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SDDOT Organizational Health Assessment 2000

**Study SD2000-07
Final Report**

**Prepared by
Business Research Bureau
University of South Dakota
Vermillion, SD**

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16. Abstract <p>This report offers an organizational health assessment for the South Dakota Department of Transportation (SDDOT) at this point in time. The assessment and its findings must be evaluated in terms of where the organization wants to be in fulfilling its mission to its employees and to the people of the State of South Dakota.</p> <p>Four objectives provided a solid foundation directing the activities and tasks undertaken to complete this study. They included, respectively: to measure the Department of Transportation's employees' perceptions and level of satisfaction regarding organizational health; to identify the Department of Transportation's organizational strengths and weaknesses; to evaluate progress in making desired changes in the Department's organizational culture, through comparison of the current assessment with the baseline measurements of the first assessment in 1998; and, finally, to refine a survey instrument that can be used to periodically assess the Department's organizational health.</p>					
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EXECUTIVE SUMMARY

ORGANIZATION HEALTH

An organization's health, broadly defined, is its ability to accomplish its mission now and in the future. It is defined by properties that directly influence the behavior of employees, such as:

- communication
- understanding of policies
- staff competency
- work force stability
- management skills
- staff morale
- work environment
- awareness of mission
- cooperation
- work force demographics
- training and professional development

The South Dakota Department of Transportation (SDDOT) commissioned the University of South Dakota's Business Research Bureau (BRB) to conduct a follow-up assessment of its organizational health based on its employees' attitudes and perceptions. The Department asked the BRB to:

1. Measure the Department of Transportation's employees' perceptions and level of satisfaction regarding organizational health. Analysis was performed Department wide, by central office division and geographical region (location), and by general position classification.
2. Identify the Department of Transportation's organizational strengths and weaknesses.
3. Evaluate progress in making desired changes in the Department's organizational culture, through comparison of the current assessment with the baseline measurements of the first assessment.
4. Refine a survey instrument that can be used to periodically assess the Department's organizational health.

The work was performed between February and October 2000. This report summarizes the Department of Transportation's organizational health and identifies issues the Department must evaluate as it decides how to fulfill its mission to its employees and to the people of the State of South Dakota.

BASLINE (1998) ORGANIZATIONAL HEALTH ASSESSMENT

A baseline SDDOT organizational health assessment was completed by the BRB in 1998. In the baseline assessment, the survey was categorized into three areas: Domain questions, National Comparison questions, and Overall Job Satisfaction. The questions in the domain areas were categorized for analysis and weighted average responses were developed for each domain. The National Comparison questions were used to provide a baseline against the average responses from the *Inc. Magazine's* 15 fastest growing organizations. The Overall Job Satisfaction measurement was used to assess the overall satisfaction of the employee at the point in time that they completed the survey.

ORGANIZATIONAL HEALTH ASSESSMENT 2000

Focus Groups

The BRB conducted eight focus group sessions with three groups—one session with the executive team, three sessions with supervisors, and four sessions with non-supervisors—around the state. The

purposes of the focus groups were to identify perception differences between groups, to provide insights needed to prepare the survey instrument, and to provide insight into areas where employees' perception may be dependent on variables such as supervisory status.

The focus group participants confirmed that the Management Team did indeed take actions in the last two years as a result of the 1998 Organizational Health Assessment (OHA). However, the actions identified as most important were different for each group with only communications and wages identified in the top five for all three groups.

Job Group	# of Responses	Response Rate
Clerical	44	74.6%
Drafting	20	74.1%
Engineering	194	84.0%
Equipment	41	82.0%
Executives	8	88.9%
Maintenance	229	76.8%
Specialist/Analyst	37	77.1%
Technician	129	74.6%
Financial/Information Services/Legal	23	79.3%
Entire Department	725	78.5%

The focus group participants also identified several priority issues for the upcoming year including communication, wages, retention of employees, maintaining the transportation system, efficiency, more staff, and pleasing the public.

The focus group participants identified issues that included:

- Morale
- Staff Meetings
- Access to Training
- Recognition/Encouragement
- Vehicles
- Job Classifications and Titles
- Communication
- Safety
- Performance Measures
- Pay and Pay Raises
- Orientation Program

Of the issues identified only pay and pay raises and orientation are new to the 2000 OHA.

Survey

Using the information gained from the focus group sessions, the 1998 survey was modified by adding the new issues identified and revising questions making it easier to understand. Each survey instrument was numbered to allow the demographic analysis of the data. The BRB printed and mailed a survey to every SDDOT employee's home address with a postage-paid return envelope. A reminder and a second survey were mailed to all employees who had not responded to the first survey mailing.

At the time of the survey, there were 924 people working for the SDDOT. Of the 924 SDDOT employees, 725 of them responded to the survey. This yielded a 78.5 percent response rate. The response rate is well above conventional norms for social science research and is slightly below the 83.5 percent response rate for the 1998 survey. Only one of the surveys was returned with the identification number removed as compared to the 15 unusable responses in 1998.

In 2000, only one demographic variable—tenure—used in the analysis was determined not to be representative of the population. A lower percentage of new employees, those with fewer than six years of SDDOT service, responded to the survey. Those with two or less years had a 72.8 percent response rate and those with between 2 and 6 years of service to SDDOT had a 71.7 percent response

Domain Means			
Domain	Year		Change
	2000	1998	
Safety and Efficiency	2.56	2.26	0.30
Work Schedule	2.39	2.16	0.23
Communication	2.65	2.44	0.21
Support	2.41	2.26	0.15
Structure	2.46	2.31	0.14
Identity	2.42	2.28	0.14
Reward	2.02	1.88	0.14
Standards	2.55	2.43	0.12
Training	2.83	2.72	0.11
Culture	2.35	2.27	0.09
Purpose	2.58	2.49	0.09
Conflict	2.38	2.31	0.07
Teamwork	2.74	2.67	0.07
Climate	2.44	2.39	0.04
Performance Appraisals	2.60	2.56	0.04
Responsibility	2.33	2.31	0.03
Risk	2.36	2.34	0.02
Problem Solving	2.36	2.36	0.00
Performance Measurement	2.29	2.36	-0.07
Morale	2.44	2.65	-0.18

rate. While it is not representative of the population, tenure was still used in the analysis because of the importance that new employees may have on measures of Organizational Health.

In 1998, there were 874 SDDOT employees on the date the survey data was gathered for analysis. There were 145 separations (people leaving the SDDOT for voluntary and involuntary reasons) during the two-year period between surveys. This makes the turnover rate just over eight percent per year (8.3 percent). There have been 195 new hires (21.1 percent increase) during this timeframe for a total of 924 employees on the date the data was gathered for the second analysis.

The SDDOT is getting younger. In 1998, the average age was 43.68 with a median age of 44.50. For 2000, the average age of an employee has decreased to 43.01 while the median age declined to 43.00. The agency

has fewer years of experience per employee. The average SDDOT employee in 1998 had 15.48 years of service to SDDOT with the median years of service being 12.79. By 2000, this had significantly decreased to 13.90 years of service to SDDOT with a median service of 12.17 years. This decline may represent a loss of valuable experience and expertise.

Domain Analysis

The domain questions were divided into 20 areas or domains, each containing statements designed to measure the related perceptions and attitudes. Respondents indicated their agreement or disagreement with the statement based on one of four potential responses: "Strongly Disagree", "Inclined to Disagree", "Inclined to Agree" and "Strongly Agree." Assigning one to the most negative response and four to the most positive response allows a mean to be calculated for each domain. The mean can then be used to determine if the domain is one of strength, operating, or concern.

The following table provides the mean for each domain for both the 1998 and 2000 OHA as well as the change from 1998 to 2000.

Strength Range—A mean score of 3.35 to 4.00 for the domain analysis is considered to be in the strength range. This indicates the behaviors and perceptions of the employees, with regard to the issue being measured, are considered to be very consistent and strong and not to be causing any concern or dysfunctional behavior at this point in time.

Operational Range—A mean score of 2.94 to 3.34 for the domain mean is considered to be in the operational range. This is considered to be a good score. A score in this range indicates the behaviors and perceptions of employees are consistent, and they are viewed as being quite positive. However, they are not as strong, nor as prevalent, as the behaviors identified in the strength range.

Concern Range—A mean score of 2.94 and below for the domain mean is considered to be a concern. That is, the behaviors and perceptions are causing some concern or problem among employees and/or management. They may not have reached the point of causing dysfunctional behaviors, but the potential is there and possibly needs to be addressed.

The **theoretical mean** is 2.50. This is also referred to as the theoretical midpoint or the point of indifference. The point of indifference indicates a balance between positive and negative responses. Weights are one for each Strongly Disagree, two for each Inclined to Disagree, three for each Inclined to Agree, and four for each Strongly Agree.¹

There are no organization wide domains in the strength or operational ranges. Strong positive growth is seen in nine of the domains (net change greater than 0.10), growth is seen in four domains (growth between 0.05 and 0.10), little growth is evident in four domains (net change less than 0.05) and a decline is found for three domain areas.

Each increase or decrease in the mean of 0.10 is the result of ten percent of the people changing their response one level (e.g., from "inclined to disagree" to 'inclined to agree", etc.). The safety and Efficiency Domain increased by 0.30; this means that the equivalent of 30 percent of the respondents indicated a more positive response in 2000 than they did for 1998.

Demographic Differences in Domain Responses

The demographic variables are of interest in helping explain how things are better and who thinks things are better. Considering the change in overall domain averages from 1998 to 2000, respondents in the Rapid City region (0.15) had the greatest growth, followed by Aberdeen region (0.10), the Pierre Central office (0.10), and the Pierre region (0.09). The Mitchell region (0.03) had smallest growth.

Domain responses also depended on the respondents' position class—E (exempt), Q (exempt technical), T (technical career service), or N (regular career service). Respondents in the E (0.12), Q (0.13) and T (0.12) position classes had a substantial change from 1998 to 2000. Respondents in the N position classes had a smaller change (0.08) over the two surveys.

Salaried respondents (0.12) had a larger increase from 1998 to 2000 than did non-salaried respondents (0.08). Likewise, supervisor respondents had larger average increases across all domains (0.16) than did non-supervisors (0.08).

The respondents in the drafting (0.17), engineering (0.13), clerical (0.12), and technician (0.10) job classifications had larger average increases from 1998 to 2000 than did all other job groups. Respondents in the executive (0.08) and maintenance (0.08) job classifications had an average increase in domain mean from 1998 to 2000. Respondents in the equipment (0.03), specialist/analyst (-0.06) and financial, information services and legal (-0.08) job groups had little increase or a decrease in the average domain mean from 1998 to 2000.

Overall Job Satisfaction

The percent reporting some level of satisfaction (either satisfied or extremely satisfied) is 55.85 percent in 2000 as compared with 47.90 percent in 1998. The most recent sampling of the American

¹ Note that the 1998 scores presented in this report are different than the 1998 report. In order to provide comparability to the 2000 data, the 1998 domain means were recalculated using the same numeric coding as the 2000 data.

work force noted that approximately 86 percent of employees are either completely satisfied or somewhat satisfied with their work.²

The overall mean job satisfaction increased from 2.64 in the 1998 OHA to 2.75 in the 2000 OHA. While this change is relatively modest, the change is in the desired direction and represents real gains.

The Rapid City Region has the strongest overall job satisfaction with a mean of 2.92 (nearly in the operational range) while Aberdeen (2.61) and Mitchell (2.62) have the lowest overall job satisfaction. Supervisors and Position Class have significant impacts on overall job satisfaction. Supervisors have a mean of 3.16 (in the operational range) while non-supervisors have a mean of 2.70. The "E" Position Class is the only one in the strength range at 3.41 and is followed by the "Q" at 3.28, "T" at 2.86 and "N" at 2.67.

Special Analysis of Overall Job Satisfaction

In the follow-up work sessions with SDDOT staff, several participants proposed potential questions for the improvement in overall job satisfaction. These included:

1. "Are the results better because those who left were disgruntled?"
2. "Are the results better because we hired new people with better attitudes?"
3. "Are those that are still here more unhappy?"

The data provided answers to these questions. There is no statistical difference between the 1998 overall job satisfaction for those employees who left SDDOT between 1998 and 2000 and those that were still employed by the SDDOT in 2000. With only one Domain (Performance Measurement) and one National Comparison question indicating a statistical difference between these two groups, there is not enough evidence to support a claim that those who left were more unhappy than those who remained.

The assertion that the reason the results are better is because the SDDOT has hired so many new people was also analyzed. The job satisfaction mean for new employees is 3.00 and is higher than the 2.69 mean for the employees who responded to both surveys. While the results reported above account for some degree of the increase in overall job satisfaction, they do not account for all of it. A secondary analysis regarding overall job satisfaction for those SDDOT respondents that were employed during both the 1998 and 2000 surveys revealed that the overall job satisfaction mean was 2.34 in 1998, while in 2000, the overall job satisfaction mean increased to 2.70 for those who remained with SDDOT. This increase of 0.36 is greater than the 0.31 difference between the "new employees" and those who remained with SDDOT. SDDOT employees that responded to both 1998 and 2000 surveys had a significant increase in their overall job satisfaction.

National Comparison Statements

Again in 2000 as in 1998, the SDDOT technical panel agreed to include a series of national comparison statements in the survey instrument. These statements were developed by the Gallup Organization and were used with Gallup's permission.³

² Source: Gallup Poll Releases, <http://www.gallup.com/poll/pr990903.asp>, accessed on 6/28/2000. The poll had a margin of error of plus or minus four percentage points and was a sample of full-time and part-time employed Americans.

³ Permission granted by the Gallup Organization's Roarke Stratton by telephone on February 25 and 26, 1998.

The following table shows the percent of respondents indicating “Yes” to the statement in 1998 and in 2000, as well as the change from 1998 to 2000. The response ranges for these statements are also evaluated against Strength (84 percent “Yes”), Operational (74 to 83 percent “Yes”), and Concern ranges (less than 74 percent “Yes”).

National Comparison Statement	Percent Responding "Yes"		
	Year		Change
	2000	1998	
1. At work, I have the opportunity to do what I do best everyday.	60.47	56.35	4.13
2. My supervisor or someone at work seems to care about me as a person.	77.47	76.18	1.29
3. I know what is expected of me at work.	87.40	86.19	1.21
4. In the last seven days, I have received recognition or praise for good work.	30.39	24.17	6.22
5. At the SDDOT, my opinions seem to count.	45.05	43.83	1.22
6. There is someone at work who encourages my development.	48.96	43.81	5.15
7. In the last six months, someone at work has talked to me about my progress.	47.16	63.43	(16.27)
8. This past year, I have had opportunities at work to learn and grow.	72.82	68.88	3.94
9. My associates (fellow employees) are committed to doing quality work.	76.19	76.75	(0.56)
10. The mission of the SDDOT makes me feel my job is important.	60.98	55.74	5.24
11. I have the materials and equipment to do my work right.	71.53	66.30	5.23
12. I have a best friend at work.	38.01	41.59	(3.58)

	Strength Range
	Operational Range
	Concern Range

In some areas, SDDOT responses are in or near the operational level for an organization. Still, there is some concern with the relatively low level of response for Statement Question 4—“In the last 7 days I have received recognition or praise for good work.” Response levels decreased sharply (-16.27 percent) for Statement 7—“In the last six months, someone at work has talked to me about my progress”—and this change was attributed to a change to annual performance appraisals. However, developmental conversations should be occurring at other times than appraisals in order to have a motivational effect.

Actions Taken by SDDOT

The actions taken by the SDDOT management team are not being communicated to the SDDOT employees in a manner in which they either know or recall why or if the action was taken. This is a further indicator that while communication has improved, there is still room for improvement.

Communication

The three questions on communication were directed at finding out the type of communication and delivery methods most preferred by SDDOT employees. The type of information is dependent on the job performed, as one would expect. The most preferred method of communicating information to employees is E-mail at 42.1 percent, followed by work unit meetings at 22.3 percent.

Workshop Recommendations

Following the analysis, eleven workshops were conducted with two groups—six with supervisors and five with non-supervisors—around the state. All supervisors were requested to attend, and a

random selection from among job classifications and locations was used to select participants for each of the five non-supervisor workshops.

Following a presentation of a preliminary analysis of the data, workshop facilitators invited all supervisors and non-supervisors to suggest methods by which the SDDOT can improve organizational health. After this brainstorming, each person received three markers worth 3, 2 and 1 votes respectively, and then cast the votes for three different suggestions. After the votes were tallied, the suggestions were reviewed and consensus was reached that those items that received the most votes were indeed the most important. The suggestions from the supervisor and non-supervisor workshops were tallied separately. The top categories were as follow:

Post-Survey Workshop Response Categories by Supervisory Status		
Non-Supervisor Votes	Supervisor Votes	Response Categories
82	65	Salaries (Dollars)
52	25	Work Scheduling (Flextime, Overtime, etc.)
48	18	Workload (Need for additional help to get work done)
43	118	Pay levels (Steps) (Career advancement opportunities)
43	17	Benefits (Improvements in health insurance, sick pay, etc.)
32	16	Training (Training opportunities for personal improvement)
22	41	Recognition (From SDDOT and Supervisors)
21	6	Supervisors
2	2	Communication Issues
9	30	Upper Management
6	29	SDDOT Policies (Consistent application of various policies)
5	4	Equipment
4	35	Bureau of Personnel
2		Secretary of Transportation that is more than a figurehead
	26	Performance Measures
	3	Bureau of Information and Telecommunications
	4	Limit the number of meetings

CONCLUSIONS

When one looks at the Domain Means, Overall Job Satisfaction indicator, and the National Comparison Statements, two stories become apparent. First, things are getting better and second, there is room for further improvement. Those that are still with the SDDOT have an overall higher job satisfaction than they did in 1998.

Based on the analysis and the other input provided, five strategic issues were identified. These issues and the results of the study were presented to the Department's Executive Team at a strategic planning workshop on July 11-12. The Executive Team identified eleven issues strategic issues, five specifically related to organizational health. These issues need to be addressed by the Department or its ability to respond to challenges now and in the future will be seriously constrained. The five issues concerning organizational health are:

1. aligning supervisors with the Department's management to achieve the mission and goals of the agency;
2. resolving differences between the two businesses of the Department—providing for safety and mobility and increasing the transportation infrastructure;
3. getting communication down to the lowest level;
4. training and educating supervisors in how to be a supervisor; and
5. providing real career paths and competitive salaries for non-management employees.

The other most pressing issues encompass Rewards, Recognition, Work Scheduling, Workload, Benefits, Performance Measurement Initiative, other Training, Equipment, and Support Services (Bureau of Personnel, Fleet & Travel, Bureau of Information & Technology). Staff indicated that they want to feel more important in the scheme of the agency. Desired rewards and forms of recognition included management stopping in to see staff, working with staff on a limited basis, and talking with staff, not at them. Staff must also recognize each other's efforts and good work.

RECOMMENDATIONS

The primary purpose of doing the 2000 Organizational Health Assessment (OHA) was not to pass a qualitative or quantitative judgement on the organization or its managers, but to measure any change from the 1998 baseline. This change is what the organization can measure and evaluate. This change in organization health and the factors influencing organizational health will assist management in designing and implementing future developments. The result of the study should determine the activities and actions necessary to make additional improvements in the perceptions and attitudes of the employee toward the SDDOT in the future.

Recommendations include:

1. Address each of the strategic issues by organizing a team to work on potential solutions to problems.
2. Provide training for supervisors, including:
 - effective performance appraisals
 - dealing with conflict
 - how to hold effective meetings
 - budgeting
 - empowerment
 - ways to recognize or reward employees
 - problem solving skills
 - planning
 - delegation
3. Develop a performance measurement team to assist in understanding and developing meaningful measures that can be used to improve the organization.
4. Increase the respect of employees by taking action based on the results of this study.
5. Repeat the survey on a regular basis to ascertain whether the changes instituted as a result of the assessment have improved the SDDOT's organizational health.
6. Focus on ways to improve the ability of every employee to answer affirmatively to every National Comparison Statement in the next assessment.
7. Be credible and consistent in management actions.
8. Communicate (speak and listen) in a clear and consistent manner with all employees. This includes the communication and clarification of issues such as overtime policy, meal policy, job worth, flextime, flexible scheduling, and expectations of supervisors.

PROBLEM DESCRIPTION

The focus of this project was to conduct an organizational assessment to measure the Department of Transportation's organizational health. The results of this assessment will facilitate the department's ability to focus attention on areas of possible improvement. This assessment provides the progress measurement against the benchmarks established during the 1998 South Dakota Department of Transportation (SDDOT) Organizational Health Assessment. The effectiveness of organizational changes that have taken place in response to the 1998 outcomes can be measured through the use of this follow-up assessment. In addition, the organizational assessment data will allow for the comparison of individual offices to the entire system as well as interdepartmental comparison based on demographic variables (e.g. geographic, position classifications, etc.).

In many organizations, the measurement of climate presents an opportunity for employees to identify their understanding of organizational policies and procedures, as well as their satisfaction with their work setting. In determining the viability of organizational changes, one must first determine whether employees know what is newly expected, and then determine the overall effect of the changes.

Organizational health and climate surveys can be used as a baseline for determining human resources outcomes such as absenteeism, turnover and job satisfaction. Upon thoughtful analysis and reflection of organizational health and climate findings, management should be able to determine whether certain climates within the organization correlate with significant demographic variables (i.e., office, geographic locations, position classifications, etc.). Further, research and analysis attempted to determine whether distinct climates were more highly correlated to performance measures (as defined by the SDDOT "Performance Measurement Initiative") than other climates. If research of this nature can determine positive correlation, the organization can vary management activities to improve performance and reduce human resource and operational costs.

Much of the research in the past two years has been examining which aspects of the organization to measure (improving climate measures). We have also found a study that reviews predictors of climate (e.g., gender effects on climate, etc.)⁴, and one that examines the relationship between organizational climate, customer perceptions of service, and financial outcomes.⁵ Research currently being conducted attempts to link certain measures of organizational climate to specific organizational strategies.⁶

Methods to assess organizational psychological health include everyday observations, one-on-one conversations, reviews of concerns raised at staff meetings, and surveys. These surveys give a wide-angle perspective on the unit's readiness to perform. By gathering input from all employees at a similar point in time and in a confidential manner, employees can reveal to management ways to improve the health of the organization. But this involves confidential measurement, interpretation by managers, and development of action plans.

⁴ Bing, M. N., Burroughs, S. M., and Helford, M. C. (1999) Gender as a Moderator of the Relationship between Psychological Climate Perceptions and Employee Dedication: A Look at Organizational Commitment and Turnover Intentions. Presented at the 59th Annual Meeting of the Academy of Management, Chicago, IL.

⁵ Buckingham, M. and Coffman, C. (1999) *First Break All the Rules: What the World's Greatest Managers Do Differently*, Simon & Shuster (ISBN: 0-684-85286-1).

⁶ Rucci, A.J., Kim, S.P., Quinn, R.T. (1998) The employee-customer-profit chain at Sears. *Harvard Business Review* 76, 82-97.

OBJECTIVES

The objectives of the assessment were:

1. To measure the Department of Transportation's employees' perceptions and level of satisfaction regarding organizational health. Analysis was performed Department-wide, by central office division and geographical region (location), and by general position classification. This objective was addressed by:

A) Conducting interviews and focus group sessions with:

- management,
- supervisors, and
- non-supervisors.

While these sessions did not provide quantitative data for analysis, they did provide useful insights as to the issues and problems that were addressed in the population survey.

B) Administering a department-wide survey designed to quantitatively measure the organizational health.

In order to provide the highest quality data, the data collection process ensured the confidentiality of individual responses. While it was necessary for the researchers to know the identity of the individual for follow-up purposes, the identity of individual responses was not made available to the department. Using pre-addressed envelopes, the respondents returned all surveys directly to the Business Research Bureau (BRB). Experience told us that if the employee were mailing the instrument directly back to the BRB, they would have a tendency to be more open and honest in their answers.

Comments were requested for open-ended questions. These comments were recorded and generalized when necessary to protect the identity of any individual. The BRB included a letter with the survey instrument explaining:

- The purpose of the survey;
- That the individual responses would be held in the strictest confidence;
- How the BRB would ensure the confidentiality of individual responses;
- How the results would be tabulated and reported; and
- Instructions on how to complete the survey instrument.

C) Analyzing the data to provide for a comparison of individual divisions, field office regions and position classifications to the department as a whole. Interviews with Department staff also indicated meaningful comparisons for analysis.

- Analyzing data in comparison to the baseline results collected in 1998 identifying significant differences.
- Analyzing differences and commonalities among and between divisions, field office regions and position classifications providing insights into significant differences.
- Analyzing the data using other demographic variables available from the SDDOT personnel system providing insights into significant differences.
- Using additional analysis as dictated by the data collected.

2. To identify the Department of Transportation's organizational strengths and weaknesses. This objective was addressed by:

- A) Utilizing focus groups to gain insights on organizational issues.
- B) Conducting a population survey to assess changes in strengths and weaknesses from the baseline data collected in 1998.
- C) Analyzing data to provide evidence of strengths or weaknesses in new areas identified by the focus groups.
- D) Reviewing data for common themes among organizational or demographic variables.

3. To evaluate progress in making desired changes in the Department's organizational culture, through comparison of the current assessment with the baseline measurements of the first assessment. This objective was addressed by:

- A) Identifying those organizational issues or changes addressed by the Department since the 1998 health assessment.
- B) Comparing data to the baseline established in the 1998 health assessment.
- C) Identifying areas of concern, non-concern, weakness, and strength.
- D) Providing mechanisms for analyzing data
 - Favorability analysis—an analysis of the favorable, neutral and unfavorable responses for the content areas (e.g., communication, innovation, trust, etc.)
 - Norm difference analysis—examining the differences between the results for a particular unit compared to the remainder of the Department of Transportation
 - Content difference analysis—examining differences in results among content areas (e.g., communication, innovation, trust, etc.)
 - Trend difference analysis—examining the difference in results from the initial measurement to the second measure

4. To refine a survey instrument that can be used to periodically assess the Department's organizational health. This objective was addressed by:

- A) Reviewing literature for updated or new information regarding the administration of organizational health assessments.
- B) Making revisions to the survey instrument based on the outcomes of the 2000 assessment so that it may be used in future years.

TASK DESCRIPTION

1. Met with the project's technical panel to review project scope and work plan (Completed 2/18/2000).
2. Reviewed results of the Department of Transportation's first organizational health assessment. Conducted individual or group interviews or focus groups with Department employees, to identify issues and concerns about organizational health that could be quantitatively assessed through a Department-wide survey.
 - A) Reviewed 1998 Organizational Health Assessment findings.
 - B) Conducted interviews with select Department staff and conduct seven focus groups gaining insight on organizational issues and perceived changes that have occurred since the 1998 assessment. The focus groups were conducted in two one-hour sessions in groups of 6-12 peers. The location of the focus group was neutral and allowed for the participants to feel comfortable in the environment. These included:
 - Interviews with select Department staff
 - Three (3) focus group sessions with supervisory staff (Completed 3-16-2000)
 - Three (3) focus group sessions with non-supervisory staff (Completed 3-16-2000)
 - One (1) focus group session with Department Executive Team⁷—this session included a discussion on those organizational changes that were made as a result of the 1998 organizational health assessment findings (Completed 2-23-2000).
 - C) The focus groups were utilized to:
 - Identify gaps between groups—this assisted in the identification of areas of survey emphasis;
 - Provide insights and additional information needed to prepare for the quantifiable survey; and
 - Provide insights into topics when perceptions and levels of satisfaction were conditional on some variable, e.g., position level.
3. Submitted for the technical panel's review a technical memorandum summarizing results of the first two tasks and a draft survey instrument for a Department-wide survey (Completed 3-27-2000). The technical memorandum summarized:
 - A) Scope of work,
 - B) Work plan,
 - C) Interviews, and
 - D) Focus Group meetings
 - E) Submitted draft survey instrument for review.
4. Conducted a Department-wide survey using the survey instrument revised in accordance with the technical panel's review comments (Completed 6-16-2000).
 - A) Coded personnel data
 - B) Printed survey instrument
 - C) Mailed survey instrument
 - D) Printed and mailed reminders as required
 - E) Encoded survey results
 - F) Cleaned data for analysis

⁷ The Executive Team includes the Secretary of Transportation, Deputy Secretary of Transportation, Division Directors, Region Engineers and a Bureau of Personnel Representative.

5. Evaluated results of the survey on a Department-wide basis, and by significant category such as organizational unit and employee classification (Completed 8-6-2000).

- A) Distributions
- B) Frequencies
- C) Cross tabulations
- D) Departments
- E) Classification
- F) Location
- G) Others as mutually agreed upon
- H) Mean Domain Analysis

6. Compared results of the survey with baseline results obtained in the Department of Transportation's first organizational health assessment to identify significant changes (Completed 8-6-2000).

- A) Distributions
- B) Frequencies
- C) Test for difference in Proportions and/or Means
- D) Departments
- E) Classification
- F) Location
- G) Other as mutually agreed upon
- H) Mean Domain Analysis

7. Evaluated workforce demographics and other data available from the Department's personnel system to identify significant factors contributing to organizational health. An analysis of groups identified as new and those that have left the Department was conducted to identify whether or not the group has outcomes that were significantly different than the entire population (Completed 8-4-2000).

- A) Distributions
- B) Frequencies
- C) Cross tabulations by
 - Age
 - Race
 - Gender
 - Years of service to SDDOT
 - Years of service in current position
- D) Specific analysis of data with regard to new hires and employees who have left the Department.
 - New hires were defined as those hired since the last survey and those hired since January 1, 1999.
 - Employees that have left were defined as those employees working at SDDOT at the time of the last survey that have since left the SDDOT.

8. Conducted workshops with supervisors and non-supervisors from each of the Department's four regions and central office to present results and solicit suggestions for improving organizational health (Completed 7-5-2000 through 7-11-2000). Presented workshops to solicit suggestions from:

- A) Regional non-supervisory staff—four workshops—one in each region. The purpose of the non-supervisory workshop was to:
 - Review results of survey and answer questions, followed by

- A focus group session on why morale is high or low with the goal of reaching consensus on some fundamental issues effecting morale and identifying potential ways to change the root causes of high or low morale.
- B) Regional supervisory staff—four workshops—one in each region. The purpose of the supervisory workshop was twofold:
- Identify supervisor issues regarding morale by:
 - (a) reviewing results of survey and answering questions, followed by
 - (b) a focus group session on why morale is high or low, with the goal of reaching consensus on some fundamental issues affecting morale, followed by
 - (c) identifying potential ways to change the root causes of high or low morale.
 - Identify potential solutions for non-supervisory morale issues by reviewing non-supervisory identified issues, followed by a brainstorming session on potential solutions to resolve, mitigate, or explain the issues raised by non-supervisory staff.
- C) Central office management staff—one workshop in Pierre. The purpose of the central office management staff workshop was to:
- Review results of survey and answer questions and the findings from supervisory and non-supervisory sessions followed by
 - A focus group session to identify what can be done to improve morale and the organizational climate and how it addressed the issues identified by the supervisory and non-supervisory staff.

9. Prepared a revised survey instrument and recommendations for its use in future organizational health assessments (Completed 8-31-2000). The survey instrument was prepared in Word 97 and Adobe Portable Document Format.

10. Prepared a final report and executive summary of the research methodology, findings, conclusions, and recommendations (Completed 9-30-2000). The final report and executive summary were each prepared in Microsoft® Word 97 and Adobe® Portable Document Format.

11. Made an executive presentation to the SDDOT Research Review Board (Completed 8-17-2000). Presentation material was prepared in Microsoft® PowerPoint.

FINDINGS—SECTION 1

FOCUS GROUPS

Eight focus groups were conducted to identify key issues that should be quantitatively assessed through the Department-wide survey. Each focus group included an identifiable subset of the South Dakota Department of Transportation (SDDOT) employees.

The focus groups were conducted according to established standards of social science inquiry (Krueger, 1994).⁸ Members were notified via E-mail sent to their supervisors that they were to come to the site and participate in an organizational assessment focus group. At the site, members were briefed on the purpose of the focus groups and assured of the confidentiality of the process being undertaken.

The eight focus groups were held with the following Department employee subsets. One focus group was convened with the Executive Team in Pierre on February 18, 2000. Three supervisory staff focus groups were held—one in Rapid City on March 14, 2000, another in Pierre on March 15, 2000; and one in Mitchell on March 16, 2000. Four non-supervisory staff focus groups were undertaken—one in Rapid City on March 14, 2000, two in Pierre on March 15, 2000 (one for Pierre Region staff and one for Pierre Central Office staff), and one in Mitchell on March 16, 2000.

Each of the focus groups was conducted in a two-hour session containing employee groups that ranged from 8 to 16 peers. With the exception of the Executive Team group, the location of the focus group was neutral in order to allow participants to feel comfortable in the environment. Notes from the focus groups were used to revise the subsequent questionnaire around any new issues and concerns that were identified. The primary purposes for the focus groups were to:

- identify perception gaps between groups in an effort to assist in the identification of areas of survey emphasis;
- provide insights and additional information needed to prepare for the quantifiable survey; and
- provide insights into topics where perceptions and level of satisfaction was conditional to some variable, (i.e., positional status).

SELECTION METHOD

Participants for the focus groups were selected based on a random number being assigned to each employee. Then the employees assigned the lowest numbers for the group of interest were selected from each area. This provided for a balance between offices and classifications.

Replacement was allowed for individuals that were not available for participation. A replacement was selected using the same process as the original selection by simply selecting the next highest number from that area or office.

⁸ Krueger, Richard A. (1994) *Focus Groups* (2nd ed.) Sage.

PROCESS FOR FOCUS GROUP SESSIONS

Executive Team Focus Group

The Executive Team focus group session concentrated on three areas. These three areas were used to provide an overall management perspective prior to conducting the remaining seven focus groups with SDDOT staff. The areas of interest for the Executive Team included:

- finding out what actions the team felt they had taken in response to the 1998 study;
- what the team perceived as the top priorities for the SDDOT in the coming year; and
- what issues did they perceive to be important for the current study.

Each member of the Executive Team was asked to provide three written responses in writing to the following two questions:

- In your opinion, what were the three most important specific actions the Department has taken to address the organizational issues raised in the previous Organizational Health Assessment?
- In your opinion, what are the Department's top three (3) priorities for the next year (as an overall organization)?

Results for these questions are presented in Table 1-1 and Table 1-2.

Supervisory and Non-Supervisory Focus Groups

The following process was used for the seven supervisory and non-supervisory focus group sessions:

1. Each session began with an agreement between the participants and the facilitator that the information and comments made in the room would be used to provide input to the questionnaire and the final report. However, the agreement also said that who ever made the comments or provided information would remain confidential.
2. Each participant was asked to provide three written responses to the following two questions:
 - In your opinion, what were the three (3) most important specific actions the Department of Transportation has taken to address the organizational issues raised in the previous Organizational Health Assessment?
 - In your opinion, what are the Department of Transportation's top three (3) priorities for the next year (as an overall organization)?

The purpose of the questions was, in part, to "test" the Department's ability to communicate its actions and priorities to its employees. Results for these questions are presented in Table 1-1 and Table 1-2.

3. After the participants finished with the two questions, the opening question was asked, "If you had a good friend who told you they were interested in working in a job like yours at SDDOT...what would you tell them?"

The question was designed to induce respondents to start to talk. The choice of the words was intended to stimulate discussion—telling a friend something would mean that you "tell them

like it is." The process was not designed to gather favorable information, but to get respondents to tell us what was on their minds.

The respondent's discussion is reported in the Benefits of Working for the SDDOT section on page 25.

FINDINGS

Table 1-1 provides a frequency cross tabulation of responses to the most important specific actions the SDDOT had taken to address issues raised in the previous assessment as perceived by the different Focus Group participants.

Table 1-1 Most Important Actions

In your opinion, what were the three most important specific actions the Department of Transportation has taken to address the organization issues raised in the first Organizational Health Assessment?			
Actions	Supervisor	Non-Supervisor	Management Team
Communications	30.0%	15.6%	34.4%
Problem Solving/Teamwork	4.4%	2.0%	15.6%
Training	3.3%	1.4%	12.5%
Wages	25.6%	13.6	9.4%
Flextime	3.3%	2.0%	6.3%
No Answer	5.6%	44.9%	3.1%
More Employees	1.1%	2.0%	3.1%
Other	4.4%	2.0%	3.1%
Safety Issues	1.1%	0.7%	3.1%
Meal Policy	0.0%	0.7%	3.1%
Recognition/Encouragement	4.4%	0.0%	3.1%
Empowerment	3.3%	0.0%	3.1%
"Nothing"	0.0%	4.8%	0.0%
Overtime	3.3%	4.1%	0.0%
Better Equipment	5.6%	2.7%	0.0%
Benefits	0.0%	2.0%	0.0%
Better Morale	1.1%	1.4%	0.0%
Public Image Poll	3.3%	0.0%	0.0%
Total	100.0%	100.0%	100.0%

Table 1-2 affords a frequency cross-tabulation of the SDDOT top priorities for the next year as perceived by the different Focus Group participants.

Table 1-2 SDDOT Top Priorities

In your opinion, what are the Department of Transportation's top three priorities for the next year (as an organization)?			
Top Priorities	Supervisor	Non-Supervisor	Management Team
Communications	3.0%	5.6%	18.8%
Wages	7.1%	15.3%	12.5%
Retain Employees	4.0%	3.5%	12.5%
Manage Business/Structure	0.0%	0.0%	9.4%
Morale	1.0%	2.8%	6.3%
Inform and Please Public	9.1%	1.4%	6.3%
Recognition	0.0%	4.2%	6.3%
Organizational Health	2.0%	0.7%	6.3%
State Highways	3.0%	2.8%	3.1%
Employee Safety	3.0%	5.6%	3.1%
Training	2.0%	2.1%	3.1%
Empowerment	0.0%	0.7%	3.1%
Problem Solving	0.0%	0.7%	3.1%
Workload Issues/More Work from Employees	4.0%	0.0%	3.1%
Unified Management	0.0%	0.0%	3.1%
No Answer	13.1%	18.8%	0.0%
"Nothing"	0.0%	0.7%	0.0%
Contracts/Construction	12.1%	2.1%	0.0%
Efficiency/Technology	2.0%	6.9%	0.0%
Equipment	1.0%	1.4%	0.0%
Transportation System/Road Conditions/Maintenance	13.1%	9.7%	0.0%
Management	3.0%	1.4%	0.0%
Standards	1.0%	0.7%	0.0%
Benefits	0.0%	2.1%	0.0%
Overtime/Flextime	0.0%	2.1%	0.0%
Better Attitudes from Employees	1.0%	0.0%	0.0%
Information Systems	1.0%	0.0%	0.0%
Other	0.0%	2.1%	0.0%
Fewer Meetings	1.0%	0.0 %	0.0%
More Employees/Fill Vacancies	10.1%	4.9 %	0.0%
Measure Performance	0.0%	0.7 %	0.0%
Advancement	1.0%	1.4 %	0.0%
Budget	1.0%	0.0 %	0.0%
Downsize	1.0%	0.0 %	0.0%
Totals	100.0%	100.0 %	100.0%

Table 1-3 presents a listing of the issues raised by focus group participants and an indication if the issue was present in 1998 and the relative intensity for the issue when compared to 1998.

Table 1-3 2000 Issues

Issues	Category
Pay and Pay Raises	New
Job Classifications and Titles	Same
Morale	Same
Safety	Same
Staff Meetings	Less
Orientation	New
Access to Training	Less
Communication	Less
Recognition/Encouragement	Less
Performance Measures	Same
Vehicles	Same
Other Issues	Same/Less

Benefits of Working for SDDOT

Focus group respondents felt that there were many positive aspects of working for the SDDOT. First and foremost, the people at SDDOT are committed to their jobs and they work hard to accomplish their principal tasks. Some thought that the pay was low and they would like it to be higher, but reasoned that with working in South Dakota one has to expect lower wages as the cost of living was perceived to be lower than elsewhere. Others mentioned the good benefits, ranging from three weeks of paid vacation and three weeks of sick leave, to the health benefits. While not all agreed with these statements, the findings presented represent a general consensus found in the responses.

Pay and the Pay Raises

In 1998, the respondents noted very strong feelings with respect to pay and pay raises largely because highway maintenance worker positions had been cut at a higher rate than had many others. In 2000, the job status distinction issue is being revisited because of the recent pay increases. More specifically, the amount of the pay increase, the manner in which pay increases were announced, and the fact that not all classifications were included in the pay increases all seemed to bring focus onto the job status distinction.

The SDDOT was able to secure a \$0.50 increase in the wages of highway maintenance workers and supervisors in November 1999. In addition, a 10 percent increase in wages for recently hired engineers and engineering technicians was secured while a 5 percent increase in wages of current engineers and engineering technicians was put in place. For the most part, these moves in the pay structure were seen as positive. Departmental employees feel that this represents a good start and that the future raises in pay should continue to reduce undesired turnover and to enable the Department to attract good candidates to fill current openings.

While the raises themselves were warmly greeted as indicated above, the manner in which the raises was announced and implemented has created some "hard feelings" within the SDDOT employees. These hard feelings stem from several related facets identified and discussed below.

The first facet to the pay issue relates to the recent raises not involving an increase in pay grades—they involved an increase in pay within the existing pay grade. That is, the increases are seen as moving the individual closer to job worth (“death” as some described midpoint of the salary scale, or “job worth”). It was not clear from our discussions whether individuals who were at job worth were given an increase above the midpoint of the pay range. A related issue within this facet is that many SDDOT Management and supervisors continue to use the phrase “midpoint” to refer to “job worth.” This practice continues the hard feelings associated with what respondents perceive as compressed wage rates within classifications. Midpoint conveys the belief that this is the middle of the pay range, and that the top one-half is not being used.

The second facet to this issue is that the \$0.50 per hour raise given to individuals in the Highway Maintenance Worker position classifications was a flat raise. The average hourly rate of compensation at the time of the Departmental census (March 27, 2000) was \$11.74 for employees classified as “maintenance employees.” A \$0.50 per hour raise (subtracted from the average rate at the time of the census) would have been \$11.24 per hour for an average percentage increase of 4.4 percent. It is important to note that the raises were given in November, and our figures represent March pay rates. Further, when compared to the percentage salary raises given to individuals in the engineering classifications, the actual increases are not comparable in real dollars since Highway Maintenance Worker positions are compensated at a considerably lower rate than engineering and engineering technician position classifications. This move serves to exacerbate status distinctions that many felt had been subsiding.

The third facet to the pay issue is the manner in which the raise to the engineering position classifications was announced. Highway maintenance worker respondents noted that they were called to an area office for the announcement. The order to report was on extremely short notice, necessitating a shift of work priorities. A statement was read to the assembled staff, involving most all personnel assigned to that area, announcing and implementing the raises to the engineering position classifications (engineers, engineering technicians). Respondents noted that, in their opinion, the explanation given was insufficient, and that they stated that they had not even been allowed to see a written form of the communication. What respondents recall is that the message said that raises to engineers were justified because the department was in a crisis situation with respect to recruiting individuals to engineering position classifications. This is seen as supporting the perception that the SDDOT responds to crises, not responding proactively to expected or anticipated situations. Further evidence of this general feeling or perception was noted by one respondent who stated, “What did they expect us to do, cheer? They rubbed our noses in it.”

This issue of “rubbing our noses in it” has another dimension, an important dimension that lies at the heart of the organization and its business definitions—(1) safety and mobility and (2) building capacity. Many maintenance and equipment employees are involved in the first business definition (safety and mobility) while, generally speaking, most of the rest of the department is involved in the second business definition (build the transportation infrastructure). Many of the maintenance and equipment employees (safety and mobility) are among the least well paid in the Department. Their perception is that they are treated less well than other job groups, receive smaller raises in absolute terms, were treated more harshly in the 1996 restructuring, and have less access to information than the rest of the agency. There is substantial evidence to suggest that they are, in fact, treated differently (e.g., wages, terms and conditions of work, etc.) while, at the same time, it is not apparent that these differences result in less emphasis on the business mission of providing safety and mobility. The real issue with the overall wage level is that many of the department's employees are earning wages below the state's median family income, requiring that families have two wage earners or that an individual have two jobs. The issue of “rubbing our noses in it” is an issue from a

standpoint of the relative differences in wages as well as the absolute dollar differences in wages. While maintenance raises of \$0.50 per hour result in a substantial percentage raise, these raises pale in relative terms to the percentage raises given to engineering (average wage for engineering job group \$41,986). In addition, several classifications did not receive wage increases.

A fourth and related issue surrounds several substantial and important position classifications not being included in the awarding of raises. Secretarial and other position classifications were left out of the raises entirely. Also left out were specialist/analyst positions and the financial/information services/legal job groups. The perception is that no one seems to begrudge anyone else a raise because the overall perception is that all employees are underpaid. Still, there are perceived inequities between clerical staff and engineering positions and maintenance positions, and between engineering positions and maintenance positions. There seems to be tension between engineers and engineering technicians and highway maintenance workers. Clerical positions, which often serve as a bridge between the two "sides of the house," have been left out of the pay raises meaning that they are not always willing to be that bridge.

Pay policy has been subject to much recent discussion. The relatively low level of pay is thought to lead to higher levels of turnover (discussed later). This turnover, if the perception were substantiated, would likely result in less experienced people performing construction inspections, and who require increased training time. Technicians are perceived to learn construction inspection techniques and practices with experience. As such, the standard used to hire for these positions does not provide for individuals to be hired who are capable of doing the job. In this scenario, the perspective of job worth occurs only after individuals have gained the experience through on-the-job training. With no possibility to move up in position title, classification or pay grades, this is seen by staff as not providing opportunities to learn and grow.

Hiring standards are tied to pay grades that are not thought to be competitive. Several on the construction side noted that the technicians could make more working for county governments and larger cities. The technicians are trained by SDDOT, and then go off to work for other governmental units. Engineers are in the same position. Participants feel the state's competitive advantage used to be benefits, but many private employers and other units of government have better insurance plans, offering lower out-of-pocket costs and co-payments. While the same can be said for highway maintenance workers, the comparison positions involve heavy equipment operators, truck drivers, and the like.

Overtime

Another set of issues involve individuals who wish to be paid overtime any time they work over eight hours in a day. A related issue is that of "flextime."

Many in the Central Office were quite favorably disposed toward "flextime." The central office concept of flextime is that individuals may choose flexible scheduling so long as the telephones are covered and that certain types of questions can be answered within pre-set parameters. The concept of "workweek adjustment" in the highway maintenance worker world is quite different in that it is defined as the Department being able to vary individual work schedules to avoid overtime. Individuals within the SDDOT are using the same word, "flextime," to refer to these two quite different practices. A widely held view in the Central Office is that flextime is favorable as it allows the individual to make life choices that have a positive net effect on the individual. The negative aspects of the flextime policy in the Central Office is that flextime is not available to all, there may be seniority rules or perceptions of favoritism applying to who was allowed choices of work hours.

The “workweek adjustment” at the discretion of the Department is seen as a negative aspect of the job by the highway maintenance worker positions.

The authorization for payment of overtime remains a substantial issue. The ability to authorize overtime exists, but many employees see the Department as having a cumbersome approval process requiring several steps—getting the Area Engineer to petition the Regional Engineer, who petitions the Chief of Operations, who petitions the Deputy Secretary, who petitions the Bureau of Personnel, etc. If no approval is received, the accountability hierarchy stops the flow of information. Many members feel that the ability to draw overtime is granted regularly to highway construction staff (engineering technicians) and to personnel in the Central Office, but not to highway maintenance workers. Further, the issue of overtime is seen as an issue within a Region, as some individuals in certain areas are regularly authorized to work (and be compensated for) overtime, while the other areas in the same Region are not allowed to have overtime.

Overtime can be a great cost factor to the Department. It was mentioned in the focus groups as a detriment to morale for several reasons. First, individuals felt they took a pay cut that will never be recognized because they had developed a life style and a retirement plan based on accumulating overtime wages. With controls over overtime, that income is lost to individuals. Second, the perception of unequal authorization of overtime creates perceptions of unequal treatment where no inequality exists. That is, “Why are they (those who are allowed overtime) treated as being more important than me (who is not allowed overtime)?” The Department is seen as a collection of little kingdoms, and the perception is that if your king wants you to have overtime, you can get overtime. This makes it very hard on the supervisor, who is in the middle.

The overtime policy is not well understood in the field. One common perception is that overtime on the engineering side regarding the oversight and review of construction contracts is no different than highway maintenance. A related perception is that the federal funding of highway construction allows for overtime while the maintenance of those highways is from state funds, and South Dakota state government policy is that no overtime is allowed except for emergencies. If there is a rationale for allocating overtime, it should be made known to employees.

There is still an issue that Highway Maintenance Workers feel that it is insulting to have technicians obtain commercial driver’s licenses, and then to have to train the technicians on how to operate a snow plow and the related equipment. Further dimensions of the “perception of insult” involve the technicians making more per hour than the maintenance workers. In the summer, when a contractor is working, the technicians are “allowed” to have overtime. A major element of this perception is that supervisors have problems enforcing the policy, because they perceive it to be unfair to the maintenance workers. This perception of unfairness goes beyond maintenance supervisors to others in the Regional and area offices.

A related issue is that engineers and engineering technicians see more work coming from the highway funding bill, and are not always pleased to be “forced” to work on the contractor’s schedule. This unintended consequence of holding contractors more accountable for contract performance means that more employees will be working more hours during the summer months. Given a perception of under-compensation, morale is expected to decrease. However, the increased wages from overtime will compensate for that loss. While receiving overtime compensation is viewed positively by many “on the engineering side,” it is, at best, a mixed blessing.

Supervisors in conjunction with shop supervisors are beginning to gather evidence that technicians and “Snowfighter Reserves” create more maintenance problems on the trucks than do permanent maintenance workers. These data have not been collected or analyzed in any meaningful fashion at

this time. Maintenance supervisors from different Regions have noted anecdotally the problems (increased repairs and repair costs) from a lack of training and experience in running the heavy equipment. The issue is also related to the overtime compensation issue in that maintenance supervisors are feeling burdened to recruit “seasonal staff” to help keep operational costs down. One facet to this issue is that staff are understandably displeased to have individuals who they perceive are unqualified or under-qualified take hours that they would like to work and be compensated for. A second facet to this issue is that supervisors must recruit staff when they have little training or experience in recruiting. Further, realistic recruiting is difficult with unrealistic expectations for the job often leading to undesired turnover and supervisors must face their staff who perceive that they are recruiting “scabs” to replace them at roughly one-half the cost. A further issue is recruiting individuals at the depressed wage rate is becoming more challenging in certain areas of the state.

Job Classifications And Titles

The issue with losing job classifications and titles was again at the forefront in 2000. Losing classifications and titles is seen, in conjunction with the reduced numbers of pay grades and working in the public sector to have reduced one’s job opportunities and career growth. In the highway maintenance worker positions, the only career advancement is seen as occurring when the highway maintenance workers and their supervisors retire or otherwise leave their jobs. Then one can move up. There are no steps or grades to reflect mastery of the job or of certain elements of the job. Employees see themselves as being in one classification. This brings out perceptions of inequities between and among staff—staff who are not directly supervised (supervisor has responsibility for three geographically separated crews). The issue is that when one individual views that their performance is superior to others, there is no mechanism to recognize and reward that performance even when there is evidence to support the perception. Further, there is no “immediate” supervisor to correct an incorrect perception. It is also the case that more opportunities would exist if individuals would be willing to move to other locations within the state. However, differences in salary and the requirement to keep two jobs to sustain a pattern of living to which one has become accustomed, may preclude this option.

In 1998, the issue was expressed that the lack of job titles gave individuals a feeling that there was no room to grow and progress. This was specifically inherent in the loss of the Senior Maintenance Worker classification. The loss of “Foreman” titles and the resulting re-classification to Lead Highway Maintenance Worker gave way to resentful demoralization (i.e., that some individuals were receiving 25 percent more pay for the same perceived work). In 2000, this situation is viewed as an anomaly. The anomaly is that one of the ways to get past “midpoint” is to be demoted, and there seems to be a positive effect, an improved social status within the organization, for those above midpoint.

Draftsmen were described as being hired with a set of skills that allowed them to be trained by engineering staff to do the necessary work. However, with only one draftsperson position classification, the perception is that there is no way to organizationally note when one’s productivity advances to contemporary professional standards. There are no steps in the pay grade and no other position classifications to which to move.

Further, the lack of career growth opportunities is still seen as a detriment to individual motivation, but more importantly, a detriment to organizational productivity. The perception is that individuals will take another position to enable themselves to make more money. It should follow that individuals will take other positions to make positional advancement available to themselves. If this occurs, there may be an issue with retention and a loss in productivity in training and retraining staff.

Other positions for which this was noted are engineering technician and secretarial positions. Secretaries in the Regional Offices now have to assume more duties (perceived to be at least one-half an additional person) for no extra pay. Technicians have more advancement opportunities than draftspersons, secretaries, or highway maintenance workers, but less than engineers do.

The issue with the 10:1 supervisory ratio was mentioned only in terms of the highway maintenance workers who felt that the geographic separation might mitigate the efficiencies gained by the lower supervisor to worker ratio.

Morale

Morale refers to the level of recognition given employees, feelings that one's work is valued by others, and the extent to which management understands and appreciates employee's work related concerns. Morale is felt to be down since the announcement of the pay increases for the engineering and engineering technician positions. In 1998, the issue was the reorganization. This stemmed from the fact that there were reductions in force, and due to the close nature of the work, knowing those who were laid off creates some hard feelings toward the department. In 2000, participants felt that there is less commitment to the SDDOT than in many past years. The perception is that more people are looking for work than in prior years.

Trust is an important issue, as people do not seem to trust the Department's Executive leadership group. In 1998, the layoffs were not always perceived to be fair or appropriate. Some individuals felt that the layoffs were random, as well as vindictive. Some highway maintenance workers noted that seniority was given as the rationale for layoffs, but provided some evidence that seniority was not the case. Further, some perceived that decisions were made without consultation of those who knew of an individual's performance. In 2000, trust is still an issue, but has its manifestation at the current time in communication.

Safety

As described earlier and as detailed in the 1998 report, some organizational policies are perceived to decrease safety and efficiency. While the 1998 participants felt that the effect of the layoffs was to create efficiency and many noted that they now thought of new ways to do the same work with fewer employees, they, like their 2000 counterparts, perceive that safety and quality were often compromised. Safety is compromised when maintenance workers must work in the summer without flagmen. To have two flagmen, there would only be one worker to fill potholes. Participants noted that the most common practices are that workers will dart in and out of traffic, or will combine two crews to get enough people to work. Combining two crews effectively closes one office, and abandons one area to finish the backlog from another area. Then the scenario begins again while "borrowing a crew" to finish the backlog created by the other backlog. The SDDOT policy manual is perceived to call for four person crews as a minimum safety standard, yet there are many three-person crews. Safety is an issue because in the winter, individuals are working alone in increasingly sophisticated equipment that previously needed two staff, ostensibly for safety. During a storm, they are out there alone due to the "bare roads" policy while city and county highway departments clear snow after the storm, effectively creating safer positions.

Orientation

The training issue is compounded by the lack of an effective SDDOT orientation, or an orientation to working for state government. The most noticeable facet of this lack of an orientation deals with employee benefits. Several staff members, mostly non-supervisors, noted that they had important

questions with the state's system of providing health benefits choices (not necessarily health insurance). Many individuals described not making informed choices about their benefits, not making correct choices about the expenditure of their "flex dollars." We captured many stories about individuals whose perception is that their choices would have been different, and result in the perception that that their lives would have been better off, had they had more information and guidance in making benefit choices. We suspect that this dissatisfaction with their individual choices will be translated to dissatisfaction with the Department—because the Department of Transportation could have done something about providing more information. It is possible to further speculate that this issue with changing benefits will only become worse as more choices become available to employees.

Orientation is not only an issue with respect to benefits. The lack of an orientation to the SDDOT does not mean that new employees will not be socialized into the organization. Simply put, everybody gets socialized sooner or later. An orientation is the organization's attempt to educate employees about the purpose and mission of the organization and their personal and organizational role in accomplishing that mission. When done well, new employees understand the organization, its mission and functions, and how they can make choices to further that mission. When the organization declines to provide an orientation, new employees are socialized into the organization, its mission and function, and their role within the organization by existing employees—by their co-workers. They are taught the "ropes to skip and the ropes to know" which may or may not be similar to the organization's top management desires for new employee foundation values.

Access To Training

Access to training was again an issue for the members of the focus groups. The primary difference this year, as opposed to 1998, was the distinction that the accessibility of training was different based on what one did, and upon where one was stationed. That is, if one is in Pierre, or one is working on the engineering "side of the house," training was perceived very positively. Training was seen as one of the SDDOT's great employment benefits. One has the opportunity to learn and grow, primarily based on the type and availability of training. However, this training is not seen as accessible to employees stationed outside Pierre, and is not viewed as relevant or accessible if one is working as a highway maintenance worker.

Much of the training that was described was on-the-job training. This on-the-job training was perceived as necessary because of the SDDOT hiring practices. Many persons hired are not fully able to be productive on their first day on the job. That is, the individual had to have some specific training (beyond their experiences and earlier training) to be productive for SDDOT, but also that the low wages available made it difficult to hire fully qualified individuals. By hiring individuals who were not able to be job-productive on their first day of work, training is necessary. Further, on-the-job-training is being performed by individuals whose primary tasks and responsibilities are not training, per se. Instead, the more experienced workers (e.g., highway maintenance workers) and worker's supervisors (e.g., engineers for draftspersons) are given the responsibility to train co-workers. This is not necessarily a supervisory problem, except that highway maintenance supervisors are spread over a large geographic area and supervisors are not always physically able to oversee the training of new staff.

No participants mentioned the issue in terms of the lack of ability to obtain out-of-state travel (as they had in 1998).

Training for the engineering side was perceived as more accessible, and specifically so because of the new federal highway legislation and funding. Training for highway maintenance workers is seen

as an issue because of the geographic remoteness of their assigned workstation, and the distance to travel for training. The issue with training is that participants did not always perceive that they would find out from their lead worker or supervisor when appropriate training was available.

Communication

Managers felt that they held meetings on a regular basis to inform their staff of upcoming changes and initiatives. Many staff perceived that supervisors did not keep them informed. In 1998, although we did not match supervisors with subordinates, there appeared to be a mismatch between the perception of supervisors who thought they were holding meetings and subordinates who felt they “were in the dark.” Further, when pressed, supervisors felt that they did not tell all to staff, because changes occurred so often (especially but not limited to changes in fleet and travel). That is, supervisors avoided telling staff of changes because staff asked questions, and supervisors would rather deal with the anger resulting from not telling staff of some change, than the anger from explaining how and why policies were changing. Supervisors felt that changes were coming from the top down and from the outside in, with little regard for whether the policies would work, and without an adequate response for how the policies would affect productivity. With little understanding of, or commitment to the decisions, supervisors felt very uncomfortable explaining the changes.

Little has changed except the intensity of feelings. Supervisors in the Regions feel that they are to protect the staff from negative information. They also feel that the Department management does not want to hear negative news from the field staff, so they (the supervisors) withhold “upward” information and their staff’s negative perceptions from their meetings with their supervisors. There appears to be a bottleneck in the communications system in which the supervisors are the bottleneck in both directions.

A few supervisors noted that they felt that they were being held responsible for things for which they had little control or influence. For example, some noted that they were “given” a performance agreement that would hold them responsible for continued low scores on certain items in the Organizational Health Assessment. Supervisors feel that they are being held responsible for Departmental actions (e.g., ill feelings from demotions, etc.) over which they are not responsible. This perception appears to continue, but might be “undiscussable.”⁹

Participants in several focus groups noted the absence of Secretary Wheeler. They indicated that he seems to be present when good news is announced, and that he took the heat for the restructuring, but has not been around for much else. The formerly quarterly meetings draw mixed emotions. In 1998, one group viewed these meetings positively because staff had the opportunity to find out more information. At the same time, supervisors were more hesitant to applaud these meetings. In 1998, Secretary Wheeler was not viewed as being connected to the issues of the Department, and when someone else has to answer a question, his authority is perceived to be less.

In 2000, the field staff perception is that most managers (at the Region and from Pierre Central Office) say, “I’ll get back to you on that” and never do. A few noted deep frustration that they cannot get what they perceive to be straight answers to what they see as simple questions. The issue might be resolved, but they get no direct acknowledgement that the issue was related to a concern they had or have input on a resolution to the issue.

⁹ An “undiscussable issue” is one that is important to the group, but is too threatening to discuss within the group. Undiscussable issues are also called “sacred cows”. Source: R. E. Quinn (1997) *Deep Change*, Jossey Bass Publishers.

Communication of information is still perceived to be limited. Access to E-mail is still restricted, but in a different manner. Some lead workers change the password to the office PC weekly, effectively limiting access to the E-mail system. A similar situation occurs in some offices when supervisors insist that employees follow the chain of command. A supervisor might not distribute policy changes that the supervisor perceives as not affecting staff. If a staff member perceives that they cannot get the information they think they need from their supervisor and further they perceive that retaliatory action will be taken with respect to them for going around the “chain of command” (to another office or to the supervisor’s supervisor), the perception of trust in both the agency and the supervisor are reduced.

Highway maintenance supervisors have such large geographic areas and number of staff that they receive as many as 25 to 30 E-mail messages for review each day. Highway maintenance supervisors report keeping months worth of E-mails because policy changes are announced in these mass E-mailings, and some changes are buried within them. This creates two sets of issues. First, the policy manuals are fast becoming out of date. Second, when a problem arises, supervisors search through the E-mails for the one that described a change and then try to inform staff about the change. This does little to increase the perception of the credibility of the supervisor. Supervisors would keep the large number of E-mails because they feel they are getting information, but would like it in more bite-sized chunks. However, this is problematic because supervisors have a large volume of E-mails from a variety of sources, about a variety of topics. They admit that they get to them when “they can get to them,” not necessarily in a timely fashion.

Access to the Department’s shared E-mail folders is limited and is not conveniently accessible to all employees within operational units. However, the supervisors view the E-mail system as more effective than in 1998. Other highway maintenance workers perceptions seem to not have changed.

Recognition/Encouragement

In 1998, the primary perception of recognition was when participants “did not get yelled at.” Many supervisors noted that they needed to work on this issue. Many non-supervisors noted that their supervisors were, indeed, working on giving praise and verbal recognition for good work.

Performance appraisals were felt to be irrelevant. In 1998, some participants noted that the performance appraisals were supposed to be confidential. They were only to be seen by the employee, their supervisor, and their supervisor’s supervisor. However, several participants noted that “higher ups” had commented to them on good ratings — noting that they had seen their appraisals. This perception results in less trust in the system. The misuse of confidentiality, even when used to praise staff, creates less staff trust of management. Annual performance appraisals are not perceived as conducive to providing recognition and encouragement.

Performance Measures

In 1998, performance measures drew mixed reviews. In 2000, the majority of the perception seems to be that supervisors made workers identify performance measures, but that measures that were chosen were not “meaningful” measures. There were some descriptions of excellent efforts, but the majority perception seems to be that nothing will come of performance measures. It was something that their supervisors had to “check off.” Much confusion about the initiative exists with many still indicating that performance measures are similar to the “old” policies and standards for maintenance workers. Still others confused performance measures for performance appraisals. Others feel that performance measures and problem solving are effective mechanisms to get people together, while others feel that these meetings are, at best, a waste of time.

Vehicles And Equipment

Participants noted general relief that the SDDOT has control over more and more vehicles. This has increased morale in general, although respondents noted several communication difficulties between Fleet Management and the Department about what equipment was to go on each vehicle.

Participants noted that Fleet and Travel is still not prompt with payment to vendors, and this created some hard feelings between SDDOT shop employees and vendors. This is not problematic when there are many vendors or when quality is not an issue. It is, however, perceived as a problem in more rural areas and in areas where SDDOT does not frequently use local vendors. The perception is that a SDDOT vehicle waits for repair while the vehicle of a regular customer is repaired first.

Participants noted more changes in the procedures for obtaining vehicles. In 1998, participants felt that they could get new and better equipment, but could not obtain reliable vehicles to carry that new equipment. In 1998, participants perceived that they had to call an 800 number to obtain approval for many repairs. Some in 1998 felt that having to call DOC (Department of Correction) inmates staffing the Fleet & Travel Office to get approval to do repairs was demeaning, as convicts were now making repair and maintenance decisions on vehicles, when SDDOT workers had previously done so.

Engineering technicians still perceive that they get equipment and vehicles that no one else wants and indicated a perception that a “new vehicle” (to them) might have 180,000 miles on it.

Continuing new equipment acquisitions are thought to be beneficial and a positive result of the efficiencies the Department has achieved. The 1998 perspective was that the new vehicles were the result of the hard winter rather than need or performance. In 1998, the new equipment had no motivational value and, in fact, was seen as de-motivating.

Unlike 1998, respondents did not describe scenarios indicating that safety equipment was not purchased because of the cost. Participants noted the increasing quality of the equipment. Participants also noted that equipment purchases were not always made with the user in mind. Several participants had similar stories about the purchase of loaders not being high enough to fill a truck, snow plows that were overweight before loading sand, or wings, and the like. More involvement is seen as necessary to reduce the purchase of ill-fitting equipment.

If anything, the issue of equipment is that the allocation mechanism results in the perception of the misallocation of resources. After participants described differences between Regions (which causes some perceptions of unequal treatment), respondents noted that there might be some rationale for the differences in allocation of funds for equipment. However, respondents noted that they were to provide to Central Office personnel a list of equipment in priority order. The Central Office personnel then proceeded to fill the replacement priorities in list order, without the benefit of close interaction with the region staff that had prepared the list. While this might lead to allocational efficiency, once certain choices are made, other choices might better reflect more rational choices. One set of the regional respondents noted that they had requested five new pickup trucks to replace equipment that was ending its useful life. The line below the pickups on the priority order was for sanders. The pickups were allocated, but the sanders were not. Respondents also perceived that someone in the Central Office reviewed the Regional orders and changed the priority.

Similar feelings were reported with respect to computers. However, training on software programs is readily available if communicated. This perception seems to depend on the area in which the respondent is working.

Flextime

One positive change since the 1998 study has been the issue with the highway maintenance workers and the use of what many in the department call “flextime.” In 1998, highway maintenance workers felt that they were on call during weekends. This is a direct result of the policy that the workweek begins Saturday morning (zero hundred hours, or midnight Saturday morning). The policy is thought to have been in effect since the early 1970s, but had only recently been subject to enforcement. Participants who were called in to work on weekends were sent home on Tuesday, Wednesday, or Thursday depending on storm predictions for the upcoming weekend. If weather forecasts did not involve snow work, workers were not sent home, and continued to work their hours until 40 hours were met. This policy has been changed and participants noted appreciation for the change.

There is still an issue involving snow work on weekends immediately previous to holidays. If highway maintenance workers are working on these weekends, and the forecast is for snow, then they are not scheduled to work on Monday, losing their holiday pay. They are paid time and one half if they work on the Monday holiday.

While the overall work schedule situation is better, it is not perceived as being fixed. While one part of the “flexible scheduling” issue was resolved, this one remains. As one person metaphorically stated, “They had two broken bolts. They fixed one. Now, they wonder why we are still mad. They still have one broken bolt.”

Image

Participants noted that the public has a negative image of SDDOT workers. They recognize that there are several commonly rendered jokes about them. However, they feel that the public does not recognize the work they do, or the hazards they face. Many individuals feel that they have to educate the public about the number of highway miles to be maintained and the issues surrounding construction and priorities. Many perceive that political pressure substitutes for need-based determination of priorities. Staff indicated that they would like there to be more Department sponsored public interest messages about safety, highly visible projects, and other public relations issues, more focused on safety and highway projects.

Inmates/DOC

In 1998, the staff felt that the Department’s use of Department of Corrections (DOC) personnel created further dilemmas for their image. For example, DOC workers are not as committed to doing a good job, and are much more willing to “stand and support a shovel.” Further, SDDOT employees must pick up and deliver DOC people, taking away productive time from maintenance workers and supervisors. In addition, rules preventing “chain gang” conditions designate that one maintenance worker must fetch water and provide transportation to toilet facilities. One participant noted that “these individuals probably stole to get put into prison, and now they were stealing someone’s job.” Respondents in 2000 indicated that this issue was more localized to Yankton and Sioux Falls because of their relative proximity to prisons and inmate labor.

Staff felt that a related issue was from the lack of vehicles to effectively transport inmates. Some in the Yankton and Sioux Falls areas feel that the equipment allocations are not fully thought out because they have to transport inmates and have no new crew cab or extended cab pickups, and perceive that there were such pickups allocated within the Region.

Quality and Safety are thought to still suffer from the reorganization and the resulting policies. For example, maintenance workers have fewer people to do the same job. They perceive that they are simply patching to get the road back into use and that this will eventually come back to haunt them in the form of construction needed. They feel that safety is being compromised because the safety manuals call for four person crews and the only four person crews involve inmate labor or a combination of crews. The issue with inmates is that they are unskilled, and a crew leader (lead maintenance worker) does not receive the same inmates on a day-to-day basis, resulting in a loss of time due to training about safety and the procedures involved in the day's work. The issue with combining crews is the perception that this involves traveling some distance (highway maintenance shops are not in every county), which leads to a limit on the amount of work, which creates an efficiency issue.

FINDINGS—SECTION 2

SDDOT DEMOGRAPHICS

The South Dakota Department of Transportation (SDDOT) has experienced growth in employment during the 1998 to 2000 timeframe. In 1998, there were 874 full-time employees while for 2000 there are 924 full-time employees. The 924 employees refer to actual filled positions in the SDDOT rather than the number of positions that are authorized for the SDDOT. The net increase in SDDOT staff is 50 persons representing a 5.7 percent increase in filled positions.

Age

The agency is getting younger with average and median age for agency employees decreasing. In 1998, the average age was over forty-three years and eight months (43.68 years) with a median age of forty-four years and six months (44.50 years). For 2000, the average age of a DOT employee has decreased by six months while the median age declined by a year and one-half.

Concurrently, the agency has fewer years of experience per employee. The average SDDOT employee in 1998 had nearly fifteen and one half years of DOT service (15.48 years) with the median years of service being nearly thirteen years. By 2000, this had significantly decreased to just under fourteen years of service with a median service of twelve years, two months. This decline may represent a loss of valuable experience and expertise.

Table 2-1 SDDOT Mean and Median Age and Years of Service

	Age		Years of Service	
	2000	1998	2000	1998
Mean	43.01	43.68	13.91	15.48
Median	43.00	44.50	12.17	12.79

Location

The Aberdeen region increased in employment by ten people (an increase of 6.94 percent) from 144 to 154 staff members. In the Mitchell region, personnel have increased by 11 persons (6.88 percent) from 160 to 171. The Pierre region increased in size by two (1.41 percent) from 142 to 144 staff. In the Rapid City region, employment decreased in by one position (0.68 percent) from 147 to 146. Staff in the Central Office increased by 28 people (9.96 percent) from 281 to 309.

Table 2-2 Number of Employees by Location

Region	2000		1998	
	Frequency	Percent	Frequency	Percent
Aberdeen Region	154	16.67	144	16.48
Mitchell Region	171	18.51	160	18.31
Pierre Region	144	15.58	142	16.25
Rapid City Region	146	15.80	147	16.82
Pierre Central Office	309	33.44	281	32.15
Total	924	100.00	874	100.00

Employee Type—Salaried/Hourly

For 2000, salaried employees constitute roughly the same percentage of the total employee population as they did in 1998. The number of salaried employees increased by four persons (4.94 percent) while the number of hourly employees increased by forty-six individuals (5.80 percent). The Department apparently has a span of control requirement that limits the supervisory levels to one in ten. While this limitation is important as a cost savings device, it may not be well suited for an organization that is geographically distributed.

Supervisory status and salaried status are closely related and are likely to have a major impact on each other. However, hourly supervisors, due to their limited numbers, are likely to have a minimal effect on the effects reported under employee type (salaried or hourly). In 2000, there are 85 salaried employees, of which 65 are supervisors and 20 are non-supervisors. Forty-two supervisors are hourly employees and 751 are non-supervisors. There were 60 supervisors out of 81 salaried employees in 1998, and 42 hourly supervisors of 793 hourly employees.

Table 2-3 Number of SDDOT Salaried and Hourly Employees

Employee Type	2000		1998	
	Frequency	Percent	Frequency	Percent
Salaried	85	9.20	81	9.27
Hourly	<u>839</u>	<u>90.80</u>	<u>793</u>	<u>90.73</u>
Total	924	100.00	874	100.00

Job Groups

In 1998, we reported our organizational health analysis in terms of groups of jobs, among other variables. The same job groups utilized in the 1998 study were used in the 2000 Organizational Health Assessment (OHA). The SDDOT Office of Research staff to provide comparability of jobs has reviewed new job titles for the most recent survey. Our overall goal was to cluster jobs into similar functions or duties so that it is possible to determine the effect, if any, attributable to the nature of the work on employee attitudes.

The employees classified as clerical decreased by six from 65 in 1998 to 59 in 2000. Drafting employees increased by six (28.0 percent) from 21 staff members in 1998 to 27 in 2000. Employees in engineering classifications increased by nine (4.05 percent) from 222 in 1998 to 231 in 2000. Staff members in the equipment job groups increased by seven (16.27 percent) from 43 in 1998 to 50 in 2000. Employees in the maintenance job classification increased by five (1.71 percent) from 293 in 1998 to 298 (32.25 percent) in 2000. Employment in the specialist/analyst/technical job group decreased by two persons (5.19 percent) from 50 in 1998 to 48 in 2000. Employees in the engineering technician job groups increased by 20 (13.07 percent) from 153 in 1998 to 173 in 2000. For the Financial/Information Services and Legal job group, employment increased by the largest percentage with an increase of ten persons (52.63 percent) from 19 in 1998 to 29 in 2000.

Table 2-4 Number of SDDOT Employees by Job Group

Job Group	2000		1998	
	Frequency	Percent	Frequency	Percent
Clerical	59	6.39	65	7.44
Drafting	27	2.92	21	2.40
Engineering	231	25.00	222	25.40
Equipment	50	5.41	43	4.92
Executives	9	0.97	8	0.92
Maintenance	298	32.25	293	33.52
Specialist/Analyst	48	5.19	50	5.72
Technician	173	18.72	153	17.51
Financial/Information Services/Legal	<u>29</u>	<u>3.14</u>	<u>19</u>	<u>2.17</u>
Total	924	100.00	874	100.00

Supervisor Status

The agency has slightly decreased the number of supervisors declining from 102 in 1998 to 97 in 2000. As a percentage of the total number of employees in the Department, this represents a decrease from 11.67 percent in 1998 to 10.50 percent in 2000. This decrease is more noticeable and notable when considered in relationship to the finding that the total number of employees has increased from 874 in 1998 to 924 in 2000.

In 1998, as a group, supervisors' average age was 47 years with a median age of 48 years. On average, they had nearly 22 years of service (21.89 years) and evidenced median years of service of 22 years and 9 months (22.67 years). By 2000, the average age of supervisors has declined to 46 years, with a median age of 46 years. These supervisors have an average of 20.55 years of service and median years of service of nearly 20 (19.91 years).

The group of non-supervisors is also getting younger and has fewer years of service. In 1998, the average age for non-supervisors was 43 years, the median age 44 years. In 2000, the average age is still 43 years, but the median age is now lower at 43 years. Given that there has been some turnover in this job classification, with the average age remaining the same, the median age indicates that the agency is becoming slightly younger. In 1998, the average years of service for non-supervisors was 14 years and nearly eight months (14.63 years), with the median years of service being slightly over eleven and one half years (11.58 years). By 2000, the average years of service declined by one and one-half years to 13.13 years, with the median years of service declining slightly to just under eleven and one half years (11.42 years).

Table 2-5 Number of SDDOT Employees by Supervisory Status

Supervisory Status	2000		1998	
	Frequency	Percent	Frequency	Percent
Non-Supervisor	827	89.50	772	88.33
Supervisor	<u>97</u>	<u>10.50</u>	<u>102</u>	<u>11.67</u>
Total	924	100.00	874	100.00

Gender

The number of female employees increased by 18 persons (16.66 percent). During the same time, the number of male employees also evidenced an increase, but this addition of 32 people representing 4.17 percent is smaller than the percentage gain reported for female employees.

Table 2-6 Number of SDDOT Employees by Gender

Gender	2000		1998	
	Frequency	Percent	Frequency	Percent
Female	126	13.64	108	12.36
Male	798	86.36	766	87.64
Total	924	100.00	874	100.00

Racial and Ethnic Background

The ethnic diversity of the agency increased slightly. In 1998, 858 employees were classified as Caucasians. In 2000, 906 employees were classified as Caucasians, an increase of 48 persons. In 1998, 16 employees or 1.83 percent were not classified as Caucasians (Asian, African American, and Native American). In 2000, 18 employees or 1.95 percent were not classified as Caucasians.

Table 2-7 Number of SDDOT Employees by Racial Category

Race	2000		1998	
	Frequency	Percent	Frequency	Percent
Caucasian	906	98.05	858	98.17
All Other	18	1.95	16	1.83
Total	924	100.00	874	100.00

Age of Employees

Number of employees aged 20 through 36 increased by 16 persons (6.43 percent) from 249 to 265. The age group 37 through 45 increased by 28 staff members (12.73 percent) from 220 to 248 staff members. Employees in the 46 through 52 age group also increased by 28 positions (14.07 percent) from 199 in 1998 to 227 in 2000. Finally, the 53 through 65 age group decreased by 22 (10.67 percent decline) from 206 employees to 184.

The average age of a SDDOT employee has decreased from forty-three years, eight months (43.67 years) to just over 43 years (43.01 years) between 1998 and 2000. In 1998, the median age was forty-four years, six months (44.50 years) while in 2000 the median age is now 43 years (43.00 years).

In 1998 and in 2000, the youngest-aged employee was 20 years old. In 1998, the oldest employee was 66, and in 2000, the oldest employee is 65.

Table 2-8 Number of SDDOT Employees by Age Group

Age Quartiles	2000		1998	
	Frequency	Percent	Frequency	Percent
20 through 36	265	28.68	249	28.49
37 through 45	248	26.84	220	25.17
46 through 52	227	24.57	199	22.77
53 through 65	184	19.91	206	23.57
Total	924	100.00	874	100.00

SDDOT Tenure

With the average age of an employee getting younger, tenure (or years of experience) within the agency is also decreasing. New employees (defined as those having zero to two years of experience) have increased from 59 people to 158 representing an increase of well over one hundred percent (167.80 percent). Employees with two through six years of experience decreased by 19 persons from 118 in 1998 to 99 evidencing a decrease of over 16 percent. Employees with six to ten years of experience also declined from 159 to 127 for a decrease of 32 (20.13 percent). The employees with the most seniority (over ten years) have increased by two from 538 to 540 for a slight increase 0.37 percent.

For 2000, the youngest age quartile, 20 to 36 years, has the lowest number of years of experience at five years, nine months (5.72 years). These employees average 30 years of age with a median age of 31 years. This represents a decrease from 1998 where this age category had an average of one additional year of service (6.72) and one additional median year of age (32).

The age grouping 37 through 45 provides evidence of an average age of 41 years with eleven years, six and one half months (11.60 years) of DOT service. Median age is 41 years and the median years of service is nearly twelve (11.92 years). This represents no change in average age from 1998, but provides evidence of a decrease in years of service (13.14 to 11.60 years). That is, while the agency is getting younger in this age grouping, the decrease is accompanied by a loss of valuable experience.

Findings from the age quartile 46 through 52 years of age indicate an average age of 49 years, which is the same as that found for 1998. The average years of service is slightly more than eighteen years (18.06 years), with a median years of service at nineteen years, eight months (19.67 years). This represents a decrease in years of service of slightly more than one year (19.07 in 1998). The median years of service decrease slightly from nineteen years seven months (19.83 years) in 1998.

Employees in the age category 53 through 65 years of age have an average age of 57 years. This represents no change from 1998. The average years of service is twenty-three years, eight months (23.68 years), with a median years of service at twenty-four years two months (24.29 years). This represents a decrease in average years of service of one and one-half years (25.11 in 1998, to 23.68 in 2000). The median years of service decreased dramatically from twenty-eight years, four months (28.33 years) in 1998.

Table 2-9 Number of SDDOT Employees by Years of Service to DOT

Years of Service to DOT	2000		1998	
	Frequency	Percent	Frequency	Percent
New Employees (0 - 2 Years)	158	17.10	59	6.75
2 - 6 Years Tenure	99	10.71	118	13.50
6 - 10 Years Tenure	127	13.74	159	18.19
Over 10 Years Tenure	540	58.44	538	61.56
Total	924	100.00	874	100.00

Job Worth (Salary Mid-Point)

We looked at employee's salary status with respect to their established job worth as demonstrated by midpoint salary. To determine this categorization, we use the SD Bureau of Personnel data file and the data item compensation ratio. 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). Most SDDOT employees use the term "midpoint", rather than the term "job

worth.” In 1998, there were 269 employees above the midpoint, increasing to 345 in 2000 representing a 6.56 percent increase in the number of employees who are over midpoint.

The results indicate that there are fewer employees at the midpoint in 2000 relative to findings for 1998. This is significant because current salary policy grants a percentage of the legislative pay increase to take a person to job worth within seven years. If one is at or above job worth or midpoint, they have little opportunity for a salary increase under the current salary policy. Their options are those traditionally found for all employees—they can leave (exit), complain (give voice), become loyal to the Department, (loyalty), or neglect their jobs (neglect).¹⁰

Table 2-10 Number of SDDOT Employees by Salary Status with Respect to “Job Worth”

Salary Status with Respect to Job Worth or Midpoint	2000		1998	
	Frequency	Percent	Frequency	Percent
Below Midpoint	384	41.56%	370	42.33%
At Midpoint	195	21.10%	235	26.89%
Above Midpoint	345	37.34%	269	30.78%
Total	924	100.00%	874	100.00%

In 2000, there are 384 (41.56 percent) who are below the salary midpoint, 195 (21.10 percent) who are at the salary midpoint, and 345 (37.34 percent) who are above the salary midpoint. There is no statistical difference in terms of the distribution of these individuals within regions in the SDDOT relative to midpoint or job worth.

In 1998, there was no statistical difference relative to the distribution of individuals across supervisory status for job worth. The findings for 2000 indicate that supervisors (18.56 percent) were significantly less likely to be above the salary midpoint when compared to non-supervisors (39.54 percent).

In 2000, E and T position class individuals are more likely (52.9 and 43.5 percent respectively) to be below midpoint than are the other position classes. N position class members are more likely to be above midpoint (40.2 percent). T, Q, and E position class members are more likely to be at midpoint than are the N position class members.

There also was a statistical difference in terms of the distribution of individuals across employee type (FLSA salaried and hourly) for job worth in 1998 as more salaried employees were above midpoint than were hourly employees, but not in 2000. Race is not statistically significant predictor of midpoint status in 2000.

In 1998, there were distinct differences in terms of an employees job group with respect to their ranking relative to job worth. Those job groups that exceeded the 30.78 percent agency average included clerical (33.8 percent); drafting (38.1 percent); engineering (39.6 percent); executives (62.5 percent); specialist/analyst (48.0 percent); and financial/information services/legal (47.4 percent). Equipment (30.2 percent), maintenance (22.9 percent) and technicians (21.6 percent) were below the agency average.

In 2000, there are again significant differences in terms of the percentage of job groups above the midpoint. Equipment (45.8 percent), maintenance (58.3 percent), and specialist/analyst (39.6 percent) employees are the only job groups that are above the agency average (37.3 percent) of the percentage

¹⁰ Hirschman, A. O. (1970) *Exit, voice, and loyalty; responses to decline in firms, organizations, and states*, Cambridge, Mass., Harvard University Press.

of individuals above the midpoint. All others are below the agency average of individuals above midpoint. Clerical (27.15 percent), drafting (22.2 percent), engineering, (30.3 percent), executives (zero), technicians (16.8 percent) and financial/information services/legal (27.65) are all below the agency average of individuals above the midpoint. We will look more closely at these findings with respect to any pay and reward issues later in this report.

In 1998, females were more likely to be above midpoint (31.48 percent) than were males (30.68 percent). In 2000, males are more likely to be above midpoint (39.35 percent) than are females (24.60 percent).

As would be expected, older employees were more likely to be above the salary midpoint. Likewise, the more years of DOT service, the more likely an individual is to be above the salary midpoint. Positions that were formerly supervisory are above midpoint.

FINDINGS—SECTION 3

RESPONDENTS

This research study examined the population of full-time employees of the South Dakota Department of Transportation (SDDOT). A population survey includes all members of the group under investigation. The alternative research model involves a random sampling from the population of Department employees and the development of inferences from those responses in order to suggest that the responses from the sample reflect the perceptions of the entire group of SDDOT employees.

RESPONSE RATES FOR THE ORGANIZATIONAL HEALTH ASSESSMENTS

The population for the 2000 SDDOT Organizational Health Assessment (OHA) study included all persons employed by SDDOT on the date the survey instrument was initially mailed. In all, 924 persons were identified for the population with 725 of these individuals providing responses to the survey representing a response rate of seventy-eight and one-half percent (78.46 percent).

In a similar vein, the population for the 1998 SDDOT OHA study was all persons employed by SDDOT on the date the survey instrument was initially mailed. This population included 874 persons. Of the population, 731 persons provided responses to the survey representing a response rate of eighty three point five percent (83.54 percent).

DEMOGRAPHICS OF RESPONDENTS VERSUS NON-RESPONDENTS

In order to validate that the respondents for 2000 OHA are representative of the population, it was necessary to review the demographic characteristics of the respondents relative to the demographic characteristics of all members of the organization. This examination involved a statistical and practical evaluation of nine demographic variables including Supervisory Status, Employee Status, Gender, Location, Job Code, Race, Age, Years of Service, and Position Class. It revealed that one group of employees, new hires, was significantly underrepresented in the responses to the survey. No other demographics revealed statistical anomalies of concern.

The relatively high response rate (78.46 percent), taken in combination with only one demographic group difference, leads us to conclude that the study as administered is representative of the population of the Department of Transportation. The remainder of this section presents specific evidence that supports this conclusion.

Supervisory Status

For 2000, there are five fewer supervisors than there were in 1998. Supervisors made up 10.50 percent of the SDDOT employees with the balance being classified as non-supervisors. Whether or not an individual responded is not statistically different with respect to their supervisory status ($p=.072$) for the current survey.

Table 3-1 Supervisory Status by Response by Year

Year	Supervisory Status		Response		Total
			No Response	Responded	
1998	Supervisor	Count	9	93	102
		Row %	8.82%	91.18%	100.0%
	Non-supervisor	Count	135	637	772
		Row %	17.49%	82.51%	100.0%
	Total	Count	144	730	874
		Row %	16.48%	83.52%	100.0%
2000	Supervisor	Count	14	83	97
		Row %	14.43%	85.57%	100.0%
	Non-supervisor	Count	185	642	827
		Row %	22.37%	77.63%	100.0%
	Total	Count	199	725	924
		Row %	21.54%	78.46%	100.0%

Employee Status

In 2000, there were four more salaried employees than in 1998. Salaried employees made up 9.20 percent of the SDDOT. Whether or not an employee responded is not statistically different relative to employee status ($p=.081$) for the 2000 survey.

Table 3-2 Employee Status by Response by Year

Year	Employee Type		Response		Total
			No Response	Responded	
1998	Salaried	Count	6	75	81
		Row %	7.41%	92.59%	100.0%
	Hourly	Count	138	655	793
		Row %	17.40%	82.60%	100.0%
	Total	Count	144	730	874
		Row %	16.48%	83.52%	100.0%
2000	Salaried	Count	12	73	85
		Row %	14.12%	85.88%	100.0%
	Hourly	Count	187	652	839
		Row %	22.29%	77.71%	100.0%
	Total	Count	199	725	924
		Row %	21.54%	78.46%	100.0%

Gender

The SDDOT is predominately a male organization with only 13.64 percent of the employees being female. Female employment has witnessed an increase from the 1998 level of 12.36 percent. For the 2000 OHA, whether or not a SDDOT employee responded is not statistically different with respect to gender ($p=.368$).

Table 3-3 Gender by Response by Year

Year	Gender		Response		Total
			No Response	Responded	
1998	Male	Count	128	638	766
		Row %	16.71%	83.29%	100.0%
	Female	Count	16	92	108
		Row %	14.81%	85.19%	100.0%
	Total	Count	144	730	874
		Row %	16.48%	83.52%	100.0%
2000	Male	Count	168	630	798
		Row %	21.05%	78.95%	100.0%
	Female	Count	31	95	126
		Row %	24.60%	75.40%	100.0%
	Total	Count	199	725	924
		Row %	21.54%	78.46%	100.0%

Location

Since 1998, the SDDOT has added 50 employees. There were ten new employees added in the Aberdeen Region for a total of 154. Mitchell Region added 11 for a total of 171 while the Pierre Region added two for a total of 144. Rapid City Region lost one employee for a total of 146 and Pierre Central Office added 28 for a total of 309. The Central Office employs 33.44 percent of the total SDDOT employees. Whether or not a SDDOT employee responded was not statistically different with respect to their employment location ($p=.191$) for the most recent survey.

Table 3-4 Location by Response by Year

Year	Location		Response		Total
			No Response	Responded	
1998	Aberdeen Region	Count	30	114	144
		Row %	20.8%	79.2%	100.0%
	Mitchell Region	Count	24	136	160
		Row %	15.0%	85.0%	100.0%
	Pierre Region	Count	23	119	142
		Row %	16.2%	83.8%	100.0%
	Rapid City Region	Count	28	119	147
		Row %	19.0%	81.0%	100.0%
	Pierre Central Office	Count	39	242	281
		Row %	13.9%	86.1%	100.0%
	Total	Count	144	730	874
		Row %	16.5%	83.5%	100.0%
2000	Aberdeen Region	Count	23	131	154
		Row %	14.9%	85.1%	100.0%
	Mitchell Region	Count	35	136	171
		Row %	20.5%	79.5%	100.0%
	Pierre Region	Count	35	109	144
		Row %	24.3%	75.7%	100.0%
	Rapid City Region	Count	37	109	146
		Row %	25.3%	74.7%	100.0%
	Pierre Central Office	Count	69	240	309
		Row %	22.3%	77.7%	100.0%
	Total	Count	199	725	924
		Row %	21.5%	78.5%	100.0%

Race

Due to the small number of Non-Caucasians, race was broken down into dichotomous categories of Caucasian and All Others. Caucasians represent 98.05 percent of the SDDOT employees. Whether or not the SDDOT employee responded is not statistically different with respect to race for the 2000 survey ($p=.515$).

Table 3-5 Race by Response by Year

Year	Race		Response		Total
			No Response	Responded	
1998	Caucasian	Count	141	717	858
		Row %	16.43%	83.57%	100.0%
	All Other	Count	3	13	16
		Row %	18.75%	81.25%	100.0%
	Total	Count	144	730	874
		Row %	16.48%	83.52%	100.0%
2000	Caucasian	Count	194	712	906
		Row %	21.41%	78.59%	100.0%
	All Other	Count	5	13	18
		Row %	27.78%	72.22%	100.0%
	Total	Count	199	725	924
		Row %	21.54%	78.46%	100.0%

Job Group

Job Group is a breakdown in the type of work that is performed in an effort to assess different groups of employees for differences. Some of the SDDOT groups were combined in order to protect the anonymity of the responses. Clerical employees decreased by six from 65 to 59. Drafting employees increase by 6 from 21 to 27 while engineering employees increased by nine from 222 to 231. Equipment employees increased by five from 43 to 48. Executives increased by one (1) from 8 to 9 and maintenance employees increased by seven from 293 to 300. Specialist/Analyst employees decreased by two from 50 to 48. Technician employees increased by 20 from 153 to 173 with Financial/Information Services/Legal employees increasing by 10 from 19 to 29. For the 2000 OHA, whether or not a SDDOT employee responded is not different with respect to job group ($p=.453$).

Table 3-6 Job Group by Response by Year

Year	Job Code		Response		Total
			No Response	Responded	
1998	Clerical Employees	Count	14	51	65
		Row %	21.54%	78.46%	100.0%
	Drafting Employees	Count	4	17	21
		Row %	19.05%	80.95%	100.0%
	Engineering Employees	Count	20	202	222
		Row %	9.01%	90.99%	100.0%
	Equipment Employees	Count	14	29	43
		Row %	32.56%	67.44%	100.0%
	Executives	Count	1	7	8
		Row %	12.50%	87.50%	100.0%
	Maintenance Employees	Count	52	241	293
		Row %	17.75%	82.25%	100.0%
	Specialist/Analyst Employees	Count	4	46	50
		Row %	8.00%	92.00%	100.0%
2000	Clerical Employees	Count	15	44	59
		Row %	25.42%	74.58%	100.0%
	Drafting Employees	Count	7	20	27
		Row %	25.93%	74.07%	100.0%
	Engineering Employees	Count	37	194	231
		Row %	16.02%	83.98%	100.0%
	Equipment Employees	Count	9	39	48
		Row %	18.75%	81.25%	100.0%
	Executives	Count	1	8	9
		Row %	11.11%	88.89%	100.0%
	Maintenance Employees	Count	69	231	300
		Row %	23.00%	77.00%	100.0%
	Specialist/Analyst Employees	Count	11	37	48
		Row %	22.92%	77.08%	100.0%
	Technician Employees	Count	44	129	173
		Row %	25.43%	74.57%	100.0%
	Financial/Information Services/Legal	Count	6	23	29
		Row %	20.69%	79.31%	100.0%
	Total	Count	199	725	924
		Row %	21.54%	78.46%	100.0%

Age Group

Age quartiles were formed for the respondents based on age groups of 20 to 36, 37 to 45, 46 to 52, and 53 to 65. For the 2000 OHA, whether or not the SDDOT employee responded is not statistically different given their age quartile ($p=.469$).

Table 3-1 Age Group by Response by Year

Year	Age Group		Response		Total
			No Response	Responded	
1998	20 through 36	Count	37	212	249
		Row %	14.86%	85.14%	100.0%
	37 through 45	Count	41	179	220
		Row %	18.64%	81.36%	100.0%
	46 through 52	Count	24	175	199
		Row %	12.06%	87.94%	100.0%
	53 through 65	Count	42	164	206
		Row %	20.39%	79.61%	100.0%
	Total	Count	144	730	874
		Row %	16.48%	83.52%	100.0%
2000	20 through 36	Count	62	203	265
		Row %	23.40%	76.60%	100.0%
	37 through 45	Count	53	195	248
		Row %	21.37%	78.63%	100.0%
	46 through 52	Count	41	186	227
		Row %	18.06%	81.94%	100.0%
	53 through 65	Count	43	141	184
		Row %	23.37%	76.63%	100.0%
	Total	Count	199	725	924
		Row %	21.54%	78.46%	100.0%

SDDOT Tenure

For the 2000 OHA, whether or not a SDDOT employee responded is statistically different based on their years of service to SDDOT ($p=.047$). Those employees in the 2-6 Years Tenure group (71.72 percent of the total) responded at a lower rate than any group. This was followed closely by the New Employees (0-2 years) group with 72.78 percent responding. It can be concluded, given these findings, that the newer employees, those with under six (6) years of service to SDDOT, are slightly under-represented for the current survey.

Table 3-8 SDDOT Tenure by Response by Year

Year	Years of Service to DOT		Response		Total
			No Response	Responded	
1998	New Employees (0 - 2 Years)	Count	7	52	59
		Row %	11.86%	88.14%	100.0%
	2 - 6 Years Tenure	Count	17	101	118
		Row %	14.41%	85.59%	100.0%
	6 - 10 Years Tenure	Count	26	133	159
		Row %	16.35%	83.65%	100.0%
	Over 10 Years Tenure	Count	94	444	538
		Row %	17.47%	82.53%	100.0%
	Total	Count	144	730	874
		Row %	16.48%	83.52%	100.0%
2000	New Employees (0 - 2 Years)	Count	43	115	158
		Row %	27.22%	72.78%	100.0%
	2 - 6 Years Tenure	Count	28	71	99
		Row %	28.28%	71.72%	100.0%
	6 - 10 Years Tenure	Count	23	104	127
		Row %	18.11%	81.89%	100.0%
	Over 10 Years Tenure	Count	105	435	540
		Row %	19.44%	80.56%	100.0%
	Total	Count	199	725	924
		Row %	21.54%	78.46%	100.0%

Another way to look at years of service to the SDDOT is by looking at those employees that have been hired since January 1, 1999. Existing employees responded at a higher rate (79.58 percent) than those hired since January 1, 1999 (70.27 percent). In reviewing this demographic variable, there is again, as with the results presented above, a statistically significant difference in whether or not the employee responded depending on their tenure with the SDDOT.

Table 3-9 New Hire by Response

Year	New Hire		Response		Total
			No Response	Responded	
2000	Existing Employee	Count	166	647	813
		Row %	20.42%	79.58%	100.0%
	Hired since 1-1-1999	Count	33	78	111
		Row %	29.73%	70.27%	100.0%
	Total	Count	199	725	924
		Row %	21.54%	78.46%	100.0%

Position Class

Whether or not the SDDOT employee responded appears to not be dependent on one's position class ($p=.206$). Position class is Bureau of Personnel classification system. N is regular career service, T is technical career service, Q is exempt technical, and E is the exempt classification.

Table 3-10 Position Class by Response by Year

Year	Position Class		Response		Total
			No Response	Responded	
1998	N	Count	122	509	631
		Row %	19.33%	80.67%	100.0%
	T	Count	18	181	199
		Row %	9.05%	90.95%	100.0%
	Q	Count	2	25	27
		Row %	7.41%	92.59%	100.0%
	E	Count	2	15	17
		Row %	11.76%	88.24%	100.0%
	Total	Count	144	730	874
		Row %	16.48%	83.52%	100.0%
2000	N	Count	156	513	669
		Row %	23.32%	76.68%	100.0%
	T	Count	35	172	207
		Row %	16.91%	83.09%	100.0%
	Q	Count	5	26	31
		Row %	16.13%	83.87%	100.0%
	E	Count	3	14	17
		Row %	17.65%	82.35%	100.0%
	Total	Count	199	725	924
		Row %	21.54%	78.46%	100.0%

Salary Midpoint

There was no statistical difference for those who responded to the Organizational Health Assessment on the basis of their midpoint status. In nominal terms, those below the midpoint responded at a lower rate (76.3 percent) than the agency average. The same is true for those above the salary midpoint (78.3 percent). Respondents who are at the salary midpoint responded at a slightly higher rate than did the agency as a whole (83.1 percent).

FINDINGS—SECTION 4

DOMAIN ANALYSIS

The South Dakota Department of Transportation (SDDOT) Organizational Health Assessment (OHA) survey instrument is divided into 20 subgroups or domains of interest. These domains are titled Structure, Responsibility, Identity, Reward, Risk, Communication, Working Climate, Support, Morale, Standards, Training, Conflict, Culture, Teamwork, Safety & Efficiency, Performance Appraisals, Problem Solving Initiative, Performance Measurement Initiative, Work Schedule and Purpose. A discussion of the theoretical background for many of these domains can be found in the 1998 SDDOT Organizational Health Assessment report.¹¹

Organizational health, in short, is a metaphorical term referring to the employee's perception of whether the conditions of the workplace are healthy or unhealthy. The idea is to identify issues within the organization that may be impeding productivity, creativity, efficiency, and the exercise of authority in carrying out the mission of the organization. The organizational science literature provides evidence that when employees feel positive about their work climate, managers can be confident that they are motivated and satisfied with their jobs—and more productive. Management must understand that a well-placed effort can improve climate and maintain it at high levels. However, inattention can also result in more problems. Although organizational health is to some extent affected by factors such as the marketplace and the general economy, in the end, it primarily reflects a supervisor's practices toward his or her employees. Research in a wide variety of industries and in both the private and public sectors of the economy have shown that the more positive the climate, the more significant and cost-effective the quantitative output of the work group.

Items used for analysis should be related to issues that have been found to assist the organization in the pursuit of its mission. This can be accomplished by direct observation, speaking with staff, and conducting surveys of the organization's members. The focus groups discussed earlier involve the qualitative research dealing with speaking with staff. The SDDOT has undergone tremendous expense to allow project staff to speak with staff, and to allow staff to speak their minds in an open and safe environment. However, most of the Organizational Health Assessment involves survey research, and it is to that, which we now turn.

Several of the survey domains are standard assessment items developed to measure organizational climate including Structure, Responsibility, Identity, Reward, Risk, Climate, Communication, Support, Morale¹², Standards, Conflict and Culture. Several of the other survey domains were developed specifically to measure attitudes of SDDOT workers in response to the findings/desires for the 1998 and 2000 Organizational Health Assessments based on focus groups held with SDDOT staff. These special domains include Training, Performance Appraisals, Problem Solving, Performance Measures, Safety and Efficiency, and Work Schedule. The next section discusses a series of special issues (whether those who left were malcontents, etc.). Our measure of job satisfaction is discussed in section 6, and a series of national comparison questions are discussed in section 7.

¹¹ *SDDOT Organizational Health Assessment, Study SD98-01, Final Report*, June 1998.

¹² We found that what we call morale (items dealing with the level of recognition, feelings that one's work is valued by others, and the extent to which management understands and appreciates employee's work related concerns) does not mean the same as what many within the agency call morale. What agency members call morale we would call "job satisfaction." This is important because the average response for the morale domain experienced a substantial decrease in response levels while nearly every other domain (save two) experienced increases in response levels.

DOMAINS

Each domain consists of a series of statements designed to address different but related perceptions and attitudes related to productivity, efficiency, creativity, and the exercise of authority. Statements are worded in both positive and negative (reverse-coded) contexts. Such wording represents a standard practice in survey research. It permits the measurement of reliability of the questions based on the answers provided by all respondents. Positively worded items are meant to capture the respondent's perception of the basis for the domain. Note, we are reporting the domain means, not specific items. Individual items are meant to capture perspectives on a variety of dimensions, which when summed, represent the domain of interest. We calculate a reliability statistic that determines if the statements in the domain are similar. If we find responses to a given item statement that differ greatly from the responses to the remainder of the items, we are confident that the item statement is measuring something other than what the remainder of the item statements in the domain are measuring. We found two Statements in the questionnaire that were added for the 2000 Organizational Health Assessment that did not draw similar responses as the questions with which we attempted to group them. As such, Statements 31—"The SDDOT philosophy emphasizes that people should solve problems by themselves." — and 140—"I could save the state money if I could use overtime." — were removed from the domain analysis.

In preparing an analysis for this type of survey instrument, statements that are negatively worded must be reverse coded to provide a consist measure of the domain being measured. Without reverse coding, the mean for the domain would have little meaning. For example, if the average response for the positively worded statement is Strongly Agree, we assigned that response a four. If the average response for the negatively worded statement is a Strongly Disagree, we assigned that response a one, the mean of the two is 2.50 which clearly does not represent the real outcome for the domain with both responses being at the positive end of their respective scale. By reverse coding the negatively worded statement (assigning the one to be a four), the domain mean for the two statements is 4.0, a highly positive outcome and true representation of the respondent's perception regarding the subject matter of the domain.

It should also be noted that comparisons between 1998 and 2000 cannot be made using the format of the 1998 reports. For comparison purposes, the 1998 data was recoded and are presented in this report as needed in a format that is consistent with the coding of the 2000 data.

In Appendix A, containing the questions and the percentage of respondents giving each response, Statements or Variable names with an "R" indicate that the statement has been reverse coded for analysis purposes. Reverse coding enables a graphical representation of the data without regard to the positive or negative context of the original statement. Twenty seven (17.7 percent of the statements) items were reverse coded including Statements 3, 5, 10, 11, 15, 16, 22, 23, 24, 29, 34, 35, 51, 53, 57, 58, 61, 71, 72, 73, 74, 78, 91, 93, 121, 132, and 136.

In the figures that follow, we provide graphical representations of the domain means. We are not providing specific answers to each question (although one can review answers to specific questions in the Appendix A) because these are complex issues and the questions are measuring multiple issues. So we combine these questions into domains. These domains have been shown to be reliable in that they measure the same thing. We have performed Chronbach's alpha measures on each domain and found that the SDDOT Organizational Health measures are better than the original scales predict (see Litwin & Stringer, 1968; p. 207).

When viewing these figures, one (1.00) is considered to be the most negatively associated outcome and four (4.00) the most positive outcome for each respective statement or domain. We developed these numerical scales as a weighted average of the responses.

The domain mean can be evaluated against three ranges—Strength, Operational and Concern. These ranges are defined as follows:

Strength—A mean score of 3.35 to 4.00 for the domain analysis is considered to be in the strength range. This indicates the behaviors and perceptions of the employees, with regard to the issue being measured, are considered to be very consistent and strong and not to be causing any concern or dysfunctional behavior at this point in time.

Operational—A mean score of 2.94 to 3.34 for the domain mean is considered to be in the operational range. This is considered to be a good score. A score in this range indicates the behaviors and perceptions of employees as consistent, and they are viewed as being quite positive. However, they are not as strong, nor as prevalent, as the behaviors identified in the strength range.

Concern—A mean score of 2.94 and below for the domain mean is considered to be a concern. That is, the behaviors and perceptions are causing some concern or problem among employees and/or management. They may not have reached the point of causing dysfunctional behaviors, but the potential is there and possibly needs to be addressed.

The **theoretical mean** is 2.50. This is also referred to as the theoretical midpoint or the point of indifference. The point of indifference is that point where the combined weighted value of all respondents that agreed with the statement is equal to the combined weighted value of all respondents that disagreed with the statement. Weights are one for each Strongly Disagree, two for each Inclined to Disagree, three for each Inclined to Agree, and four for each Strongly Agree.¹³

A **change** in the domain mean is the measure of interest. A change in the domain mean of 0.10 (e.g., a change from 2.50 to 2.60) is representative of approximately 72 respondents or 10 percent changing their response in 2000 to a more positive response (e.g., Strongly Agree in 2000 up from Inclined to Agree in 1998). A change in the mean (positive or negative) of 0.10 or greater is considered to be a substantive change.

We employed several demographic variables to further identify respondents and to provide a basis for developing recommendations. The following variables were used in analyzing the data:

- Location (Aberdeen, Mitchell, Pierre, Rapid City and Central Office),
- Position Classification (E, Q, T, and N),
- Salaried Status (Hourly and Salaried),
- Job Group (Clerical, Drafting, Engineering, Equipment, Executives, Maintenance, Specialist/Analyst, Technician, and Financial/Information Services/Legal),
- Supervisory Status (Supervisor and Non-Supervisor),
- Years of DOT Service (0-2, 2-6, 6-10, and over 10 years),
- New Hire (“New Hires”—Hired since 1-1-1999 and Existing employees),

¹³ Note that these scores are different than the 1998 report. In order to provide comparability, we recoded each variable from 1998 to include in this analysis. Why did we recode the 1998 data? Simply put, from presenting the data and our findings in 1998, it makes intuitive sense that higher scores represent a positive relationship with the measured construct. For example, we normally think of higher scores as being better. We preserved each individuals' response to each question (see the appendix). However, to combine the questions that have been used to capture perceptions about the organization and its policies and procedures, we needed to have all items headed in the same direction.

- Gender (Male or Female),
- Age (20-36, 37-45, 46-52, 53-65),
- Race (Caucasian and Non-Caucasian), and
- Job Worth (Below, At, or Above "midpoint").

In the paragraphs that follow, we discuss the domain means that are significant with respect to interdependence with each of these demographic variables.

In the following discussion, “M” represents the mean and “p” indicates whether or not the differences being measured are statistically significance. For example, Respondents in Rapid City Region have a mean response of 2.70 (M=2.70) for the Safety and Efficiency Domain versus a mean response of 2.62 (M=2.62) for the Central Office. A “p” $\leq .05$ is said to be statistically significant. In reviewing Figure 4-1, we find that “p” is equal to .000 (p=.000) meaning that the differences noted between 1998 and 2000 are statistically significant.

Aggregate Findings

Table 4-1 provides the means for each of the domains for the two administrations of the OHA survey and the change between the two assessments in descending order of change between the 2000 and 1998 administrations.

Table 4-1 Domain Means

Domain	Year		Change
	2000	1998	
Safety and Efficiency	2.56	2.26	0.30
Work Schedule	2.39	2.16	0.23
Communication	2.65	2.44	0.21
Support	2.41	2.26	0.15
Structure	2.46	2.31	0.14
Identity	2.42	2.28	0.14
Reward	2.02	1.88	0.14
Standards	2.55	2.43	0.12
Training	2.83	2.72	0.11
Culture	2.35	2.27	0.09
Purpose	2.58	2.49	0.09
Conflict	2.38	2.31	0.07
Teamwork	2.74	2.67	0.07
Climate	2.44	2.39	0.04
Performance Appraisals	2.60	2.56	0.04
Responsibility	2.33	2.31	0.03
Risk	2.36	2.34	0.02
Problem Solving	2.36	2.36	(0.00)
Performance Measurement	2.29	2.36	(0.07)
Morale	2.47	2.65	(0.18)

When we look at the domains, two stories are apparent. One story is that things are getting better and the second story is that there is room for further growth.

There are no domains in the strength category and no domains in the operational category. Less growth is evident in seven domains (net change less than 0.09) and a decline is found for three

domain areas. We have sorted these domain areas into the largest gain to the largest loss, and are speaking of these as changes from the baseline data (the 1998 Organizational Health Assessment).

The overall story is that the responses are fairly constant over each domain. For example, supervisors have a higher mean score on most all domains than do non-supervisors. We discuss the major domains and will note when these domain scores are different.

With respect to demographics, the respondents in the Central Office and the Rapid City Region tend to have the highest scores across all domains.

Respondents in the E (Exempt) position class have more positive responses than do all others, followed by the Q position class, the T position class, and the N position class. E and Q position class domain means are higher than are the T class domain means on nearly all domains, and higher than the N position class mean scores on all domains.

Salaried respondents average higher scores than do hourly workers. Salaried workers are more likely to have larger gains from 1998 to 2000. Salary status corresponds closely to the supervisory status of the respondent.

The results from the job groups depend on the issue and the domain. However there are several notable issues. First, the executives have higher domain means than all other job groups. Second, there is a general decline in the domain scores for the equipment, specialist/analyst, and financial/information services/legal job groups. There is a general increase in the mean scores for respondents in the drafting, engineering, and maintenance job groups.

Supervisors are more likely to have higher domain mean scores than are non-supervisors. Also, supervisors are more likely to have higher gains from 1998 to 2000 than are non-supervisors.

New hires are more likely to have higher responses than are existing employees. When we review this data by years of DOT service, we see a more complex relationship. Those with two through six years of service are the group with the next-highest response level. The third highest response level is for those with over ten years of DOT service, followed by those with six through ten years of DOT service.

Males and females have essentially similar responses, though females generally tend to have slightly higher responses.

Younger respondents have higher level of responses than do older respondents. The next highest group (in terms of response levels) is the 37 through 45 age group, followed by the 53 through 65 age group, and followed still by the 46 through 52-year-old age group.

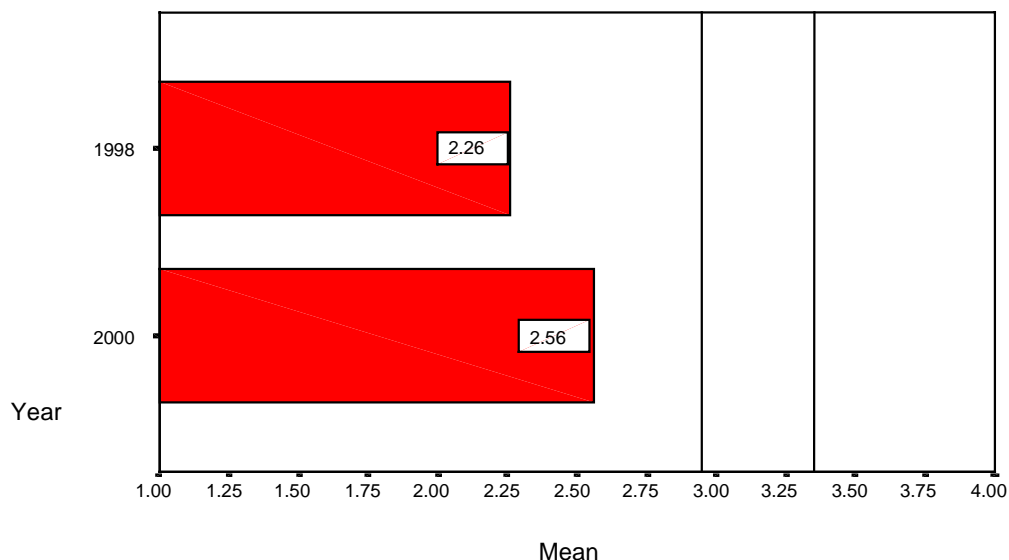
There some differences between Caucasians and other races. While differences do exist, there are so few non-Caucasians, what differences do exist do not create a significant issue for the department.

The respondents whose salary is below midpoint have the most favorable responses. The respondents whose salary is at midpoint are slightly lower, and those respondents whose salary is above midpoint have the lowest domain means.

Safety and Efficiency Domain

The Safety and Efficiency Domain capture issues relative to safety and efficiency in the workplace. This domain is used to quantify the perception of the extent to which efficiency, and efforts to increase efficiency, has increased productivity. The safety and efficiency domain was developed in 1998 to measure concerns department employees had about safety and the effects on safety of becoming more efficient.

Figure 4-1 Safety and Efficiency Domain by Year



$p=.000$

With an increase of 0.30 in the mean for this item, it is the largest increase among all domains measured for 1998 and 2000. It is above the theoretical midpoint indicating that more respondents agreed with the statements than disagreed with the statements in the domain.

Respondents in the Rapid City Region ($M=2.70$) and the Central Office ($M=2.62$) are higher than those from the Pierre ($M=2.52$), Mitchell ($M=2.46$) and the Aberdeen Region ($M=2.44$). Each witnessed an increase in domain mean scores from 1998 to 2000 ranging from 0.26 to 0.36.

Respondents in the E and Q position classifications had higher domain means than do T and N position classification respondents. E ($M=2.95$) and Q ($M=2.83$) are higher than the T ($M=2.60$) and N ($M=2.52$) position classifications. It would appear that these groups see safety and efficiency very differently, as evidenced by the increase in score from the 1998 assessment by respondents in the Q position classification (0.52) compared to the E (0.36), T (0.33) and N (0.29).

Salaried respondents have higher domain means ($M=2.70$) than do hourly respondents ($M=2.54$). The increase from 1998 to 2000 is also higher for salaried respondents (0.37) when compared to hourly respondents (0.29).

Supervisors have a higher perception of safety and efficiency than do those they supervise. Supervisors have a higher domain mean, increasing (0.43) from 1998 ($M=2.29$) to 2000 ($M=2.72$). Non-supervisors also had an increase in their domain mean, but by a lower amount (0.28) from 1998 ($M=2.29$) to 2000 ($M=2.53$).

Part of this can be seen in the job groups, noting how the executives are higher in terms of their mean scores than are all other job groups. Further, it is important to note the high mean for the drafting employee respondents (M=2.83), and the low mean for the equipment employee respondents (M=2.34). Equipment, specialist/analyst, and financial/information services/ legal respondents have small gains from 1998 to 2000 (0.11, 0.12, and 0.09 respectively). With the exception of the equipment job group, these are generally not considered to be dangerous jobs and we would expect to see little increase. However, we also see lower means in 2000, below or near the point of indifference or theoretical midpoint, for clerical (M=2.58), equipment (M=2.34), maintenance (M=2.46), specialist/analyst (M=2.54), and financial/information services/legal (M=2.50). This may be traced to the issues related to efficiency.

We see a significant difference (0.26) between new hires (M=2.79) and all other (existing) employees (M=2.53).

New employees have higher domain mean scores than do other employees, but employees with between 2 and 6 years tenure score second highest, then those with more than 10 years of DOT service, followed by those with between 6 and 10 years of tenure.

There are no substantial differences between male and female respondents for this domain.

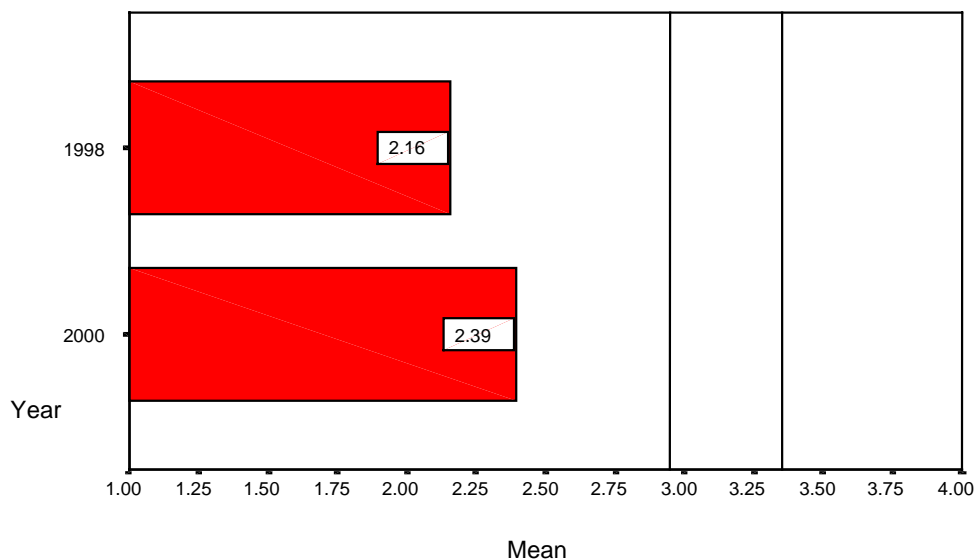
The age of the employees parallels the discussion of the years of service. Younger respondents have higher domain means.

The respondents whose salary is below midpoint have the most favorable responses (M=2.67). The respondents whose salary is at midpoint are slightly lower (M=2.55), and those respondents whose salary is above midpoint have the lowest domain means (M=2.43).

Work Schedule Domain

The Work Schedule Domain refers to items related to scheduled hours and days of work. The work schedule domain was developed in 1998 to measure work and work scheduling issues affecting productivity, creativity, efficiency, and the exercise of authority in carrying out the mission of the organization.

Figure 4-2 Work Schedule Domain by Year



$p=.000$

There was a significant (0.23), but the overall means indicate that there is still room for growth. The domain mean (2.39) is well below the theoretical midpoint, indicating that more respondents disagreed with the statements than agreed with the statements in the domain.

The Central Office has a higher domain mean ($M=2.67$) than do the Regions (ranging from 2.11 to 2.35). Further, the domain mean increase for the Central Office (0.20) is not as high as that for the Aberdeen (0.45) or Rapid City (0.31) Regions, but is higher than the Pierre Region (0.19) and higher than that found for the Mitchell Region (0.08). These differences may be due to two specific events: different work weeks during the summer (four ten hours days for the Mitchell and Yankton areas versus five, eight hour days for Sioux Falls. A second "event" we have noted is the difference between the Central Office concept of flextime (individuals chose hours of work in response to constraints) and the concept of flexible scheduling (changing a worker's schedule to meet the demands of the situation).

E and Q position classifications have higher domain means than the T and N position classifications. We are not sure how to interpret the Q position class domain mean score ($M=2.49$), unless it is an issue of increased workload. We are fairly confident that the difference between the T and N position classifications has at its roots, the issue of overtime for work—with construction work being granted overtime because of the monitoring function and the winter safety and mobility work not being allowed overtime.

Salaried and hourly respondents have a significant difference between them. Salaried domain means are about 0.20 higher than are hourly paid individuals.

The domain means for executives ($M=3.12$) are higher than are all other job groups. Further, it is important to note the high scores for the drafting ($M=2.85$) respondents and the relative low scores for the equipment ($M=2.38$) and maintenance ($M=2.02$) respondents. Equipment domain means increased by a small amount (0.07), as did executives (0.07) and financial/information services/legal (0.06). Maintenance worker domain means declined (-0.10).

We see virtually no difference between the supervisors and non-supervisors. There is a significant difference (0.37) between new hires and existing employees.

New employees have higher domain means than do other employees, but employees with between 2 and 6 years tenure score second highest, followed by those with between 6 and 10 years of tenure, and finally, those with over ten years of DOT service.

Female respondents ($M=2.69$) have higher domain means than male respondents ($M=2.35$), although males evidence higher increases from 1998 to 2000 (0.24) than do females (0.17).

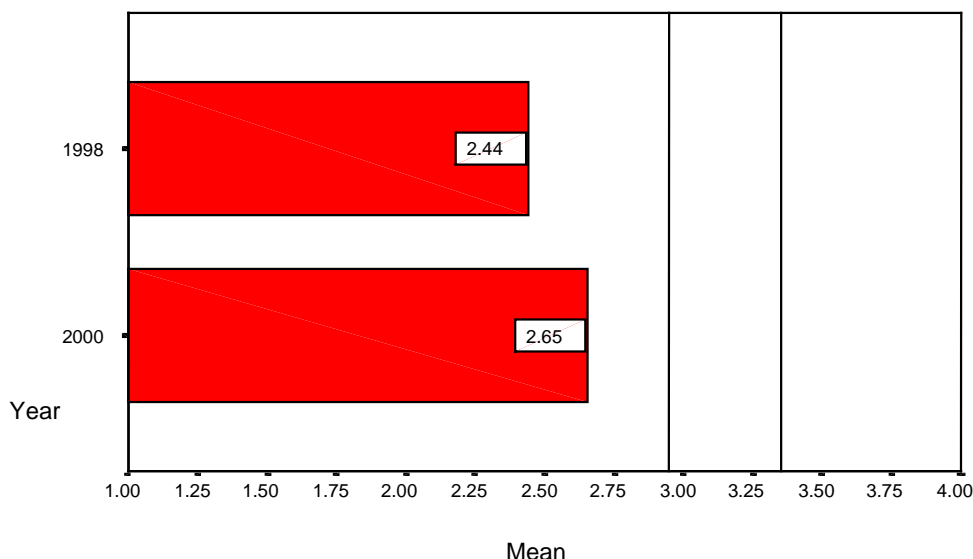
The younger the employee, the more favorable the response, except that those between 53 and 65 give higher scores than those between 46 and 52, and those between 53 and 65 are very close (0.01) to the scores of the 37 through 45 age category.

The respondents whose salary is below midpoint have the most favorable responses ($M=2.51$). The respondents whose salary is at midpoint are slightly lower ($M=2.47$), and those respondents whose salary is above midpoint have the lowest domain means ($M=2.21$).

Communication Domain

The Communication Domain represents the system of communicating directives from top management to line workers and from the line workers to top management. This measure is used to capture employee perceptions of the effectiveness of current communication systems.

Figure 4-3 Communication Domain by Year



$p=.000$

The overall increase in this domain is substantial (0.21), even though the overall mean is in the concern range (2.65). It is above the theoretical midpoint indicating that more respondents agreed with the statements than disagreed with the statements in the domain.

Responses in the Rapid City Region ($M=2.79$) and the Central Office ($M=2.71$) are higher than are the Pierre ($M=2.63$), Mitchell ($M=2.57$), and Aberdeen ($M=2.55$) Region. The Aberdeen Region (0.35) and the Central Office (0.26) demonstrate solid increases from 1998 to 2000.

The Exempt position classifications have higher domain mean scores and higher levels of improvement than do other position classifications. Further, note the differences between the E ($M=3.35$), Q ($M=3.06$), and T ($M=2.73$) position classifications and the level of response for the N ($M=2.59$) position classifications. Communication seems to be stalling at position classes other than the E class.

There is a significant difference between the domain mean for salaried respondents compared with hourly employees (0.39). We see this difference virtually repeated (0.41) repeated for supervisors ($M=3.02$) and non-supervisors ($M=2.61$). Clearly, communication is stalling as it moves down the hierarchy.

Executives have higher domain mean scores ($M=3.55$) than do all other job groups. Further, it is important to note the high scores for the drafting ($M=2.80$), engineering ($M=2.77$), and financial/information services/legal ($M=2.76$, but a gain of only 0.03) respondents, and the low domain mean scores for the others (clerical $M=2.60$; equipment, $M=2.53$; maintenance, $M=2.56$;

specialist/analyst, $M=2.59$; and technician, $M=2.62$). Some classes of individuals are receiving communication while others are not.

There is no significant difference (0.09) between new hires and existing employees. Years of service adds little to the discussion, even though the general pattern holds that new employees score higher than do other employees, but that employees with between 2 and 6 years tenure score second highest, followed by those with between 6 and 10 years of tenure, and finally, those with over ten years of DOT service. (Higher levels meaning closer relationship to the construct being measured, in this case, communication.)

There are no differences in the responses of males and females.

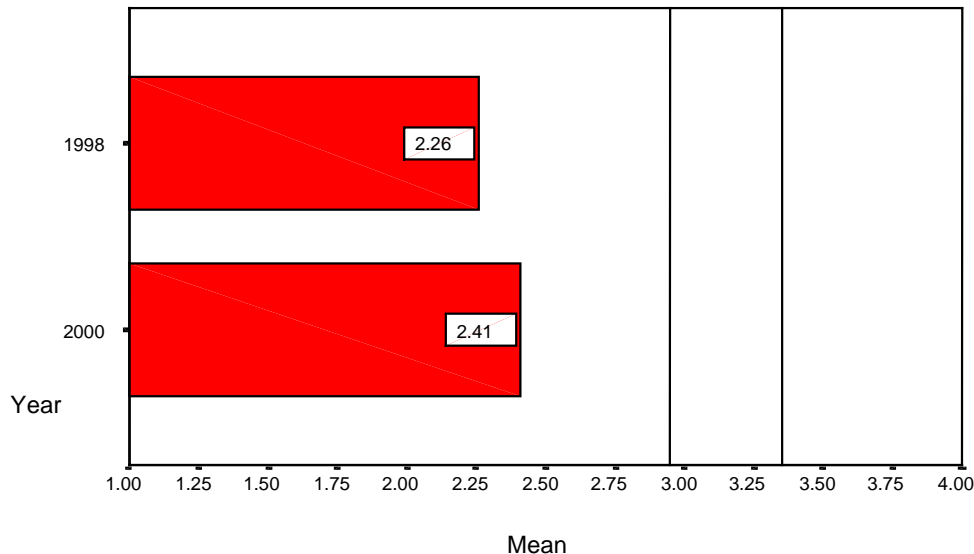
The younger the employee, the more favorable the response, except that those between 53 and 65 give higher scores than those between 46 and 52, and those between 53 and 65 are very close (0.05) to the scores of the 20-36 age category.

The respondents whose salary is below midpoint have the most favorable responses ($M=2.76$). The respondents whose salary is at midpoint are slightly lower ($M=2.65$), and those respondents whose salary is above midpoint have the lowest domain means ($M=2.53$).

Support Domain

The Support Domain captures the respondent's perception of the helpfulness of the supervisors and other employees in the group. A fully supportive climate would be one with favorable, cooperative attitudes throughout the organization with mutual trust and confidence.

Figure 4-4 Support Domain by Year



$p=.000$

The support domain evidenced a significant increase (0.15). The weighted average level of affirmative responses (2.41) is clearly below the theoretical midpoint, indicating that more respondents disagreed with the statements than agreed with the statements in the domain.

The Rapid City Region (M=2.49) and the Central Office (M=2.47) have higher domain means than do the Pierre (M=2.37), Mitchell (M=2.33, but only an increase of 0.07), and Aberdeen (M=2.32) Regions.

The E (M=2.73), Q (M=2.66), and T (M=2.50) position classifications have higher domain means than do the respondents in the N (M=2.35) position classifications. The Q position classification had an increase from 1998 to 2000 (0.07), as did the E position classification (0.04).

The distinction between the salaried (M=2.54) and hourly employees (M=2.39) is lower than what has been reported for the previous domains. We continue to see a difference between the supervisors (M=2.57) and non-supervisors (M=2.38), indicating that supervisors feel they are getting some support, but that non-supervisors do not feel the same way.

There is little additional to contribute to the differences among the job groups, except that the executives have higher mean scores than all other job groups, followed by drafting respondents. It is important to note the lower scores for the others (save executives).

There is a significant difference (0.27) between new hires and existing employees. Years of service adds little to the discussion even though the general pattern holds that new employees score higher

than do other employees, with that employees with between 2 and 6 years tenure score second highest, followed by those with between 6 and 10 years of tenure, and over ten years of DOT service.

There are no significant differences in the responses of males and females.

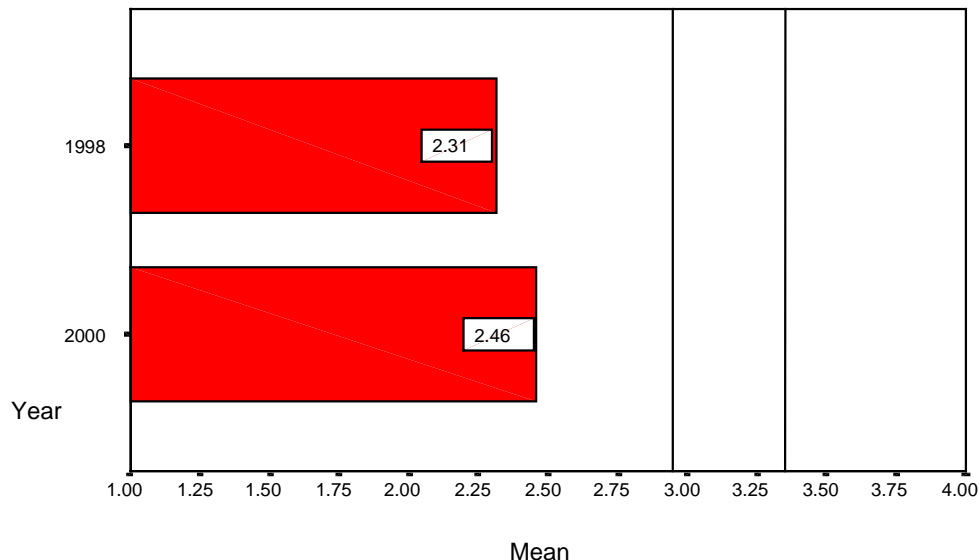
The younger the employee, the more favorable the response, except that those between 53 and 65 give higher scores than those between 46 and 52, and those between 53 and 65 are very close (0.04) to the scores of the 20-36 age category. Perhaps older respondents feel less of a need for support than do younger respondents.

The respondents whose salary is below midpoint have the most favorable responses ($M=2.52$). The respondents whose salary is at midpoint are slightly lower ($M=2.42$), and those respondents whose salary is above midpoint have the lowest domain means ($M=2.27$).

Structure Domain

The Structure Domain refers to the feelings that employees have about the constraints in their work organization (for example, rules, procedures, etc.). This measure is used to capture perceptions toward understanding policies, work environment, and management skills.

Figure 4-5 Structure Domain by Year



$p=.000$

The structure domain has a significant increase (0.14) but the overall mean is below the theoretical midpoint, indicating that more respondents disagreed with the statements than agreed with the statements in the domain.

The usual pattern repeats with the Rapid City Region and the Central Office having higher domain mean scores than the other Regions.

The E and Q position classifications ($M=2.82$ & $M=2.85$) have higher domain means scores than to the T and N position classifications ($M=2.53$ & 2.40). The E position classifications had a substantial decrease (-0.11) between 1998 and 2000, while other position classifications had good to large increases (0.12 to 0.19). The clear lines of authority as viewed from the E and Q positions may reveal a higher level of support.

The distinction between the salaried and hourly employees is similar to the supervisor/non-supervisor difference.

There is little to say about the differences among the job groups, except that the executives have higher mean scores than all other job groups. Further, it is important to note the high scores for drafting, and the lower scores for the others (save executives).

There is a difference (0.16) between new hires and existing employees. New employees score higher than do other employees, with employees with between 2 and 6 years tenure score second highest, followed by those with over ten years of DOT service and finally, those with between 6 and 10 years of tenure.

There are no significant differences in the responses of males and females.

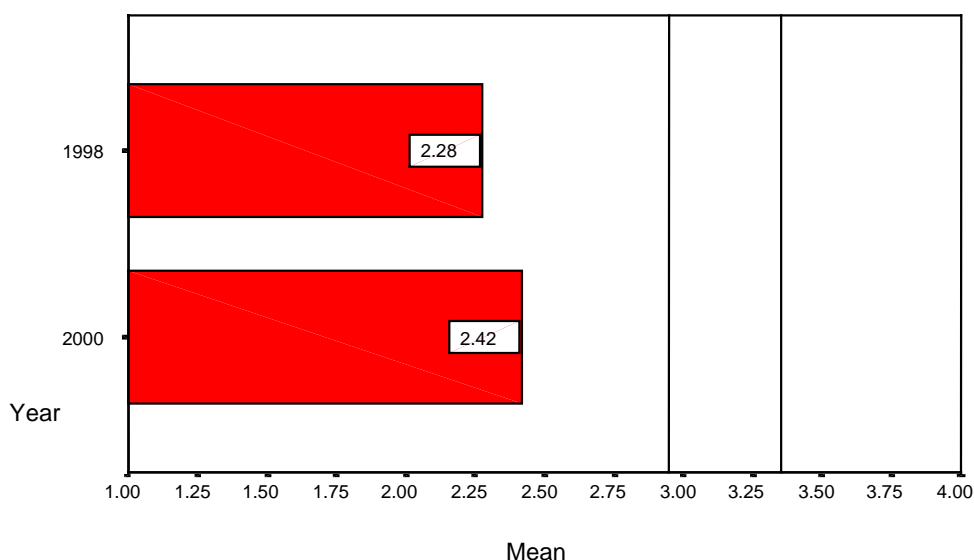
The younger the employee, the more favorable the response, except that those between 53 and 65 give higher scores than those between 46 and 52, and those between 53 and 65 are very close (0.06) to the scores of the 20-36 age category.

The respondents whose salary is below midpoint have the most favorable responses ($M=2.56$). The respondents whose salary is at midpoint are slightly lower ($M=2.45$), and those respondents whose salary is above midpoint have the lowest domain means ($M=2.35$).

Identity Domain

The Identity Domain represents the feeling of belonging to an organization and the feeling that one is a valuable member of that organization. This measure is used to capture employee perceptions toward the mission, and to the organization. Identity is important in that it is closely associated with Human Resource outcomes of absenteeism and turnover. The higher the identity of the respondent to the organization, the less likely the employee is to be absent from work and less likely to turn over, all else being equal. Identify is a major moderator to job satisfaction in that an employee can be very satisfied, but still take another job. The commitment to the organization often reduces this possible turnover.

Figure 4-6 Identity Domain by Year



$p=.000$

The Identity Domain has a significant increase (0.14) but the overall mean is below the theoretical midpoint, indicating that more respondents disagreed with the statements than agreed with the statements in the domain.

The pattern repeats that the Rapid City Region and the Central Office have higher domain means than the other Regions. Concurrently, the E and Q position classifications have higher domain mean scores than do T and N position classifications. The E, Q, and T position classifications had a substantial increase (greater than 0.20 points, while the N increased 0.11).

Distinctions between salaried and hourly employees are similar to the supervisor/non-supervisor differences.

The pattern that the executives have the highest domain mean score repeats (3.23). Drafting (M=2.69), engineering (M=2.59), technician (M=2.45), and financial/information services/legal (M=2.45) are at a middle level and the others (clerical, M=2.38; equipment, M=2.29; maintenance, M=2.23, specialist/analyst, M=2.41) have lower scores.

There is a difference (0.20) between new hires and existing employees. New employees score higher than do other employees, and that employees with between 2 and 6 years tenure score second

highest, followed by those with over ten years of DOT service and finally, those with between 6 and 10 years of tenure.

There are no significant differences in the responses of males and females.

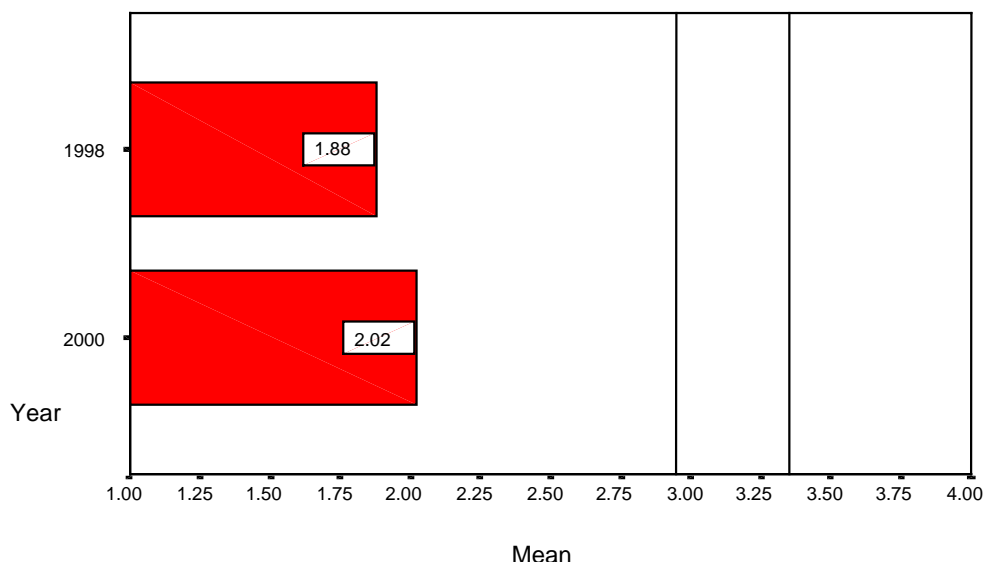
The younger the employee, the more favorable the response, except that those between 53 and 65 give higher scores than those between 46 and 52.

The respondents whose salary is below midpoint have the most favorable responses ($M=2.54$). The respondents whose salary is at midpoint are slightly lower ($M=2.46$), and those respondents whose salary is above midpoint have the lowest domain means ($M=2.26$).

Reward Domain

The Reward Domain refers to the perceived system of recognizing and rewarding employees for good efforts. There are two issues—the issue of recognizing good performance and the issue of rewarding good performance.

Figure 4-7 Reward Domain by Year



$p=.000$

The Reward Domain had the lowest overall domain score ($M=2.02$) but evidenced a significant difference from 1998 to 2000 (0.14). Overall, only one mean score is above the theoretical midpoint (executives). The overall mean is below the theoretical midpoint, indicating that more respondents disagreed with the statements than agreed with the statements in the domain.

The location pattern repeats (Rapid City Region ($M=2.08$) and Central Office ($M=2.15$) having much high domain scores than the other Regions) with Pierre Region ($M=2.08$) joining the high scoring group). Mitchell ($M=1.90$) and Aberdeen ($M=1.88$) have much lower gains (0.08 and 0.09 respectively) than average.

E and Q position classifications have higher domain means than do the T and N position classifications. The distinction between the salaried and hourly employees is similar to the supervisor/non-supervisor difference.

Overall, there is little to say about the differences among the job groups, except that the executives have higher mean scores than all other job groups.

There is a difference (0.22) between new hires and existing employees. New employees score higher than do other employees, with that employees with between 2 and 6 years tenure score second highest, followed by those with over ten years of DOT service and finally, those with between 6 and 10 years of tenure.

Males give slightly higher scores than do females, but females had no increase from 1998 to 2000 (0.01) compared with a significant increase for males (0.16).

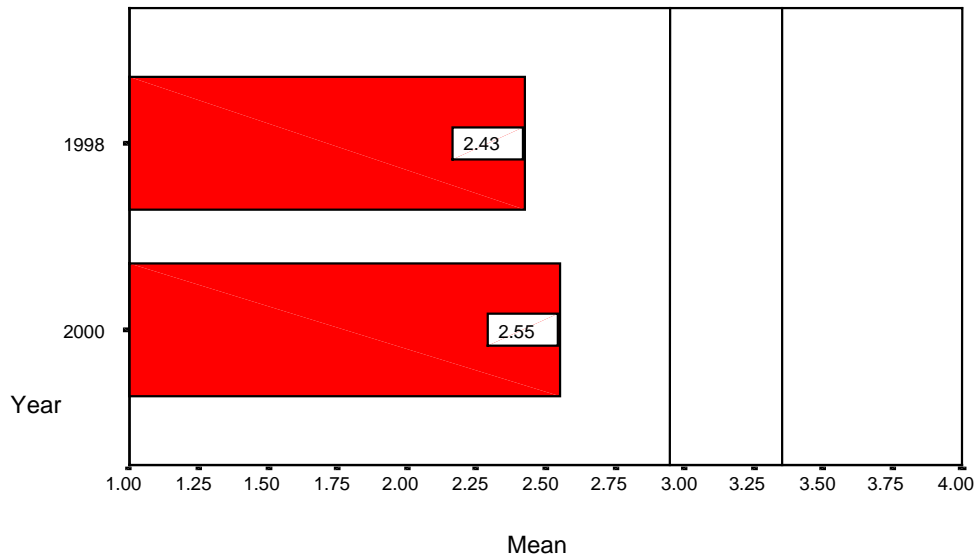
The younger the employee, the more favorable the response, except that those between 53 and 65 give higher scores than the middle two age categories.

The respondents whose salary is below midpoint have the most favorable responses ($M=2.14$). The respondents whose salary is at midpoint are slightly lower ($M=2.02$), and those respondents whose salary is above midpoint have the lowest domain means ($M=1.89$).

Standards Domain

The Standards Domain refers to the setting and establishing performance goals and resultant influence on pride. The Standards Domain measures the quality of work that employees feel is expected of them on a day-to-day basis.

Figure 4-8 Standards Domain by Year



$p=.000$

The Standards Domain has a significant increase (0.12) and the overall mean is above the theoretical midpoint, indicating that more respondents agreed with the statements than disagreed with the statements in the domain.

Location of the respondents matters little, as the Central Office has slightly higher domain means ($M=2.64$) than do the Regions (ranging from Aberdeen, $M=2.45$ to Rapid City, $M=2.59$). The E ($M=2.92$) and Q ($M=2.92$) position classifications had a substantial increase (greater than 0.20 points) and have substantially higher domain means than do the T ($M=2.57$) or N ($M=2.51$) position classifications. Standards are believed to be somewhat compromised at "lower" levels of the organization.

The distinction between the salaried and hourly employees is essentially similar to the supervisor/non-supervisor difference.

Differences among the job groups manifest themselves in three ways. First, the executives have relatively high mean scores (3.23). The clerical, drafting, engineering, specialist/analyst, and financial/information services/legal are at a middle level and the others (equipment, maintenance, and technicians) have lower scores. However, with the exception of executives and drafting, there is less than a 0.20 difference between the other job groups.

There is a no difference (0.05) between new hires and existing employees. New employees score higher than do other employees, with that employees with between 2 and 6 years tenure score second highest, followed by those with over ten years of DOT service and finally, those with between 6 and 10 years of tenure.

Females give slightly higher scores than do males.

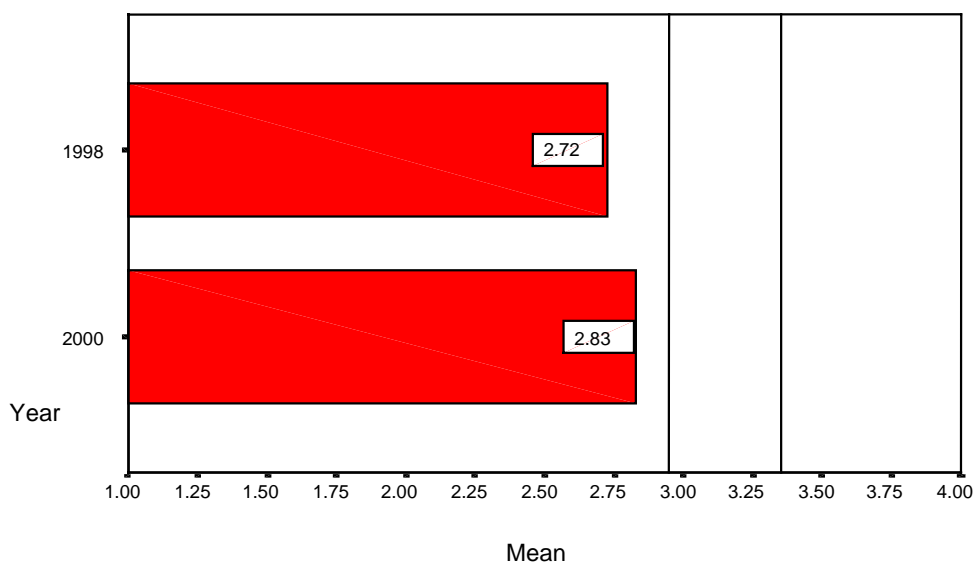
The age of the employee is insignificant in terms of explaining any differences.

The respondents whose salary is below midpoint have the most favorable responses ($M=2.60$). The respondents whose salary is at midpoint are slightly lower ($M=2.57$), and those respondents whose salary is above midpoint have the lowest domain means ($M=2.49$).

Training Domain

The Training Domain represents the level, availability and quality of work-related developmental experiences. This measure was developed in 1998 in response to training concerns affecting productivity, creativity, efficiency, and the exercise of authority in carrying out the mission of the organization.

Figure 4-9 Training Domain by Year



$p=.000$

Training is the highest domain mean score (2.83) and has a significant difference from the baseline data (0.11). The overall mean is above the theoretical midpoint, indicating that more respondents agreed with the statements than disagreed with the statements in the domain.

There are differences between the Central Office and the Regions. Further, the difference between the E (M=3.04), Q (M=2.97), and T (M=2.91) position classifications and the level of response for the N (M=2.79) position classifications is much less pronounced.

The distinction between salaried and hourly employees is similar to the supervisor/non-supervisor difference, and is smaller than normally expected (0.12 and 0.15 respectively).

There is little to add to the general pattern among the job groups. The executives continue a high domain mean (M=3.23). Clerical (M=2.90), drafting (M=2.83), engineering (M=2.92), and technician (M=2.89) respondents are at a middle level and the others (equipment, M=2.69; Maintenance, M=2.74; specialist/analyst, M=2.75; financial/information services/legal, M=2.75) have lower scores. This confirms the differences in training noted in the focus group discussions held in February.

There is a difference between new hires and existing employees (0.16). The general pattern that newer respondents score higher (or that more experienced respondents score lower) holds.

Females (M=2.87) have slightly higher domain mean scores than do males (M=2.82), and continue to have a smaller increase from 1998 to 2000.

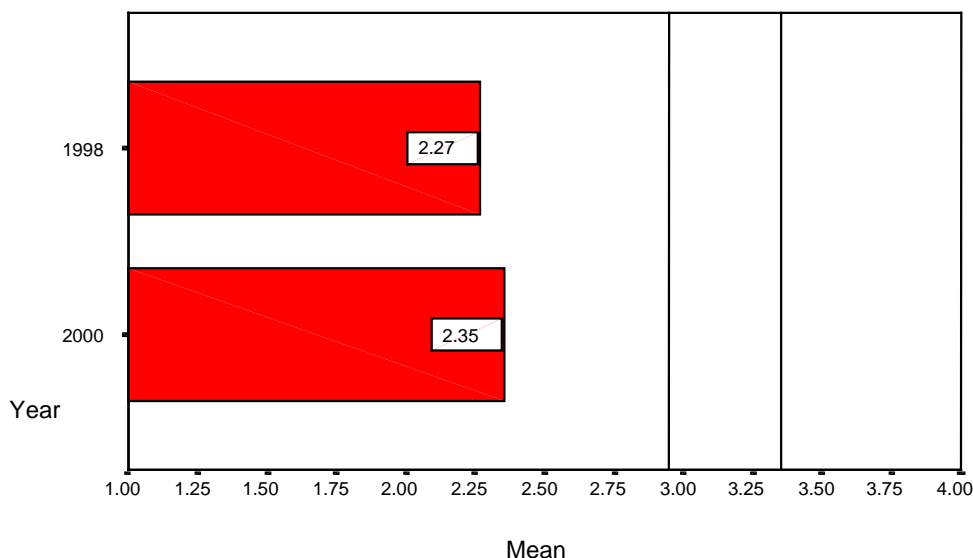
The younger the employee, the more favorable the response, except that those between 53 and 65 give higher scores than those between 46 and 52.

The respondents whose salary is below midpoint have the most favorable responses ($M=2.89$). The respondents whose salary is at midpoint are slightly lower ($M=2.88$), and those respondents whose salary is above midpoint have the lowest domain means ($M=2.74$).

Culture Domain

The Culture Domain represents the relationship between sanctions and behavior. This Domain measures perceptions toward communication, work environment, and cooperation.

Figure 4-10 Culture Domain by Year



$p=.001$

The Culture Domain has a low domain score (2.35) but did have an increase from 1998 to 2000 (0.09). The overall domain mean is below the theoretical midpoint, indicating that more respondents disagreed with the statements than agreed with the statements in the domain.

Respondents above the midpoint and new employees (0-2 years) noted a slight decrease from 1998 to 2000 (-0.01). Other decreases come from specialist/analyst (-0.02) and financial/information services/legal (-0.17) respondents.

The Rapid City Region and Central Office continue to have higher domain means than does the Pierre Region, which, in turn, has higher domain mean scores than do the Mitchell and Aberdeen Regions. E and Q position classifications continue to have higher domain means than the T and N position classifications.

Distinctions between the salaried and hourly employees are the same as the supervisor/non-supervisor difference (0.44), but the level is higher than previous differences.

The pattern holds regarding the job group of the respondent. Executives have relatively high level of mean scores ($M=3.17$). The drafting and engineering respondents are at a relatively high level ($M=2.60$ and $M=2.54$ respectively) and the others have relatively low scores. There is a difference (0.12) between new hires and existing employees.

New employees score higher than do other employees, except that those with over ten years of DOT service have higher domain means than do those with between 6 and 10 years of tenure.

There are no significant differences in the responses of males and females.

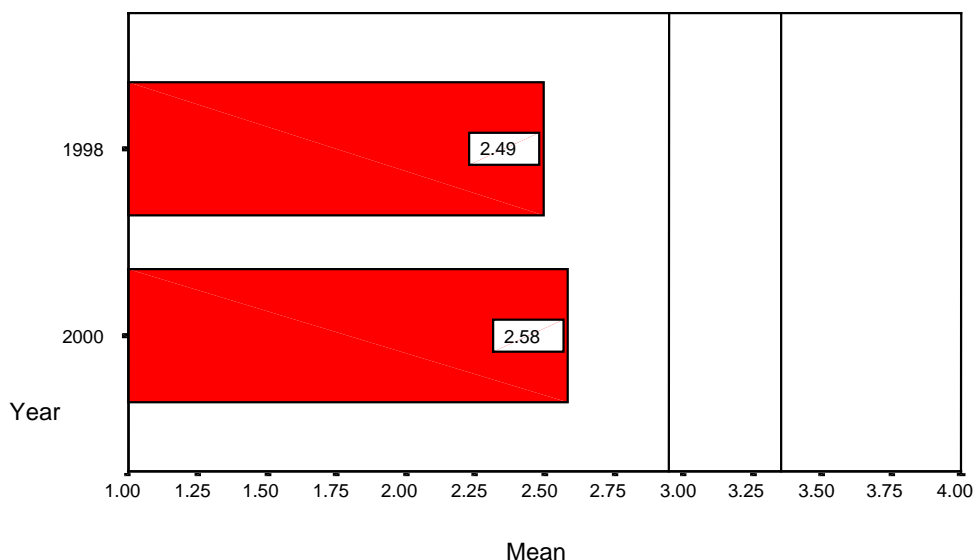
The younger the employee, the more favorable the response, except that those between 53 and 65 give the same score as those between 20 and 36.

The respondents whose salary is below midpoint have the most favorable responses ($M=2.46$). The respondents whose salary is at midpoint are slightly lower ($M=2.40$), and those respondents whose salary is above midpoint have the lowest domain means ($M=2.21$).

Purpose Domain

The Purpose Domain refers to items related to the purpose and mission of the SDDOT. This measure is used to capture perceptions of mission, management's organization around that mission, and the individual's support of that mission. Purpose is closely related to identity in that individuals associating themselves with the organization's purpose are more likely to remain with the organization, all else being equal.

Figure 4-11 Purpose Domain by Year



$p=.001$

The Purpose Domain has a domain mean above the theoretical midpoint (2.58) and has an acceptable increase from the baseline data (0.09). However, there are significant decreases inherent in several job groups—drafting (-0.02), executives (-0.10), specialist/analyst (-0.10), and financial/information services/legal (-0.13). The overall mean is above the theoretical midpoint, indicating that more respondents agreed with the statements than disagreed with the statements in the domain.

The Rapid City Region and Central Office continue to have higher domain means than does the Pierre Region, which, in turn, has higher domain mean scores than do the Mitchell and Aberdeen Regions. E and Q position classifications continue to have higher domain means than the T and N position classifications.

Distinctions between the salaried and hourly employees (0.28) are similar to the supervisor/non-supervisor difference (0.29).

The pattern holds regarding the job group of the respondent. Executives have relatively high level of mean scores ($M=3.17$). The drafting and engineering respondents are at a relatively high level ($M=2.70$ and $M=2.68$ respectively) and the others have relatively lower scores.

There is a difference (0.15) between new hires and existing employees.

New employees score higher than do other employees, except that those with over ten years of DOT service have higher domain means than do those with between 6 and 10 years of tenure.

There are no significant differences in the responses of males and females, except that females continue to have smaller gains (0.01) than males (0.10).

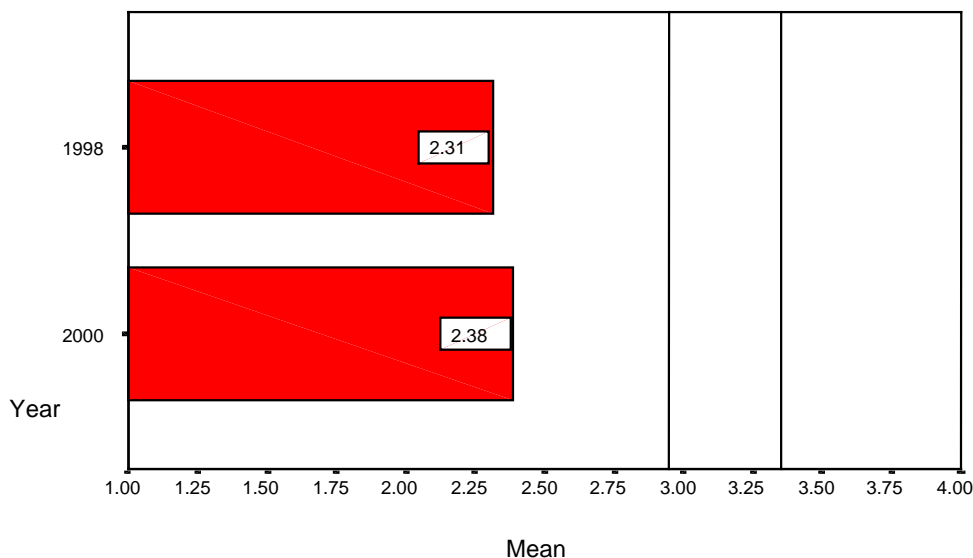
The younger the employee, the more favorable the response, except that those between 53 and 65 give the nearly same score as those between 20 and 36.

The respondents whose salary is below midpoint have the most favorable responses ($M=2.67$). The respondents whose salary is at midpoint are slightly lower ($M=2.60$), and those respondents whose salary is above midpoint have the lowest domain means ($M=2.47$).

Conflict Domain

The Conflict Domain measures employee's perception of the SDDOT's methods of handling and resolving disputes in the workplace. Conflict, if handled well, can create positive working environments. If handled poorly, conflict reduces communication and cooperation.

Figure 4-12 Conflict Domain by Year



$p=.001$

The Conflict Domain has a domain mean below the theoretical midpoint (2.38) while evidencing an acceptable increase from the baseline data (0.07). Decreases from 1998 to 2000 are evident in the drafting (0.00), equipment (-0.04), specialist/analyst (-0.04), and financial/information services/legal (-0.18) job groups.

The Rapid City Region and Central Office continue to have higher domain means than does the Pierre Region, which, in turn, has higher domain mean scores than do the Mitchell and Aberdeen Regions. However, the total range is much smaller (2.30 to 2.42). E and Q position classifications continue to have higher domain means than the T and N position classifications.

Distinctions between the salaried and hourly employees are the same as the supervisor/non-supervisor difference (0.34), but the level is relatively high.

The pattern holds regarding the job group of the respondent. Executives have relatively high level of mean scores ($M=3.08$). The engineering respondents are the only other job group above the point of indifference ($M=2.52$) while others have lower scores. This may indicate which group is the dominant coalition in deciding differences of opinion.

There is a difference (0.13) between new hires and existing employees. The general pattern holds that newer employees score higher than do other employees.

Males ($M=2.39$) have higher domain means than females ($M=2.32$), but females experienced a higher gain (0.09) than do males (0.07).

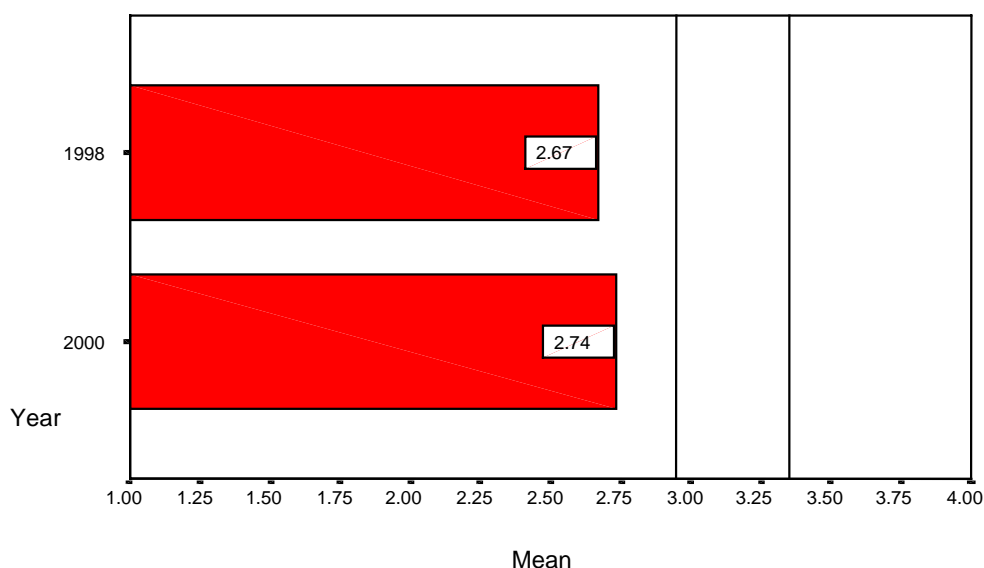
The younger the employee, the more favorable the response, except that those between 53 and 65 give nearly the same score as those between 20 and 36.

The respondents whose salary is below midpoint have the most favorable responses ($M=2.45$). The respondents whose salary is at midpoint are slightly lower ($M=2.42$), and those respondents whose salary is above midpoint have the lowest domain means ($M=2.29$).

Teamwork Domain

The Teamwork Domain represents the evaluation of support of one's workgroup and the quality of relationships within that workgroup. The teamwork domain measures an individual's assessment of their team, the quality of team performance, and relationships between team members.

Figure 4-13 Teamwork Domain by Year



$p=.009$

The Teamwork Domain has a domain mean above the theoretical midpoint (2.74) and has an acceptable increase from the baseline data (0.07). There are several decreases from 1998 to 2000 (drafting (-0.01), specialist/analyst (-0.04), and financial/information services/legal (-0.05) job groups, as well as respondents above midpoint (-0.06)).

The Rapid City Region and Central Office continue to have higher domain means than does the Pierre Region, which, in turn, has higher domain mean scores than do the Mitchell and Aberdeen Regions. E (M=3.33), Q (M=3.05), and T (M=2.92) position classifications have higher domain means than the N (M=2.64) position classifications. The N position classification had a small increase from 1998 to 2000 (0.03).

Distinctions between the salaried and hourly employees are the same as the supervisor/non-supervisor difference (0.29), and the level is about what would be expected.

The pattern holds regarding the job group of the respondent. Executives have relatively high level of mean scores (M=3.54). The drafting and engineering respondents are at a relatively high level (M=2.93 each) and the others have relatively low scores. Equipment (M=2.60) and maintenance (M=2.57) are much lower than the others, probably reflecting the continuing dissatisfaction with the 1996 staffing decreases. It is important to note the magnitude of difference between the top and the bottom (0.96).

There is a difference (0.26) between new hires and existing employees. The general pattern holds that respondents with less tenure score higher than do respondents with more tenure.

There are no significant differences in the responses of males and females.

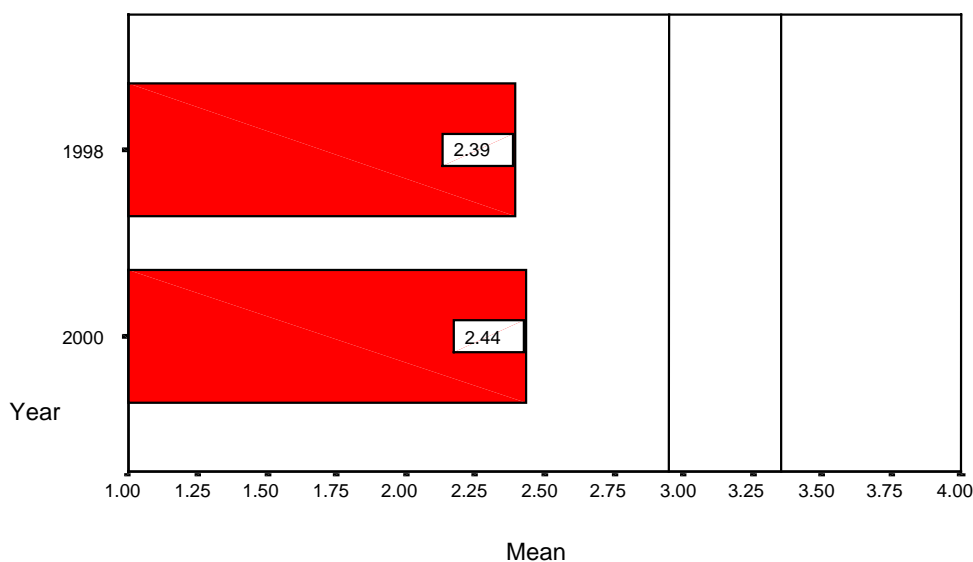
The younger the employee, the more favorable the response, except that those between 53 and 65 give higher scores than those between 37 through 52.

The respondents whose salary is below midpoint have the most favorable responses ($M=2.84$). The respondents whose salary is at midpoint are slightly lower ($M=2.74$), and those respondents whose salary is above midpoint have the lowest domain means ($M=2.62$).

Climate Domain

The Climate Domain addresses the general good fellowship that prevails in the work group atmosphere; the emphasis on being well liked (relative to performance); prevalence of friendly and informal social groups. This domain measures friendliness of relationships between co-workers, supervisors and subordinates, and the level of trust in the organization.

Figure 4-14 Climate Domain by Year



$p=.001$

The Climate Domain is below the theoretical midpoint, indicating that more respondents disagreed with the domain items than agreed with them. While the increase (0.04) is statistically significant it is not considered to be substantive.

The Rapid City (M=2.50) and Pierre (M=2.47) Regions and the Central Office (M=2.54) domain means are higher than the Mitchell (M=2.35) and Aberdeen (M=2.26) Regions.

The E and Q position classifications have higher domain means than the T and N position classifications. Distinctions between the salaried and hourly employees are similar to the supervisor/non-supervisor difference, on an order of magnitude of difference (about 0.35).

Executives have a mean score of 2.98. The drafting and engineering are above the theoretical midpoint, all others (clerical, equipment, maintenance, specialist/analyst, technician, and financial/information services/legal employees) have mean scores between 2.25 and 2.47.

New hires scores are significantly higher (0.26) than are existing employees. As the years of service increase, the climate score decreases.

Males (M=2.47) have slightly higher domain means than do females (M=2.43).

The younger the employee, the more favorable the response, except that those between 53 and 65 give slightly lower scores (0.01) than those between 37 through 45 and slightly higher scores (0.06)

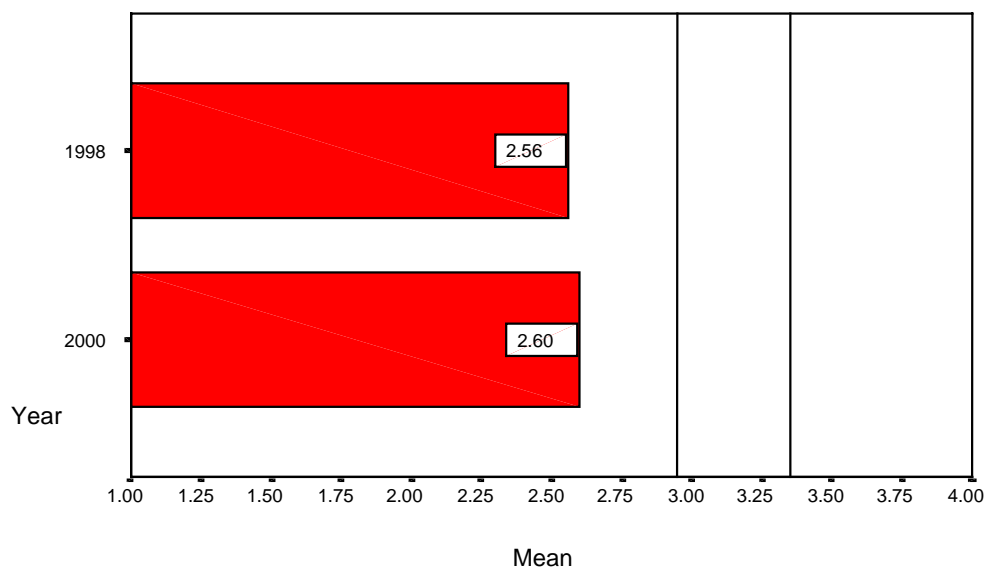
than those between 46 and 52, coming to rest thirteen points below the 20-36 age range mean score.

The respondents whose salary is below midpoint have the most favorable responses ($M=2.58$). The respondents whose salary is at midpoint are slightly lower ($M=2.46$), and those respondents whose salary is above midpoint have the lowest domain means ($M=2.26$).

Performance Appraisals Domain

The Performance Appraisals Domain refers to perceptions of the formal performance appraisal process. The performance appraisal domain was developed in 1998 to measure performance and appraisal issues affecting productivity, creativity, efficiency, and the exercise of authority in carrying out the mission of the organization.

Figure 4-15 Performance Appraisal Domain by Year



$p=.153$

There are no significant differences between the mean score for 1998 and 2000 for this domain. Although there is an increase from 1998 to 2000, it is possible that this increase (0.04) is due to chance. The overall mean is above the theoretical midpoint, indicating that more respondents agreed with the statements than disagreed with the statements in the domain.

While the differences between the years are not statistically significant, there are some differences in the response levels according to the demographic characteristics of the responses. The Rapid City Region and the Central Office have higher domain means than do the Pierre, Mitchell, and Aberdeen Regions.

The E ($M=2.92$), Q ($M=2.62$), and T ($M=2.71$) have higher domain means than the N ($M=2.55$) position classes. However, Q position classification decreased its mean from 1998 to 2000 (-0.22).

Distinctions between the salaried and hourly employees are smaller than what would normally be expected (0.09), and they are somewhat similar to the supervisor/non-supervisor difference, on an order of magnitude of difference (about 0.15). However, the salaried respondents decreased by 14 points (-0.14) from 1998 to 2000.

Executives have a relatively low mean score (3.26), but this is clearly higher than all other employee groups. Drafting is higher than the clerical, engineering, and equipment respondents, but all are above the agency average (2.60). Specialist analyst and financial/information services/ legal had substantial decreases from 1998 to 2000 (-0.14 and -0.11, respectively). The lowest levels of

respondents are those from maintenance, specialist/analyst technician and financial/information services/ legal job groups.

There is a difference (0.33) between new hires and existing employees.

As years of service increase, the performance appraisal score decreases.

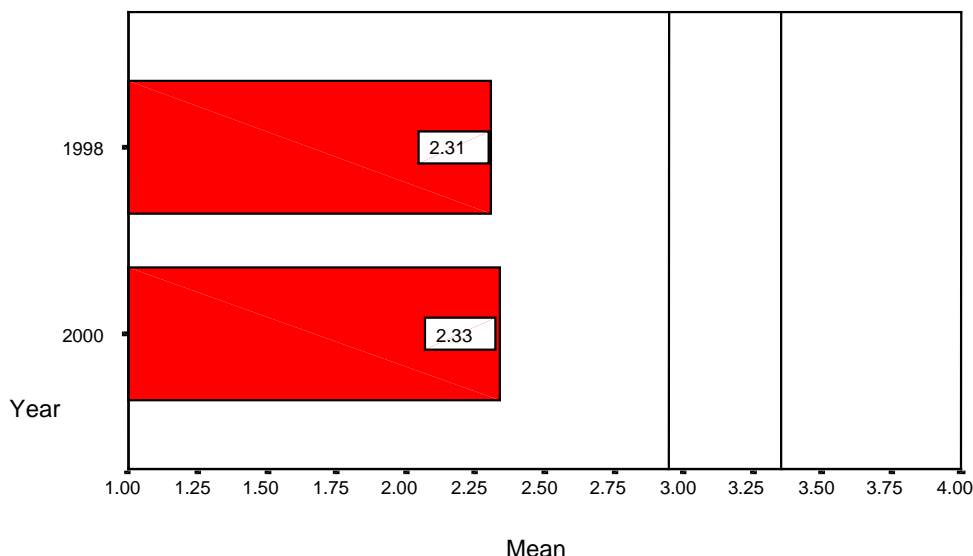
Males (M=2.54) score about eleven points lower than females (M=2.69). The younger the employee, the more favorable the response, except that those between 53 and 65 give higher scores (M=2.62) than those between 37 through 45 (M=2.54) and those between 46 and 52 (M=2.52).

The respondents whose salary is below midpoint have the most favorable responses (M=2.76). The respondents whose salary is at midpoint are slightly lower (M=2.58), and those respondents whose salary is above midpoint have the lowest domain means (M=2.44).

Responsibility Domain

The Responsibility Domain represents the accountability and control exercised within the organization. This measure is used to capture employee's perceptions about having the proper decision making power in their jobs and the degree to which they feel they are held accountable.

Figure 4-16 Responsibility Domain by Year



p=.219

The mean score for the Responsibility Domain (M=2.33) is below the theoretical midpoint, indicating that more respondents disagreed with the statements than agreed with the statements in the domain. Further, there are no significant differences between the mean score for 1998 and 2000. Although there is an increase (0.03) from 1998 to 2000, it is likely that this increase is due to chance.

Still, there are some differences that can be discussed in terms of the demographics characteristics of the respondents. Substantial increases from 1998 to 2000 can be found for those in the Q and E position classifications, and for salaried respondents, executives, non-Caucasians, and those at midpoint.

There are few realistic differences between the Central Office and the Regions.

The E, Q, and T position classifications have higher domains than do the N position classifications.

There is essentially no difference between the 1998 and 2000 responses for the respondents in the N position classification.

Distinctions between the salaried and hourly employees are smaller than what would normally be expected (0.16) and are somewhat similar to the supervisor/non-supervisor difference, on an order of magnitude of difference (about 0.14).

Executives have relatively low mean scores (M=2.92), but score significantly higher than all other job groups. The drafting respondents have mean scores that are significantly higher than the other groups (clerical, engineering, equipment, maintenance, specialist/analyst, technician, and financial/information services/legal employees—all below the theoretical midpoint).

There is a no difference (0.03) between new hires and existing employees. As the years of service increase, the climate score decreases, except that the respondents with over ten years of service (M=2.31) have a slightly higher score than those with between six and ten years of service (M=2.29).

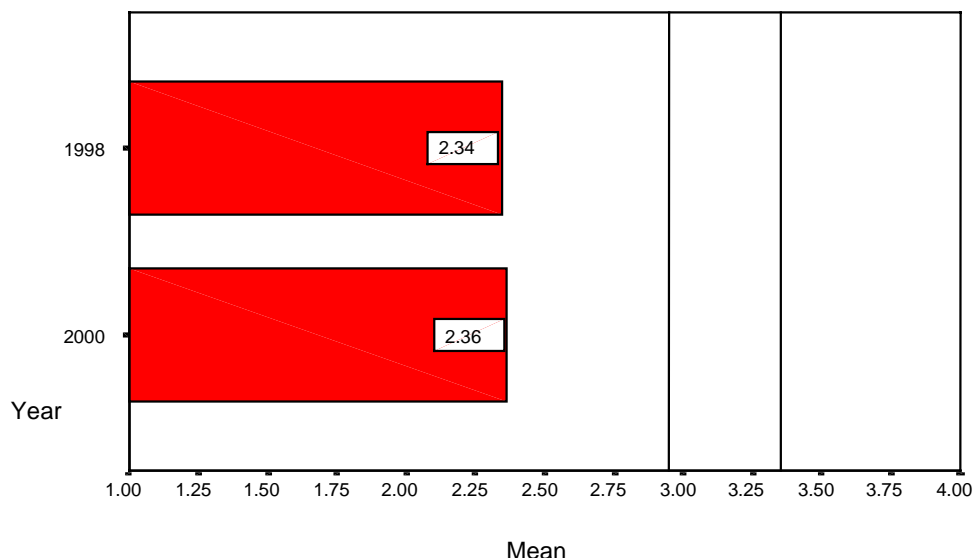
Males score about three points higher than females. The younger the employee, the more favorable the response, except that those between 53 and 65 give slightly higher scores (M=2.36) than those between 37 through 45 (M=2.29) and slightly higher than those between 46 and 52 (M=2.31).

The respondents whose salary is below midpoint have the most favorable responses (M=2.41). The respondents whose salary is at midpoint are slightly lower (M=2.32), and those respondents whose salary is above midpoint have the lowest domain means (M=2.26).

Risk Domain

The Risk Domain refers to acceptable levels of risk taking in decision making. The Domain measures the perception that employees have about taking calculated risks that may lead to new, less costly, or more efficient work processes.

Figure 4-17 Risk Domain by Year



$p=.416$

The mean score for the Risk Domain ($M=2.36$) is below the theoretical midpoint, indicating that more respondents disagreed with the statements than agreed with the statements in the domain. Further, there are no significant differences between the mean score for 1998 and 2000. Although there is an increase (0.02) from 1998 to 2000, it is likely that this increase is due to chance.

Still, there are some differences that can be discussed in terms of the demographics characteristics of the respondents. Substantial increases from 1998 to 2000 can be found for those in the Pierre Region, E position classifications, clerical and financial/information services/legal job groups, and non-Caucasian respondents.

The Central Office and the Rapid City Region are significantly higher than the Aberdeen and Mitchell Regions, with Pierre Region in between the two groups. The E and Q position classifications have higher domains than do respondents in the T and N position classifications.

Distinctions between the salaried and hourly employees are what normally would be expected (0.24) and they are somewhat similar to the supervisor/non-supervisor difference (0.21).

Executives have relatively low mean scores ($M=2.79$), but score significantly higher than all other job groups, with only drafting ($M=2.51$) and financial/information services/legal ($M=2.52$) being above the theoretical midpoint. The remaining groups (clerical, engineering, equipment, maintenance, specialist/analyst, and technician respondents) are all below the theoretical midpoint.

There is a no difference (0.02) between new hires and existing employees. As the years of service increase, the Risk Domain mean score decreases, except that the respondents with over ten years of

service (M=2.37) have a slightly higher score than those with between two and six and six and ten years of service (both M=2.31).

Males (M=2.35) have slightly lower domain means than do females (M=2.42).

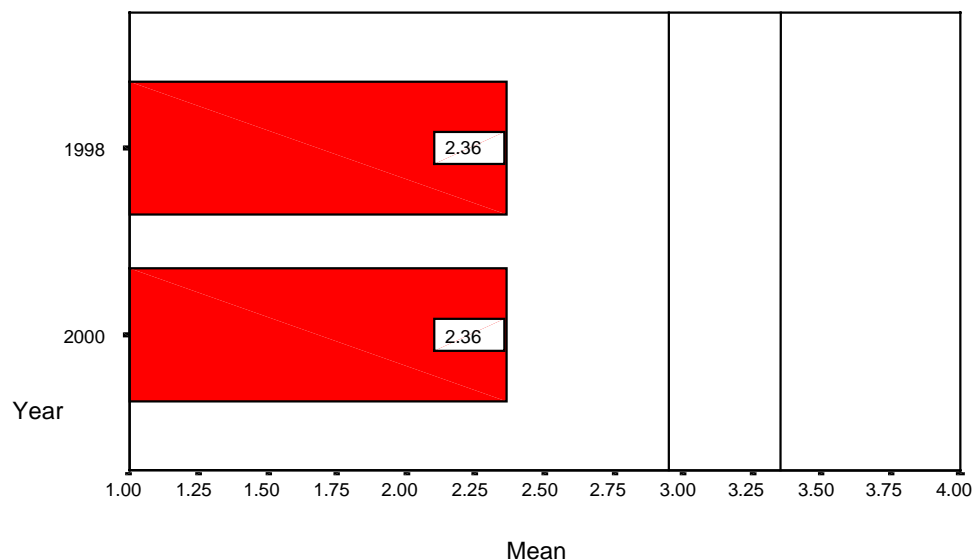
Respondents 37 through 45 years of age have the highest risk score (M=2.40), slightly higher than the scores for respondents between 37 through 45 and 53 and 65 (both M=2.36) and slightly higher than those between 20 and 36 (M=2.31).

The respondents whose salary is below midpoint have the most favorable responses (M=2.41). The respondents whose salary is at midpoint are slightly lower (M=2.37), and those respondents whose salary is above midpoint have the lowest domain means (M=2.31).

Problem Solving Initiative Domain

The Problem Solving Initiative Domain refers to items noted in focus groups about the benefits of the problem solving initiative. The Problem Solving Initiative Domain was developed in 1998 to measure issues surrounding the problem solving initiative affecting productivity, creativity, efficiency, and the exercise of authority in carrying out the mission of the organization.

Figure 4-18 Problem Solving Initiative Domain by Year



$p=.966$

The mean score for the Problem Solving Initiative Domain (2.36) is below the theoretical midpoint, indicating that more respondents disagreed with the statements than agreed with the statements in the domain. Further, there are no significant differences between the mean score for 1998 and 2000. Although there is an extremely slight decrease (not captured by two significant digits) from 1998 to 2000, it is likely that this decrease is due to chance.

Still, there are some differences that can be discussed in terms of the demographics characteristics of the respondents. Substantial increases from 1998 to 2000 can be found for Aberdeen region respondents, non-Caucasian respondents, and respondents at midpoint. Substantial decreases can be found for those from the Pierre Region, the E position classification, and the equipment and financial/information services/legal job groups

The Central Office and the Rapid City Region are significantly higher than the Aberdeen and Pierre Regions, with Mitchell Region in between the two groups. The E and Q position classifications have higher responses than do those in the T and N position classifications.

Distinctions between the salaried and hourly employees are large (0.39) and are somewhat similar to the supervisor/non-supervisor difference (0.43).

Executives have relatively low mean scores ($M=3.30$), but score significantly higher than all other job groups, with only drafting ($M=2.54$) and engineering ($M=2.52$) being above the theoretical midpoint. The remaining job groups (clerical, equipment, maintenance, specialist/analyst, technician, and financial/information services/legal respondents) are all below the theoretical midpoint. There is

a difference (0.24) between new hires and existing employees. As the years of service increase, the Problem Solving Initiative Domain mean score decreases.

Males ($M=2.37$) score higher than females ($M=2.30$). Females decreased their positive responses (-0.07) and males increased their positive responses (0.01).

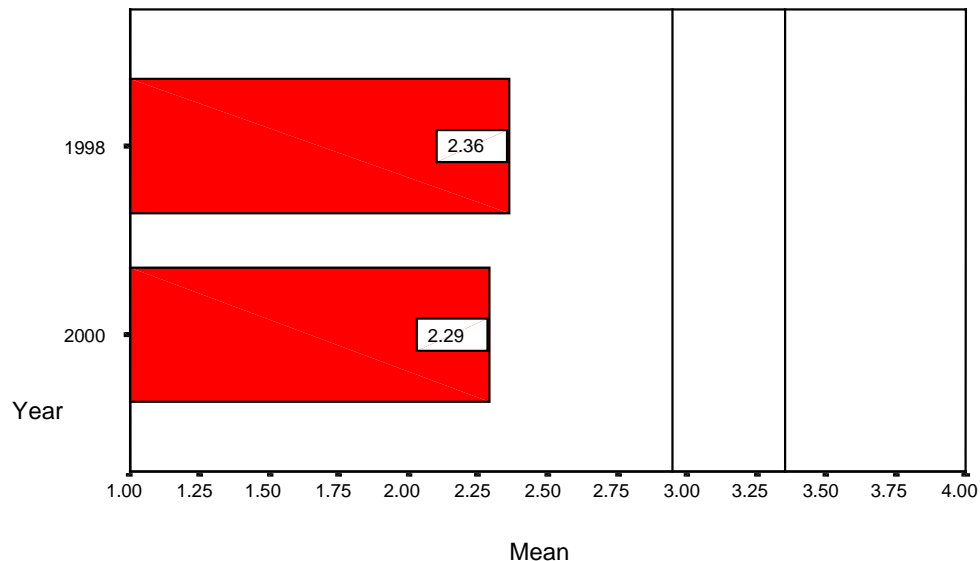
Younger respondents tend to score higher than do older workers, except that respondents 53 and 65 score slightly higher than those individuals between 46 and 52.

The respondents whose salary is below midpoint have the most favorable responses ($M=2.50$). The respondents whose salary is at midpoint are slightly lower ($M=2.37$), and those respondents whose salary is above midpoint have the lowest domain means ($M=2.31$).

Performance Measurement Initiative Domain

The Performance Measurement Initiative Domain refers to items noted in focus groups about the benefits of the performance measurement initiative. The Performance Measurement Initiative Domain was developed in 1998 to measure issues surrounding the performance measurement initiative affecting productivity, creativity, efficiency, and the exercise of authority in carrying out the mission of the organization.

Figure 4-19 Performance Measurement Initiative Domain by Year



$p=.012$

The mean score for the Performance Measurement Initiative Domain (2.29) is below the theoretical midpoint, indicating that more respondents disagreed with the statements than agreed with the statements in the domain. The modest decrease in favorable responses (-0.07) belies some of the major issues within the SDDOT.

There are some differences that can be discussed in terms of the demographics characteristics of the respondents. Substantial increases from 1998 to 2000 can be found for respondents from the Rapid City Region. All other demographic characteristics (save new employees, which increased by 0.01,) experienced a decline in scores.

The Central Office and the Rapid City Region have significantly higher mean scores than the Aberdeen, Mitchell, and Pierre Regions. Respondents in the E and Q position classifications have higher domain means than do the T and N position classifications.

Salaried respondents have higher domain means than hourly employees (0.18). Supervisor respondents have higher domain means than do non-supervisor (0.17).

Executives have a relatively low mean score ($M=3.27$), but score significantly higher than all other job groups, with only drafting ($M=2.57$) averaging above the theoretical midpoint. The remaining groups (clerical, engineering, equipment, maintenance, specialist/analyst, technician, and financial/information services/legal respondents) each average below the theoretical midpoint.

There is a difference (0.24) between new hires and existing employees. New employees have the highest acceptance of performance measures ($M=2.50$), with those over ten years ($M=2.26$) averaging above those with 6-10 years of DOT service ($M=2.24$) and those with 2-6 years of DOT service ($M=2.23$).

Males ($M=2.30$) have a slightly higher domain mean score on this domain than do females ($M=2.25$). Females had a substantial decrease (-0.15) in this domain while males had a slight decrease (-0.06).

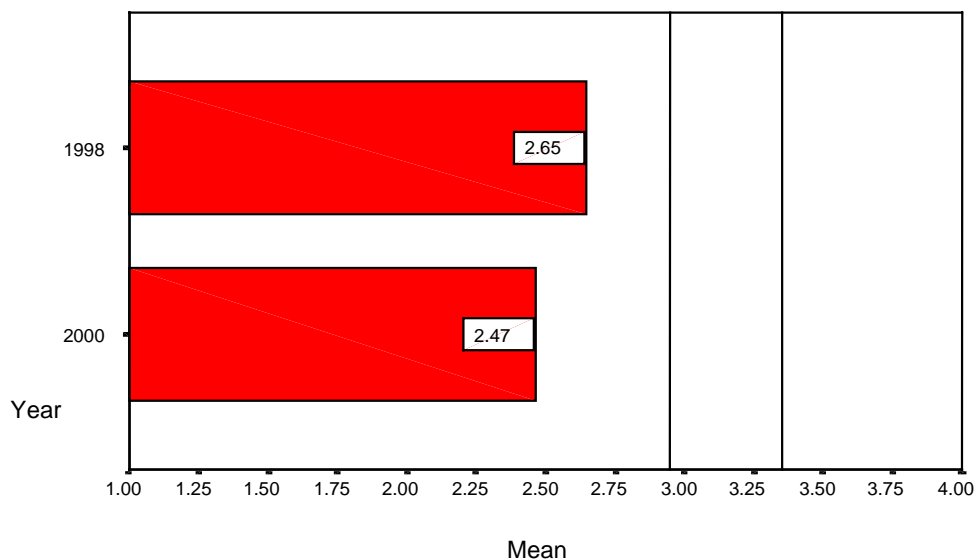
Younger respondents tend to have a slightly higher domain mean score ($M=2.31$) than do other classifications of workers ($M=2.28$).

The respondents whose salary is below midpoint have the most favorable responses ($M=2.34$). The respondents whose salary is at midpoint are slightly lower ($M=2.29$), and those respondents whose salary is above midpoint have the lowest domain means ($M=2.24$).

Morale Domain

The Morale Domain refers to and measures the level of recognition given employees, feelings that one's work is valued by others, and the extent to which management understands and appreciates employee's work related concerns. Morale, unlike job satisfaction, deals with how one feels others think about you and your job.

Figure 4-20 Morale Domain by Year



$p=.000$

The mean score for the Morale Domain ($M=2.47$) is slightly below the theoretical midpoint, indicating that more respondents disagreed with the statements than agreed with the statements in the domain. Further, the responses for this domain mean are much lower (-0.18) in 2000 than they were in 1998.

Still, there are some differences that can be discussed in terms of the demographics characteristics of the respondents. Increases from 1998 to 2000 can be found for E position classification (0.08), executive job group (0.01), and non-Caucasian (0.02) respondents. Substantial decreases are common.

Respondents from the Central Office and the Rapid City and Pierre Regions score significantly higher than the Mitchell and Aberdeen Regions. Respondents in the E ($M=2.98$) and Q ($M=2.87$) position classifications have higher domain means than do the T ($M=2.57$) and N ($M=2.40$) position classifications.

Distinctions between salaried and hourly employees are large (0.34) and are quite similar to the supervisor/non-supervisor difference (0.34).

Executives have a relatively low mean score ($M=3.17$), but score significantly higher than all other job groups, with only drafting ($M=2.64$) and engineering ($M=2.60$) being above the theoretical midpoint. The remaining groups (clerical, equipment, maintenance, specialist/analyst, technician, and financial/information services/legal respondents) are all below the theoretical midpoint.

New hires have higher domain means (0.20) than all others. As the years of service increase, the Morale Domain scores decrease, except that respondents with over ten years of tenure (M=2.43) score higher than those with between 6-10 years (M=2.39), but below those with between 2-6 years (M=2.52) and new employees (M=2.64).

Males have a higher domain mean than females, but the size of the difference has not changed between 1998 and 2000.

Younger respondents (20-36, M=2.52) tend to score higher than do older workers, except that respondents between 53 and 65 (M=2.51) score higher than those between 37 and 45 (M=2.45) and 46 and 52 (M=2.40).

The respondents whose salary is below midpoint have the most favorable responses (M=2.60). The respondents whose salary is at midpoint are slightly lower (M=2.46), and those respondents whose salary is above midpoint have the lowest domain means (M=2.34).

SUMMARY OF DOMAIN CHANGES

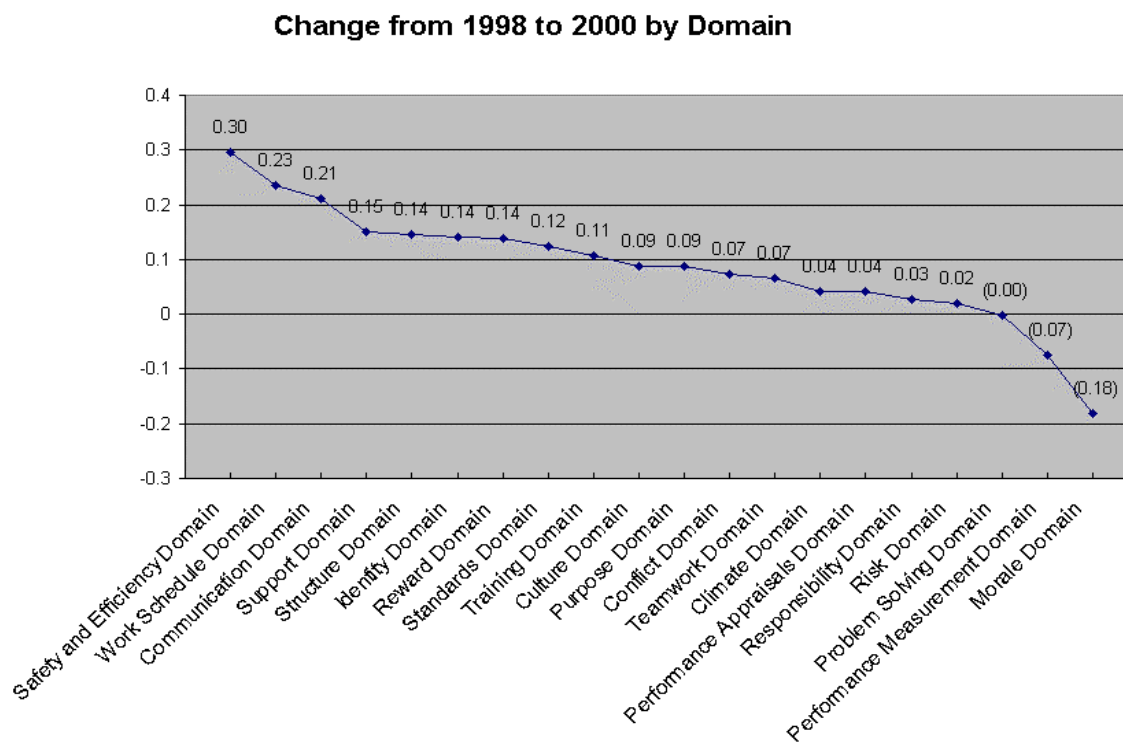
In the following graph, we provide the domains ranked according to the size of the change between the 1998 and 2000 OHA. One can clearly see that there have been some very positive increases from the baseline (0.00). However, the previous discussion identified that there are some challenges for the SDDOT with respect to some domains and some categories of respondents.

The domains where there are significant management challenges are the Reward Domain, the Problem Solving Initiative, the Performance Measures Initiative, and the Morale Domain. The Reward and Morale Domains have a significant relationship in that they both refer to how others feel about one's job. The Morale Domain specifically refers to the respect and recognition you get for doing your job. The Reward Domain captures how you are rewarded for doing that job.

The demographic variables of interest are the differences in the responses by region, the magnitude of difference between the E and Q position classes and the T and N position classes. Also of interest is the magnitude of differences between supervisors and non-supervisors (and salaried and hourly) and the distinctions between the job groups, including the relative low scores by equipment and maintenance respondents, and the decreases in scores for the specialist/analyst and the financial, information services, and legal job groups. The attention paid to new hires apparently allows them to feel better about the agency, but with so many new hires at the midpoint, problems are on the horizon for this group. Finally, the years of DOT service point out that since more years of DOT service reduces the domain means of the respondent, something positive must be done to speak with more senior workers to help them learn and grow in their jobs.

While the following chart does not indicate an order for action, it does help demonstrate that some things are much better, some things are a little better, and some things need work.

Figure 4-21 Change from 1998 to 2000 by Domain



FINDINGS—SECTION 5

SPECIAL ANALYSIS

This section reports the findings on a series of empirical evaluations of the differences, if any, between three identifiable groups of employees: those no longer with the South Dakota Department of Transportation (SDDOT), those new to the SDDOT, and those that were employees in 1998 and are still employees on the date of the survey. Data obtained from the 1998 and 2000 Organizational Health Assessments (OHA) are utilized to identify the individuals of interest for each analysis and to develop the necessary statistical metrics.

DATA SET PROCEDURES

In order to evaluate these hypotheses, the data sets from the 1998 OHA and the 2000 OHA were combined using the employees Social Security Number to match the 1998 responses to the 2000 responses. This resulted in three types of records — (1) records for those who were only employed at the time of the 1998 OHA, (2) those who only employed at the time of the 2000 OHA, and (3) those who were employed during both the 1998 and 2000 OHAs.

DIFFERENCES BETWEEN THOSE NO LONGER AT THE DEPARTMENT AND CONTINUING EMPLOYEES

This analysis reviews the contention that those employees who left the SDDOT in the time between the first OHA in 1998 and the second administration in 2000 were the most unsatisfied employees. The testing was directed at a examining the hypothesis that the means from those that are no longer working for the SDDOT, referred to as “1998 Only”, would be different (lower) than those that are still employed at the Department, referred to as “Both Year.”

Analysis

An analysis of variance procedure was run against the “1998 Only” responders and “Both Year” responders on the 1998 Overall Job Satisfaction question. Results are presented in Table 5-2. The findings are not statistically significant, therefore it can be concluded that there is no difference in the overall job satisfaction mean between the two groups ($p=.083$, equal variances assumed; $p=.101$, equal variances not assumed).

Table 5-1 Employees that Are No Longer Employed by SDDOT vs. Employees that Are Still Employed by SDDOT

	N	1998 Overall Satisfaction Mean	Std. Deviation	Std. Error Mean
“1998 Only” Respondents	121	2.46	.80	.07
“Both Year” Respondents	593	2.33	.74	.03

Discussion

We found one significant difference related to the Performance Measure domain between these two groups of respondents. All other differences in domain means were statistically insignificant providing no support for an assertion that the “1998 Only” and “Both Year” responder are different from each other.

The data produced a statistically significant ($p=.027$) result for only one of the 12 national comparison statements—Statement 8—“There is someone at work who encourages my development.”

A finding of two items that are statistically significant does not offer sufficient evidence to argue that the “1998 Only” responder group were “more dissatisfied” than the “Both Year” responder group. Hence, it is possible to conclude that there are no significant differences between the 1998 domain means of the two groups with the exception of the Performance Measures domain items and the single national comparison statement.

DIFFERENCES BETWEEN NEW EMPLOYEES AT THE DEPARTMENT AND CONTINUING EMPLOYEES

Overall job satisfaction was investigated to determine if there were differences in the level of responses from those who answered both questionnaires “Both Year” and those who responded and were only employed during the 2000 OHA, referred to as “2000 Only.” An analysis was run against these two groups on the measure for overall job satisfaction. In this manner, it was possible to statistically assess whether any differences existed between the means for these two groups of respondents.

Analysis

The differences in means for these two groups on the measure of job satisfaction proved to be statistically significant ($p=.000$, equal variances assumed; $p=.000$, equal variances not assumed). In other words, the “2000 Only” responders have a higher overall job satisfaction mean than do the “Both Year” responders for the 2000 OHAs.

Table 5-2 Employees that Are New to SDDOT vs. Employees that Were Employed by SDDOT in 1998

	N	2000 Overall Satisfaction Mean	Std. Deviation	Std. Error Mean
“2000 Only” Respondents	128	3.00	.65	.06
“Both Year” Respondents	556	2.69	.76	.03

Discussion

While the results reported above account for some degree of the increase in overall job satisfaction since the 1998 OHA, they do not account for all of it. A secondary analysis was completed with respect to the change in overall job satisfaction for those SDDOT employees that were employed

during both the 1998 and 2000 OHAs. This is an increase of .31 between the “2000 Only” and the “Both Year” responders.

DIFFERENCES BETWEEN 1998 AND 2000 FOR EMPLOYEES AT THE DEPARTMENT AND RESPONDING IN BOTH YEARS

Overall job satisfaction was investigated to determine if there were differences in the mean for those employees that were with the SDDOT in 1998 and still with the SDDOT in 2000 and responded in both years. A paired analysis was run against this group on the measure for overall job satisfaction. In this manner, it was possible to statistically assess whether any differences existed between 1998 and 2000 in the mean overall job satisfaction for this group of respondents.

Analysis

The difference in means for 1998 and 2000 on the measure of job satisfaction proved to be statistically significant ($p=.000$). In other words, for those that responded in both years (1998 and 2000) the mean for the 2000 overall job satisfaction is higher than it was in 1998.

Table 5-3 Employees that Responded to Both the 1998 and 2000 Organizational Health Surveys

	N	Overall Satisfaction Mean	Std. Deviation	Std. Error Mean
2000 Overall Satisfaction	489	2.70	.77	.03
1998 Overall Satisfaction	489	2.34	.75	.03

Discussion

Since the difference in means is significant, it can be concluded that those SDDOT employees that were employed and responded in both the 1998 and 2000 OHAs had a significant increase in their overall job satisfaction during this timeframe. In 1998, the overall job satisfaction mean was 2.34 while in 2000, the overall job satisfaction mean increased to 2.70 for this paired group. This increase of .36 is greater than the .31 difference between the “2000 Only” and the “Both Year” responders.

FINDINGS—SECTION 6

OVERALL SATISFACTION WITH THE SDDOT

Respondents were asked to describe their level of job satisfaction in various ways. One of the items in the survey asked respondents to respond to the question—"How satisfied are you with your job, all-in-all?" The response levels ranged from Extremely Dissatisfied, Dissatisfied, Neither Satisfied nor Dissatisfied, Satisfied, to Extremely Satisfied.

The overall level of satisfaction of the respondents to the 2000 Organizational Health Assessment (OHA) survey had increased from 1998 by almost eight percent (7.95 percent). While this change is relatively modest, the change is in the desired direction and represents real gains. The level of reporting some level of satisfaction (either satisfied or extremely satisfied) is 58.47 percent.

To put this increase in context, the Gallup Organization in their most recent sampling of the American work force noted that approximately 86 percent of employees are either completely satisfied or somewhat satisfied with their work.¹⁴ In August 1997, employees reported the same level of satisfaction, but more reported being completely satisfied (39 percent) in 1999 than did in 1997 (35 percent). While this level of reported satisfaction for a statistically valid sample of American workers is higher than the SDDOT survey reports for satisfaction, the SDDOT has experienced an increase while still seeing some room for further improvement.

The results of this analysis are presented below. Many employees have attributed the modest gains to changes resulting from time alone. However, a more detailed empirical analysis should be accomplished in order to verify this, or any other conclusion.

The increase in overall satisfaction reported for 2000 derives from fewer reports of some level of dissatisfaction (both dissatisfied and extremely dissatisfied) and from a reduction in the numbers (and percentages) of respondents indicating they were undecided. In both cases, there are more respondents indicating that they are satisfied than occurred in 1998.

¹⁴ Source: Gallup Poll Releases, <http://www.gallup.com/poll/pr990903.asp>, accessed on 6/28/2000. The poll had a margin of error of plus or minus four percentage points and was a sample of full-time and part-time employed Americans.

Table 6-1 Overall Satisfaction by Year

Overall Satisfaction	Year		Change
	2000	1998	
Extremely Satisfied	5.85	3.92	1.93
Satisfied	50.00	43.98	6.02
Undecided	21.05	25.35	-4.30
Dissatisfied	17.98	21.01	-3.03
Extremely Dissatisfied	5.12	5.74	-0.63
Total	100.00	100.00	-

Location

The distribution of job satisfaction responses by location produces some interesting results. Respondents to the 2000 OHA in the Pierre (57.0 percent) and Rapid City (66.0 percent) Regions and the Central Office (61.3 percent) each have more than half their employees responding with either satisfied or extremely satisfied. The Aberdeen (47.5 percent) and Mitchell Regions (44.1 percent) each have fewer than one half their respondents indicating some level of satisfaction (satisfied or extremely satisfied). The 2000 OHA average of respondents indicating some level of satisfaction is over fifty percent (55.85 percent).

An analysis of the mean scores for these variables is revealing. The Rapid City Region responded at a level near the operational category. Respondents in the Pierre (0.19), Rapid City (0.17) and Aberdeen (0.16) regions posted substantial increases in mean scores from 1998 to 2000. Likewise, respondents in the Central Office (0.10) posted significant gains.

Table 6-2 Overall Satisfaction by Location by Year

Region	Year		Change
	2000	1998	
Aberdeen Region	2.61	2.45	0.16
Mitchell Region	2.62	2.64	-0.02
Pierre Region	2.81	2.62	0.19
Rapid City Region	2.92	2.75	0.17
Pierre Central Office	2.80	2.70	0.10

In 1998, nearly one in two employees (47.90 percent) responded that they were either satisfied or extremely satisfied with their jobs. Aberdeen Region employees have increased in terms of the percentage responding either satisfied or extremely satisfied from 1998 (40.2 percent) to 2000 (47.50 percent). Mitchell employees have reported an increase in terms of respondents indicating some level of satisfaction with their job moving from 1998 (23.3 percent) to 2000 (44.1 percent). Pierre Region respondents indicated some level of satisfaction in 1998 (44.74 percent) and in 2000 (57.01 percent). Rapid City respondents increased their reporting of some level of satisfaction employees from 1998 (55.08) to 2000 (67.00 percent). Respondents in the Central Office increased their reporting of some level of satisfaction from 1998 (52.33 percent) to 2000 (61.30 percent). The agency average has increased from 1998 (47.90 percent) in 1998 to over one of every two in 2000 (55.9 percent).

Table 6-3 Overall Satisfaction by Location by Year

Year	Region		Overall Satisfaction					Total
			Extremely Dissatisfied	Dissatisfied	Undecided	Satisfied	Extremely Satisfied	
2000	Aberdeen	Count	9	26	28	53	4	120
		Region Percent	7.50	21.67	23.33	44.17	3.33	100.00
	Mitchell	Count	6	30	35	49	7	127
		Region Percent	4.72	23.62	27.56	38.58	5.51	100
	Pierre	Count	5	13	28	55	6	107
		Region Percent	4.67	12.15	26.17	51.40	5.61	100.00
	Rapid City	Count	2	13	18	61	6	100
		Region Percent	2.00	13.00	18.00	61.00	6.00	100.00
Pierre Central Office	Count	13	41	35	124	17	230	
	Region Percent	5.65	17.83	15.22	53.91	7.39	100.00	
Total	Count	35	123	144	342	40	684	
	Region Percent	5.12	17.98	21.05	50.00	5.85	100.00	
1998	Aberdeen	Count	7	38	24	42	1	112
		Region Percent	6.25	33.93	21.43	37.50	0.89	100.00
	Mitchell	Count	6	25	43	56	3	133
		Region Percent	4.51	18.8	32.33	42.11	2.26	100.00
	Pierre	Count	9	19	35	47	4	114
		Region Percent	7.89	16.67	30.70	41.23	3.51	100.00
	Rapid City	Count	6	17	30	62	3	118
		Region Percent	5.08	14.41	25.42	52.54	2.54	100.00
Pierre Central Office	Count	13	51	49	107	17	237	
	Region Percent	5.49	21.52	20.68	45.15	7.17	100.00	
Total	Count	41	150	181	314	28	714	
	Region Percent	5.74	21.01	25.35	43.98	3.92	100.00	

Job Groups

When analyzing the level of satisfaction by job code, we find some dramatic results. Clerical respondents increased their percentage of reported satisfaction (either satisfied or extremely satisfied) from 1998 (49.02 percent) to 2000 (57.50 percent). Drafting respondents increased their level of reported satisfaction from 1998 (62.50 percent) to 2000 (77.78 percent). Engineering respondents increased in their reported satisfaction from 1998 (56.34 percent) to 2000 (66.67 percent). Equipment respondents increased their levels of satisfaction from 1998 (50.00 percent) to 2000 (55.88 percent). Executives reported a complete level of satisfaction from nearly all executives reporting being either satisfied or extremely satisfied (6 of 7) in 1998 to all executives reporting being either satisfied or extremely satisfied (8 of 8) in 2000. Maintenance respondents reported an increase in satisfaction from 1998 (36.75 percent) to 2000 (44.04 percent). Specialist and Analyst employees decreased in their number of responses and in their reported of some level of satisfaction from 1998 (53.33 percent) to 2000 (48.48 percent), a decline of less than five percent (4.82 percent). Technician employees increased in their level of reported satisfaction from 1998 (47.01 percent) to 2000 (55.47 percent), an increase of over eight percent (8.36 percent). Financial/Information Services/Legal respondents decreased slightly in their reported levels of satisfaction from 1998 (57.90 percent) to 2000 (57.53 percent), not a significant decline.

Table 6-4 Overall Satisfaction by Job Code by Year

Job Code Overall	Year		Change
	2000	1998	
Clerical Employees	2.71	2.60	0.10
Drafting Employees	2.92	2.97	(0.05)
Engineering Employees	2.90	2.77	0.13
Equipment Employees	2.83	2.74	0.09
Executives	3.53	3.46	0.07
Maintenance Employees	2.57	2.44	0.13
Specialist/Analyst Employees	2.59	2.80	(0.21)
Technician Employees	2.78	2.66	0.12
Financial/Information Services/Legal	2.83	2.82	0.01
Total	2.75	2.64	0.11

Table 6-5 Overall Satisfaction by Job Group by Year

Year	Job Group		Overall Satisfaction					Total
			Extremely Dissatisfied	Dissatisfied	Undecided	Satisfied	Extremely Satisfied	
2000	Clerical	Count Group Percent	3 7.50	8 20.00	6 15.00	21 52.50	2 5.00	40 100.00
	Drafting	Count Group Percent	1 5.56	2 11.11	1 5.56	14 77.78		18 100.00
	Engineering	Count Group Percent	6 3.17	28 14.81	29 15.34	110 58.20	16 8.47	189 100.00
	Equipment	Count Group Percent		6 17.65	9 26.47	17 50.00	2 5.88	34 100.00
	Executives	Count Group Percent				5 62.50	3 37.50	8 100.00
	Maintenance	Count Group Percent	16 7.34	52 23.85	54 24.77	87 39.91	9 4.13	218 100.00
	Specialist/ Analyst	Count Group Percent	3 9.09	6 18.18	8 24.24	16 48.48		33 100.00
	Technician	Count Group Percent	6 4.96	16 13.22	32 26.45	61 50.41	6 4.96	121 100.00
	Financial/ IS/Legal	Count Group Percent		5 21.74	5 21.74	11 47.83	2 8.70	23 100.00
	Total	Count Group Percent	35 5.12	123 17.98	144 21.05	342 50.00	40 5.85	684 100.00
1998	Clerical	Count Group Percent	3 5.88	12 23.53	11 21.57	25 5.12		51 100.00
	Drafting	Count Group Percent		1 6.25	5 31.25	9 56.25	1 6.25	16 100.00
	Engineering	Count Group Percent	9 4.57	31 15.74	46 23.35	102 51.78	9 4.57	197 100.00
	Equipment	Count Group Percent	2 7.14	2 7.14	10 35.71	13 46.43	1 3.57	28 100.00
	Executives	Count Group Percent			1 14.29	3 42.86	3 42.86	7 100.00
	Maintenance	Count Group Percent	22 9.40	67 28.63	59 25.21	80 34.19	6 2.56	234 100.00
	Specialist/ Analyst	Count Group Percent	1 2.22	8 17.78	12 26.67	20 44.44	4 8.89	45 100.00
	Technician	Count Group Percent	4 3.42	24 20.51	34 29.06	53 45.30	2 1.71	117 100.00
	Financial/ IS/Legal	Count Group Percent		5 26.32	3 15.79	9 47.37	2 10.53	19 100.00
	Total	Count Group Percent	41 5.74	150 21.01	181 25.35	314 43.98	28 3.92	714 100.00

SDDOT Tenure

When reviewing satisfaction by year of service, there are interesting results. The general pattern is that new employee respondents (fewer than two years of service) report the highest levels of satisfaction (69.73 percent), those with between two and six years indicated a slightly lower level of satisfaction (61.20 percent). Respondents with between six and ten years of experience reported the lowest level of satisfaction (46.00 percent). Those with over ten years of DOT experience had a higher rate of satisfaction (53.67 percent) than those with between six and ten years, but a rate lower than those who have been with the organization fewer than six years.

What stands out is the low level of increase in satisfaction reported by employees with between six and ten years of DOT service, and the relatively low levels of satisfaction for employees with over ten years of DOT service.

New employees (fewer than two years of service) increased their level of satisfaction from 1998 (63.47 percent) to 2000 (69.73 percent), an increase (6.26 percent). Employees with two to six years of DOT service increased their level of reported satisfaction from 1998 (54.08 percent) to 2000 (61.20 percent), an increase slightly lower than the average (7.12 percent). Employees with between six and ten years of DOT service increased their level of satisfaction (satisfied or extremely satisfied) from 1998 (45.61 percent) to 2000 (46.00 percent), an increase (1.31 percent). Employees with over ten years of experience increased their level of satisfaction from 1998 (45.61 percent) to 2000 (53.67 percent), an increase slightly higher than average (8.06 percent).

Table 6-6 Overall Satisfaction by SDDOT Tenure by Year

Year	SDDOT Tenure		Overall Satisfaction					Total
			Extremely	Dissatisfied	Undecided	Satisfied	Extremely	
2000	New Employees	Count	1	9	23	64	12	109
	(0 - 2 Years)	Years Percent of	0.92	8.26	21.10	58.72	11.01	100.00
	2 - 6 Years	Count	2	12	12	38	3	67
	Tenure	Years Percent of	2.99	17.91	17.91	56.72	4.48	100.00
	6 - 10 Years	Count	7	23	24	45	1	100
	Tenure	Years Percent of	7.00	23.00	24.00	45.00	1.00	100.00
	Over 10 Years	Count	25	79	85	195	24	408
1998	Tenure	Years Percent of	6.13	19.36	20.83	47.79	5.88	100.00
	Total	Count	35	123	144	342	40	684
		Years Percent of	5.12	17.98	21.05	50.00	5.85	100.00
	New Employees	Count	1	6	12	28	5	52
	(0—2 Years)	Years Percent of	1.92	11.54	23.08	53.85	9.62	100.00
	2 - 6 Years	Count	8	8	29	50	3	98
	Tenure	Years Percent of	8.16	8.16	29.59	51.02	3.06	100.00
2000	6 - 10 Years	Count	5	30	38	56	3	132
	Tenure	Years Percent of	3.79	22.73	28.79	42.42	2.27	100.00
	Over 10 Years	Count	27	106	102	180	17	432
	Tenure	Years Percent of	6.25	24.54	23.61	41.67	3.94	100.00
	Total	Count	41	150	181	314	28	714
		Years Percent of	5.74	21.01	25.35	43.98	5.74	100.00

Supervisory Status

Supervisors reported higher levels of satisfaction than did non-supervisors. The magnitude of this difference is noted in Table 6-7. Supervisors have a mean score for reported levels of job satisfaction that are well into the operational range (M=3.16). Non-supervisors are reporting levels of job satisfaction (M=2.61) that are closer to the theoretical midpoint than they are to operational levels of performance.

Table 6-7 Overall Satisfaction by Supervisory Status by Year

Supervisory Status	Year		Change
	2000	1998	
Supervisor	3.16	2.90	0.26
Non-supervisor	2.70	2.61	0.09
Total	2.75	2.64	0.11

Supervisors increased their reporting of some level of satisfaction from 1998 (67.40 percent) to 2000 (78.21 percent) an increase higher than the DOT average (10.81 percent). Fewer supervisors responded to this question in 2000 when compared to 1998. Respondents who are not supervisors increased their level of reported satisfaction (either satisfied or extremely satisfied) from 1998 (45.02 percent) to 2000 (321 of 606 or 52.97 percent), an increase equal to the DOT increase (7.95 percent).

Table 6-8 Overall Satisfaction by Supervisory Status by Year

Year	Supervisory Status		Overall Satisfaction					Total
			Extremely Dissatisfied	Dissatisfied	Undecided	Satisfied	Extremely Satisfied	
2000	Supervisor	Count		5.00	12.00	48.00	13.00	78.00
		Status Percent		6.41	15.38	61.54	16.67	100.00
	Non-Supervisor	Count	35	118	132	294	27	606
		Status Percent	5.78	19.47	21.78	48.51	4.46	100.00
	Total	Count	35	123	144	342	40	684
		Status Percent	5.12	17.98	21.05	50.00	5.85	100.00
1998	Supervisor	Count	3	15	12	54	8	92
		Status Percent	3.26	16.30	13.04	58.70	8.70	100.00
	Non-Supervisor	Count	38	135	169	260	20	622
		Status Percent	6.11	21.70	27.17	41.80	3.22	100.00
	Total	Count	41	150	181	314	28	714
		Status Percent	5.74	21.01	25.35	43.98	3.92	100.00

Employee Type—Salaried/Hourly

Salaried respondents report higher levels of job satisfaction than that reported for hourly workers. This level is substantial, as can be seen in Table 6-9. Salaried respondents report levels of job

satisfaction at the range of an operational effectiveness (M=3.14), while hourly workers are closer to the theoretical midpoint (M=2.71).

Table 6-9 Overall Satisfaction by Employee Type by Year

Employee Type	Year		Change
	2000	1998	
Salaried	3.14	3.02	0.13
Hourly	2.71	2.60	0.10
Total	2.75	2.64	0.11

Salaried respondents increased in their level of job satisfaction from 1998 (72.97 percent) to 2000 (77.14 percent). Likewise, hourly respondents also increased their level of reported satisfaction from 1998 (45.01 percent) to 2000 (53.42 percent), a slightly higher than average increase (8.41 percent).

Table 6-10 Overall Satisfaction by Employee Type by Year

Year	Employee Type		Overall Satisfaction					Total
			Extremely Dissatisfied	Dissatisfied	Undecided	Satisfied	Extremely Satisfied	
2000	Salaried	Count		6	10	42	12	70
		Type Percent		8.57	14.29	60.00	17.14	100.00
	Hourly	Count	35	117	134	300	28	614
		Type Percent	5.70	19.06	21.82	48.86	4.56	100.00
	Total	Count	35	123	144	342	40	684
		Type Percent	5.12	17.98	21.05	50.00	5.85	100.00
1998	Salaried	Count	1	9	10	46	8	74
		Type Percent	1.35	12.16	13.51	62.16	10.81	100.00
	Hourly	Count	40	141	171	268	20	640
		Type Percent	6.25	22.03	26.72	41.88	3.13	100.00
	Total	Count	41	150	181	314	28	714
		Type Percent	5.74	21.01	25.35	43.98	3.92	100.00

It should be noted that there are obvious similarities in the responses between salaried respondents and supervisors. In 2000, there are 85 salaried employees, of which 65 (76.5 percent) are supervisors. Of the 839 hourly employees of SDDOT, only 32 are supervisors (3.8 percent). Salaried responses are highly likely to be reflective of supervisor's responses (76.5 percent) but hourly-paid supervisors are not likely to have a great impact on hourly employee's responses (3.8 percent).

Age Group

There are some important distinctions to be noted in terms of the age group of the respondents. Younger respondents (20 through 36 age group) are more satisfied than are their more-aged counterparts. It is also important to note that the oldest age group (53 through 65) has the second highest overall reported satisfaction. That is, they have higher levels of reported satisfaction than the middle groups (37 through 45 and 46 through 52). The results, presented in Table 6-11, demonstrate the impact of fewer "undecided" responses in the youngest age group on the mean score. The "oldest" respondents have higher mean scores than do the youngest respondents, even though the oldest have a lower percentage of respondents indicating some level of satisfaction.

Table 6-11 Overall Satisfaction by Age Group by Year

Age Groups	Year		Change
	2000	1998	
20 through 36	2.80	2.72	0.08
37 through 45	2.76	2.53	0.24
46 through 52	2.63	2.60	0.03
53 through 65	2.83	2.73	0.10
Total	2.75	2.64	0.11

The youngest age group reported an increase in reporting some level of satisfaction from 1998 (51.21 percent) to 2000 (61.73 percent). The next older group (37 through 45) also reported an increase in level of job satisfaction from 1998 (41.47 percent) to 2000 (52.91 percent). For the 46 through 52 age group, job satisfaction also increased, but by a lower level of increase from 1998 (46.42 percent) to 2000 (50.57 percent). The oldest age group reported an increase in some level of satisfaction from 1998 (53.98 percent) to 2000 (58.40 percent).

Table 6-12 Overall Satisfaction by Age Group by Year

Year	Age Quartiles		Overall Satisfaction (4 Point)					Total
			Extremely Dissatisfied	Dissatisfied	Undecided	Satisfied	Extremely Satisfied	
2000	20 through 36	Count	8	35	32	112	9	196
		Age Quartile Percent	4.08	17.86	16.33	57.14	4.59	100.00
	37 through 45	Count	7	32	50	88	12	189
		Age Quartile Percent	3.70	16.93	26.46	46.56	6.35	100.00
	46 through 52	Count	17	37	32	76	12	174
		Age Quartile Percent	9.77	21.26	18.39	43.68	6.90	100.00
	53 through 65	Count	3	19	30	66	7	125
		Age Quartile Percent	2.40	15.20	24.00	52.80	5.60	100.00
	Total	Count	35	123	144	342	40	684
		Age Quartile Percent	5.12	17.98	21.05	50.00	5.85	100.00
1998	20 through 36	Count	9	31	64	97	6	207
		Age Quartile Percent	4.35	14.98	30.92	46.86	2.90	100.00
	37 through 45	Count	15	43	45	67	6	176
		Age Quartile Percent	8.52	24.43	25.57	38.07	3.41	100.00
	46 through 52	Count	11	42	37	70	8	168
		Age Quartile Percent	6.55	25.00	22.02	41.67	4.76	100.00
	53 through 65	Count	6	34	35	80	8	163
		Age Quartile Percent	3.68	20.86	21.47	49.08	4.91	100.00
	Total	Count	41	150	181	314	28	714
		Age Quartile Percent	5.74	21.01	25.35	43.98	3.92	100.00

Position Class

Responses by position class also indicate a solid increase. Q and E position classifications indicate substantial levels of job satisfaction in both 1998 and 2000, both classes in each year being above the operational level. For 2000, both are near the strength level.

However, in other position classifications, the story is different. Respondents in N position classifications increased in their level of reported satisfaction (6.7 percent) between 1998 (43.57 percent) and 2000 (50.31 percent). Employees in T position classifications increased in their percentage of reported satisfaction (12.2 percent) between 1998 (52.84 percent) and 2000 (65.09 percent). Respondents in the Q position classifications increased in their percentage of reported satisfaction (3.2 percent) between 1998 (76.0 percent) and 2000 (79.17 percent). Respondents in E position classifications increased in their level of reported satisfaction (6.1 percent) between 1998 (86.67 percent) to 2000 (92.86 percent).

Table 6-13 Overall Satisfaction by Position Class by Year

Position Class	Year		Change
	2000	1998	
N	2.67	2.57	0.09
T	2.86	2.73	0.12
Q	3.28	3.04	0.24
E	3.41	3.35	0.06
Total	2.75	2.64	0.11

Job Worth Status (Midpoint)

Respondents whose salary was below the midpoint had the highest job satisfaction mean (M=2.93), while those at midpoint had a lower mean (M=2.79) and those above midpoint had a still lower mean job satisfaction (M=2.53).

Table 6-14 Overall Satisfaction by Job Worth by Year

Region Overall	Year		Change
	2000	1998	
Below Midpoint	2.93	2.70	0.23
At Midpoint	2.79	2.69	0.10
Above Midpoint	2.53	2.54	(0.01)
Total	2.75	2.64	0.11

Perhaps the most telling distinction in the level of job satisfaction by a demographic variable lies in the level of reported job satisfaction when viewed by the respondent's salary status relative to job worth. The respondents who are at midpoint reported the highest levels of job satisfaction in 1998 (51.47 percent) and the second highest in 2000 (57.70 percent), an increase (6.23 percent) just below the agency average (7.95 percent). Respondents below the midpoint increased (17.91 percent) their level of some level of satisfaction from 1998 (46.84 percent) to 2000 (64.75 percent). Those above

midpoint slightly increased their level of reporting some level of job satisfaction (1.06 percent) from 1998 (43.78 percent) to 2000 (44.84 percent).

Table 6-15 Overall Satisfaction by Job Worth by Year

Year	Job Worth		Overall Satisfaction (4 Point)					Total
			Extremely Dissatisfied	Dissatisfied	Undecided	Satisfied	Extremely Satisfied	
2000	Below Midpoint	Count	5	33	60	156	24	278
		Percent within Midpoint	1.80	11.87	21.58	56.12	8.63	100.00
	At Midpoint	Count	7	22	36	83	6	154
		Percent within Midpoint	4.54	14.28	23.38	53.80	3.90	100.00
	Above Midpoint	Count	23	68	48	103	10	252
		Percent within Midpoint	9.13	26.98	19.05	40.87	3.97	100.00
	Total	Count	35	123	144	342	40	684
		Percent within Midpoint	5.12	17.98	21.05	50.00	5.85	100.00
1998	Below Midpoint	Count	6	33	62	83	6	190
		Percent within Midpoint	3.16	17.37	32.63	43.68	3.16	100.00
	At Midpoint	Count	16	63	70	145	13	307
		Percent within Midpoint	5.21	20.52	22.80	47.23	4.24	100.00
	Above Midpoint	Count	19	54	49	86	9	217
		Percent within Midpoint	8.76	24.88	22.58	39.63	4.15	100.00
	Total	Count	41	150	181	314	28	714
		Percent within Midpoint	5.74	21.01	25.35	43.98	3.92	100.00

FINDINGS—SECTION 7

NATIONAL STANDARD COMPARISON STATEMENTS

This section of the findings focuses on statements that are behavioral in nature. Respondents were asked to respond with a "yes" or "no" answer, as to whether certain things have been occurring in their work lives. The response ranges for these statements are evaluated against are Strength, Operational, and Concern. These ranges act as indicators of the level of organizational health. Finally, we take the responses to these statements and demonstrate how affirmative responses to the comparison statements identify improvements in job satisfaction and improvements in domain score means.

Background

In 1998, the South Dakota Department of Transportation (SDDOT) technical panel assented to include a series of national comparison statements in the survey instrument. These statements were developed by the Gallup organization and were used with Gallup's permission.¹⁵

The sample of comparison organizations for this analysis is *Inc. Magazine's* 15 fastest growing organizations. These organizations were selected by *Inc. Magazine* and surveyed by Gallup to determine the best practices of these innovative companies. While one might argue that these are firms from the private sector, and that in the public sector we cannot live up to their standards, we argue that these might reflect best practices for which to SDDOT should aspire.

Here are the national comparison statements (referred to as Q12 by Gallup):

1. At work, I have the opportunity to do what I do best every day.
2. My supervisor or someone at work seems to care about me as a person.
3. I know what is expected of me at work.
4. In the last seven days, I have received recognition or praise for good work.
5. At the SDDOT, my opinion seems to count.
6. There is someone at work who encourages my development.
7. In the last six months, someone at work has talked to me about my progress.
8. This last year, I have had opportunities at work to learn and grow.
9. My associates (fellow employees) are committed to doing quality work.
10. The mission of the SDDOT makes me feel my job is important.
11. I have the materials and equipment I need to do my work right.
12. I have a best friend at work.

When we examine Job Satisfaction and other domains of interest for individuals who answered "yes" and "no" to these statements, we see dramatic differences between the 1998 and 2000 surveys. For example, Table 7-1 presents the differences in job satisfaction between the "yes" and "no" responses to the various comparison statements. The right-hand column indicates the difference in the mean job satisfaction score between the "yes" and the "no" responses. The mean difference in job satisfaction is 0.58 with standard deviation of 0.19. Respondents who answered "no" to these questions are clearly less satisfied than those who responded "yes." Those who responded "yes" are near or above the operational level for Job Satisfaction for all these questions.

¹⁵ Telephone permission granted by the Gallup Organization's Roarke Stratton on February 25 and 26, 1998.

Table 7-1 Increase in Job Satisfaction by Response to National Comparison Statements

National Comparison Statements	Response	2000 Job Sat. Mean	Mean Difference in Job Sat.
At work, I have the opportunity to do what I do best everyday.	Yes	3.00	0.62
	No	2.38	
My supervisor or someone at work seems to care about me as a person.	Yes	2.93	0.78
	No	2.15	
I know what is expected of me at work.	Yes	2.85	0.75
	No	2.09	
In the last seven days, I have received recognition or praise for good work.	Yes	3.10	0.50
	No	2.60	
At the SDDOT, my opinions seem to count.	Yes	3.17	0.76
	No	2.41	
There is someone at work who encourages my development.	Yes	3.04	0.57
	No	2.47	
In the last six months, someone at work has talked to me about my progress.	Yes	2.97	0.42
	No	2.55	
This past year, I have had opportunities at work to learn and grow.	Yes	2.93	0.67
	No	2.26	
My associates (fellow employees) are committed to doing quality work.	Yes	2.88	0.53
	No	2.35	
The mission of the SDDOT makes me feel my job is important.	Yes	3.06	0.79
	No	2.27	
I have the materials and equipment to do my work right.	Yes	2.89	0.48
	No	2.42	
I have a best friend at work.	Yes	2.83	0.14
	No	2.69	

Strength Range—An average score of 84 percent agreement or above is considered to be in the strength range. This indicates the behaviors and perceptions of the employees, with regard to the issue being measured, are considered to be very consistent and strong and not to be causing any concern or dysfunctional behavior at this point in time.

Operational Range—An average score between 74 and 83 percent agreement is considered to be in the operational range. This is considered to be a good score. A score in this range indicates the behaviors and perceptions of employees as consistent, and they are viewed as being quite positive. However, they are not as strong, nor as prevalent, as the behaviors identified in the strength range.

Concern Range—An average score of less than 73 percent agreement is considered to be at a level of concern. That is, the behaviors and perceptions are causing some concern or problem among employees and/or management. They may not have reached the point of causing dysfunctional behaviors, but the potential is there and the issue possibly needs to be addressed.

It should be noted that the scale ranges, as described, hold an organization to a very high standard. To reach the strength range, or even the operational range, most of the employees responding to a statement, or strategic behavior, must have responded “yes” to the statement. In summary, the

standard is a high, but as noted previously, there are tremendous gains to be realized for attempting to reach the goal.

This score range has been studied in a variety of organizations, ranging from fast food to financial services companies, to a nationwide sample of workers. It has been shown to have relationships to productivity and performance with regard to both individuals within the organization as well as groups or departments. While considered a high standard, most people indicate it is one well worth working toward.

Tables 7-2 through 7-15 indicate the percentage of SDDOT employees responding "yes" or "no" to the each of the statements. Additionally, the percentages for the nationwide business sample are provided for comparison purposes. An astute reader will note that the national comparison group does not always meet the standards of operational or strength.

Demographic Response Patterns

The pattern among the demographic variables is well established by the domain mean analyses. With respect to Region, Central Office and the Rapid City Region have the highest scores, with the Pierre Region in between the top two and the Mitchell and Aberdeen Regions. In terms of the position classification, E and Q classes have higher levels of affirmative responses than do N position classifications. Sometimes the T position classification is as high as the E and Q classifications, and sometimes the T position classification joins the N group at the lower level. With respect to salary status, salaried respondents have higher levels of agreement than do hourly respondents. These individuals are also more likely to have larger increases from 1998 to 2000.

Job groups are a little more challenging to generalize. Executives always have the highest scores, but often have decreases in level of agreement because of the interaction between the change in one response and the small size of the group. Drafting and engineers have the next highest level of affirmative responses. Specialist/analyst and financial/information systems/legal often have the largest decreases from 1998 to 2000. The lowest levels of responses are generally associated with the equipment and maintenance respondents. Any discussion of supervisors parallels the discussion of salary status, with the exception that some minor differences exist between the two. However, supervisors have higher levels of agreement with the statements than do non-supervisors.

New hires have higher levels of agreement than do other employees. As the length of service increases, the level of agreement decreases. Little can be generalized about the relationship between the level of agreement on items between males and females. Younger employees tend to have higher levels of agreement than do other employees, with the 53 through 65 age group often having the second highest level of agreement (to the 20-36 age group). Respondents whose salaries are at midpoint (job worth) have higher levels of agreement with the statements than do employees below the midpoint and higher than those above midpoint. While there are variations in these response patterns, they hold true in almost all cases. An astute reader will also note that this response pattern mirrors the responses for the domain means.

The discussion presented below focuses on the items that demonstrate the most change from 1998 to 2000. These include Statement 4—"In the last seven days, I have received recognition and praise for good work" and Statement 7—"In the last six months, someone at work has talked to me about my progress."

The discussion reported below focuses on the research supporting the question and on the specific changes within the department. The analysis is organized by demographic characteristics of the respondents.

STATEMENT 1

Table 7-2 Statement 1 Changes in Responses between 1998 and 2000

Statement 1: At work, I have the opportunity to do what I do best everyday.				
Response	Year		Change	National Average
	2000	1998		
Yes	60.47	56.35	4.13	82.00
No	39.53	43.65		

Discussion

The opportunity to do what one does best every day addresses the issue of whether a person feels they are well suited to what they are doing. This statement captures an individual's sense of being in the right job for their talents. It measures whether the right person is in the right job. People who do what they love do not “burnout.” In addition, they create positive energy for others.

The best supervisors see the specific talents needed for every job. Conventional wisdom dictates that some jobs are so easy, they don’t require talent. Great supervisors realize that talents help with a job. The task is to figure out what talents are needed for each job. For example, the best front desk clerks in a hotel have a talent for “winning others over.” They establish a trust relationship with people within the first seven seconds of an interaction. Great telephone service and sales personnel are talented in having a “third ear” or the ability to connect visually and emotionally with people they talk to on the phone. Outstanding accountants see patterns in numbers and “hear” a message or story (Buckingham & Coffman, 1998).¹⁶

Excellence should be revered in every role. Often, we manage from the perspective that because we would not want a particular job or have the talent to perform it well, we must manage it as a job no one would want to do, thus creating a self-fulfilling prophecy. This is, however, a false perspective. The task of the best supervisors is to clearly define the talents needed for each role, and then choose the right person for that role. A supervisor's job is not to make people grow talents they do not have, but to identify and utilize existing talents to their fullest potential.

Analysis

Respondents to the 2000 Organizational Health Assessment increased their level of affirmative response to this statement by just over four percent (4.13 percent). The respondents agreed with this item 60.47 percent, up from their 1998 level of 56.35 percent. However, SDDOT results are substantially under the level of agreement from the respondents of the national comparison group.

Respondents in each Region increased the level by which they responded affirmatively at about the same rate with the exception of the respondents in the Aberdeen Region, who increased at a higher rate. Aberdeen respondents increased their level of affirmative responses by over ten percent (10.2 percent) from 1998 to 2000. Respondents in the Mitchell Region increased their level of affirmative responses (5.6 percent) from 1998 to 2000. Pierre Region respondents increased their level of affirmative responses (2.7 percent) from 1998 to 2000. Respondents from the Rapid City Region

¹⁶ Buckingham, Marcus & Curt Coffman (1998) *First Break all the Rules: What the World’s Greatest Managers Do Differently*, Simon & Schuster.

decreased their level of negative responses to increase the level of affirmative responses (5.5 percent) from 1998 to 2000. Central Office respondents increased their level of affirmative responses from 1998 to 2000.

There are significant differences in how salaried and hourly employees view this statement. In 1998, salaried and hourly employees responded affirmatively at about the same rate (no statistically significant difference in level of affirmative responses).¹⁷ However, in 2000, salaried respondents responded affirmatively at a higher rate when compared to hourly-paid respondents (71.8 to 59.2 percent).

There are significant differences in how respondents view this issue when we review the responses by job group. Some job groups experienced an increase in the percentage of affirmative responses in 2000 compared with 1998: clerical (14.5 percent), drafting (8.3 percent), engineering (12.7 percent), and equipment (10.2 percent). Concurrently, two groups of employee respondents had significant decreases in affirmative responses to this item over the same time period: specialist analyst employees (-12.4 percent) and financial/information services/legal (-12.2 percent). Executives remained totally affirmative (100.00 percent) but maintenance job group respondents decreased their level of affirmative responses from 2000 compared to 1998 (-2.1 percent).

Supervisory status also explains some significant differences. Supervisors responded affirmatively at a higher rate in 2000 (71.1 percent) compared with 1998. The level of non-supervisors affirmative response is slightly higher in 2000 (59.1 percent) when compared with 1998.

The age of the respondent and the years of DOT service do not produce statistically significant differences, and are not reported. There are gender differences in terms of level of affirmative answers to this statement. Male respondents increased (5.0 percent) their level of affirmative responses slightly from 1998 to 2000 (58.9 percent). Female respondents decreased (-2.9 percent) their percentage of affirmative respondents slightly from 1998 (71.0 percent).

Workers whose salary is above the midpoint decreased (-4.0 percent) their level of affirmative response between 1998 and 2000 (52.5 percent). Workers below midpoint and at midpoint increased (4.1 & 11.9 percent) their level affirmative responses. They were also more likely to give affirmative responses and were more likely in 2000 (65.4 and 65.1 percent) to give affirmative responses.

¹⁷ We chose to use a confidence of 0.05, or that there was fewer than five chances in one hundred that the results were due to chance. It is possible, that since we are looking at every possible combination and doing this *post hoc*, that we are increasing the possibility of a type one error and a type two error. It is for these reasons that we chose to test for the possibility that this was a population, and not simply a sample of the population. We are reporting only those statistically significant differences to reduce the possibility of type one errors from reviewing all or nearly all possibilities.

STATEMENT 2

Table 7-3 Statement 2 Change in Response between 1998 and 2000

Statement 2: My supervisor or someone at work seems to care about me as a person.				
Response	Year		Change	National Average
	2000	1998		
Yes	77.47	76.18	1.29	82.00
No	22.53	23.82		

Discussion

This statement addresses whether one feels that they fit in at work. Buckingham and Coffman's (1998) research indicates that employees don't leave companies, they leave managers and supervisors. The impact that a supervisor has in today's workplace can be either very valuable or very costly to the organization and the people who work there.

All of us as employees have had the unpleasant experience of having a bad supervisor or manager. Many of us have also experienced the results and benefits of a good one. When Gallup evaluates the difference between bad and good supervisors, it is amazing to see how clear the difference is in the minds of employees. Yet, when we ask employees—"Do you want to be managed?" —Everyone says "No." Why is this? Because we automatically think of our bad experiences. What if someone who is similar to the best supervisor one has had could manage the employee? Would he or she want to be managed in that case? The answer would surely be "Yes." So, the issue is really this—What makes a great supervisor?

Supervisors are the filters from which broader organizational changes and initiatives make sense to individual employees and thus gain true acceptance and understanding. Or, stated another way, when supervisors do not perform this function, the organization has real problems. One could speculate that people are not resistant to change; they just don't have the relationships (and these relationships are with an individual's supervisor or other mentor) to translate how such modifications will impact them and their jobs.

Gallup (Buckingham & Coffman, 1998) learned from surveys that the credibility of senior management is critical to employee perceptions of the organization. This led Gallup to consult with CEOs and leaders to encourage them to have greater visibility and clearer communications. Then, in 1995, Gallup made a discovery—employee perceptions of senior management credibility are largely driven by the quality of relationships employees have with their supervisors. Thus, rather than feeling the need for a town-hall meeting, the CEO should feel compelled to ensure that all employees have a caring relationship with their supervisors or designates.

Analysis

Overall, the percentage of respondents giving affirmative responses to this statement increased slightly from 1998 to 2000. However, this rate of positive response is below the percentage of affirmative answers given by benchmark organizations. At the same time, this rate of response is within the operational category.

There are no significant differences between Regions in terms of the percentages of respondents giving affirmative answers in 2000. When reviewing responses by position classification, we see some dramatic differences. First, respondents in E (92.9 percent) and Q (92.3 percent) classifications are more likely to give responses in the "strength" range in 2000. T and N respondents indicate an operational level of response. When comparing changes between 1998 and 2000, T, Q, and E respondents increased in absolute and percentage agreement with this statement. However respondents in N classifications decreased (-0.4 percent) in the percentage of affirmative responses between 1998 and 2000.

Salaried respondents have a higher level of agreement with this statement than do hourly respondents. Salaried respondents have a higher increase (5.2 percent) in percentage of affirmative responses between 1998 and 2000. Hourly respondents increased affirmative responses slightly from 1998 to 2000.

There are significant differences in how respondents view this issue by the respondent's job group. Some job groups experienced an increase in the percentage of affirmative responses in 2000 compared with 1998: clerical (7.7 percent), engineering (6.2 percent), equipment (2.8 percent), and technician (4.8 percent). Other job groups declined in terms of their percentage of affirmative responses: drafting (-9.1 percent), maintenance (-2.3 percent), specialist/analyst (-12.4 percent), and financial/information services/legal (-2.4 percent).

Supervisors are more likely to give an affirmative response (91.6 percent) than are non-supervisors (75.6 percent). That is, supervisor respondents are more likely to give an affirmative response at a rate that nears the "strength" range, while non-supervisor respondents are at the level of an operational range. Supervisors increased in the percentage of affirmative responses from 1998 (84.78 percent) to 2000 (91.57 percent) while non-supervisor respondents also increased the percentage of affirmative responses (0.7 percent) from 1998 to 2000.

New hires are much more likely to have higher levels of affirmative responses than are other employees. Respondents with between two through six years of experience decreased (-6.3 percent) their level of affirmative responses.

Females tend to give affirmative responses at a higher rate than males while the increase from 1998 to 2000 is roughly the same for both groups. Younger respondents tend to give higher levels of affirmative responses than older respondents and the highest gains between 1998 and 2000 come from the respondents aged between 53 and 65.

Workers whose salary is above the midpoint decreased (-8.0 percent) their level of affirmative response between 1998 and 2000 (68.4 percent). Workers below midpoint and at midpoint increased (6.2 and 7.0 percent) their level affirmative responses. They were also more likely to give affirmative responses and were more likely in 2000 (79.2 and 84.9 percent) to give affirmative responses.

STATEMENT 3

Table 7-4 Statement 3 Change in Response between 1998 and 2000

Statement 3: I know what is expected of me at work.				
Response	Year		Change	National Average
	2000	1998		
Yes	87.40	86.19	1.21	97.00
No	12.60	13.81		

Discussion

This statement deals with standards and expectations of work. Most individuals indicate that they know what is expected of them at work. Expectations are the milestones against which we test our progress. Within the workplace, knowing what is expected can be viewed as the pathway that guides us toward achievement. If expectations are not clear, we are hesitant, indecisive, and unsure of ourselves. The results for this statement are in the operational category. The challenge for management is to develop expectations so that this item becomes strength—so that knowing expectations can be used to address other issues.

Setting clear expectations is not a new concept for supervisors. In our attempts to set and define clear expectations, however, we often over-operationalize jobs. We put all of the focus on describing the steps to follow, and in so doing, create an environment that communicates “Check your mind at the door, follow these steps, do what you are told, and you will do okay.” This is certainly not empowerment; rather it is roboticizing of human potential, which builds little self-worth or self-confidence, and dramatically impairs quality output. When defining steps becomes the focus, setting expectations then becomes a statement of how to control employees, rather than one of how to guide very different people with very different styles toward productive outcomes.

So, how does a supervisor, who is held accountable for a team’s performance, set expectations? The best supervisors set outcomes first, and then let each person or team find his or her route toward those outcomes. This approach resolves the supervisor’s dilemma. It allows for growth of the individual from an individual discovering what works for them, and appreciates and values differences between employee styles and flow, and permits individuals to use their strengths to their fullest potential.

Of course, every job has a certain number of steps associated with it. Some jobs have more steps than do others. The question is, do the steps support a clear perspective on the particular outcomes desired? Many times, the steps obscure the outcome and/or are developed to demonstrate the supervisor’s or lead worker’s authority; the result is mere activity that has no broader purpose.

Analysis

There are no statistically significant differences in terms of levels of affirmative responses for any of the following demographic variables—Regions, position classifications, salary status, job group, supervisory status, years of DOT service, gender, years of age, and midpoint status.

Salaried respondents have higher levels of agreement with this item (86.3 percent) than do hourly respondents (85.3 percent). Salaried respondents decreased (-5.6 percent) while hourly respondents increased (2.0 percent) their respective levels of affirmative responses from 1998 to 2000.

With no real differences between the other categories of interest, one might be tempted to argue that there is no story here. That would be too simplistic. Knowing what is expected of one at work is a minimal condition for doing a good job. Increased affirmative responses must continue into the future for the department to develop and empower its employees.

STATEMENT 4

Table 7-5 Statement 4 Change in Response between 1998 and 2000

Statement 4: In the last seven days, I have received recognition or praise for good work.				
Response	Year		Change	National Average
	2000	1998		
Yes	30.39	24.17	6.22	60.00
No	69.61	75.83		

Discussion

Praise and recognition are essential building blocks of a great workplace. We all have the need to be recognized as individuals and to feel a sense of accomplishment. There is nothing complicated about recognition, but it is one of the items that consistently receives the lowest ratings from employees, and the SDDOT is no exception.

Historically, praise and recognition in the workplace has been handled from the perspective of "If you don't hear anything, assume you're doing a good job." In contrast to this "old industrial workplace" mindset, the new knowledge-based worker relies and depends upon praise and recognition as the means of defining what is valued by the organization. Today, praise and recognition are communication vehicles for much of what is deemed important.

Obviously, recognition can be either positive or negative. Gallup has found, however, that positive and negative recognition are not opposites. Instead, the opposite of any kind of recognition is being ignored. The worst possible thing we can do to someone at work today is to ignore him or her! Workplaces that continue to abide by the old culture ("If you don't hear anything, . . .") will destroy the very human spirit that makes the true difference in quality output and service delivery. In this sense, the recommended span of control for the SDDOT may be efficient, but it may not have a strong relationship to effectiveness. However, more data must be collected to establish effectiveness within the SDDOT.

Although recognition can be either positive or negative, effective recognition has the following characteristics—it is positive in nature, immediate and close in time to performance, specific about what is being praised, and close to the action. It is not once a year or whatever period of time the formal performance appraisal process requires. Many organizations have formal recognition programs that seem to have limited effectiveness. This is probably because these programs do not always give employees a clear idea of what, exactly, is being recognized (i.e., effective performance, increases in productivity, etc.). There can also be times when credit is given where credit is not due, such as rewarding the weatherman for a bright and sunny day.

Positive recognition is often thought of as coming strictly from supervisors or supervisors, but Gallup has found that employees cherish praise and recognition from their peers. Coworkers know intimately the particulars of a job and when they notice excellence, it is a special event for those recognized. So, praise and recognition should not just come "from the top down" anymore!

Analysis

Overall, responses to this statement are moving in the right direction with an increase in the level of affirmative response (6.22 percent). However, the level of affirmative responses is significantly below the national benchmark, or any real benchmark. Because of the centrality of this item, we are focusing and providing much more depth of responses.

The Regions and the Central Office each witnessed significant gains in the percentage of affirmative responses in 2000 compared with 1998. The general pattern is that respondents in the Central Office and Rapid City Region have higher levels of affirmative responses, followed by the Mitchell, Pierre, and Aberdeen Regions. Aberdeen (19.08 percent) and Pierre Region (22.94 percent) respondents agreed at a rate below one in four. Respondents in Mitchell gave a level of agreement lower than one in three (28.15 percent). Respondents in the Central Office (35.83 percent) and in the Rapid City Region (42.20 percent) have a level of response between one in three and one in two.

Responses vary by position classification. Respondents gave a higher percentage of affirmative responses in 2000 compared with 1998 in the N, T, and E classifications. Respondents in the Q classifications gave a lower percentage of affirmative responses in 2000 (42.31 percent) when compared with 1998 (44.00 percent). There are also substantial differences in the level of affirmative responses between position classifications N (27.93 percent), T (33.14 percent), Q (see above), and E (64.29 percent) in the 2000 Organizational Health Assessment.

There are no statistically significant differences with respect to the respondent's salary status relative to affirmative responses. There are significant differences between job groups, which point out the need to examine why individuals in certain jobs respond as they do. In the 2000 Organizational Health Assessment, clerical (46.67 percent) and engineering (51.56 percent) respondents tend to provide affirmative responses at a level about average with the agency. Maintenance (26.84 percent), specialist/analyst (29.73 percent), technicians (24.22 percent), and equipment (20.51 percent) respondents provide a level of affirmative response that indicates that these groups have received less recognition and praise for good work. Drafting (60.00 percent), executives (75.00 percent), and financial/information services/legal (43.48 percent) provide affirmative responses at a level higher than the agency average (30.39 percent).

Clerical (-2.2 percent) and equipment (-4.5 percent) respondents gave lower levels of agreement in 2000 compared with 1998. Drafting (24.7 percent), engineering (3.2 percent), executives (18.0 percent), maintenance (6.1 percent), specialist/analyst (11.5 percent) and financial/information services/legal (27.7 percent) respondents gave higher levels of affirmative responses in 2000 compared with 1998.

Differences in level of affirmative responses by the respondent's supervisory status were not statistically significant for 2000. This finding is practically significant because it indicates that there was no difference in the level of recognition and praise for good work between supervisors (who each have a supervisor too!) and non-supervisors.

New hires are more likely to report affirmative responses than are other employees. In 2000, those hired since January 1, 1999 (45.45 percent) reported higher levels of affirmative responses than all other employees (28.59 percent). This was suggested to be due to the time spent in training and orienting new employees. Respondents who have less than two years of DOT service were also more likely to report affirmative responses (46.49 percent) than respondents with 2-6 years of service (38.05), employees with between 6-10 years of service (22.11 percent), and those with over 10 years of service (26.90 percent).

There are no statistically significant differences in terms of the respondent's gender with respect to affirmative responses on this statement. Both females and males respondents reported higher levels of affirmative responses in 2000 than in 1998.

Younger respondents tend to report higher levels of agreement than do older workers. Respondents in three age categories reported higher levels of agreement in 2000 than in 1998. Respondents 20 through 36 indicated the highest increase from 1998 (22.49 percent) to 2000 (42.86 percent). Respondents in the 37 through 45 age category reported a small decrease in affirmative responses from 1998 (27.84 percent) to 2000 (24.10 percent). The lowest response indicated came from the 46 through 52 age category in 1998 (20.93 percent) increasing to 2000 (23.24 percent). Affirmative responses increased for the 53 through 65 age category from 1998 (25.77 percent) to 2000 (30.50 percent).

Employees at the midpoint increased their level of affirmative responses most dramatically (12.6 percent to 37.7 percent) while those below (1.9 percent increase to 24.7 percent) and those above increased slightly (1.8 percent increase to 25.9 percent).

Recognition should not be diminished, but a search for root causes of decreases in other aspects should be sought out. During the workshops, two questions were asked by the supervisors, first was "Do I need to tell someone that they are doing a good job?" The second was "Is seven days the correct period of time?" The answer to both questions is "yes." Previous research has indicated that longer periods of time do not differentiate the best groups from other groups. To investigate this finding further, the following table presents the domain mean scores (section 4) by the respondent's answers to this statement. For those respondents who answered "yes" to the statement, "In the last seven days, I have received recognition and praise for good work." there was a consistently higher domain mean for each of the domains and for job satisfaction.

The principles that should guide the giving of recognition and praise for good work are that the recognition and praise be positive in nature, immediate and close-in-time to performance, specific about what is being praised, and close to the behavior (good work).

Table 7-6 Domain Means by Response to National Comparison Statement 4

Statement 4: In the last seven days, I have received recognition and praise for good work.	Yes	No
Safety and Efficiency	2.77	2.46
Work Schedule	2.61	2.30
Communication	2.95	2.52
Support	2.65	2.30
Structure	2.69	2.35
Identity	2.67	2.31
Reward	2.27	1.91
Standards	2.67	2.50
Training	3.02	2.74
Culture	2.65	2.22
Purpose	2.81	2.48
Conflict	2.58	2.30
Teamwork	2.98	2.63

Statement 4: In the last seven days, I have received recognition and praise for good work.	Yes	No
Climate	2.69	2.33
Performance Appraisal	2.95	2.45
Responsibility	2.49	2.27
Risk	2.54	2.26
Problem Solving	2.60	2.26
Performance Measures	2.46	2.22
Morale	2.75	2.34
Overall Satisfaction	3.10	2.60

STATEMENT 5

Table 7-7 Statement 5 Change in Response between 1998 and 2000

Statement 5: At the SDDOT, my opinions seem to count.				
Response	Year		Change	National Average
	2000	1998		
Yes	45.05	43.83	1.22	82.00
No	54.95	56.17		

Discussion

This statement deals with standards and expectations. It reflects a minimal condition for good work. Feeling that one's opinion seems to count is a vital aspect of an individual's worth within the organization. The ways organizations hear and process employees' ideas will shape, to a large degree, whether or not they feel valued for their contributions.

The concept addressed by this statement has been described as employees' "internal stock price." It measures the sense of value that employees feel in their work and toward their organization. The degree to which an organization's employees feel their opinions count is readily apparent to its customers. We have all encountered an employee who felt detached or insignificant, and we know the impact that employee's attitude had on us as customers.

If the ideas, instincts and intelligence of an organization's employees are its sustained competitive advantage, then employees' responses to this item are of great importance. Nothing is more demoralizing to employees than being excluded from significant decisions—decisions that affect their jobs. Great supervisors consult with employees regularly to make sure those close to the action have input into critical decisions. This does not mean that employees have the final say on decisions that affect their jobs; however, it does mean that when employees' desires and supervisors' decisions differ, the best supervisors explain the rationale behind their decisions. These supervisors use the decision-making process to help employees both to see the full scope of a decision, and to understand why the decision was made the way it was. A straightforward explanation can be a real credibility and communications builder. Likewise, a supervisor saying it is the "top brass", the "Central Office", or whoever, is the problems becomes a great communications destroyer. Great supervisors never ask employees for their opinions, and then decide to do the opposite, without clearly explaining why.

Great ideas are the building blocks for increased efficiency. Great places to work, where employees' opinions count, encourage ideas to flow, and to be heard, processed, and refined. Not all ideas will be successfully implemented, but the process of refining ideas is still wonderfully productive: It builds employees' confidence in the organization and reinforces to employees that their efforts can make the organization better.

Analysis

Overall, there is a slight positive change in responses to this statement from 1998 to 2000. However, the respondent's level of agreement is significantly below the national comparison, and the fifty-fifty point. Improving this score should be considered as important if true empowerment is to take place or even if this standard is a goal of the organization.

There are significant differences in the level of affirmative responses between and among the Regions and the Central Office. Respondents in the Aberdeen (-2.8 percent) and Mitchell (-5.7 percent) Regions decreased their level of affirmative responses between the surveys. Respondents in the Pierre (10.0 percent) and Rapid City (5.2 percent) Region and the Central Office (1.9 percent) increased their level of affirmative responses from 1998 to 2000. The Rapid City Region and the Central Office witnessed over one-half affirmative responses. Concurrently, affirmative responses decreased in the Mitchell and Aberdeen Regions.

There are significant differences within employee classifications. Respondents in the N position classification decreased (-2.0 percent) their level of affirmative responses from 1998 to 2000. All other classes evidenced higher percentages of affirmative responses in 2000 compared when compared to 1998. Differences in magnitude remain between E (85.7 percent) and Q (84.6 percent) with T (65.3 percent) significantly higher than the N (35.1 percent) position class. A colloquial manner of speaking might argue that who gets listened to depends on what you do.

Salaried respondents are significantly more likely to give affirmative responses than are hourly respondents. They, however, decreased (-0.6 percent) their level of affirmative responses from 1998 to 2000 (76.4 percent). Hourly respondents slightly increased (1.6 percent) their level of affirmative responses from 1998 to 2000 (41.6 percent). The most startling difference is in the disparity (34.8 percent) between salaried and hourly. It would appear that hourly respondents are less likely to feel their opinions count.

Supervisor respondents are more likely to indicate their opinions seem to count than are non-supervisors. It is most interesting to note the thirty percent difference (32.2 percent) between supervisors and non-supervisors. Non-supervisors do not seem to feel their opinions count.

There are significant differences in terms of job groups. Several job groups posted increases in affirmative responses to this item, while a few job groups, executives (-12.0 percent), specialist/analyst (-25.8 percent) and financial/information services/legal (-19.7 percent) posted significant decreases in affirmative responses from 1998 to 2000. Clerical (-0.1 percent), drafting (-2.1 percent), equipment (-2.8 percent), and technicians (-6.0 percent) experienced small decreases. Maintenance respondents slightly increased (3.9 percent) their level of affirmative responses between the surveys. Engineering respondents increased their level of affirmative responses from 1998 to 2000 (11.0 percent).

Employees hired after January 1, 1999 are not statistically significantly different than other employees in terms of the level of affirmative responses to this statement. The gender of the respondents is not statistically significant with respect to the affirmative responses for this item. Age of the respondents is not statistically significant with respect to the affirmative responses for this item.

The midpoint status of the respondent was not statistically different for the level of affirmative responses for this item in 1998. In 2000, individuals at midpoint agreed with the statement (54.0 percent) to a greater extent than did those below midpoint (45.3 percent) and those above midpoint (35.2 percent). Certainly, employees who have little hope of seeing increases in salary feel that their opinions count less.

STATEMENT 6

Table 7-8 Statement 6 Change in Response between 1998 and 2000

Statement 6: There is someone at work who encourages my development.				
Response	Year		Change	National Average
	2000	1998		
Yes	48.96	43.81	5.15	70.00
No	51.04	56.19		

Discussion

Conventional management theory has always highlighted the need for employee development. The traditional approach largely involved helping employees to identify their weaknesses, and then creating a plan to correct them. By focusing on their weaknesses, so the reasoning went, employees would become stronger and more productive. While this approach seems to make sense, it has had a significant, unintended consequence: It has emphasized who the employee is not, rather than who the employee is. As a result, the common theme in the management-employee relationship has been a constant determination to change something.

For the past 40 years, development has also meant, "getting promoted." Today, it embodies the degree to which employees are growing within their current roles. Most employees want to be promoted, but not if it means doing a job that does not match their individual talents and skills. We have all witnessed the Peter Principle in action where an employee who is accomplished at a particular job is promoted to supervisor and further promoted until he/she reaches a level at which they no longer excel. However, often being a supervisor is the only way to increase one's compensation, irrespective of the value of the job. While this may work, being in a supervisor position often requires a distinctly different set of talents—talents that the promoted employee may not possess. So, in the end, the promotion significantly impacts the quality of life for both the individuals promoted and the people they supervise.

In today's workplace, the concept of "lifetime employment" is passé; the new emphasis is on "lifetime employability." Supervisors who want to encourage the lifetime employability of their direct reports help them equip themselves with self-understanding and a clear perspective on what roles they will excel in. To accomplish this goal, such supervisors pursue straightforward discussions with employees. In these discussions, they seek to understand employees' strengths, talents, and skills, why they accepted a position with their employer in the first place, what keeps them there, what kind of relationships they need to be most productive, their desired mode of recognition, and the yearnings and directions the employees wish to follow.

Analysis

The overall change in affirmative responses from 1998 to 2000 represents an increase of just over five percent. Development has become a large issue for the SDDOT as confirmed by the respondents to the survey and the participants in the focused discussions held in July. These persons indicated that there was little room for development and growth within the Department. For the agency to improve in terms of climate, this measure must improve.

The respondents in the Regions differ significantly in terms of their level of affirmative responses. Aberdeen Region respondents increased (11.7 percent) from 1998 to 2000 (45.0 percent). Mitchell Region had no change in the level of affirmative responses from 1998 to 2000 (48.1 percent) while Pierre Region respondents demonstrated a slight increase (3.5 percent) in the level of affirmative responses from 1998 to 2000 (38.5 percent). Respondents in Rapid City Region increased (15.1 percent) their level of affirmative responses from 1998 to 2000 (63.0 percent) and those persons situated in the Central Office increased (1.3 percent) their level of affirmative response from 1998 to 2000 (50.0 percent).

Position classes had different levels of affirmative responses. As expected, respondents with E, Q, and T position classes demonstrate higher levels of affirmative responses to this statement than do respondents from N position classes. Respondents in the Q position classifications decreased (-6.0) levels of agreement in 2000 (50.0 percent) when compared with 1998.

There are no significant differences in terms of salaried or hourly respondents in terms of their level of agreement. Some interesting changes occur between 1998 and 2000 with respect to job groups. Significant increases in levels of agreement were indicated for several job groups including clerical (5.4 percent), drafting (1.2 percent), and maintenance (2.4 percent). Above average increases in levels of responses come from engineering (7.4 percent), equipment (13.4 percent), executives (30.4 percent), financial/information services/legal (20.6 percent), and technician (10.8 percent) job groups. Specialist/Analyst respondents decreased (-21.8 percent) their level of affirmative responses substantially from 1998 to 2000.

There are no significant differences between supervisors and non-supervisors with respect to this item. Respondents who are newly hired are much more likely to give an affirmative response to this item than are other employees. New hires (since January 1, 1999) respond affirmatively at a level of almost three of four (72.7 percent) compared with other respondents who respond affirmatively less than one out of every two.

There are no significant differences by gender. Younger respondents are more likely to respond affirmatively to this item. Level of agreement declines as the age of the respondent increases.

Midpoint is interesting because of the magnitude of the difference between those at midpoint (63.4 percent approval) and those above midpoint (37.8 percent approval). Little development is viewed as occurring for older and employees above midpoint (job worth). The surprising effect is that those at midpoint give the highest level of affirmative responses to this item. It is clear from these reports that not only new hires are given developmental assignments. However, it is also evident that individuals above the midpoint perceive that they receive few developmental assignments or experiences. It is unclear from this level of analysis whether the decrease in those below midpoint (-2.0 percent) is coming from those who did not receive a raise during the year.

To see if new employees were producing this effect, we looked at the respondents who responded to both organizational health surveys. We found 521 who responded to both surveys and to this statement both times. More individuals responded “no” both times (214 or 41.07 percent) than responded “yes” both times (166 or 31.86 percent) or who switched from “no” responses in 1998 to a “yes” in 2000 or vice versa. Thus, the differences between 1998 and 2000 are due to those who left Department employment and to new employees.

The table presents the some of the means of the domains differentiated by how employees responded to this statement. The results are statistically significant ($p=.001$).

Table 7-9 Domain Means by Response to National Comparison Statement 6

Statement 6: There is someone at work who encourages my development.	Yes	No
Safety and Efficiency	2.73	2.38
Work Schedule	2.61	2.18
Communication	2.88	2.43
Support	2.61	2.20
Structure	2.64	2.28
Identity	2.65	2.19
Reward	2.22	1.83
Standards	2.66	2.44
Training	2.98	2.68
Culture	2.59	2.13
Purpose	2.76	2.40
Morale	2.68	2.26
Overall Satisfaction	3.03	2.47

A casual reader can see the higher domain means for those who responded "yes" than those who responded "no."

STATEMENT 7

Table 7-10 Statement 7 Change in Response between 1998 and 2000

Statement 7: In the last six months, someone at work has talked to me about my progress.				
Response	Year		Change	National Average
	2000	1998		
Yes	47.16	63.43	(16.27)	62.00
No	52.84	36.57		

Discussion

Respondents indicated a substantial decrease in the level of affirmative responses to this item over the two surveys. Most of this has been associated with the move from biannual evaluations to annual evaluations. However, it notes that for many employees, the only time that someone talks to them about their progress is at annual evaluation time. Apparently, speaking of one's progress has become associated with performance appraisals. SDDOT had been at the level of the "best practices" in 1998 but has substantially slipped in three of the four Regions and in the Central Office.

We have all had the infamous annual or semi-annual job performance review with our supervisor. The first two minutes of the review are usually focused on what the supervisor likes about us and our work, and the remaining time is spent on our "areas of opportunity" (the things we are weak at and should improve upon). We usually walk out of this meeting feeling deflated and, while we have a clearer understanding of what we don't do well, we have little understanding of what we do well.

One of the paradoxes of hiring and retaining talented employees is that they tend to lack an intuitive understanding of how their talents manifest themselves in specific behaviors. Employees need objective feedback as to how they can focus these talents to become more productive—feedback supervisors can provide. Great supervisors understand that because talents are innate and natural, it is impossible to not use one's talents. So, instead of trying to change individual employees through centering on their weaknesses, great supervisors feel compelled to help them gain self-understanding and knowledge about the talents they possess and how they are applied every day at work.

Talent never becomes "talented" until an employee has a role that uses that personal talent. Great supervisors are always holding up a mirror to employees and encouraging them to "look in the mirror"—to know themselves well and to know the roles in which they will most likely succeed. The world's greatest supervisors can answer some basic questions about every one of their employees. Some of these are—"What do employees enjoy the most about their current and previous work experiences?" —"What attracted them to come to work for the organization and what keeps them there?" — "What are employees' strengths, talents, skills and knowledge?" —"What are their goals for their current roles?" —"How often would they like to meet to discuss their progress?" —"Are they the kind of people who will tell me how they're feeling or will I have to ask?" —"What are their personal goals or commitments?" —"What is the best praise and recognition they have ever received?" and "What have been the most productive relationships they have had with a mentor or supervisor and what made them so special?"

Talent only responds in relationship to another human being. Thus, feedback must be specific to the individual, and must be given in the context of a positive employee-supervisor relationship. The last

words in this statement—"my progress"—are crucial. Employees must walk away from any discussion of their growth with a clearer understanding of who they are, instead of who they are not.

Analysis

With a substantial overall decline in the percentage of affirmative responses, we suspect that all areas and Regions will have witnessed more negative responses. Due to the large decrease in this item, and its relative importance, we are more fully analyzing these results.

When looking at the Regions and the Central Office, a negative pattern is revealed. Respondents in the Aberdeen Region declined in the level of affirmative responses to this item from 1998 (58.40 percent) to 2000 (41.22 percent). Those in the Mitchell Region decreased their level of agreement from 1998 (61.94 percent) to 2000 (40.00 percent). Pierre Region respondents decreased their level of affirmative responses from 1998 (64.40 percent) to 2000 (42.20 percent). Respondents in the Rapid City Region declined affirmative responses but at a much lower rate than in other Regions from 1998 (64.41 percent) to 2000 (60.55 percent). Respondents in the Central Office also decreased the level of affirmative responses from 1998 (65.69 percent) to 2000 (51.05 percent).

The position classification of the respondent does not make much difference. However, this also means the talk about one's progress is not occurring for individuals at the top of the hierarchy, either. The reported decline in affirmative responses relative to the respondent's position class is insignificant.

Supervisors decreased their level of affirmative responses at a faster rate than did non-supervisors. Supervisors declined their level of affirmative responses (-21.5 percent) from 1998 to 2000. Non-supervisors decreased their level of affirmative responses (-15.7 percent) across the two surveys. Supervisors gave twelve and one-half percent (48.6 versus 36.1 percent) higher scores than did non-supervisors.

The decline in affirmative responses relative to a respondent's pay status as salaried or hourly is statistically insignificant. The distribution of the level of affirmative responses is not significantly different between hourly or salaried respondents. Job groups are also not statistically significant. This indicates that the issue does not rest with certain jobs, but is widespread within the department.

New hires (since January 1, 1999) were much more likely (31.5 percent) to respond that someone at work had talked to them about their progress than were other employees. New hires were above the benchmark standard in 2000. By contrast, other employees (hired before January 1, 1999) were less likely to respond affirmatively.

Respondents with fewer than two years of tenure were much more likely to respond affirmatively to this item, and the level of agreement declined for each category. The more years of service, the less likely a respondent is to give an affirmative response to this item. Respondents with fewer than two years of DOT service actually increased (3.6 percent) their level of affirmative responses from 1998 to 2000. The smallest decline in affirmative responses rests with respondents with between 2-6 years of DOT experience falling from 1999 to 2000 (-12.0 percent). Respondents with between 6 and 10 years of DOT experience (-23.2 percent) and those with over ten years of DOT service (-20.0 percent) decreased their level of affirmative responses from 1998 to 2000.

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The decline in affirmative responses relative to the respondent's gender is insignificant. All age groups decreased their level of agreement. Younger employees are much more likely to respond affirmatively than are other employees. The older a respondent gets, the less likely the respondent is to give an affirmative response to this item. To some, this might suggest that new employees are given more career and developmental guidance than other employees are, and the evidence bears this out.

The 20 through 36 age group decreased its level of agreement from 1998 (66.82 percent) to 2000 (58.62 percent). In the 37 through 45 age group the level of agreement decreased from 1998 (63.28 percent) to 2000 (48.21 percent). The 46 through 52 age group decreased its level of agreement from 1998 (62.79 percent) to 2000 (39.67 percent). For the age group 53 through 65, respondents decreased their level of agreement from 1998 (59.88 percent) to 2000 (39.00 percent).

Respondents at midpoint are more likely to respond affirmatively compared with those that are below and above midpoint. Respondents above midpoint (-18.4 percent) at midpoint (-8.4 percent), and those below midpoint (-24.5 percent) all decreased their level of agreement between 1998 and 2000.

When discussing respondents, who completed both the 1998 and 2000 Organizational Health Assessments, there were 522 individuals who responded to this statement in both surveys. One hundred seventy two (172 or 32.95 percent) individuals responded with a "yes" in both 1998 and 2000 and one hundred thirty five (135 or 25.86 percent) responded "no" in both 1998 and 2000. One hundred sixty eight (168 or 32.18 percent) who responded with a "yes" in 1998, responded with a "no" in 2000! Only forty-seven (47 or 9.04 percent) who responded with a "no" in 1998 switched to a "yes" in 2000. The only conclusion we can reach is that people at work are having fewer conversations about their future.

Clearly the change from biannual reviews to annual reviews has had a large effect. What appears to be happening is that either annual reviews are the only place where someone at work talks with respondents about their development, or that talk about development is seen as an annual review issue. We asked these statements in our focused discussions in early July, and the former seemed to be true. For many individuals, they see little room for growth and progress under the current compensation system, the classification system, and supervisory system.

STATEMENT 8

Table 7-11 Statement 8 Change in Response between 1998 and 2000

Statement 8: This past year, I have had opportunities at work to learn and grow.				
Response	Year		Change	National Average
	2000	1998		
Yes	72.82	68.88	3.94	84.00
No	27.18	31.12		

Discussion

The need to learn and grow is a very natural instinct for human beings. Finding more efficient ways to do our jobs is one way we learn and grow. Where there is learning, there is innovation and a fertile breeding ground for a more positive and refreshing perspective toward our perceptions of self and others.

We have all worked with people who have stopped learning and growing. They suddenly have all the answers, and become unable or unwilling to see alternative solutions. Their attitude infects both the workplace climate as a whole and their coworkers, individually. It limits the very growth and innovation that creates competitive advantages for today's organizations.

Why do people become unwilling to learn and grow? Because learning and growing involve risk—the risk of challenging the status quo. Change brings about unfamiliarity, and with unfamiliarity comes insecurity.

Great supervisors recognize that they face a challenge every day—“How do you create a culture that is open to new ideas and allows employees the opportunity to explore possible implications of those ideas without fear of rejection or retribution?” Great supervisors know that, initially, good ideas are not always perfectly thought-out, executable strategies. Good ideas are often abstract, and need discussion so they can be defined and sculpted toward the best possible outcomes. This process takes time and energy; time and energy are limited resources. Nevertheless, the investment of time and energy is imperative to making good ideas useful. For employees, the creation of a culture receptive to new ideas also involves significant belief and trust in their supervisors and teams.

An organization's future is dependent upon the learning and growth of its individual employees who are close to the action. Great supervisors, employees and teams are never quite satisfied with current ways of doing things. They always feel a slight tension about finding better, more efficient ways to work.

Analysis

Respondents to the 2000 Organizational Health survey increased their level of agreement from 1998 to 2000 by almost four percent (3.94 percent). This level of affirmative responses is almost at the operational level.

Respondents by Region are not statistically different from each other. The general pattern for the position class holds true. E, Q, and T position classes give higher levels of response than do N position class respondents. The range of increases across position classes varies slightly (from 3.4 to 6.2 percent).

Salaried respondents continue to have a substantial increase over hourly workers (19.4 percent). Both salaried (2.5 percent) and hourly (4.2 percent) increased their level of affirmative response from 1998 to 2000.

Executives, drafting and engineering give higher responses than do the other job groups. Executives remained at total agreement, offering no possibility of an increase. Drafting (7.6 percent) engineering (6.5 percent) equipment (10.6 percent), technician (5.4 percent) increased their level of affirmative responses from 1998 to 2000. Clerical (0.8 percent) and maintenance (2.6 percent) also increased, but by a lesser amount. Specialist/analyst (-9.4 percent) and financial /information services/legal (-1.0 percent) decreased their level of affirmative responses from 1998 to 2000.

Supervisor (-2.8 percent) decreased while non-supervisor (5.1 percent) increased their level of affirmative responses. Supervisors (83.1 percent) differ from non-supervisors (71.5 percent) much less in terms of their level of agreement than one would expect given the differences between salaried and hourly employees.

New hires are much more likely to give higher levels of affirmative responses than are other employees (96.1 versus 70.0 percent). The level of affirmative responses decreases as the years of service increases. The 0-2 years of DOT service (10.1 percent), 2-6 years of DOT service (0.9 percent), and over 10 years of DOT service (3.3 percent) groupings increased their level of affirmative responses while the 6-10 years of DOT service (-3.1) group decreased from 1998 to 2000.

Males are more likely to give affirmative responses than females (74.0 percent versus 64.9 percent). Males also increased their level of affirmative response more than females (4.5 versus 0.5 percent) between 1998 and 2000.

Younger employees witnessed higher levels of affirmative responses. The 20 through 36 (4.6 percent), 37 through 45 (11.6 percent), 53 through 65 (1.9 percent) all increased their level of affirmative responses while the 46 through 52 age group decreased (-3.1 percent) from 1998 to 2000. So, one cannot teach old dogs new tricks, or these opportunities are not being provided.

Those respondents at midpoint have higher levels of agreement (85.3 percent) and larger increases (11.8 percent) from 1998 to 2000 than those below midpoint (70.6 percent, -1.2 percent) and higher levels of agreement than those above midpoint (60.6 percent, 0.6 percent).

STATEMENT 9

Table 7-12 Statement 9 Change in Response between 1998 and 2000

Statement 9: My associates (fellow employees) are committed to doing quality work.				
Response	Year		Change	National Average
	2000	1998		
Yes	76.19	76.75	(0.56)	86.00
No	23.81	23.25		

Discussion

Highly productive employees tell us there is a vast difference between being named to a team and actually identifying with that team. We have all experienced being assigned to a team or a workgroup—our supervisor assigns us and our name is added to the team roster. Just because our names are added, however, doesn't mean that we psychologically join the team, especially if we are afraid the other team members don't share our commitment to producing quality work. Helping all members identify the team characteristics that will result in a quality product can lead to insights into greater efficiency and increased productivity.

When employees are asked, — "Are you committed to quality?" — they all answer in the affirmative. This reflects employees' natural, human tendency to think highly of the work they produce. Since they all give the same answer to this statement, however, the statement does not differentiate the most productive workgroups from those that are less productive. Instead, employees' answers to the statement—"My associates are committed to doing quality work." —are much more revealing. Employees want their coworkers to share their commitment to quality, and want to be part of an organization that challenges and enables them to excel.

Often, the definition of quality sets the tone for a workplace climate. If quality is defined as the absence of defects or mistakes, we send a strong message to employees that encourage them to cover up mistakes or problems quickly, with little attention or exposure. This can manifest itself when employees report that the only time they hear from their supervisor is when they make a mistake. In the best workplaces, supervisors realize that human beings will make mistakes, and can learn from correcting them. In these workplaces, quality is defined as the process employees use to recognize a problem and work toward its solution. In healthy workplaces, employees understand that a customer's loyalty can actually increase if the employees take a positive approach toward solving a quality problem. The best supervisors and workgroups do not scapegoat; rather, they see quality issues as a challenge to improve their product or service and, thus, to increase customer loyalty.

A problem can also bring out a greater sense of teamwork in a workplace. Employees who are committed to doing quality work look at a problem as a challenge to improve their team cohesiveness. They use the power of the team not only to overcome the crisis, but to correct the process to avoid future problems, and move on to greater productivity and quality. Interestingly, some of the most productive teamwork is observed during these times of crisis. The excellence and the spirit of teamwork that emerge from dealing effectively with problem situations are the stuff of great workplaces. One need only look to emergency situations (e.g., blizzards of 1996, Rosebud tornado, etc.) to see what is possible.

Analysis

The slight decrease in affirmative responses for this item may indicate problems down the road for the agency. With responses currently at an operational status where few problems are likely, the problems that are found are likely to be isolated. However, the general movement between 1998 and 2000 is in the wrong direction.

Aberdeen (5.4 percent) and Rapid City (2.1 percent) Region respondents had slight increases in the level of affirmative responses while other Regions had slight to moderate decreases in affirmative responses. Mitchell (-3.8 percent) Pierre (-8.1 percent) and respondents in the Central Office (-0.6 percent) had decreases in their level of affirmative responses from 1998 to 2000.

The general pattern that E, Q, and T position classes have substantially higher levels of affirmative answers holds true. N (-0.08 percent) and Q (-3.8 percent) position class respondents decreased their level of affirmative responses while T increased (1.3 percent) from 1998 to 2000. E position class respondents had no change in their level of affirmative responses. Several individuals in focus groups mentioned that workload might be a great strain on employees.¹⁸

Salaried respondents have higher levels for affirmative responses, even though they had a larger decline from 1998 to 2000. Salaried respondents decreased their level of affirmative responses (-1.4 percent) from 1998 to 2000 while hourly persons also decreased their level of affirmative responses (-0.4 percent).

Clerical (5.8 percent), drafting (12.6 percent) engineering (0.7 percent), equipment (4.9 percent) and specialist/analyst respondents (0.1 percent) increased their level of affirmative responses from 1998 to 2000. Executives witnessed no change from 1998 to 2000 remaining at 100.00 percent affirmative responses. Maintenance (-1.8 percent), technician (-2.4 percent), and financial/information services/legal (-19.9 percent) respondents substantially decreased their level of affirmative responses across the two surveys. There may be effects due to the work performed by these position classifications which may lead to a deeper examination of the perception of the slight decline in the quality of work performed by associates.

Supervisors increased their level of affirmative responses (7.1 percent) from 1998 to 2000. Concurrently, non-supervisors decreased their level of affirmative answers (-1.4 percent). These changes and the relative difference in the magnitude of the level of affirmative responses (20.0 percent) indicate that supervisors have higher expectations than do non-supervisors.

New hires (since January 1, 1999) are not statistically different in terms of their level of agreement when compared to others. A respondent's years of DOT service are not statistically different in terms of their level of agreement with this item. Gender does not provide any significant explanation of the decrease or of the differences between the sexes. The age of the respondent produces no statistically significant differences in terms of the level of affirmative responses between the age categories.

Job worth is an issue. In 1998, there were no statistically significant differences between groups, and the increase in affirmative responses for those at midpoint (6.2 percent) and the decrease in the level of affirmative responses for those below (-1.7 percent) and those above midpoint (-7.2 percent)

¹⁸ There is a psychological construct known as role strain, which measures the extent to which individuals experience stress because of their job.

creates significantly different levels of agreement. However, the usual differences in magnitude disappear as those below midpoint have slightly lower levels of agreement (78.6 percent) than do those at midpoint (79.6 percent) and both are higher than those respondents whose salary is above midpoint (71.1 percent).

STATEMENT 10

Table 7-13 Statement 10 Change in Responses between 1998 and 2000

Statement 10: The mission of the SDDOT makes me feel my job is important.				
Response	Year		Change	National Average
	2000	1998		
Yes	60.98	55.74	5.24	59.00
No	39.02	44.26		

Discussion

Excellence happens only when people have a deeply felt sense of purpose in their lives. Human beings want to belong to something that has significance and meaning. They want to know they are making a difference and that they are contributing to an important endeavor. The best workplaces give their employees a sense of purpose, help them feel they belong, and enable them to make a difference.

Employees at every level or function like to feel that they belong. Individual achievement is important, of course, but when employees of an organization feel they are an integral part of a larger whole, they are more likely to stay committed to that organization. All of us like to feel as though our organizations stand for us, represent us, share our values, and have the same kinds of goals. It is more exciting to "share a mission" than simply to "complete a task" or "do a job."

Every individual has a different and unique sense of purpose, and individuals find different meanings in similar situations. Thus, designing the proverbial "mission statement" is not necessarily the solution to helping employees find a sense of purpose in their work. There is nothing inherently wrong with mission statements, but they are often too vague and too broad to allow each employee to connect with them. Think about it. All employees, either consciously or unconsciously, ask themselves—"What is this organization's purpose? Does this organization look at the world in the same way I do?" Employees all want to know whether their purpose meshes with the organization's purpose, and since each one of them looks at the world in a slightly different way, each comes up with a different answer.

Great supervisors continually strive to help employees understand how the organization's purpose/mission relates directly to the work that employees do. This, in turn, enables employees to find a connection between the organization's values and their own. Every employee has different values. Some value competition, others value service, others value technical competence. Great supervisors translate the organization's purpose into language that each employee can understand (Buckingham & Coffman, 1998).

Analysis

The total increase in positive responses is almost five and one quarter percent (5.24 percent) for this statement. These findings are one of the bright spots for the SDDOT in that a higher percentage of respondents indicated an affirmative response for this item than did in the national sample of fastest growing firms. That is, the mission of SDDOT is important to employees. Having two businesses, safety and mobility and increasing the transportation infrastructure, shows as these changes are positive across nearly all dimensions reviewed.

Respondents in all Regions and the Central Office increased their level of affirmative responses from 1998 to 2000. The general response pattern that the Rapid City Region and the Central Office have higher levels of agreement than do the respondents in the Pierre Region, who, in turn, have higher levels of affirmative responses than do respondents in Mitchell and Aberdeen Regions is followed here.

The Q and E position classification have a substantially higher level of affirmative response than do the N and T position classification respondents. N (4.6 percent), T (9.2 percent), and Q (4.8 percent) position classification respondents increased their level of affirmative responses from 1998 to 2000. E position classifications witnessed a significant decrease in the level of affirmative responses (-14.7 percent) between 1998 and 2000.

Salaried employees still have a higher level of affirmative responses than hourly workers while both are near the national “norm” and both are below the operational level of responses. Salaried respondents very slightly increased their level of affirmative responses (0.9 percent) from 1998 to 2000. Hourly respondents increased their level of affirmative responses (5.8 percent) across the two surveys. The positive side of this increase is that it is the hourly workers who had the highest level of increase.

Respondents in the clerical, engineering, equipment, maintenance, and technician groups increased their level of affirmative responses. Responses in the drafting, specialist/analyst, and financial/information services/legal job groups decreased their level of affirmative responses. There are relatively low levels of affirmative responses (less than 50 percent) from clerical, financial/information services/legal, and maintenance respondents. Clerical (6.4 percent), engineering (8.5 percent), equipment (8.8 percent), maintenance (5.8 percent), and technician (5.6 percent) experienced modest levels of increases in affirmative answers from 1998 to 2000. Executives had no change from 1998 to 2000 (all respondents in this job group) while financial/information services/legal (-13.3 percent), specialist/analyst (-2.2 percent), and drafting (-14.1 percent) experienced decreases in affirmative responses. Some of these changes may be due to which job groups received pay increases between the 1998 and 2000 Organizational Health Assessments. However, some groups that did not receive pay increases still increased their level of affirmative responses, though their level of agreement with this item is below fifty percent.

Similar levels of increased affirmative responses exist for supervisors and non-supervisors. However, supervisors indicate by their level of agreement with this item, that they are more likely to feel that the mission makes them feel that their job is important. The practical issue is that if the executive team feels that the jobs at all levels are important, and this message does not make it to lower levels, an issue may exist relative to supervisors and communication.

The general pattern is that supervisors have a higher level of affirmative response (15.5 percent) than do non-supervisors. Supervisors increased their level of affirmative response by about the same amount (5.1 percent) as non-supervisors (5.5 percent) between 1998 and 2000.

New hires (since January 1, 1999) are over ten percent (11.7 percent) more likely to offer an affirmative response to this item than are all other employees. However, when we look for distinctions among the years of service, no statistically significant difference are found.

Gender is not statistically significantly different in terms of the level of affirmative responses. Age Quartiles are not significantly different relative to the level of affirmative responses.

Respondents below midpoint increased their affirmative responses slightly (0.4 percent) from 1998 to 2000. Respondents at midpoint increased (12.9 percent) and those above midpoint rose slightly (1.1 percent) across the two surveys.

STATEMENT 11

Table 7-13 Statement 11 Change in Response between 1998 and 2000

Statement 11: I have the materials and equipment to do my work right.				
Response	Year		Change	National Average
	2000	1998		
Yes	71.53	66.30	5.23	85.00
No	28.47	33.70		

Discussion

We have all been in the position of having an expectation “put on us” and not having the tools necessary to achieve it. This is a very frustrating position to be in and forms the essence of the issue addressed by this statement.

The challenge we face in providing the necessary tools in the workplace is how to appropriately match individuals with a wide range of skills and knowledge with the right tools to maximize their potential. If this matching is not thoroughly examined, there can be great cost for the individual, the organization, or both. Many organizations, for example, have come into the higher technology era boldly and rapidly. People have been supplied with laptop computers with the idea that computers will help them better manage time, keep accounts organized, communicate with the home office, and so on. But the reality is that many simply don't use them. Many organizations would tend to view this lack of usage as a training issue. So they send the people off to computer school to try to build a comfort level with computers, and their people end up not using them, or using them to play solitaire. In other words, sometimes we give people materials and equipment they actually don't need to do their job right. What we need to do is to see how people who use the equipment, will actually use the equipment.

There is also another issue measured by this item. In today's nonhierarchical, flat organization, employees are looking around for clues that define where they stand in the social order of things. Materials and "stuff" have become those clues. So, a supervisor may receive an employee request for some piece of equipment, only to discover that the main reason given is "because George¹⁹ has a conference table in his office, and I am as important as he is." There is, therefore, a relational component to this item as well.

The best supervisors and managers shift the decision to the employee. They provide criteria for employees to use in making decisions such as, how is this new tool or piece of equipment going to help: 1) you as an employee, 2) our organization, and 3) our customers? This broadens the perspective of the employee, expands clarification on desired outcomes, and builds better communication between individuals and managers. It also takes the manager out of the traditional "parent" role and allows for true ownership and accountability. Customers have to be the focus of our activity.

Analysis

Possessing the materials and equipment to do one's job right are considered by the employee to be minimal conditions for doing one's job correctly. We see the increased expenditures on equipment

¹⁹ Any reference to any individual is purely hypothetical.

and the renewed allocation procedures are improving the scores. Increased affirmative responses (5.23 percent) surrounding this statement serve to push the SDDOT to near the level of operational. However, while things are better, there is still room to grow.

The Central Office respondents indicate a significantly higher level of affirmative responses (10.9 percent higher than the next highest Region) than do respondents from the Regions. In the Aberdeen Region there was a slight decrease (-2.3 percent) from 1998 to 2000. The Mitchell Region witnessed a substantial increase (10.7 percent) across surveys. In the Pierre Region, respondents provided a slight decrease (-5.2 percent) from 1998 to 2000. The Rapid City Region increased (9.7 percent) in the most recent survey. Central Office affirmative responses increased (8.8 percent) from 1998 to 2000.

Affirmative responses were at their highest level for the Q and E position classifications. The N position classification increased its level of affirmative response (3.2 percent) from 1998 to 2000. T position classification increased its level of affirmative response (10.9 percent) across the surveys. The Q position classification increased its level of affirmative response (8.3 percent) from 1998 to 2000 and E position classification increased its level of affirmative response (6.2 percent).

The general response pattern is that salaried respondents (91.7 percent) give higher levels of affirmative responses than do hourly respondents (69.3 percent). Salaried respondents increased their level of affirmative responses (12.0 percent) from 1998 to 2000. Hourly-paid respondents increased their level of affirmative responses at a significantly lower level (4.5 percent). The magnitude of the difference suggests there is a distribution of resources issue.

There are several respondents from job groups that demonstrate high levels of affirmative responses (financial/information services/legal, drafting, and executives). There are several job groups that have operational levels of affirmative responses (clerical, engineering, specialist/analyst, and technicians). However, the lowest levels of affirmative responses come from those employees that are most likely to be involved in providing safety and mobility (maintenance and equipment job groups).

Clerical respondents increased their level of affirmative responses (6.4 percent) from 1998 (82.00 percent) to 2000 (88.37 percent). Drafting significantly increased their level of affirmative responses (18.5 percent) from 1998 (76.47 percent) to 2000 (95.00 percent). Engineering increased their level of affirmative responses (10.4 percent) from 1998 (73.63 percent) to 2000 (84.02 percent). Equipment respondents barely increased their level of affirmative responses (2.1 percent) from 1998 to 2000 (53.85 percent). Executives demonstrated no change in the level of affirmative responses from 1998 to 2000 (all positive responses). Maintenance increased their level of affirmative responses (2.9 percent) from 1998 (50.42 percent) to 2000 (53.28 percent). Specialist/analyst slightly increased their level of affirmative responses (1.1 percent) from 1998 (80.00 percent) to 2000 (81.08 percent). Technicians decreased their level of affirmative responses (-2.9 percent) from 1998 (74.36 percent) to 2000 (71.88 percent). Financial/information services/legal dramatically increased their level of affirmative responses (36.8 percent) from 1998 (63.16 percent) to 2000 (100.00 percent).

Non-supervisors have significantly lower levels of affirmative responses (70.0 percent) when compared to supervisors (83.1 percent) as well as lower increases from 1998 to 2000. Supervisors increased their level of affirmative responses (10.3 percent) from 1998 to 2000. Non-supervisors increased their level of affirmative responses (4.7 percent) from 1998 to 2000.

New hires (since January 1, 1999) are not significantly different from all others in terms of the level of affirmative responses to this item. Years of DOT service are not significantly different in terms of levels of affirmative responses to this item.

Males increased their affirmative responses (4.1 percent) from 1998 to 2000, but have significantly lower levels of agreement (69.1 percent) than do females (88.2 percent). Females increased their level of affirmative responses (12.6 percent) from 1998 to 2000. Age of respondents is not significantly different in terms of levels of affirmative responses.

There are no significant differences in responses for 2000 in terms of levels of agreement for midpoint status.

STATEMENT 12

Table 7-14 Statement 12 Change in Response between 1998 and 2000

Statement 12: I have a best friend at work.				
Response	Year		Change	National Average
	2000	1998		
Yes	38.01	41.59	(3.58)	57.00
No	61.99	58.41		

Discussion

This statement is clearly one of the most controversial of the 12 traits of highly productive work groups. In answering this item, many employees do not stumble over the word "friend" since they have many friends at work. Instead, they may get stuck on the word "best" because they feel the term implies exclusivity, and they have trouble identifying one "best friend" among their friendships with their coworkers.

Gallup discovered the power of this item in identifying talented work groups—that is that the strongest agreement with this item occurred in the most productive work groups. Because some employees had difficulty with the item, Gallup went back to those groups and softened the word "best" to "close" or "good," or excluded the word "best" entirely. When this was done, however, the item lost its power to differentiate highly productive work groups from mediocre work groups. This suggested that the item's use of the word "best" actually pinpoints a dynamic of great work groups. While companies often pay significant attention to the loyalty employees feel toward the organization, the best employers recognize that loyalty also exists among employees toward one another. All employees have "leaving moments" when they examine whether to leave or stay at an organization. The best supervisors in the world observe that the quality and depth of the relationships that employees have with others on the job will be a critical component that affects their decision to stay or to leave.

This item also cuts to the issue of trust between coworkers. When strong loyalty is felt in an employee work group, employees believe that their coworkers will help them during times of stress and challenge. In this day of rapid-fire change, reorganization, mergers and acquisitions, having best friends at work may be the true key to effective change integration and adaptation. While employees who have best friends at work do not report lower levels of stress on the job compared to those who do not have best friends, they do identify significantly higher levels of healthy stress management.

Analysis

There is a small decrease in terms of level of affirmative responses for this item in the most recent survey. The SDDOT has a relatively small level of agreement for this item, especially compared with the national comparison or benchmark level.

Knowing the job worth of the respondent is the only statistically significant predictor of the level of affirmative responses for the respondent in 2000. However, the 1998 responses were not significantly different from one group to another, so this makes the comparisons difficult. However, those above midpoint in 2000 are more likely to respond affirmatively to this item (44.69 percent) than are other groups. Those below midpoint are the second most likely group to respond affirmatively (37.27

percent). Respondents at midpoint are the least likely to respond affirmatively to this item in 2000 (32.29 percent). However, as we have noted, many of these individuals (approximately 38.00 percent) are new hires and would not be expected to have a "best friend" at work. Still, this item might explain the relatively low levels of turnover in the SDDOT.

FINDINGS—SECTION 8

ACTIONS TAKEN BY SDDOT

The following table summarizes the responses to the question, “Indicate those actions you think were taken in response to the 1998 Organizational Health Assessment?” The survey respondents were given a checklist of items from which they could indicate one or more outcomes that they perceived were the result of the 1998 Organizational Health Assessment (OHA).

Table 8-1 Actions by the Executive Team

Actions the Executive Team indicated have been taken since 1998 Survey			
Action	Description	Count	Percent
Action 1	More communications	270	29.22%
Action 2	More employee meetings	325	35.17%
Action 3	Maintenance worker raises	336	36.36%
Action 4	Regaining control over heavy trucks from Fleet and Travel	328	35.50%
Action 5	Team recognition	145	15.69%
Action 6	Employee recognition awards	123	13.31%
Action 7	Engineering raises	267	28.90%
Action 8	New Equipment	227	24.57%
Action 9	Returning gains in efficiency through increases in pay.	73	7.90%
Action 10	Improved public meeting process to have real input	57	6.17%
Action 11	Changes in flexible scheduling (being scheduled for hours of work)	239	25.87%
Action 12	Changes in meal policies	257	27.81%
Action 13	More problem solving meetings	228	24.68%
Action 14	Supervisor training	116	12.55%
Action 15	More interaction between maintenance and engineering	68	7.36%
Action 16	Adding employees to crews that justify the need	133	14.39%
Action 17	Improved listening	104	11.26%
Action 18	Changes in pay grades	95	10.28%
Action 19	More delegation of authority	79	8.55%
Action 20	Clarification of maintenance supervisor role	46	4.98%
Action 21	Changes in flextime (scheduling one's hours of work)	269	29.11%
Action 22	This Organizational Health assessment	338	36.58%

With the exception of Action 18 (Changes in pay grades), the SDDOT Executive Team provided the checklist of those actions they felt were taken by the Executive Team as a result of the 1998 OHA. The above table presents both the count and percentage of the respondents that selected the respective action as an outcome or result of the 1998 OHA.

Each of the 22 actions was subjected to cross tabulation analysis by Region, Position Class, and Supervisory Status. Tables 8-2, 8-3 and 8-4 present the results of this analysis (only actions found to be statistically insignificant are shaded).

REGION

When the actions were viewed by region (Table 8-2), only Engineering Raises (Action 7) was found to be independent of the region. The outcome of all other actions was found to be dependent on the region, meaning that whether or not the respondent perceived the action was taken in response to the 1998 OHA is dependent on what region in which they are located.

For example, Table 8-2 indicates that more from the Rapid City region (54.13 percent) perceived that more communication (Action 1) was an action taken in response to the 1998 OHA than any of the other regions or the central office, Aberdeen (29.01 percent), Mitchell (31.62 percent), Pierre (35.78 percent), and Pierre Central office (37.92 percent).

POSITION CLASS

When the actions were viewed by position class (Table 8-3), six of the 22 actions were found to be independent of the position class (those found to be insignificant are shaded). The outcome of all other actions was found to be dependent on the position class, meaning that whether or not the respondent perceived the action was taken in response to the 1998 OHA is dependent on their position class.

For example, Table 8-3 indicates that the E (Exempt) position classification (85.71 percent) perceived that more communication (Action 1) was an action taken in response to the 1998 OHA than any of the position classifications, Q (65.38 percent), T (46.51 percent), and N (31.38 percent).

SUPERVISORY STATUS

When the actions were viewed by supervisory status (Table 8-4), seven of the 22 actions were found to be independent of the supervisory status (those found to be insignificant are shaded). The outcome of all other actions was found to be dependent on the supervisory status, meaning that whether or not the respondent perceived the action was taken in response to the 1998 OHA is dependent on their supervisory status.

For example, Table 8-4 indicates that more supervisors (71.08 percent) perceived that more communication (Action 1) was an action taken in response to the 1998 OHA than non-supervisors (32.87 percent).

Table 8-2 Percent Response for Each Action within Region

Action		Aberdeen Region	Mitchell Region	Pierre Region	Rapid City Region	Pierre Central Office
More communications	No	70.99%	68.38%	64.22%	45.87%	62.08%
	Yes	29.01%	31.62%	35.78%	54.13%	37.92%
More employee meetings	No	56.49%	61.76%	55.96%	41.28%	56.67%
	Yes	43.51%	38.24%	44.04%	58.72%	43.33%
Maintenance worker raises	No	56.49%	57.35%	45.87%	40.37%	59.58%
	Yes	43.51%	42.65%	54.13%	59.63%	40.42%
Regaining control over heavy trucks from Fleet and Travel	No	56.49%	45.59%	44.04%	47.71%	67.08%
	Yes	43.51%	54.41%	55.96%	52.29%	32.92%
Team recognition	No	90.08%	89.71%	84.40%	65.14%	73.75%
	Yes	9.92%	10.29%	15.60%	34.86%	26.25%
Employee recognition awards	No	90.84%	90.44%	87.16%	73.39%	77.08%
	Yes	9.16%	9.56%	12.84%	26.61%	22.92%
Engineering raises	No	61.83%	65.44%	65.14%	58.72%	63.75%
	Yes	38.17%	34.56%	34.86%	41.28%	36.25%
New Equipment	No	67.18%	61.03%	58.72%	61.47%	81.67%
	Yes	32.82%	38.97%	41.28%	38.53%	18.33%
Returning gains in efficiency through increases in pay.	No	91.60%	93.38%	84.40%	78.90%	94.58%
	Yes	8.40%	6.62%	15.60%	21.10%	5.42%
Improved public meeting process to have real input	No	95.42%	94.85%	87.16%	88.07%	92.92%
	Yes	4.58%	5.15%	12.84%	11.93%	7.08%
Changes in flexible scheduling (being scheduled for hours of work)	No	84.73%	84.56%	72.48%	67.89%	44.58%
	Yes	15.27%	15.44%	27.52%	32.11%	55.42%
Changes in meal policies	No	67.18%	75.74%	49.54%	56.88%	67.08%
	Yes	32.82%	24.26%	50.46%	43.12%	32.92%
More problem solving meetings	No	71.76%	64.71%	70.64%	48.62%	77.08%
	Yes	28.24%	35.29%	29.36%	51.38%	22.92%
Supervisor training	No	93.13%	86.03%	89.91%	77.06%	78.33%
	Yes	6.87%	13.97%	10.09%	22.94%	21.67%
More interaction between maintenance and engineering	No	96.18%	91.91%	88.99%	77.98%	93.33%
	Yes	3.82%	8.09%	11.01%	22.02%	6.67%
Adding employees to crews that justify the need	No	86.26%	77.94%	70.64%	75.23%	89.17%
	Yes	13.74%	22.06%	29.36%	24.77%	10.83%
Improved listening	No	91.60%	88.97%	83.49%	76.15%	85.83%
	Yes	8.40%	11.03%	16.51%	23.85%	14.17%
Changes in pay grades	No	85.50%	92.65%	77.06%	77.98%	92.92%
	Yes	14.50%	7.35%	22.94%	22.02%	7.08%
More delegation of authority	No	92.37%	93.38%	92.66%	80.73%	87.08%
	Yes	7.63%	6.62%	7.34%	19.27%	12.92%
Clarification of maintenance supervisor role	No	94.66%	97.06%	90.83%	84.40%	96.67%
	Yes	5.34%	2.94%	9.17%	15.60%	3.33%
Changes in flextime (scheduling one's hours of work)	No	77.10%	82.35%	70.64%	63.30%	40.42%
	Yes	22.90%	17.65%	29.36%	36.70%	59.58%
This Organizational Health assessment	No	62.60%	60.29%	53.21%	53.21%	44.58%
	Yes	37.40%	39.71%	46.79%	46.79%	55.42%

Table 8-3 Percent Response for Each Action within Position Class

Action		N	T	Q	E
More communications	No	68.62%	53.49%	34.62%	14.29%
	Yes	31.38%	46.51%	65.38%	85.71%
More employee meetings	No	58.48%	45.35%	50.00%	64.29%
	Yes	41.52%	54.65%	50.00%	35.71%
Maintenance worker raises	No	52.83%	58.72%	53.85%	21.43%
	Yes	47.17%	41.28%	46.15%	78.57%
Regaining control over heavy trucks from Fleet and Travel	No	53.41%	62.79%	38.46%	35.71%
	Yes	46.59%	37.21%	61.54%	64.29%
Team recognition	No	84.21%	74.42%	61.54%	28.57%
	Yes	15.79%	25.58%	38.46%	71.43%
Employee recognition awards	No	87.52%	72.67%	73.08%	64.29%
	Yes	12.48%	27.33%	26.92%	35.71%
Engineering raises	No	61.40%	69.77%	73.08%	28.57%
	Yes	38.60%	30.23%	26.92%	71.43%
New Equipment	No	65.89%	77.91%	69.23%	57.14%
	Yes	34.11%	22.09%	30.77%	42.86%
Returning gains in efficiency through increases in pay.	No	90.45%	88.37%	92.31%	85.71%
	Yes	9.55%	11.63%	7.69%	14.29%
Improved public meeting process to have real input	No	93.76%	87.79%	92.31%	85.71%
	Yes	6.24%	12.21%	7.69%	14.29%
Changes in flexible scheduling (being scheduled for hours of work)	No	73.10%	55.23%	46.15%	28.57%
	Yes	26.90%	44.77%	53.85%	71.43%
Changes in meal policies	No	61.99%	73.26%	61.54%	57.14%
	Yes	38.01%	26.74%	38.46%	42.86%
More problem solving meetings	No	69.98%	66.86%	57.69%	57.14%
	Yes	30.02%	33.14%	42.31%	42.86%
Supervisor training	No	87.52%	77.91%	76.92%	42.86%
	Yes	12.48%	22.09%	23.08%	57.14%
More interaction between maintenance and engineering	No	92.79%	86.63%	84.62%	71.43%
	Yes	7.21%	13.37%	15.38%	28.57%
Adding employees to crews that justify the need	No	81.87%	84.30%	73.08%	57.14%
	Yes	18.13%	15.70%	26.92%	42.86%
Improved listening	No	87.91%	84.30%	69.23%	50.00%
	Yes	12.09%	15.70%	30.77%	50.00%
Changes in pay grades	No	84.60%	93.02%	96.15%	78.57%
	Yes	15.40%	6.98%	3.85%	21.43%
More delegation of authority	No	92.01%	86.05%	69.23%	57.14%
	Yes	7.99%	13.95%	30.77%	42.86%
Clarification of maintenance supervisor role	No	93.57%	95.35%	96.15%	71.43%
	Yes	6.43%	4.65%	3.85%	28.57%
Changes in flextime (scheduling one's hours of work)	No	67.25%	54.07%	53.85%	28.57%
	Yes	32.75%	45.93%	46.15%	71.43%
This Organizational Health assessment	No	62.96%	31.98%	34.62%	0.00%
	Yes	37.04%	68.02%	65.38%	100.00%

Table 8-4 Percent Response for Each Action within Supervisor Status

Action		Non-supervisor	Supervisor
More communications	No	67.13%	28.92%
	Yes	32.87%	71.08%
More employee meetings	No	57.01%	40.96%
	Yes	42.99%	59.04%
Maintenance worker raises	No	54.83%	44.58%
	Yes	45.17%	55.42%
Regaining control over heavy trucks from Fleet and Travel	No	57.48%	33.73%
	Yes	42.52%	66.27%
Team recognition	No	83.02%	56.63%
	Yes	16.98%	43.37%
Employee recognition awards	No	85.67%	62.65%
	Yes	14.33%	37.35%
Engineering raises	No	63.55%	60.24%
	Yes	36.45%	39.76%
New Equipment	No	69.16%	65.06%
	Yes	30.84%	34.94%
Returning gains in efficiency through increases in pay.	No	90.34%	86.75%
	Yes	9.66%	13.25%
Improved public meeting process to have real input	No	92.52%	89.16%
	Yes	7.48%	10.84%
Changes in flexible scheduling (being scheduled for hours of work)	No	69.94%	44.58%
	Yes	30.06%	55.42%
Changes in meal policies	No	65.58%	56.63%
	Yes	34.42%	43.37%
More problem solving meetings	No	71.03%	49.40%
	Yes	28.97%	50.60%
Supervisor training	No	85.98%	68.67%
	Yes	14.02%	31.33%
More interaction between maintenance and engineering	No	91.74%	81.93%
	Yes	8.26%	18.07%
Adding employees to crews that justify the need	No	82.87%	72.29%
	Yes	17.13%	27.71%
Improved listening	No	87.85%	68.67%
	Yes	12.15%	31.33%
Changes in pay grades	No	86.92%	86.75%
	Yes	13.08%	13.25%
More delegation of authority	No	91.90%	67.47%
	Yes	8.10%	32.53%
Clarification of maintenance supervisor role	No	94.55%	86.75%
	Yes	5.45%	13.25%
Changes in flextime (scheduling one's hours of work)	No	64.80%	48.19%
	Yes	35.20%	51.81%
This Organizational Health assessment	No	56.54%	28.92%
	Yes	43.46%	71.08%

FINDINGS—SECTION 9

COMMUNICATION QUESTION FINDINGS

Communication was discussed in both the focus groups and the workshops as an issue that is improving but needs further improvement. The following discussion provides an analysis of the survey instrument's three communication specific questions.

COMMUNICATION QUESTION 1: “WHICH TYPE OF INFORMATION IS MOST IMPORTANT TO YOU?”

Table 9-1 Communication Question 1

Information Type	Frequency	Percent	Valid Percent
Departmental information	233	32.14%	33.72%
Region- or Division-wide information	83	11.45%	12.01%
Area- or Program-wide information	127	17.52%	18.38%
Job specific information	230	31.72%	33.29%
Other	18	2.48%	2.60%
Total	691	95.31%	100.00%
System Missing	34	4.69%	
Total	725	100.00%	

Of the 725 respondents, 691 answered this question. Of the 691, 33.7 percent indicated Departmental information and 33.3 percent indicated Job specific information as the most important type of information. These are followed by Area or Program-wide information (18.4 percent), Region or Division-wide information (12.0 percent), and Other (2.6 percent).

If the respondent selected other, they were asked to specify the type of information. The following table is a listing of those other responses.

Table 9-2 Communication Question 1—Other Responses

Response	Frequency	Percent
1 & 2	1	5.56%
All the above	5	27.78%
Be truthful and respect	1	5.56%
Communication that is honest and communicated professionally	1	5.56%
Go to 10 hour day May 1	1	5.56%
Info affecting how we do business in our group	1	5.56%
Job as defined as construction projects	1	5.56%
Maintenance wage	1	5.56%
Maintenance worker raises	1	5.56%
More information from my foreman	1	5.56%
None	1	5.56%
Summer Supervisor	1	5.56%
Training	1	5.56%
Understanding certain job difficulty in comparison to pay	1	5.56%
Total	18	100.00%

Table 9-3 Communication Question 1 by Region

Communication Question 1		Region					Total
		Aberdeen Region	Mitchell Region	Pierre Region	Rapid City Region	Pierre Central Office	
Departmental information	Count	37	25	31	27	113	233
	Column %	28.91%	19.53%	29.81%	26.73%	49.13%	33.72%
Region- or Division-wide information	Count	19	25	11	11	17	83
	Column %	14.84%	19.53%	10.58%	10.89%	7.39%	12.01%
Area- or Program-wide information	Count	20	34	27	28	18	127
	Column %	15.63%	26.56%	25.96%	27.72%	7.83%	18.38%
Job specific information	Count	45	42	33	33	77	230
	Column %	35.16%	32.81%	31.73%	32.67%	33.48%	33.29%
Other	Count	7	2	2	2	5	18
	Column %	5.47%	1.56%	1.92%	1.98%	2.17%	2.60%
Total	Count	128	128	104	101	230	691
	Column %	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

In reviewing Communication Question 1 by region, the importance of Departmental and Region/Division and Area/Program information display the greatest differences. With respect to Departmental information, the Central Office perceives this information is more important to them than the Regions. Region/Division information is most important to the Mitchell Region (19.53 percent) followed by the Aberdeen Region (14.84 percent) with the Central Office (7.39 percent) perceiving Region/Division information as the least important to them. Area Information is most important to Rapid City (27.72 percent), Mitchell (26.56 percent), and Pierre Regions (25.96 percent) and least important to the Central Office (7.83 percent). Job specific information is fairly even in all regions. These findings are statistically significant ($p=.000$).

Table 9-4 Communication Question 1 by Position Class

Communication Question 1		Position Class				Total
		N	T	Q	E	
Departmental information	Count	156	52	14	11	233
	Column %	32.30%	30.77%	56.00%	78.57%	33.72%
Region- or Division-wide information	Count	63	16	4		83
	Column %	13.04%	9.47%	16.00%		12.01%
Area- or Program-wide information	Count	83	39	5		127
	Column %	17.18%	23.08%	20.00%		18.38%
Job specific information	Count	166	59	2	3	230
	Column %	34.37%	34.91%	8.00%	21.43%	33.29%
Other	Count	15	3			18
	Column %	3.11%	1.78%			2.60%
Total	Count	483	169	25	14	691
	Column %	100.00%	100.00%	100.00%	100.00%	100.00%

The type of information most important to Position Class E (78.57 percent) and Q (56.00 percent) is Departmental followed by N (32.30 percent) and T (30.77 percent) position classes. As one would expect, Job specific information is most important to the T (34.91 percent) and N (34.37 percent) position classes. These findings are statistically significant ($p=.004$).

Table 9-5 Communication Question 1 by Supervisory Status

Communication Question 1		Supervisory Status		Total
		Non-supervisor	Supervisor	
Departmental information	Count	199	34	233
	Column %	32.68%	41.46%	33.72%
Region- or Division-wide information	Count	69	14	83
	Column %	11.33%	17.07%	12.01%
Area- or Program-wide information	Count	107	20	127
	Column %	17.57%	24.39%	18.38%
Job specific information	Count	217	13	230
	Column %	35.63%	15.85%	33.29%
Other	Count	17	1	18
	Column %	2.79%	1.22%	2.60%
Total	Count	609	82	691
	Column %	100.00%	100.00%	100.00%

Supervisors view all information other than Job specific information as more important than do non-supervisors. These findings are statistically significant ($p=.005$).

COMMUNICATION QUESTION 2: “HOW WOULD YOU PREFER TO RECEIVE THE INFORMATION YOU SELECTED IN THE PREVIOUS QUESTION?”

Table 9-6 Communication Question 2

	Frequency	Percent	Valid Percent
E-mail	305	42.07%	44.33%
Web sites	28	3.86%	4.07%
Work unit meetings	162	22.34%	23.55%
One-page flyers	69	9.52%	10.03%
Glossy brochures	6	0.83%	0.87%
Area meetings	85	11.72%	12.35%
Other	33	4.55%	4.80%
Total	688	94.90%	100.00%
System Missing	37	5.10%	
Total	725	100.00%	

Of the 725 respondents, 688 provided valid responses to this question. Of the 688, 44.3 percent would like to receive the information by E-mail. This is followed by Work unit meetings (23.5 percent), Area meetings (12.4 percent), One page flyers (10.0 percent), Web sites (4.1 percent), Glossy brochures (0.9 percent), and Other (4.8 percent).

If the respondent selected other, they were asked to specify the method by which they would like to receive this information. The following table is a listing of those other responses.

Table 9-7 Communication Question 2—Other Responses

Response	Frequency	Percent
1 or 4	1	3.03%
All the above	2	6.06%
In black and white with no "Fine Print"!!	1	3.03%
In person	8	24.24%
Mail	2	6.06%
Mailed Home	2	6.06%
None	1	3.03%
Phone	1	3.03%
Special provisions	1	3.03%
Specific guidelines	1	3.03%
Staff meetings	1	3.03%
Supervisor	6	18.18%
Training	6	18.18%
Total	33	100.00%

Table 9-8 Communication Question 2 by Region

Communication Question 2		Region					Total
		Aberdeen Region	Mitchell Region	Pierre Region	Rapid City Region	Pierre Central Office	
E-mail	Count	46	52	31	33	143	305
	Column %	36.80%	40.00%	29.81%	32.35%	63.00%	44.33%
Web sites	Count	3	4		6	15	28
	Column %	2.40%	3.08%		5.88%	6.61%	4.07%
Work unit meetings	Count	30	28	31	29	44	162
	Column %	24.00%	21.54%	29.81%	28.43%	19.38%	23.55%
One-page flyers	Count	17	18	19	9	6	69
	Column %	13.60%	13.85%	18.27%	8.82%	2.64%	10.03%
Glossy brochures	Count	2	4				6
	Column %	1.60%	3.08%				.9%
Area meetings	Count	16	19	20	21	9	85
	Column %	12.80%	14.62%	19.23%	20.59%	3.96%	12.35%
Other	Count	11	5	3	4	10	33
	Column %	8.80%	3.85%	2.88%	3.92%	4.41%	4.80%
Total	Count	125	130	104	102	227	688
	Column %	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

In reviewing Communication Question 2 by Region, E-mail was the most often selected method of communication for every region. These findings are statistically significant ($p=.000$).

Table 9-9 Communication Question 2 by Position Class

Communication Question 2		Position Class				Total
		N	T	Q	E	
E-mail	Count	183	95	17	10	305
	Column %	37.89%	57.23%	65.38%	76.92%	44.33%
Web sites	Count	17	11			28
	Column %	3.52%	6.63%			4.07%
Work unit meetings	Count	118	35	7	2	162
	Column %	24.43%	21.08%	26.92%	15.38%	23.55%
One-page flyers	Count	64	3	2		69
	Column %	13.25%	1.81%	7.69%		10.03%
Glossy brochures	Count	5	1			6
	Column %	1.04%	.60%			.87%
Area meetings	Count	70	15			85
	Column %	14.49%	9.04%			12.35%
Other	Count	26	6		1	33
	Column %	5.38%	3.61%		7.69%	4.80%
Total	Count	483	166	26	13	688
	Column %	100.00%	100.00%	100.00%	100.00%	100.00%

While differences exist and they are significant, E-mail is most often selected as the preferred to receive information by all position classes. The E position class (76.92 percent) has the highest

preference for E-mail followed by Q (65.38 percent), T (57.23 percent), and N (37.89 percent). This finding is as expected, given the N position class has the least access to E-mail. These findings are statistically significant ($p=.000$).

Table 9-10 Communication Question 2 by Supervisory Status

Communication Question 2		Supervisory Status		Total
		Non-supervisor	Supervisor	
E-mail	Count	258	47	305
	Column %	42.50%	58.02%	44.33%
Web sites	Count	25	3	28
	Column %	4.12%	3.70%	4.07%
Work unit meetings	Count	149	13	162
	Column %	24.55%	16.05%	23.55%
One-page flyers	Count	65	4	69
	Column %	10.71%	4.94%	10.03%
Glossy brochures	Count	6		6
	Column %	.99%		.87%
Area meetings	Count	72	13	85
	Column %	11.86%	16.05%	12.35%
Other	Count	32	1	33
	Column %	5.27%	1.23%	4.80%
Total	Count	607	81	688
	Column %	100.00%	100.00%	100.00%

Methods of information dissemination differ by supervisory status with the major difference coming in the areas of E-mail, Work unit meetings, and Area Meetings. Supervisors (58.02 percent) are more likely to prefer E-mail to non-supervisors (42.50 percent). Non-supervisors (24.55 percent) are more likely to select Work unit meetings than supervisors (16.05 percent). Finally supervisors (16.0 percent) are more likely to select Area meetings as the preferred method to receive information than are non-supervisors (11.86 percent). These findings are statistically significant ($p=.048$).

COMMUNICATION QUESTION 3: “WHICH OF THE FOLLOWING IS THE MOST EFFECTIVE WAY OF COMMUNICATING INFORMATION TO YOU FROM TOP MANAGEMENT?”

Table 9-11 Communication Question 3

	Frequency	Percent	Valid Percent
E-mail	321	44.28%	46.39%
Web sites	9	1.24%	1.30%
Written updates	77	10.62%	11.13%
Work unit meetings	115	15.86%	16.62%
Area meetings	103	14.21%	14.88%
Region meetings	39	5.38%	5.64%
Other	28	3.86%	4.05%
Total	692	95.45%	100.00%
System Missing	33	4.55%	
Total	725	100.00%	

Of the 725 respondents, 692 answered this question. Of the 692, 46.4 percent selected E-mail as the most effective way for top management to communicate with them. This selection was followed by Work unit meetings (16.6 percent), Area meetings (14.9 percent), Written updates (11.1 percent), Region meetings (5.6 percent), Web sites (1.3 percent), and Other (4.0 percent).

If the respondent selected other, they were asked to specify the most effective way for top management to communicate with them. The following table is a listing of those other responses.

Table 9-12 Communication Question 3—Other Responses

Response	Frequency	Percent
All the above	3	10.71%
In person	9	32.14%
It doesn't matter	1	3.57%
No meetings	1	3.57%
None	4	14.29%
Phone	1	3.57%
Staff meetings	3	10.71%
Supervisor	3	10.71%
Verbal	1	3.57%
Weekly reports	1	3.57%
Who is on top now?	1	3.57%
Total	28	100.00%

Table 9-13 Communication Question 3 by Region

Communication Question 3		Region					Total
		Aberdeen Region	Mitchell Region	Pierre Region	Rapid City Region	Pierre Central Office	
E-mail	Count	49	49	31	41	151	321
	Column %	38.58%	38.28%	29.81%	40.20%	65.37%	46.39%
Web sites	Count	3	1		1	4	9
	Column %	2.36%	.78%		.98%	1.73%	1.30%
Written updates	Count	12	19	22	12	12	77
	Column %	9.45%	14.84%	21.15%	11.76%	5.19%	11.13%
Work unit meetings	Count	20	17	17	19	42	115
	Column %	15.75%	13.28%	16.35%	18.63%	18.18%	16.62%
Area meetings	Count	24	31	24	15	9	103
	Column %	18.90%	24.22%	23.08%	14.71%	3.90%	14.88%
Region meetings	Count	7	9	6	12	5	39
	Column %	5.51%	7.03%	5.77%	11.76%	2.16%	5.64%
Other	Count	12	2	4	2	8	28
	Column %	9.45%	1.56%	3.85%	1.96%	3.46%	4.05%
Total	Count	127	128	104	102	231	692
	Column %	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

In reviewing Communication Question 3 by Region, E-mail was the most often selected way for top management to effectively communicate with employees. These findings are statistically significant (p=.000).

Table 9-14 Communication Question 3 by Position Class

Communication Question 3		Position Class				Total
		N	T	Q	E	
E-mail	Count	192	103	17	9	321
	Column %	39.51%	61.68%	65.38%	69.23%	46.39%
Web sites	Count	6	3			9
	Column %	1.23%	1.80%			1.30%
Written updates	Count	65	8	3	1	77
	Column %	13.37%	4.79%	11.54%	7.69%	11.13%
Work unit meetings	Count	83	28	2	2	115
	Column %	17.08%	16.77%	7.69%	15.38%	16.62%
Area meetings	Count	92	10	1		103
	Column %	18.93%	5.99%	3.85%		14.88%
Region meetings	Count	28	9	2		39
	Column %	5.76%	5.39%	7.69%		5.64%
Other	Count	20	6	1	1	28
	Column %	4.12%	3.59%	3.85%	7.69%	4.05%
Total	Count	486	167	26	13	692
	Column %	100.00%	100.00%	100.00%	100.00%	100.00%

While differences exist and they are significant, E-mail is the most often selected as the preferred way for top management to communicate with employees by all position classes. The E position class (69.23 percent) has the highest preference for E-mail followed by Q (65.38 percent), T (61.68 percent), and N (39.51 percent). The N position class has a combined 41.77 percent preference for meetings as the preferred way for top management to communicate with them, Work unit (17.08 percent), Area (18.93 percent), and Region (5.76 percent). This finding reinforces the comments during the workshops concerning having top management and supervisors visit the areas and work units. These findings are statistically significant ($p=.000$).

Table 9-15 Position Question 3 by Supervisory Status

Communication Question 3		Supervisory Status		Total
		Non-supervisor	Supervisor	
E-mail	Count	272	49	321
	Column %	44.66%	59.04%	46.39%
Web sites	Count	8	1	9
	Column %	1.31%	1.20%	1.30%
Written updates	Count	71	6	77
	Column %	11.66%	7.23%	11.13%
Work unit meetings	Count	108	7	115
	Column %	17.73%	8.43%	16.62%
Area meetings	Count	96	7	103
	Column %	15.76%	8.43%	14.88%
Region meetings	Count	29	10	39
	Column %	4.76%	12.05%	5.64%
Other	Count	25	3	28
	Column %	4.11%	3.61%	4.05%
Total	Count	609	83	692
	Column %	100.00%	100.00%	100.00%

Ways for top management to communicate with staff differ by supervisory status with the major difference in the methods of E-mail, Work unit meetings, and Area Meetings, Region meetings, and Written updates. Supervisors (59.04 percent) are more likely to prefer E-mail to non-supervisors (44.66 percent). Supervisors (12.05 percent) are more likely to prefer Region meetings to non-supervisors (4.76 percent). Non-supervisors (17.73 percent) are more likely to select Work unit meetings than supervisors (8.43 percent). Non-supervisors (15.76 percent) are more likely to select Area meetings than supervisors (8.43 percent). Finally non-supervisors (11.66 percent) are more likely to select Written updates than are supervisors (7.23 percent). These findings are statistically significant ($p=.006$).

FINDINGS—SECTION 10

WORKSHOPS

Workshops were conducted with supervisors and non-supervisors following the analysis of the data. Eleven workshops were held, six with supervisors and five with non-supervisors.

<u>Location</u>	<u>Dates</u>	<u>Groups</u>
• Mitchell	July 5, 2000	1 Supervisor, 1 Non-Supervisor
• Huron	July 6, 2000	1 Supervisor, 1 Non-Supervisor
• Pierre	July 7, 2000	2 Supervisor, 1 Non-Supervisor
• Rapid City	July 10, 2000	1 Supervisor, 1 Non-Supervisor
• Pierre	July 11, 2000	1 Supervisor, 1 Non-Supervisor

All supervisors were requested to attend and random selection was used for selecting participants for each of the five non-supervisor workshops.

Following the presentation of the results, the workshops provided a forum for supervisors and non-supervisors to suggest methods by which the SDDOT can improve organizational health. A brainstorming session was used to gather suggestions from all participants. All participants were asked to contribute suggestions until no participant had any additional suggestions. Once the suggestions were recorded each participant was given three colored dots and asked to vote. Their first vote was selected by placing a colored dot worth three points on the suggestion, their second vote received a colored dot worth two points, and their final vote received a colored dot worth one point.

After all votes were tallied, the suggestions were reviewed and consensus was reached that those that received the most votes were the most important suggestions. The suggestions from the supervisor workshops were maintained separately from the non-supervisor workshops. The responses were categorized, however, different issues within categories were listed in the following two tables. These tables present the suggestions within categories and the votes that were associated with each suggestion.

Supervisor Workshop Responses

Table 10-1 Categorized Responses from Supervisor Workshops

Votes	Supervisor Responses
118	Pay levels (Steps) Add more levels to pay scales Create steps within levels for maintenance, technicians, and engineers Move Lead worker up one pay grade Use the entire pay range
65	Salaries Better pay Eliminate Midpoint Give the clerical a salary adjustment Salaries need to be more equitable with surrounding states, counties and cities Give the top 10% of employees a bonus
41	Recognition Ability to reward those that do a great job Merit pay for those that do a great job Give us a budget to celebrate successes Announce awards in weekly reports SDDOT needs to pay the bill for recognition—when it is paid by the supervisor it is viewed as coming from the supervisor as a person not from the SDDOT Create safety program to recognize all that are safe Create an employee directory with photos Recognize professional license (Professional Engineer, Commercial Drivers License, etc.) with pay, time off, or other recognition
35	Bureau of Personnel Review pay grades and titles Define DOT specific training, jobs, and policies Make it easier to hire seasonal workers Performance appraisals every six months The form leads us to writing the same thing every time Be more open to position reclassifications SDDOT needs their own HR personnel Speed up the reclassification process
30	Upper Management Real Empowerment—Don't second guess us Personnel Budget Don't make promises you are not going to keep We operate like a business if it is good for management, but when it is good for the staff, we are not a business—operate like a business all the time or not at all Fight for the needs of the SDDOT with the Governor and Legislature if necessary Conduct a salary survey Conduct a training needs assessment Remember people are more important than dollars

Votes	Supervisor Responses
29	Policies Consistent application of policies including: Flextime Overtime Meal Policy Holiday Pay Call Back Pay Inconvenience Pay Get feedback from field prior to implementing new policies Review purchasing policy—need 3 bids for items over \$100—it costs more to get the three bids than you can save Authorized to spend up to \$1,000 on credit card, but need supervisory approval for over \$100—should be \$500 Construction Change Orders should be \$10,000 per CCO not \$10,000 per project Make it easier to get work orders to get maintenance done at Fleet & Travel Simplify the time sheet
26	Performance Measures Define and explain the purpose of performance measures or eliminate them Train non-supervisory staff on performance measures
25	Work Scheduling Flextime Be consistent in the application Flexible Scheduling Start work week on Monday Overtime Make it more equal and fair Eliminate need for pre approved overtime Overtime should be decided at the supervisory level Move to 80 hour pay period rather than 40 hour pay period Give option for overtime pay or compensatory time
18	Workload Add 1 person to each shop Need more staff to get work done Operations support should actually support us
17	Benefits Add unused sick time to length of time served Increase clothing allowance Rule of 85 without having to be 55 Type A and B retirements—maintenance workers are at a much greater risk than judges Allow supervisors to take a vehicle home Buy years back with lump sum
16	Training Training on who we are and Training on what we do Specific job related training Budget training for supervisors (dates, expectations, what the different budget are for, etc.) Need to keep the maintenance worker doing the different types of tasks (e.g., chip sealing and asphalt)—if they only mow, plow and sign we will not have the capability to do some of these other tasks. Training on CMP system Develop and deliver our own SDDOT specific training Develop management tools

Votes	Supervisor Responses
6	Supervisors Supervisors need to visit the work sites—regularly and talk to the employees Establish a direct line of supervision Should not have to be 10 to 1 rule (10 employees to 1 supervisor) Lead Workers are supervisors and should be recognized as such Supervisors should be empowered to make pay adjustments Eliminate the title Lead worker or Lead Engineer if you are not going to empower them to make the decisions Create new supervisory positions in the repair shop—Lead Shop Foreman or Lead Equipment Technician Use a design engineer to run the entire project—use team approach rather than assembly line Working supervisors—10 is too many to supervise when you have a job to do as well
6	Not all positions are dependent on Pierre—move some of the functions to the regions—may get better employees if they can live where they want to live.
4	Equipment Get feedback prior to making changes in equipment requests
4	Limit the number of meetings
3	Bureau of Information and Telecommunications BIT does not understand our software or needs, but they control it—get our own BIT staff
2	Communication Issues Use modern technology Provide all employees access to communications Listen to your people Central Office and Region need to tell the same story—you get different answers depending on who is asked—this results in people shopping for an answer All information should be available on the Internet site Communication summaries of departmental initiatives should be available to all personnel Hire a public relations person
	Problem Solving Develop a better tracking system
	Establish an on-call system
	Add region person to the surface selection committee
	Make the time sheets electronic
	Eliminate mowing permits or turn over to Game, Fish & Parks
	Electronic payment to vendors and staff

Non-supervisor Workshop Responses

Table 10-2 Categorized Responses from Non-supervisor Workshops

Votes	Non-supervisor Responses
82	<p>Salaries</p> <p>Better pay</p> <p>Eliminate Midpoint</p> <p>Equalize in pay across departments and positions</p> <p>Give clerical a salary adjustment</p> <p>Salaries need to be more equitable with surrounding states, counties and cities</p>
52	<p>Work Scheduling</p> <p>Flextime</p> <p>Be consistent</p> <p>Flexible Scheduling</p> <p>Start work week on Monday</p> <p>Overtime</p> <p>Make it more equal and fair</p> <p>Overtime after 8 hours</p> <p>Holiday versus overtime issues</p> <p>Give overtime to supervisors</p> <p>Give option for overtime pay or compensatory time</p>
48	<p>Workload</p> <p>Even out the workload in the office</p> <p>No working over 16 hours in a day</p> <p>Vary the duties of staff—getting cross trained makes it less boring</p> <p>Need to be able to staff as appropriate for the level of work required</p> <p>Review of workload—not all have enough to do</p> <p>We should be doing some of the jobs that are contracted out—(e.g., chip sealing)—we are losing the ability to do some of these things</p> <p>Safety</p> <p>Need more staff on crews for safety reasons</p> <p>Pilot car on busy roads</p> <p>Communication device when you can not see other person</p> <p>Get engineering their own channel</p> <p>Reduce non-essential paperwork (e.g., install steel bar into concrete requires 6 pieces of paperwork to do this).</p>
43	<p>Pay levels (Steps)</p> <p>Add more levels to pay scales</p> <p>Create steps within levels for maintenance, technicians, and engineers</p> <p>Steps based on skill and abilities (e.g., equipment that can be operated)</p> <p>Use the entire pay range</p> <p>Create more opportunities for females to advance in SDDOT</p> <p>Better classifications for engineers</p> <p>Increase position value by adding new work</p> <p>Reinstate the Lead Maintenance or Foreman Position</p>

Votes	Non-supervisor Responses
43	Benefits Improve health benefits Decrease out of pocket expense Pay for preventative health costs Bonus or reward for those that don't use sick leave Do not decrease benefits Mandatory retirement after 20 years Rule of 80 State paid insurance after retirement No difference between personal leave and sick leave More uniformity in leave for salaried and hourly Clothing allowance should be realistic—look at the cost of coveralls or boots Retirement benefits more equal
32	Training More equal training—not just the engineers Be able to send all staff to training Out of state not just in-house or in-state Supervisor Training Tact in dealing with a problem—less screaming Project planning Listening and patience Support Communications Decisiveness Delegation and empowerment Conflict Management Scheduling Be responsible and don't pass the buck Spend time in the field Training for Seasonal Help
22	Recognition Personal recognition—I would sit in a position that paid a little less if my supervisor would work with me and help me grow Bonus— Based on length of service (Kansas model) Christmas Increase longevity pay Licensure— Recognition in form of pay Pay for Test Pay for the different types of equipment people can operate Reasonable use of State equipment Extra curricular activities
21	Supervisors Have supervisors talk to us more than once a month Supervisors should be Leaders not Cheerleaders Lead worker is the person we have contact with and takes the blame for things that go wrong—they should be a supervisor Get people to perform or get them to leave Maintenance and not engineering needs to be in charge of Maintenance Talk to the employee not to someone else about the employee

Votes	Non-supervisor Responses
9	<p>Upper Management</p> <p>Help the Central Office understand what it takes to run a region—have them come out to a Region</p> <p>Don't just throw things out at us in meetings</p> <p>Answer the questions—don't just blow us off (we would not ask if we did not want an answer)</p> <p>Follow up with us if you say you will</p> <p>Give us honest answers</p> <p>Don't just tell us the policy—tell us why and if it can be changed</p>
6	<p>Policies</p> <p>Meal Policy—Change 40 mile radius</p> <p>Consistent application of policies</p> <p>Change purchasing threshold to \$1,000</p>
5	<p>Equipment</p> <p>Listen to the needs of the staff on equipment purchases</p> <p>Need more tools for maintenance</p>
4	<p>Bureau of Personnel</p> <p>DOT should have their own BOP staff—that have knowledge of DOT</p> <p>Supervisors should have the ability to do in-house promotions</p> <p>Crews should be included on interviews</p>
3	Nap time (1/2 hour morning and afternoon)
2	<p>Communication Issues</p> <p>Need to make sure we get the communications</p> <p>We all don't have access to the E-mail</p> <p>We all don't have access to the computer</p> <p>We would like to hear more from other shops</p> <p>Better communication between maintenance and engineering</p> <p>That way we will not do something that gets done over (e.g., stripe the road with oiling going on 1 mile behind)</p> <p>Supervisors should communicate with employees—In any form</p> <p>Improve the public and legislative image of DOT</p> <p>Inform the public of where the money comes from</p> <p>More interaction between Central Office and Regions—Picnic for all</p> <p>Get access to the Regions weekly report</p> <p>Sincere Feedback</p> <p>Continue weekly report with employee profile</p> <p>Maintain Bulletin board</p> <p>Management pulls people aside and asks them how it is going in front of your supervisor—ask us when they are not around</p> <p>Create a photo directory of employees and organization</p> <p>Division managers should be more open to criticism</p>
2	Have a Secretary of Transportation that is more than a figurehead
	<p>Bureau of Information and Telecommunications</p> <p>Need in-house programming staff to get the work done</p>
	<p>Performance Measures</p> <p>No standard between shops (fixing versus fixing and straightening)</p> <p>Help us understand performance measures—Are we just doing this to just do something—Is anything really going to come from this</p> <p>Have clerical participate</p>

Votes	Non-supervisor Responses
	<p>Problem Solving</p> <p>Either have the meetings or don't have the meetings, but do not pretend</p> <p>Have clerical participate</p> <p>Management does not seem to really care if you do it—we are doing it because management tells us to have the meeting or calls the meeting</p>
	Change in management philosophy—all supervisors should be implementing the new philosophy or clean house
	<p>Improved physical space</p> <p>More in line with the quality of the Secretary of Transportation office</p>
	Change Bridge Office phone number—this is the phone number on Triple A's DOT number
	Conflict of interest enforced

Figure 10-1 Frequencies for Categories Receiving Votes

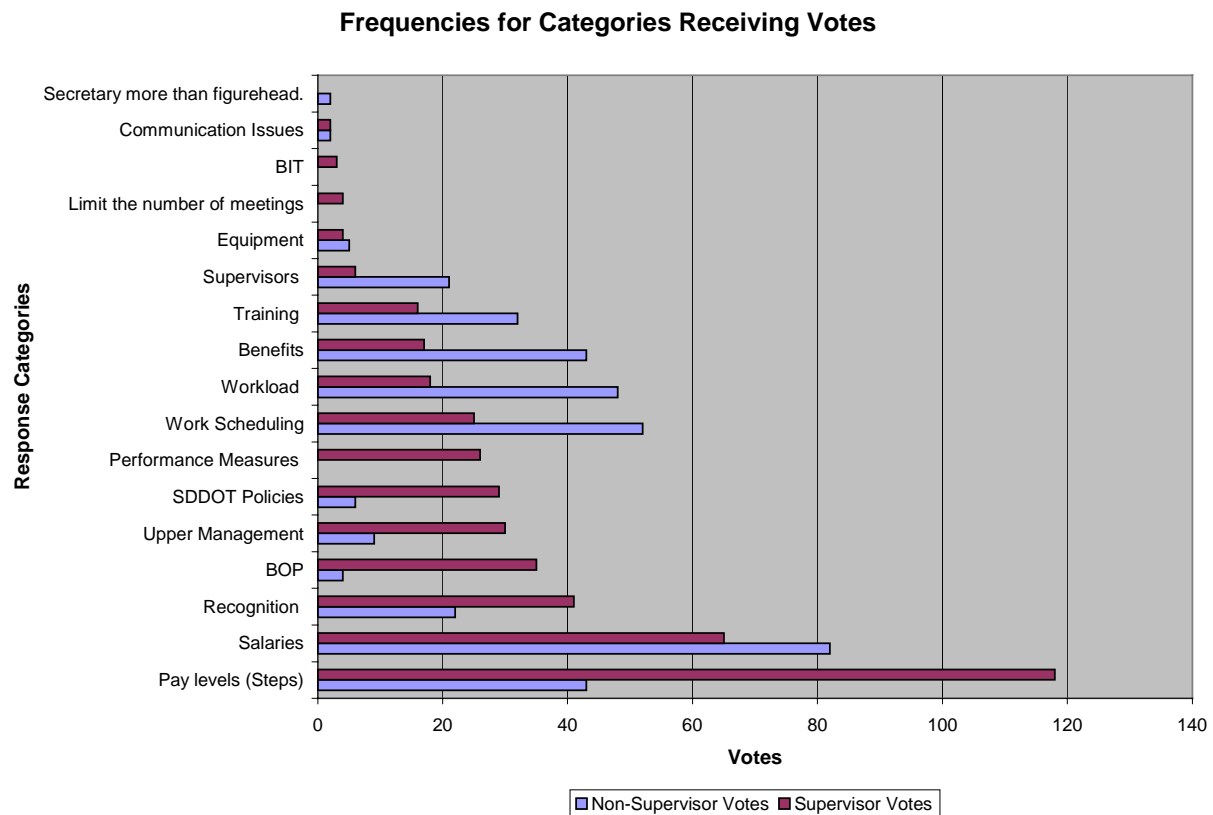


Figure 22 shows the major differences between supervisors and Non-Supervisors. Tables 10-1 and 10-2 provide the detailed information about each of the response categories in Figure 22.

The number one suggestion from Supervisors for improving the organizational health of the SDDOT was to put in place a program for career advancement. The number one suggestion from Non-Supervisors was to improve wages and salaries.

CONCLUSIONS

The concept of organizational health is defined with respect to an organization's ability to achieve its goals now and into the future. A healthy organization is well situated to face the day-to-day and long-term demands of its mission. An unhealthy organization is functionally and often operationally challenged. South Dakota Department of Transportation (SDDOT) has a clearly defined set of competencies and routines, and management can use these as a solid foundation directed at achieving the Department's mission.

Good organizational health requires employees to be motivated and committed to their jobs. This study looked at the SDDOT in three different ways in order to develop an understanding of the motivation and commitment of the Department's employees. First, Focus Groups were utilized to gain a broad-based feel for the issues and perception differences, if any, between the different groups (Non-Supervisors, Supervisors and Executive Team). Second, the Organizational Health Assessment (OHA) survey was administered and analyzed to look more in-depth at demographic differences between respondent groups. At the same time, this survey permitted us to confirm or refute the information supplied in the Focus Group sessions. Finally, workshops were held with Supervisors and Non-Supervisors for the purpose of reviewing and discussing the findings and potential solutions to the any major issues facing the SDDOT in the upcoming year.

The Focus Groups confirmed that the Executive Team did indeed take actions in the last two years on some issues. Several issues that are a priority for the upcoming year include communication, wages, retention of employees, maintaining the transportation system, efficiency, more staff, and pleasing the public.

The survey results showed that the SDDOT is growing and that the overall employee job satisfaction within the Department is improving. Safety and Efficiency, Work Schedule, and Communications represent the area of greatest improvement.

There are several areas that need to be addressed as the SDDOT works toward the goal of improving its organizational health. We have identified five strategic issues and seven other issues that are closely related to the strategic issues.

STRATEGIC ISSUES

The five strategic issues are:

- 1) Aligning the supervisors with the Department's Management to achieve the mission and goals of the agency.
- 2) Resolving differences between the two businesses— providing for safety and mobility and increasing the transportation infrastructure.
- 3) Getting communication down to the lowest level.
- 4) Training and education for supervisors in how to be a supervisor.
- 5) Providing a real career path and competitive salaries for non-management employees.

Each of these strategic areas is discussed in more depth in the succeeding narrative. They form the core of what needs to be addressed by management in the near term in order to successfully increase the organization's health.

Aligning Supervisors with Management

Supervisors are in a tough position. Their work life is different than most other employees because they are the bridge between top management and the employees who carry out the day-to-day work that implements the mission of the SDDOT. They are in effect both management and day-to-day employees.

Midlevel supervisors often provide necessary information for strategic decisions, but are rarely involved in the actual decision making. They know a great deal about their particular function but are rarely involved in making strategic decisions with respect to that function. As a result, they often feel as if they had no input into decisions that are made, and yet they are held accountable for outcomes.

Supervisors probably feel unappreciated. They have to work to get more work, and more complex work, out of fewer individuals. Few in the department recognize the administrative skill, background, or depth of expertise required to supervise and to lead others.

As a result, supervisors are more often "tightly coupled" with their staff. They work more closely with their staff and are able to produce results. However, in so doing, they often bond with staff and, when times are challenging, will more closely associate themselves with those with whom they spend time. In our Focus Groups held during March 2000, we found that supervisors consistently referred to the Executive Team as "they" and "them." Our observation was that there was little connection between supervisors and SDDOT management. Except that those with whom they work view supervisors as management, and they are right to do so.

Supervisors are the filters through which employees see the SDDOT and its actions. If their job is done right, they are more than just the "boss."

Great supervisors continually strive to help employees understand how the organization's purpose/mission relates directly to the work that employees do. This, in turn, enables employees to find a connection between the organization's values and their own. Every employee has different values. Some value competition, others value service, others value technical competence. Great supervisors translate the organization's purpose into language that each employee can understand (Buckingham & Coffman, 1998).

Supervisors are the source of information and the interpreter of information coming from top management about the Department's initiatives and policies. One need only look to see that supervisors are less positive about the Performance Measures Initiative than are employees. It is not supported by supervisors, those who have been educated as to its value and must ultimately carry the initiative out. Concurrently, employees, who know far less about the initiative than their supervisors, also carry substantial negative attitudes about the initiative.

With supervisors who do not see themselves as part of management, and management who may not see supervisors as part of that team, the organization will flounder. It probably will not fail, but its efforts will flounder.

Two Businesses

It has become very evident that there are two businesses within the SDDOT. The first business is concerned with providing for safety and mobility while the second is directing its efforts at expanding the transportation infrastructure.

Safety and mobility is seen as the major province of the Regions. It is the major responsibility of maintenance and equipment employees and it dominates winter activity. Summer activity is focused on increasing the transportation infrastructure. It is dominated by the engineering and technician classifications. There are major conflicts between the Regions and the Central Office over support activity and primary activity. It was not clear to us from the Focus Groups or from the discussions in July which of these two (Central Office or the Regions) was the support activity and which was the central provider. A better answer is that both need each other; however, there should be some activity to develop and increase teamwork between similar job groups in the Central Office and the Regions, and between the technical and specialist position classifications.

The result of having two businesses is that the organization must communicate to its own staff what the priority is, and why that priority is as it is. If increasing the transportation infrastructure will continue to receive the majority of resources and continue to be the "darling" of the agency, then the rationale for that focus must be explained to staff. However, it would be better if staff could come to that conclusion themselves. The evidence has to be provided which would indicate that this conclusion (or whatever mix of focus on these two businesses is derived) is logical and should be followed. As it is now, with the difference in domain means, satisfaction and levels of affirmative responses between respondents with different demographic characteristics, there are clear winners and losers in the battle for attention.

Communication

The communication of information down the chain of command is much better than it was in 1998. However, there appears to be less of an improvement in communication getting up the chain of command. There is a perception that the information requests or feedback that goes up the chain of command gets "lost in the black hole." Communication is best in the Rapid City Region and the Central Office. The N position classification has the lowest mean in communication, which is supported by the comments in Focus Group meetings and workshops. Highway maintenance workers are dependent on their supervisor for almost all information about the agency. They do not all have access to E-mail, those with access often do not spend the necessary time in the office to read the E-mail and/or often do not have real access to a computer to read their E-mail.

The information that is communicated along the chain of command changes as it flows down. Information content that is initially intended to be communicated is not always the information that is delivered. Local color or the omission of certain elements seems to occur on a regular basis.

Many employees (45.26 percent) feel that the performance appraisal process does not fairly evaluate their work. Feedback with respect to job performance is both infrequent and non-constructive. Employees, in general, do not perceive they have a good grasp or feel for what is going on within the department. Decisions are made and implemented by supervisors, but little effort is undertaken in attempting to explain the rationale behind most decisions. As one approaches the executive ranks, the more likely individuals are to feel informed about the decisions and actions of the department. Supervisors are more likely to be aware of the actions and activities, but do not readily communicate these to their subordinates.

Region staff perceives that sending requests to the Central Office is futile as they will be lost in the great “Black Hole” in Pierre. Finally, less than one-half of the employees feel that they are a part of a team.

Perceptions with respect to Communication deteriorate as you move down the chain of command. The executive job group exhibits a higher level of satisfaction with the formal Communication process within the department than do supervisors. The non-supervisors perceive that they receive little formal information and that regular staff meetings to distribute the needed information are not conducted. This perceived communication breakdown may be one of the critical reasons for misperceptions of policies, procedures, and actions of the SDDOT.

The most telling breakdown in communication is demonstrated by the lack of knowledge of the 21 actions the Executive Team felt were taken as a result of the 1998 OHA. With the highest score being only 36.58 percent and the lowest 4.98 percent, the awareness of the actions was taken as a result of the 1998 OHA have been poorly communicated to the organization as a whole.

Supervisor Training and Education

Supervisors have the general perception that they are not really supervisors, but more like employees that have to do performance appraisals as part of their job duties. They view themselves as already having full-time jobs and this is just an added necessary evil. Non-Supervisors do not feel their supervisors have the skills or in some cases the ability to effectively supervise them. Non-supervisors perceive they need training in the areas of conflict management, communication, problem solving, planning, delegation, anger management, and others. Several times it was expressed that “my supervisor thumps me on the chest” when he is angry with me, and this is surely indicative of a serious problem. Yelling at subordinates was not an uncommon response when non-supervisors were asked about their interactions with their supervisors.

Supervisors need to be empowered to make decisions within parameters. Supervisors do not perceive they have the authority to make good business decisions. Their perception is that the empowerment is for making a decision the way that Central Office wants it or they will just change it any way.

Career Paths and Competitive Salaries for Non-Management Employees

People located in the Regions and in the Central Office see little room for career advancement within the Department. The inability to have steps or some type of career path will not only limit their longevity with the Department, but they think it will impair the SDDOT’s ability to attract quality help in the future. They feel that their salaries are likely to remain fixed in amount either because their salaries are fixed at job worth, or no positions exist for promotion. Further, it is widely perceived that supervisors do not talk with employees about career options, either inside or outside SDDOT, as personal growth is not an item for discussion. Annual performance evaluations have mixed reviews, and little is being said in those reviews about a person's development. Those persons, who are above the midpoint, perceive that they have not been talked with by anyone with respect to their current or future role within the agency and that few care. They are waiting to get out. This causes substantial problems in terms of interpersonal relationships and in terms of getting the required work done.

The salary scale offered by the SDDOT is not sufficient to keep most individuals from looking for other jobs. Percentage salary increases for the engineers reversed much of the gain from the

maintenance workers hourly increase. While this may have only been a temporary problem, the lack of salary increases for clerical and technical staff will continue to keep this as a point of contention.

Overtime is still an issue in that most respondents considered overtime as part of their compensation package. The idea that working two jobs to make “ends meet” did not concern the majority of the employees. However, the fact that being called in on the weekend and not getting the overtime prevented them from working their other job, which helps pay their rent or mortgage, is an issue. They perceive that the Department is only concerned with saving money, even if it costs the employee his/her ability to make “ends meet.” There were many comments related to the issue of job worth—or as many refer to it, “midpoint.” This is an issue that needs to be addressed and resolved.

Salary differentials and career advancement issues can cause a whole host of organizational problems in meeting the SDDOT mission especially if the Department simply becomes a training ground for other organizations. Turnover needs to be studied over an extended period of time to determine the validity of these mission critical issues. The issue of salary competitiveness must be examined, both within the occupational groups within the state (similar jobs) and between the state and other state and local governments.

Other Corollary Issues

The other most pressing other issues encompass Rewards and Recognition, Work Scheduling, Workload, Benefits, Performance Measurement Initiative, Other Training, Equipment, and Support Services (Bureau of Personnel, Fleet & Travel, Bureau of Information & Technology). The first three are easily demonstrated as issues by the domains and they were identified as an issue in the Focus Group sessions.

Rewards and Recognition

The Rewards and Recognition Domain findings reveal that in 2000 the SDDOT employees perceived that they received more positive recognition or praise concerning their performance on an ongoing basis than they did in 1998. Even with improvements in the Reward Domain, it still has the lowest mean domain score among all the domains. The higher up an employee is in the organization, the more likely they are to indicate that they receive both recognition and feedback. While there was an increase of 6.22 percent in the number of respondents indicating that they received recognition or praise for good work in the past seven days only 30.39 percent of all the respondents answer “yes” to that question indicating a very few in fact do receive recognition or praise on a regular basis. This area would appear to provide a clear indicator of potential dysfunctional organizational behavior.

Work Scheduling

Work schedules and overtime are not viewed as serious problems within the Central Office, but the definition of flextime is still perceived quite differently for different locations in the SDDOT. Central Office respondents perceive flextime as a choice within constraints, usually with respect to the hours of work. Other than the issue of perceived fairness (favoritism), flextime for employees in the Central Office does not appear to be a problem. However, in the Regions, flextime is considered synonymous with flexible scheduling, a practice of adjusting the employees schedule to meet the demands of the maintenance tasks by altering the days worked in the workweek. This is an area where considerable improvement has been made. While the employees are not yet pleased with the policies, they think that they are better than they were before. In addition to the issue of when the work week starts, the

other major issue is one of perceived differences in the way in which flexible scheduling is implemented by different supervisors. Supervisors also complained about having to enforce the flexible scheduling policies and as such have devised various approaches to make it work for them and their subordinates.

Workload

There is a perception that the current level of workload is more than can be performed by the current staff. Given the STIP and the increase in Federal dollars, more staff will be needed to carry out the workload. There are still perceived safety issues as the result of what is felt to be inadequate number of staff on a crew.

Benefits

Benefits are perceived to be a concern with respect to the quality of the benefits being provided. Issues of falling quality were most often received from those with higher incomes. Issues of benefit cost and co-payment increases were most often received from those with lower salaries.

Performance Measures Initiative

Performance measures, in general, are no longer seen by the respondents as a means of providing the evidence to “hang one’s self.” Instead, the meetings are seen as a waste of time. Staff see that what they are trying to measure is not related to what they do. Further, little distinction is made between problem solving and performance measures.

Equipment

The ability to have input into the purchasing process from the Regions is an issue. Employees perceive that they have no input or that the input they provide is of little value. The perception is that once the equipment budgets leave their office they have little chance to re-align their priorities if the equipment budget changes. This results in the Regions getting equipment that they would not have chosen had they been allowed to reassess their position once the budget had been altered.

Support Services

The Bureau of Personnel, Fleet & Travel Management, and the Bureau of Information and Technology are not viewed as support services for the SDDOT. Instead they are perceived as an impediment to the SDDOT employee’s ability to do their job effectively and efficiently.

DEMOGRAPHICS

There are several statistically significant differences identified when responses are viewed relative to a respondent’s demographic characteristics. The following conclusions can be made with respect to the demographic characteristics of the respondents.

Location

Respondents in the Rapid City Region and the Central Office are more likely to select a more positive response than someone from other regions.

Position Class

Respondents with E and Q position classifications are likely to have much more positive responses than individuals who have an N position classification. Respondents with a T position classification are in-between on most issues, being closer to the N or to the E and Q depending on the specific issue.

Employee Status

Individuals who are salaried are more likely to have much more positive responses than are hourly respondents. Similarly, supervisors are more likely to have more positive responses than are subordinates.

Job Group

Respondents from the executive job group have perceptions that differ significantly from the rest of the employees on almost every issue. The respondents from the executive, drafting, and engineering job groups have more positive responses on nearly all items. Respondents in the maintenance, equipment, and technician job groups tend to respond less positively than other job groups. The largest change from 1998 to 2000 is with the specialist/analyst and financial/information systems/legal job groups who demonstrated some rather large decreases in their level of positive response on many items.

SDDOT Tenure

As in 1998, newer employees tend to have more positive responses than do all other employees. Employees with more years of experience reveal a decline in their level of positive responses. Six to ten year employees are the most likely to have the least positive response on almost all issues.

Age Group

The youngest age category of employees (20-36) has more positive responses than do all other age categories. The oldest age category (53-65) has the second highest level of positive response on nearly all items. Otherwise, the older the respondent's age, the less positive the response.

Job Worth (Midpoint)

As in 1998, those respondents whose salary was above “job worth,” often referred to as “over the midpoint” tend to respond less positively than those whose salaries were below job worth or “below the midpoint.” Again in 2000, those respondents identified as “over the midpoint” tend to respond less positively than those whose salaries were below job worth or “below the midpoint.” Those that are below job work or below the midpoint were found to have the most positive responses.

Final Comments

The findings of this study provide evidence indicating the broad issues that need to be discussed within the SDDOT. What remains is for the Department to address the strategic issues and work with

those issues to develop action plans. BRB researchers recommended above that several issues be addressed in the strategic planning process.

It is advisable that management considers the following framework of questions when considering action plans to improve the organizational health:

- What are the mission critical issues identified in our organizational health assessment that need to be immediately addressed?
- What is the single mission critical issue that the majority of management persons involved with the change process agree is the most important issue to first focus our efforts towards change?
- What is the current organizational health assessment score with respect to this issue? What will be the goal for improving it this year?
- What are the specific actions taken to address the issue and accomplish the goal(s) for improvement?
- Who will be responsible for which parts or steps within this action plan?
- What resources are needed to help implement this change?
- What is our time frame? It takes time and effort to change many of these items, and change is relatively slow in coming.
- When will we get back together to report our progress to each other?
- How will we measure progress towards our goal(s)?
- When we consider our greatest organizational strengths, what actions should we take to capitalize on or enhance these strengths further?

IMPLEMENTATION RECOMMENDATIONS

It is most important to keep in mind that there are two stories for the South Dakota Department of Transportation (SDDOT). The first story is that there is clear evidence that there have been worthwhile improvements within the agency over the last few years. The second story is that, despite the improvements, there is still room for the agency and its people to grow and develop. In 1998, employees described an organization that has several difficulties. Rewards were insufficient, communication between supervisors and subordinates was poor, conflict was hidden, trust of the department and its officers was low, and individuals thought that the measures taken to increase efficiency had come at a high personal and professional cost. In 2000, reward, while not good is better, communication is better, but can still be improved, conflict is more open, and trust in management is improving. Changes in the Deputy Secretary position is viewed as very positive.

The primary purpose of doing the 2000 Organizational Health Assessment (OHA) was not to pass a qualitative or quantitative judgement on the organization or its managers, but to measure any change from the 1998 baseline. This change, if any, is what the organization can measure and evaluate. This change in organization health and the factors influencing organizational health will assist management in designing and implementing future developments. The result of the study should be the determination of the activities and actions that will make an improvement in the perception and attitude of the employees toward the SDDOT so that the organization's health is further improved in the future.

The implementation recommendations that follow are based on the strategic issues presented in the conclusions. The strategic recommendations are followed by some miscellaneous recommendations and some final suggestions for improving organizational health.

STRATEGIC ISSUES

The five strategic issues are:

- 1) Aligning the supervisors with the Department's Management to achieve the mission and goals of the agency.
- 2) Resolving differences between the two businesses— providing for safety and mobility and increasing the transportation infrastructure.
- 3) Getting communication down to the lowest level.
- 4) Training and education for supervisors in how to be a supervisor.
- 5) Providing a real career path and competitive salaries for non-management employees.

Aligning the supervisors with the Department's Management to achieve the mission and goals of the agency

1. Put in place a team to address the issue of aligning supervisors with management. Supervisors need to be part of management; empowered to make decisions that top management will stand behind. The first line of resistance to change and management is not with staff, but rather with supervisors.
2. Develop a performance measurement team to assist the Department in understanding and developing meaningful measures that can be used to improve the organization. Measures need to

be meaningful to the employee and they must matter. If performance measures are not used constructively, then they will not be collected in a manner that will make them useful.

- Review the Performance Measures Initiative for internal consistency. Establishing a mechanism of accountability for managers should not be viewed entirely with disdain. However, there will be resistance by managers who do not want to be held accountable for the “happiness” of their employees. Managers should be held accountable for setting goals.

Resolving differences between the two businesses— providing for safety and mobility and increasing the transportation infrastructure

1. A strategic issue is reconciling the perceived differences in the two businesses that the SDDOT finds itself in, safety and mobility versus increasing the transportation infrastructure. The region maintenance and equipment employees view this as the primary business of the Department, while engineers and the Central Office view maintaining and increasing the infrastructure as the primary business. Communication on the priorities and importance of both of these businesses is vital to the success of reconciling them to work as one.

Getting communication down to the lowest level

More and accurate communication is better and communication needs to be two-way communication. Without a common forum for information sharing, employees do not have any valid means to obtain and share reliable information. Further, the use of E-mail to distribute policy changes must be reviewed to see who has realistic and reasonable access to E-mail. Policy manuals are becoming out-of-date and cannot provide timely and realistic guidance for employees. Establish a system of communication that ensures that all employees have access to the information they need as well as the information they desire.

1. Put in place a team to review how information is to be distributed to each and every employee. Communication is a strategic issue, as such, accurate and timely information need to be communicated to all levels of the organization.
2. Focus Groups and survey responses identified a number of widely held misperceptions about the SDDOT involving the conditions of work and management practices with respect to actual policies and conditions. Additional issues for review are included in Appendix B. Those that should be addressed include:
 - Overtime policies and meal policies need to be defined and not left to the discretion of the supervisors.

Clarify who is to get overtime, for what purposes, under what circumstances, and why. There are enough stories, supported by employee comments about people in the same Region and position classification that it is clear that inequities exist in the overtime policies. Likewise, many employees do not understand the rationale behind not letting highway maintenance workers have overtime in the winter, when the construction side of the operation often gets access to overtime (depending on the area, Region, etc.) during the summer months. These overtime differences result in different pay policies even within the same Region

- SDDOT staff should not refer to job worth as “midpoint” when there is, in fact, not an effective means to achieve a salary on the topside of the distribution. Also, department management should review this policy with the Bureau of Personnel. There may exist many salary-based options to serve as motivators such as skill based pay. Further, the Department needs to collect empirical evidence that its salary policies are making it more difficult to retain people and to recruit new talent.
- Continue to clarify the difference between flexible work schedules and flextime. The two phrases are still used interchangeably within the Department. A flextime policy that allows individuals to set schedules to facilitate the reduction of person-work role stress within constraints (e.g., workday starting at 7:30, coverage, taking lunch, etc.) usually leads to more satisfied employees. Flexible work scheduling, which involves setting an individual's work schedule to meet the constraints, usually minimizes job satisfaction and increases personal-work stress. There were issues with the equity of determining who was allowed to flex their schedule, and who, if anyone was required to provide office function coverage.

Training and education for supervisors in how to be a supervisor

1. Put in place a team to assess and recommend training and development programs for supervisors. Supervisors need to be trained and held accountable for the way in which they treat employees. Training should address areas such as supervision, conflict management, employee development, problem solving, planning, budgeting, delegation, empowerment, etc.
- There is a great need to conduct performance appraisals that are not form driven but, rather, are approached from the perspective of employee development. Many survey respondents indicate the lack of timely feedback on performance and noted that performance evaluations, when performed, were often critical and not developmental in nature. Evidence shows that individuals who have discussions about their development are more satisfied workers and have more positive responses.
 - Develop a mechanism to share best practices between and among supervisors. For example, one mechanism would be to get supervisors together to share best practices and to share different mechanisms to recognize and reward employees without spending money, or for very little cost. Most employees think that they are not rewarded or recognized for good performance while supervisors think that employees are tired of “attaboys” and “attagirls.”
 - Develop and utilize conflict management and facilitation skills directed at encouraging employees to state their opinions and in developing evidence to support those opinions. Employees noted that they participated in staff meetings where supervisors communicated decisions reached elsewhere, without accepting comments or questions from the staff. Respondents indicate that requests for information is like a “black hole.” Once a question goes into the system, it never comes back. Many respondents noted that some changes have resulted from their asking questions, but they often never heard back on their question until they were informed of a policy change.
 - Hold regularly scheduled staff meetings to convey information. Respondents indicate that their supervisors tend not to hold regularly scheduled meetings, but also note that staff

meetings were a source of reliable information and that they get the information they need to know from their supervisor.

Providing a real career path and competitive salaries for non-management employees

2. Put in place a team to work with the Bureau of Personnel in the development of career paths. Step, skill, and other reward/recognition based systems to provide rewards and acknowledgement of successes and achievements will assist in improving organizational health. The perception that there is no where to go is very real within the department.
- Have open discussions with employees regarding position classifications in terms of human resources and financial matters. This policy to collapse job titles is removing a motivator for employees. Creating career-steps within classifications that also have salary implications would provide an opportunity for many to view the SDDOT as a career rather than a job for now.
3. Put in place a team to review employee development needs in light of the current strategic initiatives of the Department. This could involve a system of tracking employee skills in order to facilitate developmental assignments and training to be allocated for organizational needs. In this manner, talent needed for new and upcoming projects can be developed over time and prior to the direct need associated with a particular initiative.
4. Put in place a team to work with the Bureau of Personnel or with one of the state's Regental universities to review pay grades and to conduct a meaningful salary survey. Most government agencies and businesses conduct such surveys and utilize comparison groups that have similar position titles, essential job functions, and skills at other government agencies (counties, state departments of transportation) for analysis purposes. If there is a market for talent, it is advisable for management to be aware of the essential job functions, the demand for those possessing these job skills, and the prevailing wages for such positions.

Miscellaneous Recommendations:

1. Organizational health is not a short-term venture. Continued involvement of top management will rebuild trust and trust is an important issue in the overall health of the organization.
2. Do not harm or intimidate the employees with the results of this study. We have determined that after the 1998 OHA no one indicated that any adverse action was taken against them as a result of the survey results.
3. Individuals did not seem reticent to participate in Focus Groups, and with only one survey where identification information was removed, individuals do not seem hesitant to speak their minds. This openness must be protected if empowerment is to occur.
4. Be consistent and act credibly.
5. Management must act on the basis of the results of this study and point to what was done in a manner that all employees hear the message. If the Department and its managers do nothing or are seen as doing nothing, it will strongly affirm what 71.79 percent of the respondents to

the survey thought when they indicated “Inclined to Disagree” or “Strongly Disagreed” with the specific question (Domain Culture, Statement 8—“Change will occur as a result of this study.” The Executive Summary of this report should be made available to all employees and a copy of the complete report should be available in each area office for all employees to review. No attempts should be made to monitor who does or does not review the complete report.

6. The SDDOT should repeat this study on a regular basis to ascertain whether the changes instituted as a result of this process have improved the Department’s organizational health. Managers should be held responsible for the organizational health of their program for those areas where they have the authority to make changes that impact the health of their program.

Final Suggestions for Improving Organizational Health

Clarity in goals

- Clear and specific goals and objectives
- Clarity about the "big picture" and participation in development of that big picture.
- Consistency in direction and directives
- Communication links that promote shared knowledge
- Non-conflicting goals for individuals and departments
- Well-delineated roles and responsibilities
- Understanding what is expected on a day-to-day basis.
- Understanding why key decisions and actions are taken

Developing standards

- Challenging and realistic goals
- Measurable performance goals
- Established product and service standards
- Accountability against measurable standards
- Up-to-date rules, guidelines and specifications
- Resources to enable quality performance
- Intolerance performance
- Consistency in standards

Responsibility—within the accountability hierarchy

- Clear decision making powers
- Respect for organizational hierarchy (including taking one's place within it)
- Decentralized organizational authority to make decisions
- Delegation of important special projects and responsibilities
- Support for taking calculated risks
- Responsibility is "pushed down" in the organization, and management resists accepting the upward delegation
- Employee interest in taking responsibility
- Links between responsibility and accountability (note: not the same as equaling each other)
- Hands-off management (within parameters)

Flexibility

- Receptivity to new ideas
- Appropriate work documentation (defined)
- Limited paperwork
- Freedom to alter guidelines when necessary (guidelines are not rules)
- Simplified work procedures
- Short turn-around times
- Rules that help, not hinder
- Informal monitoring

Rewards and recognition

- Verbal and written recognition for a job well done
- Timely promotions for quality performance over time
- Quality yearly performance appraisals depending on the performance of essential job functions—not a generic instrument that is more attitudinal
- Frequent and specific feedback about day-to-day performance
- Special awards to recognize outstanding achievements
- Timely and differential salary increases
- Use of incentives and bonuses
- Access to desirable resources or special projects

APPENDIX A DOMAIN STATEMENT RESPONSE PERCENTAGES

The following table represents the response percentage for each possible response received for each of the 152 Domain Statements.

Table A-1 Statement and Response Rate by Domain

Percentage Response				Statement
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	
Structure Domain				
7.50	31.67	54.44	6.39	1. The jobs in the SDDOT are clearly defined and logically structured.
4.84	29.60	54.63	10.93	2. The policies and organization structure of the SDDOT have been clearly explained to me.
3.46	21.47	49.45	25.62	3. In the SDDOT, it is sometimes unclear who has the formal authority to make a decision.
21.82	49.65	26.01	2.52	4. Red tape is kept to a minimum in the SDDOT.
2.36	21.50	50.07	26.07	5. Productivity sometimes suffers from lack of organization and planning.
2.63	6.93	49.58	40.86	6. When I have a question about work assignments, I know whom to ask.
Responsibility Domain				
18.66	50.84	27.02	3.48	7. The SDDOT top management resents everything being checked with them; if you think you have the right approach, you just go ahead.
8.24	25.70	51.40	14.66	8. Supervision in the SDDOT is mainly a matter of setting guidelines for subordinates; subordinates should take responsibility for the job.
19.94	47.42	25.38	7.25	9. You won't get ahead in the SDDOT unless you stick your neck out and try things on your own sometimes.
4.03	30.60	43.12	22.25	10. At the SDDOT, there are an awful lot of excuses when somebody makes a mistake.
6.27	30.64	42.20	20.89	11. One of the problems in the SDDOT is that individuals won't take responsibility.
10.03	32.34	49.72	7.91	12. I am only held responsible for things I can influence.
Identity Domain				
17.36	36.53	39.44	6.67	13. People are proud to be a part of the SDDOT.
15.08	35.82	39.28	9.82	14. I feel that I am a member of a well functioning SDDOT team.
5.56	34.17	40.56	19.72	15. As far as I can tell, there isn't very much personal loyalty to SDDOT.
1.81	23.47	48.33	26.39	16. In the SDDOT, people pretty much look out for their own interests.
3.32	9.42	49.31	37.95	17. I am loyal to the SDDOT.
16.43	48.75	31.06	3.76	18. Loyalty is increasing at the SDDOT.
Reward Domain				
49.58	36.83	12.04	1.54	19. The SDDOT has a promotion system that helps the best person to rise in the organization.
26.33	40.20	30.11	3.36	20. In the SDDOT, the rewards and recognition usually outweigh the threats and criticisms.
38.13	43.99	15.22	2.65	21. In the SDDOT, people are rewarded based on their job performance.
2.37	22.18	47.14	28.31	22. There is a great deal of criticism within the SDDOT.
1.54	12.01	46.09	40.36	23. There is not enough reward and recognition given in the SDDOT for doing good work.
12.32	58.54	23.67	5.46	24. If you make a mistake in the SDDOT, you will be punished.

Percentage Response				Statement
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	
40.50	35.34	21.23	2.93	25. Wages paid by SDDOT are sufficient to keep me from looking for another job.
39.44	35.42	22.50	2.64	26. I am satisfied with the opportunities for future career advancement in the SDDOT.
19.13	35.89	37.99	6.98	27. If I am willing to move to another office or area within the SDDOT, I have an equal chance of being selected for the open position.
Risk Domain				
11.40	52.38	34.78	1.44	28. SDDOT takes calculated risks at the right time.
2.73	36.55	50.65	10.07	29. Decision making in the SDDOT is too cautious for maximum effectiveness.
6.78	40.54	49.01	3.67	30. The SDDOT is willing to take a chance on a good idea.
7.77	50.56	37.29	4.38	31. The SDDOT philosophy emphasizes that people should solve problems by themselves.
Working Climate Domain				
8.75	27.64	53.61	10.00	32. A friendly atmosphere prevails among people in the SDDOT.
13.13	38.97	41.06	6.84	33. The SDDOT is characterized by a relaxed, easygoing working climate.
12.24	58.69	26.15	2.92	34. It is very hard to get to know people in the SDDOT.
9.89	50.28	36.58	3.25	35. People in the SDDOT tend to be cool and aloof toward each other.
26.53	43.19	28.47	1.81	36. There is a lot of warmth in the relationships between management and workers in the SDDOT.
20.39	39.80	34.92	4.89	37. The SDDOT is loyal to me.
21.96	40.28	32.87	4.90	38. I would encourage my best friend to work for the SDDOT.
Communication Domain				
14.74	24.34	41.86	19.05	39. My supervisor holds regularly scheduled staff meetings.
7.41	18.88	54.97	18.74	40. Staff meetings are a source of reliable information.
8.91	24.65	49.86	16.57	41. I get the information I need to know from my supervisor.
28.15	35.01	28.71	8.12	42. I feel free to openly state my opinion during the employee meetings with the Secretary of Transportation or his representative.
11.56	36.07	43.18	9.19	43. I have adequate opportunities to express my views in the SDDOT.
2.79	11.98	62.95	22.28	44. My unit works well with other parts of the SDDOT.
3.37	27.95	57.30	11.38	45. I understand clearly how I can contribute to the overall goals of the SDDOT.
7.81	17.43	52.72	22.04	46. The Organizational Health Assessment survey is a good way to get input from me.
20.99	43.80	31.83	3.38	47. There is adequate two-way information between subordinates and top management
8.91	22.42	47.91	20.75	48. My supervisor encourages me to express my opinion.
10.35	31.47	44.76	13.43	49. When a decision is made involving my expertise, I am involved in the decision.
8.07	33.38	47.71	10.85	50. I understand what the SDDOT's top priorities are.
Support Domain				
3.27	36.08	47.44	13.21	51. You don't get much sympathy from higher-ups in the SDDOT if you make a mistake.
20.84	39.86	32.17	7.13	52. My supervisor makes an effort to talk with me about my career goals within the SDDOT.
3.64	33.61	45.94	16.81	53. People in the SDDOT don't really trust each other enough.
19.10	54.49	24.58	1.83	54. The philosophy of the SDDOT emphasizes the human factor, how people feel, etc.

Percentage Response				Statement
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	
5.42	15.00	56.67	22.92	55. When I am on a difficult assignment, I can usually count on getting assistance from my supervisor and co-workers.
11.38	38.90	44.52	5.20	56. The SDDOT does a good job of meeting my needs as an individual.
14.43	57.98	22.69	4.90	57. The pressure my co-workers place on me to work more quickly results in me not always doing the right thing.
3.09	31.42	38.57	26.93	58. There is too much work and too little time.
Morale Domain				
30.00	51.69	16.48	1.83	59. The SDDOT goes out of its way to recognize employees for extraordinary service.
0.84	2.09	38.91	58.16	60. My job, directly or indirectly, serves the citizens of South Dakota.
4.21	27.25	44.94	23.60	61. There are few opportunities at the SDDOT for employees to express their opinions about morale.
0.28	8.80	54.05	36.87	62. The results of my work significantly affect many other people.
16.81	32.49	42.16	8.54	63. Top management respects my job.
42.42	44.80	12.08	0.70	64. Morale is high within SDDOT.
21.85	41.60	31.09	5.46	65. Morale is high within my unit in SDDOT.
14.47	31.18	41.01	13.34	66. My personal morale is high.
Standards Domain				
6.48	34.08	52.11	7.32	67. In the SDDOT we set very high standards for performance.
2.57	30.71	50.57	16.14	68. SDDOT top management believes that no job is so well done that it couldn't be done better.
3.68	29.70	53.32	13.30	69. At the SDDOT there is a feeling of pressure to continually improve our personal and group performance.
15.74	41.84	36.74	5.67	70. SDDOT top management believes that if the employees are happy, productivity will take care of itself.
4.10	25.28	49.01	21.61	71. To get ahead in the SDDOT, it is more important to get along with others than it is to be a high producer.
10.64	43.98	36.27	9.10	72. At the SDDOT, people do not seem to take much pride in their performance.
11.95	50.92	29.73	7.40	73. Often, I encounter situations where my professional standards are in conflict with SDDOT policies.
Conflict Domain				
5.49	29.72	44.65	20.14	74. The best way to make an impression at the SDDOT is to steer clear of disagreements.
18.97	40.45	35.56	5.02	75. At the SDDOT we are encouraged to speak our minds, even if it means disagreeing with our supervisors.
6.21	41.53	46.75	5.51	76. In SDDOT meetings, the goal is to arrive at a decision as smoothly and quickly as possible.
18.48	49.79	28.63	3.10	77. My supervisor supports me even if it is in conflict with established SDDOT policies.
8.30	65.40	20.53	5.77	78. There is too much competition between work units at SDDOT.
Training Domain				
9.71	28.71	48.82	12.76	79. I receive all the training I need to do a good job.
3.60	13.99	63.71	18.70	80. The quality of the job-related training I have received has been good.
3.60	13.43	63.16	19.81	81. The training available to me is job-related.
2.37	15.04	50.70	31.89	82. I would like more job-related training.
2.09	14.62	62.67	20.61	83. The job-related training has made me more efficient.
1.96	12.85	62.71	22.49	84. The job related training has made me more effective.
10.22	34.17	50.00	5.60	85. The Bureau of Personnel training meets my needs.
10.26	36.71	49.71	3.32	86. The Bureau of Information Technology training meets my needs.

Percentage Response				Statement
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	
4.34	29.09	57.90	8.67	87. The training I receive from DOT meets my needs.
8.36	21.59	52.51	17.55	88. My supervisor lets me know when training is available.
Culture Domain				
11.75	45.87	36.08	6.29	89. The people I work with at the SDDOT really trust one another.
8.62	22.95	50.76	17.66	90. Employees in my work unit can voice their opinions freely.
10.91	60.34	23.94	4.82	91. If you make a mistake in the SDDOT, you will be punished.
14.97	30.21	44.20	10.63	92. I can trust my supervisor to represent my interests at higher levels.
1.54	15.78	54.47	28.21	93. Employees criticize the SDDOT a great deal.
18.10	43.71	36.49	1.70	94. In the SDDOT the recognition you get usually outweighs the criticism.
22.22	38.12	35.16	4.50	95. SDDOT top management respects employees.
29.48	42.31	24.12	4.09	96. Changes will happen as a result of this survey.
Teamwork Domain				
9.70	43.88	42.90	3.52	97. People in SDDOT feel they are part of an effective team.
3.39	17.91	60.93	17.77	98. The quality of performance is high in my work team.
8.16	36.29	47.68	7.88	99. My work group has all the resources it needs to do its job.
4.06	15.97	58.54	21.43	100. My supervisor encourages teamwork.
2.81	13.32	63.39	20.48	101. My co-workers treat me with respect.
6.10	40.71	47.38	5.82	102. Trust levels are high between work teams.
Performance Appraisals Domain				
11.85	44.91	37.94	5.30	103. I receive frequent feedback on my work performance.
9.94	35.99	48.46	5.60	104. I receive constructive feedback on my work performance.
16.55	28.71	46.25	8.49	105. I think my work on the job is evaluated fairly by the performance appraisal system.
2.54	11.28	51.62	34.56	106. My performance goals are important to me.
4.72	22.32	59.66	13.30	107. My supervisor and I agree on the goals used for my performance appraisal.
8.13	33.10	49.79	8.99	108. I agree with the standards used to evaluate my work performance.
15.34	44.86	36.47	3.33	109. There is follow-through on the plans listed in my Performance Planning and Review document.
Problem Solving Initiative Domain				
13.73	36.77	44.49	5.01	110. The problem solving groups address problems that have a solution.
19.43	47.71	29.14	3.71	111. The results of the problem solving teams' decisions are carried out.
12.52	33.71	44.95	8.82	112. The problem solving groups improve communication.
14.53	44.02	36.04	5.41	113. The problem solving groups improve quality and productivity.
9.56	33.95	49.07	7.42	114. Creativity and innovation are used to solve problems.
13.60	41.37	41.23	3.80	115. The members of my problem solving group feel empowered to make decisions that affect our work.
18.36	45.96	33.19	2.50	116. My problem solving group hears back on recommendations we make to higher level authorities.
Performance Measurement Initiative Domain				
12.61	37.25	46.09	4.06	117. My unit has worked to identify good performance measures to help establish goals.
14.37	45.31	38.56	1.76	118. The performance measurement initiative allows us to take into account regional differences.
16.19	43.84	36.39	3.58	119. The performance measurement initiative improves communication.
16.79	44.72	35.46	3.04	120. The performance measurement initiative improves performance over time.

Percentage Response				Statement
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	
3.86	22.75	40.06	33.33	121.The performance measurement initiative takes more time than it is worth.
12.02	28.57	50.78	8.63	122.I understand the performance measurement initiative.
Safety and Efficiency Domain				
3.20	9.04	43.95	43.81	123.Safety is an important issue at the SDDOT.
10.91	30.03	50.00	9.07	124.Efficiency at the SDDOT has increased productivity.
9.05	34.37	48.94	7.64	125.Efficiency has made it possible to be more effective at the SDDOT.
9.69	47.72	39.03	3.56	126.Policies at the SDDOT enable employees to do their jobs better.
6.07	23.84	60.55	9.54	127.Safety at the SDDOT has improved in the past two years.
44.66	42.26	10.98	2.11	128.Inmate laborers make me more efficient in the performance of my job.
2.52	12.46	60.78	24.23	129.New equipment motivates me to be more productive.
4.95	16.12	62.23	16.69	130.Equipment assigned to the SDDOT is properly maintained.
24.43	36.43	31.71	7.43	131.The vehicles Fleet and Travel Management maintain add to our productivity.
2.58	18.22	42.18	37.02	132.Procedures at Fleet and Travel Management are too burdensome.
7.72	28.09	52.39	11.80	133.I know where I can find standard operating procedures and policies.
Work Schedule Domain				
31.43	34.86	24.29	9.43	134.Adjusting my schedule to minimize overtime is necessary to properly maintain South Dakota's transportation system.
47.20	31.65	17.79	3.36	135.Overtime is fairly applied to all employees in the SDDOT.
24.43	40.20	17.33	18.04	136.The current flextime system creates a hardship for me and/or my family.
8.34	18.78	45.34	27.54	137.I am satisfied with my hours and schedule of work.
22.14	36.25	36.11	5.50	138.Staffing levels allow us to do quality work.
14.11	35.89	40.64	9.36	139.I am able to complete all-important tasks within my scheduled work hours.
4.76	30.16	44.88	20.20	140.I could save the state money if I could use overtime.
14.12	33.05	45.48	7.34	141.Part-time and seasonal workers improve working conditions.
Purpose Domain				
12.66	51.62	32.63	3.09	142.The SDDOT is generally quick to use improved work methods.
10.92	49.36	37.30	2.41	143.The SDDOT has goals and objectives that are both clear-cut and reasonable.
8.26	37.04	50.43	4.27	144.The work activities at the SDDOT make sense.
4.96	27.62	62.32	5.10	145.The SDDOT is effective in getting me to meet its needs and contribute to its effectiveness.
9.66	44.46	39.06	6.82	146.I clearly understand the direction in which the SDDOT is heading.
5.93	24.01	58.33	11.72	147.The SDDOT listens to its customers.
1.54	12.62	65.08	20.76	148.I know how my work contributes to the overall SDDOT organization.
8.99	24.72	47.75	18.54	149.I am proud of the South Dakota DOT.
8.12	39.50	45.66	6.72	150.We have clear priorities at the SDDOT.
2.93	13.53	56.90	26.64	151.My job at the SDDOT is pretty important in the scheme of things.
28.83	41.21	27.29	2.67	152.There is little undesired turnover at the SDDOT.

APPENDIX B SUMMARY OF THE OPEN RESPONSE QUESTIONS

Each SDDOT employee was asked to respond to four open response questions. The following four tables represent the compilation of this data. The data was first classified into general categories and then further into the general theme of the comment to provide an overall feel for the sense of the comments.

The number following the general theme of the comment is the number of times this general theme was recorded from reviewing the data. If more than one general theme was included within a response, all general themes were recorded.

A general theme of the comment followed by a “(–)” indicates that this was a negative impact. All others appeared to be related to positive impacts.

Table B-1 Open Response Question 1

What is the most important issue facing the SDDOT in the next six months?	
Category	General Theme of the Comment
Wages/Promotions	Need more money (45) Need pay raises for all (24) Use full pay scale (8) Change pay grades (5) Lack of Career Advancement (4) Better Benefits (3)
Workload	Too Much work (need more staff) (71) Safety (13) Overtime Issues (9) Flextime (3)
Services	Need better or more equipment (6) Fleet & Travel Problems (6) BIT Problems (2)
Personnel	Recruitment and Retention (95) Morale (56) Communication (7) Seasonal workers (6) Training (4)
System	Improve Roads (50) Keeping on schedule (42) Quality of work (16) Priorities (7) STIP (3)
Management	Budget (10) Lack of trust of management (7) New Secretary/Governor (7) Better relationship between management and unit staff (6) Management in general (4) Take positive actions (3) Financial system (3)
Miscellaneous	Miscellaneous (17) No idea (17)

A general theme of the comment followed by a “(-)” indicates that this was a negative impact. All others appeared to be related to positive impacts.

Figure B-1 Frequency Chart for Open Response Question 1

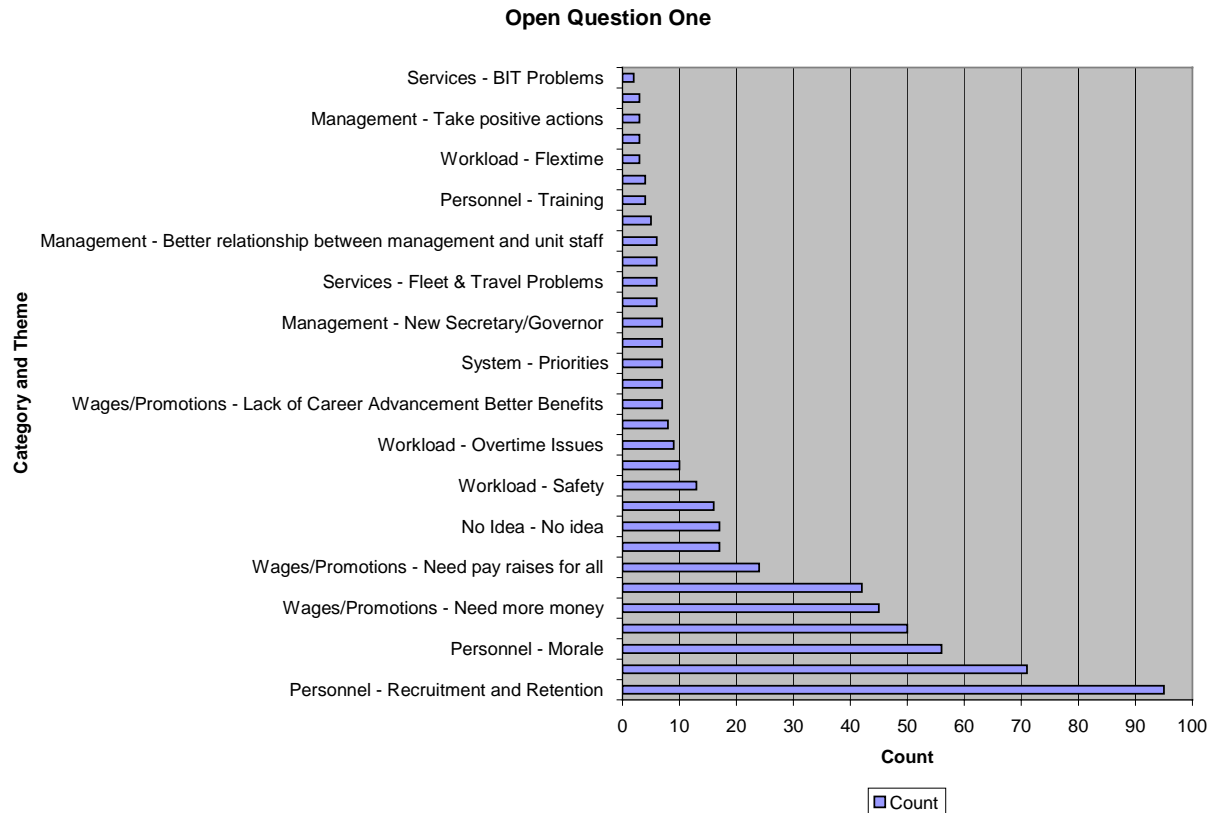


Table B-2 Open Response Question 2

What change in SDDOT, which occurred in the last year, has had the most impact on you?	
Category	General Theme of the Comment
Wage/Promotions	Raises (168) Raises (-) (59) Personnel Change (34) Promotions (9) Demotions (-) (7) Pay Grades (5) Meal Policy (-) (5) Pay Grades (-) (4) Personnel Change (-) (2) Benefits (2)
Workload	Flextime (40) Overtime (24) Loss of Staff (-) (12) Increase in workload (-) (9) Flextime (-) (7) Increased Staff (4) Overtime (-) (3)
Services	Equipment needs (26)
Personnel	Communication (14) Training (13) Empowerment (4) Recognition (2) Training (-) (2) Empowerment (-) (1)
System	Increase in Dollars (4) Improved Roads (2)
Management	DOT management has better attitude (9) Lack of concern regarding employees (-) (9)
Miscellaneous	No change (38) Miscellaneous (21) No idea (9)

Figure B-2 Frequency Chart for Open Response Question 2

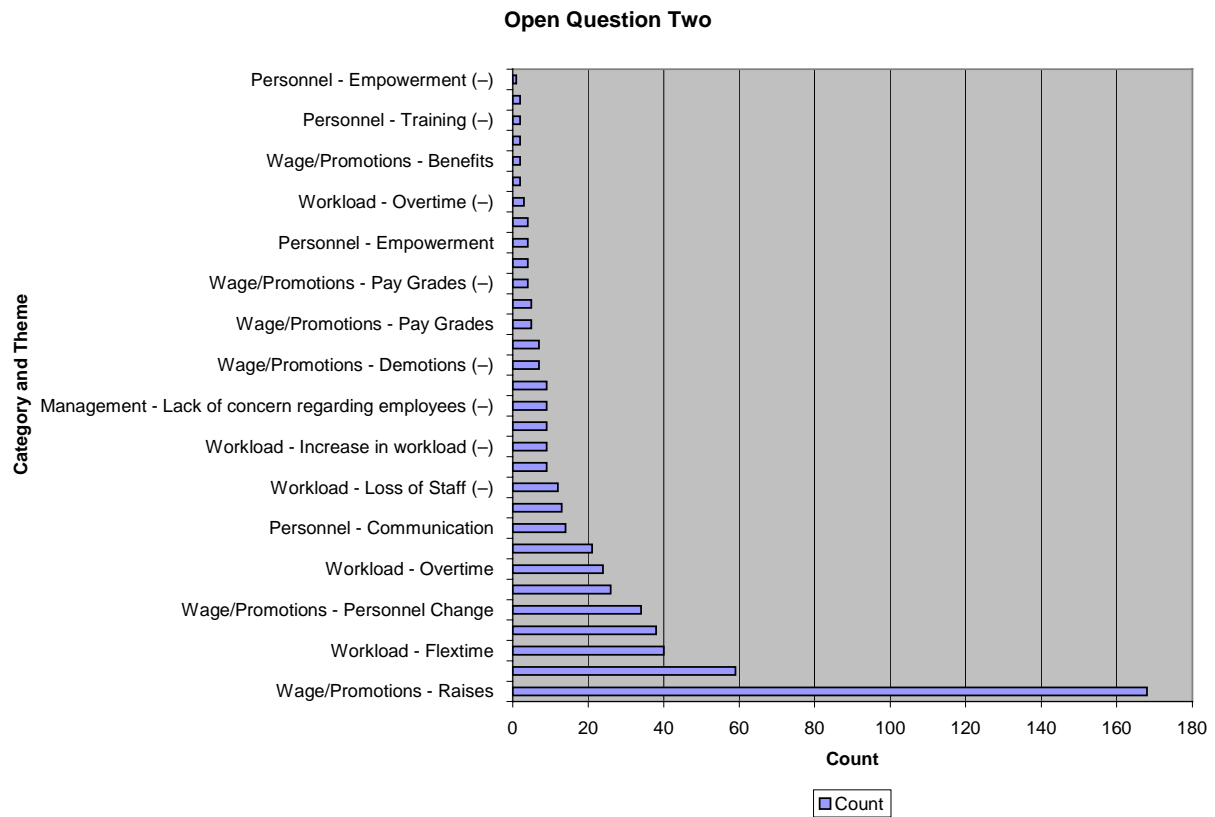


Table B-3 Open Response Question 3

If you could change only one thing in the SDDOT, what would it be?	
Category	General Theme of the Comment
Wage/Promotions	Underpaid (97) Pay scale (68) Promotions (62) Pay difference in department (35) Raises to the deserving (25) Get rid of midpoint (21) Benefits (13) Classifications (5)
Workload	Hire more (30) Overtime (19) Flextime (12)
Personnel	Delegate authority to make decisions (20) Negative attitudes (20) Morale (15) More training (14) Fire or demote some people (9) Work together better (8) Communication (4) Eliminate part time (seasonal) (4) Recognition of hard work (3)
Management	Full time Secretary of Transportation (22) Less political (13) Eliminate Performance Measures (12) Lack of trust of management (7) Promote professionalism (5) Be more efficient (4) Better supervision (4) Eliminate red tape (3) DOT decisions not made by Governor (2) Use common sense (2) Fewer meetings (2)
Miscellaneous	Miscellaneous (17)

Figure B-3 Frequency Chart for Open Response Question 3

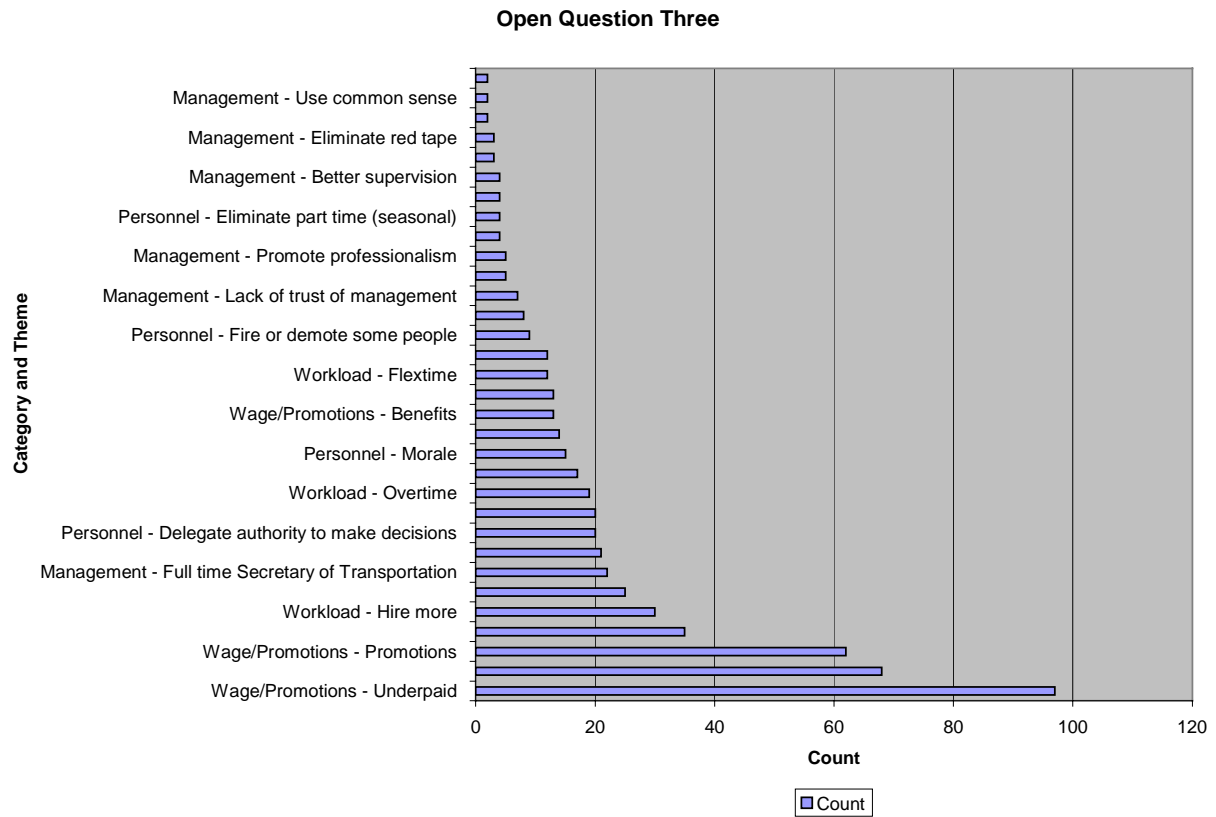
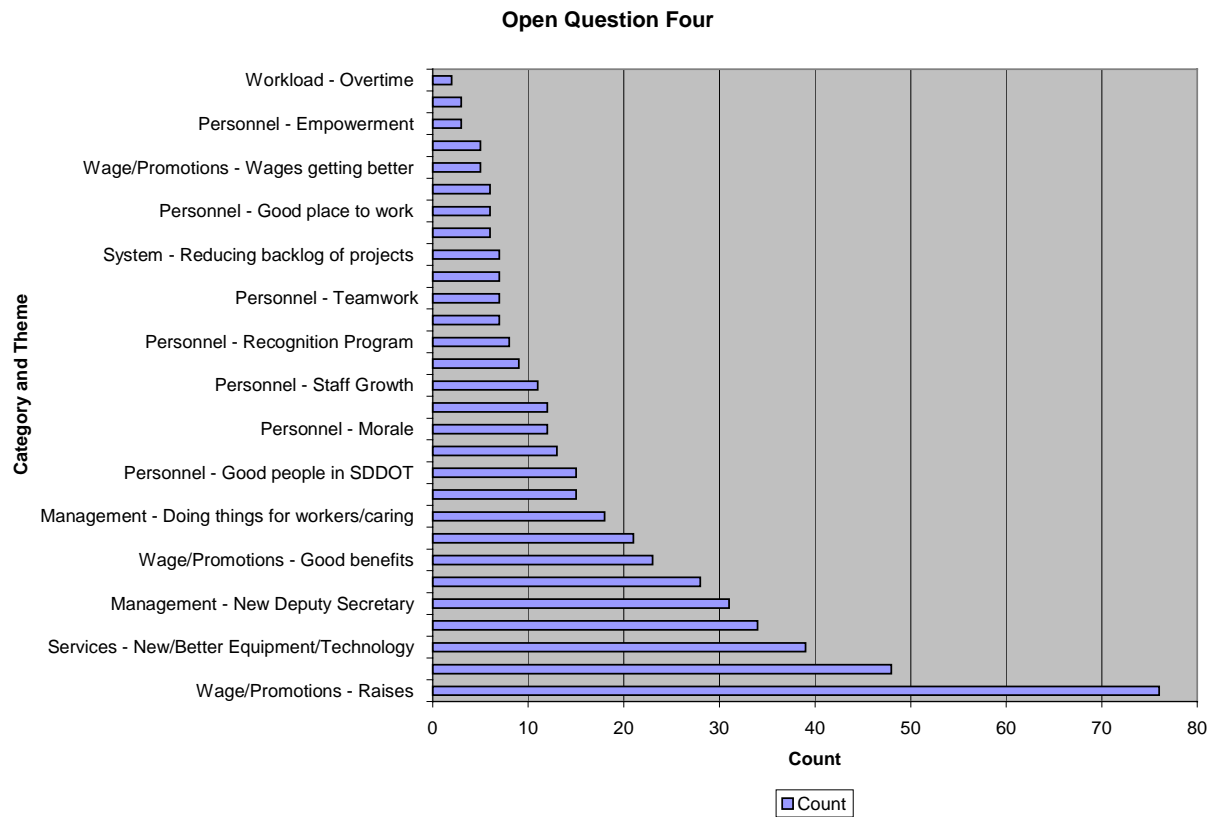


Table B-4 Open Response Question 4

What is the most positive thing happening in the SDDOT?	
Category	General Theme of the Comment
Wage/Promotions	Raises (76) Good benefits (23) Management knows wages are low (9) Other wage issues (7) Raises distributed unfairly (6) Wages getting better (5)
Workload	Flextime (15) Overtime (2)
Services	New/Better Equipment/Technology (39)
Personnel	Communication is better (48) Good people in SDDOT (15) Training (13) Morale (12) Staff Growth (11) Recognition Program (8) Teamwork (7) Morale (7) Good place to work (6) Empowerment (3)
System	Construction activity (28) More Dollars (12) Reducing backlog of projects (7) New/Remodeled buildings (3)
Management	New Deputy Secretary (31) Recognition of the Importance of the Org. Health Survey (21) Doing things for workers/caring (18) Staff meetings (6) Current administration ending (5)
Miscellaneous	Miscellaneous (34)

Figure B-4 Frequency Chart for Open Response Question 4

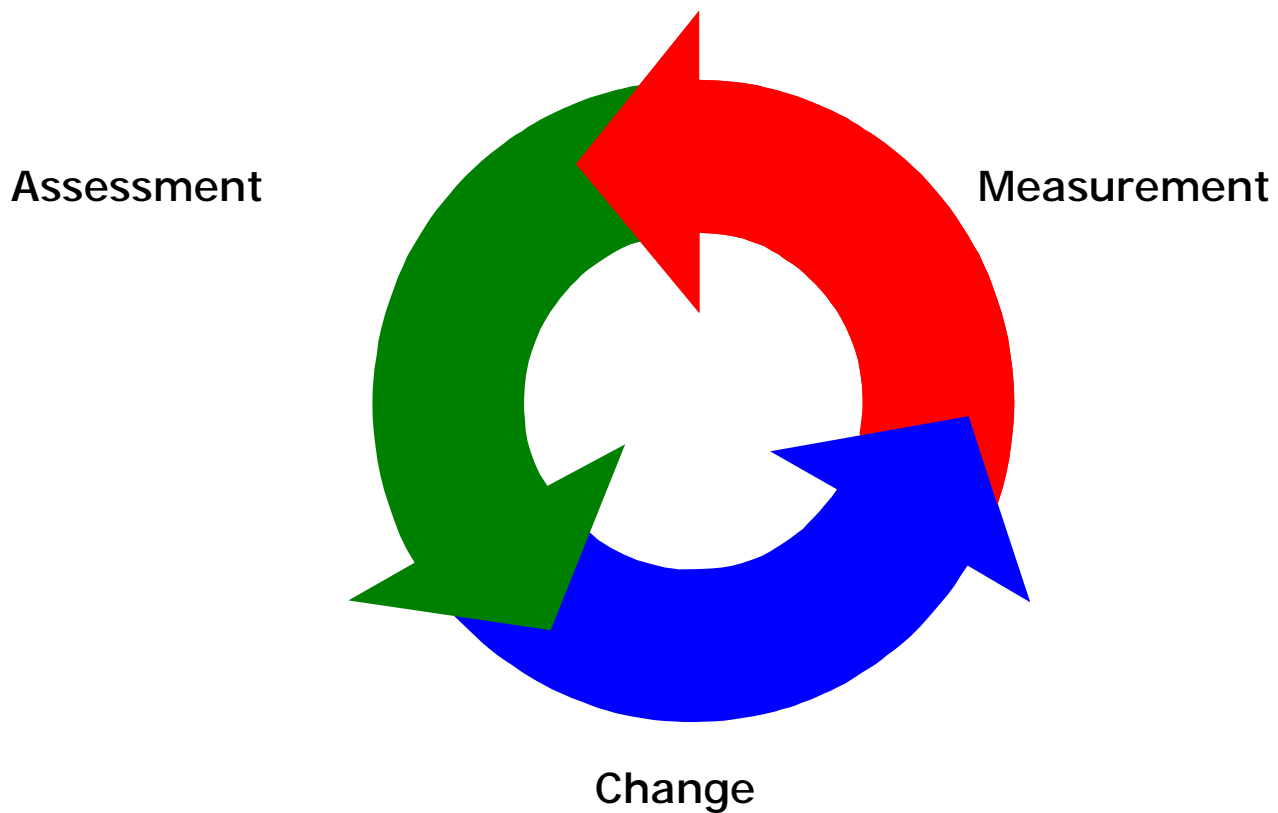


APPENDIX C REVISED SURVEY

South Dakota

DEPARTMENT OF TRANSPORTATION

ORGANIZATIONAL HEALTH ASSESSMENT 2000



Employee Survey

Survey 2000-XXX

To all SDDOT Employees:

PURPOSE

The purpose of this organizational health study is to improve the South Dakota Department of Transportation (SDDOT). The survey will identify areas that are working well, areas in need of reinforcement and areas in need of improvement.

The survey asks your opinion regarding a variety of areas. Please respond to the statements as they relate to your perceptions and feelings about the SDDOT and your job within the SDDOT. There is no right or wrong answer.

RETURN BY

Please complete the survey by yourself and return the survey by April 24, 2000. There is a self-addressed, pre-posted envelope attached to the survey. Please use this envelope to return the survey directly to the Business Research Bureau. If the return envelope is not attached please return the completed survey to: Business Research Bureau, 414 East Clark—Patterson 132, Vermillion, SD 57069. DO NOT give your completed survey to your supervisor or anyone else in the SDDOT.

YOUR OPINION AND PERCEPTIONS COUNT

Your opinion or perception of the SDDOT counts. It is important that you take the time to complete and return the survey instrument. This survey may be completed on work time or you may choose to fill it out at home. Again, the purpose of this survey is for you to provide feedback to the SDDOT.

CONFIDENTIALITY

The Business Research Bureau (BRB) is an independent organization under the University of South Dakota. As such, no one outside the BRB will have access to individual responses or groups of responses that would allow for the identification of any individual. The data, once collected, will be analyzed in a manner that will ensure no one outside the BRB ever knows your individual responses.

There is an area in the survey to provide your written opinion. Your comments will be categorized and no individual responses will be given to the SDDOT so that the BRB can maintain the confidentiality of your response.

RESULTS

The results will be reported to all SDDOT employees by September 1, 2000.

THANK YOU

Thank you for participating in the Organizational Health Assessment 2000 survey. Your responses are important to the success of the assessment. The survey results will be used to make an assessment on the overall organizational health of the SDDOT and to look at specific issues within the SDDOT. This is a critical step in creating a more satisfying, motivating and challenging work environment.

INSTRUCTIONS

Please circle the answer that best matches your opinion regarding each statement.

MARKING INSTRUCTIONS

Correct:

Strongly Disagree Inclined to Disagree Inclined to Agree

Strongly Agree

Incorrect:

Strongly Disagree Inclined to Disagree

Inclined to Agree Strongly Agree

INSTRUCTIONS

PLEASE CIRCLE THE RESPONSE THAT BEST MATCHES YOUR OPINION REGARDING EACH STATEMENT.

Response				Statement
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	1. The jobs in the SDDOT are clearly defined and logically structured.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	2. The policies and organization structure of the SDDOT have been clearly explained to me.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	3. In the SDDOT, it is sometimes unclear who has the formal authority to make a decision.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	4. Red tape is kept to a minimum in the SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	5. Productivity sometimes suffers from lack of organization and planning.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	6. When I have a question about work assignments, I know whom to ask.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	7. The SDDOT top management resents everything being checked with them; if you think you have the right approach, you just go ahead.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	8. Supervision in the SDDOT is mainly a matter of setting guidelines for subordinates; subordinates should take responsibility for the job.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	9. You won't get ahead in the SDDOT unless you stick your neck out and try things on your own sometimes.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	10. At the SDDOT, there are an awful lot of excuses when somebody makes a mistake.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	11. One of the problems in the SDDOT is that individuals won't take responsibility.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	12. I am only held responsible for things I can influence.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	13. People are proud to be a part of the SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	14. I feel that I am a member of a well functioning SDDOT team.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	15. As far as I can tell, there isn't very much personal loyalty to SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	16. In the SDDOT, people pretty much look out for their own interests.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	17. I am loyal to the SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	18. Loyalty is increasing at the SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	19. The SDDOT has a promotion system that helps the best person to rise in the organization.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	20. In the SDDOT, the rewards and recognition usually outweigh the threats and criticisms.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	21. In the SDDOT, people are rewarded based on their job performance.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	22. There is a great deal of criticism within the SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	23. There is not enough reward and recognition given in the SDDOT for doing good work.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	24. If you make a mistake in the SDDOT, you will be punished.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	25. Wages paid by SDDOT are sufficient to keep me from looking for another job.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	26. I am satisfied with the opportunities for future career advancement in the SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	27. If I am willing to move to another office or area within the SDDOT, I have an equal chance of being selected for the open position.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	28. SDDOT takes calculated risks at the right time.

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Response				Statement
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	29. Decision making in the SDDOT is too cautious for maximum effectiveness.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	30. The SDDOT is willing to take a chance on a good idea.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	31. A friendly atmosphere prevails among people in the SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	32. The SDDOT is characterized by a relaxed, easygoing working climate.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	33. It is very hard to get to know people in the SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	34. People in the SDDOT tend to be cool and aloof toward each other.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	35. There is a lot of warmth in the relationships between management and workers in the SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	36. The SDDOT is loyal to me.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	37. I would encourage my best friend to work for the SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	38. My supervisor holds regularly scheduled staff meetings.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	39. Staff meetings are a source of reliable information.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	40. I get the information I need to know from my supervisor.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	41. I feel free to openly state my opinion during the employee meetings with the Secretary of Transportation or his representative.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	42. I have adequate opportunities to express my views in the SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	43. My unit works well with other parts of the SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	44. I understand clearly how I can contribute to the overall goals of the SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	45. The Organizational Health Assessment survey is a good way to get input from me.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	46. There is adequate two-way information between subordinates and top management
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	47. My supervisor encourages me to express my opinion.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	48. When a decision is made involving my expertise, I am involved in the decision.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	49. I understand what the SDDOT's top priorities are.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	50. You don't get much sympathy from higher-ups in the SDDOT if you make a mistake.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	51. My supervisor makes an effort to talk with me about my career goals within the SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	52. People in the SDDOT don't really trust each other enough.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	53. The philosophy of the SDDOT emphasizes the human factor, how people feel, etc.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	54. When I am on a difficult assignment, I can usually count on getting assistance from my supervisor and co-workers.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	55. The SDDOT does a good job of meeting my needs as an individual.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	56. The pressure my co-workers place on me to work more quickly results in me not always doing the right thing.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	57. There is too much work and too little time.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	58. The SDDOT goes out of its way to recognize employees for extraordinary service.

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Response				Statement
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	59. My job, directly or indirectly, serves the citizens of South Dakota.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	60. There are few opportunities at the SDDOT for employees to express their opinions about morale.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	61. The results of my work significantly affect many other people.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	62. Top management respects my job.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	63. Morale is high within SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	64. Morale is high within my unit in SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	65. My personal morale is high.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	66. In the SDDOT we set very high standards for performance.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	67. SDDOT top management believes that no job is so well done that it couldn't be done better.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	68. At the SDDOT there is a feeling of pressure to continually improve our personal and group performance.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	69. SDDOT top management believes that if the employees are happy, productivity will take care of itself.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	70. To get ahead in the SDDOT, it is more important to get along with others than it is to be a high producer.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	71. At the SDDOT, people do not seem to take much pride in their performance.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	72. Often, I encounter situations where my professional standards are in conflict with SDDOT policies.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	73. The best way to make an impression at the SDDOT is to steer clear of disagreements.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	74. At the SDDOT we are encouraged to speak our minds, even if it means disagreeing with our supervisors.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	75. In SDDOT meetings, the goal is to arrive at a decision as smoothly and quickly as possible.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	76. My supervisor supports me even if it is in conflict with established SDDOT policies.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	77. There is too much competition between work units at SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	78. I receive all the training I need to do a good job.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	79. The quality of the job-related training I have received has been good.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	80. The training available to me is job-related.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	81. I would like more job-related training.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	82. The job-related training has made me more efficient.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	83. The job related training has made me more effective.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	84. The Bureau of Personnel training meets my needs.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	85. The Bureau of Information Technology training meets my needs.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	86. The training I receive from DOT meets my needs.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	87. My supervisor lets me know when training is available.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	88. The people I work with at the SDDOT really trust one another.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	89. Employees in my work unit can voice their opinions freely.

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Response				Statement
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	90. If you make a mistake in the SDDOT, you will be punished.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	91. I can trust my supervisor to represent my interests at higher levels.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	92. Employees criticize the SDDOT a great deal.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	93. In the SDDOT the recognition you get usually outweighs the criticism.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	94. SDDOT top management respects employees.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	95. Changes will happen as a result of this survey.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	96. People in SDDOT feel they are part of an effective team.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	97. The quality of performance is high in my work team.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	98. My work group has all the resources it needs to do its job.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	99. My supervisor encourages teamwork.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	100. My co-workers treat me with respect.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	101. Trust levels are high between work teams.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	102. I receive frequent feedback on my work performance.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	103. I receive constructive feedback on my work performance.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	104. I think my work on the job is evaluated fairly by the performance appraisal system.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	105. My performance goals are important to me.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	106. My supervisor and I agree on the goals used for my performance appraisal.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	107. I agree with the standards used to evaluate my work performance.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	108. There is follow-through on the plans listed in my Performance Planning and Review document.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	109. The problem solving groups address problems that have a solution.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	110. The results of the problem solving teams' decisions are carried out.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	111. The problem solving groups improve communication.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	112. The problem solving groups improve quality and productivity.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	113. Creativity and innovation are used to solve problems.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	114. The members of my problem solving group feel empowered to make decisions that affect our work.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	115. My problem solving group hears back on recommendations we make to higher level authorities.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	116. My unit has worked to identify good performance measures to help establish goals.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	117. The performance measurement initiative allows us to take into account regional differences.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	118. The performance measurement initiative improves communication.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	119. The performance measurement initiative improves performance over time.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	120. The performance measurement initiative takes more time than it is worth.

SDDOT Organizational Health Assessment 2002

Response				Statement
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	121.I understand the performance measurement initiative.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	122.Safety is an important issue at the SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	123.Efficiency at the SDDOT has increased productivity.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	124.Efficiency has made it possible to be more effective at the SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	125.Policies at the SDDOT enable employees to do their jobs better.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	126.Safety at the SDDOT has improved in the past two years.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	127.Inmate laborers make me more efficient in the performance of my job.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	128.New equipment motivates me to be more productive.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	129.Equipment assigned to the SDDOT is properly maintained.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	130.The vehicles Fleet and Travel Management maintain add to our productivity.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	131.Procedures at Fleet and Travel Management are too burdensome.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	132.I know where I can find standard operating procedures and policies.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	133.Adjusting my schedule to minimize overtime is necessary to properly maintain South Dakota's transportation system.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	134.Overtime is fairly applied to all employees in the SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	135.The current flextime system creates a hardship for me and/or my family.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	136.I am satisfied with my hours and schedule of work.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	137.Staffing levels allow us to do quality work.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	138.I am able to complete all-important tasks within my scheduled work hours.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	139.Part-time and seasonal workers improve working conditions.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	140.The SDDOT is generally quick to use improved work methods.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	141.The SDDOT has goals and objectives that are both clear-cut and reasonable.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	142.The work activities at the SDDOT make sense.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	143.The SDDOT is effective in getting me to meet its needs and contribute to its effectiveness.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	144.I clearly understand the direction in which the SDDOT is heading.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	145.The SDDOT listens to its customers.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	146.I know how my work contributes to the overall SDDOT organization.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	147.I am proud of the South Dakota DOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	148.We have clear priorities at the SDDOT.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	149.My job at the SDDOT is pretty important in the scheme of things.
Strongly Disagree	Inclined to Disagree	Inclined to Agree	Strongly Agree	150.There is little undesired turnover at the SDDOT.

OVERALL SATISFACTION

Overall, how satisfied are you with the SDDOT as a place to work? (**Circle one**)

**Extremely
Dissatisfied**

Dissatisfied

Undecided

Satisfied

**Extremely
Satisfied**

INSTRUCTIONS

PLEASE CIRCLE THE ANSWER THAT BEST MATCHES YOUR OPINION.

Yes	No	1. At work, I have the opportunity to do what I do best every day.
Yes	No	2. My supervisor or someone at work seems to care about me as a person.
Yes	No	3. I know what is expected of me at work.
Yes	No	4. In the last seven days, I have received recognition or praise for good work.
Yes	No	5. At the SDDOT, my opinion seems to count.
Yes	No	6. There is someone at work who encourages my development.
Yes	No	7. In the last six months, someone at work has talked to me about my progress.
Yes	No	8. This last year, I have had opportunities at work to learn and grow.
Yes	No	9. My associates (fellow employees) are committed to doing quality work.
Yes	No	10. The mission of the SDDOT makes me feel my job is important.
Yes	No	11. I have the materials and equipment I need to do my work right.
Yes	No	12. I have a best friend at work.

PLEASE INDICATE, BY CHECKING (✓), THOSE ACTIONS YOU THINK WERE TAKEN IN RESPONSE TO THE 2000 ORGANIZATIONAL HEALTH ASSESSMENT?

____ Change as Necessary

____ Change as Necessary

____ Change as Necessary

____ Change as Necessary

____ Change as Necessary

____ Change as Necessary

____ Change as Necessary

____ Change as Necessary

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____ Change as Necessary

____ Change as Necessary

COMMUNICATION

Which type of information is most important to you? **(Circle one)**

1 = Departmental information

2 = Region- or Division-wide information

3 = Area- or Program-wide information

4 = Job specific information

5 = Other (specify _____)

How would you prefer to receive the information you selected in the previous question? **(Circle one)**

1 = E-mail

2 = Web sites

3 = Work unit meetings

4 = One-page flyers

5 = Glossy brochures

6 = Area meetings

7 = Other (specify _____)

INFORMATION FROM SDDOT TOP MANAGEMENT

Which of the following is the most effective way of communicating information to you from top management? **(Circle one)**

1 = E-mail

2 = Web sites

3 = Written updates

4 = Work unit meetings

5 = Area meetings

6 = Region meetings

7 = Other (specify _____)

OPEN RESPONSE QUESTIONS

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

2. What change in SDDOT, which occurred in the last year, has had the most impact on you?

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

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

THANK YOU FOR YOUR TIME AND EFFORT.

YOUR ANSWERS ARE IMPORTANT.