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SDDOT 2004 Organizational Health Assessment

**Study SD2003-11
Final Report**

**Prepared by
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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 three 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 as guidance to SDDOT’s management in establishing priorities and plans for increasing organizational health.

OBJECTIVES

The objectives of this study were to:

- Measure the South Dakota Department of Transportation’s employees’ perceptions and level of satisfaction regarding organizational health.
- Identify the South Dakota Department of Transportation’s organizational strengths and weaknesses.
- Evaluate progress in improving the Department’s organizational 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 2004 OHA had the same basic components as the prior assessments conducted in 1998, 2000, and 2002, 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.

While these basic elements of the research project were consistent with prior assessments, several changes were made to the survey instrument, to the survey administration methods, and to the ways results were analyzed and reported. The survey response rate had fallen steadily from 83.5 percent in 1998 to 70.4 percent in 2002 and employees had voiced complaints about the excessive length of the survey and some of its items. For 2004, therefore, an important objective was to reverse the decline of the response rate primarily by shortening the survey and making it more “user friendly.” The quantitatively scored items that constitute the bulk of the survey were reduced by 42.6 percent, from 183 to 105, and the

wording of many items was revised. A set of 65 “core items” was retained to enable measurement of progress against prior assessments.

Another change for 2004 was to enable employees to complete the survey online. The period of survey administration began in late June and continued through July. Employees without email addresses were mailed the paper version of the survey to complete as they had in prior assessments and return in the stamped return envelope provided 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.

The analyses of survey results were largely the same as in prior assessments with the exception that an additional method of analysis was performed. An aggregate of the work units within SDDOT that reported the highest survey results was prepared as a profile of “best practices.” The profile describes how the highest scoring work units function differently than others and serves as an internal benchmark and as a guide for managers in improving organizational health in the work units that they manage.

The preliminary survey results, including the profile of best practices were presented at the August Executive Team meeting and at the September Managers Conference. At the Managers Conference, managers who had at least four direct reports who completed the survey received a report of the composite of their employees’ responses. Providing this report for each manager was also a new feature of the OHA for 2004.

SIGNIFICANT FINDINGS

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

1. The survey response rate increased
2. Survey scores generally rose
3. The level of organizational health varies considerably across work units in SDDOT

INCREASE IN SURVEY RESPONSE RATE

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. This objective was achieved with 714 employees responding, or 75.6 percent of the total employee population. Although the total response rate for 2004 was less than the first two assessments, it was significantly greater than the 70.4 percent response rate of the 2002 assessment.

The increase was 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 office was likely a major contributor to the increase. Employees in Maintenance and Equipment positions participated near 70 percent and at almost exactly the same level as they had in 2002.

CONTINUED OVERALL IMPROVEMENT IN ORGANIZATIONAL HEALTH

The 1998 through 2002 assessments demonstrated continuous and significant improvement in the large majority of domains measured by the survey. Continuation of multiple and significant improvements was documented for 2004 by comparing results for the 65 ‘core’ items retained for 2004 from the prior

assessments with the 2002 results for these items. All but seven of these 65 items showed improvement since 2002. The total change in the scores for these items was a statistically significant 4.16 percent ($p < .05$). Further, the Overall Satisfaction item also gained a statistically significant amount, along with the 11 National Comparison items of the Gallup Organization that were retained for 2004.

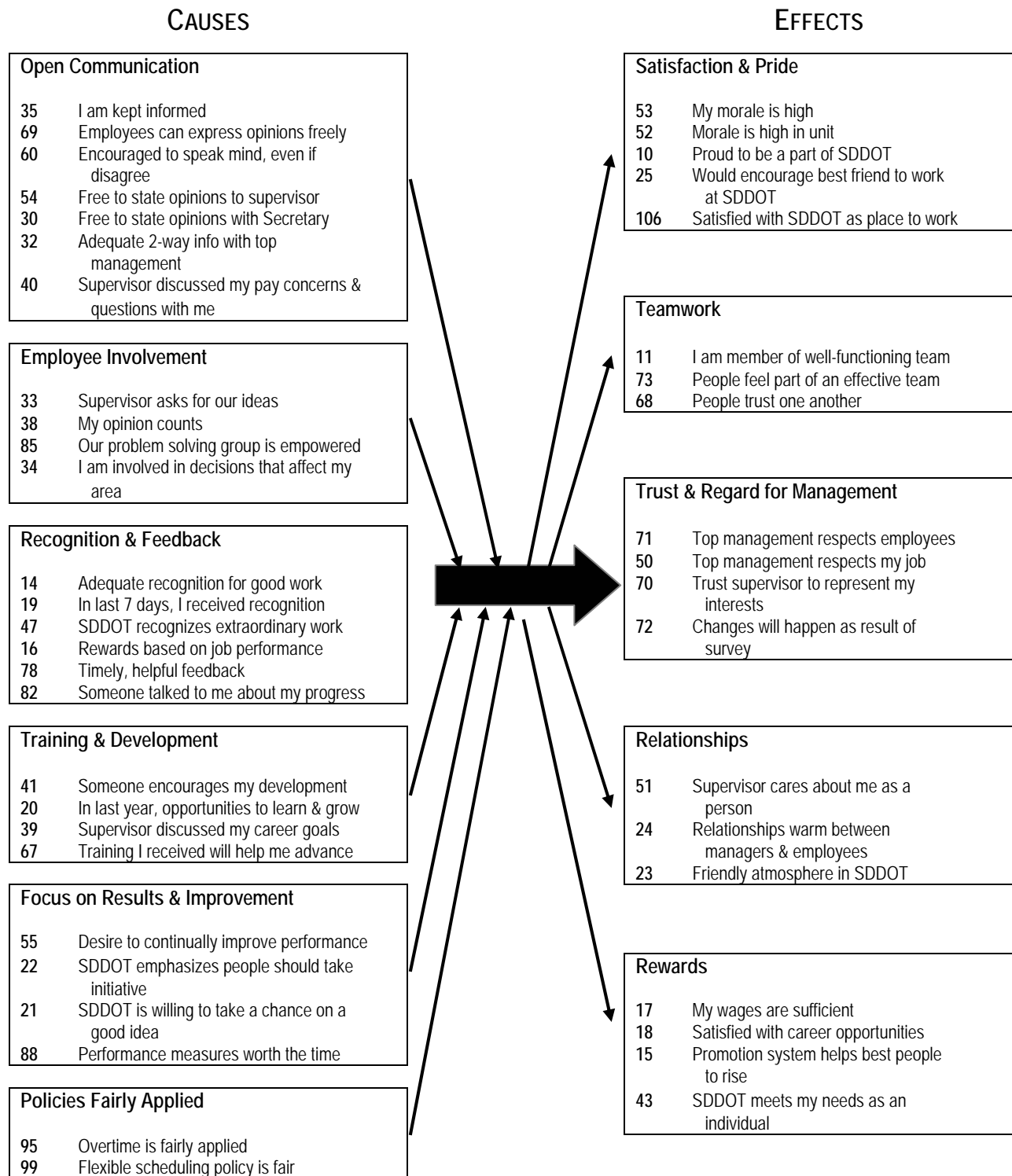
ORGANIZATIONAL HEALTH VARIES CONSIDERABLY ACROSS WORK UNITS IN SDDOT

The “Best Practices Profile,” a method of analysis new to the OHA this year, 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. The highest scoring 20 units, representing one-fourth of all the units with four (4) or more respondents, were averaged together. The same procedure was applied to the 20 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 45 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.

Employees of the high scoring units responded to the 27 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, compensation and career advancement opportunities. The **Cause** items are, therefore, a “roadmap” for all managers to follow in order to increase organizational health.

Cause-Effect Diagram



* All items in the diagram showed a statistically significant difference score of .65 or more between the high and low quartile groups.

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

CONCLUSIONS

This section presents and explains the following four (4) conclusions based on the results of the 2004 Organizational Health Assessment:

1. SDDOT continues to show many notable improvements in organizational health.
2. Many significant opportunities for further improvement remain.
3. Lack of consistency in the quality of management practices is the greatest obstacle to further improvement.
4. Changes made to improve the Organizational Health Assessment methods and processes have been largely successful.

CONCLUSION #1: CONTINUED IMPROVEMENTS IN ORGANIZATIONAL HEALTH

The 1998 through 2002 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 18 of the 20 domains ($p < .05$).

Continuation of multiple and significant improvements was documented for 2004 by the findings of both the focus groups and the employee survey. Although reduction in the length of the survey and revisions in the wording of items prevents a direct comparison of all of the results of the past with this year's survey, care was taken to preserve 65 'core' items from the 2002 survey, representing all of the domains previously measured, to enable a base for tracking progress over time. All but seven of these 65 items showed improvement since 2002. The total change in the scores for these items was a statistically significant 4.16 percent. Further, the 11 National Comparison items of the Gallup Organization that were retained for 2004 showed a 5.97 percent increase, which is also statistically significant.

The continuing progress since 1998 has resulted in a high proportion of the survey items scoring high enough to be designated as organizational Strengths. Specifically, the item pertaining to Overall Satisfaction gained a statistically significant amount, and 24 of the other 105 scored items averaged above 3.0 on the 4-point scale, with more than 80 percent of respondents answering favorably to each. The following summarizes the areas of strength indicated by these items.

- ***A Strong Sense of Purpose.*** Six items revealed the very prevalent self-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.
- ***Clear Expectations.*** Five items pertaining to performance expectations showed that employees are, overall, clear about what is expected of them.
- ***Good 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.

- ***Respectful Work Relationships.*** Three items conveyed different ways that employees perceive healthy relations in their workplace, with a high percentage on each saying 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.
- ***Quality Training.*** Four items indicated a high regard among the large majority of employees for the quality of the training they receive and that they are kept informed about the availability of training.

These quantitative results are quite compelling, but they are even further substantiated by the findings of the focus groups. The focus groups confirmed, for example, that the Department's investments in safety and equipment were evident and greatly influenced by the results of the prior assessments. In fact, the areas that have progressed the most since 1998 are, to a great extent, the ones that received priority management attention 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 SIGNIFICANT IMPROVEMENT OPPORTUNITIES REMAIN

Despite the fact that the great majority of items improved from prior assessments, and about a fourth were designated as Strengths, roughly half of the survey scored as Improvement Opportunities, meaning that between 30 and 78 percent of respondents answered unfavorably. These respondents are prevalent throughout the locations and job groups of SDDOT rather than being predominantly from a few units or functions. Although some variations exist across locations, when the items are ranked from highest to lowest scoring for each location, there is at least an 85 percent match between the item ranking for the Department as a whole and that of each location. A similar correspondence of rankings exists across the various job groups. These results indicate the need for improvement strategies that affect SDDOT as a whole, rather than particular locations or job groups.

The low scoring items were summarized into the following themes, which 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.

- ***Lack of Effective Performance Management and Performance Improvement Practices.*** Nine items reveal ways that a great many 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.

- ***Unfair and/or Ineffective Resource Management.*** About 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.
- ***Lack of Teamwork.*** Three items revealed 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 Empowerment.*** A large percentage of respondents said that their opinions do not seem to count and that their supervisor does not ask for their ideas
- ***Lack of Recognition, Feedback and Developmental Practices.*** Six items indicated the view held by a great 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.
- ***Weak Compensation Practices.*** Nearly 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.
- ***Lack of Advancement Opportunity.*** Nearly 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.
- ***Poor Communications and Relationships with Management.*** Slightly more than half 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, 36 percent said that they are not kept well informed about what is happening in SDDOT, and 31 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. 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 managers and their employees.

In summary, these improvement opportunities indicate a significant 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.”

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 Classified (N) employees and in the Maintenance, Equipment, and Technician 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 very large proportion of the total workforce accentuates this conclusion.

In addition to the need for extra consideration to these subgroups, the results signal a possible threat to retention for employees as they move immediately beyond their first two years of service. For the overall satisfaction item and also for 90 of the other 105 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, and the gap between these two groups was substantively greater than has been observed in prior assessments.

CONCLUSION #3: LACK OF CONSISTENCY IN THE QUALITY OF MANAGEMENT PRACTICES IS THE GREATEST OBSTACLE TO FURTHER PROGRESS

The analysis of results that created the “Best Practices Profile” from the SDDOT work units achieving the highest total survey scores revealed an exceptionally large gap between the high quartile and the low quartile. Organizational health varies considerably, therefore, across work units in SDDOT. The specific management practices that most, and quite strongly, differentiated the high and low groups were summarized into the following six (6) 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 27 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 the most fundamental organizational health items pertaining to morale, job satisfaction, teamwork, trust in management, compensation, and career advancement opportunities. In fact, 70 percent of the items that were found to be Improvement Opportunities for the Department as a whole were scored significantly higher by the high quartile work units.

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 the foremost conclusion and recommendation of this study.

Conversely, failing to invest in strategies designed to elevate these key practices will deter SDDOT’s continued progress in organizational health.

CONCLUSION #4: CHANGES TO THE 2004 OHA WERE LARGELY SUCCESSFUL

The changes to the OHA were largely in response to a declining rate of response to the survey over the past assessments and feedback from employees about the desire to shorten the survey and to improve the

survey items. The revised survey and the ability to complete it online appears to have had the intended results of increasing the response rate and greatly reducing complaints about the survey's length and content.

Feedback about the changes for this year was specifically solicited in the follow-up focus groups and to some degree in both the August Executive Team meeting and the September Managers Conference. All three of these sources confirmed the desire to continue online survey administration. The focus groups also provided overall favorable responses regarding the survey's reduced length and revised content, though some said that further enhancements could be made.

Providing a report of survey results for each work unit supervisor was mostly seen as favorable by the focus groups, though some said it was a surprise to many that may raise concerns about confidentiality among some employees. The primary purpose of this change was to enable every manager to have a "roadmap" for improvement for the specific part of SDDOT that he or she is responsible, so its usefulness in this regard is probably best measured by the 2006 OHA.

RECOMMENDATIONS

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

1. Invest in Strategies to Proliferate the "Best Practices" That Are Characteristic of SDDOT's High Quartile Work Units
2. Seek to Fulfill the Communication Needs Voiced by Survey Respondents
3. Address the Pay and Career Opportunity Concerns Raised by Survey Respondents
4. Assess the Impact of the Decline in Organizational Health Measures Beyond the First Two Years of Service
5. Continue the Programs, Policies and Practices that Have Resulted in Significant Improvements in Organizational Health
6. Continue the Organizational Health Assessment

RECOMMENDATION #1: STRATEGIES TO PROLIFERATE "BEST PRACTICES"

The reasons for making this our foremost recommendation 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, and we believe this reason is at least as compelling as the first. After all, 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 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 Classified (N) employees and in the Maintenance, Equipment and Technician job groups, we recommend greater consideration of how these strategies could be implemented for optimal impact with employees of these groups.

Training

We recommend updating current supervisor and management training programs to incorporate the management competencies reflected in the best practices identified in the OHA. Organize these programs into a multifaceted, systemic progression of development for managers, rather than simply a collection of available courses. In addition to classroom learning, create new learning experiences for 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 than their own to observe staff meetings.

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, it 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 and sufficient role in supporting the management development efforts of the people who report to them.

Traditionally in many organizations, there is little expectation that managers invest in employee development beyond what is required to assure that their employees meet the fundamental requirements of their positions and current performance goals are met. But if managers of supervisors and managers demonstrate more developmental practices the benefits are likely to 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 the higher rate of retirements that SDDOT has and will continue to face.

Without expanding their developmental role and responsibility to include “stretch” assignments and other forms of growth opportunities, 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 2004 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 41, 20, 39, 67).

Motivating and enabling 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 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 them. Performance appraisals for 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, we recommend requiring managers 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 serve to guide managers in their efforts to develop these competencies. A developmental assessment and planning guide for managers, based on the best practices profile, to use in directing their own development and in reaching agreement with their manager about their development plans would be helpful in this regard.

Related to this recommendation is to establish a requirement that managers prepare an action plan based on their OHA results that is reviewed and approved by their supervisor. Our work with Florida DOT on a project similar to the OHA revealed the importance of 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 FDOT began to see an increased rate of improvement among low quartile work units.

Selection and Recruitment

Our experience is that 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 and that, 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. We recommend updating interview methods to qualify candidates on these practices and, in announcing promotions and selections, highlighting the qualifications of successful candidates that reflect the best practices.

Target Ineffective Managers for Developmental Interventions

We wish to emphasize that the survey results should not be used as a basis for evaluating the performance and abilities of managers. The managers of 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 managers who report to them are addressed, rather than allowed to continue in ways that undermine organizational health. Our concern is that a major reason such a large gap exists between the high quartile and low quartile work units is that 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. They would then be expected to collaborate with these 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 these. Like most of the initiatives taken in response to prior assessments, they simply require the choice to place priority on management development and to focus management attention accordingly.

RECOMMENDATION #2: 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
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
3. Training opportunities
4. Career advancement opportunities and related information about the process and requirements

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. Further, there are probably many ways to address these needs through straightforward adjustments or extensions to the successful communication methods that have been established. Addressing these communication needs can also contribute to boosting the perception many expressed that changes will not happen as a result of the survey.

RECOMMENDATION #3: ADDRESS THE PAY AND CAREER OPPORTUNITY CONCERNS OF EMPLOYEES

The focus groups revealed that many employees recognize the ability of SDDOT’s leadership and management to increase pay and expand career opportunities is limited. At the same time, many may wonder or doubt whether all that could be done, is being done in this regard. 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 all the more important the acknowledgement of employees’ concerns, the open discussion of them, and demonstrating a reasonable exploration of ideas for stimulating favorable changes.

Lack of advancement opportunity is a concern that is significantly greater among Classified (N) employees. This group’s responses were significantly below the average of all respondents on the items pertaining to satisfaction with career advancement opportunities and to whether SDDOT’s promotion system helps the best person to rise. This group, which comprises 71.4 percent of all respondents and 73.2 percent of all employees, was also significantly more inclined than all other employee groups to say that there is undesired turnover in SDDOT, and that their wages are not sufficient to keep them from looking for another job.

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. We do not see it 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). From our experience with a similar project in Florida DOT we found that the most significant 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.

Our work with Georgia DOT offers other thoughts about how to address pay and career advancement concerns. GDOT asked us 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, Tennessee DOT’s Graduate Transportation Associate (GTA) program has enjoyed an 85 percent retention rate since its initiation in 1996. The program was established because TDOT had difficulty recruiting people into certain positions and an even bigger problem retaining them beyond their first year or two in the Department. Without increasing the compensation of these positions, which was much lower than comparable positions in other states included in the study, the program resulted in dramatic improvement in both recruitment and retention. Some of the features and practices of the program that contributed to these results were:

- Set learning objectives for each rotation
- An oversight committee of Department engineers
- A performance evaluation for each rotation
- A recent GTA graduate is assigned as a mentor for each GTA
- Tennessee DOT’s recruiter serves as GTA coordinator
- An annual “Symposium” to celebrate completion
- GTA Associates in Roadway Design are assigned a GTA graduate as a mentor

Another example is from North Carolina DOT, which 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.

We are not suggesting these specific programs for SDDOT, but rather to offer examples of other states that have searched for, and to some extent found, fresh ways to approach the difficult challenges associated with pay and career advancement. Our recommendation is to invest in such a search.

RECOMMENDATION #4: ASSESS THE IMPACT OF THE DECLINE IN ORGANIZATIONAL HEALTH MEASURES BEYOND THE FIRST TWO YEARS OF SERVICE

The results showed that overall job satisfaction levels and other items have not improved for the group of employees with 2 through 6 years of service at nearly the same rates of the other groups, and that the 2004 gap between this group and the group with less than two years of service is much greater than in prior assessments (see Table 34). In addition, the total survey and most of the items that comprise it were significantly higher for those with less than two years of service as compared to all other groups (see Table 52).

These results signal the possibility of turnover forces at work in groups that are especially valuable to retain in SDDOT's future workforce. Our recommendation is to investigate the turnover rates and reasons for leaving of employees with more than 2 years of service to determine what opportunities there may be to strengthen retention factors generally and, depending on the findings, perhaps specifically for those in mid-career by virtue of their age and years of service. Since this project did not research specific reasons for turnover within SDDOT, no recommendations beyond those for strengthening organizational health can be offered. It should be noted, however, that some focus group participants cited lack of career advancement and also lack of competitiveness of pay and benefits as factors that are contributing to undesired turnover.

RECOMMENDATION #5: CONTINUE THE SUCCESSFUL EFFORTS OF THE PAST THAT HAVE INCREASED ORGANIZATIONAL HEALTH

The investments in safety and equipment are shining examples of successful improvements in organizational health that have occurred in recent years. This recommendation to sustain such initiatives as these is the most obvious for us to make and probably the easiest to be accepted and implemented. However, a great many of the improvements that have been made are more the result of informal and individual decisions by supervisors and managers to change their everyday practices than they are formal programs. A few examples are that employees were more inclined this year than ever before to say that their supervisor holds regularly scheduled staff meetings, that they get the information they need from their supervisor, that they are free to express their opinions, and that they are recognized for good work (Items 19, 27, 29, 30, 38, 54, 60, 69). Ensuring that management practices such as these are recognized and reinforced is therefore key to this recommendation.

RECOMMENDATION #6: 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. We also see the next OHA as an important gauge of the impact of some the changes made for this year, in particular the provision of a report of results for the manager of each work unit and the "roadmap" of best practices to enable and motivate each to translate OHA results into action.

We have the following recommendations regarding the survey instrument. The first is to retain the 65 core items and the Overall Satisfaction item to assure continuity with prior assessments. The second is to remove item 59 because its wording was confusing to some and the results for it added little to the findings. 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; and 2) 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 and Equipment job groups.

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 three 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 are relied upon by SDDOT leadership for tracking organizational performance and for providing direction in establishing organizational improvement goals and plans. Further, as the fourth assessment since 1998, the 2004 OHA also serves to evaluate the effectiveness of actions taken in response to previous assessments. The fact that many significant increases in survey results have occurred since the OHA was initiated also attests to the importance of continuing to invest in this assessment.

Despite the past benefits of the OHA, several opportunities were identified to build on the strengths of the past assessment efforts and provide even greater benefit to SDDOT. Employee survey research methods that have proven effective in other state government agencies, including transportation departments, were introduced. These involved enhancements within most of the major tasks of the project, i.e., the design of the survey instrument and the methods of data collection, analysis, and reporting of results.

THE NEED FOR A “USER FRIENDLY” SURVEY TO INCREASE RESPONSE RATE

The 2002 OHA Final Report recommendations identified two desired enhancements to the survey instrument and its administration: 1) to shorten the survey without diminishing the benefits derived from the results, because its length was described as “onerous” to employees; and 2) to increase the response rate, which had declined over the three administrations to 70 percent. Unnecessarily lengthy surveys adversely affect response rates and also the quality of responses. Similar projects in other state agencies have achieved objectives comparable to the OHA with substantially fewer survey items, and have shown that response rates above 70 percent can be consistently achieved. Notable examples are Florida Department of Transportation, North Dakota Information Technology Department, Delaware Department of Health & Social Services, and Kansas Department of Revenue.

THE OPPORTUNITIES TO TRANSLATE OHA RESULTS INTO ACTION

In addition to these two areas for improving the survey instrument and its administration, there was a significant opportunity for increasing the power and benefit of the assessment results through additional data analysis and reporting methods. The purpose of these methods, which are detailed in the Task Description section, was to enable and motivate each supervisor and manager in SDDOT to convert the assessment data into actions that address the specific improvement opportunities in the work unit(s) for which they are individually responsible. Past OHAs have 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 can receive the results specifically within his or her responsibility.

Handling this problem effectively 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 extensive studies of the Gallup Organization, which have been a cornerstone of the previous OHAs.

In the best-seller, *First Break All the Rules* (Simon & Schuster, 1999), Gallup researchers Marcus Buckingham and Curt Coffman explain how their analysis of survey and interview results from more than a million employees in all types of organizations identified 12 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 these 12 factors were driven more by the employee's immediate manager than by anything else. The manager, not pay, benefits, perks or a charismatic corporate leader, was the key to building a high performing 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. However, there were several opportunities for improvement in the assessment process, the survey instrument and action planning that would serve to boost the benefits from this project and, in turn, the organizational health of SDDOT.

STUDY OBJECTIVES

The objectives of this study were to:

- Measure the South Dakota Department of Transportation's employees' perceptions and level of satisfaction regarding organizational health.
- Identify the South Dakota Department of Transportation's organizational strengths and weaknesses.
- Evaluate progress in improving the Department's organizational 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 phases that comprised the recommended research design and associated tasks required to accomplish related objectives follow:

TASK 1: REVIEW PRIOR ASSESSMENTS

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

The five 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 April of 2004 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 1: Performance Tasks and Completion Timeline

TASK	MONTH								
	1 Apr	2 May	3 Jun	4 Jul	5 Aug	6 Sep	7 Oct	8 Nov	9 Dec
1. Review prior assessments									
2. Review project plan with technical panel									
3. Conduct interviews & focus groups									
4. Submit technical memorandum									
5. Conduct Department-wide survey									
6. Analyze survey results									
7. Compare results to prior assessments									
8. Summarize results issues & opportunities									
9. Conduct employee workshops									
10. Conduct Executive Team workshop									
11. Prepare revised survey instrument									
12. Prepare final report									
13. Make Executive presentation									

Completion of the tasks closely approximated the initially proposed schedule, with the exceptions that: Tasks 1 and 2 were completed in April rather than March; 2) the Executive Team Workshop (Task 10) was completed in August and in advance of Task 9; and 3) Tasks 12 and 13 were completed in early December and November, respectively, rather than October.

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.

In April, individual interviews with Executive Team members and a series of focus groups with employees were conducted. 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 ways to improve the survey and the methods of administering and reporting results, especially views regarding the changes from prior OHAs that were planned.

EXECUTIVE TEAM INTERVIEW PROCESS

Interviews were an hour in length. The interview plan included the following questions:

1. What do you think is important for us to know about the Department as we begin this year's Organization Health Assessment?
2. What are the Department's top 2 or 3 priorities for the upcoming year?
3. How successful has the Department been in responding to past assessments?
4. What progress has been made since the 2002 assessment?
5. How do you intend to use the results of this year's assessment?

PROCESS FOR FOCUS GROUP SESSIONS

The following six (6) 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 2: Focus Group Sessions

Group	Location	Date
Aberdeen & Mitchell Regions -- Non-supervisors	Huron	April 6
Aberdeen & Mitchell Regions -- Supervisors	Huron	April 6
Pierre & Rapid City Regions -- Non-supervisors	Pierre	April 7
Pierre & Rapid City Regions -- Supervisors	Pierre	April 7
Central Office -- Non-supervisors	Pierre	April 8
Central Office -- Supervisors	Pierre	April 8

Each of these groups was conducted as a two (2) hour session. The location for each meeting was a hotel conference room. Each session began with an explanation of the purpose and process, and affirmation that participants' comments would remain confidential.

Table 3: Focus Group Format

Questions/Activities		Time Frame
1	What is working well at SDDOT, or at least better since the 2002 OHA?	30 minutes
2	What is getting in the way of you doing your job as well as you would like to?	30 minutes
3	Rate each of the things getting in your way as high, medium or low.	10 minutes
4	For each item rated high, what are possible solutions?	40 minutes
5	What are opportunities to improve the OHA survey, the survey process and the way results are reported and used?	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 focus groups' views regarding opportunities to improve the OHA confirmed the desire for a shorter and more user-friendly survey, so a series of both content analysis and item analysis methods were applied to the 2002 OHA items and database.

In reducing the survey, the most important objective was 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. Preference for retention was also given to items that were worded positively, as the presence of both positively and negatively worded items was cited by some members of both the technical panel and the focus groups as an improvement opportunity. A secondary objective of the survey revision, therefore, was to have only positively stated items, if this could be achieved without undermining the ability to measure progress against a core set of baseline items and to measure the desired range of organizational health factors.

The item analysis included correlation methods, principally regression analysis, to identify items so highly correlated with others that they produce little additional insight into the factors that are promoting, or hindering, organizational health. The item analysis resulted in identifying 65 of the 171 Likert-scale items in the 2002 survey that would serve as a sound core for purposes of comparisons over time. For example, when regressed against the results for the Overall Satisfaction item, the 65 items accounted for 98 percent of the variance accounted for by the 171 items.

Technical panel members were active participants in screening items as part of the content analysis, identifying 21 additional items to retain in order to address the range of organizational health issues of interest. Many of these items were reworded to a more desired focus, or from being negatively to positively worded. For example, "The performance measurement initiative takes more time than it is worth," became "The performance measurement initiative is worth the time that it takes."

Eight (8) items that had proven effective in employee surveys in other state agencies were added to the survey, and 11 of the 12 National Comparison items from the Gallup research were retained but changed in format from a "Yes-No" response to match the Likert-type "Strongly Agree" to "Strongly Disagree"

format of other survey items. The resulting 105 items were all positively worded and represented a reduction of 78 items from the 2002 OHA.

A demonstration website was created online for the technical panel's review of the final draft of the survey and how it would appear to respondents in the online format. A copy of the paper version of the survey 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 June and continued through July. 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.

An email reminder was 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. In addition, *Oasis* had proposed two ways to analyze the results that go beyond the methods employed in prior OHAs, which were endorsed by the technical panel. The first was to prepare an individual report for every supervisor or manager who had at least four (4) direct reports that responded to the survey. Each report aggregated the survey responses of the supervisor's direct reports. The second was to prepare a profile of the healthiest work unit environments in SDDOT 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 significantly reduced, so this analysis was based on a comparison across the prior assessments of the 65 core items retained for the 2004 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 August 25th meeting and the larger audience of all supervisors and managers who would attend the annual Manager’s Conference on September 8th. The results included in the summary and presented in these sessions primarily focused on the 105 Likert-type items and the Overall Satisfaction item. Presented were:

- Department-wide results
- Comparative results for the regional and Central Office subgroups
- Comparison of the 2004 results with prior assessments for the 65 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.

Two types of employee workshops were conducted. The first, as mentioned in Task 8, was a half-day of the annual Manager’s Conference on Sept 8th. The purpose was to inform managers of the overall survey results, give them their individual reports of the survey results from the specific work unit(s) reporting to each of them, and stimulate their initial thinking about how to translate their results into actions that would further increase organizational health.

The second type of workshop was a series of six (6) focus groups, conducted October 20-22, to explore more fully eight issues that emerged from the survey results. 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 August 25th. An important outcome of this session included the Executive Team's agreement with the recommendation to expect supervisors and managers to develop action plans based on the survey results from their respective work units and to discuss their plans with their immediate supervisor. The Executive Team also concurred that the Best Practices Profile represents a valuable new way to analyze the survey results, and generally agreed that the changes made in the 2004 survey and its administration were improvements over prior assessments.

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: 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 to the technical panel at the end of October, revised in accordance with the panel's review comments and the final report was completed in November.

TASK 13: MAKE EXECUTIVE PRESENTATION

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

This task was completed on November 4th.

FINDINGS

INTERVIEWS AND FOCUS GROUPS BEFORE DEPARTMENT-WIDE SURVEY

EXECUTIVE TEAM INTERVIEWS

Oasis Consulting Services conducted twelve (12) individual interviews with executive staff members during April 2004 to learn what each senior manager thought was important for the project team to know and accomplish in the 2004 Organizational Health Assessment. Six (6) people were interviewed face-to-face and six (6) people by telephone because of travel and schedule issues. All interviews were one (1) hour long. Following is a summary of responses to the interview questions.

What do you think is important for us to know about the Department as we begin this year's Organization Health Assessment?

Senior managers emphasized that there is “a *real* commitment in the Department to strategic planning and continuous improvement.” The focus of both is on the three (3) strategic goals of organizational health, customer service, and business improvement. The first two (2) goals have a biannual assessment process to insure continuous improvement. Systems are currently being installed to monitor performance measures for the third. Annual supervision meetings are held to build alignment in all areas.

What are the Department's top 2-3 priorities for the upcoming year?

The following priority items were identified (not in any priority order).

- Installation of the Activity Based Costing System
- “Safety is a huge issue. We are ranked low among the states in safety.”
- Completion of the Concept to Contract (C to C) project
- Teamwork and team building
- Reanalysis of Equipment and Fleet usage and needs
- Cross training
- Environmental issues
- Public demand is increasing

How successful has the Department been in responding to past assessments?

“We take these organization assessment reports quite seriously and try to work on them ... we have been fairly successful responding to past assessments.”

When asked to give themselves a grade on how well they have responded in the past, the average response was “B-.” Reasons for the grade included: “we were not as organized about follow-up as we could have been so we had to go back in some cases – growing pains ... we probably did not set goals well enough in the past ... some people make better use of the information than others ... we stepped-up to the plate and did a number of things, but more could be done.” The general sentiment was that executive staff has done “quite a bit” to respond to previous organizational health assessments but “don’t think it is perceived that way ... we have not done a good PR job pointing this out.”

What progress has the Department made since the 2002 assessment?

The sentiment was that “change comes slowly to this ship ... we make improvements by baby steps.” With that said, the following areas of improvement were identified.

- We have better equipment
- We have improved our offices
- We have done well in the area of employee recognition and reward
- Training for employees in various areas has grown by leaps and bounds
- “People always say we don’t do vertical communication very well. We have tried so very hard to improve this. ”

How do you intend to use the results of this year's assessment?

- “Executive team will look at the results with the help of consultants ... and incorporate it into the strategic planning process.”
- “We will send the results out to all managers to take action.”
- “Will use the results to share best practices.”
- “Do a better job with small group meetings to review the results.”

FOCUS GROUPS

Oasis Consulting Services conducted a series of six (6) focus groups over three days from April 6-8, 2004 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. A session for non-supervisory employees and a separate session of supervisory employees from the Aberdeen and Mitchell regions were conducted in Huron on April 6. Similar groups from the Pierre and Rapid City regions were convened in Pierre on April 7, and similar groups of central office staff met in Pierre on April 8. All sessions were two hours in length, and participants were randomly selected from within their sample group. A total of 75 employees participated in these sessions, representing about eight (8) percent of the Department.

Specific, topical questions were not asked so as to avoid unduly influencing the direction of discussion. Instead, three (3) general areas for dialogue were posed by the following questions: We asked:

1. What processes, systems, mechanisms and tools are working well at SDDOT?
2. What processes, systems, mechanisms and tools are not working well at SDDOT?
3. What are your reactions to proposed changes in the organizational health assessment survey development, administration and analysis this year?

Discussion around these topics tended to fall into fourteen theme areas – career advancement, communication, control agencies, equipment, hiring and retention, management and supervision, pay and benefits, recognition, safety, strategic planning, teamwork, training, work life issues and organizational health assessment survey issues. Following is a summary of responses from all groups in each theme area.

Career Advancement

This was an area that a great many supervisors and non-supervisors in both central office and the regions believe is not working well. Almost all participants think that opportunities for advancement are fewer today than at anytime in the past. The reorganization of 1996 “flattened” the Department, especially in Maintenance. This means there are much fewer or no opportunities for promotion in many parts of the organization. Most think this is further complicated by oversight controls from the Bureau of Personnel. “They seem to go out of their way to hold people back . . . the system has a strangle hold on employees.”

Most also believe that the Department generally does not do a good job in dealing with poor performers describing the process as a “non-merit system.” One consequence of this is that people experience little variety in their work. This was summed-up by one participant who commented, “I have been doing the same thing for forty years!” Another consequence participants identified is turnover; “people leaving the Department for promotions because they can’t get them here.”

Communication

This is an area that many supervisors and non-supervisors reported as much improved over the past. Participants say that both horizontal communication across areas, regions and offices, and vertical communication up the chain of command are better now than in many years. Improvements are noted in two areas. Technology is much improved – “two-way radios are a lot better ... some use cell phones ... email is a big help for those with email addresses ... intranet gives us access ... a lot more information available on the U drive.” There also is recognition of significant improvements in personal skills – “... allowing people to speak up more ... supervisors don’t say ‘do it this way’ as much ... regional managers are sharing more ... people are more cooperative ... can now reason with and question supervisors ...no reluctance to talk with others about problems ...cross region sharing is a good thing.” People also clearly see more meetings taking place in many parts of the Department.

At the same time, many participants think, “there is still a long way to go” to having the kind of open communication necessary for a high performing organization. “Vertical communication needs improvement ... some lead workers have been here over twenty years and are ‘old school’ ... they are more controlling.” Others see continued institutional tensions -- between design and construction, between the regions and central office and between central office units -- that need improvement. Satellite squads present a new communication challenge for the Department. “The result of poor communication is ‘do-overs’ and rework.”

Control Agency Oversight

The large majority of participants believe that the Bureau of Personnel (BOP) and Bureau of Information Technology (BIT) exercise restrictive oversight on the Department. They say these agencies are not service oriented and have “a rule-is-a-rule mentality” that seeks to control rather than help. Many say they “are leery of [BOP] desk audits because they can move you the wrong way ... and lately have resulted more in demotions.” They also say “BIT is very controlling. They install everything.” “BIT does not let us do anything for ourselves. They make us dependent on them, and we pay them to do this!” Many would like to see senior management do more to represent the Department as a partner with these agencies rather than as a subordinate to their policies.

Equipment

The opinion was almost unanimous that the Department has made great improvement in its equipment over the past few years. This is especially true of Maintenance equipment including vehicles, but is also true of technology including hardware and software. “Video conferencing equipment is high quality and we are using it more and more.” Participants note other technology advances including video log, digital cameras, and survey equipment. “We have been very aggressive going after technology.”

“Facilities – sheds, shops, cold storage and offices – are better ... trucks and loaders are more up to date ... air conditioning is a big improvement ... maintenance equipment and fleet used to be the first thing cut, but no longer ... management recognized the need for new equipment and spent the money ... we don’t take a back seat to any state DOT in maintenance equipment.”

Hiring and Retention

There was a concern among many participants that the Department is generally understaffed. “We need more manpower ... some crews have only two people and every crew should have at least four ... consolidating crews won’t help ... there is too much work spread over a wide area.” Regional people point out that “getting seasonal staff in the winter is a problem in the small towns ... it looks like we are staffed for peak in the winter, but that’s not really true.”

Some participants are also concerned about the quality of new hires. “We are not getting quality applications ... if the state can’t fill our jobs, they just lower the job requirements to get them filled ... many do not want to relocate so we tend to hire locally.”

Some also have concerns about retention problems. “We don’t retain quality people ... twenty-five percent of our workforce is eligible to retire in five years ... we can’t keep people in the middle of the organization ... we are losing our ability to keep our heads above water.”

Pay and Benefits

As in past Organizational Health Assessments, this area continues to be a major concern, particularly for non-supervisors. They think of it as an equity issue. Many think “mid-point” is an unfair BOP practice. “The only way to get past mid-point is to get demoted ... pay is not related to the economy ... the attitude is, ‘If you don’t like it, leave!’” “We are the lowest paid state in this area ... county and city DOT workers are paid more than we are.” Maintenance workers say some “managers think of us as ‘pool hall help’.”

Overtime and flex time remain as other “fairness” issues for some participants. Flex time “is not as bad as it used to be ... we do not need to ‘flex out’ weekends,” but it still remains a problem for many saying it “does not allow us to get paid overtime.”

Equity is also a concern for some in scheduling. “Some can use flexible schedules and that is great. But others cannot – for example doing snow removal and technicians working when construction companies work. This is a double standard.”

The cost of benefits is an additional concern for many. They say health care “co-pay keeps increasing ... premiums stay the same but co-pay goes up.” There are also concerns about changes in the retirement system. Some say, “We are paying more and getting less ... new rules for the retirement program are going into place now ... no one can explain to us how the retirement system works and the requirements.”

Recognition

Most felt that the Department has improved in this area over the past four years. “Employee recognition is better.” It was noted that the Secretary sends out cards to individuals. Many also felt the annual “celebration of success” and the annual team recognition awards are good things.

Safety Emphasis

Concern with safety is another area where almost everyone agrees the Department has made significant progress over the past few years. There is “more recognition that safety is everyone’s responsibility and not just management ... did not hear this before.” Participants identified several specific improvements in this area – “improved emphasis on employee safety ... rewritten safety manual ... new safety officer ... more safety clothing ... more and regular safety meetings ... more statewide consistency ... safety equipment is better.” Many believe the new safety officer “has done some good things.” People note that a new safety incentive program, “Bucks and Points,” is ready to start, and they believe it will improve safety even more. As several pointed out, “people know the safety policies ... safety incidents are down and the numbers show we are safer.”

Strategic Planning

The general thinking among supervisors is that the “strategic plan is good,” but that many employees may not recognize this. “A lot of what we do comes from the strategic plan, but people don’t always recognize that.” Some believe the “... strategic plan is more for higher up managers. They do the work on it and tell us about it at supervisor meetings ... they [senior managers] are trying to move the strategic plan down, but with slow progress.”

Many say, “I liked the strategic planning process the way we did it the first time – in groups ... the second round got a little wild with suggestions from everyone ... the second time we got more input BUT we tried to get all involved and the plan got down to too much detail ... it is more important to see the programs in big areas than a lot of little areas.”

The time commitment involved in strategic planning was also a concern. “A lot of our time is directed away from our daily work ... strategic planning is a good thing, but there is not enough time. I am losing ground all the time ... lots of deadlines from above ... hard to do all this and have an open door policy ... I agree with the strategic plan, but do I need to prove to the executives what I am doing or justify why not?”

Development and tracking of performance measures was an additional concern. “A lot of performance measures are long term ... people have no interest in the data they are collecting, particularly in Maintenance ... we would have better luck with shorter-term performance measures.”

Supervision and Management

Many participants think that overall supervision has improved within the Department all the way up the chain of command. These participants see the Secretary as a role model of a manager and a leader. “The current secretary and governor are more in touch with the Department.” They say the “hierarchy is listening to work environment issues ... supervision is not a good ol’ boy club any more ... micro management is going away.”

These people are quick to point out, however, that much room for improvement remains. They think the “supervisor ratio of 10-1 does not work ... we are not set up for this to work.” Some see many “old school lead workers who have an attitude.”

Others believe that “many of our managers have no backbone to deal with poor performers.” Annual reviews were identified as in need of much improvement. “Lots of annual reviews don’t get done ... some annual reviews are done without us and we don’t even sign them ... there is no consequence for not doing the annual reviews ... when we ask where our PPR is, I am told, ‘I will get to it when I can’ ... we need different questions on the annual review.”

Some say that empowerment has been merely a catch phrase in the Department for some time now “but the situation is a little better.” They are also quick to say, “There is no empowerment to make staffing decisions.”

Teamwork

Many participants noted a marked increase in teamwork throughout the Department in the recent past. “Teamwork has improved. Not just among crews, but people in other areas and teams within the offices work well ... there are lots of interoffice teams and a collegial atmosphere ... there is a lot more of shops helping shops ... mostly within the region, but there is some sharing cross-region too ... satellite design squads promote teamwork.”

Training

Almost all agreed, “There is a lot of training going on. We are schooled pretty well.” They say, “Maintenance Management training is working well ... supervisor training is mandatory ... more worker level training as well.” At the same time, many believe this situation varies across the Department. “Training is mandatory on the engineering side, so maintenance gets less ... technology training outside of Pierre is not that easy to find ... training is not keeping up with the new technology and equipment ... selling companies are not doing much [new equipment] training, and what they do is superficial ... mostly we do the required technical training ... we do very little regular training ... we are too thin to cross-train.”

In addition to differences across divisions, many participants think access to training has a lot to do with your supervisor. “I would like to have had asphalt training and didn’t get it. It is a control issue. Our lead worker does not want us to learn ... I let people go if they think they need it, but this is not true of everyone.”

Work Life Issues

Most believe the Department is “doing more with less.” They sometimes feel overwhelmed by the workload and cite the emphasis on customer service as one reason -- “customer satisfaction surveys don’t work sometimes ... have resulted in some improvements, but we act as if we can’t say ‘no’ to the public ... people are demanding more ... the better we get, the better they want us to be.”

Many participants noted that flexible scheduling was generally improving. “Flexible schedules in the region are improving ... done in central office for awhile and it is now in the regions.”

Supervisors were particularly concerned about “... a lot of employees with poor attitudes, some who are left over from 1997 ... negative attitudes and negative talk – everything’s wrong ... this drags the office down.” They are looking for help in dealing with these people asking, “How do we get them to leave their negativity at the door?” Some say, “peers should deal with this rather than supervisors.”

Survey Observations

Almost everyone favored a survey with fewer questions. “The longer the survey, the less interest people have in filling it out.” One suggested way to do this is to eliminate what many thought to be repetitive questions. Most participants also favored an option to complete the survey online via the Internet. For those with no access to the Internet, people supported the notion of group sessions to complete the survey saying that the monthly safety meeting would be a good venue for this. Most believed that changes in the survey and its administration would be necessary to bring the sagging response rate back up. Other suggestions included “... define survey terms clearly ... drop the ‘best friend’ question.”

Many also favored breaking the survey results down into smaller organizational units but some thought that groups of five (5) people would be too small and will fuel the fires of those who still think their responses can be singled-out. They urged us to “be careful of confidentiality in the breakdown reports.” They also recommended getting the results out faster than the last study, and that the report be written in simple straightforward language.

SDDOT DEMOGRAPHICS

All 944 SDDOT employees of record as of June 18 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 and the number of employees in each location are within the range of prior assessments. The reduction of the workforce since 2002 has been borne primarily by the Central Office, which has decreased by 13 people (4.1 percent).

Table 4: Number of Employees by Location

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

PAY BASIS

For 2004, there is a notable increase in the proportion of the SDDOT workforce that is Salaried versus Hourly.

Table 5: Number of SDDOT Salaried and Hourly Employees

Pay Status	2004		2002		2000		1998	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Salaried	102	10.81	88	9.16	85	9.20	81	9.27
Hourly	842	89.19	873	90.84	839	90.80	793	90.73
Total	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 has been a large change in this pattern for 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.

Table 6: Number of SDDOT Employees by Salary Status

Salary Status Relative to Job Worth Midpoint	2004		2002		2000		1998	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Below Midpoint	339	35.91	414	43.31	384	41.56	370	42.33
At Midpoint	276	29.24	112	11.72	195	21.10	235	26.89
Above Midpoint	329	34.85	430	44.98	345	37.34	269	30.78
Total	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 7: Distribution of SDDOT Employees by Job Classification

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

JOB GROUPS

The job groups listed in Table 8 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, so that the jobs in each of the 2004 groups are closely comparable to those of prior assessments.

Table 8: Employee Job Groups and Classifications

Job Group	Positions	Job Group	Positions
Clerical	Exempt Clerk	Financial	Accountant
	Office Supervisor	Information Services	Accountant Assistant
	Secretary	Legal	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		Senior Trial Attorney
	Geology Specialist	Specialist/Analyst	Building Maintenance Supervisor
	Railway Engineer		Equipment Management Specialist
	Technical Administrator		Exempt Professional
	Transportation Engineer Specialist		Print Shop Technician
	Transportation Engineer Supervisor		Record Management Specialist
	Transportation Engineer		Right of Way Specialist
	Transportation Lead Project Engineer		Right Of Way Supervisor
	Transportation Project Engineer		Right Of Way Technician
	Transportation Region Engineer Specialist		Senior Right Of Way Specialist
	Transportation Research Engineer		Transportation Analyst
Maintenance	Groundskeeper		Transportation Specialist I
	Highway Maintenance Supervisor		Transportation Specialist II
	Highway Maintenance Worker	Technician	Labor Law Compliance Officer
	Lead Highway Maintenance Worker		Civil Rights Program Specialist
	Medium Equipment Operator		Civil Engineering Technician
	Region Maintenance Coordinator		Exempt Technical
Equipment	Equipment Shop Foreman		Journeyman Transportation Technician
	Equipment Services Worker		Landscape Architect
	Equipment Mechanic		Senior Transportation Technician
	Equipment Technician		Traffic Data Technician
	Fabrication Technician		Transportation Technician
	Partsroom Assistant		
	Partsroom Technician		

The size of most job groups as a percent of total SDDOT employees has remained stable since 1998. The only groups that vary more than one percent for 2004 as compared to 1998 are the Clerical group, which

has steadily declined from 65 to 43 employees, and the Financial/Information Services/Legal group, which has increased steadily from 19 to 33 employees.

Table 9: Number of SDDOT Employees by Job Group

Job Group	2004		2002		2000		1998	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Clerical	43	4.56	53	5.52	59	6.39	65	7.44
Drafting	22	2.33	24	2.50	27	2.92	21	2.40
Engineering	229	24.26	238	24.77	231	25.00	222	25.40
Equipment	51	5.40	52	5.41	50	5.41	43	4.92
Executives	10	1.06	11	1.14	9	0.97	8	0.92
Maintenance	323	34.22	315	32.78	298	32.25	293	33.52
Specialist/Analyst	61	6.46	60	6.24	48	5.19	50	5.72
Technician	172	18.22	178	18.52	173	18.72	153	17.51
Financial/Information Services/Legal	33	3.50	30	3.12	29	3.14	19	2.17
Total	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 10: Number of SDDOT Employees by Gender

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

AGE AND YEARS OF SERVICE

The following table shows that the workforce has, on average, become slightly younger and has somewhat fewer years of service than in 2002. The mean and median values have fluctuated moderately since 1998.

Table 11: SDDOT Mean and Median Age and Years of Service

	Age				Years of Service			
	2004	2002	2000	1998	2004	2002	2000	1998
Mean	43.94	44.35	43.01	43.68	13.72	14.64	13.91	15.48
Median	44.39	44.50	43.00	44.50	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 two exceptions. The first is that the oldest group declined notably between 1998 and 2000, and has since regained about half of the decrease. The second is that the 37 through 45 group has steadily increased since 1998.

Table 12: Number of SDDOT Employees by Age Group

Age Quartiles	2004		2002		2000		1998	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
20 through 36	247	26.17	248	25.81	265	28.68	249	28.49
37 through 45	275	29.13	270	28.10	248	26.84	220	25.17
46 through 52	219	23.20	220	22.89	227	24.57	199	22.77
53 through 68	203	21.50	223	23.20	184	19.91	206	23.57
Total	944	100.00	961	100.00	924	100.00	874	100.00

The following table reflects a substantial shift in the proportion of employees with higher amounts of service years. Since 1998, 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. The majority of this shift occurred between 1998 and 2000, and has since gradually continued.

Table 13: Number of SDDOT Employees by Years of Service to SDDOT

Years of Service to SDDOT	2004		2002		2000		1998	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
New Employees (0 to 2 Years)	86	9.11	73	7.60	158	17.10	59	6.75
2 through 6 Years	216	22.88	217	22.58	99	10.71	118	13.50
6 through 10 Years	100	10.59	85	8.84	127	13.74	159	18.19
Over 10 Years	542	57.41	586	60.98	540	58.44	538	61.56
Total	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 one exception. As shown in the following table, Technicians have become notably younger, with correspondingly less years of service.

Table 14: Average Age and Years of Service of SDDOT Employees by Job Group

Job Group	Average Age		Average Years of Service	
	2004	2002	2004	2002
Clerical	49.04	48.84	18.59	18.70
Drafting	40.53	40.86	9.11	9.13
Engineering	40.12	40.74	13.86	15.13
Equipment	45.85	45.88	13.14	12.90
Executive	50.52	48.92	24.44	23.30
Maintenance	46.60	45.11	13.31	13.47
Specialist/Analyst	48.12	49.16	16.99	17.30
Technician	40.27	43.71	11.55	14.90
Financial/Information Services/Legal	46.59	46.81	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.

The following table shows that there are 135 employees who are age 55 or older and that 49 of these, or 5.2 percent of the employee population, currently qualify for retirement by meeting or exceeding the Rule of 85.

Table 15: 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	80.1	80.1	41	30.4	30.4
75 to 80	59	6.3	86.4	19	14.1	44.5
80 to 85	49	5.2	91.6	26	19.3	63.8
85 or Over	80	8.5	100.0	49	36.3	100.0
Total	944	100.0		135	100.0	

Over the next five years another 45 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 17 of the 49 employees who are currently eligible have reached 60 years of age, as indicated in the following table.

Table 16: 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	97.6	2.0	0.3	0	621	13	2	0	636
50 to 55	54.3	15.6	12.1	17.9	94	27	21	31	173
55 to 60	33.0	11.0	20.9	35.2	30	10	19	32	91
60 to 65	23.1	17.9	17.9	41.0	9	7	7	16	39
65 or Over	40.0	40.0	0.0	20.0	2	2	0	1	5
Total	80.1	6.3	5.2	8.5	756	59	49	80	944

This table 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 79 or more will become retirement eligible. Combining these with the 45 who have already reached 55 years of age and will be also become eligible in the next five years produces a total of 124, or 13.1 percent of the current workforce. These employees are represented in the table above in bold type.

The following table presents a distribution of the 135 employees who are 55 years of age or more by their job groups and Rule of 85 categories.

Table 17: 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	33.3	0.0	22.2	44.4	3	0	2	4	9
Drafting	25.0	50.0	0.0	25.0	1	2	0	1	4
Executive	0.0	0.0	0.0	100.0	0	0	0	1	1
Engineering	0.0	0.0	0.0	100.0	0	0	0	9	9
Maintenance	30.8	18.5	23.1	27.7	20	12	15	18	65
Equipment	33.3	11.1	22.2	33.3	3	1	2	3	9
Financial/Information Services/Legal	50.0	0.0	16.7	33.3	3	0	1	2	6
Specialist/Analyst	36.4	9.1	18.2	36.4	4	1	2	4	11
Technician	33.3	14.3	19.0	33.3	7	3	4	7	21
Total	30.4	14.1	19.3	36.3	41	19	26	49	135

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 the following table shows, this objective was achieved. Although the total response rate for 2004 was less than the first two assessments, it was significantly greater than the 2002 assessment.

Table 18: Response Rate for Each Organizational Health Assessment

Year	Percent		Count		Total Employees
	No Response	Responded	No Response	Responded	
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 714 survey respondents, therefore, is to determine whether there were any demographic segments of the SDDOT workforce, such as certain job groups or locations, that 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 66 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 Job Worth. The respondent group is somewhat skewed, however, for the Pay Basis, Gender, 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 Equipment were under-represented relative to those in Job Groups such as Engineering and Specialist/Analyst. The Central Office and Rapid City region are locations that are over-represented in the respondent group relative to the number of respondents in the other regions. Finally, a proportionately greater number of females responded to the survey than exist in the entire workforce.

The 2002 group of survey respondents was similarly skewed in terms of Job Group and Pay Basis. 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 “2004 Survey Results for Selected Subgroups.”

It is reasonable to speculate that the ability to complete the survey via the Internet this year contributed to the skew, as the Internet is more accessible to employees in office-based, as compared to field-based positions. Maintenance and Equipment employees, for example, participated this year in almost exactly the same proportion as in 2002, while the participation of Clerical, Drafting, Engineering, Specialist/Analyst and Financial/Information Services positions notably increased. This would also account for why there are significantly greater proportions of salaried, Central Office, and female employees among the respondents.

Location

The following table shows that at least 66 percent of employees in every location responded to the survey but that there were significantly higher levels of participation in the survey in the Central Office and Rapid City region than in the remaining locations. Compared to 2002, the percent of participation by employees in the Aberdeen, Mitchell and Pierre regions declined somewhat, while the Central Office and Rapid City increased dramatically.

Table 19: Response Rate by Location

Year	Location	Percent		Count		Total
		No Response	Responded	No Response	Responded	
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 increased notably for 2004 as compared to 2002, the percentage of participation by Salaried employees was significantly greater than that of Hourly employees, as has been the case in each of the prior assessments.

Table 20: Response Rate by Pay Basis

Year	Pay Basis	Percent		Count		Total
		No Response	Responded	No Response	Responded	
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 each of the prior assessments, the percentage of the male population in SDDOT who responded to the survey has not been significantly different than the percentage of females. This year, however, the proportion of female participation increased dramatically.

Table 21: Response Rate by Gender

Year	Gender	Percent		Count		Total
		No Response	Responded	No Response	Responded	
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

The following table shows that the higher response rate for 2004 of 75.6 percent as compared to the 70.4 percent rate of 2002 is accounted for by increased participation of employees in all but the Maintenance and Equipment job groups, who responded at approximately the same level as in 2002. Increases in the

percent of participation were especially large for the Clerical, Drafting, Financial/Information Services and Technician job groups.

Table 22: Response Rate by Job Group

Year	Job Group	Percent		Count		Total
		No Response	Responded	No Response	Responded	
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 2004. As compared to 2002, participation is more evenly distributed across the groups, due primarily to an increase on the part of the 20 through 36 group.

Table 23: Response Rate by Age Group

Year	Age Group	Percent		Count		Total
		No Response	Responded	No Response	Responded	
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 2004, the pattern of participation by employees according to their number of years of service was quite similar to 2002, 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 24: Response Rate by Years of Service

Year	Years of Service	Percent		Count		Total
		No Response	Responded	No Response	Responded	
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

As in 2002, the percent of employees who responded to the survey in 2004 did not differ significantly according to their pay relative to the midpoint of their job salary range.

Table 25: Response Rate by Job Worth

Year	Job Worth	Percent		Count		Total
		No Response	Responded	No Response	Responded	
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

2004 SURVEY RESULTS FOR THE COMPOSITE OF ALL RESPONDENTS

The purpose of this section is to present the 2004 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 105

For each of the first 105 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 26: Response Categories and Response Scores for Items 1 through 105

Sample Survey Item		Strongly Agree	Agree	Disagree	Strongly Disagree
13	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

The following table presents the 24 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.

**Table 27: Percent Response Distribution of Items Identified as Strengths
Ranked by Average Score (N of Respondents= 714)**

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	39	1	0	1	98	3.58
90	Safety is an important issue at the SDDOT	56	40	3	0	1	96	3.53
49	The results of my work significantly affect many other people	53	43	3	0	1	96	3.50
4	When I have a question about assignments, I know whom to ask	50	42	6	1	1	93	3.43
104	My job is essential to the SD transportation system	41	50	7	1	1	91	3.32
26	I know what is expected of me at work	32	58	8	1	1	90	3.22
92	Safety at the SDDOT has improved in the past two years	27	61	9	1	3	88	3.16
46	I have the materials and equipment I need to do my work right	29	59	11	1	1	87	3.15
42	When on a difficult assignment, can count on assistance	31	54	10	3	1	86	3.14
5	My fellow employees are committed to doing quality work	33	51	12	4	0	84	3.14
96	I am satisfied with my hours and schedule of work	33	51	10	5	1	84	3.12
37	I understand why and how work assignments are to be done	25	63	9	2	1	89	3.12
93	Equipment assigned to the SDDOT is properly maintained	22	67	7	2	2	89	3.11
94	Know where to find standard operating procedures & policies	26	58	13	2	1	84	3.10
75	My co-workers treat me with respect	23	65	9	2	1	88	3.09
65	The job related training has made me more effective	23	62	12	2	2	85	3.08
54	I feel free to openly state my opinions to my supervisor	34	44	15	6	1	79	3.08
102	The SDDOT listens to its customers	20	68	10	2	1	88	3.07
64	The training available to me is job-related	23	63	10	3	1	86	3.07
66	I am informed when training is available	28	53	15	4	0	81	3.06
63	Quality of job-related training I have received has been good	22	62	14	2	0	84	3.04
105	The mission of SDDOT makes me feel my job is important	26	52	18	2	1	78	3.04
51	Supervisor or someone at work cares about me as a person	25	56	13	5	1	81	3.03
80	Supervisor & I agree on goals in my performance appraisal	21	61	14	3	1	81	3.01

Taking item 48, the highest scoring, as an example, 60 percent of the 714 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 34 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, 102, 104 and 105 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 5).
- ***Clear Expectations.*** Item 26 and four 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 4, 94). Communications with supervisors about performance expectations are an apparent contributor to this strength, given

the large percentage who said that their supervisor and they agree on their performance goals and, in addition to knowing what is expected, they understand why and how assignments are to be done (Items 80, 37).

- **Working Conditions.** Several items convey employees' views of how the conditions within which they work enable them to do good work and 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 90, 92). They also report that they have the materials and equipment they need to do their work right, and that equipment is properly maintained (Items 46, 93). 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 42, 96).
- **Work Relationships.** Items 51, 54 and 75 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 63, 64, 65 and 66 reveal a high regard among the large majority of employees for the quality of the training they receive. They also say they are kept informed about the availability of training.

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. The following table presents the 52 items that met this criterion.

**Table 28: Percent Response Distribution of Items Identified as Improvement Opportunities
Ranked by Average Score (N of Respondents= 714)**

Survey Items (abbreviated)		Response Scores				Blank	Sum of 4 & 3	Average
		4	3	2	1			
27	My supervisor holds regularly scheduled staff meetings	28	40	23	8	1	68	2.88
12	I have plans and aspirations to advance in SDDOT	28	40	19	12	1	68	2.85
53	My personal morale is high	22	47	20	9	1	69	2.83
34	I am involved in decisions that involve my area of responsibility	20	47	23	8	1	68	2.81
84	Identified customers & how to meet their expectations	14	56	22	7	1	69	2.76
70	Trust my supervisor to represent my interests at higher levels	21	44	23	11	1	65	2.76
100	SDDOT priorities are both clear-cut and reasonable	11	57	26	4	1	68	2.76
98	Part-time, seasonal workers good way to manage workload	17	50	22	10	1	67	2.75
33	Our supervisor frequently asks for our ideas	19	46	24	10	1	65	2.75
73	People in SDDOT feel they are part of an effective team	7	62	25	4	1	69	2.73
35	Kept informed about what is happening in my part of SDDOT	16	48	29	7	0	64	2.72
97	Staffing levels allow us to do quality work	11	55	25	7	1	66	2.71
67	I believe the training I receive will help me advance	18	45	27	11	0	62	2.70
99	The policy on flexible scheduling is fair	22	42	20	16	1	63	2.69
21	The SDDOT is willing to take a chance on a good idea	10	53	29	6	1	63	2.68
43	SDDOT does a good job of meeting my needs as an individual	12	53	25	10	2	64	2.68
76	Trust levels are high between work teams	9	55	30	5	1	63	2.67
30	I feel free to state my opinion at meetings with the Secretary	17	43	27	12	1	60	2.67
50	Top management respects my job	14	47	25	12	1	61	2.64
6	People are held accountable for the quality of their work	13	44	33	10	1	57	2.61
78	I receive helpful and timely feedback on my performance	9	50	33	7	0	59	2.61
86	My unit worked to identify good performance measures	9	51	31	9	1	60	2.60
9	Poor performance is not tolerated in our work unit	11	46	34	9	0	57	2.60
25	I would encourage my best friend to work for the SDDOT	12	45	29	12	2	57	2.59
41	There is someone at work who encourages my development	13	44	29	13	0	57	2.58
38	At the SDDOT, my opinion seems to count	11	47	28	13	1	58	2.57
81	There is follow-through on items discussed in my appraisal	10	45	34	10	2	55	2.57
85	Problem solving group empowered to make decisions	8	49	32	9	2	57	2.57
60	Encouraged to speak mind, even if disagreeing with supervisors	8	49	31	11	1	57	2.55
71	SDDOT top management respects employees	13	43	29	14	1	56	2.55
103	There is little undesired turnover at the SDDOT	6	52	29	11	2	58	2.54
68	The people I work with at the SDDOT really trust one another	8	46	34	11	1	55	2.52
87	Performance measures initiative improves performance	6	49	33	11	2	55	2.51
14	Adequate recognition and praise are given for a job well done	11	40	33	15	1	52	2.48
82	In last 6 months someone talked to me about my progress	14	34	35	16	1	48	2.47
83	Group meets to review performance, solve problems	11	39	35	14	1	50	2.47
32	Adequate 2-way info between subordinates & top management	6	43	38	13	1	49	2.42
2	Red tape is kept to a minimum in the SDDOT	3	43	43	11	1	46	2.39
52	Morale is high within my unit in SDDOT	9	40	32	19	1	49	2.39
24	Relationships between management and workers are warm	7	39	37	16	1	46	2.38
88	Performance measures initiative is worth time it takes	6	40	35	18	1	45	2.33
39	My supervisor makes an effort to [discuss] my career goals	9	33	39	18	1	42	2.32
47	SDDOT goes out of way to recognize extraordinary service	6	38	38	18	1	43	2.32
59	If you [avoid] disagreements you won't make a good impression	4	30	56	7	3	34	2.31
19	In last 7 days, I received recognition or praise for good work	9	31	35	24	1	40	2.25
40	Supervisor discussed my pay concerns and questions with me	7	31	35	25	2	38	2.20
17	My wages are sufficient to keep me from looking for another job	4	31	40	25	0	35	2.15
18	I am satisfied with the opportunities for career advancement	5	30	37	28	1	35	2.12
95	Overtime is fairly applied in the SDDOT	6	31	29	32	2	37	2.10
72	Changes will happen as a result of this survey	4	29	37	30	1	33	2.07
16	People are rewarded based on their job performance	2	20	44	33	0	22	1.91
15	The promotion system helps the best person to rise	3	21	37	39	0	24	1.87

Reviewing what these 52 items have in common reveals the following eight (8) themes that can be regarded as significant 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.

- ***Lack of Effective Performance Management and Performance Improvement Practices.*** Nine (9) items reveal ways that a great many employees perceive deficiencies in performance management practices. For items 6 and 9, 43 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 55 percent as not worth the time it takes, and 45 percent say it does not serve to improve performance (Items 87, 88). 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 (Items 83, 86).

Items 2 and 81 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 two-thirds of employees that changes will not happen as a result of the survey (Item 72).

A lack of customer focus is reported by 31 percent of respondents who say that their work group has not identified its customers or discussed how to meet their expectations (Item 84).

- ***Unfair and/or Ineffective Resource Management.*** About 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 97,98). There is also a strong view that staffing policies and methods are not fairly administered. Flexible scheduling is seen as unfairly managed by 37 percent, and overtime by 63 percent.
- ***Lack of Teamwork.*** Items 68, 73 and 76 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 slightly more than half of respondents said their work unit's morale is low (Item 52).
- ***Lack of 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, a great many feel that offering their views is not encouraged. For item 38, 42 percent said that their opinions do not seem to count, while between 31 and 43 percent said that their supervisor does not ask for their ideas and that they are not encouraged to speak their minds (Items 33, 34, 60). Forty (40) percent said that they do not feel free to state their opinions in meetings

with the Secretary, and a similar number said that their problem-solving group is not empowered to make decisions that affect their work (Items 30, 85).

- ***Lack of Feedback, Recognition and Developmental Practices.*** For item 14, 48 percent said that good work is not adequately recognized, with 60 percent indicating they had not received recognition or praise for good work in the last seven days, and 57 percent saying that SDDOT does not go out of its way to recognize extraordinary service (Items 19, 47).

For items 25, 78 and 82, between 41 and 52 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.

- ***Weak Compensation Practices.*** Nearly two-thirds of respondents said that their wages are not sufficient to keep them from looking for another job, 78 percent said that people are not rewarded based on their job performance, and 62 percent said that their supervisor has not discussed their pay questions and concerns with them in the past year (Items 16, 17, 40).
- ***Lack of Advancement Opportunity.*** Nearly 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 15, 18). As a probable consequence, 38 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.
- ***Poor Communications and Relationships with Management.*** Slightly more than half 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, 36 percent said that they are not kept well informed about what is happening in SDDOT, and 31 percent said that regularly scheduled staff meetings are not held (Items 27, 32, 35, 70). These and many of the foregoing improvement opportunities contribute to the view of between 39 and 44 percent that top management lacks respect for employees and for their jobs (Items 50, 71). 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 managers and their employees.

In summary, these improvement opportunities indicate a significant 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 25, 43, 53 and 103 speak directly to the lack of retention factors. Between 31 and 43 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.

It is encouraging to note, however, that the survey responses have been on a continuing course of improvement in most of these areas since the first OHA in 1998, as a later section describes.

Items Receiving Moderate Scores

The following table presents the 29 survey items with average scores between those that met the criteria for the Strengths and the Improvement Opportunities designations.

**Table 29: Percent Response Distribution of Items Receiving Moderate Scores
Ranked by Average Score (N of Respondents= 714)**

	Survey Items (abbreviated)	Response Scores				Blank	Sum of 4 & 3	Average
		4	3	2	1			
23	A friendly atmosphere prevails among people in the SDDOT	21	58	15	5	1	79	2.97
29	I get the information I need to know from my supervisor	24	52	19	5	1	75	2.96
45	I receive the administrative and staff support necessary	18	62	15	4	1	80	2.95
44	My workload is reasonable	16	66	12	4	1	82	2.95
57	Action & behavior reflect good ethical & professional standards	18	61	16	4	1	79	2.95
13	At work, I have the opportunity to do what I do best every day	23	53	21	4	0	75	2.94
20	This last year, I have had opportunities to learn and grow	24	51	17	7	1	75	2.94
28	Staff meetings are a source of reliable information	23	52	18	5	1	75	2.94
10	My co-workers and I are proud to be a part of the SDDOT	19	58	19	3	1	77	2.93
69	Employees in my work unit can voice their opinions freely	22	54	19	5	1	75	2.93
79	My performance appraisal is a fair evaluation of my work	19	59	15	6	1	78	2.92
58	Group works on lasting improvements, rather than "quick fixes"	19	56	21	3	1	75	2.92
74	My work group has all the resources it needs to do its job	14	64	18	2	1	79	2.91
56	People work hard & take pride in their performance	18	58	22	2	1	75	2.91
36	I understand what the SDDOT's top priorities are	17	58	20	3	1	75	2.90
11	I feel that I am a member of a well functioning SDDOT team	21	52	22	4	0	73	2.90
8	People do not wait to be told; they can decide on their own	20	53	22	5	1	73	2.88
55	There is a desire to continually improve performance	17	57	21	4	1	74	2.88
62	I receive all the training I need to do a good job	18	56	20	6	0	74	2.86
61	Free to disagree; able to reach decisions without difficulty	12	64	20	3	1	75	2.85
3	Work is well planned in our work group	17	57	21	5	0	73	2.85
31	I understand clearly how I can contribute to SDDOT goals	16	55	24	4	1	71	2.85
77	Recognized for working together, not just individual performance	13	59	23	4	1	73	2.83
22	SDDOT philosophy emphasizes people should take initiative	13	61	20	5	2	73	2.82
91	Policies at SDDOT enable employees to do their jobs better	11	64	19	5	1	75	2.82
7	I am only held responsible for things I can influence	13	59	25	3	1	71	2.81
101	I clearly understand the direction SDDOT is heading	11	61	23	4	1	72	2.81
89	I understand the performance measurement initiative	12	60	21	6	1	72	2.80
1	Job positions clearly defined, logically structured	11	61	20	7	0	72	2.76

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. The following table presents the 2004 results for this item are in comparison to prior assessments.

Table 30: Percent Response Distribution for the Overall Satisfaction Item

Item 106: Overall, how satisfied are you with the SDDOT as a place to work?	Year				Change		
	2004	2002	2000	1998	2004-2002	2004-2000	2004-1998
Extremely Satisfied	15.93	9.95	5.85	3.92	5.98	10.08	12.01
Satisfied	52.94	58.52	50.00	43.92	-5.58	2.94	9.02
Undecided	18.36	16.44	21.05	25.31	1.92	-2.69	-6.95
Dissatisfied	10.33	12.82	17.98	20.98	-2.49	-7.65	-10.65
Extremely Dissatisfied	2.44	2.26	5.12	5.87	0.18	-2.68	-3.43
Total	100.00	100.00	100.00	100.00			

These results show a continuation of the steady improvement in responses to the overall satisfaction question that has occurred since the first assessment. For 2004, there is general movement upward and a sizable shift of responses from the “Satisfied” category to “Extremely Satisfied.” Since the first assessment in 1998 the percent of those responding in one of these two categories has risen from less than half (47.84 percent) to more than two-thirds (68.87 percent). 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.¹ While SDDOT has moved impressively toward this level of satisfaction, substantial opportunity for improvement remains.

The mean score for all 2004 respondents gained a statistically significant amount ($p < .05$) as compared to 2002, from 2.96 to 3.02. 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 105 survey items.

Table 31: Overall Satisfaction Means for All Respondents

	Year				Change		
	2004	2002	2000	1998	2004-2002	2004-2000	2004-1998
All SDDOT	3.02	2.96	2.75	2.64	0.06	0.27	0.38

The following sections include the 2004 and prior assessment mean satisfaction scores for various subgroups of interest.

Location

The score for the Central Office decreased a moderate amount, while all four regions posted gains. The gain for the Aberdeen region was dramatic in comparison to the other regions.

Table 32: Overall Satisfaction Means by Location

Location	Year				Change		
	2004	2002	2000	1998	2004-2002	2004-2000	2004-1998
Aberdeen Region	3.10	2.77	2.61	2.45	0.33	0.49	0.65
Mitchell Region	2.87	2.83	2.62	2.64	0.04	0.25	0.23
Pierre Region	3.06	2.98	2.81	2.62	0.08	0.25	0.44
Rapid City Region	3.10	3.08	2.92	2.73	0.02	0.18	0.37
Central Office	3.01	3.05	2.80	2.70	-0.04	0.21	0.31

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

Job Group

Several job groups changed substantially in their 2004 satisfaction responses as compared to 2002, with some increasing while others decreased. The gain for Drafting was exceptionally large, even as compared to the notable gains for the Maintenance, Technician and Financial/Information Services/Legal groups. All of these groups gained more than the composite of all SDDOT respondents, while Engineering posted a modest gain. The remaining groups – Clerical, Equipment, Executive and Specialist/Analyst – decreased notably.

Table 33: Overall Satisfaction Means by Job Group

Job Group	Year				Change		
	2004	2002	2000	1998	2004-2002	2004-2000	2004-1998
Clerical	3.07	3.17	2.71	2.60	-0.10	0.36	0.47
Drafting	3.08	2.66	2.92	2.97	0.42	0.16	0.11
Engineering	3.19	3.15	2.90	2.77	0.04	0.29	0.42
Equipment	2.70	2.86	2.85	2.74	-0.16	-0.15	-0.04
Executive	3.55	3.63	3.53	3.46	-0.08	0.02	0.09
Maintenance	2.99	2.83	2.57	2.44	0.16	0.42	0.55
Specialist/Analyst	2.88	3.06	2.59	2.76	-0.18	0.29	0.12
Technician	2.88	2.70	2.78	2.66	0.18	0.10	0.22
Financial/Info Services/Legal	3.13	3.06	2.83	2.82	0.07	0.30	0.31

Years of Service

For 2004 and every prior assessment, those with the fewest years of service have reported the highest levels of satisfaction. Although all groups posted gains, new employees and those with 6 to 10 years of service gained substantially more than the other two groups. As a result, their mean scores are also substantially higher than the other two groups.

Table 34: Overall Satisfaction Means by Years of Service

Years of Service	Year				Change		
	2004	2002	2000	1998	2004-2002	2004-2000	2004-1998
New Employees (0-2yrs)	3.31	3.09	3.03	2.90	0.22	0.28	0.41
2 years—6 years	2.98	2.97	2.81	2.74	0.01	0.17	0.24
6 years—10 years	3.19	3.00	2.58	2.63	0.19	0.61	0.56
Over 10 years	2.97	2.93	2.71	2.59	0.04	0.26	0.38

The gain of .24 since 1998 for the group of 2 to 6 year employees considerably lags the other groups and also that of All SDDOT respondents. 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 improvement in satisfaction is important to note as a possible retention threat.

Pay Basis

Both the Salaried and Hourly groups showed a gain comparable to each other and to that of all SDDOT respondents. The Salaried group has scored significantly higher than the Hourly group with every assessment and has maintained close the same margin of difference.

Table 35: Overall Satisfaction Means by Pay Basis

Pay Basis	Year				Change		
	2004	2002	2000	1998	2004-2002	2004-2000	2004-1998
Salaried	3.38	3.33	3.14	3.02	0.05	0.24	0.36
Hourly	2.97	2.91	2.71	2.60	0.06	0.26	0.37

Age

The two youngest categories reported the greatest satisfaction with the younger of these posting a notably larger gain since 2002 than any of the other groups. In fact, the 46 through 52 age group had a modest decrease. Since 1998 the two youngest groups have shown nearly twice the gain of the older groups.

Table 36: Overall Satisfaction by Age Group

Age	Year				Change		
	2004	2002	2000	1998	2004-2002	2004-2000	2004-1998
20 through 36	3.15	2.97	2.80	2.72	0.18	0.35	0.43
37 through 45	3.06	3.01	2.76	2.52	0.05	0.30	0.54
46 through 52	2.85	2.88	2.63	2.60	-0.03	0.22	0.25
53 through 68	3.02	2.97	2.83	2.73	0.05	0.19	0.29

Employee Classification

Until this year, every group had increased every year, and three of the groups, N, T, and Q continued this pattern of improvement. The E group, however, which had consistently achieved the highest scores, dropped 0.20. Since this group has only 16 employees, minor changes on the part of only a few can greatly affect the average. In addition, the mean score of 3.65 that was achieved in 2002 approaches the ceiling of 4.0, so some regression toward the middle might be expected. Despite the decrease on the part of the E group, the E and Q groups remained the two highest by a substantial margin.

Table 37: Overall Satisfaction by Classification

Employee Classification	Year				Change		
	2004	2002	2000	1998	2004-2002	2004-2000	2004-1998
Exempt "E"	2.94	2.86	2.67	2.57	0.08	0.27	0.37
Classified "N"	3.14	3.10	2.86	2.73	0.04	0.28	0.41
Technical Exempt "Q"	3.56	3.48	3.28	3.04	0.08	0.28	0.52
Technical "T"	3.45	3.65	3.41	3.35	-0.20	0.04	0.10

Job Worth (Midpoint)

For 2004, those at the midpoint have the greatest satisfaction, moderately greater than those above and below the midpoint. Interestingly, these two groups report an equal level of satisfaction, suggesting that

relative salary may have little to do with overall satisfaction. In fact, those below the midpoint reported the highest levels of satisfaction in each of the prior assessments.

Table 38: Overall Satisfaction by Job Worth

Job Worth	Year				Change		
	2004	2002	2000	1998	2004-2002	2004-2000	2004-1998
Below Midpoint	3.00	3.05	2.93	2.69	-0.05	0.07	0.31
At Midpoint	3.07	3.04	2.79		0.03	0.28	
Above Midpoint	3.00	2.84	2.53	2.54	0.16	0.47	0.46

Comparisons of 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

The following table 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 communication, recognition, feedback and mentoring received the lowest scores, in line with many of the items identified as Improvement Opportunities.

**Table 39: Percentage Responses to “How well is DOT progressing in achieving our Strategic Goals?”
(N of Respondents=714)**

	Significant Progress 3	Some Progress 2	Little or No Progress 1	Blank	Average
Customer Satisfaction					
• Assess and respond to the public’s expectations and level of satisfaction with the Department’s performance; continually improve.	23	70	4	3	2.19
• Develop and execute comprehensive, fiscally sound investment plans that meet the needs of South Dakota’s transportation users; plans will be developed in a manner that allows the Department to react to changes in needs, priorities, and available funding.	15	73	7	5	2.08
• Provide safe travel conditions wherever possible; continuously reduce the statewide accident and fatality rates on our highways, while providing a reliable and comfortable trip for the traveling public.	39	54	4	3	2.36
• Design, construct and operate a transportation system that preserves and protects the environment.	30	62	4	4	2.27
• Develop and maintain a comprehensive communication program that delivers information about the State’s transportation system, programs, and plans to its constituents.	23	65	8	4	2.15
Average	26	65	6	4	2.21
Organizational Health					
• Recruit and develop a flexible workforce, making use of mentoring, cross-training, and job-sharing to best utilize our diverse workforce.	11	56	30	3	1.80
• Ensure that all employees are provided with proper feedback and recognition for their performance and contributions in support of the Department’s efforts; establish a culture that values employees’ contribution to the Department and its mission.	11	54	32	4	1.78
• Establish and maintain effective communication between managers and staff and between organizational units.	14	59	24	3	1.89
• Promote safety in the work environment; continually reduce workforce accidents through an aggressive program of education, prevention, investigation, and resolution.	39	52	5	4	2.35
Average	18	55	23	4	1.96
Business Improvement					
• Improve the processes, tools, and techniques required to do business; continuously improve, always looking for ways to perform our work better, faster, and more economically.	23	62	10	4	2.14
• Assess and analyze costs of doing business, responsiveness, and the quality of products and services; monitor the key measures of our performance and develop action plans to address areas that are not meeting targets.	15	68	12	5	2.03
• Develop and strengthen alliances with business partners to better plan and deliver our products to meet the needs of the transportation public.	13	71	11	6	2.03
Average	17	67	11	5	2.06

OPEN-ENDED SURVEY ITEMS

Respondents to the 2004 Organizational Health Assessment were asked to respond to seven open ended questions on the survey. There were a total of 1,969 comments. The number of individuals who chose to make comments 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 seven questions.

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

Questions 107 through 114 identified types of information for respondents to select and mark. Question 115, “Other”, allowed them to add other types of information they believe they need more of. There were 135 “Other” responses, representing 18.9 percent of total survey respondents. The following table shows the distribution of the responses for each of the items.

Table 40: Distribution of Respondents to Items Regarding Types of Information

Item	Type of Information	Number of Responses	Percent of <u>Total</u> Respondents
107	Personal job performance	220	30.8
108	SDDOT policies	166	23.2
109	Job opportunities within SDDOT	224	31.4
110	Training opportunities	231	32.4
111	My job duties	194	27.2
112	Top management decisions and actions	350	49.0
113	SDDOT’s direction and goals	210	29.4
114	What’s going on in other parts of SDDOT	287	40.2
115	Other	135	18.9

The following depicts the types of information that those responding to the “Other” option feel they need more of.

Table 41: Distribution of the 135 “Other” Comments Regarding Types of Information Needed

Types of Information	Percent of Comments for this Question	Percent of <u>Total</u> Respondents
What’s going on (in DOT, State, etc.)	12.5	2.3
Advancement	9.6	1.8
Benefits, pay	8.1	1.5
Executive Branch/ management decisions	7.4	1.4
Projects	6.7	1.3
Training	6.7	1.3
Direction Setting	6.7	1.3
Miscellaneous	42.2	8.0

The type of information identified as most desired from the “Other” comments is to know *more about what’s going on...*in the State, in DOT, in other regions, in my region, in my office, and in other states. Respondents want to know what’s working and what’s not in other regions and other states. This information was desired by 12.5 percent of the individuals making comments on this item. If you

combine this with the choice that respondents could mark in Question 114, “Information about what’s going on in other parts of SDDOT”, the percentage increases to 42.5 percent of total respondents.

More information about *careers, advancement opportunities and how to advance* was indicated by 9.6 percent of the “Other” comments, making this the second most desired type of information in the “Other” category. While 31.4 percent of total respondents indicated they would like more information about job opportunities within SDDOT (Question 109), it appears those making comments want more than just notice of job opportunities. Their comments indicate they would like information about “how to move up in the Dept;” “more information about class specifications as it pertains to advancement; more specifically, what clear-cut requirements are necessary to advance through the PDQ process.”

The third theme to surface from the “Other” category was a desire for more information about *benefits, pay, how salaries are determined, how classifications work, and how downgrades are decided*. This represented 8.1 percent of the comments.

More information about *how and why Executive Branch and/or management decisions are made and how they are going to affect both SDDOT in general and “my part of DOT” specifically* was desired by 6.7 percent of those commenting. If you combine this with the choice in Question 112 for more information about top management decisions and goals, 50.3 percent of all respondents want more information on this topic, making this the overall type of information employees want more than any other.

Respondents marked question 110, information about training opportunities, as the third highest with 32.4 percent. Combining the comments with this indicates that 33.7 percent of all respondents want more information on training opportunities. Similarly, the item “Information about SDDOT’s direction and goals” was marked by 29.4 percent of all respondents. Combining that with those making comments indicates that 30.7 percent of total respondents want more information on this topic.

To a slightly lesser degree, respondents’ comments also indicated they want more information about:

- Projects – “coordination of project scheduling;” “on projects we will be receiving;” lessons learned “after a project is completed”
- Training – possibly “a master calendar in the State”
- Direction Setting – both long term and short term and about “upcoming changes” and how they will affect DOT’s direction

There were a number of miscellaneous types of information desired, all ranking 1.0 percent or less of the total respondents. These included: “information I need”, budget, performance measures and rewards, minutes of meetings, access to email and SDDOT intranet, feedback from supervisor and performance review, “as soon as possible,” and “who can authorize a purchase.”

In summary, the types of information respondents want more of are ranked as follows:

1. Executive Branch and top management decisions and actions (50.3 percent)
2. What’s going on in other parts of SDDOT, other States, etc. (42.5 percent)
3. Training opportunities (33.7 percent)
4. Job opportunities/advancement (33.2 percent)
5. SDDOT’s direction and goals (30.7 percent)

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

Questions 116 through 124 identified methods of communication for respondents to mark Very Effective, Moderately Effective or Ineffective. Question 125, “Other”, allowed them to add other means of communication they believe most effective. There were 107 “Other” responses, representing 15.0 percent of total survey respondents. The following table shows the distribution of the responses for each of the items.

Table 42: 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
116	Email	65.0	27.3	5.7	2.0
117	Websites	31.9	49.4	15.3	3.4
118	Written Updates	29.0	58.0	9.8	3.2
119	Work Unit Staff Meetings	40.1	46.6	10.6	2.7
120	One page flyers or newsletters	19.7	57.0	19.6	3.6
121	Area or Program meetings	26.8	54.8	14.7	3.8
122	Region or Division meetings	22.8	53.5	19.2	4.5
123	Secretary's Employee meetings	19.6	51.7	25.9	2.8
124	Supervisor	45.8	41.5	10.4	2.4

The following table shows the distribution of the “Other” comments in response to this question.

Table 43: Distribution of the 107 “Other” Comments Regarding Means of Communication

Desired Means of Communicating	Percent of Comments for This Question	Percent of Total Respondents
One-on-one	15.0	2.2
Phone	15.0	2.2
Staff Meetings	9.3	1.4
Face-to-face	6.5	1.0
Cell phones	6.5	1.0
Miscellaneous	47.7	7.1

Combining one-on-one and phone comments, 30.0 percent of the comments indicated that the number one most desirable means of communicating for those commenting is “*one-on-one*”. This could be face-to-face or by phone, but nonetheless the preferred method is one-to-one.

According to 9.3 percent of those commenting, *staff meetings* are the most effective means of communicating. “Work unit staff meetings” was also the third highest ranked item among the choices. Combined with the “Other” comments this means of communicating was deemed as Very Effective or Moderately Effective by 88.1 percent of all respondents.

There were numerous comments that were not relevant or did not answer the question, such as “Communication is okay;” “Information on websites need to be kept more current;” “Thank goodness for rumors;” “The grapevine is a very effective means of communication;” and “You need to use all these types of communication so that everyone gets informed.”

Considering both of the options respondents could mark and the additional comments, the means of communicating that respondents find most effective (highest percentage of responses indicating *Very Effective*) are viewed as:

6. Email (65 percent)
7. Supervisor (45.8 percent)
8. Work unit staff meetings (41.5 percent)
9. Web sites (31.9 percent)
10. Written updates (29.0 percent)

Including the responses of “Moderately Effective”, the ranking changes slightly as follows:

11. Email (92.3 percent)
12. Work unit staff meetings (88.1 percent)
13. Supervisor (87.3 percent)
14. Written updates (87.0 percent)
15. Area or Program meetings (81.6 percent)

The desire from those commenting for one-on-one and face-to-face communication increases the value of the Supervisor, Work Unit and Area or Program meetings. This finding is in keeping with research on preferred sources of information, i.e., employees want their manager/supervisor to be the primary source of information.²

Whether communications occur by email, face-to-face, meetings, or phone varies by individual and circumstance, but the preferred source is the supervisor. This needs to be taken into consideration in a different light than the survey question. The survey does not ask for the preferred source of information, only how effective current means of communicating are. The large majority of respondents (87.3 percent) believe that the supervisor is either *Very Effective* or *Moderately Effective* as a means of communicating. A question remains, however, why 10.4 percent of respondents believe it is ineffective. (2 percent gave no response).

Please describe important changes you think were taken in response to the 2002 OHA.

There were 242 respondents to this question, representing 33.9 percent of the total respondents. Of the 242, 57.0 percent answered “None,” “Haven’t seen any,” “Don’t know,” “Wasn’t here then,” or made sarcastic comments. Of those responding positively (43.0 percent), some named more than one positive change. The total number of positive respondents was 104. For this reason, we have calculated the responses indicating positive changes as a percentage of those responding favorably resulting in a sum of over 100 percent. 14.6 percent of the *total* respondents commented favorably. The following table shows the positive changes described and the distribution of responses.

² Roger D’Aprix, *Communicating for Change*, (San Francisco: Jossey-Bass, 1996)

Table 44: Distribution of Responses Regarding Important Changes as a Result of OHA

Important Changes Since 2002	Percent of Positive Respondents to this Question	Percent of <u>Total</u> Respondents
Improved communication	33.7	4.9
Management practices	26.9	3.9
Better workforce safety	18.3	2.7
Training	8.7	1.3
Proper/better equipment	7.7	1.1
Improved survey	6.7	1.0
Miscellaneous	31.7	4.6

Of those responding favorably to this question, 33.7 percent believed *improved communication* to be the number one change seen as a result of the 2002 OHA.

Management practices were cited by 26.9 percent of respondents, who gave employee meetings and employee recognition and empowerment as examples. Comments such as “supervisor more open-minded,” “employees feel more free to talk about issues,” “top management listening better,” and “employee involvement in decision-making” are included in this category.

Third on the list with 18.3 percent of the positive comments was *better workforce/workplace safety*. Other comments indicated *training*, *proper and better equipment*, and *improving the survey* (fewer items and on-line) were also seen as important changes since 2002.

There were a number of miscellaneous comments that each tallied less than 1.0 percent of the total respondents. These comments included: customer service, morale, the Strategic Plan, performance measures, and ABC.

One comment stood out that may be worthy of consideration, “Changes are not well advertised as a result of the survey and assessment. There have been several good things that have resulted from the assessment...however, I do not think most people realize that it was attributed to the survey results...” It is possible that employees often do not see a connection between the assessment results and what is happening in their work units.

Please describe one or two ways that you or your work unit are helping to accomplish the goals in the SDDOT Strategic Plan.

There were 332 comments that provided insights into how employees view their contributions to the Strategic Plan. The 332 comments represent 46.5 percent of total respondents. The following table summarizes these comments.

Table 45: Distribution of Responses About How Respondents Are Contributing to Strategic Goals

Ways Accomplishing Goals in Strategic Plan	Percent of Comments for this Question	Percent of <u>Total</u> Respondents
Improving Communication	16.9	7.8
Customer Service	16.5	7.7
Doing best work possible	10.5	4.9
Safety	9.3	4.3
Continuous improvement	5.4	2.5
Cross training	4.8	2.2
Monitoring costs	4.2	2.0
Teamwork	3.0	1.4
Miscellaneous	29.4	13.7

Improving communication was indicated by 16.9 percent, with examples such as “inviting employees’ ideas,” “keeping the public and local government informed,” “providing traveler information,” and “employee meetings.”

16.5 percent of those commenting believe that *customer service*, such as “better response time in winter”, “better roads”, “assessing and meeting customer needs”, and “maintenance of equipment to maintain roads” is helping to accomplish the goals.

10.5 percent believe that “doing the best work possible”, “getting it right the first time”, and “doing our jobs” contributes to accomplishing the goals in the Strategic Plan.

The fourth and fifth themes in response to this question were *safety* and *continuous improvement*. 9.3 percent believe that “continuous attention to public and workers’ safety” helps to accomplish the goals and 5.4 percent believe “looking for better methods” contributes.

Additionally, to a lesser degree, respondents believe they are accomplishing the goals of the strategic plan by *cross-training* (4.8 percent), *monitoring costs* (4.2 percent), and *teamwork* (3.0 percent). There were also a number of miscellaneous comments that either did not aggregate to a significant percentage or were not relevant to the question. These included: *performance measures* (1.8 percent), *Activity Based Costing* (1.0 percent), and comments such as “automating processes”, “completing construction projects in a timely manner”, “providing sound information and advice” and “hard to focus on goals when morale is low.”

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

There were 371 comments in response to this question, 52.0 percent of the total respondents. Of these, 22.1 percent believe *funding* to be the most important issue facing SDDOT in the next six months. The following table summarizes the results.

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

Important Issues Facing SDDOT	Percent of Comments	Percent of Total Respondents
Funding	22.1	11.5
Completing construction projects	10.0	5.2
Preparing for winter	7.8	4.1
Providing safe and maintained highways	7.5	3.9
Employee morale	7.0	3.6
Getting Highway Bill passed	7.0	3.6
Better/equal pay	6.5	3.4
Budget	4.3	2.2
Retention/Turnover	3.8	2.0
Job Opportunities	3.2	1.7
Safety	2.4	1.3
Miscellaneous	18.3	9.5
Funding, Highway Bill, Budget combined	33.4	17.4
Employee Satisfaction	20.5	10.6

Completing construction projects ranked second with 10.0 percent of the comments, followed by *preparing for winter* with 7.8 percent, *providing safe and maintained highways* with 7.5 percent and *employee morale* and *Highway Bill passed* each with 7.0 percent. *Better and equal pay* was sixth on the list with 6.5 percent of the comments.

To a lesser degree, *budget*, *retention and turnover*, *job opportunities*, and *safety* were also indicated as important issues facing SDDOT and are included in Table 7. Miscellaneous comments were not added to the table but included such issues as: hiring new people (1.3 percent), environmental issues and elections (each with 1.0 percent), and getting through the Sturgis Rally.

Combining the comments about *getting the Highway Bill passed* (7.0 percent) and comments about *budget* (4.3 percent) with the comments about *funding* increases the percentage of those believing that issues regarding funding are the most important facing SDDOT to 33.4 percent.

Similarly, combining comments about *employee morale* (7.0 percent), *better/equal pay* (6.5 percent), *retention and turnover* (3.8 percent), and *job opportunities* (3.2 percent) into one category such as “Employee Satisfaction”, shows that 20.5 percent of those commenting believe these issues are the most important facing SDDOT in the next six months.

If you could change only one thing in the SDDOT, what would it be?

This question was answered by 66.0 percent of total respondents. The following table summarizes the responses.

Table 47: Summary and Distribution of Things Respondents Would Change

Things to Change	Percent of Comments for this Question	Percent of <u>Total</u> Respondents
Pay	26.5	17.5
Advancement	11.9	7.8
Management Practices	11.7	7.7
Flex/Overtime	7.6	5.0
Classification	5.7	3.8
Hiring more FTE's	2.1	1.4
Get rid of deadbeats	1.9	1.3
Attitudes	1.7	1.1
Miscellaneous	30.9	20.4

26.5 percent of the 471 respondents believe *pay* is the one thing most in need of change in the SDDOT. This includes pay scale, pay raises, performance based pay, incentives, “fair wages to those who deserve it, not across the Board,” and “for those who are not engineers.”

A distant second response to this question was *advancement* with 11.9 percent of the comments. This category includes comments such as “promotions” and “career paths.”

Third on the list as the one thing employees would change is *management practices*, with 11.7 percent of the comments. This category includes comments such as “employee treatment”, “treated equally,” “treated fairly,” “support employees,” “included in decision-making,” “be asked for input,” and “less bosses.”

Flex time/overtime is fourth on the list with 7.6 percent of the comments, including “eliminate flextime,” “give back overtime,” and “a fair way to give overtime.”

Fifth on the list is *classification* with 5.7 percent of the comments. These included “better description for promotion,” “more clarity for pay schedule,” “different job classification system,” and “fair and equitable pay schedule.” Additional things to change include *hiring more FTE's*, *getting rid of deadbeats*, and *attitudes*.

There were numerous miscellaneous comments as well that were less than 1 percent of the total respondents. They include: computer network access, email for more people, phone lines for remote shops, health and retirement benefits, personnel office devoted to SDDOT, rewards and recognition, wearing shorts, “more compassion for the little people,” “implement ‘After Project’ meetings to discuss things done right and things done wrong,” and going back to having Foremen positions.

What is the most positive thing happening in the SDDOT?

There were a total of 379 responses to this question representing 53.0 percent of the total respondents. Of these, 335, or 88.4 percent, of the responses were positive and 44 (11.6 percent) were negative (“cannot think of anything,” “none”). We have calculated the responses as a percent of the positive comments to provide a clearer picture of the positive things believed to be happening in SDDOT. The following table summarizes these comments.

Table 48: Summary and Distribution of Positive Things Happening

Most Positive Thing Happening in the SDDOT	Percent of Positive Comments for this Question	Percent of <u>Total</u> Respondents
Equipment and Technology	20.3	9.5
Safety	8.3	3.9
Upper management and/or Secretary	7.2	3.4
Better communication	6.9	3.2
Better roads	6.3	2.9
Employee input/treatment	6.0	2.8
Working together	4.8	2.2
Efforts to make SDDOT better	4.5	2.1
Attitude	2.7	1.2
Construction projects	2.7	1.2
Workers' attitudes	2.7	1.2
Customer Service	2.7	1.2
Governor	2.1	1.0
Dedicated people	2.1	1.0
Miscellaneous	20.7	16.2

There were numerous miscellaneous comments that were less than 1.0 percent of the total respondents and were not included in the table. Those comments include: how employees are treated, better relations with the public, the survey, morale, snow removal, health insurance, remodeling, CPM and C2C.

Summary of Responses to Open-Ended Items

In summary, many employees are eager to learn more about management actions and what is happening throughout the SDDOT. They like email and discussions with their supervisors as the primary means of communication. They see a great improvement in communication since 2002 and they believe, in their own ways, they are helping to accomplish the goals of the Strategic Plan. They see funding as a critical issue facing SDDOT in the next six months and believe pay is sorely in need of improvement, but they see many positive things happening in the SDDOT, particularly with equipment and technology.

These results suggest actions such as the following as ways to increase organizational health.

- Provide more information about the “why” and “how” of management decisions.
- Institute a process where more information can be shared from region to region.
- Plan and prepare more details about career paths and opportunities for growth.
- Encourage and reward supervisors for sharing information, via email, one-on-one discussions or in staff meetings.
- Continue to focus on improving communication, management practices, safety and equipment.
- Address the “pay” issue, even if it is only to have pay discussions with employees about how the pay scale works

2004 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 the following table, the results for items 1 through 105 are presented for the group of all 714 respondents and for each location, enabling direct comparison of each subgroup result with that of the composite of all respondents. Results that vary substantially from that of all respondents are highlighted. The total score for the Mitchell region is highlighted with ***bold italic*** type because it was lower than the total for the group of all respondents by a statistically significant amount ($p < .05$). The total scores of the other locations are not highlighted because they do not differ significantly from the total of all respondents.

Item scores for the locations that differed from the score of all respondents by more than .10 are also highlighted. Those that are more than .10 higher than the score of all respondents are in **bold** type. Those that are more than .10 below the score of all respondents are in ***bold italic*** type. While the actual amount of difference required for statistical significance can range from a few tenths of a point under .10 to a few tenths above, we have chosen to apply .10 as a consistent standard and for the convenience of the managers in each location to quickly and easily focus on the item scores of greatest interest, that is, those items whose scores vary the most from the Department as a whole.

Although the locations vary considerably 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 24 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, 20 are also in the highest scoring 24 items for Aberdeen, Rapid City and Central Office. Among Mitchell's top 24 items are 22 that match the list for the Department as a whole, and this is also the case for 21 of Rapid City's highest scoring items. The 24 highest scoring items of every location match the highest scoring for the Department as a whole by at least 83 percent.

The results are similar for the 52 items that were identified as Improvement Opportunities for the Department as a whole because more than 30 percent responded unfavorably. There is at least an 85 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, 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 49: Item Averages for Each Location

Survey Items (abbreviated)	All	Aberdeen	Mitchell	Pierre	Rapid City	Central Office	
	Total	290.90	286.81	278.20	284.03	298.45	297.58
	N=	714	109	120	102	119	264
1 Job positions clearly defined, logically structured		2.76	2.84	2.84	2.70	2.80	2.91
2 Red tape is kept to a minimum in the SDDOT		2.39	2.34	2.34	2.26	2.31	2.38
3 Work is well planned in our work group		2.85	2.77	2.77	2.75	2.68	2.94
4 When I have a question about assignments, I know whom to ask		3.43	3.44	3.44	3.41	3.30	3.53
5 My fellow employees are committed to doing quality work		3.14	3.03	3.03	3.07	3.02	3.10
6 People are held accountable for the quality of their work		2.61	2.53	2.53	2.61	2.43	2.62
7 I am only held responsible for things I can influence		2.81	2.73	2.71	2.77	2.83	2.90
8 People do not wait to be told; they can decide on their own		2.88	2.75	2.78	2.71	2.86	3.05
9 Poor performance is not tolerated in our work unit		2.60	2.63	2.55	2.41	2.69	2.63
10 My co-workers and I are proud to be a part of the SDDOT		2.93	3.01	2.75	2.97	3.03	2.93
11 I feel that I am a member of a well functioning SDDOT team		2.90	2.86	2.71	2.81	3.03	2.98
12 I have plans and aspirations to advance in SDDOT		2.85	2.93	2.76	2.83	2.91	2.85
13 At work, I have the opportunity to do what I do best every day		2.94	2.89	2.86	2.88	2.92	3.03
14 Adequate recognition and praise are given for a job well done		2.48	2.38	2.38	2.41	2.56	2.56
15 The promotion system helps the best person to rise		1.87	1.84	1.76	1.64	1.97	1.99
16 People are rewarded based on their job performance		1.91	1.90	1.86	1.76	1.95	1.98
17 My wages are sufficient to keep me from looking for another job		2.15	2.25	1.99	2.14	2.12	2.19
18 I am satisfied with the opportunities for career advancement		2.12	2.21	2.00	2.11	2.23	2.09
19 In last 7 days, I received recognition or praise for good work		2.25	1.97	2.16	2.27	2.50	2.26
20 This last year, I have had opportunities to learn and grow		2.94	2.84	2.79	2.80	3.10	3.02
21 The SDDOT is willing to take a chance on a good idea		2.68	2.68	2.61	2.51	2.70	2.77
22 SDDOT philosophy emphasizes people should take initiative		2.82	2.89	2.67	2.71	2.97	2.85
23 A friendly atmosphere prevails among people in the SDDOT		2.97	2.79	2.82	2.90	3.01	3.12
24 Relationships between management and workers are warm		2.38	2.22	2.21	2.35	2.49	2.48
25 I would encourage my best friend to work for the SDDOT		2.59	2.55	2.25	2.56	2.62	2.74
26 I know what is expected of me at work		3.22	3.31	3.20	3.07	3.17	3.28
27 My supervisor holds regularly scheduled staff meetings		2.88	2.80	2.87	2.77	3.23	2.79
28 Staff meetings are a source of reliable information		2.94	2.95	2.76	2.86	3.13	2.95
29 I get the information I need to know from my supervisor		2.96	2.88	2.88	2.93	3.12	2.96
30 I feel free to state my opinion at meetings with the Secretary		2.67	2.61	2.30	2.73	2.72	2.80
31 I understand clearly how I can contribute to SDDOT goals		2.85	2.88	2.69	2.71	2.97	2.90
32 Adequate 2-way info between subordinates & top management		2.42	2.37	2.22	2.25	2.66	2.49
33 Our supervisor frequently asks for our ideas		2.75	2.55	2.61	2.74	2.86	2.84
34 I am involved in decisions that involve my area of responsibility		2.81	2.72	2.71	2.77	2.76	2.92
35 Kept informed about what is happening in my part of SDDOT		2.72	2.59	2.67	2.60	2.85	2.79
36 I understand what the SDDOT's top priorities are		2.90	3.04	2.81	2.73	3.00	2.91
37 I understand why and how work assignments are to be done		3.12	3.21	3.11	2.88	3.18	3.16
38 At the SDDOT, my opinion seems to count		2.57	2.47	2.41	2.39	2.60	2.74
39 My supervisor makes an effort to [discuss] my career goals		2.32	2.18	2.13	2.35	2.61	2.33
40 Supervisor discussed my pay concerns and questions with me		2.20	2.05	2.10	2.15	2.32	2.29
41 There is someone at work who encourages my development		2.58	2.54	2.48	2.53	2.74	2.57
42 When on a difficult assignment, can count on assistance		3.14	3.05	3.09	3.13	3.17	3.19
43 SDDOT does a good job of meeting my needs as an individual		2.68	2.77	2.49	2.63	2.80	2.69
44 My workload is reasonable		2.95	3.02	2.87	3.01	3.03	2.89
45 I receive the administrative and staff support necessary		2.95	2.87	2.85	2.93	2.93	3.05
46 I have the materials and equipment I need to do my work right		3.15	3.15	3.07	3.02	3.03	3.30
47 SDDOT goes out of way to recognize extraordinary service		2.32	2.31	2.21	2.24	2.31	2.40
48 My job, directly or indirectly, serves citizens of South Dakota		3.58	3.66	3.53	3.56	3.61	3.58
49 The results of my work significantly affect many other people		3.50	3.52	3.46	3.48	3.59	3.47
50 Top management respects my job		2.64	2.55	2.47	2.55	2.73	2.75
51 Supervisor or someone at work cares about me as a person		3.03	2.98	2.97	3.04	3.08	3.05
52 Morale is high within my unit in SDDOT		2.39	2.38	2.03	2.34	2.57	2.50

Table 49: Item Averages for Each Location (continued)

Survey Items (abbreviated)	N=	All	Aberdeen	Mitchell	Pierre	Rapid City	Central Office
		714	109	120	102	119	264
53 My personal morale is high		2.83	3.06	2.68	2.84	2.98	2.72
54 I feel free to openly state my opinions to my supervisor		3.08	3.06	2.96	3.16	3.00	3.14
55 There is a desire to continually improve performance		2.88	2.84	2.79	2.85	2.99	2.89
56 People work hard & take pride in their performance		2.91	2.89	2.79	2.69	2.95	3.04
57 Action & behavior reflect good ethical & professional standards		2.95	2.91	2.82	2.85	3.01	3.03
58 Group works on lasting improvements, rather than "quick fixes"		2.92	2.87	2.90	2.81	2.91	3.01
59 If you [avoid] disagreements you won't make a good impression		2.31	2.26	2.41	2.39	2.28	2.28
60 Encouraged to speak mind, even if disagreeing with supervisors		2.55	2.50	2.34	2.64	2.61	2.61
61 Free to disagree; able to reach decisions without difficulty		2.85	2.82	2.91	2.85	2.87	2.83
62 I receive all the training I need to do a good job		2.86	2.80	2.76	2.72	2.85	3.00
63 Quality of job-related training I have received has been good		3.04	3.06	2.92	2.91	3.13	3.08
64 The training available to me is job-related		3.07	3.07	3.02	2.97	3.24	3.05
65 The job related training has made me more effective		3.08	3.07	3.04	2.96	3.17	3.11
66 I am informed when training is available		3.06	2.93	2.86	2.92	3.10	3.23
67 I believe the training I receive will help me advance		2.70	2.70	2.61	2.63	2.79	2.72
68 The people I work with at the SDDOT really trust one another		2.52	2.38	2.52	2.47	2.46	2.63
69 Employees in my work unit can voice their opinions freely		2.93	2.84	2.81	3.00	2.92	3.00
70 Trust my supervisor to represent my interests at higher levels		2.76	2.56	2.58	2.76	2.82	2.89
71 SDDOT top management respects employees		2.55	2.49	2.32	2.52	2.64	2.66
72 Changes will happen as a result of this survey		2.07	2.04	1.82	1.93	2.18	2.20
73 People in SDDOT feel they are part of an effective team		2.73	2.68	2.53	2.62	2.87	2.82
74 My work group has all the resources it needs to do its job		2.91	2.87	2.83	2.79	2.86	3.04
75 My co-workers treat me with respect		3.09	3.08	3.01	3.01	3.05	3.19
76 Trust levels are high between work teams		2.67	2.56	2.70	2.67	2.65	2.72
77 Recognized for working together, not just individual performance		2.83	2.72	2.76	2.76	2.93	2.89
78 I receive helpful and timely feedback on my performance		2.61	2.54	2.56	2.52	2.77	2.63
79 My performance appraisal is a fair evaluation of my work		2.92	2.87	2.84	2.94	3.01	2.95
80 Supervisor & I agree on goals in my performance appraisal		3.01	2.97	2.88	3.06	3.15	2.99
81 There is follow-through on items discussed in my appraisal		2.57	2.47	2.42	2.57	2.72	2.61
82 In last 6 months someone talked to me about my progress		2.47	2.31	2.34	2.44	2.63	2.54
83 Group meets to review performance, solve problems		2.47	2.38	2.47	2.39	2.67	2.45
84 Identified customers & how to meet their expectations		2.76	2.70	2.64	2.68	2.89	2.82
85 Problem solving group empowered to make decisions		2.57	2.51	2.39	2.40	2.64	2.71
86 My unit worked to identify good performance measures		2.60	2.55	2.49	2.58	2.77	2.62
87 Performance measures initiative improves performance		2.51	2.45	2.27	2.39	2.69	2.62
88 Performance measures initiative is worth time it takes		2.33	2.17	1.99	2.19	2.51	2.53
89 I understand the performance measurement initiative		2.80	2.71	2.59	2.65	3.08	2.86
90 Safety is an important issue at the SDDOT		3.53	3.60	3.50	3.59	3.58	3.46
91 Policies at SDDOT enable employees to do their jobs better		2.82	2.80	2.80	2.82	2.85	2.83
92 Safety at the SDDOT has improved in the past two years		3.16	3.16	3.09	3.26	3.27	3.11
93 Equipment assigned to the SDDOT is properly maintained		3.11	2.97	2.99	3.18	3.19	3.16
94 Know where to find standard operating procedures & policies		3.10	3.21	3.10	3.08	3.18	3.03
95 Overtime is fairly applied in the SDDOT		2.10	2.01	1.73	2.04	2.08	2.34
96 I am satisfied with my hours and schedule of work		3.12	3.10	2.90	3.06	3.07	3.31
97 Staffing levels allow us to do quality work		2.71	2.63	2.55	2.58	2.69	2.88
98 Part-time, seasonal workers good way to manage workload		2.75	2.67	2.58	2.76	2.64	2.90
99 The policy on flexible scheduling is fair		2.69	2.54	2.22	2.34	2.44	3.22
100 SDDOT priorities are both clear-cut and reasonable		2.76	2.83	2.59	2.59	2.79	2.85
101 I clearly understand the direction SDDOT is heading		2.81	2.87	2.63	2.71	2.88	2.88
102 The SDDOT listens to its customers		3.07	3.14	3.01	2.98	3.16	3.07
103 There is little undesired turnover at the SDDOT		2.54	2.63	2.36	2.61	2.63	2.52
104 My job is essential to the SD transportation system		3.32	3.36	3.28	3.34	3.36	3.30
105 The mission of SDDOT makes me feel my job is important		3.04	3.05	2.90	3.04	3.18	3.03

JOB GROUP

The item averages for each Job Group that are presented in the following table 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, Maintenance, and Technician 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 closes 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, managers of employees in these groups can focus greater attention on the highlighted items.

Table 50: 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=	290.90 714	294.37 39	312.50 19	308.27 184	268.91 36	349.60 10	280.05 223	289.81 55	279.40 121
1	Job positions clearly defined, logically structured	2.76	2.79	2.84	2.86	2.42	3.00	2.88	2.56	2.58	2.59
2	Red tape is kept to a minimum in the SDDOT	2.39	2.51	2.59	2.57	2.08	2.80	2.24	2.44	2.36	2.50
3	Work is well planned in our work group	2.85	2.95	3.21	3.01	2.69	3.30	2.74	2.85	2.66	3.11
4	When I have a question assignments, I know who to ask	3.43	3.50	3.74	3.55	3.25	3.90	3.36	3.35	3.37	3.48
5	My fellow employees are committed to doing quality work	3.14	3.28	3.63	3.30	3.00	3.80	2.97	3.15	2.99	3.41
6	People are held accountable for the quality of their work	2.61	2.92	3.32	2.63	2.49	3.10	2.50	2.67	2.56	2.63
7	I am only held responsible for things I can influence	2.81	2.81	3.11	2.93	2.66	3.10	2.68	2.80	2.80	3.07
8	People do not wait to be told; they can decide on their own	2.88	3.00	3.33	2.99	2.83	3.60	2.66	3.05	2.79	3.26
9	Poor performance is not tolerated in our work unit	2.60	2.53	3.00	2.67	2.53	3.10	2.61	2.44	2.45	2.70
10	My co-workers and I are proud to be a part of the SDDOT	2.93	3.05	3.11	2.99	2.74	3.50	2.94	2.81	2.80	3.11
11	I am a member of a well functioning SDDOT team	2.90	3.00	3.16	3.09	2.56	3.70	2.83	2.84	2.70	3.00
12	I have plans and aspirations to advance in SDDOT	2.85	2.66	2.50	3.09	2.57	3.20	2.81	2.73	2.86	2.74
13	I have the opportunity to do what I do best every day	2.94	3.03	3.11	3.10	3.06	3.50	2.78	2.95	2.79	3.22
14	Adequate recognition & praise are given for a job well done	2.48	2.71	2.84	2.73	2.14	3.10	2.38	2.42	2.20	2.67
15	The promotion system helps the best person to rise	1.87	2.06	2.00	2.10	1.53	2.50	1.78	1.80	1.70	1.96
16	People are rewarded based on their job performance	1.91	2.11	2.05	2.03	1.49	2.40	1.86	1.91	1.81	2.00
17	My wages are sufficient	2.15	1.95	2.16	2.40	1.76	2.40	2.04	2.22	2.07	2.19
18	I am satisfied with opportunities for career advancement	2.12	2.00	1.63	2.41	1.86	2.70	2.12	1.91	1.88	2.26
19	In last 7 days, I received recognition or praise	2.25	2.33	2.53	2.48	2.09	2.60	2.20	2.07	2.02	2.19
20	This last year, I have had opportunities to learn and grow	2.94	2.84	2.83	3.25	2.71	3.60	2.75	2.87	2.90	2.85
21	The SDDOT is willing to take a chance on a good idea	2.68	2.89	2.83	2.84	2.40	3.20	2.58	2.67	2.51	2.93
22	SDDOT emphasizes people should take initiative	2.82	2.81	2.94	2.92	2.74	3.11	2.74	2.80	2.77	3.07
23	A friendly atmosphere prevails among people in SDDOT	2.97	2.97	3.42	3.26	2.69	3.50	2.77	2.89	2.84	3.22
24	Relationships between management and workers are warm	2.38	2.58	3.00	2.56	2.00	2.70	2.24	2.25	2.22	2.85
25	I would encourage my best friend to work for the SDDOT	2.59	2.75	2.83	2.84	2.23	3.10	2.38	2.68	2.43	2.96
26	I know what is expected of me at work	3.22	3.36	3.37	3.30	3.24	3.60	3.12	3.26	3.14	3.41
27	My supervisor holds regularly scheduled staff meetings	2.88	2.87	2.84	2.81	2.86	3.70	2.89	3.00	2.76	3.22
28	Staff meetings are a source of reliable information	2.94	3.00	3.00	3.08	2.94	3.60	2.87	2.89	2.69	3.22
29	I get the information I need to know from my supervisor	2.96	3.11	3.32	3.04	2.80	3.60	2.91	2.95	2.78	3.07
30	I feel free to state my opinion with the Secretary	2.67	2.51	2.79	2.83	2.20	3.50	2.55	2.85	2.61	2.81
31	I understand clearly how I can contribute to SDDOT goals	2.85	2.78	2.89	3.04	2.62	3.50	2.78	2.85	2.69	2.81
32	Adequate 2-way information [with] top management	2.42	2.56	2.84	2.58	2.20	3.00	2.28	2.36	2.31	2.63
33	Our supervisor frequently asks for our ideas	2.75	2.69	3.00	2.97	2.51	3.40	2.63	2.76	2.56	2.93
34	I am involved in decisions that involve my responsibility	2.81	2.71	2.88	3.12	2.74	3.50	2.64	2.78	2.57	3.07
35	Kept informed [of] what is happening in my part of SDDOT	2.72	2.74	3.11	2.97	2.51	3.70	2.55	2.51	2.65	2.81
36	I understand what the SDDOT's top priorities are	2.90	2.80	2.95	2.99	2.94	3.70	2.85	2.80	2.79	3.15
37	I understand why & how work assignments are to be done	3.12	2.95	3.26	3.26	2.97	3.80	3.06	3.13	3.03	3.22
38	At the SDDOT, my opinion seems to count	2.57	2.45	2.79	2.92	2.26	3.60	2.37	2.56	2.37	2.78
39	My supervisor makes an effort to [discuss] my career goals	2.32	2.41	2.58	2.45	2.03	2.60	2.31	2.27	2.15	2.44
40	Supervisor discussed my pay concerns with me	2.20	2.08	2.37	2.40	2.09	2.50	2.09	2.22	2.14	2.15
41	Someone at work encourages my development	2.58	2.54	2.89	2.81	2.29	2.90	2.54	2.33	2.40	2.63
42	When on a difficult assignment, can count on assistance	3.14	3.14	3.37	3.34	2.97	3.80	3.04	3.11	2.98	3.22
43	SDDOT [meets my needs as an individual	2.68	2.66	3.00	2.90	2.38	3.30	2.57	2.57	2.57	2.74
44	My workload is reasonable	2.95	3.05	3.00	2.96	2.88	3.40	2.99	2.96	2.84	2.67
45	I receive the administrative and staff support necessary	2.95	3.08	3.26	3.14	2.62	3.40	2.79	3.00	2.88	3.00
46	I have the materials & equipment I need to do my work right	3.15	3.26	3.58	3.32	3.06	3.50	2.94	3.27	3.09	3.35
47	SDDOT goes out of way to recognize extraordinary service	2.32	2.66	2.61	2.42	2.03	2.80	2.28	2.27	2.09	2.52
48	My job serves citizens of South Dakota	3.58	3.36	3.53	3.70	3.46	3.80	3.56	3.64	3.52	3.59
49	Results of my work significantly affect many other people	3.50	3.26	3.32	3.58	3.37	3.80	3.52	3.59	3.41	3.48
50	Top management respects my job	2.64	2.59	2.44	2.97	2.29	3.60	2.45	2.65	2.50	2.78
51	Supervisor/someone at work cares about me as a person	3.03	3.31	3.11	3.21	2.79	3.30	2.94	2.93	2.86	3.22
52	Morale is high within my unit in SDDOT	2.39	2.49	2.84	2.64	2.00	2.90	2.30	2.13	2.19	2.74

Table 50: Item Averages for Each Job Group (continued)

		All	Clerical	Drafting	Engineer	Equip- ment	Execu- tive	Main- tenance	Specialist Analyst	Tech- nician	Finance/ Legal	
	Survey Items (abbreviated)	N=	714	39	19	184	36	10	223	55	121	27
53	My personal morale is high	2.83	2.89	2.79	2.95	2.82	3.40	2.85	2.55	2.65	2.92	
54	I feel free to openly state my opinions to my supervisor	3.08	2.97	3.21	3.36	2.94	3.80	2.97	2.94	2.98	3.19	
55	There is a desire to continually improve performance	2.88	2.79	3.05	3.07	2.68	3.80	2.81	2.80	2.77	2.96	
56	People work hard & take pride in their performance	2.91	3.05	3.28	3.07	2.57	3.50	2.80	2.96	2.82	2.96	
57	Actions reflect good ethical & professional standards	2.95	3.11	3.11	3.11	2.74	3.50	2.87	2.91	2.87	3.15	
58	Group works on lasting improvements, [not] "quick fixes"	2.92	2.97	3.16	3.10	3.03	3.40	2.87	2.80	2.77	3.15	
59	[Avoiding] disagreement you won't make a good impression	2.31	2.15	2.71	2.24	2.15	2.50	2.38	2.15	2.41	2.27	
60	Encouraged to speak mind, even disagree with supervisors	2.55	2.59	3.00	2.78	2.34	3.20	2.47	2.49	2.39	2.70	
61	Free to disagree; able to reach decisions without difficulty	2.85	2.94	2.95	2.97	2.60	3.40	2.79	2.78	2.81	2.81	
62	I receive all the training I need to do a good job	2.86	2.97	3.16	3.13	2.28	3.20	2.59	3.00	2.97	2.81	
63	Quality of job-related training has been good	3.04	3.03	3.16	3.19	2.75	3.40	2.97	3.11	3.07	2.96	
64	The training available to me is job-related	3.07	3.15	3.11	3.16	2.75	3.40	2.97	3.11	3.18	2.77	
65	The job related training has made me more effective	3.08	3.10	3.21	3.19	3.00	3.20	2.92	3.05	3.18	3.16	
66	I am informed when training is available	3.06	3.33	3.37	3.32	2.67	3.60	2.74	3.25	3.05	3.15	
67	I believe the training I receive will help me advance	2.70	2.58	2.58	2.92	2.67	2.90	2.66	2.56	2.52	2.70	
68	The people I work with really trust one another	2.52	2.51	2.95	2.79	2.31	3.20	2.36	2.35	2.37	2.78	
69	Employees in my work unit can voice their opinions freely	2.93	2.95	3.32	3.21	2.58	3.50	2.80	2.80	2.75	3.11	
70	Trust supervisor to represent my interests at higher levels	2.76	2.89	3.16	3.12	2.56	3.40	2.57	2.71	2.44	2.89	
71	SDDOT top management respects employees	2.55	2.68	2.72	2.77	2.36	3.80	2.35	2.51	2.43	2.85	
72	Changes will happen as a result of this survey	2.07	2.05	2.00	2.42	1.86	3.40	1.87	2.11	1.88	2.37	
73	People in SDDOT feel they are part of an effective team	2.73	2.76	2.89	2.90	2.42	3.50	2.67	2.62	2.70	2.93	
74	My work group has all the resources it needs to do its job	2.91	2.92	3.32	3.09	2.60	3.30	2.76	3.05	2.85	2.93	
75	My co-workers treat me with respect	3.09	3.18	3.32	3.30	2.80	3.60	2.97	2.96	3.02	3.22	
76	Trust levels are high between work teams	2.67	2.68	3.00	2.83	2.42	2.90	2.59	2.50	2.62	2.92	
77	Recognized for working together, not just individual [work]	2.83	2.97	2.95	2.98	2.42	3.20	2.77	2.89	2.68	3.04	
78	I receive helpful and timely feedback on my performance	2.61	2.77	2.95	2.74	2.43	3.00	2.52	2.74	2.42	2.74	
79	My performance appraisal is a fair evaluation of my work	2.92	3.03	3.16	3.07	2.80	3.33	2.82	3.04	2.73	3.00	
80	Supervisor & I agree on goals in my performance appraisal	3.01	3.03	3.22	3.14	3.00	3.44	2.96	3.00	2.79	3.15	
81	There is follow-through on items discussed in my appraisal	2.57	2.76	2.78	2.67	2.49	3.00	2.49	2.69	2.37	2.65	
82	In last 6 months someone talked to me about my progress	2.47	2.43	2.89	2.70	2.23	2.80	2.36	2.49	2.25	2.74	
83	Group meets to review performance, solve problems	2.47	2.19	2.58	2.62	2.25	3.40	2.50	2.44	2.28	2.41	
84	Identified customers & how to meet their expectations	2.76	2.72	2.89	2.90	2.53	3.50	2.70	2.89	2.60	2.85	
85	Problem solving group empowered to make decisions	2.57	2.38	2.79	2.80	2.34	3.30	2.42	2.72	2.43	2.67	
86	My unit worked to identify good performance measures	2.60	2.63	2.68	2.62	2.34	3.30	2.67	2.69	2.38	2.80	
87	Performance measures initiative improves performance	2.51	2.55	2.79	2.55	2.26	3.30	2.48	2.74	2.38	2.56	
88	Performance measures initiative is worth time it takes	2.33	2.34	2.68	2.39	1.94	3.30	2.22	2.60	2.28	2.46	
89	I understand the performance measurement initiative	2.80	2.70	2.68	2.87	2.69	3.40	2.73	3.02	2.73	2.85	
90	Safety is an important issue at the SDDOT	3.53	3.51	3.47	3.54	3.64	3.80	3.50	3.50	3.53	3.59	
91	Policies enable employees to do their jobs better	2.82	2.81	3.00	2.87	2.58	3.20	2.84	2.84	2.72	2.88	
92	Safety at the SDDOT has improved in the past two years	3.16	3.08	3.22	3.14	3.06	3.78	3.19	3.22	3.13	3.08	
93	Equipment assigned to the SDDOT is properly maintained	3.11	3.19	3.22	3.14	2.54	3.20	3.11	3.20	3.13	3.16	
94	Know where to find standard procedures & policies	3.10	3.03	3.16	3.14	2.87	3.80	3.13	3.00	3.10	3.08	
95	Overtime is fairly applied in the SDDOT	2.10	2.16	2.78	2.51	1.72	3.10	1.63	2.07	2.30	2.16	
96	I am satisfied with my hours and schedule of work	3.12	3.39	3.63	3.39	3.17	3.80	2.86	3.15	2.92	3.26	
97	Staffing levels allow us to do quality work	2.71	2.89	3.32	2.87	2.58	3.30	2.48	2.94	2.63	2.70	
98	Part-time, seasonal workers good way to manage workload	2.75	2.89	3.06	2.99	2.44	3.22	2.42	2.80	2.92	2.88	
99	The policy on flexible scheduling is fair	2.69	2.89	3.37	3.19	2.40	3.30	2.17	2.91	2.58	3.15	
100	SDDOT priorities are both clear-cut and reasonable	2.76	2.81	3.11	2.91	2.58	3.30	2.60	2.78	2.69	2.96	
101	I clearly understand the direction SDDOT is heading	2.81	2.78	2.94	2.96	2.71	3.70	2.70	2.78	2.72	2.93	
102	The SDDOT listens to its customers	3.07	2.97	3.05	3.17	2.97	3.80	3.02	2.89	3.09	3.15	
103	There is little undesired turnover at the SDDOT	2.54	2.65	2.59	2.48	2.58	3.33	2.60	2.53	2.43	2.50	
104	My job is essential to the SD transportation system	3.32	3.24	3.33	3.40	3.20	3.78	3.32	3.41	3.24	3.15	
105	The mission of SDDOT makes me feel my job is important	3.04	2.87	3.06	3.14	2.89	3.80	3.03	3.00	2.94	3.00	

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 the following table. 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, with Classified employees significantly below the average. All other groups were significantly more favorable than the group of all respondents. Item scores were significantly higher than the group of all respondents for all but eight of the 105 items.

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.

Table 51: Item Averages by Pay Basis and Employee Classification

		All	Salaried	Hourly	N	T	Q	E	
		Total	290.90	323.12	286.34	282.82	304.42	333.44	339.38
Survey Items (abbreviated)		N=	714	88	626	510	161	27	16
1	Job positions clearly defined, logically structured	2.76	2.98	2.73	2.72	2.81	3.15	3.06	
2	Red tape is kept to a minimum in the SDDOT	2.39	2.69	2.35	2.32	2.55	2.67	2.69	
3	Work is well planned in our work group	2.85	3.13	2.81	2.78	2.96	3.30	3.13	
4	When I have a question about assignments, I know whom to ask	3.43	3.66	3.40	3.39	3.52	3.67	3.69	
5	My fellow employees are committed to doing quality work	3.14	3.49	3.09	3.06	3.26	3.52	3.63	
6	People are held accountable for the quality of their work	2.61	2.81	2.59	2.59	2.59	2.85	3.06	
7	I am only held responsible for things I can influence	2.81	2.97	2.79	2.76	2.90	3.11	3.06	
8	People do not wait to be told; they can decide on their own	2.88	3.20	2.83	2.82	2.96	3.15	3.44	
9	Poor performance is not tolerated in our work unit	2.60	2.86	2.56	2.56	2.63	2.89	3.00	
10	My co-workers and I are proud to be a part of the SDDOT	2.93	3.23	2.89	2.90	2.94	3.33	3.38	
11	I feel that I am a member of a well functioning SDDOT team	2.90	3.25	2.85	2.87	3.06	3.33	3.44	
12	I have plans and aspirations to advance in SDDOT	2.85	3.17	2.81	2.76	3.08	3.22	3.06	
13	At work, I have the opportunity to do what I do best every day	2.94	3.23	2.90	2.87	3.06	3.48	3.19	
14	Adequate recognition and praise are given for a job well done	2.48	2.85	2.43	2.37	2.72	2.85	3.06	
15	The promotion system helps the best person to rise	1.87	2.30	1.81	1.77	2.04	2.48	2.53	
16	People are rewarded based on their job performance	1.91	2.24	1.87	1.85	2.00	2.30	2.47	
17	My wages are sufficient to keep me from looking for another job	2.15	2.65	2.08	2.04	2.34	2.78	2.50	
18	I am satisfied with the opportunities for career advancement	2.12	2.63	2.05	1.99	2.35	2.85	2.63	
19	In last 7 days, I received recognition or praise for good work	2.25	2.59	2.20	2.15	2.43	2.67	2.69	
20	This last year, I have had opportunities to learn and grow	2.94	3.41	2.87	2.80	3.19	3.67	3.50	
21	The SDDOT is willing to take a chance on a good idea	2.68	3.03	2.63	2.61	2.79	3.15	3.13	
22	SDDOT philosophy emphasizes people should take initiative	2.82	3.09	2.79	2.78	2.86	3.33	3.20	
23	A friendly atmosphere prevails among people in the SDDOT	2.97	3.36	2.91	2.85	3.23	3.44	3.44	
24	Relationships between management and workers are warm	2.38	2.67	2.33	2.30	2.53	2.70	2.75	
25	I would encourage my best friend to work for the SDDOT	2.59	3.06	2.52	2.47	2.76	3.33	3.19	
26	I know what is expected of me at work	3.22	3.40	3.20	3.19	3.26	3.52	3.44	
27	My supervisor holds regularly scheduled staff meetings	2.88	3.11	2.84	2.89	2.72	3.22	3.38	
28	Staff meetings are a source of reliable information	2.94	3.24	2.89	2.87	3.04	3.22	3.31	
29	I get the information I need to know from my supervisor	2.96	3.19	2.92	2.90	3.02	3.22	3.56	
30	I feel free to state my opinion at meetings with the Secretary	2.67	3.06	2.61	2.57	2.76	3.37	3.44	
31	I understand clearly how I can contribute to SDDOT goals	2.85	3.24	2.79	2.75	2.98	3.44	3.44	
32	Adequate 2-way info between subordinates & top management	2.42	2.78	2.37	2.34	2.53	2.89	2.93	
33	Our supervisor frequently asks for our ideas	2.75	3.22	2.68	2.64	2.91	3.41	3.38	
34	I am involved in decisions that involve my area of responsibility	2.81	3.30	2.74	2.67	3.09	3.37	3.38	
35	Kept informed about what is happening in my part of SDDOT	2.72	3.30	2.64	2.60	2.91	3.41	3.50	
36	I understand what the SDDOT's top priorities are	2.90	3.25	2.85	2.85	2.92	3.44	3.47	
37	I understand why and how work assignments are to be done	3.12	3.41	3.08	3.06	3.23	3.44	3.56	
38	At the SDDOT, my opinion seems to count	2.57	3.19	2.48	2.47	2.86	3.30	3.44	
39	My supervisor makes an effort to [discuss] my career goals	2.32	2.59	2.29	2.27	2.43	2.56	2.63	
40	Supervisor discussed my pay concerns and questions with me	2.20	2.45	2.17	2.11	2.38	2.60	2.69	
41	There is someone at work who encourages my development	2.58	2.91	2.53	2.47	2.78	3.00	3.00	
42	When on a difficult assignment, can count on assistance	3.14	3.43	3.10	3.05	3.31	3.52	3.63	
43	SDDOT does a good job of meeting my needs as an individual	2.68	3.11	2.62	2.58	2.83	3.30	3.25	
44	My workload is reasonable	2.95	2.94	2.95	2.94	2.94	3.04	3.13	
45	I receive the administrative and staff support necessary	2.95	2.98	2.73	2.72	2.81	3.15	3.06	
46	I have the materials and equipment I need to do my work right	3.15	2.69	2.35	2.32	2.55	2.67	2.69	
47	SDDOT goes out of way to recognize extraordinary service	2.32	3.13	2.81	2.78	2.96	3.30	3.13	
48	My job, directly or indirectly, serves citizens of South Dakota	3.58	3.66	3.40	3.39	3.52	3.67	3.69	
49	The results of my work significantly affect many other people	3.50	3.49	3.09	3.06	3.26	3.52	3.63	
50	Top management respects my job	2.64	2.81	2.59	2.59	2.59	2.85	3.06	
51	Supervisor or someone at work cares about me as a person	3.03	2.97	2.79	2.76	2.90	3.11	3.06	
52	Morale is high within my unit in SDDOT	2.39	3.20	2.83	2.82	2.96	3.15	3.44	

Table 51: Item Averages by Pay Basis and Employee Classification (continued)

Survey Items (abbreviated)	All	Salaried	Hourly	N	T	Q	E
	N= 714	102	842	691	204	32	17
53 My personal morale is high	2.83	3.20	2.92	2.87	3.10	3.41	3.19
54 I feel free to openly state my opinions to my supervisor	3.08	3.44	3.11	3.09	3.29	3.52	3.38
55 There is a desire to continually improve performance	2.88	2.63	2.27	2.26	2.37	2.67	2.88
56 People work hard & take pride in their performance	2.91	3.78	3.56	3.54	3.69	3.74	3.69
57 Action & behavior reflect good ethical & professional standards	2.95	3.70	3.47	3.46	3.55	3.78	3.69
58 Group works on lasting improvements, rather than "quick fixes"	2.92	3.21	2.56	2.49	2.89	3.48	3.38
59 If you [avoid] disagreements you won't make a good impression	2.31	3.35	2.98	2.95	3.16	3.52	3.31
60 Encouraged to speak mind, even if disagreeing with supervisors	2.55	2.82	2.33	2.28	2.60	2.96	2.94
61 Free to disagree; able to reach decisions without difficulty	2.85	3.20	2.77	2.76	2.88	3.52	3.31
62 I receive all the training I need to do a good job	2.86	3.59	3.00	2.95	3.31	3.74	3.63
63 Quality of job-related training I have received has been good	3.04	3.25	2.83	2.78	3.02	3.33	3.69
64 The training available to me is job-related	3.07	3.15	2.88	2.84	3.04	3.26	3.31
65 The job related training has made me more effective	3.08	3.25	2.90	2.88	3.08	3.26	3.31
66 I am informed when training is available	3.06	3.23	2.87	2.83	3.08	3.22	3.31
67 I believe the training I receive will help me advance	2.70	2.31	2.31	2.33	2.29	2.04	2.47
68 The people I work with at the SDDOT really trust one another	2.52	2.95	2.50	2.45	2.74	3.04	3.13
69 Employees in my work unit can voice their opinions freely	2.93	3.14	2.81	2.79	2.92	3.33	3.31
70 Trust my supervisor to represent my interests at higher levels	2.76	3.23	2.81	2.75	3.09	3.41	3.25
71 SDDOT top management respects employees	2.55	3.26	3.00	2.97	3.16	3.41	3.31
72 Changes will happen as a result of this survey	2.07	3.17	3.05	3.02	3.14	3.41	3.25
73 People in SDDOT feel they are part of an effective team	2.73	3.23	3.06	3.03	3.18	3.33	3.19
74 My work group has all the resources it needs to do its job	2.91	3.45	3.00	2.94	3.29	3.56	3.44
75 My co-workers treat me with respect	3.09	2.97	2.66	2.60	2.89	3.22	3.00
76 Trust levels are high between work teams	2.67	2.90	2.47	2.40	2.76	3.00	3.06
77 Recognized for working together, not just individual performance	2.83	3.39	2.87	2.81	3.15	3.63	3.40
78 I receive helpful and timely feedback on my performance	2.61	3.36	2.67	2.60	3.06	3.48	3.38
79 My performance appraisal is a fair evaluation of my work	2.92	3.07	2.48	2.43	2.71	3.26	3.60
80 Supervisor & I agree on goals in my performance appraisal	3.01	2.72	1.98	1.90	2.34	2.96	3.19
81 There is follow-through on items discussed in my appraisal	2.57	3.05	2.69	2.65	2.87	3.19	3.33
82 In last 6 months someone talked to me about my progress	2.47	3.24	2.87	2.84	3.05	3.33	3.13
83 Group meets to review performance, solve problems	2.47	3.39	3.05	3.07	3.27	3.48	3.44
84 Identified customers & how to meet their expectations	2.76	2.84	2.65	2.61	2.81	2.96	2.69
85 Problem solving group empowered to make decisions	2.57	3.18	2.78	2.76	2.93	3.30	3.19
86 My unit worked to identify good performance measures	2.60	2.82	2.58	2.55	2.71	2.96	3.00
87 Performance measures initiative improves performance	2.51	3.15	2.89	2.86	3.08	2.96	3.33
88 Performance measures initiative is worth time it takes	2.33	3.20	2.98	2.95	3.15	3.04	3.40
89 I understand the performance measurement initiative	2.80	2.72	2.55	2.52	2.67	2.65	3.00
90 Safety is an important issue at the SDDOT	3.53	2.77	2.43	2.38	2.69	2.65	2.94
91 Policies at SDDOT enable employees to do their jobs better	2.82	2.80	2.42	2.39	2.57	2.89	3.19
92 Safety at the SDDOT has improved in the past two years	3.16	3.05	2.72	2.69	2.88	3.11	3.31
93 Equipment assigned to the SDDOT is properly maintained	3.11	2.95	2.51	2.46	2.74	3.19	3.19
94 Know where to find standard operating procedures & policies	3.10	2.73	2.59	2.59	2.60	2.63	3.13
95 Overtime is fairly applied in the SDDOT	2.10	2.71	2.49	2.47	2.52	2.74	3.31
96 I am satisfied with my hours and schedule of work	3.12	2.53	2.30	2.28	2.38	2.52	3.31
97 Staffing levels allow us to do quality work	2.71	3.13	2.75	2.75	2.83	3.22	3.31
98 Part-time, seasonal workers good way to manage workload	2.75	3.63	3.52	3.52	3.52	3.70	3.81
99 The policy on flexible scheduling is fair	2.69	2.98	2.80	2.79	2.83	3.11	3.13
100 SDDOT priorities are both clear-cut and reasonable	2.76	3.26	3.15	3.15	3.10	3.42	3.53
101 I clearly understand the direction SDDOT is heading	2.81	3.25	3.09	3.09	3.13	3.30	3.20
102 The SDDOT listens to its customers	3.07	3.39	3.06	3.08	3.08	3.52	3.31
103 There is little undesired turnover at the SDDOT	2.54	2.52	2.04	1.92	2.52	2.59	3.00
104 My job is essential to the SD transportation system	3.32	3.43	3.08	3.07	3.36	3.56	3.63
105 The mission of SDDOT makes me feel my job is important	3.04	2.88	2.69	2.64	2.86	2.93	3.06

YEARS OF SERVICE AND AGE GROUP

The results in the following table for these two groups 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 differences has been substantially less. Further, as previously indicted in the section on the Overall Satisfaction item, the reported levels of satisfaction for the 2 through 6 years of service group have failed to keep pace since 1998 with the gains of the other years of service categories.

Table 52: 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 68
		290.90	330.06	292.40	304.65	288.63	304.21	296.13	278.06
	714	60	155	74	425	180	204	175	155
1 Job positions clearly defined, logically structured	2.76	3.13	2.86	2.84	2.66	2.89	2.80	2.62	2.71
2 Red tape is kept to a minimum in the SDDOT	2.39	2.78	2.40	2.52	2.32	2.51	2.40	2.25	2.40
3 Work is well planned in our work group	2.85	3.07	2.88	2.92	2.79	3.01	2.87	2.75	2.74
4 When I have a question assignments, I know who to ask	3.43	3.82	3.46	3.47	3.36	3.63	3.45	3.30	3.33
5 My fellow employees are committed to doing quality work	3.14	3.35	3.08	3.22	3.11	3.26	3.14	3.05	3.10
6 People are held accountable for the quality of their work	2.61	3.10	2.57	2.68	2.55	2.71	2.60	2.49	2.66
7 I am only held responsible for things I can influence	2.81	2.93	2.85	2.78	2.79	2.96	2.81	2.71	2.76
8 People do not wait to be told; they can decide on their own	2.88	3.20	2.77	2.72	2.90	2.91	2.91	2.89	2.79
9 Poor performance is not tolerated in our work unit	2.60	3.10	2.55	2.62	2.54	2.66	2.59	2.47	2.68
10 My co-workers and I are proud to be a part of the SDDOT	2.93	3.37	2.85	3.00	2.89	2.93	3.01	2.84	2.95
11 I am a member of a well functioning SDDOT team	2.90	3.32	2.88	3.04	2.83	3.03	3.00	2.74	2.80
12 I have plans and aspirations to advance in SDDOT	2.85	3.46	3.07	2.95	2.68	3.25	2.99	2.67	2.42
13 I have the opportunity to do what I do best every day	2.94	3.22	2.87	2.93	2.93	2.98	3.01	2.94	2.81
14 Adequate recognition & praise are given for a job well done	2.48	2.90	2.48	2.59	2.40	2.63	2.55	2.30	2.41
15 The promotion system helps the best person to rise	1.87	2.45	1.93	1.99	1.75	2.02	1.94	1.68	1.84
16 People are rewarded based on their job performance	1.91	2.47	1.94	1.91	1.83	1.98	1.99	1.77	1.89
17 My wages are sufficient	2.15	2.18	1.94	2.15	2.22	2.04	2.23	2.07	2.24
18 I am satisfied with opportunities for career advancement	2.12	2.58	2.15	2.08	2.05	2.23	2.17	2.02	2.04
19 In last 7 days, I received recognition or praise	2.25	2.87	2.23	2.32	2.15	2.49	2.31	2.03	2.11
20 This last year, I have had opportunities to learn and grow	2.94	3.38	2.98	3.11	2.82	3.14	3.01	2.79	2.76
21 The SDDOT is willing to take a chance on a good idea	2.68	3.02	2.67	2.70	2.63	2.79	2.72	2.56	2.65
22 SDDOT emphasizes people should take initiative	2.82	3.17	2.84	2.80	2.77	2.99	2.90	2.67	2.70
23 A friendly atmosphere prevails among people in SDDOT	2.97	3.41	2.93	3.01	2.91	3.16	3.06	2.83	2.79
24 Relationships between management and workers are warm	2.38	2.90	2.48	2.45	2.25	2.59	2.43	2.21	2.24
25 I would encourage my best friend to work for the SDDOT	2.59	3.15	2.59	2.85	2.46	2.80	2.65	2.42	2.43
26 I know what is expected of me at work	3.22	3.40	3.11	3.32	3.22	3.31	3.29	3.11	3.17
27 My supervisor holds regularly scheduled staff meetings	2.88	3.25	2.86	3.09	2.79	2.98	2.94	2.74	2.83
28 Staff meetings are a source of reliable information	2.94	3.18	2.81	3.07	2.92	2.99	3.00	2.86	2.86
29 I get the information I need to know from my supervisor	2.96	3.31	2.96	2.94	2.91	3.08	2.99	2.89	2.85
30 I feel free to state my opinion with the Secretary	2.67	2.98	2.66	2.72	2.61	2.75	2.71	2.52	2.68
31 I understand clearly how I can contribute to SDDOT goals	2.85	3.10	2.79	2.89	2.82	2.94	2.90	2.73	2.80
32 Adequate 2-way information [with] top management	2.42	2.75	2.47	2.53	2.33	2.56	2.46	2.25	2.39
33 Our supervisor frequently asks for our ideas	2.75	3.20	2.74	2.94	2.65	2.98	2.78	2.61	2.57
34 I am involved in decisions that involve my responsibility	2.81	3.08	2.81	2.89	2.76	3.01	2.89	2.64	2.66
35 Kept informed [of] what is happening in my part of SDDOT	2.72	3.08	2.67	2.74	2.69	2.89	2.82	2.59	2.54
36 I understand what the SDDOT's top priorities are	2.90	3.19	2.82	2.88	2.89	2.90	2.98	2.78	2.93
37 I understand why & how work assignments are to be done	3.12	3.33	3.03	3.18	3.12	3.18	3.19	3.03	3.07
38 At the SDDOT, my opinion seems to count	2.57	2.97	2.52	2.46	2.55	2.71	2.62	2.39	2.55
39 My supervisor makes an effort to [discuss] my career goals	2.32	2.90	2.35	2.46	2.21	2.48	2.41	2.14	2.23
40 Supervisor discussed my pay concerns with me	2.20	2.75	2.32	2.40	2.05	2.49	2.22	2.04	2.04
41 Someone at work encourages my development	2.58	3.28	2.62	2.65	2.44	2.86	2.67	2.37	2.35
42 When on a difficult assignment, can count on assistance	3.14	3.60	3.17	3.21	3.05	3.35	3.22	2.98	2.97
43 SDDOT [meets my needs as an individual	2.68	3.03	2.66	2.82	2.61	2.81	2.79	2.45	2.63
44 My workload is reasonable	2.95	3.32	2.96	3.11	2.86	3.04	3.00	2.80	2.93
45 I receive the administrative and staff support necessary	2.95	3.32	2.87	3.08	2.91	3.10	3.00	2.82	2.87
46 I have the materials & equipment I need to do my work right	3.15	3.18	3.12	3.19	3.16	3.23	3.20	3.08	3.09
47 SDDOT goes out of way to recognize extraordinary service	2.32	2.82	2.28	2.48	2.23	2.37	2.38	2.20	2.29
48 My job serves citizens of South Dakota	3.58	3.70	3.55	3.62	3.58	3.65	3.63	3.57	3.46
49 Results of my work significantly affect many other people	3.50	3.68	3.44	3.53	3.49	3.49	3.54	3.52	3.42
50 Top management respects my job	2.64	3.02	2.56	2.77	2.59	2.71	2.73	2.48	2.62
51 Supervisor/someone at work cares about me as a person	3.03	3.48	3.02	3.16	2.95	3.21	3.08	2.90	2.90
52 Morale is high within my unit in SDDOT	2.39	2.97	2.39	2.53	2.29	2.56	2.47	2.23	2.27

Table 52: Items Averages by Years of Service and Age Group (continued)

Survey Items (abbreviated)	All 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 68
	714	60	155	74	425	180	204	175	155
53 My personal morale is high	2.83	3.30	2.85	2.92	2.74	2.92	2.92	2.69	2.76
54 I feel free to openly state my opinions to my supervisor	3.08	3.42	2.98	3.23	3.04	3.23	3.14	2.98	2.92
55 There is a desire to continually improve performance	2.88	3.27	2.85	3.05	2.80	3.06	2.96	2.65	2.81
56 People work hard & take pride in their performance	2.91	3.17	2.80	3.03	2.90	3.02	2.92	2.83	2.88
57 Actions reflect good ethical & professional standards	2.95	3.28	2.86	3.01	2.92	3.07	3.01	2.79	2.90
58 Group works on lasting improvements, [not] "quick fixes"	2.92	3.30	2.91	3.03	2.85	3.08	2.91	2.88	2.77
59 [Avoiding] disagreement you won't make a good impression	2.31	2.54	2.25	2.23	2.32	2.28	2.37	2.28	2.32
60 Encouraged to speak mind, even disagree with supervisors	2.55	2.92	2.49	2.66	2.51	2.75	2.61	2.40	2.43
61 Free to disagree; able to reach decisions without difficulty	2.85	3.07	2.78	2.95	2.83	2.94	2.88	2.77	2.81
62 I receive all the training I need to do a good job	2.86	2.95	2.71	3.00	2.88	3.04	2.85	2.77	2.77
63 Quality of job-related training has been good	3.04	3.22	2.89	3.24	3.03	3.18	3.06	2.93	2.95
64 The training available to me is job-related	3.07	3.26	3.05	3.19	3.03	3.19	3.09	3.00	2.98
65 The job related training has made me more effective	3.08	3.22	3.01	3.29	3.05	3.20	3.17	2.94	2.99
66 I am informed when training is available	3.06	3.15	3.00	3.11	3.05	3.23	3.03	2.94	3.02
67 I believe the training I receive will help me advance	2.70	3.22	2.80	2.91	2.55	2.91	2.79	2.52	2.53
68 The people I work with really trust one another	2.52	2.93	2.48	2.53	2.47	2.74	2.57	2.36	2.38
69 Employees in my work unit can voice their opinions freely	2.93	3.24	2.84	2.89	2.93	3.07	2.97	2.87	2.79
70 Trust supervisor to represent my interests at higher levels	2.76	3.18	2.65	2.95	2.70	2.97	2.81	2.60	2.61
71 SDDOT top management respects employees	2.55	3.07	2.49	2.66	2.48	2.71	2.59	2.36	2.54
72 Changes will happen as a result of this survey	2.07	2.20	1.99	2.08	2.08	2.12	2.14	1.89	2.12
73 People in SDDOT feel they are part of an effective team	2.73	3.05	2.70	2.75	2.69	2.86	2.79	2.56	2.69
74 My work group has all the resources it needs to do its job	2.91	2.87	2.86	2.99	2.92	3.01	2.95	2.84	2.83
75 My co-workers treat me with respect	3.09	3.33	3.01	3.15	3.08	3.22	3.12	3.02	2.99
76 Trust levels are high between work teams	2.67	3.05	2.65	2.70	2.62	2.87	2.68	2.54	2.58
77 Recognized for working together, not just individual [work]	2.83	3.15	2.76	2.96	2.79	2.95	2.90	2.73	2.72
78 I receive helpful and timely feedback on my performance	2.61	3.00	2.51	2.76	2.57	2.74	2.66	2.44	2.60
79 My performance appraisal is a fair evaluation of my work	2.92	3.14	3.01	3.15	2.81	3.10	2.96	2.77	2.83
80 Supervisor & I agree on goals in my performance appraisal	3.01	3.27	3.09	3.25	2.90	3.19	3.03	2.87	2.92
81 There is follow-through on items discussed in my appraisal	2.57	2.85	2.53	2.89	2.48	2.66	2.63	2.43	2.54
82 In last 6 months someone talked to me about my progress	2.47	3.07	2.58	2.61	2.33	2.74	2.58	2.22	2.31
83 Group meets to review performance, solve problems	2.47	2.88	2.41	2.65	2.41	2.63	2.56	2.29	2.37
84 Identified customers & how to meet their expectations	2.76	3.02	2.73	2.90	2.72	2.87	2.81	2.72	2.64
85 Problem solving group empowered to make decisions	2.57	3.02	2.56	2.71	2.48	2.74	2.56	2.44	2.52
86 My unit worked to identify good performance measures	2.60	3.00	2.59	2.66	2.54	2.72	2.57	2.51	2.62
87 Performance measures initiative improves performance	2.51	2.95	2.52	2.64	2.43	2.59	2.53	2.46	2.47
88 Performance measures initiative is worth time it takes	2.33	2.78	2.37	2.52	2.22	2.44	2.32	2.25	2.32
89 I understand the performance measurement initiative	2.80	2.80	2.75	2.86	2.81	2.76	2.84	2.80	2.79
90 Safety is an important issue at the SDDOT	3.53	3.72	3.55	3.61	3.48	3.67	3.56	3.45	3.43
91 Policies enable employees to do their jobs better	2.82	3.20	2.75	2.85	2.79	2.86	2.85	2.72	2.86
92 Safety at the SDDOT has improved in the past two years	3.16	3.17	3.13	3.38	3.13	3.23	3.21	3.04	3.15
93 Equipment assigned to the SDDOT is properly maintained	3.11	3.20	3.13	3.22	3.07	3.21	3.11	3.06	3.03
94 Know where to find standard procedures & policies	3.10	3.22	3.06	3.08	3.11	3.16	3.16	3.02	3.06
95 Overtime is fairly applied in the SDDOT	2.10	2.37	2.13	2.34	2.01	2.44	2.10	1.91	1.95
96 I am satisfied with my hours and schedule of work	3.12	3.27	3.04	3.29	3.11	3.18	3.21	3.02	3.05
97 Staffing levels allow us to do quality work	2.71	3.08	2.71	2.92	2.63	2.87	2.73	2.60	2.63
98 Part-time, seasonal workers good way to manage workload	2.75	3.25	2.87	2.93	2.61	3.11	2.70	2.60	2.57
99 The policy on flexible scheduling is fair	2.69	3.12	2.77	2.94	2.57	2.96	2.72	2.52	2.55
100 SDDOT priorities are both clear-cut and reasonable	2.76	3.03	2.82	2.86	2.68	2.88	2.82	2.58	2.73
101 I clearly understand the direction SDDOT is heading	2.81	3.07	2.79	2.90	2.77	2.92	2.85	2.66	2.81
102 The SDDOT listens to its customers	3.07	3.22	3.05	3.07	3.06	3.17	3.15	2.99	2.94
103 There is little undesired turnover at the SDDOT	2.54	2.93	2.65	2.53	2.45	2.54	2.56	2.49	2.59
104 My job is essential to the SD transportation system	3.32	3.47	3.26	3.31	3.33	3.33	3.34	3.31	3.30
105 The mission of SDDOT makes me feel my job is important	3.04	3.34	3.01	3.11	2.99	3.07	3.10	2.94	3.01

JOB WORTH AND GENDER

None of the subgroups presented in the following table had a total score that was significantly different than that of the group of all respondents. There are no item scores in the Job Worth categories that scored significantly different than the group of all respondents. Females gave significantly higher scores to 11 of the 105 items, which are presented in **bold** in the table, but otherwise there were no significant differences based on Gender. Overall, there is nothing in these results to suggest that strategies for improving organizational health should take these demographic variables into account.

Table 53: Item Averages by Job Worth (Midpoint Status) and Gender

Survey Items (abbreviated)	Midpoint Status					Gender	
	Total N=	All 290.90	Below 289.78	At 292.62	Above 290.58	Male 289.76	Female 297.05
		714	250	213	251	601	113
1 Job positions clearly defined, logically structured		2.76	2.69	2.79	2.81	2.78	2.68
2 Red tape is kept to a minimum in the SDDOT		2.39	2.40	2.35	2.42	2.38	2.44
3 Work is well planned in our work group		2.85	2.86	2.82	2.86	2.84	2.91
4 When I have a question about assignments, I know whom to ask		3.43	3.41	3.45	3.44	3.43	3.47
5 My fellow employees are committed to doing quality work		3.14	3.16	3.13	3.11	3.12	3.19
6 People are held accountable for the quality of their work		2.61	2.65	2.62	2.57	2.60	2.69
7 I am only held responsible for things I can influence		2.81	2.81	2.77	2.85	2.79	2.92
8 People do not wait to be told; they can decide on their own		2.88	2.90	2.84	2.89	2.85	3.03
9 Poor performance is not tolerated in our work unit		2.60	2.58	2.58	2.63	2.62	2.49
10 My co-workers and I are proud to be a part of the SDDOT		2.93	2.91	2.97	2.93	2.91	3.04
11 I feel that I am a member of a well functioning SDDOT team		2.90	2.88	2.96	2.87	2.89	2.98
12 I have plans and aspirations to advance in SDDOT		2.85	2.83	2.92	2.82	2.88	2.70
13 At work, I have the opportunity to do what I do best every day		2.94	2.96	2.96	2.91	2.91	3.10
14 Adequate recognition and praise are given for a job well done		2.48	2.41	2.51	2.53	2.45	2.63
15 The promotion system helps the best person to rise		1.87	1.87	1.89	1.86	1.87	1.91
16 People are rewarded based on their job performance		1.91	1.90	1.96	1.88	1.90	1.99
17 My wages are sufficient to keep me from looking for another job		2.15	2.18	2.10	2.15	2.14	2.18
18 I am satisfied with the opportunities for career advancement		2.12	2.05	2.12	2.19	2.13	2.07
19 In last 7 days, I received recognition or praise for good work		2.25	2.12	2.37	2.26	2.23	2.31
20 This last year, I have had opportunities to learn and grow		2.94	2.96	2.95	2.90	2.93	2.96
21 The SDDOT is willing to take a chance on a good idea		2.68	2.63	2.66	2.75	2.65	2.87
22 SDDOT philosophy emphasizes people should take initiative		2.82	2.79	2.84	2.84	2.81	2.90
23 A friendly atmosphere prevails among people in the SDDOT		2.97	2.98	3.00	2.93	2.94	3.11
24 Relationships between management and workers are warm		2.38	2.37	2.36	2.40	2.35	2.53
25 I would encourage my best friend to work for the SDDOT		2.59	2.58	2.57	2.60	2.55	2.76
26 I know what is expected of me at work		3.22	3.26	3.22	3.18	3.19	3.39
27 My supervisor holds regularly scheduled staff meetings		2.88	2.81	2.92	2.90	2.87	2.92
28 Staff meetings are a source of reliable information		2.94	2.89	2.96	2.96	2.91	3.06
29 I get the information I need to know from my supervisor		2.96	2.91	3.05	2.91	2.95	3.00
30 I feel free to state my opinion at meetings with the Secretary		2.67	2.67	2.69	2.65	2.66	2.69
31 I understand clearly how I can contribute to SDDOT goals		2.85	2.81	2.81	2.91	2.85	2.84
32 Adequate 2-way info between subordinates & top management		2.42	2.37	2.39	2.49	2.41	2.45
33 Our supervisor frequently asks for our ideas		2.75	2.74	2.75	2.74	2.74	2.79
34 I am involved in decisions that involve my area of responsibility		2.81	2.78	2.86	2.79	2.80	2.85
35 Kept informed about what is happening in my part of SDDOT		2.72	2.72	2.74	2.72	2.71	2.78
36 I understand what the SDDOT's top priorities are		2.90	2.90	2.86	2.93	2.90	2.90
37 I understand why and how work assignments are to be done		3.12	3.10	3.16	3.12	3.13	3.06
38 At the SDDOT, my opinion seems to count		2.57	2.52	2.60	2.60	2.58	2.52
39 My supervisor makes an effort to [discuss] my career goals		2.32	2.30	2.36	2.32	2.30	2.44
40 Supervisor discussed my pay concerns and questions with me		2.20	2.26	2.25	2.11	2.20	2.21
41 There is someone at work who encourages my development		2.58	2.55	2.62	2.56	2.57	2.63
42 When on a difficult assignment, can count on assistance		3.14	3.15	3.20	3.08	3.13	3.18
43 SDDOT does a good job of meeting my needs as an individual		2.68	2.63	2.72	2.69	2.67	2.71
44 My workload is reasonable		2.95	2.92	2.96	2.97	2.95	2.91
45 I receive the administrative and staff support necessary		2.95	2.95	2.99	2.92	2.93	3.06
46 I have the materials and equipment I need to do my work right		3.15	3.13	3.18	3.16	3.13	3.30
47 SDDOT goes out of way to recognize extraordinary service		2.32	2.26	2.36	2.34	2.27	2.54
48 My job, directly or indirectly, serves citizens of South Dakota		3.58	3.60	3.60	3.55	3.59	3.57
49 The results of my work significantly affect many other people		3.50	3.47	3.54	3.49	3.50	3.46
50 Top management respects my job		2.64	2.61	2.63	2.67	2.62	2.71
51 Supervisor or someone at work cares about me as a person		3.03	3.03	3.05	3.01	3.00	3.18
52 Morale is high within my unit in SDDOT		2.39	2.38	2.39	2.40	2.38	2.47

Table 53: Item Averages by Job Worth (Midpoint Status) and Gender (continued)

Survey Items (abbreviated)	All N=	Midpoint Status			Gender	
		Below	At	Above	Male	Female
53 My personal morale is high	2.83	2.79	2.87	2.83	2.83	2.82
54 I feel free to openly state my opinions to my supervisor	3.08	3.10	3.08	3.06	3.07	3.10
55 There is a desire to continually improve performance	2.88	2.85	2.91	2.88	2.88	2.85
56 People work hard & take pride in their performance	2.91	2.90	2.92	2.92	2.89	3.02
57 Action & behavior reflect good ethical & professional standards	2.95	2.97	2.95	2.93	2.93	3.02
58 Group works on lasting improvements, rather than "quick fixes"	2.92	2.88	2.94	2.93	2.91	2.94
59 If you [avoid] disagreements you won't make a good impression	2.31	2.32	2.29	2.33	2.33	2.23
60 Encouraged to speak mind, even if disagreeing with supervisors	2.55	2.56	2.53	2.57	2.53	2.66
61 Free to disagree; able to reach decisions without difficulty	2.85	2.87	2.83	2.85	2.85	2.86
62 I receive all the training I need to do a good job	2.86	2.92	2.83	2.83	2.84	2.98
63 Quality of job-related training I have received has been good	3.04	3.06	3.07	2.98	3.03	3.05
64 The training available to me is job-related	3.07	3.07	3.10	3.04	3.07	3.06
65 The job related training has made me more effective	3.08	3.13	3.10	3.01	3.07	3.13
66 I am informed when training is available	3.06	3.08	3.06	3.03	3.00	3.34
67 I believe the training I receive will help me advance	2.70	2.70	2.69	2.70	2.70	2.70
68 The people I work with at the SDDOT really trust one another	2.52	2.51	2.51	2.54	2.52	2.53
69 Employees in my work unit can voice their opinions freely	2.93	2.89	2.89	3.01	2.93	2.94
70 Trust my supervisor to represent my interests at higher levels	2.76	2.70	2.81	2.77	2.74	2.84
71 SDDOT top management respects employees	2.55	2.54	2.54	2.57	2.52	2.71
72 Changes will happen as a result of this survey	2.07	2.08	2.02	2.10	2.05	2.20
73 People in SDDOT feel they are part of an effective team	2.73	2.74	2.72	2.73	2.72	2.79
74 My work group has all the resources it needs to do its job	2.91	2.91	2.95	2.89	2.90	2.95
75 My co-workers treat me with respect	3.09	3.05	3.12	3.12	3.08	3.20
76 Trust levels are high between work teams	2.67	2.68	2.67	2.66	2.66	2.72
77 Recognized for working together, not just individual performance	2.83	2.83	2.87	2.80	2.81	2.93
78 I receive helpful and timely feedback on my performance	2.61	2.60	2.68	2.57	2.59	2.76
79 My performance appraisal is a fair evaluation of my work	2.92	2.90	2.97	2.90	2.89	3.08
80 Supervisor & I agree on goals in my performance appraisal	3.01	2.98	3.05	3.00	2.99	3.07
81 There is follow-through on items discussed in my appraisal	2.57	2.54	2.58	2.58	2.54	2.69
82 In last 6 months someone talked to me about my progress	2.47	2.41	2.55	2.47	2.46	2.55
83 Group meets to review performance, solve problems	2.47	2.44	2.51	2.47	2.49	2.34
84 Identified customers & how to meet their expectations	2.76	2.75	2.83	2.73	2.77	2.73
85 Problem solving group empowered to make decisions	2.57	2.56	2.57	2.57	2.57	2.54
86 My unit worked to identify good performance measures	2.60	2.57	2.66	2.59	2.60	2.64
87 Performance measures initiative improves performance	2.51	2.52	2.52	2.51	2.50	2.57
88 Performance measures initiative is worth time it takes	2.33	2.37	2.35	2.28	2.32	2.40
89 I understand the performance measurement initiative	2.80	2.79	2.79	2.81	2.80	2.80
90 Safety is an important issue at the SDDOT	3.53	3.53	3.53	3.54	3.52	3.58
91 Policies at SDDOT enable employees to do their jobs better	2.82	2.81	2.87	2.80	2.82	2.85
92 Safety at the SDDOT has improved in the past two years	3.16	3.17	3.17	3.15	3.16	3.17
93 Equipment assigned to the SDDOT is properly maintained	3.11	3.20	3.10	3.04	3.09	3.19
94 Know where to find standard operating procedures & policies	3.10	3.10	3.11	3.10	3.12	3.04
95 Overtime is fairly applied in the SDDOT	2.10	2.15	2.16	2.00	2.08	2.23
96 I am satisfied with my hours and schedule of work	3.12	3.10	3.12	3.15	3.09	3.31
97 Staffing levels allow us to do quality work	2.71	2.74	2.74	2.67	2.69	2.83
98 Part-time, seasonal workers good way to manage workload	2.75	2.79	2.79	2.68	2.71	2.95
99 The policy on flexible scheduling is fair	2.69	2.67	2.72	2.70	2.63	3.05
100 SDDOT priorities are both clear-cut and reasonable	2.76	2.71	2.78	2.78	2.73	2.92
101 I clearly understand the direction SDDOT is heading	2.81	2.81	2.75	2.85	2.79	2.90
102 The SDDOT listens to its customers	3.07	3.07	3.06	3.09	3.07	3.07
103 There is little undesired turnover at the SDDOT	2.54	2.53	2.58	2.51	2.53	2.57
104 My job is essential to the SD transportation system	3.32	3.29	3.32	3.36	3.34	3.23
105 The mission of SDDOT makes me feel my job is important	3.04	2.98	3.08	3.05	3.05	2.94

COMPARISON OF 2004 RESULTS WITH PRIOR ASSESSMENTS

This section presents the results for the items retained for the 2004 survey from prior assessments and the changes in the scores of these items that have occurred since the 2002 assessment. The 2004 survey items that can be compared directly with prior assessments include 11 of the 12 National Standard Comparison items from the Gallup Organization's research, and 65 of the 171 items in the 2002 survey for which there was little or no change of wording and which represent a set of "core" items that enables repeated measurement of progress.

Overall, the results have shown a continual improvement with each assessment since 1998 and a statistically significant total gain for 2004 as compared to 2002.

RESULTS FOR THE CORE ITEMS

This section presents the 2004 results for each of the 65 core items as compared to 2002. The items in the table of results are grouped into the Domains, or content areas, that were used in previous assessments to organize the items topically. All of the Domains of prior assessments are represented by at least one item, with the exception of Standards. While there are items in the 2004 survey to cover this topic, they consist of new items or items that were substantially reworded.

In the prior assessments Domain scores were computed by averaging the item scores in the Domain. Since many of the 2002 items were removed or revised for 2004, the Domain scores of prior assessments are not comparable with those of 2004. However, the table on the next two pages presents for 2002 adjusted Domain scores based on the items that were retained for 2004. Change scores that are statistically significant ($p < .05$) are presented in bold.

The table shows that 49 of the 65 items increased significantly, causing the total of all items to also increase significantly, along with 17 of the 19 Domains. These results reflect both a large, general improvement in organizational health and also across most of the spectrum of organizational health issues. They also represent an overall level of improvement comparable to that seen in the 2002 and the 2000 assessments. For example, the 65 core items increased an average of 0.11 between 2002 and 2004. The average item gain for 2002 over 2000 was also 0.11, and the gain for 2000 as compared to 1998 was 0.09.

The results also show, however, that two items declined significantly since 2002. Respondents were less inclined to say that they have plans and aspirations to advance in SDDOT and also less inclined to say that people are rewarded based on their performance (Items 12 and 16). These findings are especially striking alongside the gains shown in other areas, and a serious step backward in these aspects of organizational health.

Table 54: Changes in Item Averages Since 2002

Domain	Survey Items (abbreviated)	2004	2002	Change*
Structure	1 Job positions clearly defined, logically structured	2.76	2.70	0.06
	2 Red tape is kept to a minimum in the SDDOT	2.39	2.22	0.17
	4 When I have a question about assignments, I know whom to ask	3.43	3.34	0.10
	Adjusted Domain Score	2.86	2.75	0.11
Responsibility	7 I am only held responsible for things I can influence	2.81	2.62	0.19
Identity	11 I feel that I am a member of a well functioning SDDOT team	2.90	2.69	0.21
	12 I have plans and aspirations to advance in SDDOT	2.85	2.97	-0.12
	Adjusted Domain Score	2.88	2.83	0.05
Reward	15 The promotion system helps the best person to rise	1.87	1.78	0.09
	16 People are rewarded based on their job performance	1.91	2.00	-0.09
	17 My wages are sufficient to keep me from looking for another job	2.15	1.97	0.17
	18 I am satisfied with the opportunities for career advancement	2.12	1.99	0.13
	Adjusted Domain Score	2.01	1.94	0.08
Risk	21 The SDDOT is willing to take a chance on a good idea	2.68	2.66	0.02
Climate	23 A friendly atmosphere prevails among people in the SDDOT	2.97	2.83	0.14
	24 Relationships between management and workers are warm	2.38	2.24	0.14
	25 I would encourage my best friend to work for the SDDOT	2.59	2.46	0.13
	Adjusted Domain Score	2.64	2.51	0.14
Communication	27 My supervisor holds regularly scheduled staff meetings	2.88	2.79	0.09
	28 Staff meetings are a source of reliable information	2.94	2.94	0.00
	29 I get the information I need to know from my supervisor	2.96	2.88	0.07
	30 I feel free to state my opinion at meetings with the Secretary	2.67	2.58	0.08
	31 I understand clearly how I can contribute to SDDOT goals	2.85	2.82	0.02
	32 Adequate 2-way info between subordinates & top management	2.42	2.34	0.08
	36 I understand what the SDDOT's top priorities are	2.90	2.78	0.12
	Adjusted Domain Score	2.80	2.73	0.07
Support	39 My supervisor makes an effort to [discuss] my career goals	2.32	2.26	0.06
	42 When on a difficult assignment, can count on assistance	3.14	2.98	0.16
	43 SDDOT does a good job of meeting my needs as an individual	2.68	2.62	0.06
	45 I receive the administrative and staff support necessary	2.95	2.82	0.13
	Adjusted Domain Score	2.77	2.67	0.10
Morale	47 SDDOT goes out of way to recognize extraordinary service	2.32	2.25	0.06
	48 My job, directly or indirectly, serves citizens of South Dakota	3.58	3.54	0.05
	49 The results of my work significantly affect many other people	3.50	3.29	0.20
	50 Top management respects my job	2.64	2.58	0.06
	52 Morale is high within my unit in SDDOT	2.39	2.40	-0.01
	53 My personal morale is high	2.83	2.70	0.13
	54 I feel free to openly state my opinions to my supervisor	3.08	2.86	0.22
	Adjusted Domain Score	2.90	2.80	0.10
Conflict	60 Encouraged to speak mind, even if disagreeing with supervisors	2.55	2.30	0.25

* Bolded Change scores are statistically significant (p<.05)

Table 54: Changes in Item Averages Since 2002 (continued)

Domain	Survey Items (abbreviated)	2004	2002	Change*
Training	62 I receive all the training I need to do a good job	2.86	2.65	0.21
	63 Quality of job-related training I have received has been good	3.04	2.95	0.09
	64 The training available to me is job-related	3.07	3.01	0.06
	65 The job related training has made me more effective	3.08	3.08	0.00
	67 I believe the training I receive will help me advance	2.70	2.76	-0.07
Adjusted Domain Score		2.95	2.89	0.06
Culture	68 The people I work with at the SDDOT really trust one another	2.52	2.38	0.14
	69 Employees in my work unit can voice their opinions freely	2.93	2.84	0.09
	70 Trust my supervisor to represent my interests at higher levels	2.76	2.62	0.13
	71 SDDOT top management respects employees	2.55	2.50	0.05
	72 Changes will happen as a result of this survey	2.07	2.11	-0.04
Adjusted Domain Score		2.57	2.49	0.07
Teamwork	73 People in SDDOT feel they are part of an effective team	2.73	2.61	0.12
	74 My work group has all the resources it needs to do its job	2.91	2.66	0.26
	75 My co-workers treat me with respect	3.09	2.98	0.11
	76 Trust levels are high between work teams	2.67	2.59	0.08
Adjusted Domain Score		2.85	2.71	0.14
Performance Appraisal	80 Supervisor & I agree on goals in my performance appraisal	3.01	2.81	0.20
Problem Solving	85 Problem solving group empowered to make decisions	2.57	2.50	0.07
Performance Measurement	86 My unit worked to identify good performance measures	2.60	2.45	0.15
	87 Performance measures initiative improves performance	2.51	2.41	0.11
	89 I understand the performance measurement initiative	2.80	2.71	0.09
Adjusted Domain Score		2.64	2.52	0.12
Safety & Efficiency	90 Safety is an important issue at the SDDOT	3.53	3.42	0.11
	91 Policies at SDDOT enable employees to do their jobs better	2.82	2.50	0.32
	92 Safety at the SDDOT has improved in the past two years	3.16	3.00	0.15
	93 Equipment assigned to the SDDOT is properly maintained	3.11	2.92	0.19
	94 Know where to find standard operating procedures & policies	3.10	2.81	0.30
Adjusted Domain Score		3.15	2.93	0.21
Work Schedule	95 Overtime is fairly applied in the SDDOT	2.10	1.88	0.22
	96 I am satisfied with my hours and schedule of work	3.12	3.04	0.09
	97 Staffing levels allow us to do quality work	2.71	2.54	0.17
	99 The policy on flexible scheduling is fair	2.69	2.61	0.08
Adjusted Domain Score		2.66	2.52	0.14
Purpose	101 I clearly understand the direction SDDOT is heading	2.81	2.63	0.18
	102 The SDDOT listens to its customers	3.07	2.94	0.13
	103 There is little undesired turnover at the SDDOT	2.54	2.34	0.20
	104 My job is essential to the SD transportation system	3.32	3.30	0.02
Adjusted Domain Score		2.94	2.81	0.13
Total of Core Items		179.97	172.78	7.19

* Bolded Change scores are statistically significant (p<.05)

NATIONAL COMPARISON STATEMENTS

Each of the prior assessments included 12 items developed from the extensive research of the Gallup Organization that characterize high-performing and high-retention work environments. For the 2004 assessment, 11 of these items were retained. There was no change to their wording but 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 94 other items in this format that comprise the majority of the survey. The 2004 results for survey items 1-105 that are presented in previous sections of this report include these 11 items.

The purpose of this section is to compare the 2004 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. The following table shows a gain in the average of all items for 2004 over 2002 of 3.54 percent, approximating the gain of 4.16 percent for the 65 core items.

Table 55: Comparison of 2004 Results for National Comparison Statements with Prior Assessments

Statements	Percent Responses				Change versus 2004		
	‘Agree’ 2004	‘Yes’					
		2002	2000	1998	2002	2000	1998
This last year, I have had opportunities at work to learn and grow	74.79	78.98	72.82	68.88	-4.19	1.97	5.91
In the last 6 months, someone at work has talked to me about my progress	48.18	46.19	47.16	63.43	1.99	1.02	-15.25
My fellow employees are committed to doing quality work	84.31	81.58	76.19	76.75	2.73	8.12	7.56
The mission of SDDOT makes me feel my job is important	78.29	73.08	60.98	55.74	5.21	17.31	22.55
At the SDDOT, my opinion seems to count	58.26	53.04	45.05	43.83	5.22	13.21	14.43
There is someone at work who encourages my development	57.28	48.98	48.96	43.81	8.30	8.32	13.47
My supervisor or someone at work seems to care about me as a person	81.37	80.12	77.47	76.18	1.25	3.90	5.19
In last 7 days, I received recognition or praise for good work	39.78	34.00	30.39	24.17	5.78	9.39	15.61
At work, I have the opportunity to do what I do best every day	75.07	70.23	60.47	56.35	4.84	14.6	18.72
I have the materials and equipment I need to do my work right	87.11	77.27	71.53	66.30	9.84	15.58	20.81
I know what is expected of me at work	89.78	91.77	87.40	86.19	-1.99	2.38	3.59
Average	70.38	66.84	61.67	60.15	3.54	8.71	10.24

This table 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. These results attest to the sincere and successful attention that SDDOT has given to organizational health over the past six years 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 focus group findings that preceded the survey. When asked about what has changed in SDDOT, participants were quick to cite and seemingly unanimous in their agreement that much has been invested in new equipment and better facilities, and that this has had a significant and generally favorable impact. Investments in safety and in training were also readily mentioned and these are also probable contributors to the gain in this item in that they relate to “doing my work right.”

The notable decline since 2002 of 4.19 percent in having “opportunities at work to learn and grow” 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. Results over the last six years are showing that concerns about the appropriateness of using this private sector sample as a comparison group may be unfounded. As the following table shows, SDDOT has now surpassed the benchmark group in two items and has achieved a virtual tie with two others. 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 they have the materials and equipment they need. They are equivalent to the benchmark group in perceiving that someone at work cares about them as a person and that there is commitment to doing quality work.

Table 56: Results for National Comparison Statements Compared to Gallup Benchmark

Statements	Percent Responses		Gap
	‘Agree’	‘Yes’	
	SDDOT 2004	Gallup Benchmark	
This last year, I have had opportunities at work to learn and grow	74.79	84.00	-9.21
In the last 6 months, someone at work has talked to me about my progress	48.18	62.00	-13.82
My fellow employees are committed to doing quality work	84.31	86.00	-1.69
The mission of SDDOT makes me feel my job is important	78.29	59.00	19.29
At the SDDOT, my opinion seems to count	58.26	82.00	-23.74
There is someone at work who encourages my development	57.28	70.00	-12.72
My supervisor or someone at work seems to care about me as a person	81.37	82.00	-0.63
In last 7 days, I received recognition or praise for good work	39.78	60.00	-20.22
At work, I have the opportunity to do what I do best every day	75.07	82.00	-6.93
I have the materials and equipment I need to do my work right	87.11	85.00	2.11
I know what is expected of me at work	89.78	97.00	-7.22
Average	70.38	77.18	-6.80

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 managers 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 Five or More Respondents

“Work Unit” was defined as all employees who report directly to a particular manager. 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 manager. 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 managers in SDDOT, and therefore 96 possible work units, 79 had five or more respondents. These 79 units included 651 survey respondents, or 91 percent of the total of 714 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 20 work units, one-fourth of 79 (rounded) that achieved the highest total survey score. For each of the survey items 1 through 105, an average of these 20 work units was calculated. Combining in the same way the 20 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 managers in low and moderate scoring work units need to strengthen in order to increase both their individual effectiveness as managers 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 managers and work units. Communication, training, and performance management strategies can then be developed to help managers and work groups instill these practices.

RESULTS OF THE BEST PRACTICES PROFILE ANALYSIS

The following table presents the 45 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.

Table 57: Items with Largest Difference Scores, Ranked by Difference Score

	Survey Items (abbreviated)	High Quartile	Low Quartile	Difference
52	Morale is high within my unit in SDDOT	2.83	1.78	1.05
70	Trust my supervisor to represent my interests at higher levels	3.18	2.22	0.97
24	Relationships between management and workers are warm	2.80	1.85	0.96
71	SDDOT top management respects employees	3.06	2.13	0.93
25	I would encourage my best friend to work for the SDDOT	3.03	2.13	0.90
72	Changes will happen as a result of this survey	2.56	1.68	0.89
50	Top management respects my job	3.07	2.23	0.84
99	The policy on flexible scheduling is fair	3.15	2.31	0.84
38	At the SDDOT, my opinion seems to count	3.01	2.17	0.84
14	Adequate recognition and praise are given for a job well done	2.91	2.07	0.84
43	SDDOT does a good job of meeting my needs as an individual	3.08	2.25	0.83
15	The promotion system helps the best person to rise	2.33	1.50	0.83
53	My personal morale is high	3.20	2.38	0.81
51	Supervisor or someone at work cares about me as a person	3.37	2.57	0.79
55	There is a desire to continually improve performance	3.28	2.49	0.79
33	Our supervisor frequently asks for our ideas	3.15	2.37	0.78
41	There is someone at work who encourages my development	2.95	2.18	0.77
47	SDDOT goes out of way to recognize extraordinary service	2.74	1.98	0.77
32	Adequate 2-way info between subordinates & top management	2.80	2.04	0.76
18	I am satisfied with the opportunities for career advancement	2.53	1.77	0.76
11	I feel that I am a member of a well functioning SDDOT team	3.28	2.53	0.76
23	A friendly atmosphere prevails among people in the SDDOT	3.36	2.61	0.74
82	In last 6 months someone talked to me about my progress	2.88	2.13	0.74
19	In last 7 days, I received recognition or praise for good work	2.67	1.93	0.74
95	Overtime is fairly applied in the SDDOT	2.49	1.76	0.73
85	Problem solving group empowered to make decisions	2.89	2.16	0.73
30	I feel free to state my opinion at meetings with the Secretary	3.02	2.30	0.73
39	My supervisor makes an effort to [discuss] my career goals	2.65	1.93	0.72
16	People are rewarded based on their job performance	2.30	1.58	0.72
20	This last year, I have had opportunities to learn and grow	3.29	2.57	0.72
54	I feel free to openly state my opinions to my supervisor	3.42	2.70	0.72
35	Kept informed about what is happening in my part of SDDOT	3.10	2.39	0.71
22	SDDOT philosophy emphasizes people should take initiative	3.13	2.43	0.70
21	The SDDOT is willing to take a chance on a good idea	3.01	2.32	0.69
69	Employees in my work unit can voice their opinions freely	3.23	2.55	0.69
60	Encouraged to speak mind, even if disagreeing with supervisors	2.94	2.27	0.68
10	My co-workers and I are proud to be a part of the SDDOT	3.24	2.57	0.67
34	I am involved in decisions that involve my area of responsibility	3.15	2.49	0.66
17	My wages are sufficient to keep me from looking for another job	2.54	1.88	0.66
68	The people I work with at the SDDOT really trust one another	2.84	2.18	0.66
73	People in SDDOT feel they are part of an effective team	3.07	2.42	0.66
88	Performance measures initiative is worth time it takes	2.69	2.04	0.65
67	I believe the training I receive will help me advance	3.01	2.36	0.65
40	Supervisor discussed my pay concerns and questions with me	2.54	1.90	0.65
78	I receive helpful and timely feedback on my performance	2.92	2.27	0.65

Many of the items in the foregoing table describe the practices of the manager 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 14,33).

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 (Items 52, 53).

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 managers are more effective than others.

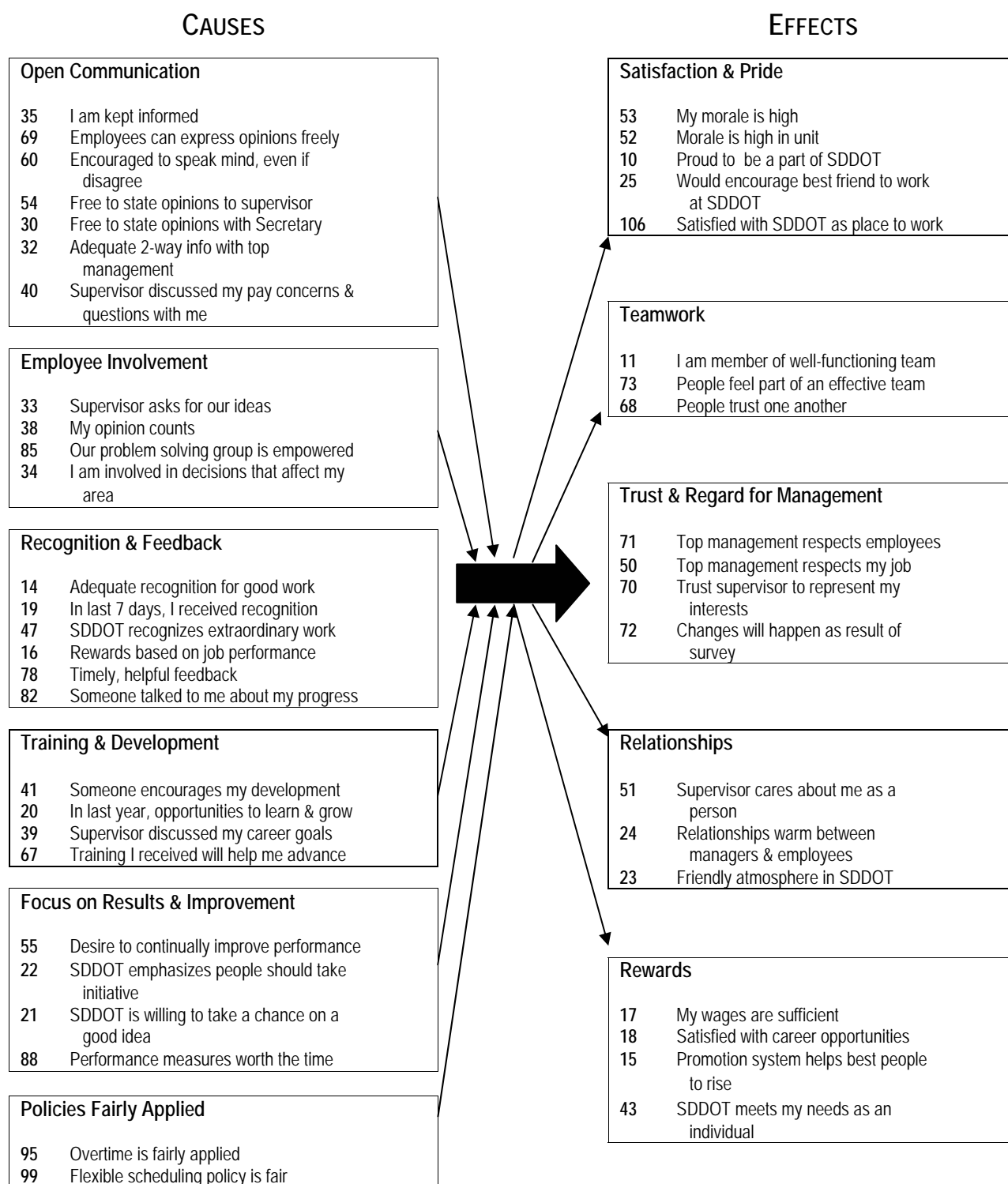
- Open Communication
- Employee Involvement
- Recognition and Feedback
- Training and Development
- Focus on Results and Performance Improvement
- Policies Fairly Applied

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

The following Figure presents the Cause-Effect Diagram that describes the distinguishing practices in high scoring work units, and the favorable impacts they are having.

CAUSE-EFFECT DIAGRAM



* All items in the diagram showed a statistically significant difference score of .65 or more between the high and low quartile groups.

Figure 2: Cause-Effect Diagram of Items That Significantly Distinguish High & Low Quartile Work Units (N=651 Employees of 80 Work Units)

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.

It is important to note that 33 of these 45 items that distinguish the high quartile are among the 47 items previously identified as Improvement Opportunities for the SDDOT as a whole, a 70 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 managers in the practices in the “**Causes**” column will have. *Proliferating the practices of the high quartile will directly address 70 percent of the items identified as Improvement Opportunities for the Department. This is the foremost conclusion and recommendation of this study.*

FOCUS GROUPS FOLLOWING THE ANALYSIS OF SURVEY RESULTS

Oasis Consulting Services conducted this series of follow-up focus groups after completion of the survey data analysis and distribution of survey results for each work unit to the unit supervisor at the Managers Conference. 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 (8) open-ended questions derived from the aggregate survey responses. We conducted six (6) group sessions over three (3) days from October 20-22, 2004. We randomly selected participant groups that averaged eight (8) participants in size and were each one hour and forty-five minutes long. Three groups were mixed both in terms of organizational level and geographical area. Participants from one group represented high quartile units from the regions and another represented high quartile units from central office. A final group was made up of only first line supervisors. A total of 49 employees participated in these groups representing about five (5) percent of the Department.

Following is a summary of responses to these questions from all 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 not in any way superior or inferior to the tallied responses of the much larger group of employees.

Two thirds of all survey respondents say there will be no changes as a result of this survey. This number has grown since 2002. What kinds of realistic changes would need to occur to change your mind?

The great majority of participants were not surprised by this information. Almost all felt there had in fact been changes, and that people were referring to salary, promotions, classification and career advancement issues when they responded. These are all issues over which the Department has little direct control. Yet, they continue to hang over all organizational discussions like a dark cloud. People point out that there is nothing to distinguish between strong and weak employees. Experienced staff are looking for some “separation” from newer staff in recognition of their experience. While almost everyone understands that the Department’s senior management does not have complete control over these issues, participants thought many staff believe management is not doing enough to promote their position in this area. “We

constantly hear, 'We'll get back to you,' but they don't." Several describe this as a "fairness" issue. There is a feeling that the Bureau of Personnel is sometimes used as a scapegoat in this regard.

For the many other things that have changed for the better over the past couple years --greater emphasis on safety, better equipment especially for Maintenance crews, improved teamwork, better supervisor communication, improved reliance on staff opinions and changes in flex time -- many would like to see more done to make these known to all staff and to show how they are connected to the organizational health assessment process. It was noted that the Secretary gave a report specifically stating what was done in response to the first organizational health survey, but has not done that since then.

Still others believe that change takes time and that some want things to happen too quickly. They note that many things started in the past are still in progress such as the Activity Based Costing program. These new systems are not yet in place and so have not yet yielded results. They believe that much of the change going on in the Department is needed cultural change and that takes time.

On a related issue, there were mixed reactions to the current team awards program. While people feel recognition is always good, many felt these awards have gone to people for "just doing their job." This gives them the impression that the awards are "watered down." Self-nominations seem to further this belief. They point out that the quiet and reserved nature of many DOT employees means they are "almost embarrassed" to nominate themselves; so many are not considered.

The number of people who believe their opinion seems to count at SDDOT continues to increase as it did in 2002. What is happening to account for this?

Most believe this is not happening by accident. The Department has been promoting "decisions starting at the bottom" for some time now, and it is clear that it has taken hold. Supervisors are asking for staff's opinion more. Newer managers have a much more open philosophy. Several more experienced supervisors said they learned that it actually made their jobs easier when they listened and acted on the opinions of staff.

Many believe the Secretary is a very positive role model in this area. They say his expectation that others behave the same way has resulted in more open communication and a freer flowing of ideas within the Department.

While almost two (2) out of three (3) survey respondents reported "some progress", only about one (1) out of five (5) thought the Department was making "significant progress" on its strategic goals. The breakdown was: Customer Satisfaction – 26%, Organizational Health – 18%, and Business Improvement – 17%. What is preventing the Department from making more progress in these areas? What can we do to improve that?

Many believe not more than one (1) in five (5) lower level employees knows anything about the strategic plan. Most see it as very complex and do not see how it fits for them. "They [staff] don't look at the big goal. They don't get fired-up about strategic planning." Consequently, most field people see strategic planning as a central office activity not relevant to them. Many believe that, "A lot of strategic planning is putting on paper what we are already doing."

Most participants want the Department to do more to inform all staff about strategic planning and to provide frequent and available updates on progress. They say that, "A lot of the information about strategic planning is so general and wordy that people get tired of reading it ... it can be overwhelming!"

One manager summed it up by saying, “I fill out forms monthly saying what I contributed to the strategic plan, but don’t know what happens to them. My people may not even know I am doing these reports.”

Participants would like to have something simple and straightforward sent out regularly to update staff on strategic planning progress. Some suggested charts and graphs as an alternative to narrative summaries.

Almost everyone recognizes that the strategic planning process has improved over the past several years due, in large part, to the emphasis given it by executive staff. Many believe, however, that the process is becoming more complex, cumbersome and detailed than necessary. The general feeling is that, “We need to simplify strategic planning.” Several said they preferred the way the process was handled in the first round – problem solving teams resulting in a pamphlet. The last round of planning resulted in “... a big document that was hard to read and lots of people were confused by it.” The general sentiment was, “Bring it back the way it was. I don’t know why it was changed.”

One of the most significant differences distinguishing the higher from the lower scoring units is that the higher scoring units had considerably higher morale. What are some units doing to promote high morale that others are not? How can we change this to have high morale everywhere?

Participants believe that those with a smaller number of staff have an easier time communicating than those with larger numbers and this improves morale for them. They also say that the newer people are not carrying “baggage” from the mid-nineties, so their morale is automatically higher. Many also feel “there is a direct relationship between fairness and morale. Fairness is an issue that brings morale down here.” This applies to routine day-to-day issues as well as the larger compensation and advancement issues.

There also is a group of people that believe that morale at any given time has more to do with situational circumstances than it does with management style. These people say that Department issues and Bureau of Personnel or Bureau of Technology decisions have a direct impact on morale. Things like downgrades or upgrade rejections lower morale while pay raises and upgrades raise morale no matter what the supervisor does. They believe there is only so much a supervisor can do to improve morale.

Supervisors in the high quartile groups identified the following practices they believe help raise morale:

- I allow employees to have more freedom and flexibility
- I let the guys have input on HOW things are done
- I let supervisors figure out how to get things done
- I encourage people to voice their own opinion
- It is easier to let them do things their way
- I communicate everything I get in the same way I get it – good or bad
- We hold regular staff meetings
- I delegate – real delegation
- We need to support and back them up even if we disagree
- I like to be available and go see people
- I take an interest in staff professionally and personally
- I know them personally and know their hobbies. This promotes discussions which bring out issues – casual conversations
- I know the names of all their kids
- I make them feel comfortable

Another of the most significant differences between high and low scoring units is that the higher scoring units had a better impression of and more confidence in their management as well as top management. Why the difference? How can we change this?

Almost all believe communication is the key to better supervisor/employee relationships, and that “frequency is more important than content.” Many point out that, “We are not trained to do this and it is counter-intuitive.” Consistency is another factor mentioned by many, “Being inconsistent is a way of controlling things,” which does not lead to trust and confidence.

Follow-through was a third element identified as necessary to build confidence in one’s manager. Participants say it is important that all supervisors follow-through in getting training, advancements, etc., for staff. They believe follow-through must come as soon as possible to be effective. “You need to handle the day-to-day issues quickly and move on. This helps morale a lot.”

Employee meetings were cited as a good way to improve managerial relationships throughout the Department. Participants say the most effective employee meetings are those with short presentations and limited large group discussions. Almost all believe the most productive part of these sessions is the one-to-one time people get to spend informally with managers – usually around a casual potluck lunch. Those done at other times of the day seemed rushed to most. Participants also liked the recognition portion of those meetings.

Knowing where to find policies and having them be helpful was an item that increased significantly since 2002. Are you surprised at this? Give some examples of improvements.

No one was surprised by these survey results. Participants were aware that there has been a concerted effort to consolidate and update Department policies and move them online. Everyone is pleased that both Departmental and Bureau of Personnel policies can now be accessed via the intranet because they now have confidence that the policy they are reading is current. In the field, Maintenance Manuals are now kept in many lunchrooms for all to see instead of in the supervisor’s office as in the past. It also was noted that policies are now “promoting more and more uniformity” statewide and that policymaking is not as reactive as in the past.

How have you used your unit’s survey data to date? How do you plan to use it over the next three (3) months? Six (6) months? Year?

Not all participants attended the September Managers Conference to receive individual work unit reports of the Organizational Health Assessment survey results. Whether they attended or not, only about half have done anything with the information or have been a part of discussions on the topic. Some of those that have not had any feedback to this point say that they probably will some time in the future. Field people point out that there are still active construction projects taking up much of their attention.

The half that has used the information has gone about this in a wide variety of ways. As one participant summarized it, “There are many ways to approach discussions with staff, but doing something is better than nothing.” Some have participated in area, region or office supervisor meetings planning a uniform approach. They are particularly concerned about confidentiality issues. Others have used the results as personal feedback but do not intend to share those with staff. These people say they intend to use the final Department-wide report with staff when it comes out. Yet others have met with staff and given them a summary of the high and low scoring areas. A few made copies of the report and distributed them to staff.

Where discussions have occurred, managers reported only moderate to low staff interest. No one has yet identified a specific action plan for improvement. Many want to wait for the final Departmental report before doing so.

How was the 2004 survey process better than the 2002 process? What can we do to make it even better in 2006?

Everyone liked the ability to complete the survey electronically and say that should definitely continue. Some field people would like the ability to get in and out of the electronic survey so they can complete it in small chunks of time instead of all at once as is now required. They point out that they are not in the office very long or very often.

Most people recognized the survey was shorter than in the past and asked fewer questions. They liked this. But, some of the newer people particularly felt it was too long.

Some say there are still confusing items in the survey. One was singled out as being a double negative. Others say it is still confusing when words like “supervisor,” “manager” or “work group” are used. They are not clear on whom this refers to specifically and recommend a glossary of terms to clarify this next time.

Many reported that employees were surprised about the work unit reports and particularly the information in the column reflecting the spread of responses. Participants think this fuels the belief that they can be individually identified, and say they should have been told about this process in advance. Many participants predict this will negatively affect the response rate for the next survey. Others say, “If people see action on some items, it will encourage more responses next time.”

CONCLUSIONS

This section presents and explains the following four (4) conclusions based on the results of the 2004 Organizational Health Assessment:

1. SDDOT continues to show many notable improvements in organizational health.
2. Many significant opportunities for further improvement remain.
3. Lack of consistency in the quality of management practices is the greatest obstacle to further improvement.
4. Changes made to improve the Organizational Health Assessment methods and processes have been largely successful.

CONCLUSION #1: CONTINUED IMPROVEMENTS IN ORGANIZATIONAL HEALTH

The 1998 through 2002 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 18 of the 20 domains ($p < .05$).

Continuation of multiple and significant improvements was documented for 2004 by the findings of both the focus groups and the employee survey. Although reduction in the length of the survey and revisions in the wording of items prevents a direct comparison of all of the results of the past with this year's survey, care was taken to preserve 65 'core' items from the 2002 survey, representing all of the domains previously measured, to enable a base for tracking progress over time. All but seven (7) of these 65 items showed improvement since 2002. The total change in the scores for these items was a statistically significant 4.16 percent. Further, the 11 National Comparison items of the Gallup Organization that were retained for 2004 showed a 5.97 percent increase, which is also statistically significant.

The continuing progress since 1998 has resulted in a high proportion of the survey items scoring high enough to be designated as organizational Strengths. Specifically, the item pertaining to Overall Satisfaction gained a statistically significant amount, and 24 of the other 105 scored items averaged above 3.0 on the 4-point scale, with more than 80 percent of respondents answering favorably to each. The following summarizes the areas of strength indicated by these items.

- ***A Strong Sense of Purpose.*** Six items revealed the very prevalent self-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.
- ***Clear Expectations.*** Five items pertaining to performance expectations showed that employees are, overall, clear about what is expected of them.
- ***Good 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.

- ***Respectful 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.
- ***Quality Training.*** Four items indicated a high regard among the large majority of employees for the quality of the training they receive and that they are kept informed about the availability of training.

These quantitative results are quite compelling, but they are even further substantiated by the findings of the focus groups. The focus groups confirmed, for example, that the Department's investments in safety and equipment were evident and greatly influenced by the results of the prior assessments. In fact, the areas that have progressed the most since 1998 are, to a great extent, the ones that received priority management attention 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 SIGNIFICANT IMPROVEMENT OPPORTUNITIES REMAIN

Despite the fact that the great majority of items improved from prior assessments, and about a fourth were designated as Strengths, roughly half of the survey scored as Improvement Opportunities, meaning that between 30 and 78 percent of respondents answered unfavorably. These lowest scoring items were summarized into the following themes, which 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.

- ***Lack of Effective Performance Management and Performance Improvement Practices.*** Nine items reveal ways that a great many 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.
- ***Unfair and/or Ineffective Resource Management.*** About 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.

- ***Lack of Teamwork.*** Three items revealed 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 Empowerment.*** A large percentage of respondents said that their opinions do not seem to count and that their supervisor does not ask for their ideas
- ***Lack of Recognition, Feedback and Developmental Practices.*** Six items indicated the view held by a great 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.
- ***Weak Compensation Practices.*** Nearly 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.
- ***Lack of Advancement Opportunity.*** Nearly 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.
- ***Poor Communications and Relationships with Management.*** Slightly more than half 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, 36 percent said that they are not kept well informed about what is happening in SDDOT, and 31 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.

In summary, these improvement opportunities indicate a significant 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.”

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 Classified (N) employees and in the Maintenance, Equipment, and Technician 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 very large proportion of the total workforce accentuates this conclusion.

In addition to the need for extra consideration to these subgroups, the results signal a possible threat to retention for employees as they move immediately beyond their first two years of service. For the overall satisfaction item and also for 90 of the other 105 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, and the gap between these two groups was substantively greater than has been observed in prior assessments.

CONCLUSION #3: LACK OF CONSISTENCY IN THE QUALITY OF MANAGEMENT PRACTICES IS THE GREATEST OBSTACLE TO FURTHER PROGRESS

The analysis of results that created the “Best Practices Profile” from the SDDOT work units achieving the highest total survey scores revealed an exceptionally large gap between the high quartile and the low quartile. Organizational health varies considerably, therefore, across work units in SDDOT. The specific management practices that most, and quite strongly, differentiated the high and low groups were summarized into the following six (6) 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 27 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 the most fundamental organizational health items pertaining to morale, job satisfaction, teamwork, trust in management, compensation and career advancement opportunities. In fact, 70 percent of the items that were found to be Improvement Opportunities for the Department as a whole were scored significantly higher by the high quartile work units.

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 the foremost conclusion and recommendation of this study.

Conversely, failing to invest in strategies designed to elevate these key practices will deter SDDOT’s continued progress in organizational health.

CONCLUSION #4: CHANGES TO THE 2004 OHA WERE LARGELY SUCCESSFUL

The changes to the OHA were largely in response to a declining rate of response to the survey over the past assessments and feedback from employees about the desire to shorten the survey and to improve the survey items. The revised survey and the ability to complete it online appears to have had the intended results of increasing the response rate and greatly reducing complaints about the survey’s length and content.

Feedback about the changes for this year was specifically solicited in the follow-up focus groups and to some degree in both the August Executive Team meeting and the September Managers Conference. All three of these sources confirmed the desire to continue online survey administration. The focus groups also provided overall favorable responses regarding the survey’s reduced length and revised content, though some said that further enhancements could be made.

Providing a report of survey result for each work unit supervisor was mostly seen as favorable by the focus groups, though some said it was a surprise to many that may raise concerns about confidentiality among some employees. The primary purpose of this change was to enable every manager to have a “roadmap” for improvement for the specific part of SDDOT that he or she is responsible, so its usefulness in this regard is probably best measured by the 2006 OHA.

RECOMMENDATIONS

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

1. Invest in Strategies to Proliferate the “Best Practices” That Are Characteristic of SDDOT’s High Quartile Work Units
2. Seek to Fulfill the Communication Needs Voiced by Survey Respondents
3. Address the Pay and Career Opportunity Concerns Raised by Survey Respondents
4. Assess the Impact of the Decline in Organizational Health Measures Beyond the First Two Years of Service
5. Continue the Programs, Policies and Practices that Have Resulted in Significant Improvements in Organizational Health
6. Continue the Organizational Health Assessment

RECOMMENDATION #1: STRATEGIES TO PROLIFERATE “BEST PRACTICES”

The reasons for making this our foremost recommendation 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, and we believe this reason is at least as compelling as the first. After all, 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 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 Classified (N) employees and in the Maintenance, Equipment and Technician job groups, we recommend greater consideration of how these strategies could be implemented for optimal impact with employees of these groups.

TRAINING

We recommend updating current supervisor and management training programs to incorporate the management competencies reflected in the best practices identified in the OHA. Organize these programs into a multifaceted, systemic progression of development for managers, rather than simply a collection of available courses. In addition to classroom learning, create new learning experiences for 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 than their own to observe staff meetings.

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, it 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 and sufficient role in supporting the management development efforts of the people who report to them.

Traditionally in many organizations, there is little expectation that managers invest in employee development beyond what is required to assure that their employees meet the fundamental requirements of their positions and current performance goals are met. But if managers of supervisors and managers demonstrate more developmental practices the benefits are likely to 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 the higher rate of retirements that SDDOT has and will continue to face.

Without expanding their developmental role and responsibility to include “stretch” assignments and other forms of growth opportunities, 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 2004 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 41, 20, 39, 67).

Motivating and enabling 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 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 them. Performance appraisals for 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, we recommend requiring managers 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 serve to guide managers in their efforts to develop these competencies. A developmental assessment and planning guide for managers, based on the best practices profile, to use in directing their own development and in reaching agreement with their manager about their development plans would be helpful in this regard.

Related to this recommendation is to establish a requirement that managers prepare an action plan based on their OHA results that is reviewed and approved by their supervisor. Our work with Florida DOT on a project similar to the OHA revealed the importance of 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 FDOT began to see an increased rate of improvement among low quartile work units.

SELECTION AND RECRUITMENT

Our experience is that 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 and that, 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. We recommend updating interview methods to qualify candidates on these practices and, in announcing promotions and selections, highlighting the qualifications of successful candidates that reflect the best practices.

TARGET INEFFECTIVE MANAGERS FOR DEVELOPMENTAL INTERVENTIONS

We wish to emphasize that the survey results should not be used as a basis for evaluating the performance and abilities of managers. The managers of 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 managers who report to them are addressed, rather than allowed to continue in ways that undermine organizational health. Our concern is that a major reason such a large gap exists between the high quartile and low quartile work units is that 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. They would then be expected to collaborate with these 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 these. Like most of the initiatives taken in response to prior assessments, they simply require the choice to place priority on management development and to focus management attention accordingly.

RECOMMENDATION #2: 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

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
3. Training opportunities
4. Career advancement opportunities and related information about the process and requirements

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. Further, there are probably many ways to address these needs through straightforward adjustments or extensions to the successful communication methods that have been established. Addressing these communication needs can also contribute to boosting the perception many expressed that changes will not happen as a result of the survey.

RECOMMENDATION #3: ADDRESS THE PAY AND CAREER OPPORTUNITY CONCERNS OF EMPLOYEES

The focus groups revealed that many employees recognize the ability of SDDOT’s leadership and management to increase pay and expand career opportunities is limited. At the same time, many may wonder or doubt whether all that could be done, is being done in this regard. 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 all the more important the acknowledgement of employees’ concerns, the open discussion of them, and demonstrating a reasonable exploration of ideas for stimulating favorable changes.

Lack of advancement opportunity is a concern that is significantly greater among Classified (N) employees. This group’s responses were significantly below the average of all respondents on the items pertaining to satisfaction with career advancement opportunities and to whether SDDOT’s promotion system helps the best person to rise. This group, which comprises 71.4 percent of all respondents and 73.2 percent of all employees, was also significantly more inclined than all other employee groups to say that there is undesired turnover in SDDOT, and that their wages are not sufficient to keep them from looking for another job.

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. We do not see it 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). From our experience with a similar project in Florida DOT we found that the most significant 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.

Our work with Georgia DOT offers other thoughts about how to address pay and career advancement concerns. GDOT asked us 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, Tennessee DOT's Graduate Transportation Associate (GTA) program has enjoyed an 85 percent retention rate since its initiation in 1996. The program was established because TDOT had difficulty recruiting people into certain positions and an even bigger problem retaining them beyond their first year or two in the Department. Without increasing the compensation of these positions, which was much lower than comparable positions in other states included in the study, the program resulted in dramatic improvement in both recruitment and retention. Some of the features and practices of the program that contributed to these results were:

- Set learning objectives for each rotation
- An oversight committee of Department engineers
- A performance evaluation for each rotation
- A recent GTA graduate is assigned as a mentor for each GTA
- Tennessee DOT's recruiter serves as GTA coordinator
- An annual "Symposium" to celebrate completion
- GTA Associates in Roadway Design are assigned a GTA graduate as a mentor

Another example is from North Carolina DOT, which 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.

We are not suggesting these specific programs for SDDOT, but rather to offer examples of other states that have searched for, and to some extent found, fresh ways to approach the difficult challenges associated with pay and career advancement. Our recommendation is to invest in such a search.

RECOMMENDATION #4: ASSESS THE IMPACT OF THE DECLINE IN ORGANIZATIONAL HEALTH MEASURES BEYOND THE FIRST TWO YEARS OF SERVICE

The results showed that overall job satisfaction levels and other items have not improved for the group of employees with 2 through 6 years of service at nearly the same rates of the other groups, and that the 2004 gap between this group and the group with less than two years of service is much greater than in prior assessments (see Table 34). In addition, the total survey and most of the items that comprise it were significantly higher for those with less than two years of service as compared to all other groups (see Table 52).

These results signal the possibility of turnover forces at work in groups that are especially valuable to retain in SDDOT's future workforce. Our recommendation is to investigate the turnover rates and reasons for leaving of employees with more than 2 years of service to determine what opportunities there may be

to strengthen retention factors generally and, depending on the findings, perhaps specifically for those in mid-career by virtue of their age and years of service. Since this project did not research specific reasons for turnover within SDDOT, no recommendations beyond those for strengthening organizational health can be offered. It should be noted, however, that some focus group participants cited lack of career advancement and also lack of competitiveness of pay and benefits as factors that are contributing to undesired turnover.

RECOMMENDATION #5: CONTINUE THE SUCCESSFUL EFFORTS OF THE PAST THAT HAVE INCREASED ORGANIZATIONAL HEALTH

The investments in safety and equipment are shining examples of successful improvements in organizational health that have occurred in recent years. This recommendation to sustain such initiatives as these is the most obvious for us to make and probably the easiest to be accepted and implemented. However, a great many of the improvements that have been made are more the result of informal and individual decisions by supervisors and managers to change their everyday practices than they are formal programs. A few examples are that employees were more inclined this year than ever before to say that their supervisor holds regularly scheduled staff meetings, that they get the information they need from their supervisor, that they are free to express their opinions, and that they are recognized for good work (Items 19, 27, 29, 30, 38, 54, 60, 69). Ensuring that management practices such as these are recognized and reinforced is therefore key to this recommendation.

RECOMMENDATION #6: 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. We also see the next OHA as an important gauge of the impact of some the changes made for this year, in particular the provision of a report of results for the manager of each work unit and the "roadmap" of best practices to enable and motivate each to translate OHA results into action.

We have the following recommendations regarding the survey instrument. The first is to retain the 65 core items and the Overall Satisfaction item to assure continuity with prior assessments. The second is to remove item 59 because its wording was confusing to some and the results for it added little to the findings. 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; and 2) 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 and Equipment job groups.

APPENDIX A—SURVEY USED IN 2004 ASSESSMENT



SOUTH DAKOTA DEPARTMENT OF TRANSPORTATION ORGANIZATIONAL HEALTH ASSESSMENT 2004

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.

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.

Completing the Survey: Please complete the survey by yourself. This year's survey is much shorter than in the past. It will take about 40 to 60 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:

(LINK HERE)

Please keep in mind that once you begin you must complete the survey 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 complete the survey by **July 15**.

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

1	The job positions in the SDDOT are clearly defined and logically structured.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Red tape is kept to a minimum in the SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Work is well planned in our work group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	When I have a question about work assignments, I know whom to ask.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	My associates (fellow employees) are committed to doing quality work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	People are held accountable for the quality of their work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	I am only held responsible for things I can influence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8	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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9	Poor performance is not tolerated in our work unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10	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"/>
11	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"/>

12	I have plans and aspirations to advance in SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13	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"/>
14	Adequate recognition and praise are given for a job well done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15	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"/>
16	In the SDDOT, people are rewarded based on their job performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17	My wages are sufficient to keep me from looking for another job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18	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"/>
19	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"/>
20	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"/>
21	The SDDOT is willing to take a chance on a good idea.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22	The SDDOT philosophy emphasizes that people should take initiative to solve problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23	A friendly atmosphere prevails among people in the SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24	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"/>
25	I would encourage my best friend to work for the SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26	I know what is expected of me at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27	My supervisor holds regularly scheduled staff meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28	Staff meetings are a source of reliable information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29	I get the information I need to know from my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30	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"/>
31	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"/>
32	There is adequate two-way information between subordinates and top management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33	Our supervisor frequently asks for our ideas about the problems we face.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34	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"/>
35	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"/>
36	I understand what the SDDOT's top priorities are.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37	I understand why and how work assignments are to be done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38	At the SDDOT, my opinion seems to count.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39	My 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"/>
40	In the past year, my supervisor has discussed my pay concerns and answered my questions about pay.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41	There is someone at work who encourages my development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42	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"/>
43	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"/>
44	My workload is reasonable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45	I receive the administrative and staff support necessary to do my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46	I have the materials and equipment I need to do my work right.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47	The SDDOT goes out of its way to recognize employees for extraordinary service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

48	My job, directly or indirectly, serves the citizens of South Dakota.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49	The results of my work significantly affect many other people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50	Top management respects my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
51	My supervisor or someone at work seems to care about me as a person.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52	Morale is high within my unit in SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
53	My personal morale is high.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
54	I feel free to openly state my opinions to my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55	At the SDDOT there is a desire to continually improve our personal and group performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56	At the SDDOT, people work hard to achieve quality results and take a great deal of pride in their performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
57	Action and behavior in SDDOT reflect good ethical and professional standards.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58	In our work group we spend time finding ways to make lasting improvements, rather than "quick fixes."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
59	If you steer clear of disagreements you won't make a good impression at SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60	At the SDDOT we are encouraged to speak our minds, even if it means disagreeing with our supervisors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61	When we work in groups we feel free to disagree with each other openly and usually reach decisions without much difficulty or delay.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
62	I receive all the training I need to do a good job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
63	The quality of the job-related training I have received has been good.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64	The training available to me is job-related.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65	The job related training has made me more effective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
66	I am informed when training is available.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
67	I believe the training I receive will help me advance professionally.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
68	The people I work with at the SDDOT really trust one another.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
69	Employees in my work unit can voice their opinions freely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
70	I can trust my supervisor to represent my interests at higher levels.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
71	SDDOT top management respects employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
72	Changes will happen as a result of this survey.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
73	People in SDDOT feel they are part of an effective team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
74	My work group has all the resources it needs to do its job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
75	My co-workers treat me with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
76	Trust levels are high between work teams.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
77	Employees are recognized for working together, not just for individual performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
78	I receive helpful and timely feedback on my work performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
79	My performance appraisal is a fair evaluation of my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
80	My supervisor and I agree on the goals listed in my performance appraisal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
81	There is follow-through on the items discussed during my performance appraisal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
82	In the last six months, someone at work has talked to me about my progress.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
83	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"/>
84	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"/>

85	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"/>
86	My unit has worked to identify good performance measures to help establish goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
87	The performance measurement initiative improves performance over time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
88	The performance measures initiative is worth the time that it takes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
89	I understand the performance measurement initiative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
90	Safety is an important issue at the SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
91	Policies at the SDDOT enable employees to do their jobs better.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
92	Safety at the SDDOT has improved in the past two years.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
93	Equipment assigned to the SDDOT is properly maintained.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
94	I know where I can find standard operating procedures and policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
95	Overtime is fairly applied in the SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
96	I am satisfied with my hours and schedule of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
97	Staffing levels allow us to do quality work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
98	Part-time and seasonal workers are a good way to manage workload.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
99	The policy on flexible scheduling is fair.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
100	The SDDOT has priorities that are both clear-cut and reasonable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
101	I clearly understand the direction in which the SDDOT is heading.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
102	The SDDOT listens to its customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
103	There is little undesired turnover at the SDDOT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
104	My job is essential to the S.D. transportation system.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
105	The mission of the SDDOT makes me feel my job is important.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Overall Satisfaction	Extremely Satisfied	Satisfied	Undecided	Dissatisfied	Extremely Dissatisfied
Overall, how satisfied are you with the SDDOT as a place to work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

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

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

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

Please describe important changes you think were taken in response to the 2002 Organizational Health Assessment:

1. _____

2. _____

3. _____

How well is SDDOT progressing in achieving our Strategic Goals?

Strategic Goals	Significant Progress	Some Progress	Little or No Progress
Customer Satisfaction			
• Assess and respond to the public's expectations and level of satisfaction with the Department's performance; continually improve.	☐☐	☐☐	☐☐
• Develop and execute comprehensive, fiscally sound investment plans that meet the needs of South Dakota's transportation users; plans will be developed in a manner that allows the Department to react to changes in needs, priorities, and available funding.	☐☐	☐☐	☐☐
• Provide safe travel conditions wherever possible; continuously reduce the statewide accident and fatality rates on our highways, while providing a reliable and comfortable trip for the traveling public.	☐☐	☐☐	☐☐
• Design, construct and operate a transportation system that preserves and protects the environment.	☐☐	☐☐	☐☐
• Develop and maintain a comprehensive communication program that delivers information about the State's transportation system, programs, and plans to its constituents.	☐☐	☐☐	☐☐
Organizational Health			
• Recruit and develop a flexible workforce, making use of mentoring, cross-training, and job-sharing to best utilize our diverse workforce.	☐☐	☐☐	☐☐
• Ensure that all employees are provided with proper feedback and recognition for their performance and contributions in support of the Department's efforts; establish a culture that values employees' contribution to the Department and its mission.	☐☐	☐☐	☐☐
• Establish and maintain effective communication between managers and staff and between organizational units.	☐☐	☐☐	☐☐
• Promote safety in the work environment; continually reduce workforce accidents through an aggressive program of education, prevention, investigation, and resolution.	☐☐	☐☐	☐☐
Business Improvement			
• Improve the processes, tools, and techniques required to do business; continuously improve, always looking for ways to perform our work better, faster, and more economically.	☐☐	☐☐	☐☐
• Assess and analyze costs of doing business, responsiveness, and the quality of products and services; monitor the key measures of our performance and develop action plans to address areas that are not meeting targets.	☐☐	☐☐	☐☐
• Develop and strengthen alliances with business partners to better plan and deliver our products to meet the needs of the transportation public.	☐☐	☐☐	☐☐

Please describe one or two ways that you or your work unit are helping to accomplish the goals in the SDDOT Strategic Plan.

1. _____

2. _____

Open response questions:

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

2. If you could change only one thing in the SDDOT, what would it be?

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

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

