

**GEORGIA DOT RESEARCH PROJECT 24-01**

**Final Report**

**2024 GDOT EMPLOYEE SURVEY**



**Office of Performance-based Management and Research**

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**February 2025**

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16. Abstract: The research team which included faculty from University of Georgia's College of Engineering and Carl Vinson Institute of Government worked in collaboration with the Georgia Department of Transportation (GDOT) to conduct the 2024 GDOT employee survey. This research study aimed to increase the response rate and the usefulness of the feedback from the GDOT employee survey to support organizational decisions about effective strategies for increasing its employees' satisfaction, retention, and professional advancement within GDOT. The survey organized items into five general headings: 1) Your Satisfaction, 2) Your Safety, 3) Your Work Environment, 4) Your Professional Development Opportunities, and 5) Your Career. The research team administered the employee survey, analyzed item and open-ended survey responses, and developed the findings and recommendations offered to GDOT. Statewide, district, and division office reports were generated and presented to the agency. The response rate for the 2024 GDOT employee survey was seventy-seven percent (77%). Eighty-five (85%) of district employees took the survey, while over half (55%) of employees in divisions did. The survey findings were summarized in eight focus areas: GDOT Organization, Supervisor, Safety, Job Satisfaction, Human Resources/Training, Retention, Collaboration & Innovation, and Teleworking.			
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GDOT Research Project 24-01

Final Report

2024 GDOT EMPLOYEE SURVEY

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Contract with

Georgia Department of Transportation

In cooperation with

U.S. Department of Transportation  
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SI* (MODERN METRIC) CONVERSION FACTORS				
APPROXIMATE CONVERSIONS TO SI UNITS				
Symbol	When You Know	Multiply By	To Find	Symbol
<b>LENGTH</b>				
in	inches	25.4	millimeters	mm
ft	feet	0.305	meters	m
yd	yards	0.914	meters	m
mi	miles	1.61	kilometers	km
<b>AREA</b>				
in <sup>2</sup>	square inches	645.2	square millimeters	mm <sup>2</sup>
ft <sup>2</sup>	square feet	0.093	square meters	m <sup>2</sup>
yd <sup>2</sup>	square yard	0.836	square meters	m <sup>2</sup>
ac	acres	0.405	hectares	ha
mi <sup>2</sup>	square miles	2.59	square kilometers	km <sup>2</sup>
<b>VOLUME</b>				
fl oz	fluid ounces	29.57	milliliters	mL
gal	gallons	3.785	liters	L
ft <sup>3</sup>	cubic feet	0.028	cubic meters	m <sup>3</sup>
yd <sup>3</sup>	cubic yards	0.765	cubic meters	m <sup>3</sup>
NOTE: volumes greater than 1000 L shall be shown in m <sup>3</sup>				
<b>MASS</b>				
oz	ounces	28.35	grams	g
lb	pounds	0.454	kilograms	kg
T	short tons (2000 lb)	0.907	megagrams (or "metric ton")	Mg (or "t")
<b>TEMPERATURE (exact degrees)</b>				
°F	Fahrenheit	5 (F-32)/9 or (F-32)/1.8	Celsius	°C
<b>ILLUMINATION</b>				
fc	foot-candles	10.76	lux	lx
fl	foot-Lamberts	3.426	candela/m <sup>2</sup>	cd/m <sup>2</sup>
<b>FORCE and PRESSURE or STRESS</b>				
lbf	poundforce	4.45	newtons	N
lbf/in <sup>2</sup>	poundforce per square inch	6.89	kilopascals	kPa
APPROXIMATE CONVERSIONS FROM SI UNITS				
Symbol	When You Know	Multiply By	To Find	Symbol
<b>LENGTH</b>				
mm	millimeters	0.039	inches	in
m	meters	3.28	feet	ft
m	meters	1.09	yards	yd
km	kilometers	0.621	miles	mi
<b>AREA</b>				
mm <sup>2</sup>	square millimeters	0.0016	square inches	in <sup>2</sup>
m <sup>2</sup>	square meters	10.764	square feet	ft <sup>2</sup>
m <sup>2</sup>	square meters	1.195	square yards	yd <sup>2</sup>
ha	hectares	2.47	acres	ac
km <sup>2</sup>	square kilometers	0.386	square miles	mi <sup>2</sup>
<b>VOLUME</b>				
mL	milliliters	0.034	fluid ounces	fl oz
L	liters	0.264	gallons	gal
m <sup>3</sup>	cubic meters	35.314	cubic feet	ft <sup>3</sup>
m <sup>3</sup>	cubic meters	1.307	cubic yards	yd <sup>3</sup>
<b>MASS</b>				
g	grams	0.035	ounces	oz
kg	kilograms	2.202	pounds	lb
Mg (or "t")	megagrams (or "metric ton")	1.103	short tons (2000 lb)	T
<b>TEMPERATURE (exact degrees)</b>				
°C	Celsius	1.8C+32	Fahrenheit	°F
<b>ILLUMINATION</b>				
lx	lux	0.0929	foot-candles	fc
cd/m <sup>2</sup>	candela/m <sup>2</sup>	0.2919	foot-Lamberts	fl
<b>FORCE and PRESSURE or STRESS</b>				
N	newtons	0.225	poundforce	lbf
kPa	kilopascals	0.145	poundforce per square inch	lbf/in <sup>2</sup>

\* SI is the symbol for the International System of Units. Appropriate rounding should be made to comply with Section 4 of ASTM E380.  
(Revised March 2003)

## TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY .....</b>	<b>1</b>
<b>CHAPTER 1. INTRODUCTION .....</b>	<b>2</b>
<b>CHAPTER 2. SURVEY DISTRIBUTION .....</b>	<b>3</b>
<b>SURVEY INSTRUMENT .....</b>	<b>4</b>
<b>RESPONSE RATE .....</b>	<b>6</b>
<b>DATA ANALYSIS AND REPORTING .....</b>	<b>6</b>
<b>CHAPTER 3. RECOMMENDATIONS .....</b>	<b>7</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>8</b>

## **EXECUTIVE SUMMARY**

The research team which included faculty from University of Georgia's College of Engineering and Carl Vinson Institute of Government worked in collaboration with the Georgia Department of Transportation (GDOT) to conduct the 2024 GDOT employee survey. This research study aimed to increase the response rate and the usefulness of the feedback from the GDOT employee survey to support organizational decisions about effective strategies for increasing its employees' satisfaction, retention, and professional advancement within GDOT. Similar to the 2022 GDOT employee survey, questions pertaining to teleworking were included on the survey. The research team administered the employee survey, analyzed item and open-ended survey responses, and developed the findings and recommendations offered to GDOT. Statewide, district, and division office reports were generated and presented to the agency.

The response rate for the 2024 GDOT employee survey was seventy-seven percent (77%). Eighty-five (85%) of district employees took the survey, while over half (55%) of employees in divisions did. The survey findings were summarized in eight focus areas: GDOT Organization, Supervisor, Safety, Job Satisfaction, Human Resources/Training, Retention, Collaboration & Innovation, and Teleworking.

## **CHAPTER 1. INTRODUCTION**

The Georgia Department of Transportation (GDOT) contracted with the University of Georgia Research Foundation, Inc., to utilize the University of Georgia (UGA) College of Engineering and the Survey Research and Evaluation Unit in the Carl Vinson Institute of Government (Institute of Government) to administer the 2024 GDOT employee survey. GDOT and UGA personnel worked together to update the survey instrument from the previous survey year (2022) and to improve distribution methods in order to increase the survey response rate.

## **CHAPTER 2. SURVEY DISTRIBUTION**

Consistent with 2022, the Institute of Government collaborated with GDOT personnel to create both online and paper versions of the 2024 survey. Institute of Government staff used a dedicated email account to serve as the communication channel for survey purposes. GDOT provided Institute of Government with office-level distribution emails for division personnel and employees in district offices. Institute of Government invited employees via email to take the survey online on April 8, 2024. The email from the lead researcher at Institute of Government invited employees to participate, described how their confidentiality would be protected, and provided a link to the online survey. The survey remained available online until May 10, 2024, with reminder emails sent on April 16, April 19, April 23, April 26, April 30, May 2, May 7, and May 9. The use of email groups rather than specific employee emails did not allow for individualized survey links; thus, it was not possible to ensure that participants did not complete the survey more than once. To safeguard against this, however, survey correspondence asked employees not to forward the link and survey reminders stressed that respondents should complete the survey only once. A total of 1,290 online surveys were completed.

The Institute of Government also distributed 2,482 paper versions of the survey for district personnel (except those in District Offices) and Highway Emergency Response Operators (HEROs). GDOT identified a survey coordinator in each Area Office to receive the paper surveys. These coordinators were responsible for receiving, distributing, collecting, and returning the materials to the Institute of Government. The Institute of Government emailed each survey coordinator and provided a summary of the survey process and instructions for their role. A package was mailed to the survey coordinator



containing the following: employee surveys, pens, envelopes, instructions for administering the survey, a survey site collection report, and return postage. The Institute of Government mailed the packages so that they arrived around the same time as the email invitation to all employees. Each survey coordinator distributed the surveys in his or her office. Employees were instructed to seal their completed surveys in one of the envelopes provided and either return it to the coordinator or mail it directly to Institute of Government at the address provided. The GDOT survey coordinators used the provided return postage to send the surveys they collected back to Institute of Government in the original box in which they had been mailed. Institute of Government mailed 2,482 paper surveys to 39 survey coordinators, with 1,720 completed surveys returned. Each unit was provided approximately 20% additional paper surveys in case any were accidentally destroyed or damaged.

### **SURVEY INSTRUMENT**

The survey instrument contained a total of 67 items. Fifty-one items asked participants to rate their level of agreement on a four-point scale, generally from “strongly disagree” (1) to “strongly agree” (4). These items were divided into five general headings on the survey: 1) Your Satisfaction, 2) Your Safety, 3) Your Work Environment, 4) Your Professional Development Opportunities, and 5) Your Career. From the five general headings on the survey, eight focus areas were identified:

- GDOT Organization – items that measured employees’ attitudes about the agency
- Supervisor – items that measured employees’ judgments of their supervisor

- Safety – items that measured perceptions of the organization’s commitment to worker safety
- Job Satisfaction – items that measured how employees felt about their work experience
- Human Resources/Training – items that measured employee knowledge of the professional opportunities available to them
- Retention – items that measured how likely employees are to remain with GDOT
- Collaboration & Innovation – items that measured employees’ attitudes of the Collaboration & Innovation initiative
- Teleworking – items that measured employee’s attitudes towards teleworking

These groups were identified as being the most useful in identifying areas of employee satisfaction and areas needing improvement.

Six items addressed changes employees would like GDOT to implement to improve their work experience. For five of these six items, employees were provided with three to five options and asked to identify their top choice; one item allowed employees to select multiple responses. The survey contained six demographic questions for district employees and five for division employees. District personnel identified their district, area, and job function. Division personnel first identified their division and were then asked to select their office from those within the identified division. All employees were asked their GDOT tenure and position level (supervisory or non-supervisory); those in supervisory positions were asked if they supervise teleworking employees. Finally, an open-ended

question was also included in the survey so that respondents could describe any issues or concerns they had, whether those were covered by the survey or not.

### **RESPONSE RATE**

In 2024, 3,010 of the 3,919 active full-time GDOT employees completed a survey, a response rate of 77%. By location, 85% of district employees took the survey, while just over half (55%) of employees in divisions did. Fifty-nine (59) respondents did not provide their work location. The overall response rate of 77% is a considerable increase from the 69% in 2022.

### **DATA ANALYSIS AND REPORTING**

Survey responses were analyzed using IBM SPSS Statistics software. In addition to a description of the frequency of responses, UGA used SPSS to examine associations between item responses. The UGA team collaborated with the GDOT Office of Performance-based Management and Research (OPMR) to tailor the analysis to address specific areas of interest and relationships across the data. The UGA Team provided the recommendations based on findings to OPMR at the completion of the study. To maintain confidentiality of the survey findings, the complete report with all survey findings is available internal to GDOT.

### **CHAPTER 3. RECOMMENDATIONS**

At the completion of the project, the study team provided the following recommendations to GDOT:

- Explore methods to increase employee recognition of achievements
- Explore the continued improvement of internal communication in the organization.
- Continue ongoing efforts to support employee training. Survey results indicated a positive response to the Agency's efforts in this area.
- Continue the ongoing efforts related to teleworking. The majority of Division and District respondents reported positive experiences related to teleworking.
- Explore professional development opportunities and career advancement pathways for employees that include advancement opportunities within the department and enhancing their job skills.
- Explore team building training and flexible work schedules as methods to improve productivity and success.
- Use the survey results to guide further exploration.

## **ACKNOWLEDGEMENT**

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