As a result, the Gallup survey items that measure these factors have been incorporated in the OHA surveys, and underscore the importance of conducting the OHA in ways that give every supervisor clear direction on how to strengthen his or her management practices.

In summary, previous assessments have been very successful, contributing to the Department's policies and strategic goals positively and significantly. SDDOT can expect continued benefit from the OHA if it assures that the success factors for this type of project are met.

## STUDY OBJECTIVES

The objectives of this study were to:

- Measure the Department of Transportation's employees' perceptions and level of satisfaction regarding organizational health.
- Identify the Department of Transportation's organizational strengths and weaknesses.
- Evaluate progress in improving the Department's culture, through comparison between the current assessment and baseline measurements of earlier assessments.
- Recommend specific actions that the Department can take to achieve its strategic goals and improve its organizational health.
- Refine a survey instrument and process that can be used to periodically assess the Department's organizational health.

## TASK DESCRIPTION

The steps and methods of each of the key tasks necessary to accomplish the objectives are described in the following.

### **TASK 1: REVIEW PRIOR ASSESSMENTS**

*Critically review results and methodology of the South Dakota Department of Transportation's (SDDOT) first four organizational health assessments and similar assessments performed by similar public agencies.*

The members of the *Oasis Consulting Services* project team began their work with a thorough review of SDDOT's previous Organizational Health Assessments (OHA). The team members also had substantial knowledge and/or direct experience with various similar assessments performed by public agencies, including transportation agencies such as Florida Turnpike Enterprise, FHWA, and the DOT's of Florida, Pennsylvania, New Jersey and New York. The SDDOT technical panel's recommendation of other relevant projects was also solicited to assure that the Research Plan was based on the best information and practices of previous research.

### **TASK 2: MEET WITH THE TECHNICAL PANEL**

*Meet with the project's technical panel to review project scope and work plan.*

The SDDOT technical Panel and representatives of *Oasis* met in June of 2006 to discuss alternatives for strengthening the OHA and to reach agreement on the work plan. This meeting resulted in agreement on the project schedule and the desired changes from previous OHAs to be made to the survey instrument, survey administration methods, data analysis and reporting of results.

**Table 3: Performance Tasks and Completion Timeline**

TASK	MONTH						
	1 Jun	2 Jul	3 Aug	4 Sep	5 Oct	6 Nov	7 Dec
1. Review assessments							
2. Review project with technical panel							
3. Individual & focus group interviews							
4.a) Submit technical memorandum b) Submit draft survey instrument							
5. Conduct Department-wide survey							
6. Analyze survey results							
7. Comparative analysis							
8. Submit technical memorandum that summarizes survey results							
9. Conduct workshops with employee groups							
10. Conduct workshop with Executive Team							
11. Prepare revised survey instrument and recommendations for future							
12. Conduct workshops in the regions for managers							
13. Prepare final report and executive summary							
14. Executive presentation							

Completion of the tasks approximated the initially proposed schedule, with the following exceptions. First, survey administration (Task 5) was initiated in September and extended through November, which necessitated moving back all subsequent tasks. Second, it was not possible to schedule the Executive Team Workshop (Task 10) until December 18th, which necessitated rescheduling subsequent tasks to 2007. Task 8 was completed immediately subsequent to Task 10. Review and responses to the draft of this final report (Task 13) were not completed until May 4. Task 12 is currently planned for June.

### **TASK 3: CONDUCT INTERVIEWS AND FOCUS GROUPS**

*Conduct individual or group interviews or focus groups with Department employees to identify issues and concerns about organizational health that should be quantitatively assessed through a Department-wide survey.*

Individual interviews with Executive Team members and focus group meetings with random selections of employees were conducted in June and July. The primary purpose of these discussions was to identify issues and concerns about organizational health that should be assessed through the Department-wide survey. A secondary objective was to gather views about the planned methods of administering the survey and reporting results, as well as solicit ideas for improving OHA methods.

Initial discussions with the technical panel led to adding an important step to this task. The panel pointed out that composition of the Executive had changed substantially since the last OHA, including the Secretary, Deputy Secretary, and two of three Division Directors, and was concerned that unfamiliarity with past organizational health studies might limit the opportunity for the Department to gain full benefit from the project.

*Oasis Consulting Services* concurred that the role and decisions of the Executive group are critical to optimizing the research results, and consequently offered to meet with the group to: 1) review the history of SDDOT's OHA and the success factors revealed by research of other DOTs; and 2) facilitate a discussion to seek consensus on the executive groups goals for OHA and the role they will have in achieving these goals. Each of the executives interviewed was asked if this would be desirable and all agreed, so the session was made part of the July Executive staff meeting.

#### **EXECUTIVE TEAM INTERVIEW PROCESS**

Interviews were 45 minutes in length. The interview plan included the following questions:

1. What is your understanding about the OHA and the results from previous years?
2. What do you think is important for us to know about the Department as we begin this year's Organization Health Assessment?
3. What progress has been made since the 2004 Assessment?
4. What are the Department's top 2-3 priorities for the upcoming year?
5. What do you think is important for us/you to do to ensure success of the OHA initiative?



### **PROCESS FOR FOCUS GROUP SESSIONS**

The following eight focus groups of approximately 12 randomly selected participants each were held. In addition to a balanced representation of all regions and the Central Office, the groups were diverse with respect to their position levels and job responsibilities.

**Table 4: Focus Group Sessions**

<b>Group</b>	<b>Location</b>	<b>Date</b>
Pierre Region -- Non-supervisors	Pierre	June 28
Pierre Region -- Supervisors	Pierre	June 28
Central Office -- Non-supervisors	Pierre	June 29
Central Office -- Supervisors	Pierre	June 29
Aberdeen & Mitchell Regions -- Non-supervisors	Huron	July 25
Aberdeen & Mitchell Regions -- Supervisors	Huron	July 25
Rapid City Region – Non-Supervisors	Rapid City	July 27
Rapid City Region – Supervisors	Rapid City	July 27

Each of these groups was conducted as a two-hour session. Each session began with an explanation of the purpose and process, and affirmation that participants’ comments would remain confidential.

**Table 5: Focus Group Format**

<b>Questions/Activities</b>		<b>Time Frame</b>
1	What is your reaction to the 2004 survey and the changes in methods that were introduced? (e.g., responding online, shorter survey, reports for each manager)	15 minutes
2	What is working well at SDDOT (or at least better since the 2004 OHA)?	20 minutes
3	From your experience, what impact, if any, has the survey had on performance?	10 minutes
4	What is getting in the way of you doing your job as well as you would like to?	30 minutes
5	What is important for us to know before we begin this year’s OHA?	20 minutes
6	What issues should we be aware of that might be addressed in the survey?	15 minutes
7	What do you think this year’s Organization Health Assessment might reveal?	10 minutes

### **TASK 4: SUBMIT TECHNICAL MEMORANDUM**

*Submit for the technical panel’s review a technical memorandum summarizing results of the previous tasks and a draft survey instrument for a Department-wide survey.*

The technical panel’s views at the initiation of the project regarding the best methods to use in administering the survey and reporting its results were confirmed in their entirety by participants in the focus groups. Specifically, there was agreement to retain the several changes made in 2004 to the OHA project and to make a few further refinements.

The three major changes made in 2004 involved: 1) reducing the length of the survey by more than 80 items in response to complaints by employees and their views that many items were unnecessarily redundant; 2) making the survey available online rather than only in paper format; 3) preparing a report for each supervisor or manager that combined the responses of his or her direct reports, providing there were at least four respondents to combine.

The refinements desired for 2006 were, first, to clarify items that referred to “supervisors,” “managers,” or “top management” to help assure that respondents would be consistent in their thinking about who

these items refer to. As a result, items referring to the employee's supervisor or manager were modified by adding "immediate" to precede the term "supervisor" or "manager." Likewise, the term "Executive staff" was added to items that referred to "top management."

A second refinement involved adding two items to more fully address the questions of how well: 1) employees perceive that their responses to the OHA have influenced several changes to made in SDDOT; and 2) whether perceived changes in the flow of information in recent years, especially between Central Office and the field, has hindered the ability of people to get the information, approvals, or assistance that they need quickly.

The third change to the survey updated the set of items that ask for employees' perceptions of progress against each of SDDOT's strategic goals, as these goals had been recently revised by the Executive staff.

The fourth refinement involved applying the same kind of content analysis and item analysis techniques that were used in 2004 to identify any further opportunities to reduce or streamline the survey. In reducing the survey, the most important objective is to retain a sufficient core of items from prior assessments to enable a sound measure of progress. For the content analysis, the key screening criteria involved assuring representation of: 1) the range of organizational health factors previously measured, i.e., domains; 2) issues previously identified from the results as priorities for improvement and for which investments in improvement were made; and 3) items and issues most strongly related to current organizational priorities and strategic goals. The item analysis included correlation methods to identify items so highly correlated with others that they produce little additional insight into the factors that are promoting, or hindering, organizational health.

These analyses resulted in identifying six of the 106 Likert scale items used in 2004 that could be removed without affecting the survey substantively. There was also an opportunity to reduce number of narrative response questions from five to four.

Technical panel members reviewed and approved the revised survey. A copy of the paper version is presented in Appendix A.

## **TASK 5: CONDUCT DEPARTMENT-WIDE SURVEY**

*Conduct a confidential Department-wide survey using the survey instrument revised in accordance with the technical panel's review comments.*

The period of survey administration began in late September and continued through October. Employees without email addresses were mailed the paper version of the survey with a stamped return envelope addressed to *Oasis Consulting Services*. All others received an email invitation to respond to the survey with a web link to the *Oasis* survey site, and were informed that they could receive a paper version by request. As in prior assessments, each employee was assigned a unique authentication code that appeared in their instructions for completing the survey along with the assurance that their individual responses would be kept confidential and combined with others for analysis. It was explained that the code was only to enable *Oasis* be able to: 1) know who has responded and who should receive a follow-up request to respond; and 2) organize respondents into various subgroups by demographic variables such as job function, location, or years of service.

Email reminders were sent to those who did not respond to the first email request and, subsequently, a follow-up mailing was sent to those who: 1) had not responded to the first mailing; 2) had not responded to the email reminder; or 3) had received an email invitation to respond online but requested the paper version of the survey.

## **TASK 6: ANALYZE SURVEY RESULTS**

*Analyze the results of the survey on a Department-wide basis and by significant category such as organizational unit and employee classification. At a minimum, analysis should be performed Department-wide, by central office division and program, by geographical region and area, by job function, and by groups of similar employee classification.*

The results were analyzed on a Department-wide basis and by the various subgroups specified in this task. They were additionally analyzed in two ways that *Oasis* introduced with the 2004 OHA. The first was to prepare an individual report for every supervisor or manager who had at least four direct reports that responded to the survey. Each report aggregated the survey responses of the supervisor's direct reports. The technical panels and focus groups of both the 2004 and 2006 OHAs agreed that these reports should be treated confidentially and given to each person in the context of a workshop as described in Task 12. The second additional analysis was to prepare a profile of the healthiest work unit environments in SD DOT by aggregating the results of the units whose total survey score was in the top 25 percent of all work units.

The purpose of these additional methods was to provide every supervisor with a "roadmap" for increasing organizational health. The individual reports for supervisors enables and motivates them to take action that creates more productive and satisfying work environments because it gives them a clear picture of the strengths and improvement opportunities in the specific part of the agency for which they are responsible. The profile of "best practices" from the high quartile also paints a motivating picture of how to create a healthy work environment and serves as a standard against which they are able to compare their survey results. The standard that the high quartile profile presents is one to which all can reasonably aspire. After all, if 25 percent of the agency can achieve these response levels, why not 50 or 75 or even 100 percent?

## **TASK 7: COMPARE RESULTS TO PRIOR ASSESSMENTS**

*Compare results of the survey with results obtained in the Department's earlier organizational health assessments to identify significant changes and trends and to assess the effectiveness of the Department's attempts to improve organizational health.*

As discussed in Task 4, the length of the survey was slightly reduced, so this analysis was based on a comparison across the prior assessments of the 62 core items retained for the 2006 OHA.

## **TASK 8: SUMMARIZE RESULTS, ISSUES, AND OPPORTUNITIES**

*Submit to the project's technical panel a technical memorandum that summarizes results, identifies key issues and improvement opportunities, and proposes workshops with distinct employee groups to explore the issues' root causes and potential solutions.*

It was decided that the initial summary of results should be prepared not only to inform and advise the technical panel, but also the Executive Team in its December meeting. The results included in the summary and presented in these sessions primarily focused on the Overall Satisfaction item and the other 101 Likert-type items. Presented were:

- Department-wide results
- Comparative results for the regional and Central Office subgroups
- Comparison of the 2004 results with prior assessments for the 62 core items and the National Comparison items
- The profile of high quartile practices

### **TASK 9: CONDUCT EMPLOYEE WORKSHOPS**

*Upon concurrence of the technical panel, conduct workshops with distinct groups of employees and supervisors to explore the key issues' root causes and potential solutions.*

Four focus group sessions following administration of the survey to explore issues raised by the survey results were conducted November 7-9. These issues and the responses of the focus group participants are detailed in the section entitled, "Focus Groups Following the Analysis of Survey Results."

### **TASK 10: CONDUCT EXECUTIVE TEAM WORKSHOP**

*Conduct a workshop with the Department's Executive Team to present results and initiate the process of addressing organizational health concerns in the Department's Strategic Plan.*

As mentioned in Task 8, this session was held on December 18<sup>th</sup>.

### **TASK 11: PREPARE REVISED SURVEY INSTRUMENT**

*Prepare a revised survey instrument and recommendations for its use in future organizational health assessments.*

Recommendations for revising the survey and its use in the future are incorporated in this report.

### **TASK 12: CONDUCT REGIONAL WORKSHOPS FOR MANAGERS**

*Conduct workshops in the four regional offices for all supervisors and managers to discuss results, conclusions, and recommendations*

These workshops are planned to be conducted in June, each led by one of three members of the Executive Team who have received guidance in facilitating the workshops.

### **TASK 13: PREPARE FINAL REPORT**

*Prepare a final report and executive summary of the research methodology, findings, conclusions, and recommendations.*

A draft of this report was submitted, revised in accordance with review comments, and the final report was completed May 21, 2007.

### **TASK 14: MAKE EXECUTIVE PRESENTATION**

*Make an executive presentation to the SDDOT Research Review Board at the conclusion of the project.*

This task was completed May 15, 2007.

# FINDINGS

## INTERVIEWS AND FOCUS GROUPS BEFORE DEPARTMENT-WIDE SURVEY

### EXECUTIVE STAFF INTERVIEWS

*Oasis Consulting Services* conducted fourteen individual interviews with executive staff members during June and July 2006 to learn what each senior manager thought was important for the project team to know and accomplish in the 2006 Organizational Health Assessment. All but two interviews were conducted face-to-face. Two Regional Directors were interviewed by telephone because of travel and schedule issues. The Secretary was not able to find time for an interview during either of our trips. All interviews were approximately 45 minutes long. Following is a summary of responses to the interview questions.

**What is your understanding about the OHA and the results from previous years?**

The Executive Staff members who had been with the Department for previous assessments were very much in favor of continuing this initiative. They pointed out that things like equipment and safety had been improved as a direct result of OHA findings. There are many new members of the executive staff and most had not been a part of an organizational health assessment before. They had all read the Executive Summary of the 2004 OHA and were in favor of learning more about how the assessment worked and what to do with the results.

**What do you think is important for us to know as we begin this year's Organizational Health Assessment?**

The following were identified in response to this question.

- The number of new players on the executive staff.
- The change in the meal policy.
- The differential pay for Sioux Falls and Rapid City.
- The upcoming "Dashboard."
- Hiring is still an issue. Competition is great.
- Dollars not going as far because of the economy; not receiving as much money as anticipated; forced to defer projects.
- The organizational restructuring.

**What progress has been made since the 2004 assessment?**

The interviewees explained that the previous executive staff had a retreat shortly after the last assessment and laid out plans to address the recommendations from the findings. With the change in leadership, however, most of these plans had not come to fruition. The learning curve for the new executive staff was steep and there has not been opportunity to pay attention to the organizational health results.

**What are the Department's 2 or 3 priorities for the coming year?**

The following priority items were identified (not in any priority order) and only the first three were mentioned twice.

- External safety – accuracy in reporting
- Retention
- Leadership development
- System preservation
- Reduce fatalities
- Election year
- Knock down silos in the Department
- Customer satisfaction
- Snow plow operator training

**What do you think is important for you/us to do to ensure success of the OHA initiative?**

Since many of those interviewed did not have experience with projects like the OHA, they expressed uncertainty how to ensure success. Some offered general comments about looking at the results and recommendations and the need for the executive staff to take action and to speak with one voice.

The comments of the newer members of the executive staff were in line with the previously expressed concerns of the technical panel regarding lack of familiarity about this type of project. Therefore, as agreed with the technical panel, *Oasis* offered to lead a briefing and discussion at the next executive staff meeting of both SDDOT's history with the OHA and the achievements and the success factors of other transportation departments that have invested in on similar projects as a way to make organizational improvements. All interviewees agreed that a discussion of how SDDOT could gain greatest benefit from its investment in OHA would be of interest, so an hour was devoted to this in the July 26<sup>th</sup> executive staff meeting.

### **FOCUS GROUPS**

*Oasis Consulting Services* conducted a series of eight focus groups throughout the state to gain staff insights into the design and administration of this year's Organizational Health Assessment survey. Groups were broken down by region and classified as supervisory or non-supervisory employees. Participants were randomly selected by *Oasis* from within their sample group. In addition to a balanced representation of all regions and the Central Office, the groups were diverse with respect to their position levels and job responsibilities.

Separate sessions for non-supervisory and supervisory employees in Pierre Central Office were held on June 28, and for Pierre Region on June 29, 2006. A session for non-supervisory employees and a separate session for supervisors from the Aberdeen and Mitchell regions were conducted in Huron on July 25. Sessions for the Rapid City region were held in Rapid City on July 27. All sessions were no more than two hours in length. A total of 89 employees participated in these sessions, representing about 9 percent of the Department. Participants were very candid and thoughtful.

Each session began with an explanation of the purpose and process, and affirmation that participants' comments would remain confidential. Reactions to the 2004 OHA were of particular interest since this was the first time it was offered online and also the first time managers and supervisors received a report of the survey results for their specific work units. Following this, questions were asked in a neutral way, as indicated below, to avoid unduly influencing the direction of the discussion.

- What is your reaction to the last survey and the changes in methods that were introduced?
- What is working well at SDDOT (or at least better since the 2004 OHA)?
- From your experience, what impact, if any, has the survey had on performance?
- What is getting in the way of you doing your job as well as you would like to?
- What is important for us to know before we begin this year's OHA?
- What issues should we be aware of that might be addressed in the survey?
- What do you think this year's Organization Health Assessment might reveal?

The following paragraphs summarize the responses to each question.

**What is your reaction to the 2004 survey and the changes in methods that were introduced? (e.g., responding online, shorter survey, reports for each manager)**

Participants thought the ability and option to do the survey online was beneficial and pointed out that since the last survey more people have access to computers. They appreciated the fact that it was shorter than previous surveys, although indicated it could be shorter still. Some thought sending out the reminders half way through the response period helped increase the return. A few said they thought the reminders created distrust. Most thought having their supervisor designate a time when they could complete the survey at work would be helpful, although a few said they would rather do it alone or at home so they could give more thought to it. There are still those who think their responses can be singled-out because of the identification number they receive. None of these people were in our focus group sessions, but the participants said "others" felt this way.

Supervisors were virtually unanimous that the reports for their specific work units they received in 2004 were helpful and that they would like to have them again this year. They also liked the idea of the follow-up regional workshops to discuss the feedback. It was suggested that employees be informed that supervisors and managers will get feedback reports. One group of supervisors suggested a separate feedback report that did not show the respondent distribution. They felt they might like to show it to their employees but the distribution could be seen as violating the confidentiality.

Other improvement opportunities and suggestions were fairly consistent from all of the groups. They are:

- Be clear about whether you can stop and come back to the survey if completing it online
- Some questions seem redundant
- Provide more clarity in some of the items, for example, when asking about "management", clarify what is meant by "top management", refer to "immediate" supervisor, etc.
- Continue giving people the option to complete the survey online or pencil and paper



- Most thought having a brief glossary would be helpful
- Provide an opportunity to make general comments

Some participants mentioned the following as important to be covered by the survey items:

- Whether people have adequate time to get their job done well
- Whether units are understaffed (especially maintenance)
- Whether people feel empowered

#### What is working well at SDDOT (or at least better since the 2004 OHA)?

Responses to this question were interesting in that, in every group, there was no response at first. Participants had to think for a while before coming up with answers. In some cases the discussion was directed to the next question and then back to this as the group became more engaged. In some groups, responses were prompted by mentioning some possibilities, such as equipment, safety, training, etc. Many issues had a mixed response, such as flextime or the differential pay, depending on where and who was affected.

The following reflects those issues that tended to be more polarized, i.e., some thought it was working well while others did not.

- Flextime
- Health benefits
- Training
- Safety
- Lunch pay/mealtime policy

The following summarizes a fairly consistent view of what is working well, or better, since 2004:

- Equipment (although there were some comments about the need for more specialized and updated equipment such as snow blowers or more ATV's)
- Safety awareness
- Technical training
- Technician positions got another pay grade level
- Customer satisfaction
- Retirement benefits
- Vehicle maintenance
- Air-conditioned cabs

From your experience, what impact, if any, has the survey had on performance?

The overwhelming majority of participants could not point to anything that had happened as a result of the survey. The question was asked, “How do employees know or see results or impact?” We pointed out that improvements in safety and equipment, for example, had been strongly influenced by the results of previous Organizational Health Assessments. A comment was made, and agreed with by fellow participants, “Hopefully new management will take action on the survey. It’s a good thing and should be kept up as long as action is taken as a result.” In several groups it was also said that if no action is taken, there is no sense in doing the assessment.

The following were suggestions from several groups:

- Ask on the survey, “Do you think any changes will be made as a result of this survey?”
- Provide examples of what was improved so people can see impact; maybe put in the first paragraph what happened as a result of previous assessments

**What is getting in the way of you doing your job as well as you would like to?**

Participants did not hesitate in responding to this question and to the related follow-up questions of “*What would help you to do your job better?*” and “*What would make SDDOT a more satisfying place to work?*” Also, the responses to these questions overlapped with those of the next two questions of the agenda, “*What is important for us to know before we begin the survey?*”, and “*What issues should we be aware of that might be addressed in the survey?*” For this reason, this section presents a summary of responses to all of these questions.

Several themes emerged from this dialogue with participants. They are: communication, direction for the agency, opportunities for growth, staffing (including hiring and retention), pay and benefits, training (mostly for maintenance), standards, collaboration among regions and units, and safety. There was very little difference across the groups in the issues that they raised except that the supervisor groups added some that are distinct to supervisory roles and responsibilities. The following paragraphs summarize comments for each theme. Supervisors’ issues are included at the end.

#### ***Communication; Direction for the Agency***

There was general consensus in every focus group that communication from and with the executive level of SDDOT has been substantially less than in the past, resulting in uncertainty about the direction of the Department, its priorities, and the reasoning behind decisions that have been made.

When asked how the lack of communication and information regarding SDDOT’s priorities and overall direction affects their work, participants described being in a “wait and see” mode and doing more checking with their supervisor or Central Office before taking action. “Are they just leaving it up to us?”, one participant asked. Another said, “We just keep doing what we’ve been doing until somebody tells us different.”

Several went so far as to use terms like “veil of secrecy” to describe the current state. Most groups noted that discontinuing the publishing of executive staff meeting minutes and removing the suggestion box were actions that contributed to the sense of secrecy. The feeling of secrecy, they pointed out, raises concerns that there may be some problems so serious they must be dealt with secretly. Most groups also

said that the way in which meetings with the Secretary were led discouraged employees from asking questions or making comments.

### ***Opportunities for Growth***

This was an area of concern in previous Organizational Health Assessments, but one that a great many supervisors and non-supervisors in both central office and the regions continue to say is not working well, either in terms of career advancement opportunities or simply opportunities to acquire new skills and knowledge. One of the favorable changes, however, is the “step” for technical positions. There was much discussion about how positive this has been and a desire to have something similar for maintenance positions.

Creating promotional steps, however, was not the only way that participants discussed the need for growth opportunities and how to do more in this regard. An issue that came up repeatedly in the focus groups is the lack of opportunity to learn or do something new, regardless of pay or grade. People reported little variety in their work, particularly in the maintenance area. Although everyone readily agreed that learning something new adds satisfaction to their work, and broadening employees’ skills benefits the agency, they also pointed out that established work patterns and other factors discourage performing the work in ways that would enable more learning. Supervisors acknowledged, for example, that it was easier, and less risky, to have the same people perform certain tasks because they know how to do it well.

### ***Training***

Related to views about opportunities for learning and growth are those pertaining to training programs and practices. Almost all agreed that technical training was adequate but that maintenance training for equipment was not adequate in many cases and was not consistent across the department. Some asked the question, “Why not have experienced maintenance workers train others?” Others recommended formalizing maintenance training similar to the way that technical training is structured and organized. It was also said that “Training is available, but it depends on the supervisor.” Participants also thought new employees should be cross-trained.

### ***Staffing and Retention***

Many participants were concerned about retention. They indicated there is nothing as a competitive advantage for the Department to attract and retain people. Some described SDDOT as a “training ground,” for some employees to qualify for better jobs elsewhere. The example was also given of people trained in one location who then moved to Rapid City or Sioux Falls where they can get more money. There was also a concern among some participants that the Department is generally understaffed, particularly in the maintenance area.

### ***Pay and Benefits***

As in past Organizational Health Assessments, this area continues to be a major concern. There was a great deal of discussion about “death at midpoint” and the lack of incentive beyond this. As in the past, there were numerous comments about being the lowest paid compared to similar positions elsewhere. Comments were made that other states have pay grade scales and are encouraged to move up. As in 2004, most see this issue as complicated by oversight controls from the Bureau of Personnel. For many, the

perceived attitude is, “If you don’t like it, leave!” or “Move to Rapid City or Sioux Falls if you want more money.”

Flextime came up repeatedly as an issue and in two ways. First, field personnel resent being sent home at will so as to avoid overtime pay. Second, the flextime where people are allowed to have flexible schedules was a bone of contention for those in the field who could not get urgently needed responses from people in Central Office who had gone home for the day.

The rising cost of health benefits came up frequently as an additional concern. Almost all said the dental and vision coverage were not worth having. By the time they pay the deductible or the co-pay they are not gaining anything.

The new mealtime policy was mostly seen as positive for field employees but some of those not in the field saw it as inequitable. Some concerns were raised about the potential for abuse.

### ***Standards and Collaboration Across Units***

One issue that came out clearly this year was about the lack of uniformity across units in terms of standards, procedures and supervisory practices. Comments such as the following were heard in all of the sessions.

- “All supervisors have a different view of how to manage.”
- “Each region has its own way of doing things, new ideas/new policy. There is a lack of consistency; supervisors do it their way, causes friction”
- “Some units have safety ear muffs, others don’t.”
- “Some shops/regions/techs have internet access and laptops, some don’t.”
- “Each region has different priorities on where to spend their money.”
- “Each region has its own methodology.”

It was pointed out that safety standards are fairly consistent because there is one person responsible for setting them department-wide.

There were a number of comments that indicate employees are desirous of more opportunities to collaborate with their colleagues in other shops or/units. “We need more collaboration among regions and areas.” “How do we learn what others are doing? Maybe they are doing it better.” “We used to have an opportunity to share – crews exchanging ideas from all regions.”

One group had a detailed discussion about the “silos” in SDDOT, indicating that it seemed no one was looking at the big picture of a project; no one asks questions or talks to others. When designing a project it is passed from one function to the next with no systems view. This causes problems because things do not work together. One example cited was building a bridge that a snowplow has trouble plowing.

### ***Safety***

Discussions about safety were interesting in that everyone agreed safety had improved in the Department in recent years and certainly safety awareness had greatly improved. However, there is a perception that even though awareness has improved, accident rates have not. There were also quite a few comments

about the safety program now being “overkill,” “overdone,” or a “double edged sword.” Complaints such as “if anything happens, it’s your fault;” and “too many lights on trucks” (confuses other drivers), and “if something hits your windshield you have to fill out an accident report” were common.

***Supervisors’ Issues***

Supervisors’ opinions and views did not vary much from non-supervisors. There were comments about more “directives that are keeping us from doing what’s important.” An example was 511 reporting. “It takes 2 hours to drive the road 4 times a day. That equals 8 hours with no time for anything else.” There were also more comments about the lack of communication, including the regional supervisor meetings that no longer exist. These meetings were viewed as helpful.

**What do you think this year’s Organization Health Assessment might reveal?**

The majority of participants felt the survey results would be down, although many felt they would be mixed. Only a few thought they may go up. The reason people felt results might go up was mostly because of the meal allowance. Participants who indicated they thought results would be mixed cited positive improvements, such as the pay differential for some, the meal allowance, and better equipment, but also thought that issues such as communication, pay, “death at midpoint,” and flextime (being sent home to avoid overtime pay) would show lower results. Those who thought results would be down stated the reasons already mentioned, plus the feeling of a general lack of direction, lack of opportunity for growth, and a general lack of consistency across the Department (some do/have things; others don’t).

**SDDOT DEMOGRAPHICS**

All 963 SDDOT employees of record as of September 13 were asked to respond to the survey. Comparison of the demographics of this group with those of prior OHA groups provides a picture of how the workforce is, and is not, changing.

**LOCATION**

The total size of the workforce has grown by 13.3 percent since the first Organizational Health Assessment in 1998 and by 2.0 percent since 2004. The growth since 2004 has primarily been in the Rapid City Region, which has increased by 12 people (8.1 percent).

**Table 6: Number of Employees by Location**

Region	2006		2004		2002		2000		1998	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Aberdeen Region	159	16.51	156	16.53	160	16.65	154	16.67	144	16.48
Mitchell Region	188	19.52	183	19.36	183	19.04	171	18.51	160	18.31
Pierre Region	156	16.20	153	16.21	153	15.92	144	15.58	142	16.25
Rapid City Region	161	16.72	149	15.78	149	15.50	146	15.80	147	16.82
Central Office	299	31.05	303	32.10	316	32.88	309	33.44	281	32.15
Total	963	100.00	944	100.00	961	100.00	924	100.00	874	100.00

### PAY BASIS

There is negligible change since 2004 in the proportion of Salaried and Hourly employees. The proportion of salaried employees is somewhat greater than in the years prior to 2004.

**Table 7: Number of SDDOT Salaried and Hourly Employees**

Pay Status	2006		2004		2002		2000		1998	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Salaried	105	10.90	102	10.81	88	9.16	85	9.20	81	9.27
Hourly	858	89.10	842	89.19	873	90.84	839	90.80	793	90.73
Total	963	100.00	944	100.00	961	100.00	924	100.00	874	100.00

### JOB WORTH (SALARY MIDPOINT)

The employee's salary relative to the midpoint of the job's established worth was analyzed. To determine placement among the categories, the SD Bureau of Personnel's data item "compensation ratio" was used. Individuals were classified as being below midpoint (compensation ratio less than 1.0), at midpoint (compensation ratio equal to 1.0), or above midpoint (compensation ratio greater than 1.0).

The percentage of employees below the midpoint had remained stable through 2002 while those at the midpoint steadily declined, shifting the proportion above the midpoint notably up. There was a large change in this pattern by 2004, however. The number and proportion of employees at the midpoint have more than doubled since 2002, drawing down both of the other two groups substantially. In the past two years, the proportion below midpoint has remained stable, while the amount above midpoint has increased notably, drawing largely from the proportion at midpoint.

**Table 8: Number of SDDOT Employees by Salary Status**

Salary Status Relative to Job Worth Midpoint	2006		2004		2002		2000		1998	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Below Midpoint	329	34.16	339	35.91	414	43.31	384	41.56	370	42.33
At Midpoint	259	26.90	276	29.24	112	11.72	195	21.10	235	26.89
Above Midpoint	375	38.94	329	34.85	430	44.98	345	37.34	269	30.78
Total	963	100.00	944	100.00	956	100.00	924	100.00	874	100.00

### EMPLOYEE CLASSIFICATIONS

The percentage of employees in each job classification has remained stable since 1998, with none of the categories shifting more than one percent.

**Table 9: Distribution of SDDOT Employees by Job Classification**

Pay Status	2006		2004		2002		2000		1998	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Exempt "E"	22	2.3	17	1.8	20	2.1	17	1.8	17	1.9
Classified "N"	703	73.0	691	73.2	696	72.4	669	72.4	631	72.2
Technical Exempt "Q"	30	3.1	32	3.4	30	3.1	31	3.4	27	3.1
Technical "T"	208	21.6	204	21.6	215	22.4	207	22.4	199	22.7
Total	963	100.00	944	100.00	961	100.00	924	100.00	874	100.00

**JOB GROUPS**

The job groups listed in Table 10 were created for the 1998 assessment and have been used consistently with each subsequent assessment. Along the way, however, some jobs have been replaced by redefined roles and titles. As this has occurred the new jobs have been assigned to the existing job group that best matches the job responsibilities. The jobs in each of the 2006 groups, therefore, are as comparable as possible to those of prior assessments.

**Table 10: Employee Job Groups and Classifications**

<b>Job Group</b>	<b>Positions</b>	<b>Job Group</b>	<b>Positions</b>	
Clerical	Exempt Clerk	Financial Information Services Legal	Accountant	
	Office Supervisor		Accountant Assistant	
	Secretary		Accounting Manager	
	Senior Secretary		Business Manager	
	Senior Claims Clerk		Information Officer	
Drafting	Auto Mapping Specialist		Internal Auditor	
	Cartographer		Litigation Supervisor	
	Chief Cartographer		Management Analyst	
	Draftsman		Program Assistant I	
Executive	Administrator		Program Assistant II	
	Department Secretary		Senior Accountant	
	Director		Senior Internal Auditor	
	Exempt Administrator		Senior Program/Analyst	
Engineering	Environmental Senior Scientist		Specialist/Analyst	Senior Trial Attorney
	Geology Specialist			Building Maintenance Supervisor
	Railway Engineer			Civil Rights Program Specialist
	Technical Administrator			Equipment Management Specialist
	Transportation Engineer Specialist	Exempt Professional		
	Transportation Engineer Supervisor	Exempt Technical		
	Transportation Engineer	Labor Law Compliance Officer		
	Transportation Lead Project Engineer	Print Shop Technician		
	Transportation Project Engineer	Record Management Specialist		
	Transportation Region Engineer Specialist	Right of Way Specialist		
	Transportation Research Engineer	Right Of Way Supervisor		
Maintenance	Groundskeeper	Right Of Way Technician		
	Highway Maintenance Supervisor	Senior Right Of Way Specialist		
	Highway Maintenance Worker	Transportation Analyst		
	Lead Highway Maintenance Worker	Transportation Specialist I		
	Medium Equipment Operator	Transportation Specialist II		
	Region Maintenance Coordinator			
Equipment	Equipment Shop Foreman	Technician	Civil Engineering Technician	
	Equipment Services Worker		Journeyman Transportation Technician	
	Equipment Mechanic		Landscape Architect	
	Equipment Technician		Senior Transportation Technician	
	Fabrication Technician		Traffic Data Technician	
	Partsroom Assistant		Transportation Technician	
	Partsroom Technician			

The size of most job groups as a percent of total SDDOT employees has remained stable since 1998. The only group that varies more than two percent for 2006 as compared to 1998 is the Clerical group, which has steadily declined from 65 to 41 employees. A few groups have changed by between one and two percent, with Engineering decreasing and the Maintenance, Specialist/Analyst, and Financial/Information Services/Legal group increasing.

**Table 11: Number of SDDOT Employees by Job Group**

Job Group	2006		2004		2002		2000		1998	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Clerical	41	4.26	43	4.56	53	5.52	59	6.39	65	7.44
Drafting	21	2.18	22	2.33	24	2.50	27	2.92	21	2.40
Engineering	232	24.09	229	24.26	238	24.77	231	25.00	222	25.40
Equipment	50	5.19	51	5.40	52	5.41	50	5.41	43	4.92
Executives	11	1.14	10	1.06	11	1.14	9	0.97	8	0.92
Maintenance	343	35.62	323	34.22	315	32.78	298	32.25	293	33.52
Specialist/Analyst	67	6.96	61	6.46	60	6.24	48	5.19	50	5.72
Technician	166	17.24	172	18.22	178	18.52	173	18.72	153	17.51
Financial/Information Services/Legal	32	3.32	33	3.50	30	3.12	29	3.14	19	2.17
Total	963	100.00	944	100.00	961	100.00	924	100.00	874	100.00

**GENDER**

The proportion of male and female employees in SDDOT has fluctuated by less than 2 percent since 1998.

**Table 12: Number of SDDOT Employees by Gender**

Gender	2006		2004		2002		2000		1998	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Male	826	85.77	816	86.44	826	85.95	798	86.36	766	87.64
Female	137	14.23	128	13.56	135	14.05	126	13.64	108	12.36
Total	963	100.00	944	100.00	961	100.00	924	100.00	874	100.00

**AGE AND YEARS OF SERVICE**

Table 13 shows that the workforce has, on average, become slightly older and has slightly more years of service than in 2004. The mean and median values have fluctuated moderately since 1998.

**Table 13: SDDOT Mean and Median Age and Years of Service**

	Age					Years of Service				
	2006	2004	2002	2000	1998	2006	2004	2002	2000	1998
Mean	44.98	43.94	44.35	43.01	43.68	14.15	13.72	14.64	13.91	15.48
Median	45.33	44.39	44.50	43.00	44.50	12.62	12.53	13.00	12.17	12.79

The proportion of employees in each of the following age groups has fluctuated some but not shifted notably since 1998, with the exception of the oldest group, which declined notably between 1998 and 2000, and has since more than regained the decrease.



**Table 14: Number of SDDOT Employees by Age Group**

Age Quartiles	2006		2004		2002		2000		1998	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
20 through 36	224	23.26	247	26.17	248	25.81	265	28.68	249	28.49
37 through 45	275	28.56	275	29.13	270	28.10	248	26.84	220	25.17
46 through 52	213	22.12	219	23.20	220	22.89	227	24.57	199	22.77
53 through 71	251	26.06	203	21.50	223	23.20	184	19.91	206	23.57
Total	963	100.00	944	100.00	961	100.00	924	100.00	874	100.00

Table 15 reflects a substantial fluctuation in the proportion of employees with higher amounts of service years. Between 1998 and 2004 the percent of employees with six or less years of service increased from 20.25 percent to 31.99 percent, while those with six or more years correspondingly decreased by the same amount. This trend reversed somewhat after 2004 with the “6 through 10” group increasing substantially.

**Table 15: Number of SDDOT Employees by Years of Service to SDDOT**

Years of Service	2006		2004		2002		2000		1998	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
New Employees (0 to 2 Years)	99	10.28	86	9.11	73	7.60	158	17.10	59	6.75
2 through 6 Years	166	17.24	216	22.88	217	22.58	99	10.71	118	13.50
6 through 10 Years	170	17.65	100	10.59	85	8.84	127	13.74	159	18.19
Over 10 Years	528	54.83	542	57.41	586	60.98	540	58.44	538	61.56
Total	963	100.00	944	100.00	961	100.00	924	100.00	874	100.00

Since 2002 there are only minor changes in the average age and years of service of each of the job groups, with a few exceptions. As shown in Table 16, the average age of Equipment personnel has increased notably, while years of service is substantially less for Technicians, Executives and the Financial/Information Services/Legal staff.

**Table 16: Average Age and Years of Service of SDDOT Employees by Job Group**

Job Group	Average Age			Average Years of Service		
	2006	2004	2002	2006	2004	2002
Clerical	50.25	49.04	48.84	19.31	18.59	18.70
Drafting	40.74	40.53	40.86	9.83	9.11	9.13
Engineering	41.85	40.12	40.74	15.58	13.86	15.13
Equipment	47.89	45.85	45.88	13.12	13.14	12.90
Executive	49.01	50.52	48.92	19.35	24.44	23.30
Maintenance	46.94	46.60	45.11	13.11	13.31	13.47
Specialist/Analyst	48.45	48.12	49.16	16.56	16.99	17.30
Technician	41.97	40.27	43.71	12.35	11.55	14.90
Financial/Information Services/Legal	45.09	46.59	46.81	15.30	16.38	17.33

**RULE OF 85 ANALYSIS**

The purpose of this analysis is to assist SDDOT in anticipating workforce attrition as a result of retirements. The analysis identifies the number of employees at, or approaching, retirement eligibility.

An SDDOT employee can retire as early as age 55 if he or she also has 30 or more years of service. Once the minimum age requirement is met, the employee is eligible to retire when the combination of the employee's age and years of service in the state personnel system totals 85.

Table 17 shows that there are 182 employees who are age 55 or older and that 79 of these, or 5.2 percent of the employee population, currently qualify for retirement by meeting or exceeding the Rule of 85.

**Table 17: Rule of 85 Calculations**

	All Employees			Employees 55 Years of Age or Older		
	Count	Percent	Cumulative Percent	Count	Percent	Cumulative Percent
Up to 75	756	78.50	78.50	56	30.77	30.77
75 to 80	54	5.61	84.11	21	11.54	42.21
80 to 85	56	5.82	89.93	26	14.29	56.50
85 or Over	97	10.07	100.00	79	43.40	100.0
Total	963	100.00		182	100.00	

Over the next five years another 47 employees will become eligible for retirement as those in the 80 to 85 and also the 75 to 80 categories add both five years of age and five years of service to their Rule of 85 calculation. Many eligible employees may not choose retirement for several years, however. Only 26 of the 79 employees who are currently eligible have reached 60 years of age, as indicated in Table 18.

**Table 18: Rule of 85 Categories by Age Groups**

Age Group	Percent of Age Group in Category				Count				
	Up to 75	75 to 80	80 to 85	85 & Over	Up to 75	75 to 80	80 to 85	85 & Over	Total
Under 50	97.8	2.2	0.0	0.0	609	14	0	0	623
50 to 55	57.6	12.0	19.0	11.4	91	19	30	18	158
55 to 60	32.8	14.4	10.4	42.4	41	18	13	53	125
60 to 65	28.9	4.4	20.0	46.7	13	2	9	21	45
65 or Over	16.7	8.3	33.3	41.7	2	1	4	5	12
Total	78.5	5.6	5.8	10.1	756	54	56	97	963

Table 18 also allows a projection of retirement eligibility for employees who are less than 55 years of age. Assuming no other attrition factors, over the next five years all of the 50 to 55 age group employees who have a Rule of 85 calculation of 75 or more will become retirement eligible. Combining these 67 employees with the 47 who have already reached 55 years of age and who will also become eligible in the next five years produces a total of 114, or 11.8 percent of the current workforce. These employees are represented in Table 18 in bold type.

Table 19 presents a distribution of the 182 employees who are 55 years of age or more by their job groups and Rule of 85 categories.

**Table 19: Rule of 85 Scores by Job Group for Employees 55 Years of Age or Older**

JOB GROUP	Percent				Count				
	Up to 75	75 to 80	80 to 85	85 & Over	Up to 75	75 to 80	80 to 85	85 & Over	Total
Clerical	28.57	7.14	14.29	50.00	4	1	2	7	14
Drafting	25.00	0.00	50.00	25.00	1	0	2	1	4
Engineering	8.70	13.04	13.04	65.22	2	3	3	15	23
Equipment	36.36	18.18	9.09	36.36	4	2	1	4	11
Executive	0.00	0.00	0.00	100.00	0	0	0	1	1
Maintenance	38.96	11.69	16.88	32.47	30	9	13	25	77
Specialist/Analyst	35.00	10.00	10.00	45.00	7	2	2	9	20
Technician	25.93	14.81	11.11	48.15	7	4	3	13	27
Financial/Information Services/Legal	20.00	0.00	0.00	80.00	1	0	0	4	5
Total	30.77	11.54	14.29	43.41	56	21	26	79	182

## RESPONSE RATES

An important objective of the 2004 assessment was to reverse the steady decline since 1998 in the percent of employees who responded to the survey. As Table 20 shows, this objective was achieved in 2004 and an even higher response rate was attained in 2006. These higher rates were an apparent result of changes made to the survey and methods of its administration, beginning in 2004. The principal changes were to shorten the survey and to make it available to complete online.

**Table 20: Response Rate for Each Organizational Health Assessment**

Year	Percent		Count		Total Employees
	No Response	Responded	No Response	Responded	
2006	21.6	78.4	208	755	963
2004	24.4	75.6	230	714	944
2002	29.6	70.4	284	677	961
2000	21.5	78.5	199	725	924
1998	16.5	83.5	144	730	874

## DEMOGRAPHICS OF RESPONDENTS VERSUS NON-RESPONDENTS

The response rates that have been achieved each year are more than sufficient for accomplishing the objectives of the OHA so long as every subgroup of interest is well represented within the group of employees that responded. The primary purpose of analyzing the demographics of the group of 755 survey respondents, therefore, is to determine whether there were any demographic segments of the SDDOT workforce, such as certain job groups or locations, which were not sufficiently represented in the survey results. A second objective is to identify any segments of the SDDOT work force that are not included in the respondent group in close proportion to that of the total SDDOT workforce, that is, whether some segments are over-represented relative to others, or under-represented.

This section presents the number and percent of respondents for the demographic variables of Pay Basis, Gender, Location, Job Group, Age Group, Years of Service, and Job Worth. As a summary, the data shows that every subgroup is sufficiently represented, with at least 67 percent of the members of each subgroup responding to the survey. Statistical tests of the distribution of respondents for each of the demographic variables indicated that the respondent group closely matches the Department as a whole in terms of Age Group, Years of Service, and Gender. The respondent group is somewhat skewed, however, for the Pay Basis, Job Worth, Location, and Job Group variables.

Specifically, there are proportionately more Salaried than Hourly employees in the respondent group than is the case for the entire SDDOT workforce. Similarly, respondents in the Job Groups of Maintenance and Executive were under-represented relative to those in Job Groups such as Engineering, Drafting and Specialist/Analyst. The Central Office is the location that is over-represented in the respondent group relative to the number of respondents in the other regions, and the Aberdeen region is under-represented. Finally, a disproportionately large number of employees at the midpoint of their pay scale responded to the survey.

When the respondent group is skewed, the primary implication is that the results for the composite of all respondents give some additional weight to the perceptions of the over-represented subgroups. This is not consequential for issues where the perceptions of under-represented groups are the same as those of over-represented groups. It underscores the need, however, to separately examine the results of each subgroup, especially those that are under-represented, to identify any issues expressed by these groups that are different than those of the Department as a whole. This level of analysis was performed and the results are described in the section entitled “2006 Survey Results for Selected Subgroups.”

It is reasonable to speculate that the ability to complete the survey via the Internet, both this year and in 2004, has contributed to the skew, as the Internet is more accessible to employees in office-based, as compared to field-based, positions. Maintenance employees, for example, participated this year in nearly the same proportion as in 2004 and 2002, while the participation of Clerical, Drafting, and Financial/Information Services positions notably increased after 2002. This would also account for why there has been a significantly greater proportion of Central Office employees among the respondents since 2002.

## Location

Table 21 shows that at least 69 percent of employees in every location responded to the survey but that there was a significantly higher level of participation in the survey in the Central Office. Compared to 2004, the greater participation of employees in the Mitchell and Pierre regions accounts for all of the Department’s overall increase in response rate from 75.6 percent to 78.4.

**Table 21: Response Rate by Location**

Year	Location	Percent		Count		Total
		No Response	Responded	No Response	Responded	
2006	Aberdeen	30.8	69.2	49	110	159
	Mitchell	22.3	77.7	42	146	188
	Pierre	26.9	73.1	42	114	156
	Rapid City	21.1	78.9	34	127	161
	Central Office	13.7	86.3	41	258	299
	Total	21.6	78.4	208	755	963
2004	Aberdeen	30.1	69.9	47	109	156
	Mitchell	33.9	66.1	62	121	183
	Pierre	34.0	66.0	52	101	153
	Rapid City	20.1	79.9	30	119	149
	Central Office	12.9	87.1	39	264	303
	Total	24.4	75.6	230	714	944
2002	Aberdeen	29.4	70.6	47	113	160
	Mitchell	33.3	66.7	61	122	183
	Pierre	28.8	71.2	44	109	153
	Rapid City	33.6	66.4	50	99	149
	Central Office	25.9	74.1	82	234	316
	Total	29.6	70.4	284	677	961
2000	Aberdeen	14.9	85.1	23	131	154
	Mitchell	20.5	79.5	35	136	171
	Pierre	24.3	75.7	35	109	144
	Rapid City	25.3	74.7	37	109	146
	Central Office	22.3	77.7	69	240	309
	Total	21.5	78.5	199	725	924
1998	Aberdeen	20.8	79.2	30	114	144
	Mitchell	15.0	85.0	24	136	160
	Pierre	16.2	83.8	23	119	142
	Rapid City	19.0	81.0	28	119	147
	Central Office	13.9	86.1	39	242	281
	Total	16.5	83.5	144	730	874

**Pay Basis**

Even though the proportion of Hourly employees responding to the survey has steadily increased since 2002, the percentage of participation by Salaried employees in 2006 was significantly greater than that of Hourly employees, as has been the case in each of the prior assessments.

**Table 22: Response Rate by Pay Basis**

Year	Pay Basis	Percent		Count		Total
		No Response	Responded	No Response	Responded	
2006	Salaried	10.5	89.5	11	94	105
	Hourly	23.0	77.0	197	661	858
	Total	21.6	78.4	208	755	963
2004	Salaried	13.7	86.3	14	88	102
	Hourly	25.7	74.3	216	626	842
	Total	24.4	75.6	230	714	944
2002	Salaried	10.2	89.8	9	79	88
	Hourly	31.5	68.5	275	598	873
	Total	29.6	70.4	284	677	961
2000	Salaried	14.1	85.9	12	73	85
	Hourly	22.3	77.7	187	852	839
	Total	21.5	78.5	199	725	924
1998	Salaried	7.4	92.6	6	75	81
	Hourly	17.4	82.6	138	655	793
	Total	16.5	83.5	144	730	874

### Gender

With the first three assessments, the percentage of males in SDDOT who responded to the survey was not significantly different than that of females. In 2004, however, female participation increased dramatically. For 2006, this gap narrowed notably. The proportion of females responding was again greater than that of males, but not significantly.

**Table 23: Response Rate by Gender**

Year	Gender	Percent		Count		Total
		No Response	Responded	No Response	Responded	
2006	Male	22.2	77.8	183	643	826
	Female	18.2	81.8	25	112	137
	Total	21.6	78.4	208	755	963
2004	Male	26.3	73.7	215	601	816
	Female	11.7	88.3	15	113	128
	Total	24.4	75.6	230	714	944
2002	Male	29.4	70.6	243	583	826
	Female	30.4	69.6	41	94	135
	Total	29.6	70.4	284	677	961
2000	Male	21.1	78.9	168	630	798
	Female	24.6	75.4	31	95	126
	Total	21.5	78.5	199	725	924
1998	Male	16.7	83.3	128	638	766
	Female	14.8	85.2	16	92	108
	Total	16.5	83.5	144	730	874

### Job Group

Increased participation of employees in the Engineering and Technician job groups largely accounts for the higher response rate for 2006 of 78.4 percent as compared to the 75.6 percent rate of 2004.

**Table 24: Response Rate by Job Group**

Year	Job Group	Percent		Count		Total
		No Response	Responded	No Response	Responded	
2006	Clerical	19.5	80.5	8	33	41
	Drafting	9.5	90.5	2	19	21
	Engineering	12.9	87.1	30	202	232
	Equipment	24.0	76.0	12	38	50
	Executive	27.3	72.7	3	8	11
	Maintenance	32.1	67.9	110	233	343
	Specialist/Analyst	9.0	91.0	6	61	67
	Technician	18.7	81.3	31	135	166
	Financial/Info	18.8	81.3	6	26	32
	Total	21.6	78.4	208	755	963
2004	Clerical	9.3	90.7	4	39	43
	Drafting	13.6	86.4	3	19	22
	Engineering	19.7	80.3	45	184	229
	Equipment	29.4	70.6	15	36	51
	Executive	0.0	100.0	0	10	10
	Maintenance	31.0	69.0	100	223	323
	Specialist/Analyst	9.8	90.2	6	55	61
	Technician	29.7	70.3	51	121	172
	Financial/Info	18.2	81.8	6	27	33
	Total	24.4	75.6	230	714	944
2002	Clerical	24.5	75.5	13	40	53
	Drafting	37.5	62.5	9	15	24
	Engineering	22.5	77.5	53	183	236
	Equipment	28.8	71.2	15	37	52
	Executive	9.1	90.9	1	10	11
	Maintenance	30.2	69.8	95	220	315
	Specialist/Analyst	15.0	85.0	9	51	60
	Technician	42.9	57.1	76	101	177
	Financial/Info	40.0	60.0	12	18	30
	Total	29.6	70.4	284	677	961
2000	Clerical	25.4	74.6	15	44	59
	Drafting	25.9	74.1	7	20	27
	Engineering	16.0	84.0	37	194	231
	Equipment	18.8	81.3	9	39	48
	Executive	11.1	88.9	1	8	9
	Maintenance	23.0	77.0	69	231	300
	Specialist/Analyst	22.9	77.1	11	37	48
	Technician	25.4	74.6	44	129	173
	Financial/Info	20.7	79.3	6	23	29
	Total	21.5	78.5	199	725	924
1998	Clerical	21.5	78.5	14	51	65
	Drafting	19.0	81.0	4	17	21
	Engineering	9.0	91.0	20	202	222
	Equipment	32.6	67.4	14	29	43
	Executive	12.5	87.5	1	7	8
	Maintenance	17.7	82.3	52	241	293
	Specialist/Analyst	8.0	92.0	4	46	50
	Technician	22.9	77.1	35	118	153
	Financial/Info	0	100.0	0	19	19
	Total	16.5	83.5	144	730	874

## Age Group

The percent of participation did not vary significantly across the Age Group categories in 2006.

**Table 25: Response Rate by Age Group**

Year	Age Group	Percent		Count		Total
		No Response	Responded	No Response	Responded	
2006	20 through 36	20.1	79.9	45	179	224
	37 through 45	18.5	81.5	51	224	275
	46 through 52	24.9	75.1	53	160	213
	53 through 71	23.9	76.1	60	191	251
	Total	21.6	78.4	208	755	963
2004	20 through 36	27.1	72.9	67	180	247
	37 through 45	25.8	74.2	71	204	275
	46 through 52	20.1	79.9	44	175	219
	53 through 68	23.6	76.4	48	155	203
	Total	24.4	75.6	230	714	944
2002	20 through 36	36.3	63.7	90	158	248
	37 through 45	28.1	71.9	76	194	270
	46 through 52	26.4	73.6	58	162	220
	53 through 68	26.9	73.1	60	163	223
	Total	29.6	70.4	284	677	961
2000	20 through 36	23.4	76.6	62	203	265
	37 through 45	21.4	78.6	53	195	248
	46 through 52	18.1	81.9	41	186	227
	53 through 68	23.4	76.6	43	141	184
	Total	21.5	78.5	199	725	924
1998	20 through 36	14.9	85.1	37	212	249
	37 through 45	18.6	81.4	41	179	220
	46 through 52	12.1	87.9	24	175	199
	53 through 68	20.4	79.6	42	164	206
	Total	16.5	83.5	144	730	874

## Years of Service

In 2006, the pattern of participation by employees according to their number of years of service was quite similar to 2004, with the percent of response increasing systematically with greater years of service. Despite the correlation, these groups did not differ significantly in their level of participation.



**Table 26: Response Rate by Years of Service**

Year	Years of Service	Percent		Count		Total
		No Response	Responded	No Response	Responded	
2006	0 through 2	25.3	74.7	25	74	99
	2 through 6	22.3	77.7	37	129	166
	6 through 10	20.6	79.4	35	135	170
	More than 10	21.0	79.0	111	417	528
	Total	21.6	78.4	208	755	963
2004	0 through 2	30.2	69.8	26	60	86
	2 through 6	28.4	71.6	61	155	216
	6 through 10	26.0	74.0	26	74	100
	More than 10	21.6	78.4	117	425	542
	Total	24.4	75.6	230	714	944
2002	0 through 2	35.6	64.4	26	47	73
	2 through 6	35.5	64.5	77	140	217
	6 through 10	29.4	70.6	25	60	85
	More than 10	26.6	73.4	156	430	586
	Total	29.6	70.4	284	677	961
2000	0 through 2	27.2	72.8	43	115	158
	2 through 6	28.3	71.7	28	71	99
	6 through 10	18.1	81.9	23	104	127
	More than 10	19.4	80.6	105	435	540
	Total	21.5	78.5	199	725	924
1998	0 through 2	11.9	88.1	7	52	59
	2 through 6	14.4	85.6	17	101	118
	6 through 10	16.4	83.6	26	133	159
	More than 10	17.5	82.5	94	444	538
	Total	16.5	83.5	144	730	874

**Job Worth**

Unlike the past two assessments, a significantly greater percentage of employees at the midpoint of their pay range responded to the survey this year, as compared to those either above or below the midpoint.

**Table 27: Response Rate by Job Worth**

Year	Job Worth	Percent		Count		Total
		No Response	Responded	No Response	Responded	
2006	Below Midpoint	21.0	79.0	69	260	329
	At Midpoint	15.8	84.2	41	216	259
	Above Midpoint	26.1	73.9	98	277	375
	Total	21.6	78.4	208	755	963
2004	Below Midpoint	26.3	73.7	89	250	339
	At Midpoint	22.8	77.2	63	213	276
	Above Midpoint	23.7	76.3	78	251	329
	Total	24.4	75.6	230	714	944
2002	Below Midpoint	31.4	68.6	130	284	414
	At Midpoint	28.6	71.4	32	80	112
	Above Midpoint	27.9	72.1	120	310	430
	Total	29.6	70.4	284	677	961

## 2006 SURVEY RESULTS FOR THE COMPOSITE OF ALL RESPONDENTS

The purpose of this section is to present the 2006 survey results for the composite group of all respondents. This group is the primary focus of analysis because the results reveal the overall strengths and improvement opportunities of the Department.

### SURVEY ITEMS 1 THROUGH 101

For each of the first 101 items of the survey, the number and percent of survey respondents who chose each response were tabulated along with the number who gave no response. As the following example illustrates, each response was also assigned a score of 1, 2, 3 or 4 according to how favorable the respondent's view was of the organizational health characteristics represented by the item.

**Table 28: Response Categories and Response Scores for Items 1 through 101**

Sample Survey Item		Strongly Agree	Agree	Disagree	Strongly Disagree
12	At work, I have the opportunity to do what I do best every day.	4	3	2	1

For every survey item, choosing "Strongly Agree" is the most *favorable* response, so this response received the highest score of 4. For all items, therefore, the higher the score, the more favorable the response. This method produces a single score for each item that can be easily compared with others and also enables calculating a meaningful total score for the survey.

### Strengths

Table 28 presents the 20 survey items that received the highest average scores and the percentage distribution of responses. The items are ranked from the highest to the lowest average score. Included are all items scoring above 3.00, which is a convenient criterion for selecting items to be considered as "Strengths." Above this level, typically 80 percent or more of respondents answered favorably.

Taking item 48, the highest scoring, as an example, 60 percent of the 755 respondents gave this the most favorable response. In this case they were strongly agreeing that their job serves the citizens of South Dakota. A total of 98 percent either agreed or strongly agreed with this item, and only 1 percent responded unfavorably.

Reviewing what these 20 items have in common reveals the following five themes that can be regarded as SDDOT's greatest strengths in terms of organizational health.

- ***Sense of Purpose.*** Items 48, 49, 98, and 100 reveal the very prevalent self-perception of employees that they are engaged in meaningful work that serves South Dakotans, results from listening to customers, and contributes to an important mission. This sense of purpose is probably a strong contributor to the corresponding view that they and their fellow employees are committed to doing quality work (Item 4).
- ***Clear Job Expectations.*** Item 25 and three related items reveal that employees are, overall, clear about what is expected of them. When in doubt, they know whom to ask or where to find the relevant policies and procedures to clarify expectations (Items 1, 90). As an apparent result, the large majority say they understand why and how assignments are to be done (Items 36).

**Table 29: Percent Response Distribution of Items Identified as Strengths  
Ranked by Average Score (N of Respondents= 755)**

Survey Items (abbreviated)	Response Scores				Blank	Sum of 4 & 3	Average
	4	3	2	1			
48 My job, directly or indirectly, serves citizens of South Dakota	60	38	1	0	1	98	3.58
86 Safety is an important issue at the SDDOT	58	38	3	1	1	96	3.54
1 When I have a question about assignments, I know whom to ask	54	40	4	1	1	94	3.49
49 The results of my work significantly affect many other people	53	42	3	1	1	95	3.49
100 My job is essential to the S.D. transportation system	42	51	5	1	1	93	3.34
4 My fellow employees are committed to doing quality work	34	53	10	2	0	87	3.19
25 I know what is expected of me at work	30	60	8	2	1	90	3.19
90 Know where to find standard operating procedures & policies	29	59	8	2	2	88	3.16
88 Safety at the SDDOT has improved in the past two years	27	58	9	2	5	85	3.16
89 Equipment assigned to the SDDOT is properly maintained	25	63	8	2	2	88	3.15
41 When on a difficult assignment, can count on assistance	30	57	10	4	1	86	3.13
45 I have the materials and equipment I need to do my work right	27	58	11	3	1	85	3.10
63 The training available to me is job-related	24	63	10	2	1	87	3.10
72 My co-workers treat me with respect	23	63	9	3	1	87	3.08
98 The SDDOT listens to its customers	22	64	10	2	2	86	3.07
36 I understand why and how work assignments are to be done	21	65	10	2	1	86	3.07
92 I am satisfied with my hours and schedule of work	27	55	12	5	1	83	3.06
53 I feel free to openly state my opinions to my supervisor	33	44	15	6	1	77	3.05
62 Quality of job-related training I have received has been good	22	62	14	2	1	83	3.04
50 Supervisor or someone at work cares about me as a person	28	52	12	7	1	80	3.02

- **Working Conditions.** Several items convey employees' views of how the conditions within which they work enable them to do good work and to place priority on their safety. The large majority of respondents said that safety is an important issue in SDDOT and that it has improved in the past two years (Items 86, 88). They also report that they have the materials and equipment they need to do their work right, and that equipment is properly maintained (Items 45, 89). Their work environment is supportive of their desire and efforts to do good work in that they can count on assistance to accomplish a difficult assignment and that they are satisfied with their work hours and schedules (Items 41, 92).
- **Work Relationships.** Items 50, 53 and 72 convey three different ways that employees perceive healthy relations in their workplace. A very high percentage said that their co-workers treat them with respect, that their supervisor or someone at work cares about them as a person, and that they can openly state their opinions to their supervisor.
- **Training.** Items 62 and 63 reveal a high regard among the large majority of employees for the quality of the training they receive.

### Improvement Opportunities

The rule-of-thumb for identifying improvement opportunities is to include all items in which the favorable responses, i.e., scores of 4 or 3, are 70 percent or less. When this is the case, three or more of every ten employees responded unfavorably, a sizable portion of the workforce. Table 30 presents the 59 items that met this criterion.

**Table 30: Percent Response Distribution of Items Identified as Improvement Opportunities  
Ranked by Average Score (N of Respondents= 755)**

Survey Items (abbreviated)	Response Scores				Blank	Sum of 4 & 3	Average
	4	3	2	1			
26 My supervisor holds regularly scheduled staff meetings	27	40	20	12	1	67	2.82
10 I feel that I am a member of a well functioning SDDOT team	16	53	24	6	1	69	2.81
67 Trust my supervisor to represent my interests at higher levels	22	44	22	10	2	66	2.79
35 I understand what the SDDOT's top priorities are	14	53	26	5	2	67	2.78
33 I am involved in decisions that involve my area of responsibility	16	52	23	7	1	68	2.77
30 I understand clearly how I can contribute to SDDOT goals	12	56	25	5	1	68	2.77
54 There is a desire to continually improve performance	13	56	25	5	1	68	2.77
80 My group has identified our customers & how to meet their expectations	12	57	23	6	2	68	2.76
11 I have plans and aspirations to advance in SDDOT	24	39	25	12	1	62	2.75
52 My personal morale is high	19	44	27	9	1	63	2.73
94 Part-time, seasonal workers good way to manage workload	17	48	21	12	1	65	2.72
95 The policy on flexible scheduling is fair	22	43	18	16	2	65	2.72
32 Our supervisor frequently asks for our ideas	16	47	25	10	2	63	2.71
85 I understand the performance measurement initiative	10	57	23	7	3	66	2.71
93 Staffing levels allow us to do quality work	13	52	26	8	2	64	2.71
64 I believe the training I receive will help me advance	17	43	28	10	1	61	2.70
46 I get the information, assistance, and approvals I need quickly.	10	52	31	5	1	63	2.68
70 People in SDDOT feel they are part of an effective team	8	56	30	5	1	64	2.68
73 Trust levels are high between work teams	10	52	32	5	2	62	2.68
21 SDDOT philosophy emphasizes people should take initiative	7	57	28	5	1	65	2.67
96 SDDOT priorities are both clear-cut and reasonable	8	56	28	6	2	63	2.66
5 People are held accountable for the quality of their work	12	46	32	8	2	58	2.64
74 I receive helpful and timely feedback on my performance	10	49	31	8	2	59	2.62
42 SDDOT does a good job of meeting my needs as an individual	9	52	30	8	1	61	2.62
34 Kept informed about what is happening in my part of SDDOT	11	49	30	9	1	60	2.62
8 Poor performance is not tolerated in our work unit	11	48	31	9	1	59	2.61
97 I clearly understand the direction SDDOT is heading	8	50	32	7	2	58	2.60
82 My unit worked to identify good performance measures	6	49	34	7	4	54	2.55
65 The people I work with at the SDDOT really trust one another	8	48	35	9	1	55	2.55
81 Problem solving group empowered to make decisions	7	45	34	8	6	52	2.54
20 The SDDOT is willing to take a chance on a good idea	5	51	34	9	2	56	2.53
24 I would encourage my best friend to work for the SDDOT	11	43	32	13	1	54	2.52
77 There is follow-through on items discussed in my appraisal	9	43	32	11	5	52	2.52
40 There is someone at work who encourages my development	11	43	30	15	1	54	2.51
59 Encouraged to speak mind, even if disagreeing with supervisors	9	43	33	14	1	52	2.48
13 Adequate recognition and praise are given for a job well done	9	43	31	15	1	52	2.47
68 SDDOT top management (executive level) respects employees	8	43	31	16	2	51	2.43
79 Group meets to review performance, solve problems	8	39	35	15	2	48	2.42
37 At the SDDOT, my opinion seems to count	7	43	32	16	1	50	2.41
83 Performance measures initiative improves performance	4	44	35	13	4	47	2.39
78 In last 6 months someone talked to me about my progress	11	33	36	18	2	44	2.39
55 Previous OHAs have led to important and valuable changes	5	38	36	16	5	43	2.34
2 Red tape is kept to a minimum in the SDDOT	4	38	43	14	2	42	2.33
23 Relationships between management and workers are warm	7	34	41	17	1	41	2.32
29 I feel free to state my opinion at meetings with the Secretary	8	35	32	22	2	44	2.31
51 Morale is high within my unit in SDDOT	8	34	37	20	1	42	2.31
18 In last 7 days, I received recognition or praise for good work	10	31	35	22	1	41	2.30
38 My supervisor makes an effort to [discuss] my career goals	8	32	38	20	2	40	2.28
84 Performance measures initiative is worth time it takes	4	35	37	19	4	40	2.27
47 SDDOT goes out of way to recognize extraordinary service	5	30	40	22	2	36	2.19
91 Overtime is fairly applied in the SDDOT	6	35	24	33	3	41	2.14
31 Adequate 2-way info between employees & top management	5	27	41	24	2	33	2.14
39 Supervisor discussed my pay concerns and questions with me	7	26	35	28	3	33	2.13

**Table 30 (continued): Percent Response Distribution of Items Identified as Improvement Opportunities Ranked by Average Score (N of Respondents= 755)**

Survey Items (abbreviated)	Response Scores				Blank	Sum of 4 & 3	Average
	4	3	2	1			
99 There is little undesired turnover at the SDDOT	3	28	41	24	3	32	2.11
69 Changes will happen as a result of this survey	3	28	41	26	2	31	2.09
17 I am satisfied with the opportunities for career advancement	5	26	38	29	1	32	2.08
16 My wages are sufficient to keep me from looking for another job	4	24	37	35	1	28	1.97
15 People are rewarded based on their job performance	3	20	42	34	1	23	1.91
14 The promotion system helps the best person to rise	3	20	35	40	2	24	1.87

Reviewing what these 59 items have in common reveals the following eight themes that can be regarded as opportunities for improvement in SDDOT. These improvement opportunities are numerous and also represent serious threats to SDDOT’s ability to achieve its strategic goals, particularly in the areas of Organizational Health and Business Improvement.

- **Performance Management and Performance Improvement Practices.** Nine items reveal ways that a great many employees perceive deficiencies in performance management practices. For items 5 and 8, more than 40 percent said that poor performance is tolerated and that people are not held accountable for the quality of their work.

In addition to not stepping up to poor performance, many see a lack of adequate attention paid to programs and practices intended to produce continuous improvement, one of the cornerstones of SDDOT’s Strategic Plan. The performance measures initiative is viewed by 60 percent as not worth the time it takes, and 53 percent say it does not serve to improve performance (Items 83, 84). Over half of respondents said that their work group does not have regular meetings to discuss ways to solve problems and plan improvements, and 46 percent said that their unit has not worked to identify good performance measures (Items 79, 82).

Items 2 and 77 are also related to opportunities for performance improvement that are viewed as not adequately addressed. Large percentages of survey respondents said that there had not been follow-through on the items discussed in their performance appraisal and that red tape is not kept to a minimum.

These low expectations for making improvements are probably strong contributors to the perception held by 53 percent of respondents that previous organizational health assessments have not led to valuable improvements and the view of more than two-thirds of employees that changes will not happen as a result of this year’s survey (Item 69).

A lack of customer focus is reported by 32 percent of respondents who say that their work group has not identified its customers or discussed how to meet their expectations (Item 80).

- **Resource Management.** More than one-third of respondents said that staffing levels do not enable quality work and that part-time and seasonal workers are not a good way to manage workload (Items 93, 94). There is also a strong view that staffing policies and methods are not fairly administered. Flexible scheduling is seen as unfairly managed by 35 percent, and overtime by 59 percent (Items 91, 95).

- **Teamwork.** Items 10, 65, 70 and 73 reveal the prevalent perceptions that people do not feel they are part of an effective team and that trust levels between people and teams are low. Lack of teamwork and trust may be one of the key reasons that 58 percent of respondents said their work unit's morale is low (Item 51).
- **Empowerment.** Although one of the previously cited strengths was that the large majority of respondents felt they can openly state their opinions to their supervisor (Item 53), a great many feel that offering their views is not encouraged. For item 37, half said that their opinions do not seem to count, while between 32 and 48 percent said that their supervisor does not ask for their ideas and that they are not encouraged to speak their minds (Items 32, 33, 59). For item 81, 48 percent said that their problem-solving group is not empowered to make decisions that affect their work and 56 percent said they do not feel free to state their opinions in meetings with the Secretary (Items 29).
- **Feedback, Recognition and Developmental Practices.** For item 13, 48 percent said that good work is not adequately recognized, with 59 percent indicating they had not received recognition or praise for good work in the last seven days, and 64 percent saying that SDDOT does not go out of its way to recognize extraordinary service (Items 18, 47).

For items 40, 74 and 78, between 41 and 56 percent of respondents said that they do not get timely, helpful feedback on their performance, that no one has talked with them about their progress in the last six months, and that there is not someone at work who encourages their development.

- **Compensation Practices.** For item 16, 72 percent said that their wages are not sufficient to keep them from looking for another job, while 77 percent said that people are not rewarded based on their job performance, and 67 percent said that their supervisor has not discussed their pay questions and concerns with them in the past year (Items 15, 16, 39).
- **Advancement Opportunity.** More than two-thirds of respondents said that they are not satisfied with opportunities for advancement and more than three-fourths said that the promotion system does not help the best person to advance (Items 14, 17). As a probable consequence, 39 percent said that the training they receive will not help them advance. This is despite the fact that respondents indicated the quality of training as among SDDOT's strengths (Item 64).
- **Communications and Relationships with Management.** Two-thirds of respondents said that communications between subordinates and top management are inadequate, one-third said they do not trust their supervisor to represent their interests at higher levels, 40 percent said that they are not kept well informed about what is happening in SDDOT, and 33 percent said that regularly scheduled staff meetings are not held (Items 26, 31, 34, 67). These and many of the foregoing improvement opportunities contribute to the view of between 49 percent of respondents that top management lacks respect for employees (Items 68). As will be illustrated in the section identifying best practices within SDDOT, employees who gave the most favorable responses to the items pertaining to relationships with management were also those who scored many of the communications items highest. Not surprisingly, therefore, communication practices appear to be an important part of the path to strong relationships between supervisors and their employees.

In summary, these improvement opportunities indicate a lack of both performance management and employee retention factors, undermining the Business Improvement strategic goal to “continuously improve the Department’s business and operations,” and the Organizational Health strategic goal to “make the Department of Transportation a desirable place to work” in order to “attract and retain the best possible employees.”

Items 24, 39, 51 and 99 speak directly to the lack of retention factors. Between 42 and 68 percent of respondents said that SDDOT does not do a good job of meeting their needs as individuals, there is undesired turnover in SDDOT, their morale is not high and they would not encourage their best friend to work for SDDOT.

### Items Receiving Moderate Scores

Table 31 presents the 22 survey items with average scores between those that met the criteria for the Strengths and the Improvement Opportunities designations.

**Table 31: Percent Response Distribution of Items Receiving Moderate Scores  
Ranked by Average Score (N of Respondents= 755)**

Survey Items (abbreviated)	Response Scores				Blank	Sum of 4 & 3	Average
	4	3	2	1			
101 The mission of SDDOT makes me feel my job is important	24	54	16	4	2	78	3.00
76 Supervisor & I agree on goals in my performance appraisal	18	63	11	4	5	80	2.99
61 I receive all the training I need to do a good job	19	59	18	3	1	78	2.95
22 A friendly atmosphere prevails among people in the SDDOT.	19	59	15	5	1	78	2.93
57 Action & behavior reflect good ethical & professional standards	17	61	17	3	1	78	2.93
44 I receive the administrative and staff support necessary	17	62	16	4	1	79	2.93
7 People do not wait to be told; they can decide on their own	21	54	20	4	1	75	2.92
75 My performance appraisal is a fair evaluation of my work	17	60	15	5	3	77	2.92
43 My workload is reasonable	14	65	17	3	1	79	2.91
27 Staff meetings are a source of reliable information	21	53	18	6	2	74	2.91
12 At work, I have the opportunity to do what I do best every day	18	57	18	5	1	76	2.90
56 People work hard & take pride in their performance	15	61	19	3	2	76	2.90
28 I get the information I need to know from my supervisor	22	51	19	7	1	73	2.89
58 Group works on lasting improvements, rather than "quick fixes"	17	59	18	5	1	76	2.89
66 Employees in my work unit can voice their opinions freely	19	55	18	6	1	75	2.89
19 This last year, I have had opportunities to learn and grow	20	53	20	6	1	73	2.89
9 My co-workers and I are proud to be a part of the SDDOT	17	59	19	5	1	75	2.88
71 My work group has all the resources it needs to do its job	12	64	21	3	1	75	2.86
3 Work is well planned in our work group	16	57	19	6	1	74	2.84
6 I am only held responsible for things I can influence	14	58	22	4	2	72	2.83
60 Free to disagree; able to reach decisions without difficulty	12	62	20	5	1	74	2.83
87 Policies at SDDOT enable employees to do their jobs better	12	61	21	5	2	72	2.81

**OVERALL SATISFACTION**

Item 106 of the survey asked respondents to gauge on a 5-point scale their overall satisfaction with SDDOT as a place to work. Table 32 presents the 2006 results for this item are in comparison to prior assessments.

**Table 32: Percent Response Distribution for the Overall Satisfaction Item**

Item 102: Overall, how satisfied are you with the SDDOT as a place to work?	Year					Change			
	2006	2004	2002	2000	1998	06 vs 04	06 vs 02	06 vs 00	06 vs 98
Extremely Satisfied	13.19	15.93	9.95	5.85	3.92	-2.74	3.24	7.34	9.27
Satisfied	52.62	52.94	58.52	50.00	43.92	-0.32	-5.90	2.62	8.70
Undecided	21.80	18.36	16.44	21.05	25.31	3.44	5.36	0.75	-3.51
Dissatisfied	9.56	10.33	12.82	17.98	20.98	-0.77	-3.26	-8.42	-11.42
Extremely Dissatisfied	2.83	2.44	2.26	5.12	5.87	0.39	0.57	-2.29	-3.04
Total	100.00	100.00	100.00	100.00	100.00				

These results show a steady and significant improvement in responses to the overall satisfaction question from the first assessment in 1998 through 2004, followed by a small decline for 2006. From 1998 to 2004, those responding in the “Satisfied” or “Extremely Satisfied” categories rose from less than half (47.84 percent) to more than two-thirds (68.87 percent). The change for 2006 as compared to 2004 is almost entirely accounted for by responses shifting from the from the “Satisfied” and “Extremely Satisfied” categories to “Undecided.” There is virtually no change in the two dissatisfaction categories.

Prior assessments have pointed out the Gallup Organization’s research that estimates 86 percent of employees in the American work force are either completely satisfied or somewhat satisfied with their work.<sup>1</sup> While SDDOT has moved impressively toward this level of satisfaction, substantial opportunity for improvement remains.

The mean score for 2006 was 2.98, a decline of .04 from the 2004 mean of 3.02. This decline is not statistically significant. Although the item includes five response categories, the responses were scored on a four-point scale so that they can be equivalently compared to responses to the first 101 survey items.

**Table 33: Overall Satisfaction Means for All Respondents**

Item 102: Overall, how satisfied are you with the SDDOT as a place to work?	Year					Change			
	2006	2004	2002	2000	1998	06 vs 04	06 vs 02	06 vs 00	06 vs 98
All SDDOT	2.98	3.02	2.96	2.75	2.64	- 0.04	0.02	0.23	0.34

The following sections include the 2006 and prior assessment mean satisfaction scores for various subgroups of interest.

<sup>1</sup> Source: Gallup Poll Releases, <http://www.gallup.com/poll/pr990903.asp>, accessed on 6/28/2000.



## Location

The 2006 means for the locations do not vary significantly from the mean of all respondents. The Mitchell region is the only one to show a gain.

**Table 34: Overall Satisfaction Means by Location**

Item 102: Overall, how satisfied are you with the SDDOT as a place to work?	Year					Change			
	2006	2004	2002	2000	1998	06 vs 04	06 vs 02	06 vs 00	06 vs 98
Aberdeen Region	3.01	3.10	2.77	2.61	2.45	-0.09	0.24	0.40	0.56
Mitchell Region	2.95	2.87	2.83	2.62	2.64	0.08	0.12	0.33	0.31
Pierre Region	2.97	3.06	2.98	2.81	2.62	-0.09	-0.01	0.16	0.35
Rapid City Region	2.97	3.10	3.08	2.92	2.73	-0.13	-0.11	0.05	0.24
Central Office	2.99	3.01	3.05	2.80	2.70	-0.02	-0.06	0.19	0.29

## Job Group

Several job groups changed substantially in their 2006 satisfaction responses as compared to 2004, with some increasing while others decreased. The Clerical, Equipment, Financial, and Technician groups showed gains. The Drafting, Executive, Engineering, and Maintenance groups each declined more than the composite of all SDDOT respondents.

**Table 35: Overall Satisfaction Means by Job Group**

Job Group	Year					Change			
	2006	2004	2002	2000	1998	06 vs 04	06 vs 02	06 vs 00	06 vs 98
Clerical	3.09	3.07	3.17	2.71	2.60	0.02	-0.08	0.38	0.49
Drafting	2.75	3.08	2.66	2.92	2.97	-0.33	0.09	-0.17	-0.22
Engineering	3.07	3.19	3.15	2.90	2.77	-0.12	-0.08	0.17	0.30
Equipment	2.89	2.70	2.86	2.85	2.74	0.19	0.03	0.04	0.15
Executive	3.34	3.55	3.63	3.53	3.46	-0.21	-0.29	-0.19	-0.12
Maintenance	2.90	2.99	2.83	2.57	2.44	-0.09	0.07	0.33	0.46
Specialist/Analyst	2.88	2.88	3.06	2.59	2.76	0.00	-0.18	0.29	0.12
Technician	2.98	2.88	2.70	2.78	2.66	0.10	0.28	0.20	0.32
Financial/Info Services/Legal	3.22	3.13	3.06	2.83	2.82	0.09	0.16	0.39	0.40

## Years of Service

For 2006 and every prior assessment, those with the fewest years of service have reported the highest levels of satisfaction. However, every group declined as compared to 2004 except the group of employees with over 10 years of service, which showed no change.

**Table 36: Overall Satisfaction Means by Years of Service**

Years of Service	Year					Change			
	2006	2004	2002	2000	1998	06 vs 04	06 vs 02	06 vs 00	06 vs 98
New Employees (0-2yrs)	3.20	3.31	3.09	3.03	2.90	-0.11	0.11	0.17	0.30
2 years—6 years	2.92	2.98	2.97	2.81	2.74	-0.06	-0.05	0.11	0.18
6 years—10 years	2.94	3.19	3.00	2.58	2.63	-0.25	-0.06	0.36	0.31
Over 10 years	2.97	2.97	2.93	2.71	2.59	0.00	0.04	0.26	0.38

For the first time, the group of 2 to 6 year employees had the lowest satisfaction score relative to the other 2006 groups. This is despite the fact that with each assessment a sizable portion of the 2 to 6 year group is comprised of the new employees of the previous assessment, who moved into the 2 to 6 year group with the highest levels of satisfaction. Since this group represents a valuable pool of SDDOT's future talent and leadership, their relative lack of satisfaction is important to note as a possible retention threat.

### Pay Basis

Both the Salaried and Hourly groups showed a decline as compared to 2004, though that of the Salaried group was substantially greater. The Salaried group has scored higher than the Hourly group with every assessment and, until this year, maintained nearly the same margin of difference. This year, however, the gap narrowed from 0.43 to 0.15.

**Table 37: Overall Satisfaction Means by Pay Basis**

Pay Basis	Year					Change			
	2006	2004	2002	2000	1998	06 vs 04	06 vs 02	06 vs 00	06 vs 98
Salaried	3.11	3.38	3.33	3.14	3.02	-0.27	-0.22	-0.03	0.09
Hourly	2.96	2.97	2.91	2.71	2.60	-0.01	0.05	0.25	0.36

### Age

The mean scores of the age groups did not vary much from each other or from the composite of all SDDOT respondents. The youngest group showed the greatest decline since 2004, having previously posted steady gains since 1998.

**Table 38: Overall Satisfaction by Age Group**

Age	Year					Change			
	2006	2004	2002	2000	1998	06 vs 04	06 vs 02	06 vs 00	06 vs 98
20 through 36	2.94	3.15	2.97	2.80	2.72	-0.21	-0.03	0.14	0.22
37 through 45	2.97	3.06	3.01	2.76	2.52	-0.09	-0.04	0.21	0.45
46 through 52	3.04	2.85	2.88	2.63	2.60	0.19	0.16	0.41	0.44
53 through 71	2.97	3.02	2.97	2.83	2.73	-0.05	0.00	0.14	0.24

### Employee Classification

Until 2004, every group had increased every year. The T group, however, declined notably between 2002 and 2004, then continued to decline an exceptionally large amount into 2006. Prior to 2004, the T group consistently and clearly posted the highest satisfaction scores. The decline for the T represents a potential retention threat since no other group has demonstrated a decline of this magnitude. This group is comprised almost entirely of employees in the Engineering job category, so the consequences could be quite serious if retention and replacement problems were to emerge.

**Table 39: Overall Satisfaction by Classification**

Employee Classification	Year					Change			
	2006	2004	2002	2000	1998	06 vs 04	06 vs 02	06 vs 00	06 vs 98
Exempt "E"	3.15	2.94	2.86	2.67	2.57	0.21	0.29	0.48	0.58
Classified "N"	2.94	3.14	3.10	2.86	2.73	-0.20	-0.16	0.08	0.21
Technical Exempt "Q"	3.45	3.56	3.48	3.28	3.04	-0.11	-0.03	0.17	0.41
Technical "T"	3.03	3.45	3.65	3.41	3.35	-0.42	-0.62	-0.38	-0.32

### Job Worth

For 2006, those below the midpoint have the greatest satisfaction, as has been the case most years. Conversely, those above midpoint have consistently been the least satisfied, suggesting strongly that factors other than, or in addition to, relative salary greatly influence overall satisfaction. Part of the reason that the Below Midpoint group has generally scored highest is that it includes a large proportion of new employees (0 to 2 years), who have consistently been the most satisfied of the Years of Service groups.

**Table 40: Overall Satisfaction by Job Worth**

Job Worth	Year					Change			
	2006	2004	2002	2000	1998	06 vs 04	06 vs 02	06 vs 00	06 vs 98
Below Midpoint	3.08	3.00	3.05	2.93	2.69	0.08	0.03	0.15	0.39
At Midpoint	3.02	3.07	3.04	2.79		-0.05	-0.02	0.23	3.02
Above Midpoint	2.85	3.00	2.84	2.53	2.54	-0.15	0.01	0.32	0.31

Comparisons of 2006 and 2004 results with prior years are not meaningful as the composition of these groups has shifted dramatically since 2002. Substantial numbers moved into the At Midpoint category from both the Above and Below categories.

### STRATEGIC PROGRESS ITEMS

**Table 41** captures the views of respondents regarding the progress that has been made toward SDDOT's strategic goals. There was no objective for which a majority of respondents perceived significant progress. The results indicate the greatest progress in the Customer Satisfaction category, notably higher than Business Improvement or Organizational Health. Organizational Health is the greatest overall opportunity for improvement, and the results confirm those of many related items identified in the foregoing sections as Strengths or Improvement Opportunities. For example, the items pertaining to safety were identified as Strengths and the objective pertaining to safety received the second highest score. Likewise, the objectives pertaining to recognition, feedback and career planning received some of the lowest scores, in line with many of the survey items previously identified as Improvement Opportunities.

**Table 41: Percentage Responses to “How well is DOT progressing in achieving our Strategic Goals?”  
(N of Respondents=755)**

	Significant Progress	Some Progress	Little or No Progress	Blank	Average
	3	2	1		
<b>Customer Satisfaction</b>					
• Maximize the public’s transportation experience by continually improving operation of the state’s transportation system, while respecting safety, mobility needs, and environmental concerns.	23	70	6	2	2.18
• Improve customer satisfaction for SDDOT products and services.	21	72	6	2	2.15
• Provide and maintain a safe and cost effective transportation system.	21	69	7	2	2.14
• Inform, educate, and gather input from external customers.	17	68	12	3	2.05
<b>Average</b>					<b>2.13</b>
<b>Organizational Health</b>					
• Make SDDOT a desirable place to work.	8	47	43	2	1.65
• Attract and retain the best possible employees.	5	34	59	2	1.46
• Maximize employee skills through career planning and training.	10	57	31	2	1.78
• Enhance customer service skills.	9	72	16	3	1.93
• Perform formal and informal feedback to employees.	9	55	34	2	1.74
• Promote innovative rewards and recognition that demonstrate how management values employees' contributions.	8	42	48	2	1.59
• Improve and promote workforce safety.	38	55	4	2	2.34
<b>Average</b>					<b>1.78</b>
<b>Business Improvement</b>					
• Continuously improve the department’s business and operations activities to ensure they serve our mission effectively and economically.	10	70	16	4	1.94
• Continuously improve planning, design, and contract procedures.	12	67	16	5	1.96
• Continuously improve operating and maintenance procedures.	11	70	13	6	1.97
• Target support processes to improve cost, timeliness, and quality.	9	66	20	5	1.88
• Improve cooperation with stakeholders.	7	64	19	10	1.88
• Target construction engineering processes to improve cost, timeliness, and quality.	8	61	22	8	1.85
<b>Average</b>					<b>1.91</b>
<b>Finance</b>					
• Manage our financial resources to optimize delivery of services.	8	64	20	8	1.86
• Manage cash to ensure adequate cash balances to meet operating requirements.	8	58	23	11	1.82
• Create and maintain performance management system.	6	57	28	9	1.76
• Manage SDDOT highways, bridges, airports, and rail facilities in a safe and sound condition.	16	70	8	6	2.08
• Manage the SDDOT’s inventory, equipment, and buildings in a cost effective manner.	15	64	14	7	2.02
<b>Average</b>					<b>1.91</b>

**OPEN-ENDED SURVEY ITEMS**

Respondents to the 2006 Organizational Health Assessment were asked six open ended questions on the survey.

There were a total of 1,686 comments. The number of individuals who chose to comment varied by question. The purpose of this section is to summarize and analyze the comments submitted for each question. The following provides a summary of responses and themes identified for each of the six questions.

**What types of information do you feel you need more of?**

Questions 125 through 133 identified types of information for respondents to select and mark. Question 133, “Other,” allowed them to add other types of information they believe they need more of. There were 150 “Other” responses, representing 19.9 percent of total survey respondents. Table 42 shows the distribution of the responses for each of the items for 2006 and as compared to 2004. For three of the items, the percentage of respondents saying that they feel they need more information increased a statistically significant amount (chi-square <.05). The percentages for these items are bolded and reflect the increased need for more information about top management decisions and actions, SDDOT’s direction and goals, and what is going on in other parts of the Department.

**Table 42: Distribution of Respondents to Items Regarding Types of Information**

Item	Type of Information	2006 (N=755)		2004 (N=714)	
		Number of Responses	Percent of Total Respondents	Number of Responses	Percent of Total Respondents
125	Personal job performance	254	33.6	220	30.8
126	SDDOT policies	193	25.6	166	23.2
127	Job opportunities within SDDOT	241	31.9	224	31.4
128	Training opportunities	256	33.9	231	32.4
129	My job duties	204	27.0	194	27.2
130	Top management decisions and actions	447	59.2	350	49.0
131	SDDOT's direction and goals	373	49.4	210	29.4
132	What's going on in other parts of SDDOT	379	50.2	287	40.2
133	Other	150	19.9	135	18.9

Table 43 describes the types of information that those responding to the “Other” option feel they need more of.

**Table 43: Distribution of the 150 “Other” Comments Regarding Types of Information Needed**

Types of Information	Percent of Comments for this Question	Percent of <u>Total</u> Respondents
From top management about: <ul style="list-style-type: none"> <li>• How &amp; why decisions are made</li> <li>• Organization’s goals and direction</li> <li>• Minutes of meetings</li> </ul>	19.3	3.8
Interoffice, Interregion, Interdivision	6.7	1.3
Training	6.0	1.2
Financial	4.7	0.9
Miscellaneous	63.3	0.1

Information from top management is a category of “Other” comments that serves to confirm the results for items 130 and 131. Regarding the “Miscellaneous” category, there were a number of types of information desired, such as: how to advance, access to email, highway construction projects, PPAR purpose, Commission minutes, and compensation programs.

As a means of communicating information to you, how effective are each of the following?

Questions 134 through 142 identified methods of communication for respondents to mark Very Effective, Moderately Effective or Ineffective, which were scored 3, 2, or 1, respectively. Table 44 shows the distribution of the responses and average score for each of the items. The three most effective were email, supervisor, and staff meetings, all scoring 2.30 or above. The lowest scoring were Secretary’s meetings, region or division meetings, and newsletters.

**Table 44: Distribution of Respondents to Items Regarding Effective Means of Communicating**

Item	Means of Communicating	Percent of Total Respondents Indicating <i>Very Effective</i>	Percent of Total Respondents Indicating <i>Moderately Effective</i>	Percent of Total Respondents Indicating <i>Ineffective</i>	Percent Blank	Average Score
134	Email	65.2	26.9	6.2	1.7	2.60
135	Websites	33.2	51.4	13.9	1.5	2.20
136	Written Updates	29.9	57.6	10.5	2.0	2.20
137	Work Unit Staff Meetings	38.3	49.8	9.3	2.6	2.30
138	One page flyers or newsletters	22.8	60.4	15.4	1.5	2.08
139	Area or Program meetings	25.8	57.5	12.6	4.1	2.14
140	Region or Division meetings	22.0	54.0	18.9	5.0	2.03
141	Secretary’s Employee meetings	14.7	52.5	28.9	4.0	1.85
142	Supervisor	41.7	46.2	10.1	2.0	2.32

Question 143, “Other”, allowed respondents to add other means of communication they believe are effective. There were 143 “Other” responses, representing 18.9 percent of total survey respondents. Table 45 shows the distribution of the “Other” comments in response to this question. Some respondents simply reiterated communication media listed in items 134 to 142. Others added cell phone or telephone, or combined forms of personal communication, appearing to emphasize the value of media that enables verbal dialogue. Other types of comments included suggestions to improve communication or descriptions of ways that communication does not work well.

A majority of the miscellaneous comments were “None” or “Not Applicable” but the remainder included were three that pointed to specific communication vehicles respondents said were very effective. These were safety meetings, meetings with external “partners” where their perceptions of SDDOT operations are expressed, and the “Highway Needs and Project Analysis Report.”

**Table 45: Distribution of the 143 “Other” Comments Regarding Means of Communication**

<b>Response Categories</b>	<b>Percent of All “Other” Comments</b>	<b>Percent of Total Respondents</b>
DESIRED MEANS OF COMMUNICATING		
<i>Verbal, One-on-One</i>		
• Cell Phones	7.7	1.5
• Phone	7.0	1.3
• Phone or Face-to-face	9.1	1.7
• Supervisor	2.8	0.5
<i>Verbal, Other</i>		
• Staff Meetings	2.1	0.4
• Video Conferences	2.1	0.4
<i>Non-Verbal</i>		
• Email	6.9	1.3
• Newsletter	0.9	0.3
COMMUNICATION PROBLEMS	18.9	3.6
SUGGESTIONS FOR IMPROVEMENT	3.5	0.7
MISCELLANEOUS	38.5	7.3

Suggestions for improving communication are reflected in the following comments:

- “Would like to see more weekly summaries/reports on what’s happening on construction projects during construction.”
- “[Need] updates regarding where policies, design information, and other DOT important information reside. An e-mail regarding all web links would be helpful as we create shortcuts to important sites and sometimes the web address gets changed and the links no longer work.”
- “Has anybody thought about a program level retreat?”
- “Need to have more informative staff meetings with occasional input from Division Directors or the Secretary’s office. A Department Communications Plan would be helpful, as well as access to meeting minutes.”
- “With all of the re-structuring within DOT, turnover, and promotions, etc., it is difficult to keep track of who is in what position. Updated organizational charts would be beneficial.”

The most frequently cited communication problem was that email and internet is not accessible for all employees. Next were respondents who said that supervisors and/or lead workers do not share information, or that their supervisor is too often not available. Three comments referred specifically to upper level management not communicating, “having a closed door policy,” and/or setting a negative tone in employee meetings. There were also a few examples given of how email and phones are not used effectively.

**What is the most important issue facing SDDOT in the next six months?**

There were 416 comments in response to this question, 55.1 percent of total respondents. Of these, 27.8 percent of respondents said, in various ways, that financial constraints are the most important issue, with the majority of them simply saying “Funding.”

As Table 46 shows, the second most cited issue was attracting and retaining qualified employees. These responses represented 19.9 percent of all comments. The more elaborate comments revealed that the concerns for this issue cut across a variety of job categories, rather than being confined to one or two. Most simply said, “Turnover” or “Retaining employees” but 8.4 percent specifically related the cause of turnover to low pay. Others spoke to the issue in terms of the difficulties they are having, or anticipate, in filling vacant positions. Though some comments described specific turnover or hiring problems that respondents were having, it was not possible to determine from most comments how much retention and hiring were seen as current, emerging, or anticipated to become critical issues.

**Table 46: Summary of Important Issues Facing SDDOT in Next Six Months**

<b>Important Issues Facing SDDOT</b>	<b>Percent of Comments</b>	<b>Percent of Total Respondents</b>
FINANCIAL		
• Funding	15.1	8.3
• Budget	3.6	2.0
• Managing Finances	4.3	2.3
• Rising Costs	3.8	2.1
• Being Cost-Effective	1.0	0.5
LEADERSHIP		
• Need for Clear Department Direction	2.2	1.2
• Need for Clear Roles After Restructuring	0.7	0.4
• Need for Trust/Cooperation with Managers	2.9	1.6
TURNOVER/ATTRACT & RETAIN QUALIFIED EMPLOYEES		
• Turnover Due to Pay	8.4	4.6
• Retention	9.1	5.0
• Attracting Qualified Employees	2.4	1.3
Pay	9.4	5.0
Employee Morale	2.2	1.2
Poor Management Practices/Flextime	1.2	0.7
Internal Communications	1.2	0.7
Winter Operations	14.4	7.9
Completing Projects/Meeting Operational Goals	3.6	2.0
Public & Employee Safety	1.4	0.8
Money	2.4	1.3
Election/Legislative Issues	1.7	0.9
Don't Know/No Comment	3.6	2.0
Miscellaneous	5.0	2.8

It was also not possible to determine how much some of the responses in other categories may be related to the issue of attracting and retaining employees. For example, 9.4 percent identified pay as the most important issue without relating it to turnover, hiring or any other consequence. Likewise, the 2.2 percent of comments citing employee morale as most important did not relate morale to any consequences, though a few of those in the Retention category said that turnover is due to low morale. Consequently, some of those in the Pay and Morale categories may be equivalent to those in the Retention and Turnover



categories in terms of their reasons for their response, but it is impossible to know the extent to which this is the case.

The third largest category of response was Winter Operations. Again, many responses were as cryptic as “Winter” or “Snow Removal,” but the more elaborate comments described concerns about winter operations, including having sufficient equipment, having enough seasonal personnel, fuel costs, and safety.

The fourth largest category pertained to the role of the Department’s leadership. The comments indicated the need to set and communicate a clear direction, clarify roles in the aftermath of the organizational restructuring, and build more cooperative and trusting working relationships with the management ranks.

“Money” was the simple response given by 2.4 percent of those providing comments. Unfortunately, it is too cryptic to know whether they are these belong in the Pay category or the Funding category or elsewhere.

### **If you could change some things in the SDDOT, what would they be?**

There were 468 respondents who commented on this item, 62.0 percent of total respondents. Some respondents offered multiple responses, so the total number of comments was 496. As Table 47 shows, more than half (53.6 percent) were about the desire for more pay and advancement opportunity. The majority of these were simple comments like “Better wages” or “More opportunity for advancement,” but many of the more elaborate comments described different types of pay inequities and how to correct them. Some suggested, for example, bringing wages in line with that of surrounding states, others advocated pay for performance methods, and others pointed to the need to reclassify people who are performing duties beyond their current classifications. Most of the comments about flextime related to how it prevents overtime pay, though several of the comments also conveyed a sense of unfairness about being “on-call.”

Desired changes in SDDOT’s leadership and/or leadership practices such as internal communications were the substance of 7.0 percent of the comments. Another 5.2 percent described a variety of poor management practices, such as not stepping up to poor performance or not involving employees in problem solving and decision making.

A wide variety of opportunities to improve work performance were described by 22.0 percent of the comments. They ranged from specific ideas for increasing the technical quality of work, such as flush seals and shoulder widths, to suggested changes in how work is assigned and scheduled.

### **What is the most positive thing happening in the SDDOT?**

There were 350 respondents who commented on this question representing 46.4 percent of the total respondents. Some offered more than one responses, so the total number of responses was 367. Of these, there were 57 comments (15.5 percent) that did not describe anything positive. The majority of these were clearly negative or sarcastic in tone (“cannot think of anything;” “NONE!,” “coffee breaks”). There were nine of these comments that described various opportunities for making improvements in SDDOT rather than positive things happening.

**Table 47: Summary and Distribution of Things Respondents Would Change**

Things to Change	Percent of Comments for this Question	Percent of Total Respondents
PAY		
• Better Pay	33.3	21.9
• Pay for Performance/Skills	2.6	1.7
• Pay Equity	2.6	1.7
• Change Classifications	1.0	0.7
Turnover Due to Pay	0.6	0.4
Flextime/Overtime	3.2	2.1
Advancement Opportunity	10.3	6.8
LEADERSHIP		
• More DOT/Engineering Background Needed	3.0	2.0
• More Communication/Better Relations with Management Needed	2.4	1.6
• Change Top Management	1.6	1.1
Management Practices	5.2	3.4
Work Climate/Respect among Employees/Morale	4.0	2.6
WAYS TO IMPROVE PERFORMANCE		
• Improve Work Methods	5.6	3.7
• Eliminate Inefficiencies	3.2	2.1
• Increase Work Quality	4.0	2.6
• Resources Needed	3.4	2.3
• Training	1.6	1.1
• Better Communication	2.6	1.7
• Fewer Decisions Based on Politics	1.6	1.1
None	2.6	1.7
Miscellaneous	5.6	3.7

Table 48 summarizes the remaining 310 comments that described positive things happening in SDDOT. They are quite varied but the most cited were equipment and safety, for which there have been substantial investments made in recent years. The results of these investments are apparently well received.

**Please make any other comments you believe will be helpful.**

There were 231 respondents who commented on this question representing 30.6 percent of the total respondents. Some offered more than one responses, so the total number of responses was 243. Of these, 22 respondents (9.1 percent of all comments) said that they had no comment to add. There were 13 positive comments (5.3 percent), about half of which were general expressions of satisfaction (“SDDOT is a good place to work”), and the other half mentioned a variety of specific positive things about SDDOT, such as training and Cabelas bucks. There were also 13 comments about the survey, about half of which were comments on how to improve it. There were five comments about the survey being a waste of time and two expressing appreciation for the survey as an important and valuable tool.

**Table 48: Summary and Distribution of Positive Things Happening**

<b>Most Positive Thing Happening in the SDDOT</b>	<b>Percent of Positive Comments for this Question</b>	<b>Percent of Total Respondents</b>
Equipment and Technology	23.2	9.5
Safety	8.7	3.6
Better Roads	4.8	2.0
Remodeling	4.5	1.9
Upper Management and/or Secretary	4.2	1.7
Working Together/Teamwork	3.9	1.6
Better Communication	3.5	1.5
Efforts to Make SDDOT Better	3.5	1.5
Public Service/Customer Satisfaction	3.2	1.3
Benefits/Job Security	3.2	1.3
Employee Input/Treatment	2.9	1.2
Work Schedules	2.9	1.2
Friendly/Positive Atmosphere	2.6	1.1
Training	2.3	0.9
My Job/My Manager/My Part of SDDOT	1.3	0.5
Reclassification of Technician Series	1.3	0.5
Mentoring	1.3	0.5
Pay Increase	1.9	0.8
Meal Allowance	1.6	0.7
Quality of Work	1.6	0.7
QUALITY OF EMPLOYEES		
• Dedicated People	2.3	0.9
• Effective Employees	1.6	0.7
• Good People	1.3	0.5
• Young Employees, New Ideas	1.0	0.4
Miscellaneous	11.3	4.6

The remaining 195 comments were, in effect, continuations of responses to the previous questions about desired changes in SDDOT and the most important issues SDDOT faces (Questions 144 and 145). Table 49 summarizes these comments into largely the same categories used for the previous questions.

### Summary of Responses to Open-Ended Items

In summary, the comments speak to a variety of both strengths and concerns, many of which have been evident in previous assessments. For example, most of the comments about positive things happening in SDDOT are quite similar to past years, but there were also some new initiatives since 2004 that received at least a mention, including remodeling, mentoring, meal allowance, and the reclassification of the technician series.

**Table 49: Summary of Desired Changes and Important Issues from the “Other Comments” Question**

Things to Change/Important Issues	Percent of Comments for this Question	Percent of Total Respondents
PAY		
• Better Pay	23.1	6.0
• Pay for Performance	1.5	0.4
• Pay Equity	4.1	1.1
• Change Classifications	1.5	0.4
Advancement Opportunity	6.7	1.7
TURNOVER/ATTRACT & RETAIN QUALIFIED EMPLOYEES		
• Turnover Due to Pay	3.6	0.9
• Retention	3.6	0.9
• Hiring and Promotion Practices	2.6	0.7
LEADERSHIP		
• Need for Clear Department Direction	2.1	0.5
• Need for Trust/Better Relations/Communication	5.6	1.5
• Change Top Management	1.0	0.3
Management Practices	11.8	3.0
Employee Morale	2.6	0.7
Flexible Work Schedules	3.1	0.8
Public Safety	2.6	0.7
WAYS TO IMPROVE PERFORMANCE		
• Improve Work Methods	4.6	1.2
• Eliminate Inefficiencies	5.1	1.3
• Resources Needed	3.1	0.8
• Training	0.5	0.1
• Inconsistencies	2.1	0.5
• Fewer Decisions Based on Politics	1.5	0.4
Miscellaneous	7.7	2.0

Similarly, funding has been a prominent area of concern in the past, though it seems somewhat greater this year. Likewise, pay and advancement opportunity again received a very large share of comments. A distinction this year, however, is the extent to which respondents see attracting and retaining employees as a current and growing problem, rather than a future threat, and the extent to which turnover is attributed to pay and advancement opportunity versus retirements.

There have been comments every year about what top management should change or how it should be changed. This year’s results, however, also reflect the challenge that new leadership faces in gaining the confidence and trust of employees, and also in communicating how the agency’s direction, goals, priorities, and procedures are, and are not, changing.

## 2006 SURVEY RESULTS FOR SELECTED SUBGROUPS

The purpose of this section is to present the survey results for each of the demographic subgroups of interest. Specifically, each table in this section presents results for one of the following subgroups:

- Location
- Job Group
- Pay Basis
- Employee Classification
- Job Worth (Midpoint Status)
- Gender
- Years of Service
- Age Group

The primary purpose of comparing the subgroups is to determine if there are greater or different opportunities for improvement in some parts of SDDOT than the department-wide issues indicated by the composite group of all respondents.

### LOCATION

In Table 50, the results for items 1 through 101 are presented for the group of all 755 respondents and for each location, enabling direct comparison of each subgroup result with that of the composite of all respondents. Results that vary from that of all respondents by a statistically significant amount ( $p < .05$ ) are highlighted. Those that are greater than the score of all respondents are in **bold** type. Those that are less than the score of all respondents are in ***bold italic*** type.

Although the locations vary somewhat in terms of the items that are highlighted, when the items of each location are listed in rank from the highest to the lowest there is a great similarity across the locations. For example, of the highest scoring 20 items for the Department as a whole, which were designated as Strengths in the section on the results for the group of all respondents because they scored above 3.00, 17 are also in the highest scoring 20 items for Mitchell and Central Office. Among Aberdeen's, Pierre's, and Rapid City's top 20 items are 18 that match the list for the Department as a whole. Every location's list of Strengths, therefore, matches the Department list by 85 percent or more.

The results are similar for the 59 items that were identified as Improvement Opportunities for the Department as a whole because more than 30 percent responded unfavorably. There is at least a 92 percent match with these items in each location.

The similarity of Strengths and Improvement Opportunities across the locations supports the conclusion that strategies and action plans focusing on these items are generally applicable and beneficial for all locations. At the same time, supervisors and managers in each location can give additional attention to those highlighted items in which their location shows a marked difference from the Department as a whole.

**Table 50: Item Averages for Each Location**

Survey Items (abbreviated)	N=	All	Aberdeen	Mitchell	Pierre	Rapid City	Central Office
		755	110	146	114	127	258
1 When I have a question about assignments, I know whom to ask		3.49	3.52	3.41	3.51	3.61	3.46
2 Red tape is kept to a minimum in the SDDOT		2.33	2.30	2.22	2.25	2.23	2.48
3 Work is well planned in our work group		2.84	2.82	2.75	2.88	2.84	2.88
4 My fellow employees are committed to doing quality work		3.19	3.05	3.14	3.12	3.20	3.31
5 People are held accountable for the quality of their work		2.64	2.59	2.62	2.43	2.75	2.70
6 I am only held responsible for things I can influence		2.83	2.83	2.75	2.83	2.72	2.92
7 People do not wait to be told; they can decide on their own		2.92	2.83	2.81	2.81	2.90	3.09
8 Poor performance is not tolerated in our work unit		2.61	2.49	2.61	2.41	2.75	2.69
9 My co-workers and I are proud to be a part of the SDDOT		2.88	2.89	2.78	2.84	2.94	2.92
10 I feel that I am a member of a well functioning SDDOT team		2.81	2.80	2.76	2.71	2.89	2.83
11 I have plans and aspirations to advance in SDDOT		2.75	2.80	2.81	2.85	2.69	2.69
12 At work, I have the opportunity to do what I do best every day		2.90	2.90	2.76	2.97	2.92	2.93
13 Adequate recognition and praise are given for a job well done		2.47	2.32	2.40	2.47	2.62	2.51
14 The promotion system helps the best person to rise		1.87	1.83	1.84	1.72	1.87	1.98
15 People are rewarded based on their job performance		1.91	1.88	1.94	1.79	1.95	1.93
16 My wages are sufficient to keep me from looking for another job		1.97	1.91	1.94	1.96	1.80	2.09
17 I am satisfied with the opportunities for career advancement		2.08	2.18	2.11	1.99	2.07	2.07
18 In last 7 days, I received recognition or praise for good work		2.30	2.11	2.24	2.24	2.47	2.36
19 This last year, I have had opportunities to learn and grow		2.89	2.73	2.88	2.74	2.95	2.99
20 The SDDOT is willing to take a chance on a good idea		2.53	2.54	2.42	2.40	2.59	2.62
21 SDDOT philosophy emphasizes people should take initiative		2.67	2.72	2.53	2.66	2.80	2.67
22 A friendly atmosphere prevails among people in the SDDOT.		2.93	2.81	2.81	2.95	2.93	3.05
23 Relationships between management and workers are warm		2.32	2.34	2.25	2.31	2.40	2.32
24 I would encourage my best friend to work for the SDDOT		2.52	2.44	2.39	2.55	2.45	2.66
25 I know what is expected of me at work		3.19	3.28	3.15	3.26	3.20	3.15
26 My supervisor holds regularly scheduled staff meetings		2.82	2.80	2.71	2.63	3.20	2.80
27 Staff meetings are a source of reliable information		2.91	2.88	2.81	2.90	3.02	2.91
28 I get the information I need to know from my supervisor		2.89	2.93	2.76	2.94	3.02	2.87
29 I feel free to state my opinion at meetings with the Secretary		2.31	2.34	2.26	2.44	2.41	2.22
30 I understand clearly how I can contribute to SDDOT goals		2.77	2.89	2.71	2.72	2.83	2.75
31 Adequate 2-way info between employees & top management		2.14	2.07	2.14	2.14	2.32	2.08
32 Our supervisor frequently asks for our ideas		2.71	2.68	2.56	2.65	2.73	2.83
33 I am involved in decisions that involve my area of responsibility		2.77	2.71	2.69	2.79	2.82	2.81
34 Kept informed about what is happening in my part of SDDOT		2.62	2.48	2.61	2.58	2.73	2.66
35 I understand what the SDDOT's top priorities are		2.78	2.92	2.79	2.70	2.90	2.67
36 I understand why and how work assignments are to be done		3.07	3.19	3.10	2.99	3.04	3.04
37 At the SDDOT, my opinion seems to count		2.41	2.29	2.38	2.32	2.52	2.47
38 My supervisor makes an effort to [discuss] my career goals		2.28	2.29	2.26	2.15	2.46	2.26
39 Supervisor discussed my pay concerns and questions with me		2.13	2.13	1.99	2.02	2.47	2.09
40 There is someone at work who encourages my development		2.51	2.42	2.54	2.37	2.67	2.51
41 When on a difficult assignment, can count on assistance		3.13	3.08	3.13	3.18	3.08	3.14
42 SDDOT does a good job of meeting my needs as an individual		2.62	2.71	2.55	2.61	2.65	2.63
43 My workload is reasonable		2.91	3.05	2.94	2.95	2.86	2.84
44 I receive the administrative and staff support necessary		2.93	2.93	2.88	2.91	2.86	2.99
45 I have the materials and equipment I need to do my work right		3.10	3.12	3.01	3.04	2.95	3.25
46 I get the information, assistance, and approvals I need quickly.		2.68	2.71	2.60	2.68	2.65	2.74
47 SDDOT goes out of way to recognize extraordinary service		2.19	2.27	2.21	2.16	2.21	2.15
48 My job, directly or indirectly, serves citizens of South Dakota		3.58	3.60	3.60	3.56	3.62	3.56
49 The results of my work significantly affect many other people		3.49	3.54	3.51	3.44	3.59	3.42
50 Supervisor or someone at work cares about me as a person		3.02	2.93	2.88	3.12	3.10	3.06
51 Morale is high within my unit in SDDOT		2.31	2.35	2.14	2.26	2.31	2.41
52 My personal morale is high		2.73	2.83	2.69	2.74	2.83	2.65

**Table 50 (continued): Item Averages for Each Location**

Survey Items (abbreviated)	N=	All	Aberdeen	Mitchell	Pierre	Rapid City	Central Office
		755	110	146	114	127	258
53 I feel free to openly state my opinions to my supervisor		3.05	2.99	2.86	3.20	3.14	3.09
54 There is a desire to continually improve performance		2.77	2.74	2.67	2.72	2.86	2.82
55 Previous OHAs have led to important and valuable changes		2.34	2.22	2.29	2.35	2.48	2.34
56 People work hard & take pride in their performance		2.90	2.79	2.78	2.83	2.93	3.02
57 Action & behavior reflect good ethical & professional standards		2.93	2.84	2.88	2.86	2.96	3.01
58 Group works on lasting improvements, rather than "quick fixes"		2.89	2.84	2.85	2.88	2.83	2.96
59 Encouraged to speak mind, even if disagreeing with supervisors		2.48	2.38	2.37	2.65	2.60	2.49
60 Free to disagree; able to reach decisions without difficulty		2.83	2.83	2.77	2.82	2.86	2.84
61 I receive all the training I need to do a good job		2.95	2.98	2.97	2.86	2.96	2.96
62 Quality of job-related training I have received has been good		3.04	3.03	3.08	3.00	3.03	3.05
63 The training available to me is job-related		3.10	3.12	3.16	3.09	3.14	3.03
64 I believe the training I receive will help me advance		2.70	2.70	2.74	2.63	2.66	2.72
65 The people I work with at the SDDOT really trust one another		2.55	2.55	2.51	2.57	2.44	2.62
66 Employees in my work unit can voice their opinions freely		2.89	2.84	2.74	3.01	2.87	2.94
67 Trust my supervisor to represent my interests at higher levels		2.79	2.64	2.65	2.72	2.90	2.91
68 SDDOT top management (executive level) respects employees		2.43	2.35	2.42	2.35	2.45	2.51
69 Changes will happen as a result of this survey		2.09	1.98	2.01	2.02	2.14	2.19
70 People in SDDOT feel they are part of an effective team		2.68	2.62	2.56	2.69	2.80	2.70
71 My work group has all the resources it needs to do its job		2.86	2.84	2.78	2.77	2.86	2.94
72 My co-workers treat me with respect		3.08	3.07	3.04	3.06	3.03	3.15
73 Trust levels are high between work teams		2.68	2.66	2.71	2.63	2.61	2.72
74 I receive helpful and timely feedback on my performance		2.62	2.64	2.51	2.57	2.77	2.64
75 My performance appraisal is a fair evaluation of my work		2.92	2.96	2.91	2.89	3.00	2.87
76 Supervisor & I agree on goals in my performance appraisal		2.99	2.97	2.99	2.95	3.07	2.97
77 There is follow-through on items discussed in my appraisal		2.52	2.46	2.45	2.47	2.69	2.53
78 In last 6 months someone talked to me about my progress		2.39	2.31	2.33	2.26	2.64	2.38
79 Group meets to review performance, solve problems		2.42	2.33	2.41	2.25	2.60	2.44
80 My group has identified our customers & how to meet their expectations		2.76	2.69	2.74	2.73	2.83	2.77
81 Problem solving group empowered to make decisions		2.54	2.51	2.44	2.37	2.57	2.67
82 My unit worked to identify good performance measures		2.55	2.53	2.55	2.42	2.53	2.64
83 Performance measures initiative improves performance		2.39	2.51	2.26	2.31	2.40	2.46
84 Performance measures initiative is worth time it takes		2.27	2.32	2.15	2.24	2.31	2.30
85 I understand the performance measurement initiative		2.71	2.71	2.61	2.73	2.80	2.71
86 Safety is an important issue at the SDDOT		3.54	3.57	3.57	3.64	3.55	3.47
87 Policies at SDDOT enable employees to do their jobs better		2.81	2.87	2.69	2.71	2.81	2.90
88 Safety at the SDDOT has improved in the past two years		3.16	3.22	3.10	3.30	3.20	3.07
89 Equipment assigned to the SDDOT is properly maintained		3.15	2.96	3.10	3.28	3.10	3.22
90 Know where to find standard operating procedures & policies		3.16	3.28	3.15	3.23	3.27	3.04
91 Overtime is fairly applied in the SDDOT		2.14	1.97	1.98	1.97	2.16	2.40
92 I am satisfied with my hours and schedule of work		3.06	3.00	2.92	2.88	2.98	3.27
93 Staffing levels allow us to do quality work		2.71	2.73	2.63	2.59	2.55	2.87
94 Part-time, seasonal workers good way to manage workload		2.72	2.71	2.60	2.71	2.45	2.93
95 The policy on flexible scheduling is fair		2.72	2.67	2.37	2.40	2.58	3.18
96 SDDOT priorities are both clear-cut and reasonable		2.66	2.72	2.53	2.67	2.73	2.67
97 I clearly understand the direction SDDOT is heading		2.60	2.68	2.60	2.57	2.70	2.54
98 The SDDOT listens to its customers		3.07	3.16	3.08	3.03	3.06	3.06
99 There is little undesired turnover at the SDDOT		2.11	2.12	2.13	2.06	1.97	2.19
100 My job is essential to the S.D. transportation system		3.34	3.36	3.34	3.41	3.38	3.28
101 The mission of SDDOT makes me feel my job is important		3.00	3.08	2.95	2.99	3.03	2.98
	TOTALS	274.69	273.10	268.57	270.91	278.69	278.55
102 OVERALL SATISFACTION		2.98	3.01	2.95	2.97	2.97	2.99

### **JOB GROUP**

The item averages for each Job Group, presented in Table 52, are highlighted if they differ from the average of all respondents a statistically significant amount ( $p < .05$ ). Those significantly above the average for all respondents are in **bold**, and those significantly below are in **bold italic**.

The total survey scores for the Executive and the Engineering groups were significantly above the average of all respondents, while the total for the Equipment and Maintenance groups was significantly below. Accordingly, many of the specific items within each of these groups are highlighted as significantly varying from the group of all respondents.

As was found with the analysis of the results for each location, however, the highest and lowest scoring items in each of these groups closely matches that of the group of all respondents. Consequently, from the standpoint of determining plans to maintain or improve organizational health, the same strategies and actions would generally benefit all groups, with perhaps greater emphasis placed in the groups with the lower total scores. In addition, supervisors of employees in these groups can focus greater attention on the highlighted items.

### **PAY BASIS AND EMPLOYEE CLASSIFICATION**

Item averages and total survey score for each Employee Classification and for Salaried and Hourly employees are compared with each other and with the average of all respondents in Table 53. Scores are highlighted if they differ from the average of all respondents a statistically significant amount ( $p < .05$ ). Those significantly above the average for all respondents are in **bold**, and those significantly below are in **bold italic**.

The total scores show that the Hourly and Classified (N) employee groups were less favorable in their response to the survey as compared to the average of all respondents. The Exempt (E) and Technical Exempt (Q) employee groups were significantly more favorable than the group of all respondents.

These results are consistent with the results for the Job Groups, which similarly showed higher scores for jobs that have proportionately more salaried positions and lower scores for those with more hourly positions. They are also consistent in that, despite the score differences, the highest and lowest scoring items of each group closely match each other and the group of all respondents. So again, the actions that are determined based on the results for the Department as a whole will be beneficial for all of these subgroups, though a greater investment in organizational health for the Hourly and Classified employee groups is warranted both because of their lower scores and also because they represent a much larger proportion of the total workforce than the other employee groups.

These results, together with those for the Job Groups indicate clearly that the greatest opportunities for continued progress in increasing organizational health are in the Classified positions and the job groups most associated with these positions, and strongly suggest the need for greater attention with these employees.

### **YEARS OF SERVICE AND AGE GROUP**

The results in Table 54 for these two demographic categories show that, overall, the youngest employees and those with the least experience in SDDOT responded most favorably to the survey. Scores are highlighted if they differ from the average of all respondents a statistically significant amount ( $p < .05$ ).



Those significantly above the average for all respondents are in **bold**, and those significantly below are in **bold italic**.

Once again, the highest and lowest scoring items of each subgroup are largely the same and closely match the group of all respondents, so that actions based on the results for all respondents will be effective for each of the subgroups also.

However, the difference in total score between those with two years of service and those with between two and six years is striking, and possibly signals a serious retention threat with a group that is important to retain for the talent and leadership that it can provide SDDOT in the future.

While each of the prior assessments have shown generally lower scores for the 2 through 6 years of service group as compared to those with less than two years, the magnitude of the difference has risen dramatically for both 2004 and 2006. Further, as previously indicated in the section on the Overall Satisfaction item, the reported levels of satisfaction for the 2 through 6 years of service group were the lowest of the four groups for the first time since 1998.

**JOB WORTH AND GENDER**

As presented in Table 55, the total score for females was higher than the group of all respondents by a statistically significant amount ( $p < .05$ ). Similarly, the total score for the group of employees below midpoint was significantly higher than the group of all respondents, while the total for those above midpoint was significantly lower.

The results of previous assessments have typically shown the Above Midpoint group to be lowest and the Below Midpoint group highest in both the aggregate of all survey items and in their results for the Overall Satisfaction item, but the gap between these two subgroups this year is the largest ever. It is striking to note that the higher paid employees report significantly less satisfaction and their aggregate response to the other 101 items is also lower by a statistically significant amount.

These results are at least partially explained by the very high correlation that exists between job worth and years of service, as Table 51 shows. As previously noted, new employees (0 to 2 years of service) were the highest by a statistically significant amount in both total score and overall satisfaction, and these employees represent an exceptionally large proportion of the Below Midpoint group. Conversely, employees with high levels of service predominate the Above Quartile group.

**Table 51: Distribution of Employees by Years of Service and Midpoint Status**

Years of Service	Midpoint Status			Total
	Below	At	Above	
0-2	72	2	0	74
2-6	92	21	16	129
6-10	43	59	33	135
>10	53	135	229	417
Total	260	217	278	755

*Chi Square probability= 2.60E-66*

It is likely that a variety of factors, other than or in addition to relative pay, account for the significant difference between these groups. Some are clearly revealed by the specific items for which both groups varied significantly in their responses from the average of all respondents. These are the items in Table 55 for which the Below Midpoint average is in **bold** and the Above Midpoint average is in **bold italic**.

**Table 52: Item Averages by Job Group**

Survey Items (abbreviated)	All	Clerical	Drafting	Engineer	Equip- ment	Execu- tive	Main- tenance	Specialist Analyst	Tech- nician	Finance/ Legal
	Total N=	274.69 755	288.63 33	295.14 19	283.38 202	250.06 38	321.76 8	267.81 233	272.70 61	271.13 135
1 When I have a question, I know whom to ask	3.49	3.69	3.63	3.53	3.34	3.38	3.54	3.43	3.40	3.40
2 Red tape is kept to a minimum in the SDDOT	2.33	2.63	2.63	2.40	2.00	2.88	2.22	2.40	2.27	2.60
3 Work is well planned in our work group	2.84	3.19	3.05	2.96	2.47	3.00	2.77	2.88	2.76	2.81
4 My fellow employees are committed to doing quality work	3.19	3.31	3.47	3.32	2.76	3.75	3.06	3.31	3.16	3.35
5 People are held accountable for the quality of their work	2.64	3.10	3.11	2.63	2.26	3.00	2.57	2.66	2.64	2.73
6 I am only held responsible for things I can influence	2.83	3.00	3.16	2.86	2.50	3.13	2.76	2.93	2.83	2.88
7 People do not wait to be told; they can decide on their own	2.92	3.39	3.16	2.96	2.29	3.50	2.78	3.11	3.00	3.19
8 Poor performance is not tolerated in our work unit	2.61	2.90	2.95	2.73	2.11	3.13	2.55	2.53	2.57	2.65
9 My co-workers and I are proud to be a part of the SDDOT	2.88	3.06	3.11	2.93	2.53	3.50	2.83	2.89	2.87	2.92
10 I feel that I am a member of a well functioning team	2.81	3.03	3.05	2.85	2.53	3.50	2.75	2.70	2.81	2.85
11 I have plans and aspirations to advance in SDDOT	2.75	2.57	2.32	2.85	2.76	2.63	2.76	2.68	2.78	2.54
12 I have the opportunity to do what I do best every day	2.90	3.19	3.00	2.88	3.08	3.13	2.81	3.00	2.84	3.08
13 Adequate recognition & praise are given for a job well done	2.47	2.65	2.74	2.63	2.11	2.75	2.43	2.42	2.33	2.58
14 The promotion system helps the best person to rise	1.87	2.03	1.95	2.01	1.58	2.63	1.83	1.83	1.77	1.84
15 People are rewarded based on their job performance	1.91	2.03	2.05	1.99	1.55	2.75	1.92	1.81	1.80	2.04
16 Wages sufficient to keep me from looking for another job	1.97	1.94	1.84	2.18	1.68	3.00	1.83	2.10	1.87	2.04
17 I am satisfied with opportunities for career advancement	2.08	1.93	1.79	2.27	1.92	2.75	2.08	1.97	1.93	2.15
18 In last 7 days, I received recognition/ praise for good work	2.30	2.44	2.47	2.42	1.95	2.63	2.25	2.25	2.24	2.35
19 This last year, I have had opportunities to learn and grow	2.89	2.75	2.72	3.11	2.45	3.43	2.74	2.98	2.90	2.96
20 The SDDOT is willing to take a chance on a good idea	2.53	2.72	2.58	2.60	2.24	3.13	2.43	2.60	2.53	2.77
21 SDDOT philosophy emphasizes people take initiative	2.67	2.77	2.79	2.68	2.45	3.29	2.64	2.69	2.69	2.77
22 A friendly atmosphere prevails in the SDDOT.	2.93	3.16	3.21	3.14	2.50	3.50	2.75	2.98	2.84	3.23
23 Relationships between management and workers are warm	2.32	2.70	2.58	2.32	1.97	2.63	2.25	2.28	2.36	2.65
24 I would encourage my best friend to work for the SDDOT	2.52	2.71	2.84	2.62	2.18	3.29	2.38	2.55	2.53	2.85
25 I know what is expected of me at work	3.19	3.42	3.26	3.17	3.13	3.50	3.15	3.21	3.22	3.23
26 My supervisor holds regularly scheduled staff meetings	2.82	2.97	2.89	2.82	2.26	3.38	2.90	2.68	2.80	3.04
27 Staff meetings are a source of reliable information	2.91	3.13	3.00	2.88	2.58	3.43	2.95	2.95	2.80	3.16
28 I get the information I need to know from my supervisor	2.89	3.13	3.21	3.00	2.54	3.63	2.84	2.82	2.80	2.88
29 I feel free to state opinion at meetings with the Secretary	2.31	2.26	2.61	2.16	2.21	3.25	2.43	2.25	2.28	2.31
30 I understand clearly how I can contribute to SDDOT goals	2.77	2.57	2.89	2.79	2.82	3.38	2.73	2.79	2.80	2.69
31 Adequate 2-way info between employees & top mgmt	2.14	2.32	2.56	2.08	1.84	2.63	2.12	2.10	2.23	2.20
32 Our supervisor frequently asks for our ideas	2.71	2.97	3.16	2.96	2.57	3.50	2.53	2.59	2.51	3.04
33 I am involved in decisions that involve my responsibility	2.77	2.74	2.95	3.05	2.45	3.13	2.63	2.63	2.75	2.73
34 Kept informed [of] what is happening in my part of SDDOT	2.62	2.53	2.79	2.74	2.21	3.38	2.53	2.60	2.68	2.69
35 I understand what the SDDOT's top priorities are	2.78	2.87	2.95	2.65	2.84	3.00	2.83	2.69	2.80	2.88
36 I understand why & how work assignments are to be done	3.07	3.07	3.26	3.09	2.82	3.50	3.05	3.12	3.04	3.12
37 At the SDDOT, my opinion seems to count	2.41	2.35	2.47	2.66	2.18	3.38	2.29	2.26	2.30	2.58
38 My supervisor makes an effort to [discuss] my career goals	2.28	2.65	2.53	2.41	2.05	2.50	2.19	2.12	2.25	2.20
39 Supervisor discussed my pay concerns & questions	2.13	2.29	2.11	2.21	2.00	2.50	2.11	2.00	2.08	2.08
40 Someone at work encourages my development	2.51	2.72	2.95	2.61	2.37	3.13	2.43	2.44	2.42	2.56
41 When on a difficult assignment, can count on assistance	3.13	3.09	3.42	3.30	2.92	3.38	3.06	3.02	3.02	3.19
42 SDDOT does good job meeting my needs as an individual	2.62	2.77	2.47	2.78	2.34	3.25	2.55	2.55	2.57	2.73
43 My workload is reasonable	2.91	2.97	3.00	2.88	2.82	3.25	2.98	2.88	2.86	2.73
44 I receive the administrative and staff support necessary	2.93	3.10	3.21	3.04	2.68	3.25	2.82	2.98	2.86	3.04
45 I have the materials & equipment I need to do my work right	3.10	3.39	3.37	3.23	2.95	3.63	2.91	3.25	3.07	3.19
46 I get the information, assistance, approvals I need quickly.	2.68	3.00	3.05	2.72	2.45	3.00	2.54	2.75	2.72	2.92
47 SDDOT goes out of way to recognize extraordinary service	2.19	2.25	2.26	2.20	1.86	2.75	2.30	2.12	2.03	2.27
48 My job, directly or indirectly, serves citizens of SD	3.58	3.47	3.47	3.66	3.42	3.63	3.59	3.54	3.57	3.50
49 Results of my work significantly affect many other people	3.49	3.22	3.26	3.54	3.42	3.88	3.56	3.41	3.43	3.38
50 Supervisor or someone at work cares about me	3.02	3.28	3.21	3.20	2.76	3.63	2.90	2.95	2.88	3.28
51 Morale is high within my unit in SDDOT	2.31	2.56	2.63	2.47	1.89	3.00	2.23	2.25	2.17	2.56
52 My personal morale is high	2.73	2.88	2.79	2.76	2.71	3.00	2.77	2.52	2.64	2.77

**Table 52 (continued): Item Averages by Job Group**

Survey Items (abbreviated)	N=	All	Clerical	Drafting	Engineer	Equip- ment	Execu- tive	Main- tenance	Specialist Analyst	Tech- nician	Finance/ Legal
53 I feel free to openly state my opinions to my supervisor	3.05	3.19	3.05	3.30	2.81	3.50	2.86	2.98	3.04	3.12	
54 There is a desire to continually improve performance	2.77	2.77	2.95	2.86	2.39	3.50	2.70	2.85	2.73	2.96	
55 Previous OHAs have led to important & valuable changes	2.34	2.57	2.17	2.36	2.19	3.25	2.37	2.33	2.22	2.24	
56 People work hard & take pride in their performance	2.90	3.13	3.16	3.04	2.53	3.38	2.74	2.93	2.89	3.00	
57 Action, behavior reflect good ethical/professional standards	2.93	3.03	3.26	3.07	2.47	3.38	2.87	2.88	2.87	3.00	
58 Group works on lasting improvements, [not] "quick fixes"	2.89	3.00	3.11	3.03	2.71	3.13	2.82	2.80	2.79	3.00	
59 Encouraged to speak mind, even if disagreeing	2.48	2.59	2.84	2.57	2.29	3.38	2.34	2.40	2.54	2.50	
60 Free to disagree; able to reach decisions without difficulty	2.83	2.90	3.00	2.94	2.61	3.50	2.74	2.73	2.83	2.81	
61 I receive all the training I need to do a good job	2.95	3.16	3.00	3.11	2.71	3.38	2.76	2.92	3.08	2.69	
62 Quality of training I have received has been good	3.04	3.19	3.32	3.11	2.87	3.38	2.95	2.93	3.12	2.92	
63 The training available to me is job-related	3.10	3.19	3.32	3.16	2.79	3.38	3.01	2.97	3.27	2.85	
64 I believe the training I receive will help me advance	2.70	2.55	2.58	2.82	2.32	3.14	2.67	2.63	2.70	2.81	
65 The people I work with at SDDOT really trust one another	2.55	2.65	2.89	2.80	2.18	3.00	2.41	2.36	2.52	2.54	
66 Employees in my work unit can voice their opinions freely	2.89	2.90	3.05	3.11	2.39	3.50	2.79	2.80	2.82	2.92	
67 Trust supervisor to represent my interests at higher levels	2.79	3.03	3.05	3.05	2.45	3.50	2.62	2.79	2.63	2.88	
68 Top management (executive level) respects employees	2.43	2.63	2.79	2.43	2.19	3.38	2.40	2.47	2.37	2.64	
69 Changes will happen as a result of this survey	2.09	2.34	2.11	2.19	1.84	3.25	1.98	2.12	2.05	2.08	
70 People in SDDOT feel they are part of an effective team	2.68	2.74	2.84	2.73	2.42	3.13	2.67	2.59	2.63	2.81	
71 My work group has all the resources it needs to do its job	2.86	3.03	3.26	2.95	2.63	3.38	2.69	2.90	2.93	2.84	
72 My co-workers treat me with respect	3.08	3.28	3.37	3.24	2.74	3.63	2.96	3.05	3.06	3.12	
73 Trust levels are high between work teams	2.68	2.76	2.95	2.80	2.29	3.00	2.60	2.58	2.71	2.69	
74 I receive helpful and timely feedback on my performance	2.62	2.91	2.89	2.68	2.42	2.86	2.59	2.66	2.56	2.50	
75 My performance appraisal is a fair evaluation of my work	2.92	3.03	3.21	2.98	2.87	2.75	2.88	2.84	2.85	2.92	
76 Supervisor & I agree on goals in my performance appraisal	2.99	3.10	3.37	3.05	2.97	3.00	2.95	2.94	2.88	3.09	
77 There is follow-through on items discussed in my appraisal	2.52	2.79	2.94	2.58	2.29	2.50	2.53	2.52	2.42	2.38	
78 In last 6 months someone talked to me about my progress	2.39	2.59	2.79	2.52	2.24	2.83	2.28	2.22	2.40	2.23	
79 Group meets to review performance, solve problems	2.42	2.52	2.63	2.59	2.11	3.13	2.39	2.35	2.23	2.35	
80 We identified customers & how to meet their expectations	2.76	2.94	2.95	2.82	2.41	3.38	2.75	2.75	2.65	2.77	
81 Problem solving group empowered to make decisions	2.54	2.70	2.74	2.69	2.14	3.25	2.41	2.64	2.48	2.74	
82 My unit worked to identify good performance measures	2.55	2.79	2.84	2.54	2.18	2.86	2.56	2.69	2.47	2.82	
83 Performance measures initiative improves performance	2.39	2.61	2.74	2.40	2.00	3.00	2.40	2.49	2.29	2.54	
84 Performance measures initiative is worth time it takes	2.27	2.44	2.79	2.24	1.95	2.88	2.30	2.25	2.16	2.33	
85 I understand the performance measurement initiative	2.71	2.83	2.83	2.74	2.63	3.25	2.68	2.86	2.59	2.68	
86 Safety is an important issue at the SDDOT	3.54	3.75	3.63	3.50	3.39	3.75	3.56	3.50	3.57	3.46	
87 Policies at SDDOT enable employees to do their jobs better	2.81	3.03	3.16	2.85	2.68	3.25	2.71	2.93	2.74	2.96	
88 Safety at the SDDOT has improved in the past two years	3.16	3.30	3.11	3.09	2.97	3.50	3.26	3.07	3.10	3.20	
89 Equipment assigned to the SDDOT is properly maintained	3.15	3.40	3.32	3.17	2.34	3.13	3.16	3.20	3.19	3.30	
90 Know where to find operating procedures & policies	3.16	3.17	3.32	3.18	2.82	3.50	3.23	2.97	3.16	3.15	
91 Overtime is fairly applied in the SDDOT	2.14	2.27	2.50	2.62	1.55	3.25	1.59	2.15	2.33	2.60	
92 I am satisfied with my hours and schedule of work	3.06	3.31	3.63	3.24	3.21	3.25	2.85	3.05	2.88	3.35	
93 Staffing levels allow us to do quality work	2.71	2.97	3.32	2.76	2.61	2.71	2.55	2.90	2.68	2.69	
94 Part-time, seasonal workers good way to manage workload	2.72	3.03	3.21	2.85	2.63	3.00	2.44	2.82	2.76	3.12	
95 The policy on flexible scheduling is fair	2.72	2.91	3.53	3.12	2.78	3.00	2.20	2.72	2.72	3.19	
96 SDDOT priorities are both clear-cut and reasonable	2.66	2.86	3.05	2.68	2.68	3.13	2.54	2.57	2.72	2.77	
97 I clearly understand the direction SDDOT is heading	2.60	2.83	2.89	2.45	2.61	2.57	2.65	2.53	2.68	2.62	
98 The SDDOT listens to its customers	3.07	3.10	3.33	3.11	2.89	3.38	3.04	2.97	3.11	3.12	
99 There is little undesired turnover at the SDDOT	2.11	2.14	2.16	2.06	2.18	2.75	2.11	2.26	2.05	2.12	
100 My job is essential to the S.D. transportation system	3.34	3.06	3.16	3.36	3.37	3.43	3.38	3.32	3.35	3.27	
101 The mission of SDDOT makes me feel my job is important	3.00	2.77	3.11	3.01	3.00	3.43	2.99	3.05	2.98	3.08	
TOTALS	274.69	288.63	295.14	283.38	250.06	321.76	267.81	272.70	271.13	281.93	
102 OVERALL SATISFACTION	2.98	3.09	2.75	3.07	2.89	3.34	2.90	2.88	2.98	3.22	

**Table 53: Item Averages by Pay Basis and Employee Classification**

Survey Items (abbreviated)	All	Salaried	Hourly	N	T	Q	E
	Total N=	274.69 755	288.41 94	272.73 661	270.24 536	280.16 180	312.06 23
1 When I have a question about assignments, I know whom to ask	3.49	3.48	3.50	3.48	3.51	3.70	3.44
2 Red tape is kept to a minimum in the SDDOT	2.33	2.45	2.31	2.28	2.38	2.57	2.93
3 Work is well planned in our work group	2.84	2.99	2.82	2.79	2.93	3.17	3.00
4 My fellow employees are committed to doing quality work	3.19	3.43	3.16	3.13	3.29	3.52	3.56
5 People are held accountable for the quality of their work	2.64	2.74	2.62	2.63	2.60	2.91	3.00
6 I am only held responsible for things I can influence	2.83	2.83	2.83	2.80	2.85	3.00	3.20
7 People do not wait to be told; they can decide on their own	2.92	3.01	2.91	2.90	2.92	3.22	3.38
8 Poor performance is not tolerated in our work unit	2.61	2.85	2.58	2.56	2.67	3.13	3.00
9 My co-workers and I are proud to be a part of the SDDOT	2.88	3.13	2.85	2.84	2.89	3.35	3.38
10 I feel that I am a member of a well functioning SDDOT team	2.81	2.90	2.79	2.77	2.80	3.26	3.25
11 I have plans and aspirations to advance in SDDOT	2.75	2.89	2.73	2.72	2.83	3.04	2.64
12 At work, I have the opportunity to do what I do best every day	2.90	2.95	2.89	2.89	2.87	3.04	3.25
13 Adequate recognition and praise are given for a job well done	2.47	2.63	2.45	2.41	2.61	2.83	2.80
14 The promotion system helps the best person to rise	1.87	2.14	1.83	1.80	1.93	2.65	2.64
15 People are rewarded based on their job performance	1.91	2.10	1.88	1.86	1.96	2.23	2.53
16 My wages are sufficient to keep me from looking for another job	1.97	2.32	1.92	1.87	2.14	2.50	2.63
17 I am satisfied with the opportunities for career advancement	2.08	2.38	2.04	2.00	2.21	2.78	2.64
18 In last 7 days, I received recognition or praise for good work	2.30	2.39	2.29	2.24	2.40	2.64	2.67
19 This last year, I have had opportunities to learn and grow	2.89	3.15	2.85	2.79	3.06	3.48	3.36
20 The SDDOT is willing to take a chance on a good idea	2.53	2.72	2.50	2.49	2.53	3.09	3.00
21 SDDOT philosophy emphasizes people should take initiative	2.67	2.74	2.66	2.66	2.64	3.00	3.21
22 A friendly atmosphere prevails among people in the SDDOT.	2.93	3.14	2.90	2.84	3.11	3.43	3.38
23 Relationships between management and workers are warm	2.32	2.27	2.33	2.31	2.29	2.57	2.57
24 I would encourage my best friend to work for the SDDOT	2.52	2.71	2.50	2.47	2.58	2.96	3.20
25 I know what is expected of me at work	3.19	3.14	3.20	3.20	3.16	3.26	3.33
26 My supervisor holds regularly scheduled staff meetings	2.82	3.02	2.80	2.82	2.74	3.35	3.14
27 Staff meetings are a source of reliable information	2.91	3.02	2.89	2.91	2.81	3.39	3.23
28 I get the information I need to know from my supervisor	2.89	3.02	2.87	2.83	2.97	3.22	3.44
29 I feel free to state my opinion at meetings with the Secretary	2.31	2.21	2.32	2.35	2.11	2.57	2.93
30 I understand clearly how I can contribute to SDDOT goals	2.77	2.82	2.76	2.75	2.75	3.13	3.33
31 Adequate 2-way info between employees & top management	2.14	2.07	2.15	2.16	2.03	2.43	2.36
32 Our supervisor frequently asks for our ideas	2.71	3.01	2.67	2.60	2.91	3.30	3.36
33 I am involved in decisions that involve my area of responsibility	2.77	3.09	2.73	2.66	3.00	3.43	3.07
34 Kept informed about what is happening in my part of SDDOT	2.62	2.78	2.60	2.56	2.70	3.04	3.27
35 I understand what the SDDOT's top priorities are	2.78	2.62	2.80	2.82	2.63	2.83	3.00
36 I understand why and how work assignments are to be done	3.07	3.11	3.06	3.05	3.04	3.43	3.27
37 At the SDDOT, my opinion seems to count	2.41	2.87	2.35	2.29	2.59	3.17	3.29
38 My supervisor makes an effort to [discuss] my career goals	2.28	2.44	2.26	2.23	2.38	2.71	2.58
39 Supervisor discussed my pay concerns and questions with me	2.13	2.20	2.12	2.09	2.21	2.29	2.58
40 There is someone at work who encourages my development	2.51	2.69	2.48	2.46	2.57	2.87	3.06
41 When on a difficult assignment, can count on assistance	3.13	3.27	3.11	3.06	3.28	3.43	3.27
42 SDDOT does a good job of meeting my needs as an individual	2.62	2.81	2.60	2.55	2.75	2.96	3.27
43 My workload is reasonable	2.91	2.77	2.93	2.92	2.88	2.91	3.06
44 I receive the administrative and staff support necessary	2.93	3.06	2.91	2.87	2.98	3.48	3.40
45 I have the materials and equipment I need to do my work right	3.10	3.40	3.06	3.04	3.17	3.74	3.63
46 I get the information, assistance, and approvals I need quickly.	2.68	2.81	2.67	2.66	2.69	2.96	3.21
47 SDDOT goes out of way to recognize extraordinary service	2.19	2.29	2.18	2.17	2.16	2.48	2.67
48 My job, directly or indirectly, serves citizens of South Dakota	3.58	3.80	3.55	3.55	3.63	3.96	3.75
49 The results of my work significantly affect many other people	3.49	3.65	3.46	3.46	3.51	3.74	3.63
50 Supervisor or someone at work cares about me as a person	3.02	3.24	2.99	2.93	3.16	3.48	3.67
51 Morale is high within my unit in SDDOT	2.31	2.47	2.28	2.23	2.43	2.74	3.07
52 My personal morale is high	2.73	2.69	2.73	2.71	2.73	3.00	2.94

**Table 53 (continued): Item Averages by Pay Basis and Employee Classification**

Survey Items (abbreviated)	All	Salaried	Hourly	N	T	Q	E
	N= 755	94	661	536	180	23	16
53 I feel free to openly state my opinions to my supervisor	3.05	3.37	3.01	2.95	3.24	3.83	3.44
54 There is a desire to continually improve performance	2.77	2.95	2.74	2.72	2.83	3.04	3.50
55 Previous OHAs have led to important and valuable changes	2.34	2.61	2.30	2.30	2.29	2.96	3.07
56 People work hard & take pride in their performance	2.90	3.22	2.85	2.83	3.00	3.35	3.47
57 Action & behavior reflect good ethical & professional standards	2.93	3.19	2.89	2.87	3.02	3.43	3.33
58 Group works on lasting improvements, rather than "quick fixes"	2.89	3.10	2.86	2.83	2.99	3.35	3.07
59 Encouraged to speak mind, even if disagreeing with supervisors	2.48	2.63	2.46	2.43	2.54	2.87	3.00
60 Free to disagree; able to reach decisions without difficulty	2.83	3.01	2.80	2.77	2.90	3.17	3.27
61 I receive all the training I need to do a good job	2.95	3.17	2.92	2.88	3.07	3.43	3.27
62 Quality of job-related training I have received has been good	3.04	3.20	3.02	3.01	3.07	3.39	3.27
63 The training available to me is job-related	3.10	3.17	3.08	3.07	3.13	3.39	3.20
64 I believe the training I receive will help me advance	2.70	2.80	2.68	2.64	2.82	2.87	3.00
65 The people I work with at the SDDOT really trust one another	2.55	2.78	2.52	2.45	2.76	3.13	2.73
66 Employees in my work unit can voice their opinions freely	2.89	3.29	2.83	2.79	3.04	3.61	3.27
67 Trust my supervisor to represent my interests at higher levels	2.79	3.17	2.73	2.68	2.98	3.61	3.29
68 SDDOT top management (executive level) respects employees	2.43	2.52	2.42	2.41	2.38	2.87	3.13
69 Changes will happen as a result of this survey	2.09	2.31	2.06	2.02	2.14	2.61	3.00
70 People in SDDOT feel they are part of an effective team	2.68	2.77	2.66	2.64	2.68	3.13	3.07
71 My work group has all the resources it needs to do its job	2.86	3.00	2.83	2.81	2.91	3.22	3.20
72 My co-workers treat me with respect	3.08	3.29	3.05	3.02	3.20	3.48	3.47
73 Trust levels are high between work teams	2.68	2.78	2.66	2.63	2.76	3.04	2.86
74 I receive helpful and timely feedback on my performance	2.62	2.63	2.62	2.60	2.65	2.83	2.86
75 My performance appraisal is a fair evaluation of my work	2.92	2.94	2.91	2.89	2.99	2.86	3.00
76 Supervisor & I agree on goals in my performance appraisal	2.99	2.96	2.99	2.97	3.05	2.95	3.00
77 There is follow-through on items discussed in my appraisal	2.52	2.52	2.52	2.50	2.57	2.59	2.63
78 In last 6 months someone talked to me about my progress	2.39	2.44	2.38	2.33	2.49	2.73	2.77
79 Group meets to review performance, solve problems	2.42	2.68	2.38	2.34	2.51	3.13	2.86
80 We identified our customers & how to meet their expectations	2.76	2.90	2.74	2.72	2.77	3.26	3.07
81 Problem solving group empowered to make decisions	2.54	2.78	2.51	2.47	2.63	3.09	3.17
82 My unit worked to identify good performance measures	2.55	2.51	2.56	2.56	2.51	2.74	2.67
83 Performance measures initiative improves performance	2.39	2.45	2.39	2.38	2.36	2.74	2.85
84 Performance measures initiative is worth time it takes	2.27	2.21	2.27	2.26	2.21	2.52	2.77
85 I understand the performance measurement initiative	2.71	3.00	2.67	2.68	2.69	3.13	3.13
86 Safety is an important issue at the SDDOT	3.54	3.56	3.54	3.55	3.49	3.52	3.75
87 Policies at SDDOT enable employees to do their jobs better	2.81	2.90	2.80	2.78	2.83	3.09	3.27
88 Safety at the SDDOT has improved in the past two years	3.16	3.20	3.15	3.17	3.05	3.43	3.47
89 Equipment assigned to the SDDOT is properly maintained	3.15	3.24	3.13	3.13	3.15	3.39	3.23
90 Know where to find standard operating procedures & policies	3.16	3.36	3.13	3.15	3.13	3.61	3.40
91 Overtime is fairly applied in the SDDOT	2.14	2.60	2.08	1.94	2.62	2.61	3.00
92 I am satisfied with my hours and schedule of work	3.06	3.23	3.03	2.98	3.22	3.43	3.38
93 Staffing levels allow us to do quality work	2.71	2.62	2.72	2.68	2.75	2.91	2.71
94 Part-time, seasonal workers good way to manage workload	2.72	2.82	2.71	2.66	2.85	2.87	3.00
95 The policy on flexible scheduling is fair	2.72	2.91	2.69	2.55	3.16	2.87	3.07
96 SDDOT priorities are both clear-cut and reasonable	2.66	2.66	2.66	2.64	2.67	2.74	3.07
97 I clearly understand the direction SDDOT is heading	2.60	2.35	2.64	2.65	2.44	2.57	2.79
98 The SDDOT listens to its customers	3.07	3.22	3.05	3.05	3.06	3.52	3.33
99 There is little undesired turnover at the SDDOT	2.11	2.05	2.12	2.12	2.05	2.26	2.43
100 My job is essential to the S.D. transportation system	3.34	3.52	3.32	3.33	3.30	3.83	3.43
101 The mission of SDDOT makes me feel my job is important	3.00	3.11	2.98	2.98	2.95	3.50	3.43
TOTALS	274.69	288.41	272.73	270.24	280.16	312.06	317.35
102 OVERALL SATISFACTION	2.98	3.11	2.96	3.15	2.94	3.45	3.03

**Table 54: Item Averages by Years of Service and Age Group**

Survey Items (abbreviated)	All Total N=	Years of Service				Age Group			
		0 to 2	2 to 6	6 to 10	> 10	20 to 36	37 to 45	46 to 52	53 to 71
		274.69	307.44	277.34	270.10	269.59	281.23	276.24	274.14
1 When I have a question, I know whom to ask	3.49	3.77	3.47	3.39	3.49	3.51	3.53	3.46	3.47
2 Red tape is kept to a minimum in the SDDOT	2.33	2.72	2.35	2.21	2.28	2.36	2.35	2.27	2.31
3 Work is well planned in our work group	2.84	3.09	2.77	2.78	2.84	2.82	2.90	2.81	2.82
4 My fellow employees are committed to doing quality work	3.19	3.43	3.16	3.05	3.21	3.18	3.19	3.24	3.16
5 People are held accountable for the quality of their work	2.64	3.07	2.62	2.51	2.60	2.64	2.53	2.70	2.70
6 I am only held responsible for things I can influence	2.83	3.15	2.84	2.70	2.81	2.91	2.81	2.75	2.84
7 People do not wait to be told; they can decide on their own	2.92	3.24	2.91	2.78	2.92	2.98	2.90	2.90	2.92
8 Poor performance is not tolerated in our work unit	2.61	2.99	2.57	2.55	2.58	2.60	2.58	2.61	2.66
9 My co-workers and I are proud to be a part of the SDDOT	2.88	3.26	2.88	2.82	2.83	2.89	2.87	2.94	2.83
10 I feel that I am a member of a well functioning team	2.81	3.27	2.85	2.79	2.71	2.85	2.84	2.83	2.70
11 I have plans and aspirations to advance in SDDOT	2.75	3.28	3.00	2.75	2.58	2.99	2.92	2.66	2.40
12 I have the opportunity to do what I do best every day	2.90	3.20	2.88	2.79	2.89	2.81	3.01	2.81	2.92
13 Adequate recognition & praise are given for a job well done	2.47	2.91	2.51	2.41	2.41	2.51	2.55	2.49	2.33
14 The promotion system helps the best person to rise	1.87	2.51	1.93	1.81	1.76	1.97	1.86	1.86	1.81
15 People are rewarded based on their job performance	1.91	2.39	1.96	1.85	1.83	1.96	1.85	1.97	1.88
16 Wages sufficient to keep me from looking for another job	1.97	2.00	1.83	1.87	2.06	1.88	1.94	2.04	2.02
17 I am satisfied with opportunities for career advancement	2.08	2.64	2.05	1.93	2.04	2.15	2.05	2.11	2.04
18 In last 7 days, I received recognition/praise for good work	2.30	2.79	2.40	2.27	2.19	2.49	2.33	2.24	2.14
19 This last year, I have had opportunities to learn and grow	2.89	3.39	3.02	2.90	2.75	3.13	2.94	2.76	2.70
20 The SDDOT is willing to take a chance on a good idea	2.53	2.77	2.59	2.48	2.49	2.59	2.53	2.54	2.47
21 SDDOT philosophy emphasizes people take initiative	2.67	2.99	2.71	2.63	2.62	2.77	2.68	2.61	2.62
22 A friendly atmosphere prevails in the SDDOT.	2.93	3.27	2.99	2.89	2.87	3.02	3.00	2.87	2.82
23 Relationships between management & workers are warm	2.32	2.92	2.52	2.25	2.17	2.57	2.30	2.26	2.16
24 I would encourage my best friend to work for the SDDOT	2.52	3.08	2.63	2.44	2.42	2.62	2.55	2.51	2.42
25 I know what is expected of me at work	3.19	3.34	3.24	3.11	3.18	3.25	3.24	3.18	3.09
26 My supervisor holds regularly scheduled staff meetings	2.82	3.00	2.87	2.81	2.78	2.87	2.84	2.76	2.82
27 Staff meetings are a source of reliable information	2.91	3.11	2.91	2.87	2.88	2.92	2.90	2.82	2.97
28 I get the information I need to know from my supervisor	2.89	3.18	2.84	2.84	2.87	2.93	2.99	2.84	2.78
29 I feel free to state opinion at meetings with the Secretary	2.31	2.53	2.47	2.26	2.24	2.28	2.30	2.36	2.31
30 I understand clearly how I can contribute to SDDOT goals	2.77	3.08	2.81	2.72	2.72	2.84	2.85	2.72	2.66
31 Adequate 2-way info between employees & top mgmt	2.14	2.62	2.16	2.15	2.05	2.22	2.15	2.15	2.04
32 Our supervisor frequently asks for our ideas	2.71	2.96	2.66	2.75	2.67	2.82	2.76	2.68	2.57
33 I am involved in decisions that involve my responsibility	2.77	3.00	2.73	2.76	2.75	2.90	2.85	2.72	2.61
34 Kept informed [of] what is happening in my part of SDDOT	2.62	2.84	2.55	2.64	2.60	2.65	2.63	2.60	2.60
35 I understand what the SDDOT's top priorities are	2.78	3.01	2.87	2.85	2.68	2.86	2.79	2.78	2.67
36 I understand why & how work assignments are to be done	3.07	3.20	3.08	3.02	3.05	3.17	3.07	3.01	3.02
37 At the SDDOT, my opinion seems to count	2.41	2.84	2.39	2.22	2.40	2.46	2.48	2.34	2.33
38 My supervisor makes an effort to [discuss] my career goals	2.28	2.58	2.21	2.30	2.25	2.32	2.38	2.14	2.25
39 Supervisor discussed my pay concerns & questions	2.13	2.72	2.14	2.20	2.00	2.20	2.20	2.08	2.02
40 Someone at work encourages my development	2.51	3.10	2.65	2.37	2.41	2.71	2.55	2.44	2.33
41 When on a difficult assignment, can count on assistance	3.13	3.49	3.23	3.09	3.04	3.25	3.15	3.11	2.99
42 SDDOT does good job meeting my needs as an individual	2.62	2.97	2.66	2.53	2.58	2.71	2.60	2.66	2.54
43 My workload is reasonable	2.91	3.23	2.92	2.90	2.85	2.94	2.87	2.92	2.92
44 I receive the administrative and staff support necessary	2.93	3.23	3.01	2.87	2.86	3.01	2.92	2.93	2.84
45 I have the materials & equipment to do my work right	3.10	3.23	3.03	3.01	3.13	3.12	3.13	3.12	3.03
46 I get the information, assistance, approvals I need quickly.	2.68	3.05	2.71	2.63	2.63	2.71	2.74	2.64	2.63
47 SDDOT goes out of way to recognize extraordinary service	2.19	2.64	2.24	2.22	2.09	2.21	2.20	2.23	2.13
48 My job, directly or indirectly, serves citizens of SD	3.58	3.66	3.56	3.52	3.60	3.60	3.66	3.54	3.52
49 Results of my work significantly affect many other people	3.49	3.56	3.48	3.47	3.48	3.49	3.53	3.49	3.42
50 Supervisor or someone at work cares about me	3.02	3.31	3.10	2.99	2.95	3.13	3.08	2.93	2.92
51 Morale is high within my unit in SDDOT	2.31	2.84	2.33	2.23	2.23	2.34	2.31	2.33	2.25
52 My personal morale is high	2.73	3.32	2.86	2.63	2.62	2.81	2.71	2.73	2.68

**Table 54 (continued): Item Averages by Years of Service and Age Group**

Survey Items (abbreviated)	All N=	Years of Service				Age Group			
		755	0 to 2 74	2 to 6 129	6 to 10 135	> 10 417	20 to 36 179	37 to 45 224	46 to 52 161
53 I feel free to openly state my opinions to my supervisor	3.05	3.26	3.09	2.91	3.05	3.11	3.19	2.99	2.89
54 There is a desire to continually improve performance	2.77	3.13	2.78	2.77	2.70	2.84	2.83	2.80	2.60
55 Previous OHAs have led to important & valuable changes	2.34	2.63	2.27	2.25	2.35	2.20	2.35	2.41	2.39
56 People work hard & take pride in their performance	2.90	3.11	2.83	2.89	2.88	2.88	2.90	2.96	2.85
57 Action/behavior reflect good ethical/professional standards	2.93	3.23	2.92	2.93	2.88	3.00	2.91	2.95	2.86
58 Group works on lasting improvements, [not] "quick fixes"	2.89	3.10	2.91	2.87	2.85	2.93	2.94	2.84	2.83
59 Encouraged to speak mind, even if disagreeing	2.48	2.82	2.52	2.39	2.44	2.55	2.52	2.40	2.43
60 Free to disagree; able to reach decisions without difficulty	2.83	3.00	2.88	2.80	2.79	2.94	2.76	2.87	2.76
61 I receive all the training I need to do a good job	2.95	3.04	2.90	2.96	2.95	3.07	2.97	2.95	2.82
62 Quality of training I have received has been good	3.04	3.23	3.05	2.97	3.02	3.09	3.06	3.09	2.93
63 The training available to me is job-related	3.10	3.41	3.16	3.09	3.02	3.23	3.13	3.09	2.93
64 I believe the training I receive will help me advance	2.70	3.30	2.83	2.65	2.56	2.91	2.68	2.67	2.54
65 The people I work with really trust one another	2.55	2.89	2.61	2.47	2.50	2.74	2.57	2.47	2.41
66 Employees in my work unit can voice their opinions freely	2.89	3.07	2.91	2.75	2.89	2.97	2.91	2.89	2.78
67 Trust supervisor to represent my interests at higher levels	2.79	3.18	2.66	2.75	2.77	2.81	2.85	2.83	2.66
68 Top management (executive level) respects employees	2.43	2.90	2.53	2.36	2.35	2.53	2.38	2.46	2.38
69 Changes will happen as a result of this survey	2.09	2.46	1.98	1.99	2.09	2.01	2.10	2.14	2.11
70 People in SDDOT feel they are part of an effective team	2.68	3.01	2.74	2.71	2.59	2.75	2.63	2.72	2.63
71 My work group has all the resources it needs to do its job	2.86	3.16	2.81	2.77	2.84	2.90	2.84	2.86	2.82
72 My co-workers treat me with respect	3.08	3.43	3.10	3.05	3.03	3.18	3.06	3.09	3.01
73 Trust levels are high between work teams	2.68	3.07	2.68	2.65	2.61	2.80	2.66	2.67	2.58
74 I receive helpful and timely feedback on my performance	2.62	3.05	2.60	2.57	2.57	2.63	2.67	2.65	2.54
75 My performance appraisal is a fair evaluation of my work	2.92	3.29	2.92	2.83	2.88	2.94	2.97	2.91	2.84
76 Supervisor & I agree on goals in my performance appraisal	2.99	3.26	3.02	2.95	2.94	3.02	3.01	2.99	2.92
77 There is follow-through on items discussed in my appraisal	2.52	3.07	2.58	2.42	2.45	2.56	2.55	2.49	2.49
78 In last 6 months someone talked to me about my progress	2.39	3.04	2.47	2.36	2.26	2.61	2.45	2.32	2.17
79 Group meets to review performance, solve problems	2.42	2.61	2.38	2.43	2.39	2.48	2.36	2.46	2.39
80 We identified customers & how to meet their expectations	2.76	2.86	2.80	2.68	2.75	2.77	2.74	2.69	2.82
81 Problem solving group empowered to make decisions	2.54	2.84	2.69	2.50	2.46	2.71	2.49	2.50	2.48
82 My unit worked to identify good performance measures	2.55	2.89	2.63	2.51	2.49	2.68	2.48	2.51	2.56
83 Performance measures initiative improves performance	2.39	2.82	2.45	2.34	2.32	2.47	2.36	2.38	2.38
84 Performance measures initiative is worth time it takes	2.27	2.81	2.36	2.18	2.18	2.32	2.20	2.33	2.23
85 I understand the performance measurement initiative	2.71	2.75	2.53	2.73	2.75	2.63	2.82	2.68	2.68
86 Safety is an important issue at the SDDOT	3.54	3.60	3.54	3.54	3.53	3.56	3.56	3.60	3.46
87 Policies at SDDOT enable employees to do their jobs better	2.81	3.10	2.85	2.72	2.78	2.81	2.79	2.86	2.78
88 Safety at the SDDOT has improved in the past two years	3.16	3.19	3.20	3.16	3.13	3.23	3.14	3.17	3.09
89 Equipment assigned to the SDDOT is properly maintained	3.15	3.28	3.18	3.12	3.12	3.18	3.12	3.21	3.09
90 Know where to find operating procedures & policies	3.16	3.36	3.09	3.18	3.14	3.23	3.13	3.20	3.10
91 Overtime is fairly applied in the SDDOT	2.14	2.52	2.13	2.16	2.07	2.36	2.13	2.11	1.97
92 I am satisfied with my hours and schedule of work	3.06	3.34	2.95	3.02	3.05	3.03	3.11	3.09	2.98
93 Staffing levels allow us to do quality work	2.71	3.13	2.78	2.69	2.62	2.78	2.71	2.78	2.58
94 Part-time, seasonal workers good way to manage workload	2.72	3.18	2.94	2.70	2.58	2.98	2.73	2.64	2.53
95 The policy on flexible scheduling is fair	2.72	3.06	2.84	2.75	2.62	2.93	2.68	2.75	2.55
96 SDDOT priorities are both clear-cut and reasonable	2.66	2.96	2.79	2.65	2.57	2.73	2.68	2.71	2.53
97 I clearly understand the direction SDDOT is heading	2.60	2.88	2.69	2.65	2.51	2.65	2.59	2.66	2.52
98 The SDDOT listens to its customers	3.07	3.17	3.09	3.11	3.04	3.10	3.14	3.13	2.92
99 There is little undesired turnover at the SDDOT	2.11	2.41	2.14	2.18	2.02	2.14	2.05	2.26	2.03
100 My job is essential to the S.D. transportation system	3.34	3.42	3.30	3.29	3.35	3.29	3.42	3.39	3.24
101 The mission of SDDOT makes me feel my job is important	3.00	3.36	3.05	2.96	2.93	2.98	3.01	3.04	2.97
TOTALS	274.69	307.44	277.34	270.10	269.59	281.23	276.24	274.14	267.12
102 OVERALL SATISFACTION	2.98	3.20	2.92	2.94	2.97	2.94	2.97	3.04	2.97

**Table 55: Item Averages by Job Worth (Midpoint Status) and Gender**

Survey Items (abbreviated)	All		Midpoint Status			Gender	
	Total	274.69	Below	At	Above	Male	Female
	N=	755	289.23	274.27	261.55	272.93	285.13
1 When I have a question about assignments, I know whom to ask	3.49	3.58	3.52	3.39	3.48	3.58	
2 Red tape is kept to a minimum in the SDDOT	2.33	2.47	2.29	2.22	2.30	2.50	
3 Work is well planned in our work group	2.84	2.97	2.87	2.70	2.83	2.91	
4 My fellow employees are committed to doing quality work	3.19	3.26	3.20	3.13	3.18	3.28	
5 People are held accountable for the quality of their work	2.64	2.80	2.58	2.53	2.61	2.80	
6 I am only held responsible for things I can influence	2.83	2.96	2.81	2.71	2.81	2.94	
7 People do not wait to be told; they can decide on their own	2.92	3.02	2.97	2.80	2.88	3.19	
8 Poor performance is not tolerated in our work unit	2.61	2.74	2.59	2.51	2.60	2.65	
9 My co-workers and I are proud to be a part of the SDDOT	2.88	3.04	2.88	2.73	2.86	2.99	
10 I feel that I am a member of a well functioning SDDOT team	2.81	3.02	2.76	2.64	2.78	2.94	
11 I have plans and aspirations to advance in SDDOT	2.75	3.07	2.67	2.52	2.78	2.58	
12 At work, I have the opportunity to do what I do best every day	2.90	3.01	2.92	2.78	2.86	3.13	
13 Adequate recognition and praise are given for a job well done	2.47	2.72	2.44	2.27	2.46	2.58	
14 The promotion system helps the best person to rise	1.87	2.17	1.74	1.70	1.87	1.92	
15 People are rewarded based on their job performance	1.91	2.13	1.80	1.79	1.91	1.92	
16 My wages are sufficient to keep me from looking for another job	1.97	2.00	1.96	1.95	1.95	2.08	
17 I am satisfied with the opportunities for career advancement	2.08	2.33	2.05	1.88	2.09	2.05	
18 In last 7 days, I received recognition or praise for good work	2.30	2.53	2.30	2.09	2.27	2.45	
19 This last year, I have had opportunities to learn and grow	2.89	3.14	2.88	2.65	2.87	2.99	
20 The SDDOT is willing to take a chance on a good idea	2.53	2.66	2.57	2.38	2.51	2.68	
21 SDDOT philosophy emphasizes people should take initiative	2.67	2.80	2.74	2.51	2.66	2.75	
22 A friendly atmosphere prevails among people in the SDDOT.	2.93	3.13	2.93	2.75	2.90	3.14	
23 Relationships between management and workers are warm	2.32	2.63	2.24	2.09	2.28	2.54	
24 I would encourage my best friend to work for the SDDOT	2.52	2.78	2.51	2.30	2.48	2.77	
25 I know what is expected of me at work	3.19	3.25	3.24	3.10	3.16	3.37	
26 My supervisor holds regularly scheduled staff meetings	2.82	2.92	2.76	2.78	2.82	2.85	
27 Staff meetings are a source of reliable information	2.91	3.00	2.93	2.80	2.88	3.06	
28 I get the information I need to know from my supervisor	2.89	3.00	2.92	2.77	2.88	2.98	
29 I feel free to state my opinion at meetings with the Secretary	2.31	2.46	2.18	2.28	2.31	2.30	
30 I understand clearly how I can contribute to SDDOT goals	2.77	2.91	2.79	2.64	2.77	2.78	
31 Adequate 2-way info between employees & top management	2.14	2.34	2.02	2.05	2.13	2.21	
32 Our supervisor frequently asks for our ideas	2.71	2.85	2.78	2.53	2.68	2.92	
33 I am involved in decisions that involve my area of responsibility	2.77	2.88	2.78	2.67	2.77	2.80	
34 Kept informed about what is happening in my part of SDDOT	2.62	2.71	2.62	2.54	2.62	2.63	
35 I understand what the SDDOT's top priorities are	2.78	2.95	2.70	2.67	2.77	2.81	
36 I understand why and how work assignments are to be done	3.07	3.18	3.01	3.00	3.07	3.06	
37 At the SDDOT, my opinion seems to count	2.41	2.58	2.42	2.25	2.41	2.44	
38 My supervisor makes an effort to [discuss] my career goals	2.28	2.45	2.36	2.06	2.26	2.38	
39 Supervisor discussed my pay concerns and questions with me	2.13	2.37	2.11	1.92	2.11	2.22	
40 There is someone at work who encourages my development	2.51	2.80	2.53	2.22	2.48	2.69	
41 When on a difficult assignment, can count on assistance	3.13	3.34	3.13	2.93	3.12	3.17	
42 SDDOT does a good job of meeting my needs as an individual	2.62	2.76	2.65	2.48	2.61	2.70	
43 My workload is reasonable	2.91	3.04	2.87	2.82	2.90	2.95	
44 I receive the administrative and staff support necessary	2.93	3.04	2.93	2.81	2.90	3.07	
45 I have the materials and equipment I need to do my work right	3.10	3.15	3.15	3.01	3.07	3.31	
46 I get the information, assistance, and approvals I need quickly.	2.68	2.80	2.74	2.54	2.64	2.93	
47 SDDOT goes out of way to recognize extraordinary service	2.19	2.41	2.15	2.02	2.19	2.20	
48 My job, directly or indirectly, serves citizens of South Dakota	3.58	3.60	3.63	3.53	3.58	3.59	
49 The results of my work significantly affect many other people	3.49	3.51	3.52	3.44	3.50	3.41	
50 Supervisor or someone at work cares about me as a person	3.02	3.19	3.11	2.79	2.98	3.25	
51 Morale is high within my unit in SDDOT	2.31	2.53	2.26	2.14	2.27	2.52	
52 My personal morale is high	2.73	3.03	2.66	2.50	2.71	2.85	



**Table 55 (continued): Item Averages by Job Worth (Midpoint Status) and Gender**

Survey Items (abbreviated)	All N=	Midpoint Status			Gender		
		Below	At	Above	Male	Female	
53 I feel free to openly state my opinions to my supervisor	755	3.05	3.14	3.12	2.92	3.04	3.14
54 There is a desire to continually improve performance		2.77	2.94	2.78	2.60	2.75	2.89
55 Previous OHAs have led to important and valuable changes		2.34	2.41	2.34	2.27	2.31	2.48
56 People work hard & take pride in their performance		2.90	2.94	2.94	2.83	2.88	3.02
57 Action & behavior reflect good ethical & professional standards		2.93	3.04	2.99	2.79	2.92	3.01
58 Group works on lasting improvements, rather than "quick fixes"		2.89	3.00	2.90	2.78	2.87	2.97
59 Encouraged to speak mind, even if disagreeing with supervisors		2.48	2.57	2.51	2.38	2.46	2.62
60 Free to disagree; able to reach decisions without difficulty		2.83	2.91	2.83	2.74	2.81	2.91
61 I receive all the training I need to do a good job		2.95	2.96	2.99	2.91	2.94	2.99
62 Quality of job-related training I have received has been good		3.04	3.12	3.04	2.97	3.03	3.11
63 The training available to me is job-related		3.10	3.21	3.07	3.00	3.09	3.12
64 I believe the training I receive will help me advance		2.70	2.95	2.69	2.46	2.69	2.73
65 The people I work with at the SDDOT really trust one another		2.55	2.67	2.59	2.41	2.54	2.63
66 Employees in my work unit can voice their opinions freely		2.89	3.00	2.92	2.76	2.88	2.94
67 Trust my supervisor to represent my interests at higher levels		2.79	2.91	2.83	2.64	2.76	2.99
68 SDDOT top management (executive level) respects employees		2.43	2.66	2.36	2.28	2.41	2.59
69 Changes will happen as a result of this survey		2.09	2.17	2.08	2.03	2.05	2.32
70 People in SDDOT feel they are part of an effective team		2.68	2.83	2.65	2.55	2.67	2.70
71 My work group has all the resources it needs to do its job		2.86	2.94	2.84	2.79	2.84	2.93
72 My co-workers treat me with respect		3.08	3.21	3.09	2.96	3.05	3.25
73 Trust levels are high between work teams		2.68	2.83	2.68	2.53	2.67	2.71
74 I receive helpful and timely feedback on my performance		2.62	2.79	2.66	2.45	2.60	2.79
75 My performance appraisal is a fair evaluation of my work		2.92	3.01	2.93	2.82	2.90	3.01
76 Supervisor & I agree on goals in my performance appraisal		2.99	3.11	2.97	2.88	2.96	3.13
77 There is follow-through on items discussed in my appraisal		2.52	2.71	2.51	2.36	2.51	2.60
78 In last 6 months someone talked to me about my progress		2.39	2.65	2.36	2.16	2.37	2.49
79 Group meets to review performance, solve problems		2.42	2.56	2.45	2.26	2.41	2.46
80 My group has identified customers & how to meet their expectations		2.76	2.87	2.79	2.63	2.76	2.74
81 Problem solving group empowered to make decisions		2.54	2.70	2.62	2.33	2.51	2.73
82 My unit worked to identify good performance measures		2.55	2.78	2.51	2.38	2.52	2.74
83 Performance measures initiative improves performance		2.39	2.62	2.32	2.25	2.39	2.45
84 Performance measures initiative is worth time it takes		2.27	2.53	2.15	2.12	2.26	2.33
85 I understand the performance measurement initiative		2.71	2.74	2.70	2.68	2.71	2.70
86 Safety is an important issue at the SDDOT		3.54	3.59	3.57	3.48	3.53	3.61
87 Policies at SDDOT enable employees to do their jobs better		2.81	2.91	2.81	2.71	2.78	2.96
88 Safety at the SDDOT has improved in the past two years		3.16	3.22	3.16	3.10	3.15	3.18
89 Equipment assigned to the SDDOT is properly maintained		3.15	3.20	3.17	3.08	3.12	3.28
90 Know where to find standard operating procedures & policies		3.16	3.23	3.14	3.11	3.16	3.15
91 Overtime is fairly applied in the SDDOT		2.14	2.23	2.19	2.02	2.09	2.46
92 I am satisfied with my hours and schedule of work		3.06	3.14	3.07	2.97	3.02	3.29
93 Staffing levels allow us to do quality work		2.71	2.86	2.71	2.57	2.67	2.93
94 Part-time, seasonal workers good way to manage workload		2.72	2.90	2.72	2.56	2.67	3.02
95 The policy on flexible scheduling is fair		2.72	2.84	2.74	2.60	2.66	3.06
96 SDDOT priorities are both clear-cut and reasonable		2.66	2.85	2.64	2.50	2.64	2.80
97 I clearly understand the direction SDDOT is heading		2.60	2.80	2.47	2.52	2.59	2.69
98 The SDDOT listens to its customers		3.07	3.15	3.09	2.99	3.07	3.11
99 There is little undesired turnover at the SDDOT		2.11	2.30	2.10	1.95	2.10	2.20
100 My job is essential to the S.D. transportation system		3.34	3.40	3.30	3.32	3.35	3.30
101 The mission of SDDOT makes me feel my job is important		3.00	3.17	2.98	2.85	2.99	3.05
	TOTALS	274.69	289.23	274.27	261.55	272.93	285.13
102 OVERALL SATISFACTION		2.98	3.08	3.02	2.85	2.95	3.15

Items 13 and 18, for example, show that new employees are much more inclined than long-term employees to say that they receive recognition for good work. Similarly, new employees are more inclined to say that they have opportunities to learn and grow, and that their supervisor asks for their ideas (items 19, 32). A key to sustaining the high responses of new employees as they become long-term employees, therefore, is to assure supervisory and management practices that produce a comparable quality of job experience for all employees.

## **COMPARISON OF 2006 RESULTS WITH PRIOR ASSESSMENTS**

This section presents the results for the items retained for the 2006 survey from prior assessments and the changes in the scores of these items that have occurred since the 2004 assessment. The 2006 survey items that can be compared directly with prior assessments include the Overall Satisfaction item, 11 of the National Standard Comparison items from the Gallup Organization's research, and 62 items for which there has been little or no change of wording since 1998 and which represent a set of "core" items that enables repeated measurement of progress.

Overall, the results showed a decline for 2006 as compared to 2004, unlike the continual improvement indicated by each assessment from 1998 through 2004.

### **RESULTS FOR ALL ITEMS**

Table 56 presents the results for all survey items ranked from the one that gained the most since 2004 to the one that declined the most. Change scores that are in **bold** type are statistically significant ( $p > .05$ ). The results show that 79 of the 99 items that were on both the 2004 and 2006 surveys did not change a significant amount. One item gained a significant amount while 19 items declined a significant amount. The total score and the score for the Overall Satisfaction item declined, but not significantly.

Employees were significantly more inclined to say that they receive all the training they need to do a good job (Item 61). This result bolsters the generally high regard for the quality of training that employees have as indicated by scores above 3.00 for items 62 and 63. These items posted gains each assessment since 2002 and sustained their inclusion in the Strength category for 2006.

The 19 items that declined significantly can be summarized into a few themes. First, employees were significantly more inclined to disagree that "there is little undesired turnover" (Item 99). Second, they gave significantly lower scores to the statement "My personal morale is high" (Item 52). Several other of the items that declined significantly point to some likely contributors to lower morale. For example, employees are significantly less inclined to say that their wages are sufficient to keep them from looking for another job (Item 16), that their opinions count (Item 37), that recognition is given for good service (Item 47), or that they are a part of a well functioning team (Item 10).

Communication is the third theme and is probably also impacting morale. Employees are significantly less inclined to say that they are kept informed about what is happening in SDDOT (Item 34) or that they understand what SDDOT's direction and priorities are (Items 35, 96, 97). They are also less inclined to say that there is adequate two-way communication with top management or that they feel free to express their views in meetings with the Secretary (Items 31, 29). As an apparent consequence of the foregoing, employees are also less inclined to say that top management respects employees (Item 68).

The fourth theme involves orientation toward improvement. Employees are less inclined to say there is a desire to continually improve performance (Item 54), that there is willingness to take a chance on a good idea (Item 20), or that initiative is encouraged (Item 21). The previously discussed decline in clarity about the Department's direction and priorities is a likely contributor to these results.

**Table 56: Comparison of 2006 and 2004 Item Scores Ranked by Amount of Change**

	Survey Items (abbreviated)	2006	2004	2006 vs 2004
61	I receive all the training I need to do a good job	2.95	2.86	0.09
1	When I have a question about assignments, I know whom to ask	3.49	3.43	0.06
90	Know where to find standard operating procedures & policies	3.16	3.10	0.06
4	My fellow employees are committed to doing quality work	3.19	3.14	0.05
18	In last 7 days, I received recognition or praise for good work	2.30	2.25	0.05
7	People do not wait to be told; they can decide on their own	2.92	2.88	0.04
91	Overtime is fairly applied in the SDDOT	2.14	2.10	0.04
89	Equipment assigned to the SDDOT is properly maintained	3.15	3.11	0.04
65	The people I work with at the SDDOT really trust one another	2.55	2.52	0.03
95	The policy on flexible scheduling is fair	2.72	2.69	0.03
67	Trust my supervisor to represent my interests at higher levels	2.79	2.76	0.03
5	People are held accountable for the quality of their work	2.64	2.61	0.03
63	The training available to me is job-related	3.10	3.07	0.03
100	My job is essential to the S.D. transportation system	3.34	3.32	0.02
69	Changes will happen as a result of this survey	2.09	2.07	0.02
6	I am only held responsible for things I can influence	2.83	2.81	0.02
74	I receive helpful and timely feedback on my performance	2.62	2.61	0.01
8	Poor performance is not tolerated in our work unit	2.61	2.60	0.01
86	Safety is an important issue at the SDDOT	3.54	3.53	0.01
73	Trust levels are high between work teams	2.68	2.67	0.01
48	My job, directly or indirectly, serves citizens of South Dakota	3.58	3.58	0.00
14	The promotion system helps the best person to rise	1.87	1.87	0.00
98	The SDDOT listens to its customers	3.07	3.07	0.00
62	Quality of job-related training I have received has been good	3.04	3.04	0.00
15	People are rewarded based on their job performance	1.91	1.91	0.00
80	My group has identified our customers & how to meet their expectations	2.76	2.76	0.00
64	I believe the training I receive will help me advance	2.70	2.70	0.00
75	My performance appraisal is a fair evaluation of my work	2.92	2.92	0.00
93	Staffing levels allow us to do quality work	2.71	2.71	0.00
88	Safety at the SDDOT has improved in the past two years	3.16	3.16	0.00
13	Adequate recognition and praise are given for a job well done	2.47	2.48	-0.01
72	My co-workers treat me with respect	3.08	3.09	-0.01
3	Work is well planned in our work group	2.84	2.85	-0.01
87	Policies at SDDOT enable employees to do their jobs better	2.81	2.82	-0.01
50	Supervisor or someone at work cares about me as a person	3.02	3.03	-0.01
49	The results of my work significantly affect many other people	3.49	3.50	-0.01
41	When on a difficult assignment, can count on assistance	3.13	3.14	-0.01
56	People work hard & take pride in their performance	2.90	2.91	-0.01
57	Action & behavior reflect good ethical & professional standards	2.93	2.95	-0.02
76	Supervisor & I agree on goals in my performance appraisal	2.99	3.01	-0.02
60	Free to disagree; able to reach decisions without difficulty	2.83	2.85	-0.02
44	I receive the administrative and staff support necessary	2.93	2.95	-0.02
53	I feel free to openly state my opinions to my supervisor	3.05	3.08	-0.03
25	I know what is expected of me at work	3.19	3.22	-0.03
81	Problem solving group empowered to make decisions	2.54	2.57	-0.03
94	Part-time, seasonal workers good way to manage workload	2.72	2.75	-0.03
58	Group works on lasting improvements, rather than "quick fixes"	2.89	2.92	-0.03
27	Staff meetings are a source of reliable information	2.91	2.94	-0.03
33	I am involved in decisions that involve my area of responsibility	2.77	2.81	-0.04
17	I am satisfied with the opportunities for career advancement	2.08	2.12	-0.04
22	A friendly atmosphere prevails among people in the SDDOT.	2.93	2.97	-0.04
38	My supervisor makes an effort to [discuss] my career goals	2.28	2.32	-0.04

**Table 56 (continued): Comparison of 2006 and 2004 Item Scores Ranked by Amount of Change**

Survey Items (abbreviated)		2006	2004	2006 vs 2004
32	Our supervisor frequently asks for our ideas	2.71	2.75	-0.04
43	My workload is reasonable	2.91	2.95	-0.04
101	The mission of SDDOT makes me feel my job is important	3.00	3.04	-0.04
12	At work, I have the opportunity to do what I do best every day	2.90	2.94	-0.04
66	Employees in my work unit can voice their opinions freely	2.89	2.93	-0.04
82	My unit worked to identify good performance measures	2.55	2.60	-0.05
77	There is follow-through on items discussed in my appraisal	2.52	2.57	-0.05
45	I have the materials and equipment I need to do my work right	3.10	3.15	-0.05
9	My co-workers and I are proud to be a part of the SDDOT	2.88	2.93	-0.05
70	People in SDDOT feel they are part of an effective team	2.68	2.73	-0.05
36	I understand why and how work assignments are to be done	3.07	3.12	-0.05
79	Group meets to review performance, solve problems	2.42	2.47	-0.05
19	This last year, I have had opportunities to learn and grow	2.89	2.94	-0.05
71	My work group has all the resources it needs to do its job	2.86	2.91	-0.05
42	SDDOT does a good job of meeting my needs as an individual	2.62	2.68	-0.06
26	My supervisor holds regularly scheduled staff meetings	2.82	2.88	-0.06
23	Relationships between management and workers are warm	2.32	2.38	-0.06
84	Performance measures initiative is worth time it takes	2.27	2.33	-0.06
92	I am satisfied with my hours and schedule of work	3.06	3.12	-0.06
2	Red tape is kept to a minimum in the SDDOT	2.33	2.39	-0.06
24	I would encourage my best friend to work for the SDDOT	2.52	2.59	-0.07
28	I get the information I need to know from my supervisor	2.89	2.96	-0.07
59	Encouraged to speak mind, even if disagreeing with supervisors	2.48	2.55	-0.07
40	There is someone at work who encourages my development	2.51	2.58	-0.07
39	Supervisor discussed my pay concerns and questions with me	2.13	2.20	-0.07
30	I understand clearly how I can contribute to SDDOT goals	2.77	2.85	-0.08
51	Morale is high within my unit in SDDOT	2.31	2.39	-0.08
78	In last 6 months someone talked to me about my progress	2.39	2.47	-0.08
85	I understand the performance measurement initiative	2.71	2.80	-0.09
10	I feel that I am a member of a well functioning SDDOT team	2.81	2.90	-0.09
11	I have plans and aspirations to advance in SDDOT	2.75	2.85	-0.10
34	Kept informed about what is happening in my part of SDDOT	2.62	2.72	-0.10
96	SDDOT priorities are both clear-cut and reasonable	2.66	2.76	-0.10
52	My personal morale is high	2.73	2.83	-0.10
54	There is a desire to continually improve performance	2.77	2.88	-0.11
83	Performance measures initiative improves performance	2.39	2.51	-0.12
68	SDDOT top management (executive level) respects employees	2.43	2.55	-0.12
35	I understand what the SDDOT's top priorities are	2.78	2.90	-0.12
47	SDDOT goes out of way to recognize extraordinary service	2.19	2.32	-0.13
21	SDDOT philosophy emphasizes people should take initiative	2.67	2.82	-0.15
20	The SDDOT is willing to take a chance on a good idea	2.53	2.68	-0.15
37	At the SDDOT, my opinion seems to count	2.41	2.57	-0.16
16	My wages are sufficient to keep me from looking for another job	1.97	2.15	-0.18
97	I clearly understand the direction SDDOT is heading	2.60	2.81	-0.21
31	Adequate 2-way info between employees & top management	2.14	2.42	-0.28
29	I feel free to state my opinion at meetings with the Secretary	2.31	2.67	-0.36
99	There is little undesired turnover at the SDDOT	2.11	2.54	-0.43
46	I get the information, assistance, and approvals I need quickly.	new item		
55	Previous OHAs have led to important and valuable changes	new item		
	TOTALS	269.67	274.22	-4.55
102	OVERALL SATISFACTION	2.98	3.02	-0.04

Table 57 is a summary of how the changes in item scores affected the number of items designated as “Strengths” or “Opportunities for Improvement.” It shows that the percent of items meeting the Strengths criterion score of 3.00 dropped from 22.9 to 19.8 between 2004 and 2006, while the number of Improvement Opportunities increased from 49.5 to 58.4.

**Table 57: Percent of Items Meeting Each Assessment Criterion in 2006 Compared to 2004**

Assessment Category	Criterion	2006 (N=101 Items)	2004 (N=105 Items)	Change
Strengths	> 3.00	19.8	22.9	- 3.1
Moderate	≤ 3.00 and > 70% 'Agree'	21.8	27.6	-5.8
Improvement Opportunity	'Agree' ≤ 70%	58.4	49.5	8.9

**RESULTS FOR THE CORE ITEMS**

This section presents a comparison of 2006 and 2004 results for each of the 62 core items, i.e., the items that have been included in every survey since 1998. The items in Table 58 of results are grouped into the Domains, or content areas, that were used in previous assessments to organize the items topically. Domain scores were computed by averaging the item scores in the Domain. Since many of the 2002 items were removed or revised for 2004, and a few 2004 items were removed for 2006, the Domain scores from prior assessment reports are not comparable with those of 2006. However, Table 58 presents adjusted Domain scores for 2004 and 2002 based on the items that were retained for 2006. Also presented is the amount of change in item scores between 2004 and 2006, and also between 2002 and 2004. Changes that are statistically significant ( $p < .05$ ) are presented in bold.

The table shows that, for 2006 versus 2004, item 61 increased significantly, discussed in the previous section as reflecting an improving view by employees about getting the training they need to do a good job. None of the Domains increased significantly. There were 14 core items that decreased significantly and, consequently, the Domains of Identity, Risk, Communication, Morale, Performance Measurement, and Purpose.

In contrast, changes in core items from 2002 to 2004 were primarily up, with 49 items increasing significantly along with 17 of the 19 Domains. Two items decreased significantly. One of these, item 11, continued to significantly decline from 2004 to 2006, reflecting a greatly deteriorating view about career advancement. Employees have become much more inclined to say that they do not have aspirations to advance in SDDOT.

**NATIONAL COMPARISON STATEMENTS**

Each of the prior assessments included 11 items developed from the extensive research of the Gallup Organization that characterize high-performing and high-retention work environments. Beginning in 2004 the response format was changed from asking for either a “Yes” or “No” response to the four-point, “Strongly Agree” to “Strongly Disagree” format, enabling them to be quantitatively analyzed on a par with the 90 other items in this format that comprise the majority of the survey. The 2006 results for survey items 1-101 that are presented in previous sections of this report include these 11 items.

The purpose of this section is to compare the 2006 results for these items with prior assessments. For this analysis it was necessary to tally all “Strongly Agree” and “Inclined to Agree” responses as “Yes” responses and all “Strongly Disagree” and “Inclined to Disagree” responses as “No” responses, so that they are equivalent to the prior assessments.

**Table 58: Changes Since 2002 in Averages of the 62 Core Items**

Domain	Survey Items (abbreviated)	2006	2004	2002	Change	
					06 vs 04	04 vs 02
Structure	1 When I have a question about assignments, I know whom to ask	3.49	3.43	3.34	0.06	0.09
	2 Red tape is kept to a minimum in the SDDOT	2.33	2.39	2.22	-0.06	0.17
	Domain Score	2.91	2.91	2.78	0.00	0.13
Responsibility	6 I am only held responsible for things I can influence	2.83	2.81	2.62	0.02	0.19
Identity	10 I feel that I am a member of a well functioning SDDOT team	2.81	2.90	2.69	-0.09	0.21
	11 I have plans and aspirations to advance in SDDOT	2.75	2.85	2.97	-0.10	-0.12
	Domain Score	2.78	2.88	2.83	-0.10	0.05
Reward	14 The promotion system helps the best person to rise	1.87	1.87	1.78	0.00	0.09
	15 People are rewarded based on their job performance	1.91	1.91	2.00	0.00	-0.09
	16 My wages are sufficient to keep me from looking for another job	1.97	2.15	1.97	-0.18	0.18
	17 I am satisfied with the opportunities for career advancement	2.08	2.12	1.99	-0.04	0.13
Domain Score	1.96	2.01	1.94	-0.05	0.07	
Risk	20 The SDDOT is willing to take a chance on a good idea	2.53	2.68	2.66	-0.15	0.02
Climate	22 A friendly atmosphere prevails among people in the SDDOT.	2.93	2.97	2.83	-0.04	0.14
	23 Relationships between management and workers are warm	2.32	2.38	2.24	-0.06	0.14
	24 I would encourage my best friend to work for the SDDOT	2.52	2.59	2.46	-0.07	0.13
	Domain Score	2.59	2.64	2.51	-0.05	0.13
Communication	26 My supervisor holds regularly scheduled staff meetings	2.82	2.88	2.79	-0.06	0.09
	27 Staff meetings are a source of reliable information	2.91	2.94	2.94	-0.03	0.00
	28 I get the information I need to know from my supervisor	2.89	2.96	2.88	-0.07	0.08
	29 I feel free to state my opinion at meetings with the Secretary	2.31	2.67	2.58	-0.36	0.09
	30 I understand clearly how I can contribute to SDDOT goals	2.77	2.85	2.82	-0.08	0.03
	31 Adequate 2-way info between subordinates & top management	2.14	2.42	2.34	-0.28	0.08
	35 I understand what the SDDOT's top priorities are	2.78	2.90	2.78	-0.12	0.12
Domain Score	2.66	2.80	2.73	-0.14	0.07	
Support	38 My supervisor makes an effort to [discuss] my career goals	2.28	2.32	2.26	-0.04	0.06
	41 When on a difficult assignment, can count on assistance	3.13	3.14	2.98	-0.01	0.16
	42 SDDOT does a good job of meeting my needs as an individual	2.62	2.68	2.62	-0.06	0.06
	44 I receive the administrative and staff support necessary	2.93	2.95	2.82	-0.02	0.13
Domain Score	2.74	2.77	2.67	-0.03	0.10	
Morale	47 SDDOT goes out of way to recognize extraordinary service	2.19	2.32	2.25	-0.13	0.07
	48 My job, directly or indirectly, serves citizens of South Dakota	3.58	3.58	3.54	0.00	0.04
	49 The results of my work significantly affect many other people	3.49	3.50	3.29	-0.01	0.21
	51 Morale is high within my unit in SDDOT	2.31	2.39	2.40	-0.08	-0.01
	52 My personal morale is high	2.73	2.83	2.70	-0.10	0.13
	53 I feel free to openly state my opinions to my supervisor	3.05	3.08	2.86	-0.03	0.22
Domain Score	2.89	2.95	2.84	-0.06	0.11	
Conflict	59 Encouraged to speak mind, even if disagreeing with supervisors	2.48	2.55	2.30	0.07	0.25

**Table 58 (continued): Changes Since 2002 in Averages of the 62 Core Items**

Training	61	I receive all the training I need to do a good job	2.95	2.86	2.65	0.09	0.21
	62	Quality of job-related training I have received has been good	3.04	3.04	2.95	0.00	0.09
	63	The training available to me is job-related	3.10	3.07	3.01	0.03	0.06
	64	I believe the training I receive will help me advance	2.70	2.70	2.76	0.00	-0.06
	Domain Score		2.95	2.92	2.84	0.03	0.08
Culture	65	The people I work with at the SDDOT really trust one another	2.55	2.52	2.38	0.03	0.14
	66	Employees in my work unit can voice their opinions freely	2.89	2.93	2.84	-0.04	0.09
	67	Trust my supervisor to represent my interests at higher levels	2.79	2.76	2.62	0.03	0.14
	68	SDDOT top management (executive level) respects employees	2.43	2.55	2.50	-0.12	0.05
	69	Changes will happen as a result of this survey	2.09	2.07	2.11	0.02	-0.04
Domain Score		2.55	2.57	2.49	-0.02	0.08	
Teamwork	70	People in SDDOT feel they are part of an effective team	2.68	2.73	2.61	-0.05	0.12
	71	My work group has all the resources it needs to do its job	2.86	2.91	2.66	-0.05	0.25
	72	My co-workers treat me with respect	3.08	3.09	2.98	-0.01	0.11
	73	Trust levels are high between work teams	2.68	2.67	2.59	0.01	0.08
	Domain Score		2.82	2.85	2.71	-0.03	0.14
Performance Appraisal	76	Supervisor & I agree on goals in my performance appraisal	2.99	3.01	2.81	-0.02	0.20
Problem Solving	81	Problem solving group empowered to make decisions	2.54	2.57	2.50	-0.03	0.07
Performance Measurement	82	My unit worked to identify good performance measures	2.55	2.60	2.45	-0.05	0.15
	83	Performance measures initiative improves performance	2.39	2.51	2.41	-0.12	0.10
	85	I understand the performance measurement initiative	2.71	2.80	2.71	-0.09	0.09
	Domain Score		2.55	2.64	2.52	-0.09	0.12
Safety & Efficiency	86	Safety is an important issue at the SDDOT	3.54	3.53	3.42	0.01	0.11
	87	Policies at SDDOT enable employees to do their jobs better	2.81	2.82	2.50	-0.01	0.32
	88	Safety at the SDDOT has improved in the past two years	3.16	3.16	3.00	0.00	0.16
	89	Equipment assigned to the SDDOT is properly maintained	3.15	3.11	2.92	0.04	0.19
	90	Know where to find standard operating procedures & policies	3.16	3.10	2.81	0.06	0.29
Domain Score		3.16	3.15	2.93	0.01	0.22	
Work Schedule	91	Overtime is fairly applied in the SDDOT	2.14	2.10	1.88	0.04	0.22
	92	I am satisfied with my hours and schedule of work	3.06	3.12	3.04	-0.06	0.08
	93	Staffing levels allow us to do quality work	2.71	2.71	2.54	0.00	0.17
	95	The policy on flexible scheduling is fair	2.72	2.69	2.61	0.03	0.08
	Domain Score		2.66	2.66	2.52	0.00	0.14
Purpose	97	I clearly understand the direction SDDOT is heading	2.60	2.81	2.63	-0.21	0.18
	98	The SDDOT listens to its customers	3.07	3.07	2.94	0.00	0.13
	99	There is little undesired turnover at the SDDOT	2.11	2.54	2.34	-0.43	0.20
	100	My job is essential to the S.D. transportation system	3.34	3.32	3.30	0.02	0.02
Domain Score		2.78	2.94	2.81	-0.16	0.13	
Total of Core Items			168.32	171.48	164.39	-3.16	7.09

Table 59 shows a slight decline in the average of all items for 2006 over 2004 of 1.43 percent, approximating the decline of 1.84 percent for the 62 core items.

Table 59 also shows significant improvement since 1998 in most items, gains in all but one item, and a significant gain in the average of all items. The gains primarily occurred between 1998 and 2004,

although three items continued to advance after 2004. There were six items that declined between 2004 and 2006.

**Table 59: Comparison of 2006 Results for National Comparison Statements with Prior Assessments**

Item #	Statements	Percent 'Agree'					Change	
		2006	2004	2002	2000	1998	06 vs 04	06 vs 98
19	This last year, I have had opportunities at work to learn and grow	73	75	79	73	69	- 2	4
78	In last 6 months, someone at work has talked to me about my progress	44	48	46	47	63	- 4	- 19
4	My fellow employees are committed to doing quality work	87	84	82	76	77	3	10
101	The mission of SDDOT makes me feel my job is important	78	78	73	61	56	0	23
37	At the SDDOT, my opinion seems to count	50	58	53	45	44	- 8	6
40	There is someone at work who encourages my development	54	57	49	49	44	- 3	10
50	My supervisor or someone at work seems to care about me as a person	80	81	80	77	76	- 2	4
18	In last 7 days, I received recognition or praise for good work	41	40	34	30	24	2	17
12	At work, I have the opportunity to do what I do best every day	76	75	70	60	56	1	19
45	I have the materials and equipment I need to do my work right	85	87	77	72	66	- 2	19
25	I know what is expected of me at work	90	90	92	87	86	0	4
	Average	69	70	67	62	60	- 1	9

The gains that have been made attest to the sincere and successful attention that SDDOT has given to organizational health and how the results of prior assessments have guided decisions that have served to increase organizational health in specific ways. For example, the item with the largest gain since 2002 is “I have the materials and equipment I need to do my job right.” This result is consistent with the investments in equipment and facilities during the past several years.

The most notable change is the eight percent decline since 2004 in the view of employees that their opinions count. The change for this item was discussed earlier in conjunction with other survey items that declined significantly.

Another notable decline is item 19, which has fallen six percent since 2002. Employees are less inclined to say that they have “opportunities at work to learn and grow.” This finding is particularly worthy of attention in view of the prevailing attitudes of employees regarding opportunities for career advancement, greater compensation, or other tangible rewards. In circumstances where it is extremely difficult to provide these rewards, it is all the more important to assure the satisfactions of growth and development.

Since SDDOT’s first Organizational Health Assessment in 1998, each assessment has compared SDDOT results with the composite results from Gallup’s study of the 15 fastest growing companies. While this benchmark is from private sector organizations, it was perhaps the best available data for comparison when SDDOT began its assessments. With the dramatic progress SDDOT has made over the past eight years, any concerns there might have been about using private sector results as a comparison have become less founded. Table 60 shows, SDDOT has now surpassed the benchmark group in two items and has achieved a tie with one other. Specifically, SDDOT employees are more inclined than the benchmark group to say that the organizational mission makes them feel their job is important and that their fellow employees are committed to doing quality work. They are equivalent to the benchmark group in perceiving that they have the materials and equipment they need.



**Table 60: Results for National Comparison Statements Compared to Gallup Benchmark**

Statements	Percent Responses		Gap
	'Agree'	'Yes'	
	SDDOT 2006	Gallup Benchmark	
This last year, I have had opportunities at work to learn and grow	73	84	-9
In the last 6 months, someone at work has talked to me about my progress	44	62	-18
My fellow employees are committed to doing quality work	87	86	1
The mission of SD DOT makes me feel my job is important	78	59	19
At the SD DOT, my opinion seems to count	50	82	-32
There is someone at work who encourages my development	54	70	-16
My supervisor or someone at work seems to care about me as a person	80	82	-2
In last 7 days, I received recognition or praise for good work	41	60	-19
At work, I have the opportunity to do what I do best every day	76	82	-6
I have the materials and equipment I need to do my work right	85	85	0
I know what is expected of me at work	90	97	-7
Average	69	77	-8

Despite substantial progress for most of these items, improvement gaps remain, largely in terms of the frequency and quality of dialogue between employees and their supervisors. The three largest gaps remaining pertain to whether employees perceive that their opinions count, and to the frequency of recognition for good work and of progress discussions.

## **BEST PRACTICES PROFILE**

The purpose of this section is to identify the practices that distinguish the highest scoring work units within SDDOT, creating a “best practices profile” of the supervisors and work groups that reported through their survey responses the highest levels of organizational health. The profile can then serve as an “internal benchmark” for the Department at large. Since it represents a level of organizational health that has been achieved by a large percentage of work groups, the profile sets a standard to which all can reasonably aspire.

### **THE BEST PRACTICES PROFILE METHOD**

The following describes the steps taken to create the profile.

#### **1. Select Work Units with Four or More Respondents**

“Work Unit” was defined as all employees who report directly to a particular supervisor. To organize the survey results into work units, therefore, each survey respondent was grouped with the other respondents that directly report to his or her supervisor. The responses from work units with fewer than four respondents were set aside. This was to prevent the responses of only a few people skewing the analysis.

Of the 96 supervisors and managers in SDDOT, and therefore 96 possible work units, 93 had four or more respondents. These 93 units included 748 survey respondents, or 99 percent of the total of 755 respondents.

## 2. Form High and Low Quartile Groups Based on Total Survey Score of Each Work Unit

A total survey score was calculated for each respondent. Each respondent's total score was averaged with the others in his or her work unit to produce a total survey score for the work unit. The work units were placed in rank order from the highest to the lowest total survey score. The high quartile group was formed by aggregating the 23 work units, one-fourth of 93 (rounded) that achieved the highest total survey score. For each of the survey items 1 through 101, an average of these 23 work units was calculated. Combining in the same way the 23 work units with the lowest total survey score formed the low quartile group.

## 3. Identify Items Showing Large Differences Between High and Low Work Units

For each survey item, the average of the low quartile group was subtracted from that of the high quartile group. Items that showed large difference scores revealed the specific management practices that most differentiate the highest scoring work units from others. Collectively, the items with large difference scores represent an *organizational needs analysis*; that is, they describe the practices that supervisors of low and moderate scoring work units need to strengthen in order to increase both their individual effectiveness as supervisors and the overall performance and organizational health of SDDOT.

## 4. Organize Items Showing Large Differences Into Themes and A Cause-Effect Diagram

Items that are similar to each other in terms of the management practices or work environment characteristics that they represent were grouped to form a "behavioral picture" or profile of how high scoring units are being managed and are carrying out their work differently than others. Several of the items also describe some of the favorable impacts that the practices in high scoring groups are causing.

## 5. Develop Interventions That Focus On Strengthening Internal Benchmark Practices

The items showing large differences represent "best practices," or benchmarks that can be established as goals and expectations for all supervisors and work units. Communication, training, and performance management strategies can then be developed to help supervisors and work groups instill these practices.

### **RESULTS OF THE BEST PRACTICES PROFILE ANALYSIS**

Table 61 presents the 41 survey items with the largest difference scores between the high and low quartile groups. These items reflect the "best practices" that most distinguish the highest scoring work units from the lowest. The items are ranked by the difference score, so the ones that most differentiate the high quartile work units from others are at the top. All of the difference scores are statistically significant well beyond the .001 level of probability. This means the probability is quite small (less than one-tenth of 1 percent) that differences this large occurred by chance, but rather are caused by differences in the work experiences of high and low quartile respondents.

Many of the items in **Error! Reference source not found.** describe the practices of supervisors and managers that are serving to create an "organizationally healthier" work environment than is found in other SDDOT work units. High quartile employees are significantly more inclined than others to say, for example, that adequate recognition is given for good work and that their supervisor asks for their ideas (Items 13, 18, 32).

Many other items in the table are describing the apparent effects of the healthier environment that has been created. For example, high quartile employees are significantly more inclined to say that morale is high in their work unit (Item 51).

**Table 61: Items with Largest Difference Scores, Ranked by Difference Score**

Survey Items (abbreviated)	High Quartile	Low Quartile	Difference
67 Trust my supervisor to represent my interests at higher levels	3.33	2.30	1.04
91 Overtime is fairly applied in the SDDOT	2.70	1.74	0.96
37 At the SDDOT, my opinion seems to count	2.87	1.99	0.88
51 Morale is high within my unit in SDDOT	2.74	1.89	0.85
78 In last 6 months someone talked to me about my progress	2.80	1.98	0.81
14 The promotion system helps the best person to rise	2.34	1.53	0.81
42 SDDOT does a good job of meeting my needs as an individual	3.04	2.24	0.80
24 I would encourage my best friend to work for the SDDOT	2.96	2.16	0.80
18 In last 7 days, I received recognition or praise for good work	2.76	1.96	0.80
23 Relationships between management and workers are warm	2.71	1.91	0.80
39 Supervisor discussed my pay concerns and questions with me	2.59	1.80	0.79
13 Adequate recognition and praise are given for a job well done	2.84	2.06	0.79
38 My supervisor makes an effort to [discuss] my career goals	2.71	1.94	0.77
69 Changes will happen as a result of this survey	2.48	1.71	0.76
81 Problem solving group empowered to make decisions	2.92	2.16	0.76
28 I get the information I need to know from my supervisor	3.31	2.55	0.76
40 There is someone at work who encourages my development	2.96	2.20	0.76
32 Our supervisor frequently asks for our ideas	3.16	2.42	0.74
19 This last year, I have had opportunities to learn and grow	3.28	2.55	0.73
9 My co-workers and I are proud to be a part of the SDDOT	3.26	2.53	0.73
31 Adequate 2-way info between employees & top management	2.47	1.74	0.72
66 Employees in my work unit can voice their opinions freely	3.24	2.53	0.71
2 Red tape is kept to a minimum in the SDDOT	2.69	1.98	0.71
79 Group meets to review performance, solve problems	2.79	2.08	0.71
22 A friendly atmosphere prevails among people in the SDDOT.	3.32	2.62	0.71
17 I am satisfied with the opportunities for career advancement	2.48	1.77	0.71
33 I am involved in decisions that involve my area of responsibility	3.14	2.44	0.71
53 I feel free to openly state my opinions to my supervisor	3.46	2.76	0.70
68 SDDOT top management (executive level) respects employees	2.79	2.09	0.70
34 Kept informed about what is happening in my part of SDDOT	2.98	2.29	0.69
57 Action & behavior reflect good ethical & professional standards	3.30	2.62	0.69
59 Encouraged to speak mind, even if disagreeing with supervisors	2.82	2.16	0.66
47 SDDOT goes out of way to recognize extraordinary service	2.55	1.90	0.65
50 Supervisor or someone at work cares about me as a person	3.38	2.74	0.64
64 I believe the training I receive will help me advance	3.01	2.38	0.64
15 People are rewarded based on their job performance	2.25	1.62	0.63
10 I feel that I am a member of a well functioning SDDOT team	3.13	2.51	0.63
95 The policy on flexible scheduling is fair	3.11	2.48	0.62
74 I receive helpful and timely feedback on my performance	2.91	2.30	0.61
20 The SDDOT is willing to take a chance on a good idea	2.85	2.24	0.61
55 Previous OHAs have led to important and valuable changes	2.65	2.04	0.61

The next step in the analysis was to group the items into two categories: 1) those that described how the work unit is operating and being managed were put in the “**Causes**” category; 2) those that describe the impact of the work environment on performance or employee attitudes were put in the “**Effects**” category. The items in each category were then clustered into themes. For the “**Causes**” category, the themes described the following six ways that the practices of high scoring supervisors and managers are more effective than others.

- Open Communication
- Employee Involvement
- Recognition and Feedback
- Training and Development
- Focus on Results and Performance Improvement
- Policies Fairly Applied

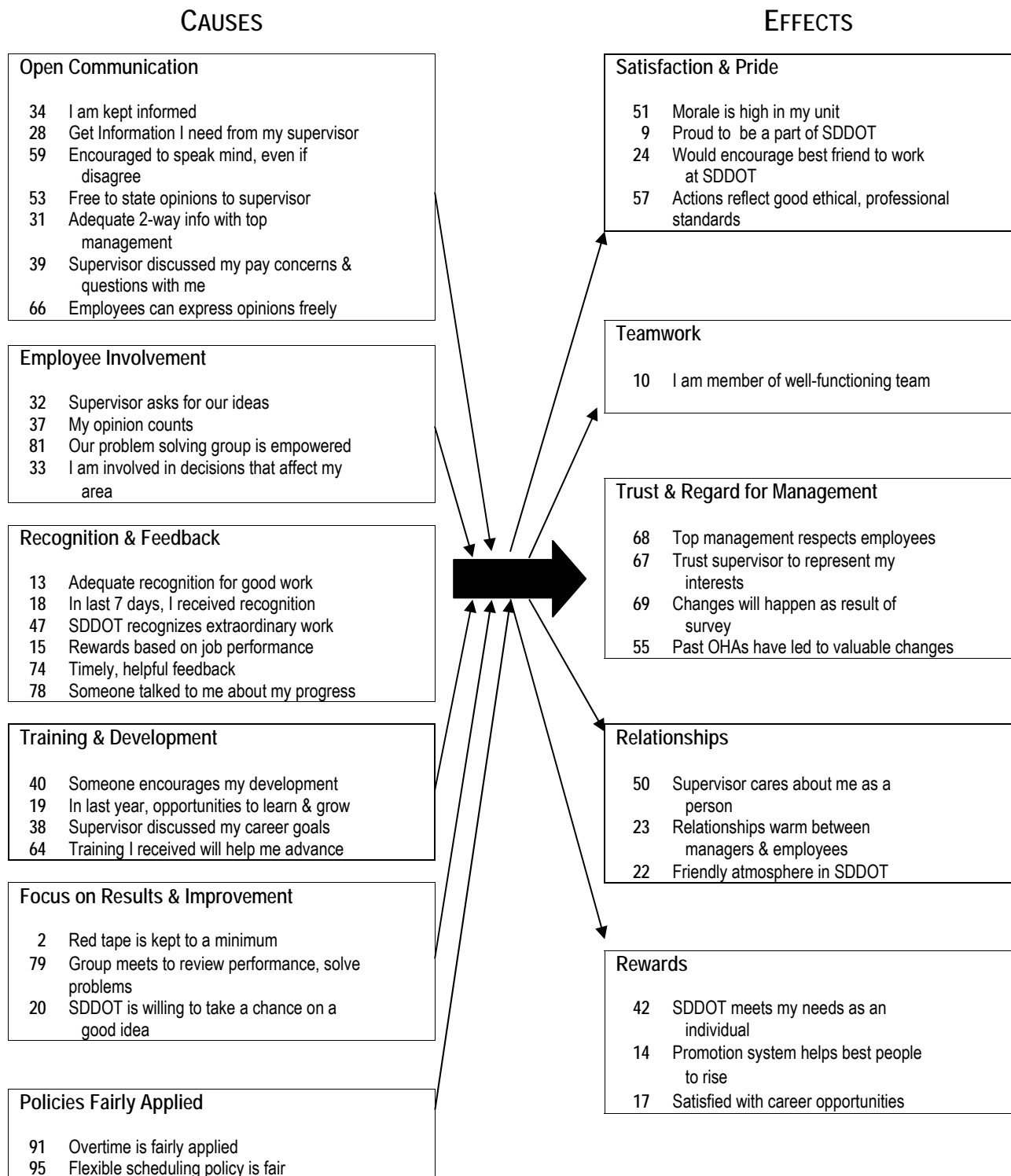
Respondents in the high quartile work units were significantly more inclined than others to report the prevalence of the above six practices. Some of the effects of these practices are revealed in other items that these respondents scored higher, and include:

- Greater Job Satisfaction and Pride
- Better Teamwork
- Greater Trust and Regard for Management
- Stronger Work Relationships
- Greater Satisfaction with Compensation and Career Opportunities

Figure 2 presents the Cause-Effect Diagram that describes the distinguishing practices in high scoring work units, and the favorable impacts they are having. The items in the “**Causes**” column represent priorities for management and organizational development. Investing in interventions that will raise these items in the middle and low quartiles will translate directly into higher scores for the items in the “**Effects**” column. In the diagram, the items are abbreviated and presented with their item number. The complete text of each item is presented in Appendix A.

It is important to note that 33 of these 41 items (80 percent) that most distinguish the high quartile are among the 59 items previously identified as Improvement Opportunities for the SDDOT as a whole, a 56 percent overlap. These issues are being addressed in a significantly better fashion by the high quartile. This finding underscores the value of the high quartile practices as a model to others as well as the favorable impact that strategies to increase the effectiveness of all supervisors in the practices in the “**Causes**” column will have. *Proliferating the practices of the high quartile will directly address the majority of the items identified as Improvement Opportunities for the Department as a whole. This is one of the foremost conclusions and recommendations of this study.*

## Cause-Effect Diagram (Based on 748 Employees from 93 Work Units)



\* All items in the diagram showed a statistically significant difference score of more than .60 between the high and low quartile groups. They are presented with their item number and abbreviated. Please see Appendix A for complete text of survey items.

**Figure 2: Cause-Effect Diagram of Items That Significantly Distinguish High & Low Quartile Work Units**

## FOCUS GROUPS FOLLOWING THE PRELIMINARY ANALYSIS OF SURVEY RESULTS

*Oasis Consulting Services* conducted four follow-up focus groups after completion of the preliminary survey data analysis. The focus groups were intended to gain a deeper understanding of the survey results and to identify ways to improve the Organizational Health Assessment process. Group discussions centered on eight open-ended questions derived from the aggregate survey responses. The sessions were conducted November 7-10, 2006. As with the focus groups conducted prior to the survey, participants were randomly selected. There was an average of 12 participants in each group and the sessions were each 1 ½ to 1 ¾ hours long. The groups were mixed in terms of organizational level and included both supervisors and non-supervisors. Aberdeen and Mitchell Regions were combined and had more participants as a result. This session was held in Huron. Separate sessions were held in Pierre for the Pierre Region and Central Office, and the fourth session was in Rapid City for that region. A total of 49 employees participated in these groups representing about five percent of the Department.

Following is a summary of responses to the eight discussion questions from all the groups. It is important to note that the summary focus group responses should be considered supplemental to the survey data. They are not intended to override the statistically valid survey results in any way, but rather to shed further light on that data. Focus group information provides a different kind of insight into organizational health and is neither superior nor inferior to the tallied responses of the much larger group of employees.

1. There were a number of survey comments about positions being filled by people outside DOT, rather than promoting from within. What are positions that, in your view, could have been filled as well or better by a SDDOT employee?

The response to this varied by region but most seemed to think the data was referring to the some of the top positions in the agency. There were also some comments about maintenance not having an opportunity to apply for technical positions and that it used to be that SDDOT employees received first consideration for positions, but now it is open competition. There was some feeling that those internally had lost an advantage.

2. What positions, if any, have you noticed turning over more in the past 1-2 years than previously, or more than you think is good for SDDOT? What thoughts do you have about the reasons for the turnover?

There was widespread agreement that turnover had increased over the last two years. “More turnover everywhere” was what we heard in each of the focus groups. Rapid City seemed to have more than the others, particularly in the area of Maintenance. The participants mentioned Wyoming job opportunities as a draw, that mines pay more and even North Dakota DOT pays more. Reasons for turnover in all regions were many. Pay was mentioned first and was seen as a factor affecting turnover in multiple job categories, but other factors mentioned were specific to either technical or maintenance positions, as summarized in the following lists.

### **Maintenance**

- Hours
- Expected to flex time
- Lack of overtime
- On call basically 24/7

### **Technicians**

- Long hours in summer
- Stuck at midpoint
- Stuck, can't go anywhere

There was also discussion about the affects of turnover on morale, pointing to the challenges of finding and training replacements and that sometimes new employees are starting higher on the pay scale than others have in the past. There were comments which were not challenged that the pay differential for Rapid City and Sioux Falls was not helping morale and has not made a difference in turnover. It was said that cities, counties, and contractors pay more and offer better working conditions, and as a result the pride that employees used to have in working for SDDOT “has slipped.”

Surprisingly, retirement was not given as a major reason for turnover. When asked about it participants saw it as a looming issue for the future but not a major contributor to recent turnover.

**3. Results have been up significantly for each Organizational Health Assessment since 1998, but this year the results are flat to slightly down. Why do you suppose that is?**

No one was surprised by the assessment results. Reasons given were quite different than the comments about the causes of turnover, and had mostly to do with a culture of caution and uncertainty. For example, there were comments such as “Remember ’96,” which indicated concerns about the future being similar to that era. When asked about these comments participants explained that the first surveys were when SDDOT was “coming out of dark ages, so the only place to go was up in the early years.” Some people have the sense that things now are similar to the way they were before the 1996 layoffs and others are simply uncertain, but the similar consequence is tentativeness and cautiousness in their decisions and actions.

There were also comments in the focus groups referencing the Secretary’s comments at meetings that contributed to employees’ cautiousness and uncertainty. More than one of the groups paraphrased the Secretary making comments such as, “If you don’t like it, leave.”

Other comments from focus group participants as to reasons for the OHA being slightly down include, “politics have gotten worse;” “we used to have an open door but now don’t have interaction;” “money crunch” (reduced federal dollars); fewer projects could result in layoffs; deferring projects; “Sioux Falls and Rapid City pay differential really made a lot of people angry.”

**4. The survey asked participants what the most important issue is that SDDOT is facing. Most cited was managing its finances given funding reductions and rising costs. What thoughts do you have about ways that SDDOT might use available dollars better?**

Each of the groups mentioned the concern that funding cutbacks could result in personnel cutbacks, not filling positions, and roads being neglected. They noted that more maintenance is, and will continue to be, a consequence of fewer new construction dollars and otherwise tighter budgets. There were only a couple of ideas about better use of available dollars. Some said they are “replacing thousands of signs that may not need it.” In Rapid City some participants thought the requirement to use E85/biodiesel fuel is costly and impractical, because “you can’t buy it on this side of state, and you have to keep at 50<sup>o</sup> so you can’t use it in the winter.” They didn’t understand why this was required.

**5. There were a number of comments about lack of direction for the Department and, more generally, lack of information from, and poor communication with, SDDOT’s leadership. What do you believe needs to be strengthened in terms of communication between Executive staff and other employees? What methods for improving communication would you recommend? What information from the Executive staff do you not receive that would help you do your job better?**

Participants wanted to comment on communication before suggesting methods for improving it. Examples of the types of comments made in each session are: “not much sharing of information, how decisions are made;” “get to read about your job in the paper;” “...preaching teamwork but half the team doesn’t know what’s going on;” “some supervisors share information, some don’t;” “trickle down theory just doesn’t work;” “less visibility now; decisions are made that we don’t know about;” “culture is not the same so focus/connection is different and contributes to lack of direction/communication; emphasis on risk management;” “my way” (doesn’t invite open communication); “communication is on a need to know basis;” “for years there was no information, then information was shared and opinions solicited, and now we’ve gone back the other way.”

Suggestions for improving communication included: “communication is sent to all employees by email but not everyone has email – put it out so you don’t have to wait for supervisor to print out;” “in some offices employees are not allowed to be on computer because this isn’t (see as) real work;” “regional meetings – used to be a box where you could put in questions anonymously and that was taken away. It cut off questions/communication;” “(the former Secretary) used to walk around and show up and talk to people;” “posted minutes of meetings before;” “if you don’t know, say that...reminded of cell phone commercial where call is dropped and communication disappears;” “if you ask us to raise issues, don’t get defensive and be there to hear it...at management meeting managers were asked to raise issues and spent a fair amount of time discussing, but when raised (presented) not one of the executive staff was there to hear;” “make sure things get passed down that’s needed to do the job.”

6. A number of comments referred to the unfairness of good and poor performers receiving the same compensation. Assuming no changes are made to base compensation, what types of rewards and recognition could be given to high performers that would be meaningful?

Pay increases topped the list of comments, but the question did not allow this as an option, so members of the focus groups suggested the following:

- upward mobility; career path; opportunity for growth; used to be highway maintenance and senior maintenance worker – now dropped; tiers – Equipment Operator 1,2,3 (like it used to be);
- extra money for using/learning new equipment and/or for degree of difficulty;
- recognition; involve them; ask opinion; give credit; training opportunities
- don’t have retirees being brought back as seasonal and making more money than lead;
- bonus – add points to retirement;
- work out of home – telecommute.

7. A number of comments referred to various types of inconsistencies across regions and also across areas within regions. What inconsistencies do you see? In what ways, if any, do these affect the ability of employees to do good work?

There were a number of examples of inconsistencies, although nothing that seemed major. Some were methods or materials that varied because of geographic differences, so there may be good reasons for the variations. A number of people said it “depends on supervisor” and that each region engineer supports the region, so it depends on what region you are in. It was pointed out that they can all be good but they are



not consistent and this could make a difference to customers. Numerous comments related to the pay differential, and that Sioux Falls and Rapid City do not have flextime and they get overtime and people with same job title doing things differently. It was brought up that there is a standards panel that meets one or two times a year but focus group members commented that they do not see anything from it.

Other inconsistencies that were brought up include: difference in signing across state; some equipment up to date in some areas and not in others, such as “W. River which is older and in tougher shape;” some lease, some buy; different types of signs and/or posts used across regions; variations of right; some regional bids policies/operating standards under review regarding pavement; snowplows and wings – cannot use equipment in certain way (dropping wing) – other regions don’t do this and there could be legal implications.

**8. In what ways, if any, do you think training should be improved? Being informed of training opportunities and being able to participate? Quality of training content, instruction or methods? Up-to-date, job related content? Topics/information/skill areas not offered but needed?**

There were mixed reactions to this question. Most felt training is “okay,” but some inconsistencies and ways to improve were cited, as the following sample comments describe:

- those who’ve been there do training and sometimes that’s good and sometimes not; with retirements looming the DOT will be losing that experience and may not have anyone to do the training;
- training on new trucks is for the chosen few;
- training is not like it used to be when you had to go to some kind of mandatory training regularly (they thought this was good) and it was more specific to help you do your job;
- sometimes training class is only scheduled once and it’s a good time for some but worse time for others (to attend);
- manuals used to be great;
- mentoring has potential;
- there used to be cross-training (which was considered a good thing) but not now;
- “Isn’t any.” - mechanical (shop) training badly needed;
- new equipment is often sophisticated and you need training, but you have to send people out to dealerships, can’t do it in house or with BOP;
- some areas there is training overload (safety).

A number of comments indicated that training opportunities depend on the supervisor and is at the supervisor’s discretion, and also that supervisors are supposed to print and post training available but some do not.

## CONCLUSIONS

This section presents and explains the following five conclusions based on the results of the 2006 Organizational Health Assessment:

1. Past improvements in Organizational Health were largely maintained.
2. Many important opportunities for further improvement remain.
3. The ability of SDDOT to attract and retain its desired workforce appears to be declining.
4. Lack of consistency in the quality of management practices is a major obstacle to further improvement.
5. A gateway to further improvement is clarifying organizational direction and priorities

### **CONCLUSION #1: PAST IMPROVEMENTS IN ORGANIZATIONAL HEALTH WERE LARGELY MAINTAINED**

The 1998 through 2004 assessments demonstrated continuous and significant improvement in the large majority of domains measured by the survey. Specifically, statistically significant improvement in scores was documented for 17 of the 19 domains ( $p < .05$ ). The 2006 results showed that 13 of the 19 domains maintained their previous gains, neither gaining nor declining a significant amount. Similarly, of the 62 core items that comprise the domains, there were 47 that did not change significantly and one that increased significantly. There were 20 items designated as organizational Strengths, which means that they scored above 3.0 on the 4-point scale. This remainder of this section summarizes these Strengths that have been attained and sustained.

- ***Sense of Purpose.*** Five items revealed the very prevalent perception of employees that they and their fellow employees are committed to doing quality work and that their work meaningfully serves South Dakotans, results from listening to customers, and contributes to an important mission. (Items 4, 48, 49, 98, 100)
- ***Clear Job Expectations.*** Four items pertaining to performance expectations showed that employees are, overall, clear about the specific requirements of their jobs and what is expected of them in performing their work. (Items 1, 25, 36, 90)
- ***Working Conditions.*** Several items describe employees' views of how the conditions within which they work enable them to do good work and place priority on their safety. They also report that they have the materials and equipment they need to do their work right, and that equipment is properly maintained. Their work environment is supportive of their desire and efforts to do good work in that they can count on assistance to accomplish a difficult assignment and that they are satisfied with their work hours and schedules. (Items 41, 45, 86, 88, 89, 92)
- ***Work Relationships.*** Three items conveyed different ways that employees perceive healthy relations in their workplace, with a high percentage on each saying that their co-workers treat them with respect, that their supervisor or someone at work cares about them as a person, and that they can openly state their opinions to their supervisor. (Items 50, 53, 72)

- **Training.** Two items indicated a high regard among the large majority of employees for the quality of the training they receive and that it is job-related. (Items 62, 63)

Many of the items now designated as Strengths did not meet the criterion of a 3.0 score in one or more of the past OHAs. In fact, the items that have progressed the most since 1998, regardless of whether they are now Strengths, are largely ones that received priority attention of SDDOT's executive group following the previous assessments. This is important to emphasize because it means that *organizational health is primarily a product of management choice and skill, rather than driven by the external environment, an entrenched work culture, or other factors beyond the influence of SDDOT's leadership and management cadre.*

## CONCLUSION #2: MANY IMPORTANT IMPROVEMENT OPPORTUNITIES REMAIN

Despite the fact that the gains from previous assessments were largely sustained, and about a fifth of the items were designated as Strengths, more than half scored as Improvement Opportunities, meaning that between 30 and 77 percent of respondents answered unfavorably. These lowest scoring items were summarized into the following themes, which represent serious threats to SDDOT's strategic goals, particularly in the areas of Organizational Health and Business Improvement.

- **Performance Management and Performance Improvement Practices.** Nine items reveal ways that employees perceive deficiencies in performance management practices. A large percentage said that poor performance is tolerated and that people are not held accountable for the quality of their work. Many also see a lack of adequate attention paid to programs and practices intended to produce continuous improvement, one of the cornerstones of SDDOT's Strategic Plan, saying that the performance measures initiative is not worth the time it takes and does not serve to improve performance. Half of respondents said that their work group does not have regular meetings to discuss ways to solve problems and plan improvements, and 40 percent said that their unit has not worked to identify good performance measures. Large percentages of survey respondents also said that there had not been follow-through on the items discussed in their performance appraisal and that red tape is not kept to a minimum. (Items 2, 5, 8, 77, 79, 82, 83, 84)
- **Resource Management.** More than one-third of respondents said that staffing levels do not enable quality work and that part-time and seasonal workers are not a good way to manage workload. There is also a strong view that staffing policies and methods, including flexible scheduling and overtime, are not fairly administered. (Items 91, 93, 94, 95)
- **Teamwork.** Four items indicate that people do not feel they are part of an effective team and that trust levels between people and teams are low. (Items 10, 65, 70, 73)
- **Empowerment.** A large percentage of respondents said that their opinions do not seem to count, their problem-solving group is not empowered to make decisions, and their supervisor does not ask for their ideas. Further, they do not feel free to speak their minds with their supervisors or to state their opinions in meetings with the Secretary. (Items 29, 32, 33, 37, 53, 59, 81)
- **Recognition, Feedback and Developmental Practices.** Six items indicated the view held by many employees that good work is not adequately recognized, that they do not get timely, helpful

feedback on their performance, that no one has talked with them about their progress in the last six months, and that there is not someone at work who encourages their development. (Items 13, 18, 40, 47, 74, 78)

- **Compensation Practices.** More than two-thirds of respondents said that their wages are not sufficient to keep them from looking for another job and that their supervisor has not discussed their pay questions and concerns with them in the past year. Even more said that people are not rewarded based on their job performance. (Items 15, 16, 39)
- **Advancement Opportunity.** More than two-thirds of respondents said that they are not satisfied with opportunities for advancement and more than three-fourths said that the promotion system does not help the best person to advance. (Items 14, 17)
- **Communications and Relationships with Management.** Two-thirds of respondents said that communications between subordinates and top management are inadequate, one-third said they do not trust their supervisor to represent their interests at higher levels, 40 percent said that they are not kept well informed about what is happening in SDDOT, and 33 percent said that regularly scheduled staff meetings are not held. These and many of the foregoing improvement opportunities contribute to the view that top management lacks respect for employees and for their jobs. (Items 26, 31, 34, 67, 68)

Analysis of the results for each demographic subgroup within SDDOT revealed that these Improvement Opportunities are prevalent across them all, so that strategies for improvement can generally be widely applied in the Department, rather than focusing solely on a particular location, job group or other specific subgroup. However, these Improvement Opportunities are significantly more prevalent among employees in the Maintenance and Equipment job groups. Their less favorable responses clearly indicate the need to place greater attention to improvement strategies with these subgroups. The fact that these groups also represent a large proportion of the total workforce accentuates this conclusion.

In summary, these improvement opportunities indicate a lack of both performance management and employee retention factors, which undermines achievement of the Business Improvement strategic goal to “continuously improve the Department’s business and operations,” and the Organizational Health strategic goal to “make the Department of Transportation a desirable place to work” in order to “attract and retain the best possible employees.” The latter of these goals is discussed further in the following paragraphs.

### **CONCLUSION #3: SDDOT’S ABILITY TO ATTRACT AND RETAIN ITS DESIRED WORKFORCE APPEARS TO BE DECLINING**

Survey respondents were significantly less inclined in 2006 to say that “there is little desired turnover” in SDDOT (Item 99). This item declined more than any other, from 2.54 in 2004 to 2.11 in 2006, a decline of 17 percent. This increased perception of undesired turnover was strongly substantiated by both focus group comments and comments in response to open-ended survey items. In both venues, the prevalence of comments about turnover was notably greater than in 2004. Comments about difficulties filling vacant positions with well-qualified people also increased this year.

Several survey items speak directly to the problems with retention and the consequences to SDDOT. Between 42 and 68 percent of respondents (depending on the item) said that SDDOT does not do a good job of meeting their needs as individuals, their morale is not high, and they would not encourage their best friend to work for SDDOT (Items 24, 39, 51). Employees were also significantly less inclined to say that their wages are sufficient to keep them from looking for another job, or that they have plans and aspirations to advance in SDDOT (Items 11, 16). Further, seven of the 11 survey items that Gallup research has established as highly correlated with retention, declined.

In addition, the results signal a particular threat to retention for employees as they move immediately beyond their first two years of service. For the overall satisfaction item and also for 83 of the other 101 scored items, employees with less than two years of service gave significantly higher responses than the group of all respondents. The group of employees with 2 through 6 years of service scored dramatically lower than the group in their first two years of service.

#### **CONCLUSION #4: LACK OF CONSISTENCY IN THE QUALITY OF MANAGEMENT PRACTICES IS A MAJOR OBSTACLE TO FURTHER PROGRESS**

The “Best Practices Profile” analysis showed an exceptionally large gap between the 23 highest scoring SDDOT work units (high quartile) and the 23 lowest scoring work units (low quartile). Organizational health varies considerably, therefore, across work units in SDDOT. The specific management practices that strongly differentiated the high and low groups were summarized into the following six categories:

- Open Communication
- Employee Involvement
- Recognition and Feedback
- Training and Development
- Focus on Results and Improvement
- Policies Fairly Applied

Employees of the high scoring units responded to the 26 items that comprise the above categories at a significantly more favorable level than employees of low scoring units. As an apparent result of working in an environment characterized by these practices, they were also significantly more favorable in response to 15 of the most fundamental organizational health items pertaining to morale, job satisfaction, teamwork, trust in management, compensation and career advancement opportunities.

These 41 items most distinguished the highest and lowest scoring work units, demonstrating the enormous impact that the practices of individual supervisors and managers have on organizational health. In fact, 33 of these 41 items (80 percent) that scored significantly higher in the high quartile units are also among the 59 items that were found to be Improvement Opportunities for the Department as a whole, a 56 percent overlap.

***Proliferating the practices of the high quartile, therefore, will have a direct, favorable impact on organizational health in the areas that are currently indicated as priorities for improvement. This is one of the foremost conclusions and recommendations of this study.***

Conversely, failing to invest in strategies designed to elevate these key practices will leave in place a major obstacle to SDDOT's progress in organizational health.

## **CONCLUSION #5: A GATEWAY TO FURTHER IMPROVEMENT IS CLARIFYING ORGANIZATIONAL DIRECTION AND PRIORITIES**

Three items declined significantly since 2004 that indicate employees are less clear about SDDOT's organizational priorities (Items 35, 96, 97). Respondents were also significantly less inclined to say that they are kept well informed about what is happening in their part of SDDOT (Item 34). These findings were confirmed in the survey's written comments and the focus groups, which also described how the lack of clarity and information translates into overly cautious decision making and quells initiative. Accordingly, survey respondents were also significantly less inclined to say this year that the SDDOT philosophy emphasizes that people should take initiative (Item 21).

In response to the survey question, "What types of information do you feel you need more of?" there was a statistically significant increase in the percentage of respondents who marked "Top management decisions and actions" (59.2 percent), "What's going on in other parts of SDDOT" (50.2 percent), and "SDDOT's direction and goals" (49.4 percent). In each of the focus group discussions of these results participants commented on both the discontinuation of publishing minutes of executive staff meetings and that the most recent employee meetings with executive staff were led in ways that discouraged raising issues or questions. These views are substantiated by the fact that survey respondents were significantly less inclined than in 2004 to say that there is adequate two-way information between employees and the executive staff (Item 31).

It is likely that the greater uncertainty about priorities and the tentativeness about decision making accounts for the significant decline in the employees' views that there is a desire to continually improve performance at SDDOT or a willingness to take a chance on a good idea (Items 20, 54).

Several of the comments made by executive staff members in the interviews and discussions with them at the outset of this project anticipated some of these results. For example, the substantial change in the composition of the executive staff since the last OHA was noted and that, while there had been substantial discussions among the executive staff regarding update of strategic goals and priorities, this information was still in the draft stage.

The updating of the strategic goals was completed while the OHA survey was being developed. Consequently, the updated goals were incorporated into the section of the survey pertaining to progress against strategic goals and the disseminating of them to SDDOT employees occurred almost simultaneous to the administration of the OHA survey. Disseminating the updated goals may serve to increase clarity about organizational goals and priorities some, but more investment in communication will be necessary to enable employees to translate this information into clear guidance for their work.

Fortunately, a further investment in internal communications can have many benefits beyond clarifying direction and priorities. Done effectively, it can also strengthen the relationship between employees and management. As noted in Conclusion #4, there is a clear opportunity to build confidence and trust in management, which can be an extremely valuable byproduct of dialogue about direction and priorities.

## RECOMMENDATIONS

Based on the findings and conclusions of this study, the researchers recommend the following to the South Dakota Department of Transportation:

1. Respond to the Communication Needs Voiced by Survey Respondents
2. Invest in Strategies to Proliferate the “Best Practices” That Are Characteristic of SDDOT’s High Quartile Work Units
3. Institute a Systematic Process for Evaluating Turnover
4. Address the Pay and Career Opportunity Concerns Raised by Survey Respondents
5. Continue the Organizational Health Assessment

These recommendations are consistent with the priorities identified by SDDOT executives after their review of the preliminary results of the OHA at the December executive staff meeting, though a few of our recommendations go beyond the executives’ four priorities. Specifically, the following summarizes the flipcharts created by the executives who reviewed the results and agreed on action priorities:

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5. Executive Communication
  - a. Incorporate all levels
  - b. Get out and talk
  - c. Two-way, open
  - d. Promote initiatives
  - e. Care about Organizational Health
6. Supervisory and Leadership Development
  - a. Strengthen the pipeline
  - b. More than just training
  - c. Step up to ineffective supervisors and managers
7. Employee Recognition
8. Recruitment and Retention
  - a. Focus on “Who is turning over?”
  - b. Educate people on turnover

### **RECOMMENDATION #1: SEEK TO FULFILL COMMUNICATION NEEDS VOICED BY SURVEY RESPONDENTS**

A large number of survey respondents indicated the need for more and/or better communication and information in the following areas:

1. The “how” and “why” behind management decisions, especially those made at higher levels (59.2 percent)

2. “What’s going on” information from the extended environment that includes other regions, other state DOT’s, other parts of South Dakota government that affect DOT (50.2 percent)
3. SDDOT’s direction and priorities (49.4 percent)
4. Training opportunities (33.9 percent)
5. Career advancement opportunities and related information about the process and requirements (31.9 percent)

Seeking to fulfill these needs is put forth as a recommendation in part because of the prevalence of survey responses, but also because investments in communication made as a result of prior assessments have led to significant improvements in the related organizational health items. An effective investment in communications will also have a beneficial ripple effect to other aspects of organizational health beyond just the substance of the communications. The example previously given was that clarifying SDDOT’s direction and priorities can serve to build the confidence and trust that employees have in top management. Another example is that assuring better communications about training and career advancement is likely to go beyond the basic purpose of enabling employees to become greater contributors to the Department through their work. It can lead to less undesired turnover and also strengthen the relationship with top management by conveying concern and interest in meeting employee needs. Addressing these communication needs can also contribute to boosting the perception many expressed that changes will not happen as a result of the survey.

Our recommendation regarding the nature of the investment in communication is that it be primarily systemic, rather than episodic. The one-time event of announcing and distributing the new set of strategic goals has good value, but meeting communication needs requires an ongoing effort and a mix of one-way and two-way methods.

## **RECOMMENDATION #2: STRATEGIES TO PROLIFERATE “BEST PRACTICES”**

The reasons for strongly recommending this are twofold. The first is the strength of the findings, which underscore the potential power of this approach to achieving the Organizational Health strategic goal. The second reason is the practicality of implementing this recommendation, which is at least as compelling as the first. One-fourth of SDDOT’s work units are already demonstrating superior results, so it cannot be argued that these levels of organizational health are unachievable in SDDOT’s environment. In addition, there are many proven ways to establish the best practices as expectations of supervisors and managers, and to develop their ability to demonstrate these practices.

The following paragraphs give examples of various strategies in this regard. Because of the finding that organizational health improvement opportunities are more prevalent among employees in the Maintenance and Equipment job groups, greater consideration of how these strategies could be implemented for optimal impact with employees of these groups is recommended. Many of these strategies were also recommended in the 2004 OHA report.



### **WORKSHOPS FOR SUPERVISORS AND MANAGERS TO REVIEW THE OHA RESULTS OF THE SPECIFIC UNITS THEY MANAGE**

One of the tasks of this project was to conduct workshops for SDDOT managers and supervisors in which they each receive a report that aggregates the survey responses for the employees that report directly to them. The workshop also enables them to learn the best practices so that they can plan steps to improve organizational health in the work units for which they are specifically responsible.

### **TRAINING**

Updating current supervisor and management training programs to incorporate the management competencies reflected in the best practices identified in the OHA is also recommended. Organize these programs into a multifaceted, systemic progression of development for supervisors and managers, rather than simply a collection of available courses. In addition to classroom learning, create new learning experiences for supervisors and managers that clearly illustrate how those who achieve the highest survey scores demonstrate the desired practices. These might involve, for example, visits to other regions to observe staff meetings, peer group discussions led by supervisors or managers that have mastered the best practices, or case study descriptions of the best practices in action. .

In addition to those who have a manager or supervisor title, investment in training should extend to Lead Workers for those aspects of their role that are akin to supervisory skills. There were more than a few comments on both the survey and in the focus groups recommending supervisory skill training for Lead Workers, pointing to disparity in the quality of Lead Workers, and/or giving specific examples of poor practices on the part of Lead Workers.

This part of the recommendation is supported by our understanding that, apart from the annual Managers Conference, most supervisors and managers participate in little formal management development beyond their initial training as a new supervisor. However, the need goes beyond assuring that supervisors and managers have more training resources available to develop their managerial competence. A fundamental premise is that the managers of supervisors and managers must play a specific role in supporting the management development efforts of the people who report to them.

In many organizations, supervisors and managers are not expected to invest in employee development beyond what is required to assure that their employees meet the fundamental job requirements and that current performance goals are met. But if the managers of SDDOT's supervisors and managers demonstrate more developmental practices the benefits will cascade and multiply. In addition to building the management skills of their direct reports they are serving as models for developing others that will translate into more developmental practices demonstrated by first-line supervisors with the front-line employees who report to them. Further, a more "developmental culture" contributes directly to the strategic goal to "attract and retain the best possible employees," and will serve to maintain competency levels within the workforce in the wake of retirements and other turnover.

Without expanding their developmental role and responsibility to include "stretch" assignments and other forms of growth opportunities, supervisors and managers undermine a key goal of workforce planning and development, which is to attract and retain talented people. Research by the Gallup organization of its data base of over one million employees who have responded to job satisfaction and work climate surveys over the past two decades has produced a compelling profile of the high performance and high retention work environment, and the practices of the managers who create these environments. Not surprisingly, a

distinguishing characteristic of these managers is that, once employees are fully competent in their positions, the manager seeks to meet their growth needs and interests.

Gallup's findings are substantiated by the 2006 OHA results. Employees in high quartile work units were significantly more inclined than others to say that someone at work encourages their development, they have had opportunities to learn and grow in the past year, their supervisor had discussed their career goals with them, and the training they received will help them advance in their careers (Items 40, 19, 38, 64).

Motivating and enabling SDDOT's supervisors and managers to expand their role in this way requires a deliberate investment in their acquiring the competency of "developing employees." In addition, it requires deliberate actions on the part of those in leadership positions to communicate their expectations for managers and supervisors to demonstrate this competency and to strongly reinforce the efforts of those who do.

### **PERFORMANCE MANAGEMENT SYSTEM**

Another avenue for proliferating best practices is to revise the existing management job descriptions or other formal statements of responsibilities and expectations to clearly reflect the desired practices. Performance appraisals for supervisors and managers would then include meeting at least minimal competencies in demonstrating these benchmark practices. Since organizational health is a cornerstone of SDDOT's strategic plan, it is recommended that supervisors and managers be expected to include one or more goals in their annual performance plans for making workplace improvements based on their survey results or other indicators of the need for improving organizational health. Award programs and rewards for superior performance can also be based on demonstrating the benchmark practices.

The performance management system should also guide supervisors and managers in their efforts to develop these competencies. A developmental assessment and planning guide for supervisors and managers, based on the best practices profile, would be helpful for them to use in directing their own development and in reaching agreement with their manager about their development plans.

Related to this recommendation is to establish a requirement that supervisors and managers prepare an action plan based on their OHA results that is reviewed and approved by their immediate supervisor. A Florida DOT project similar to the OHA revealed the importance of supervisors and managers preparing action plans based on their unit's survey results. In the first years of their annual employee survey, such action plans were encouraged but not required. In follow-up research with the high quartile units, however, it was learned that preparing these action plans was almost uniformly characteristic of the high quartile work units. As a result, the action planning came to be required. This was one of the reasons that Florida DOT began to see an increased rate of improvement among low quartile work units.

### **SELECTION AND RECRUITMENT**

In many organizations technical qualifications are much more formally and carefully reviewed as part of candidate screenings than are the type of competencies in the best practices profile. Consequently, most selections that are subsequently regretted are due to a lack of these competencies rather than a lack of technical ability. Reflect the best practices in job postings for supervisory positions. Update interview methods to qualify candidates on these practices and, in announcing promotions and selections, highlight the qualifications of successful candidates that reflect the best practices.

### **FOCUS ON INEFFECTIVE MANAGERIAL PERFORMANCE**

It is very important that the survey results not be used as a basis for evaluating the performance or abilities of supervisors and managers. The managers of SDDOT's supervisors and managers are responsible for evaluating the effectiveness of their employees based on observations of job performance. They are also responsible for assuring that the development needs of the supervisors and managers who report to them are addressed, rather than allowed to continue in ways that undermine organizational health. The concern is that such a large gap exists between the high quartile and low quartile work units because managers of managers have not made the development of management skills a priority.

This part of our recommendation, therefore, involves expecting managers of managers and supervisors to review the current managerial effectiveness of those who report to them and decide what, if any, of the best practices represent development needs. The higher level managers would then be expected to collaborate with their subordinate supervisors and managers in designing focused learning experiences and coaching interventions. Our understanding is that, while there may have been numerous individual efforts to step up to specific cases of poor managerial performance, there has been no formal program or expectation to focus attention in this way.

### **SUMMARY**

There are few barriers to implementing strategies like the foregoing. They are similar to most of the initiatives taken in response to prior assessments in that they simply require the choice to place priority on management development and to focus management attention accordingly.

## **RECOMMENDATION #3: INSTITUTE A SYSTEMATIC PROCESS FOR EVALUATING TURNOVER**

From both the survey and the focus group results, employees' concerns about undesired turnover were significantly greater than in 2004. The perceptions were that turnover is generally greater, representing a variety of positions, and largely including the quality of personnel that are not desirable to lose. The increased turnover is not seen as resulting from a wave of retirements but rather from lack of career opportunity, low pay, and other organizational health factors.

While the perceptions of employees are valuable as a general barometer of turnover, they do not provide the precise data necessary to analyze the extent and causes of turnover by job category and other key characteristics of those who leave. Without systematic assessment of this information basic questions about whether turnover is excessive, the nature of it, and the reasons for it cannot be answered. As a result, there cannot be adequate consideration of the question of what, if anything, to do about it.

A systematic process for evaluating turnover can provide earlier warning than would otherwise be the case and enhance other aspects of workforce planning. In addition, it will enable factual responses to perceptions and concerns that are raised about turnover but that may be inaccurate.

There are three other strong reasons for this recommendation. The first is that several retention indicators incorporated in the OHA have been declining. The second is that SDDOT may not be able to make major changes, especially in the pay or personnel systems, which would address the currently perceived reasons for turnover. It is especially important, therefore, to have the kind of information that can serve to either

justify major changes or point to alternative solutions when turnover problems emerge. The third reason is that it is not very costly to implement this recommendation.

Some of the findings highlighted the group of employees with 2 through 6 years of service as particularly at risk in terms of turnover. Satisfaction was lowest for this group, and in past years it has generally not shown the improvements in satisfaction characteristic of the other tenure groups. Retaining this group is especially important to assuring the continuity of a well-qualified workforce, so special attention should be given to evaluating turnover within this group.

#### **RECOMMENDATION #4: ADDRESS THE PAY AND CAREER OPPORTUNITY CONCERNS OF EMPLOYEES**

The focus groups revealed that many employees recognize SDDOT's leadership is limited in its ability to increase pay and expand career opportunities. However, the prevalence of the continuing frustration of employees in these areas represents a leadership challenge that should not be dismissed because the prospects of increasing pay and promotion opportunities are low. To the contrary, these circumstances make it even more important to acknowledge employees' concerns, openly discuss them, and demonstrate a reasonable exploration of ideas for stimulating favorable changes.

Two of the items that distinguish high quartile and low quartile work units are whether the supervisor has "talked with me about my career goals" and whether the supervisor has "discussed my pay concerns and answered my questions about pay" (Items 39, 40). Responses of employees in high quartile units were significantly more favorable than employees in low quartile units. It is probably not coincidental that high quartile employees were also significantly more inclined than others to say that their wages are sufficient and they are satisfied with career advancement opportunities (Items 17, 18). A similar project in Florida DOT found that the most gains from a prior assessment were achieved by the work units in which the managers had followed the encouragement of the Department Secretary to formally ask their employees what questions or concerns they had about their pay.

Georgia DOT offers other thoughts about how to address pay and career advancement concerns. GDOT asked the principal researchers of this project to benchmark the full range of human resource practices and policies in 10 organizations, including eight other Departments of Transportation. The organizations were compared in terms of pay and benefits, training, recruitment and selection methods, and career advancement policies and programs. The study gave GDOT's senior managers hard data about the areas in which their human resource practices were in line or out of step with similar agencies. In addition, the research brought to their attention several successful programs and practices that stimulated new thinking about how to address the human resource challenges that they faced.

For example, North Carolina DOT implemented a "skill-based pay" program as a way of differentiating compensation within the same job classification based on the number and types of skills an employee is able to demonstrate. So, an employee who has learned to operate a particular type of equipment qualifies for more compensation than those who have not gained this competency.

North Carolina is an example of how other states have searched for, and to some extent found, fresh ways to approach the difficult challenges associated with pay and career advancement. It is recommended that SDDOT invest in such a search.

## **RECOMMENDATION #5: CONTINUE THE ORGANIZATIONAL HEALTH ASSESSMENT**

The OHA is a proven vehicle for stimulating organizational improvements. We cannot offer a more effective means for measuring progress toward the Organizational Health strategic goal. SDDOT's approach is consistent with that of many other state agencies that have similarly benefited from listening to the views of employees.

Following are recommendations regarding the survey instrument. The first is to retain the 62 core items and the Overall Satisfaction item to assure continuity with prior assessments. For the remaining 39 items that measure a respondent's level of agreement, our recommendation is to: 1) retain those items that are clearly related to the findings of the focus groups that precede the survey in the next assessment; 2) retain those that are strongly related to the initiatives taken in response to this year's OHA; and 3) perform regression and related statistical analyses for the purpose of identifying items that have little incremental measurement value, and so could be removed from the survey without detracting from achieving the objectives of the study.

A final recommendation for strengthening the assessment is to consider administration methods that encourage greater participation of the Maintenance job group. The increase in response rate this year appeared to result, in part, by the increase in the number of employees with access to the Internet. Administration methods for the next OHA should again make optimal use of online survey completion, perhaps by requesting supervisors and managers of field personnel to arrange specific times for employees who do not have their own computer work stations to respond to the survey.

## APPENDIX A—SURVEY USED IN 2006 ASSESSMENT



### SOUTH DAKOTA DEPARTMENT OF TRANSPORTATION ORGANIZATIONAL HEALTH ASSESSMENT 2006

**Purpose:** This survey’s purpose is to assist SDDOT in assuring that the work environment is as productive and satisfying as possible. Your responses, together with those of your fellow employees, will identify areas that are working well and also opportunities for improvement. The results will be reported to all SDDOT employees by the end of this year. The responses to previous surveys have led to favorable changes in safety, equipment, training and many other areas, so your answers will help to make SDDOT a better place to work.

**Confidentiality:** Survey responses are being collected and compiled by *Oasis Consulting Services*, an independent organization that helps government agencies create productive and satisfying workplaces. **No one outside Oasis will have access to individual responses.**

Your survey has an assigned number that allows *Oasis* to send reminders to those who forget to respond to the survey. However, no one in SDDOT will know who did or did not respond. The number also allows *Oasis* to match your demographic information, such as years of service and classification, to your responses for the purpose of analysis. However, your responses will be combined with those of other employees and analyzed in a manner that ensures no one outside *Oasis* ever knows your individual responses. Your written responses will be typed and grouped by category with others. No information will be released that would make it possible to identify your individual response. If you have any questions or concerns, please contact *Oasis* at 702-562-3695, or via email, [consultoasis@earthlink.net](mailto:consultoasis@earthlink.net).

**Completing the Survey:** Please complete the survey by yourself. It will take about 30 to 45 minutes to complete.

*You may choose to complete the survey on work time or at home.  
You may also choose to complete it on the Internet instead of filling out and mailing this form.*

➤ **If you choose to respond on the Internet** enter the following *Oasis* web address:

[\(INSERT LINK HERE\)](#)

Please keep in mind that once you begin the online survey you must complete and submit it without leaving the site. You can take as much time as you need, but if you leave the site without finishing your responses will be lost.

Responding on the Internet is more convenient for most people and it allows the survey results to be compiled faster.

➤ **If you choose to complete this form** use the enclosed self-addressed envelope to return it. If the envelope is not enclosed, mail the completed survey to *Oasis Consulting Services*, 1008 Sable Mist Court, Las Vegas, NV 89144. **DO NOT** give your completed survey to your supervisor or anyone else at SDDOT.

**Return Date:** Please mail the completed survey by **October 14.** *Thank you for responding promptly!*

**Mark the answer that best matches your opinion regarding each statement.**

Please fill in marks like this:



Not like this:



Strongly Agree	Inclined to Agree	Inclined to Disagree	Strongly Disagree
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1	When I have a question about work assignments, I know whom to ask.	☐	☐	☐	☐
2	Red tape is kept to a minimum in the SDDOT.	☐	☐	☐	☐
3	Work is well planned in our work group.	☐	☐	☐	☐
4	My associates (fellow employees) are committed to doing quality work.	☐	☐	☐	☐
5	People are held accountable for the quality of their work.	☐	☐	☐	☐
6	I am only held responsible for things I can influence.	☐	☐	☐	☐
7	People in my work group do not wait to be told when something needs to be done; they can usually decide on their own how to produce the best results.	☐	☐	☐	☐

**Mark the answer that best matches your opinion regarding each statement.**

Please fill in marks like this:

Not like this:

Strongly Agree  
Inclined to Agree  
Inclined to Disagree  
Strongly Disagree

		Strongly Agree	Inclined to Agree	Inclined to Disagree	Strongly Disagree
8	Poor performance is not tolerated in our work group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9	My co-workers and I are proud to be a part of the SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10	I feel that I am a member of a well functioning SDDOT team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11	I have plans and aspirations to advance in SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12	At work, I have the opportunity to do what I do best every day.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13	Adequate recognition and praise are given for a job well done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14	The SDDOT has a promotion system that helps the best person to rise in the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15	In the SDDOT, people are rewarded based on their job performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16	My wages are sufficient to keep me from looking for another job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17	I am satisfied with the opportunities for future career advancement in the SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18	In the last seven days, I have received recognition or praise for good work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19	This last year, I have had opportunities at work to learn and grow.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20	The SDDOT is willing to take a chance on a good idea.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21	The SDDOT philosophy emphasizes that people should take initiative to solve problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22	A friendly atmosphere prevails among people in the SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23	There is a lot of warmth in the relationships between management and workers in the SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24	I would encourage my best friend to work for the SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25	I know what is expected of me at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26	My immediate supervisor holds regularly scheduled staff meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27	Staff meetings are a source of reliable information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28	I get the information I need to know from my immediate supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29	I feel free to openly state my opinion during the employee meetings with the Secretary of Transportation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30	I understand clearly how I can contribute to the overall goals of the SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31	There is adequate two-way information between employees and top management (executive staff level).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32	Our immediate supervisor frequently asks for our ideas about the problems we face.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33	When a decision is made involving my area of responsibility, I am involved in the decision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34	I am kept well informed about what is happening in my part of the SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35	I understand what the SDDOT's top priorities are.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36	I understand why and how work assignments are to be done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37	At the SDDOT, my opinion seems to count.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38	My immediate supervisor makes an effort to talk with me about my career goals within the SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39	In the past year, my immediate supervisor has discussed my pay concerns and answered my questions about pay.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40	There is someone at work who encourages my development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41	When I am on a difficult assignment, I can usually count on getting assistance from my supervisor and co-workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42	The SDDOT does a good job of meeting my needs as an individual.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Mark the answer that best matches your opinion regarding each statement.**

Please fill in marks like this:

Not like this:

Strongly Agree  
Inclined to Agree  
Inclined to Disagree  
Strongly Disagree

	Strongly Agree	Inclined to Agree	Inclined to Disagree	Strongly Disagree
43	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
51	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
53	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
54	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
57	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
59	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
62	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
63	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
66	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
67	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
68	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
69	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
70	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
71	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
72	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
73	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
74	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
75	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
76	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
77	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
78	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Mark the answer that best matches your opinion regarding each statement.

Please fill in marks like this:

Not like this:

Strongly Agree  
Inclined to Agree  
Inclined to Disagree  
Strongly Disagree

79	My work group has regular discussions to review our performance, to discuss common problems and to plan ways to improve.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
80	In my work group, we have identified our customers and discussed how to meet their expectations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
81	The members of my problem solving group feel empowered to make decisions that affect our work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
82	My work group has identified good performance measures to help establish goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
83	The performance measurement initiative improves performance over time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
84	The performance measures initiative is worth the time that it takes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
85	I understand the performance measurement initiative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
86	Safety is an important issue at the SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
87	Policies at the SDDOT enable employees to do their jobs better.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
88	Safety at the SDDOT has improved in the past two years.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
89	Equipment assigned to the SDDOT is properly maintained.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
90	I know where I can find standard operating procedures and policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
91	Overtime is fairly applied in the SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
92	I am satisfied with my hours and schedule of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
93	Staffing levels allow us to do quality work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
94	Part-time and seasonal workers are a good way to manage workload.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
95	The policy on flexible scheduling is fair.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
96	The SDDOT has priorities that are both clear-cut and reasonable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
97	I clearly understand the direction in which the SDDOT is heading.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
98	The SDDOT listens to its customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
99	There is little undesired turnover at the SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
100	My job is essential to the South Dakota transportation system.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
101	The mission of the SDDOT makes me feel my job is important.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
102	<b>Overall Satisfaction</b>	<b>Extremely Satisfied</b>	<b>Satisfied</b>	<b>Undecided</b>	<b>Dissatisfied</b>	<b>Extremely Dissatisfied</b>
	<b>Overall, how satisfied are you with the SDDOT as a place to work?</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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**How well is SDDOT progressing in achieving our Strategic Goals?**

<b>Strategic Goals</b>	<b><u>Significant Progress</u></b>	<b><u>Some Progress</u></b>	<b><u>Little or No Progress</u></b>
<b>Customer Satisfaction</b>			
• Maximize the public’s transportation experience by continually improving operation of the state’s transportation system, while respecting safety, mobility needs, and environmental concerns.	☐	☐	☐
• Improve customer satisfaction for SDDOT products and services.	☐	☐	☐
• Provide and maintain a safe and cost effective transportation system.	☐	☐	☐
• Inform, educate, and gather input from external customers.	☐	☐	☐
<b>Organizational Health</b>			
• Make SDDOT a desirable place to work.	☐	☐	☐
• Attract and retain the best possible employees.	☐	☐	☐
• Maximize employee skills through career planning and training.	☐	☐	☐
• Enhance customer service skills.	☐	☐	☐
• Perform formal and informal feedback to employees.	☐	☐	☐
• Promote innovative rewards and recognition that demonstrate how management values employees' contributions.	☐	☐	☐
• Improve and promote workforce safety.	☐	☐	☐
<b>Business Improvement</b>			
• Continuously improve the department’s business and operations activities to ensure they serve our mission effectively and economically.	☐	☐	☐
• Continuously improve planning, design, and contract procedures.	☐	☐	☐
• Continuously improve operating and maintenance procedures.	☐	☐	☐
• Target support processes to improve cost, timeliness, and quality.	☐	☐	☐
• Improve cooperation with stakeholders.	☐	☐	☐
• Target construction engineering processes to improve cost, timeliness, and quality.	☐	☐	☐
<b>Finance</b>			
• Manage our financial resources to optimize delivery of services.	☐	☐	☐
• Manage cash to ensure adequate cash balances to meet operating requirements.	☐	☐	☐
• Create and maintain performance management system.	☐	☐	☐
• Manage SDDOT highways, bridges, airports, and rail facilities in a safe and sound condition.	☐	☐	☐
• Manage the SDDOT’s inventory, equipment, and buildings in a cost effective manner.	☐	☐	☐

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**What types of information do you feel you need more of? (Mark all that apply)**

<b>1</b>	Information about my personal job performance	<input type="checkbox"/>
<b>2</b>	Information about SDDOT policies	<input type="checkbox"/>
<b>3</b>	Information about job opportunities within SDDOT	<input type="checkbox"/>
<b>4</b>	Information about training opportunities	<input type="checkbox"/>
<b>5</b>	Technical information about my job duties	<input type="checkbox"/>
<b>6</b>	Information about top management decisions and actions	<input type="checkbox"/>
<b>7</b>	Information about SDDOT's direction and goals	<input type="checkbox"/>
<b>8</b>	Information about what's going on in other parts of SDDOT	<input type="checkbox"/>
<b>9</b>	Other (please specify): _____ _____	<input type="checkbox"/>

**As a means of communicating information to you, how effective are each of the following?**

	<b>Very Effective</b>	<b>Moderately Effective</b>	<b>Ineffective</b>
<b>1</b> E-mail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>2</b> Web sites	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>3</b> Written updates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>4</b> Work unit staff meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>5</b> One page flyers or Newsletters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>6</b> Area or Program meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>7</b> Region or Division meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>8</b> Secretary of Transportation Employee meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>9</b> Supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>10</b> Other (please specify): _____ _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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**Open response questions** (*Attach additional pages if needed*):

1. What is the most important issue facing the SDDOT in the next six months?

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2. If you could change some things in the SDDOT, what would they be?

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3. What is the most positive thing happening in the SDDOT?

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4. Please make any other comments you believe will be helpful.

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**Thank you for your time and effort.  
Your answers help make SDDOT a better place to work.**

