GEORGIA DOT RESEARCH PROJECT 13-07

FINAL REPORT

REVIEW OF GDOT'S ORGANIZATION EVALUATION PROCESS BY EXAMINING CURRENT EMPLOYEE SURVEY AND OTHER STATE DOTs' METHODS - PHASE I

Georgia Department of Transportation

OFFICE OF RESEARCH

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FINAL REPORT

The University of Georgia

Georgia Department of Transportation

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16. Abstract

During the past decade, the Georgia Department of Transportation (GDOT) has conducted surveys of its over 5,000 employees. Currently, the survey is being used to compare results year-to-year and formulate initiatives and methods of organizational improvement. However, because of a continual decrease in survey response rate and a desire to reevaluate the purpose for conducting the survey, GDOT is revamping its current survey in an effort to increase the number of respondents and receive feedback that is in line with the overall objectives of the survey. The Study Team gathered information from an array of forums, ranging from meetings with GDOT to past surveys used by other state DOTs. This work led to the development of a new GDOT employee survey. Each phase of this study was used to identify items such as: the purpose and intent of the survey, what information is to be learned from the results, concerns by employees, and clarity in the questions and presentation. The new employee survey developed as part of this study addressed several reoccurring themes mentioned in the literature, focus group meetings, state DOTs' surveys and example surveys. Specifically, the survey was restructured in a way to: reassure employees that their responses remained confidential, questions were structured such to allow employees to comment on their perception of GDOT practices or actions of supervisors rather than specific individuals, to divert employees to more global issues that could develop into real action items, and to determine employees' awareness of current GDOT initiatives used to support the workforce. Ultimately, the new survey will provide the needed information to allow GDOT to evaluate organizational performance and attract and retain its workforce.

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EXECUTIVE SUMMARY

The Georgia Department of Transportation (GDOT) contracted with the University of Georgia to assist in updating and reinvigorating its employee survey. The purpose of the project and the goals for the new survey are to increase the response rate and the usefulness of the feedback to support organizational decisions about effective strategies for increasing its employees' satisfaction, retention, and professional advancement within GDOT. Dr. Stephan Durham from UGA's College of Engineering brings extensive experience working with Departments of Transportation (DOTs), and as the Director of the Program Evaluation Group (PEG), Dr. Karen DeMeester brings extensive experience in the design, administration, and analysis of surveys. Two graduate students in UGA's Civil Engineering program assisted with the project. During the project, the UGA Study Team reviewed GDOT's current employee survey; met with the GDOT Leadership Team and its Employee Advocacy Team (EAT); surveyed other state DOTs about their employee surveys; reviewed the literature and research on best practices for survey design, administration, and analysis; created a new employee survey; and prepared cost estimates for administering and analyzing the survey.

The primary goal of this study was to reevaluate the purpose and need of GDOT's employee survey and to identify resources and initiatives that would help employees become successful in their jobs. Equally important is the degree to which the survey results in relevant, usable, and reliable information. The survey is valuable if it enables leadership to make better decisions about strategies, actions, and investments to improve employee satisfaction and productivity. The value is diminished if the

feedback is not relevant to these decisions or suggests changes that an organization has limited power to implement. The survey design and implementation practices and strategies described in this report were selected because they improve both response rate and usability.

Attaining and maintaining a high response rate for an employee survey is a fundamental approach to ensuring high-quality feedback/data and avoiding nonresponse bias—when the people who do not respond to the survey are different than those that do, and therefore the survey findings are not representative of the diversity of thoughts and opinions of the overall population (Dillman, 2009). GDOT's overall response rate is important but so are the response rates from specific work units and job classifications to ensure decisions are based on information representative of the organization as a whole. GDOT's response rate for its most recent survey, though lower than in previous years, is in line with response rates of other state DOTs (e.g., approximately 42% (INDOT), 60% (CTDOT), 69% (FDOT), and 70% (NDOR)). Other state DOTs reported declining employee response rates that are similar to GDOT's.

A number of factors influence survey response rates—how and how many times employees are contacted to complete the survey; the number, clarity, and sequencing of questions; visual presentation, and overall ease with which employees can complete the survey (Dillman, 2009). In addition, employees' attitudes and beliefs about the purpose and intent for the survey, the potential for the survey to result in positive actions, and the confidentiality and anonymity of the survey influence their decision to complete the survey as well as the quality of their responses (Dillman, 2000).

Providing potential respondents token financial incentives has been shown to increase participants' motivation to complete a survey, and thereby increase the rate of response (Dillman, 2009). Offering participants monetary or material incentives is not always feasible or advisable, especially with a large organization surveying all its employees. Proponents of the social exchange theory of survey design, however, offer alternative strategies for motivating participants by increasing **perceived** benefits, decreasing perceived costs, and fostering trust that the rewards associated with completing the survey will outweigh the costs. These strategies include making the survey highly relevant to responders; explaining the purpose of the survey; emphasizing the value of the respondents' feedback; showing regard, respect, and appreciation; appealing to responders' sense of community as employees of GDOT; making the survey easy to understand and to complete to minimize confusion and frustration; providing reminders and follow-up requests; ensuring it takes no more than 20 minutes to complete the survey, and ensuring confidentiality and security of information.

Survey instrument. To optimize response rate and validity and reliability of survey responses, the survey items/questions must be unambiguous and easily understood by all respondents. The survey must be focused and as short as possible; paced correctly to maintain responders' attention and focus; and organized and presented clearly to avoid overtaxing responders visually and mentally. The visual presentation must be clear, varied, and lack clutter. The survey should also be pre-tested to discover weaknesses in design, ambiguity in questions, inaccurate time estimate for completion, and biased and sensitive questions.

Survey process. A number of factors beyond the survey questions and instrument influence response rate and response quality and usefulness, including: (a) employees' positive or negative experiences with previous surveys, (b) employees' trust in the confidentiality and anonymity of their responses, (c) employees' perception of the purpose for the survey and how their responses will be used, and (d) employees' belief that the organization will take action based on their responses to the survey (Boyer & Stron, 2012; Wright & Schwager 2008; Lloyd, 2013). A representative group of GDOT employees indicated the failure to take action and concerns with confidentiality are most detrimental to not only survey response rates but also employee morale.

Collecting feedback and input from employees can actually hurt their subsequent performance if no changes are made as a result of the feedback or if the changes are not visible and/or employees are not made aware of changes (DeNisi & Kluger, 2000). GDOT could motivate employees to complete the survey by demonstrating its commitment to change based on employee input. The survey is only the vehicle for collecting employee feedback, but it's the feedback that is most valuable. An organization must demonstrate commitment to take the survey results seriously, share the results, and take action based on the results to encourage and motivate employees to invest their time and effort (Haynes, 2002; Fisher et. al., 2008). The new GDOT employee survey was designed to reflect the best practices in survey design but the survey's successful implementation depends on an organizational culture that promotes and supports its value.

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INTRODUCTION

The Georgia Department of Transportation (GDOT) conducted employee satisfaction surveys each year from 2003-2007 with additional surveys conducted in 2010 and 2012. The current survey is included in Appendix A. Over time, the survey response rate has continued to decline. When the employee survey was first initiated the response rate was approximately 80%, but on the most recent survey, the return rate declined to approximately 60%. A number of factors influence survey response rates—how and how many times employees are contacted to complete the survey; the number, clarity, and sequencing of questions; visual presentation; and overall ease with which employees can complete the survey (Dillman, 2009). In addition, employees' attitudes and beliefs about the purpose and intent for the survey, the potential for the survey to result in positive actions, and the confidentiality and anonymity of the survey influence their decision to complete the survey as well as the quality of their responses (Dillman, 2000). Baruch and Holtom (2008) examined 490 studies that used surveys in organizational research and found that the response rate for individuals was 52.7%. It is difficult to determine a reliable average response rate for employee surveys specifically because many of the averages cited are included on survey vendors' websites and are part of their marketing strategies. Although GDOT's response rate is in line with those reported by other state Departments of Transportation (DOTs) (e.g., approximately 42% (INDOT), 60% (CTDOT), 69% (FDOT), and 70% (NDOR)), the new survey is designed to improve response rates.

Response rate is only one criterion of a survey's success. Even more critical is the degree to which the survey results in relevant, usable, and reliable information. The survey is valuable if it enables leadership to make better decisions about strategies, actions, and investments to improve employee satisfaction and productivity. The value is diminished if the feedback is not relevant to these decisions or suggests changes that an organization has limited power to implement. The GDOT leadership team expressed concern that, based on previous survey results, employees' satisfaction is primarily dependent on wages, health insurance, and other benefits, which GDOT has less control to influence. Other factors that influence the success of a survey include:

- Employees' positive or negative experiences with previous surveys
- Employees' trust in the confidentiality and anonymity of their responses
- Employees' perception of the purpose for the survey and how their responses will be used
- Employees' belief that the organization will take action based on their responses to the survey

To increase survey participation, organization leadership needs to address employees' beliefs and attitudes and educate employees on the purpose of the survey and the importance of their feedback. The process and organizational culture related to the survey are key factors for improving the survey response rate and maximizing the benefits of the organization's investment of time and effort in surveying its employees.

To improve the response rate and enhance the usefulness of the data obtained from its employee survey, GDOT engaged faculty from the University of Georgia's

College of Engineering and Program Evaluation Group (PEG) in the College of Education. Dr. Stephan Durham brings extensive experience working with Departments of Transportation, and as the Director of the Program Evaluation Group, Dr. Karen DeMeester brings extensive experience in the design, administration, and analysis of surveys. The other members of the UGA Study Team are Scott Smith and Shenell Robinson, both students in Civil Engineering at UGA.

The UGA Study Team began the project by meeting with GDOT's Leadership Team and its Employee Advocacy Team (EAT). In addition, the team has worked closely with Angela Alexander (Organizational Performance Management), Alma Mujkanovic (Organizational Performance Management), and Supriya Kamatkar (Office of Research). After the meeting with the EAT, members were offered the opportunity to complete a follow-up survey to ensure that all participants had the opportunity to express their opinions, especially those not comfortable expressing their opinions in the group meeting. Other state DOTs were contacted and surveyed to identify approaches and models for collecting feedback from employees. Eighteen DOTs responded to the survey (Alabama, Connecticut, Delaware, Florida, Indiana, Kansas, Michigan, Minnesota, Nebraska, Nevada, New Hampshire, North Carolina, Ohio, Oklahoma, South Carolina, South Dakota, Tennessee, and Wisconsin), and six provided copies of their most recent employee surveys (Indiana, Nebraska, New Hampshire, North Carolina, South Carolina, and Ohio).

The Study Team also conducted research to identify current best practices for increasing survey participation and improving the quality and usefulness of the data

obtained through surveys. The results of this research are presented in a review of literature found in Appendix B, and the findings most relevant to the new GDOT employee survey are summarized in the section Best Practices in Survey Design and Implementation.

The outcome of the study activities described above is a new GDOT Employee Survey instrument. The survey is presented in this report as well as a description and rationale for its design. In addition to the survey, recommendations for testing the survey and several methods for improving the survey process and organizational culture related to the survey are included. Finally, cost estimates are presented for the testing and administration (including analysis and reporting) of the new survey.

FINDINGS FROM MEETINGS WITH GDOT LEADERSHIP AND EMPLOYEES

GDOT Leadership Team

The UGA Study Team met with GDOT's Leadership Team on June 16, 2013, to clarify what information the leadership needed to support effective decision making, what information they want to obtain from the employee satisfaction survey, how they intend to use the information, and what the strengths and weaknesses of the current survey are. The Leadership Team included Keith Golden (Commissioner), Todd Long (Deputy Commissioner), Matt Cline (Administration/General Counsel), Russell McMurry (Chief Engineer), Angela Alexander (Organizational Performance Management), and Angela Whitworth (Treasurer). Alma Mujkanovic (Organizational Performance Management) was at this meeting representing the GDOT advisory panel for this study. (See Appendix C for the minutes of the meeting).

Employee satisfaction is a critical component of a healthy organization. In fact, a 2005 Gallup study found that businesses with high employee satisfaction also saw an 86% increase in customer ratings, 76% more success in reducing turnover, and 78% better safety records (Branham, 2005). The Leadership Team, however, questioned the value of the current employee satisfaction survey and its ability to guide the team in allocating resources to effective strategies for increasing its employees' satisfaction, retention, and professional advancement within GDOT. Past responses to the employee satisfaction survey indicated that employee satisfaction was predominately determined by their compensation and benefits, such as healthcare coverage and premiums. The team expressed concern that a survey that only provided information about aspects of

employee satisfaction that the organization had little ability to change may not be worth the investment of resources. Furthermore, as the Study Team discovered in its meeting with the EAT that asking employees to identify changes needed to increase their satisfaction and then not producing visible changes undermines employee satisfaction and willingness to complete the survey.

The group discussed factors other than compensation and benefits that influence employee satisfaction—factors GDOT could potentially have more ability to address. The group concluded that employees are more likely to be happy if they:

- Are satisfied with the work they are doing and feel the work makes a difference or impact.
- Enjoy the environment and people they work with on a daily basis.
- Have a sense of job security in their current positions.

The team also thought that employees experience satisfaction when they feel as though they are applying the technical skills they developed in school or on the job over time. The team's conclusion aligns with what a recent study identified as the top five contributors to employee satisfaction: opportunities to use skills and abilities, job security, compensation, communication between employees and senior management, and employee's relationship with immediate supervisor (Society for Human Resource Management, 2012).

The team's discussion about what constitutes employee satisfaction generated potential topics to pursue in the new version of the survey. For example, the survey could ask employees on a scale of 1 to 5 how secure they feel in their positions, the

degree to which they believe their work impacts the state, or whether or not employees in their unit treat each other with respect. It is typically easier to develop initiatives to increase employees' feelings of security, value, and respect than it is to raise salaries and lower health insurance premiums.

The Study Team asked the group to discuss the purpose and intended use of the survey, and the Leadership Team members responded that they would like to obtain feedback from their employees on the following:

- GDOT policies and procedures
- The types of training/certifications employees need and want
- The GDOT programs they wish were available or brought back (if discontinued)
- Incentives and how to implement them

One Leadership Team member suggested that the purpose of the survey is for the Leadership Team to understand GDOT's employees better and not to "retrieve what employees know about their supervisors and Leadership Team." The other members of the team agreed with this description. To identify additional ways the employee survey could benefit GDOT, the Study Team asked the group to discuss some of GDOT's organizational challenges or concerns that may not be directly related to employee satisfaction but that employee feedback could help management to understand and address better. The Leadership Team would like answers to the following questions:

- How can the employee work environment be improved?
- What is the most effective means of communication between the Leadership Team, middle management, and district employees?

- What do employees of different ages desire most in their work environment and value most in their jobs (to guide recruitment and retention efforts)?
- What do GDOT employees feel are their greatest challenges (e.g., do they feel "locked" into the same position)?

The Study Team also asked how frequently the current survey was administered, who received the results of the survey, and would the Leadership Team be interested in developing more than one survey to customize items to specific job types and supervisory levels. The group agreed that survey results should be disseminated to supervisors and managers so that they can directly address and work to resolve the concerns and issues identified by their employees. In addition, dissemination at the supervisor and manager levels establishes some level of accountability for improvements. It was emphasized that middle management needs to know the results of the survey because at that level initiatives are implemented and messages from GDOT leadership are conveyed to employees.

Although the idea of having two surveys—one for the General Office and one for the District employees—was considered, the decision was to continue with a single survey. The Study Team will design the survey to be appropriate across the organization and to ask employees about areas in which they have direct knowledge and experience. The Leadership Team recommended that the survey be administered every two years. Although the team recommended a new survey be developed, they would like the new survey to enable comparison of data from previous years.

GDOT Employee Advocacy Team (EAT)

The Study Team asked to meet with a group of employees to gather information regarding employee perceptions of the current employee satisfaction survey—its intended purpose, how the results are used, who receives the results, how confidential and anonymous the responses are, its relevance to their work environment, the clarity of questions and instructions for completing the survey, and how labor intensive it was to complete the survey. Employees' beliefs and attitudes related to these aspects of the survey influence response rates and the authenticity and validity of responses.

The Leadership Team recommended that the Study Team meet with GDOT's Employee Advocacy Team (EAT). The EAT includes representatives from various functional areas of GDOT, including representatives from each division and district (engineers administrative assistants, planners, maintenance workers, and others were in the group). The Study Team conduced a focus group with the EAT on June 18, 2013 (See Appendix D for the focus group agenda). After the meeting, the Study Team administered an anonymous online survey to EAT members. During focus groups, some participants are less comfortable offering their opinions, so the follow-up survey enabled each individual to contribute his or her ideas privately. Ten members of the EAT group completed the follow-up survey. The survey responses should be used with caution, as the sample of EAT members completing those is not representative of the group members as a whole. However, similar themes were present in the survey as well as the discussion.

Respondents to the follow-up survey were asked how they are notified to take the survey and when they typically complete the survey. The respondents could be notified more than one way. Email was the most frequently selected method (80%) while notification by supervisor was next most frequent, and the GDOT Banner was also mentioned. Eighty percent (80%) of responders completed the survey during work hours, 10% completed the survey during break, and the remaining 10% completed the survey during lunch. When asked what would make them more willing to complete the survey, the following themes emerged:

- Employees need to know why they are being asked to take the survey and that it is their opportunity to provide input. Short meetings and/or video presentations on the Banner were suggested methods for communicating this information.
- Survey results and planned improvements need to be shared with employees (e.g., a letter from the Commissioner or District Engineer or a presentation at the annual meeting).
- Action needs to be taken as a result of the survey. One person recommended actions that would impact him or her "directly," such as flexible schedules, greater discount on transit passes, and fair wages for people doing the same job within the same unit.
- The survey needs to be shorter.

Despite the employees' comments above, of the ten respondents to the questions, eight (80%) felt that the information from the survey is being used. Of the eight, four (50%) believed that upper management and districts are using the

information to develop strategies and initiatives for resolving employee problems and better meeting their needs. Less positive comments suggested that management was not using the survey results effectively and not resolving the problems revealed in the survey (i.e., breakdown in communication, compensation and rising healthcare costs). One responder thought that "any negative survey results, for our office, result in negative treatment."

The final item on the survey asked how the survey and/or survey process could be improved. Suggestions for improvement in the survey process include the following:

- Have a "third party present the survey since there appears to be mistrust among the employees."
- Have supervisors encourage their employees to take the survey at safety or weekly meetings
- Have the survey on myGDOT main webpage
- Make the survey shorter

The majority of comments included the suggestion that office heads and upper management share the results of the survey with all employees and describe the changes to be implemented. One responder summarized this concern well, commenting:

> "…managers need to make a special effort to ensure that employees under their section had a chance to meet with the manager regarding the topics that were covered in the survey. The survey results may be a small item to them; however,

they will get more support from their employees if they show that they care about the program and time that was taken to complete the survey.

It was also suggested that upper management should be more committed to following through with actions and changes. Districts, divisions, and offices should be strongly encouraged to develop improvement strategies.

As a result of these meetings, the Study Team had a better understanding of the organization's needs and desires as well as the challenges for implementing a new version of the survey. These challenges include:

- Overcoming employees' beliefs that GDOT will not make improvements as a result of the survey and therefore it is not worth completing the survey
- Designing one survey relevant to and appropriate for all GDOT employees
- Designing a survey with equal validity and reliability in paper and online formats
- Overcoming employees' (a) concern about how well the survey process protects their anonymity and (b) fear of negative repercussion if their responses are discovered
- Designing the survey to help GDOT identify actions to take and to support increased knowledge and greater participation in existing initiatives

FINDINGS FROM OTHER STATE DEPARTMENTS OF TRANSPORTATION

The Study Team developed a questionnaire to investigate whether other state DOTs survey their employees, and, if so, what topics are included in those surveys, what is the purpose for the surveys, how are the surveys administered, and what actions have been taken in response to survey findings. DOTs were also asked if they would be willing to provide digital copies of their employee surveys. In a follow-up survey, DOTs that responded to the original survey were asked to provide response rates for their employee surveys as well as some results from those surveys. In addition to response rates, data provided were overall employee satisfaction rates, and employees' ratings of the DOTs professional development and training programs, work units, and safety. The data are indicators that GDOT can use to assess its survey results and to establish benchmarks and performance measures.

The Study Team examined each of the 50 state's DOT website for information on employee surveys and contact information for staff likely to have information on how the DOT collects and uses employee feedback for organizational improvement. The Study Team identified contact information for DOT staff in 38 of the states, primarily human resource representatives. An email inviting the staff to complete the survey was sent on June 3, 2013 and closed on July 11, 2013. The email included a link to access the survey as well as an email address to send electronic versions of surveys. A follow-up reminder was sent on June 24, 2013. The survey, contact information for the DOTs, and samples of other state DOTs' employee surveys can be found in Appendix E. The survey was administered through the web-based survey tool SurveyMonkey

(http://www.surveymonkey.com/), and the responses were analyzed using IBM SPSS Statistics (a widely used statistical analysis program).

Overall, 18 of the 38 (47%) DOTs contacted completed the survey: Alabama, Connecticut, Delaware, Florida, Indiana, Kansas, Michigan, Minnesota, Nebraska, Nevada, New Hampshire, North Carolina, Ohio, Oklahoma, South Carolina, South Dakota Tennessee, and Wisconsin. Six of the states (Indiana, Nebraska, New Hampshire, North Carolina, South Carolina, and Ohio) provided their most recent employee surveys.

A follow up email was sent to each of the 18 respondents seeking additional information regarding their employee survey participation rates and other benchmark data to serve as comparisons to assess the GDOT's employee survey. The state DOTs that were willing to share this information were Nebraska, Indiana, Florida, and Connecticut.

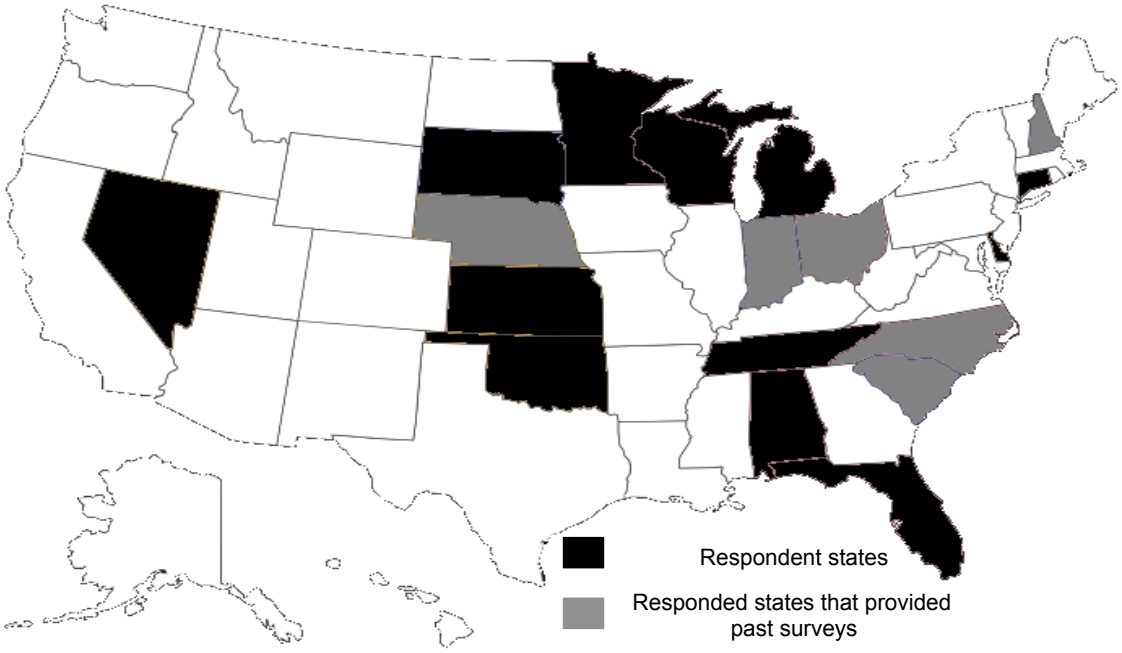

FIGURE 1
Respondent State Map

Appendix E provides the contact information for the 38 DOTs invited to complete the survey. The following is a summary (by survey question) of the feedback provided.

Approximately how many employees does your DOT have?

The states that responded to the survey varied in size, but the majority (67%) of respondent DOTs have less than 4,000 employees in their workforce. Of the 18 states that responded, 7 (39%) have less than 3,000 employees, 5 (28%) have 3,000-3,999; 4 (22%) have 4,000-4,999; and 2 (11%) have 5,000 or more. The states that reported workforce sizes comparable to GDOT (4,000+) are Alabama, Florida, Minnesota, North Carolina, Ohio, and South Carolina.

Does your DOT survey its employees?

Overall, 14 of the 18 (78%) confirmed that they regularly use employee surveys. The other four states (22%) use different methods to collected information about their employees and their work environment. The other methods include exit interviews, voluntary exit surveys, and meetings between management and employees. One state surveys employees as needed and on individual topics, such as communication and customer service.

Does your DOT have more than one employee survey?

The majority of the DOTs (57%) do not have more than one survey, while 6 of the 14 (43%) use more than one survey. Those that use more than one survey were asked to

describe each of the surveys. One state said that each division can conduct surveys at any time to obtain more in depth information from staff and/or to follow-up on areas that their employees rated low on the organization-wide employee satisfaction survey. Other surveys include exit surveys, employee engagement surveys, safety surveys, surveys to collect employees' ideas on innovations and improvement, a survey for specific job code classifications to identify training needs, climate surveys (collect employee perceptions of organization culture and environment), and topic-specific surveys (as needed).

How often do you administer your employee survey(s)?

Six of the 11 (55%) states responding to this question indicated that they survey employees annually, two (18%) surveyed their employees every two years, two (18%) surveyed every 3-5 years, and one (9%) surveyed every six years or more. Among the DOTs comparable in size to GDOT and that answered this question, three (3) conduct the survey annually, one (1) conducts it every two years, and one (1) conducts it every six years or more.

How do employees complete the survey(s) (check all that apply)?

The majority of states (64%) use both online and hard copy versions of their employee surveys. Twenty-one percent (21%) use hard copy only, and 14% used online only.

What type of information do you collect on your survey(s) (check all that apply)?

Respondents were provided a list of common topics for employee surveys and asked to indicate all of the options that were included on their survey(s). Figure 2 shows that majority (56%) of the respondent states ask employees about their level of job satisfaction whereas only 22% ask employees for their opinions regarding incentives to motivate high performance and organizational policies and/or procedures.

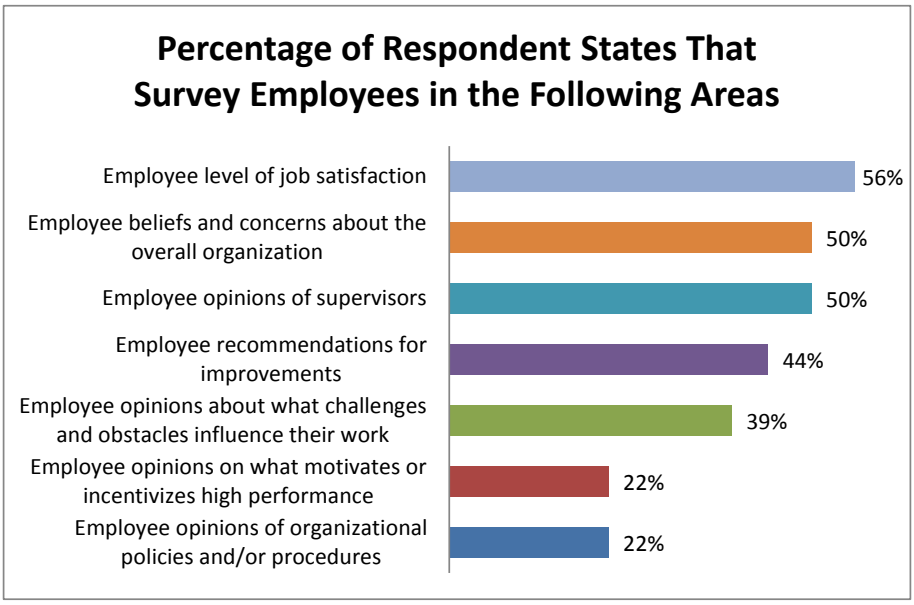

FIGURE 2
Percentage of Respondent States That Survey Employees in the Following Areas

Other types of information that states collect through their employee surveys include level of employee morale, types of training needed by licensed employees, and management (i.e., Cost Center Managers, District Management Team and Executive Management Team).

Who is provided results of the survey(s) findings?

Respondents were asked who within their DOT is notified of the survey findings. As Figure 3 indicates, findings were shared primarily with DOT leadership administration and division leaders.

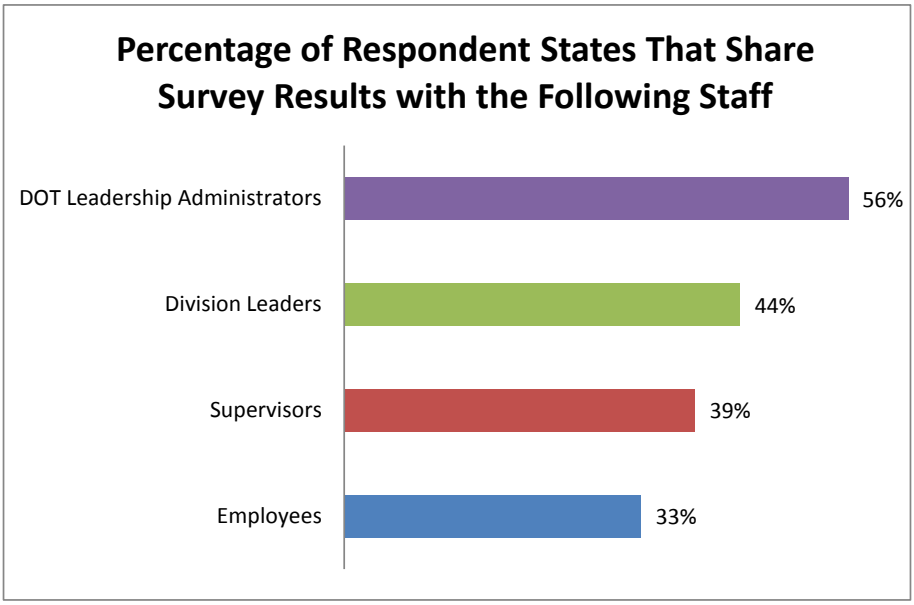

FIGURE 3
Percentage of Respondent States That Share Survey Results with the Following Staff

One state responded that the results are shared in the quarterly newsletter, so anyone who reads the newsletter sees the results and findings.

How are the findings disseminated?

Respondents were asked how the survey findings are disseminated within their DOT. The types of methods used are summarized below:

- Online and hardcopy reports to executive and district leadership
- Newsletter

- Posted on an internal portal
- Senior management and staff meetings
- Sharepoint site with all data, analysis, and briefings
- Presentations
- Unit meetings with supervisors

How have the findings from your employee survey(s) been used?

Respondents were asked to describe ways in which the findings from their employee surveys had been used in the past. The results of the surveys were used to:

- Develop executive team, district, and unit action plans
- Focus improvement on areas identified by division heads and district engineers based on survey feedback
- Focus improvement on communication with employees
- Develop supervisor and manager training programs

DOT Employee Survey Follow Up and Benchmark Data

A follow-up survey was sent to the DOTs requesting additional information about response rates and survey results. Nebraska, Indiana, Florida, and Connecticut DOTs shared additional and more detailed information about their survey processes and results with the Study Team. While this information establishes useful comparisons for GDOT to assess and gauge its performance, the differences in size and infrastructure between GDOT and the other DOTs need to be considered when drawing conclusions

from these comparisons. For example, Connecticut DOT's employee survey is an exit survey that only collects data from employees leaving the agency.

The Florida Department of Transportation provided its *2013 Employee Survey Executive Briefing Book* developed by its Performance Management Office. Florida DOT surveys its entire workforce of 5,899 employees annually. According to the book, Florida conducted its annual survey by hardcopy from 1999 through 2003. In 2004, the agency developed an on-line system for administering the survey. From 2004 through 2007, employees without an agency email account were permitted to complete a hardcopy version of the survey. Since 2009, Florida has allowed employees to select their preferred method (hardcopy or online) of completing the survey. In 2013, nearly 10% (9.8%) of their surveys were completed on a hardcopy form. Florida DOT's percent of employees that chose to complete a paper/hard copy of the survey is substantially lower than GDOT's estimated 50% of employees required to take paper surveys. Florida's low rate of hard copy surveys is an advantage as it cuts down the cost of data entry and the security concerns employees may have about a paper form being viewed by others, especially supervisors. A follow-up discussion with Florida DOT would be beneficial to learn how it has managed to obtain such a low rate of paper survey responses, especially considering its large workforce.

In 2013, Florida DOT added space in the survey for employees to provide comments. As a result, 31% of the respondents provided a total of 3,866 written comments. Comments ranged from a single word to eight typed pages. Lastly, Florida DOT administers, collects, and analyzes its employee survey internally. Its Office for

Information Systems compiles and integrates the survey data and produces tables and charts to present the results. The Performance Management Office analyzes the results, summarizes and analyzes respondent comments, establishes internal benchmarks for each survey item, examines the data by key subgroups, and creates a report of the findings. The report identifies strengths and improvement opportunities for the organization as a whole as well as for key subgroups.

Other respondents did not provide a formal report of their results but included some statistics that could be used for measurement purposes. They provided information on their survey response rates and on several employee satisfaction benchmarking areas, including employee ratings of: (a) overall satisfaction, (b) professional development opportunities, (c) work unit environment, and (d) safety.

Employee Survey Participation

The employee survey participation rates provided by the respondents range from a low of 42% for Indiana DOT to a high of 70% for Nebraska DOT. Florida DOT experienced a 69% response rate for their 2013 employee survey. Connecticut DOT indicated a response rate of over 60%; however, this was on a survey conducted "several years ago." The recent response rate experienced by GDOT (approximately 60%) is similar to the rates experienced by other DOTs. Another interesting trend found in the Florida DOT report is their response rate has continually decreased from 84% when the survey was first implemented in 1999 to the most recent survey with a rate of 69%. This trend is similar to that experienced by GDOT during the past 10 years.

Overall Employee Satisfaction

Two of the four respondent DOTs directly ask employees to rate their overall satisfaction on their surveys. Nebraska asks employees to rate their level of agreement with the statement "I am a satisfied employee of the Nebraska DOT." On its 2011 survey, 73% of the employees completing the survey claimed to be satisfied. Florida DOT asks its employees to indicate their level of agreement with the following statement: "Overall, I rate Florida DOT as a good place to work." Of the employees that responded to this item on the 2013 survey, 86% either agreed or strongly agreed while 7% disagreed and 3% strongly disagreed.

Indiana DOT does not ask its employees to rate their overall satisfaction, but asks them to identify five strength areas and five challenge areas. Work groups are assigned to develop action plans to address the challenge areas. Once the plans are developed, they are shared with employees. Connecticut did not provide an employee satisfaction rating but claimed that responses from their exit interviews indicated that employees were overall satisfied with Connecticut DOT. The majority of the exiting employees indicated they would return to work at the DOT if the opportunity presented itself.

Professional Development Opportunities

The DOTs were asked how their employees rated the effectiveness of their career and professional development programs. Nebraska provided a very detailed response to this question. Nebraska's employees are asked to indicate their level of agreement with the following statements:

- I receive adequate training to do my job effectively.
- I am provided opportunities to improve my job skills.

Nebraska DOT instituted new performance measures as part of its Workforce Development Strategic Goal. The DOT's Employee Training Opportunity Index is a measure of the average of positive responses (agree, strongly agree) to the two statements above. The performance measure is revised after each survey (every three years) based on the results. Table 1 lists the Employee Training Opportunity Index results from the past 5 surveys. These results indicate that a majority of Nebraska DOT employees believe they receive adequate training (79%) and are provided opportunities to improve their job skills (74%).

TABLE 1
Nebraska DOT Employee Training Opportunity Index Results (Past 5 Surveys)

Employee Training Opportunity Index				
Year	I Received Adequate Training to do my Job Effectively	I am Provided Opportunities to Improve my Job Skills	Number of Respondents	Training Opportunity Index
1999	68%	67%	1,186	68%
2002	69%	69%	1,053	69%
2005	76%	76%	1,365	76%
2008	79%	78%	1,492	79%
2011	79%	74%	1,517	77%

The Nebraska State Government has developed an online system for employees to enroll in training programs. After each employee completes a training program, he/she is asked to complete a satisfaction survey, rating the training's relevance and benefit to

the employee's work. The satisfaction survey asks program completers to rate their level of agreement with the following statements:

- This training was relevant to the work done by Nebraska DOT.
- The training I completed has made a positive impact on work I currently do, or will have a positive impact on my future performance.

Responses to these statements will be used in developing a new Training Program Impact Index similar to the Employee Training Opportunity Index.

When an employee completes a training program, his/her supervisor is also asked to provide information on how beneficial the training was to the employee's work. The supervisor is asked to indicate his/her level of agreement with the following statement as part of the Training Program Impact Index:

- The training my employee completed has made a positive impact on the job.

The Training Program Impact Index is the average of positive responses (strongly agree, agree) for the three statements shown above. Since this is a new performance measure, Nebraska DOT does not have results to share at this time. The 2013 results will be included in their Annual Report.

Nebraska DOT's goal is to maintain index ratings above 90% on both the Employee Training Opportunity Index and the Training Program Impact Index. After reviewing the performance measures, management is required to develop strategies for improvement for the performance measures. The measures, strategies, and examples of projects, or improvement efforts are reported in the Nebraska DOT Annual Report published in April.

Indiana DOT has initiated several new training programs to address the needs identified in its employee engagement survey. It plans to use the annual survey (conducted in July) to measure engagement of their employees regarding these programs. Connecticut DOT also conducts a satisfaction survey for its training programs. Surveys are completed at the end of each training session to measure perceived effectiveness and applicability of the material and are used to make decisions regarding future trainings. FDOT found that survey results regarding training and advancement, a concern statewide, increased to a score of 2.00 in 2013. This was the first time the category had been rated above 1.96 since 2009. Its increase by 0.06 from the previous year's result was the largest item increase among all survey results. Respondents commented on increased training offerings and more support for training. However, there were concerns regarding travel for training, limited "specialty" training, and decreased training opportunities to renew certifications. These were noted as being a direct result of budget cuts.

Work Unit Environment

Nebraska DOT has a specific section of its employee survey related to employee's perceptions of their work environment. The results related to work environment on its most recent survey are presented in Table 2. The table also presents results related to supervision and management, communication, employee engagement, and continuous improvement and overall satisfaction. In 2011, Nebraska DOT's Director asked each

Division Head and District Engineer to select a question or section of the survey and to target their efforts on improving those aspects of employees' work environment.

Indiana DOT did not provide data regarding work environment, but did comment that it only analyzes its employee survey data at the agency level and not at the district or department levels. Connecticut DOT does not include work environment questions on its general employee survey, but includes them in their exit interviews with employees. The opinions expressed in the exit interviews are summarized and provided to the executive team several times each year.

Florida DOT asks its employees to indicate their level of agreement with statements pertaining to the work environment, such as:

- In my work unit, we listen to our customers.
- My supervisor supports teamwork.
- My supervisor supports training.
- My supervisor respects me.
- My supervisor is fair in hiring.
- My supervisor gives me meaningful assignments.
- My supervisor clearly explains expectations.

TABLE 2
Nebraska DOT Work Environment Results

Employee Satisfaction Survey Results 1999-2011 % Satisfied (Agree/Strongly Agree)					
Attribute	1999	2002	2005	2008	2011
Work Environment					
I have the materials and equipment to do my job right.	75%	80%	82%	85%	85%
My physical work environment is satisfactory.	81%	85%	88%	88%	86%
I feel safe in doing my job.	85%	88%	90%	90%	89%
Work Environment Average	80%	84%	87%	88%	87%
Supervisor and Management					
I am satisfied with my supervisor's overall skill and ability.	73%	72%	78%	78%	80%
I receive adequate training to do my job effectively.	68%	69%	76%	79%	79%
I receive recognition or praise for good work.	53%	54%	64%	68%	65%
Management communicates with openness and honesty					57%
Management is sincerely interested in employee well-being					62%
Supervisor and Management Average	65%	65%	73%	75%	69%
Communication					
I receive the information I need to do my job.	72%	71%	76%	79%	78%
I regularly receive feedback about my job performance.	42%	45%	58%	62%	60%
I know what is expected of me at work.	86%	85%	89%	87%	87%
I have adequate access to information via the Department's computer system.	79%	84%	87%	87%	89%
Information is freely shared within my division or district.	49%	46%	50%	54%	56%
I receive information on a timely basis to do my job.	58%	58%	65%	71%	67%
Communication has improved within my work area in the last year.	55%	49%	57%	60%	53%
Communication Average	63%	63%	69%	71%	70%
Employee Engagement					
I look forward to coming to work.	74%	72%	79%	78%	73%
I am provided opportunities to improve my job skills.	67%	69%	76%	78%	74%
At work, I have the opportunity to do what I do best everyday.	66%	66%	70%	70%	73%
The work I do is important.	96%	95%	96%	97%	95%
Most of the time, I find my work to be satisfying and rewarding.	77%	80%	80%	82%	80%
At work, my opinions seem to count.	60%	60%	61%	62%	61%
The work I do contributes to achieving the NDOR's mission.	94%	93%	94%	94%	92%
Employee Engagement Average	76%	77%	79%	80%	78%
Continuous Improvement and Overall Satisfaction					
Within my division/district, we strive for continuous improvement.	72%	70%	77%	77%	78%
The NDOR is a better place to work now than one year ago.	42%	39%	54%	54%	46%
I would recommend the NDOR to family and friends as a good place to work.				72%	71%
I am a satisfied employee of the NDOR.	62%	64%	74%	72%	73%
Continuous Improvement and Overall Satisfaction Average	59%	58%	68%	69%	67%
Total Survey Average	69%	69%	75%	76%	73%
Total NDOR Employee Survey Respondents:	1,186	1,053	1,365	1,492	1,517
Response Rate	52%	48%	63%	71%	70%

On the 2013 survey, 81% of the employees responding indicated they agreed or strongly agreed with all the statements assessing work environment except for one. Seventy-two percent (72%) of respondents agreed or strongly agreed with the statement "My supervisor discusses compensation issues." Results for specific questions are included in the *2013 Employee Survey Executive Briefing Book* published by Florida DOT and submitted with this report.

Safety

Florida DOT employees rated safety high. Ninety-three percent (93%) agreed or strongly agreed with the statement "Safety standards are practiced in my unit," and 94% agreed or strongly agreed with the statement "I know the Florida safety standards." Eighty-nine percent (89%) of Nebraska DOT employees agree or strongly agreed to the statement "I feel safe doing my job." (Central Office employees had a 96% agreement, and District employees 86%.) Connecticut DOT includes a safety question on its exit interview, and the Director of Safety reviews the responses several times each year. Indiana DOT does not include survey items related to safety because its survey is strictly an employee engagement survey.

BEST PRACTICES IN SURVEY DESIGN AND IMPLEMENTATION

This section combines the key findings from the literature and PEG's experience and highlights the practices most relevant to the creation of employee surveys, the collection and use of employee feedback, and best practices for optimizing surveys to improve employee engagement and performance. The complete review of literature can be found in Appendix B.

Organizations need to understand the complex factors that underlie employee satisfaction in order to determine the best approaches to improve not only satisfaction but also productivity, performance, recruitment, retention, and development of their greatest asset—their workforce. Feedback from employees reveals details about operations at all levels of an organization, the organization's strengths and weaknesses, and the effectiveness of initiatives and programs it funds to increase employees' satisfaction and performance. The quality of the feedback is critical, and the methods (e.g., surveys, interviews, and/or focus groups) and instruments and processes for obtaining the feedback often determine the accuracy, reliability, and usefulness of the feedback and the decisions made in the context of that feedback. There are a number of strategies for improving the feedback collected through surveys, and the following are reflected in the design of the new GDOT survey and survey process recommended.

The Gallup organization has over 75 years of experience using research and analytics to help leaders address their greatest challenges, including the need for more effective feedback processes for employers. As a result of its extensive research, Gallup created a 12-question employee survey (the Gallup Q12®) that measures the extent of

employee engagement and offers feedback in areas that Gallup claims are "actionable at the supervisor and manager level" (Harter, Schmidt, Killham, & Asplund, 2006). Because the Gallup survey is proprietary, there is a cost for administering and scoring the survey. However, the Study Team researched the Q12® and examined its survey items. The themes identified as key to employee satisfaction have been adapted for the new GDOT survey. The key factors include:

- Knowledge of expectations
- Access to needed materials and equipment
- Caring people in the work environment
- Opportunities to learn and advance
- Ongoing feedback on performance and progress
- Recognition for performance

In addition to relevant content, attaining and maintaining a high response rate for an employee survey is a fundamental approach to ensuring high-quality feedback/data and avoiding nonresponse bias—when the people who do not respond to the survey are different than those that do, and therefore the survey findings are not representative of the diversity of thoughts and opinions of the overall population (Dillman, 2009). GDOT's overall response rate is important but so is the response rates from specific work units and job classifications to ensure decisions are based on information representative of the organization as a whole.

Strategies for Improving Survey Response Rates

The response rate for GDOT's employee survey has declined from 80% when it was initiated to 60% on the most recent survey. A number of factors influence survey response rates—how and the method and number of times employees are contacted to complete the survey; the number, clarity, and sequencing of questions; visual presentation; and overall ease with which employees can complete the survey (Dillman, 2009). In addition, employees' attitudes and beliefs about the purpose and intent for the survey, the potential for the survey to result in positive actions, and the confidentiality and anonymity of the survey influence their decision to complete the survey as well as the quality of their responses (Dillman, 2000). Baruch and Holtom (2008) examined 490 studies that used surveys in organizational research and found that the response rate for individuals was 52.7%. It is difficult to determine a reliable average response rate for employee surveys specifically because many of the averages cited are included on survey vendors' websites as part of their marketing campaigns. Although GDOT's response rate is in line with those reported by other state Departments of Transportation (e.g., approximately 42% (INDOT), 60% (CTDOT), 69% (FDOT), and 70% (NDOR)), a larger response size increases reliability of the data.

Providing potential respondents token financial incentives has been shown to increase participants' motivation to complete a survey, and thereby increase the rate of response (Dillman, 2009). Offering participants monetary or material incentives is not always feasible or advisable, especially with a large organization surveying all its employees. Proponents of the social exchange theory of survey design, however, offer

alternative strategies for motivating participants by increasing **perceived** benefits, decreasing perceived costs, and fostering trust that the rewards associated with completing the survey will outweigh the costs. The following is a list of strategies that have been incorporated into the new GDOT survey or should be considered to improve the survey process. They are repeated among researchers and recognized experts in survey design (Dillman, 2009; Boyer & Stron, 2012; Cook, Heath, & Thompson, 2000; Hampton & Vilela, 2013; "Strategic Use of Employee Surveys 1999; Wright & Schwager, 2008).

How can the perceived rewards of responding be increased?

- Before the survey, provide potential responders information about the survey and how the survey responses will be used to benefit them and others.
- Emphasize how important and helpful the potential responders' opinions and advice are to the organization.
- Appeal to responders' sense of community and shared values as employees of the organization.
- Make the survey highly relevant and interesting to the participants.
- Show respect and regard for potential responders by addressing them personally and providing contact information for someone who can answer their questions and address any concerns about the survey.
- Demonstrate appreciation for their time and effort to complete the survey.

How can the perceived cost of responding be reduced?

- Make it as easy and convenient as possible for people to respond to the survey.
- Contact intended respondents multiple times, in multiple ways (e.g., individually through email, organizational website or newsletter), and with varying messages.
- Make the survey short and easy to fill out.
- Minimize requests for personal or sensitive information.
- Use simple, precise language.
- Choose response options from the perspective of the respondent (e.g., include all possible answers and minimize confusion).
- Use open-ended questions sparingly and strategically.
- Send emails requesting employees to complete the survey at a time they are most likely to check their emails and be free from other demands and distractions. (There is some evidence that first thing in the morning is most effective.)
- Provide clear, detailed, and thorough instructions for accessing the survey.

How can trust be established so that people believe the rewards will outweigh the costs of responding?

- Have an authoritative source that has legitimate power to request and expect compliance ask people to complete the survey (e.g., GDOT executive leadership request the employees to complete the survey).

- Ensure confidentiality and security of information.

Pre-testing the survey is one of the most effective ways to reduce perceived cost of completing the survey because annoying and confusing errors can be corrected before employees receive the survey.

Other factors that influence employees' attitudes towards the survey include:

- Employees' positive or negative experiences with previous surveys.
- Employees' trust in the confidentiality and anonymity of their responses.
- Employees' perception of the purpose for the survey and how their responses will be used.
- Employees' belief that the organization will take action based on their responses to the survey.

The following discussion offers advice about best practices for survey design and implementation and answers a number of questions survey designers often ask.

How long should a survey be?

How long it takes a responder to complete a survey depends not only on the number of items but also on how the items are constructed, the complexity of the content, and the depth of thought required to respond to items. There is no optimum length for a survey, but the survey should be designed to make it easy for responders to complete by making items and response choices clear and focused, instructions thorough and precise, and organization logical. The survey designer also needs to consider how length influences the quality of responses and the amount of attention and energy responders

apply to items. Brent (2011) selected a random sample of approximately 100,000 surveys of 1-30 questions and analyzed the median time respondents took to complete the surveys. The study found that the more questions on the survey the less time respondents spent answering each question. On average respondents spent just over a minute answering the first question (including the time spent reading the survey introduction) of a 10-question survey and about four minutes completing the remaining nine questions. Other research shows that long surveys cause fatigue and loss of focus. In addition, respondents are more likely to answer questions falsely to avoid follow-up questions (Hooper, 2013). In order to have a better chance at attaining higher response rates and better quality of answers, surveys should take no more than 20 minutes to complete (Hooper, 2013). Pre-testing a survey is the best method for determining how long a survey takes to complete, how the length affects the respondent's rate of completion and quality of responses, and how the survey can be revised to either reduce the number of items and/or simplify the survey to decrease the time it takes respondents to answer items and navigate through the survey.

Who should initiate the survey?

Whether the survey is web- or paper-based, it should begin with an explanation of the purpose of the survey and how the results will be used, and an expression of how important and valuable the respondents' feedback is to the organization. To encourage and motivate people to respond to the survey, the invitation should come from or at a minimum be signed by a senior leadership team member (Dillman, 2009; Walonick,

2010; Brennan, 1992; Strategic Use of Employee Surveys, 1999; Wright & Schwager, 2008).

Is pre-testing the survey necessary?

Pre-testing surveys is the best method for identifying ambiguous or confusing questions or response choices, confusing or difficult visual presentation of the survey, improper or "biasing" sequencing or organization of questions, and unrealistic time estimates to complete the survey. The survey is administered to a representative sample of intended respondents, and those respondents are asked about their experiences taking the survey, their interpretations of items, their impressions and feelings as they completed the survey, and their recommendations for improvements (Creative Research Systems, 2013).

Should survey results be shared with respondents, including what future actions are planned?

DeNisi and Kluger (2000) in an analysis of 131 studies on feedback effectiveness found that collecting feedback and input from employees can actually hurt their subsequent performance if no changes are made as a result of the feedback or if the changes are not visible and/or employees are not made aware of changes.

> "…the biggest source of failure in the feedback effort is surely that employees' volunteered inputs unaccountably evaporate. The individual has his or her moment of self-expression, a fleeting participation in the great collective search

for truth, then silence, nada, frustration as the status quo prevails. (Thackray, 2001)."

This research finding is quite significant for the development of the new GDOT employee survey. The EAT expressed dissatisfaction with GDOT's sharing of survey results with employees and its failure to take action and make improvements to resolve the problems employees cited in the survey. The lack of follow-up and follow-through not only discourages employees from completing the survey but also potentially diminishes their performance as it increases frustration and dissatisfaction.

These strategies and methods for improving survey results are applied in the following section of the report describing the new survey design and implementation process and the importance of a positive and committed organizational culture around the employee survey.

NEW GDOT EMPLOYEE SURVEY

The Study Team consolidated the findings from the Leadership Team meeting, Employee Advocacy Team (EAT) focus group, GDOT's current survey, the review of literature, and the survey of other state DOTs and discussed the overarching themes the survey would address. In addition, the employee surveys provided by other states were evaluated for relevance to the purpose of GDOT's new survey and the clarity and quality of the items. The goal was to expand the survey to collect feedback from employees beyond just their degree of satisfaction and to collect feedback at a detailed enough level to facilitate the development of well-defined and targeted action plans. A new survey instrument was developed to address the purpose and intent expressed by the GDOT Leadership Team, to address the concerns voiced by the EAT, and to gather quality data and information that GDOT can use to improve organizational performance and morale. The proposed survey was submitted to Ms. Alma Mujkanovic, GDOT Strategic Planner, Ms. Angela Alexander, GDOT Director, and Ms. Supriya Kamatkar, Research Engineer, and their revisions were made. The full version of the new GDOT survey is provided in Appendix F. The following is a description of the rationale behind the survey design. Each section of the survey is presented and discussed.

Introduction

Based on comments from the Leadership Team meeting, the Study development team chose to emphasize GDOT's commitment to retaining and developing its workforce and that the new survey is intended to support this effort.

During the focus group with the EAT, there was a discussion regarding employees' perceptions that their survey responses could be seen by supervisors and managers despite past efforts and assurances to address such fears. Although the survey itself cannot alleviate these concerns, it is important to reiterate that every effort is being made to protect anonymity of employees and to ensure their responses remain confidential. By describing the process and specifying who will receive and secure the data, we hoped to improve employees' understanding of the safeguards. The survey items asking employees to identify the Divisions and Offices for which they worked in were moved to the end of the survey in an effort to shift employees' attention away from confidentiality concerns while they are responding to the survey items. The following is a proposed introduction for the beginning of the survey. The introduction will be included on both the paper and online versions of the survey. In addition to this introduction, we recommend that a personal message from the Commissioner or other appropriate member of the Leadership Team be presented before the introduction (perhaps as a video, letter, or message in the Banner) to welcome employees to the new survey, describe its purpose, emphasize the importance of their responses, explain changes resulting from previous surveys, and reassure employees of the confidentiality, anonymity, and security of their responses. At the beginning of each section of the survey, a brief statement is included to reemphasize the purpose of the items that follow.

Georgia Department of Transportation Employee Survey

GDOT's workforce is its most valuable asset, and GDOT is committed to retaining and providing opportunities for growth to each member of that workforce. The purposes of this survey are to learn how GDOT can better support its employees, improve the work environment, increase their career advancement and professional development opportunities, and make GDOT a better place to work.

This survey is confidential and anonymous. To ensure this, an independent evaluator collects and analyzes the survey responses and reports the results to GDOT. When you submit your survey, it is sent directly to the Survey Monkey database.

Your Career and Professional Development Opportunities

The survey begins with questions that pertain to the employee's career and professional development at GDOT. This section of the survey is intended not only to collect information about employees' awareness of GDOT initiatives to support employees but also to educate the employee's about GDOT's efforts at the same time. See Figure 4a and 4b. Each year this section could be updated to gather employees' feedback on new initiatives. Feedback on employees' awareness and interest in initiatives will help identify which initiatives need more promotion and which ones may need to be reconsidered or revised. Employees are also given the opportunity to suggest training and growth opportunities they would like to have at GDOT.

Your Career						
GDOT wants to help each employee reach his or her full potential within the agency and most of all to retain its employees. Please indicate your level of agreement with the following statements:						
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
I have a clear understanding of what is expected of me in my job.	○	○	○	○	○	○
I have received the training I need to do my job well.	○	○	○	○	○	○
I have the resources (such as tools, materials and equipment) to do my job well.	○	○	○	○	○	○
I have opportunities for professional growth in GDOT.	○	○	○	○	○	○
I plan to make GDOT my career.	○	○	○	○	○	○
I would have a greater opportunity in career advancement if I were provided the following:						
1. Job related training	○	○	○	○	○	○
2. Educational seminars and conferences	○	○	○	○	○	○
3. Tools, materials, and equipment	○	○	○	○	○	○

FIGURE 4a
Your Career Section of the Survey

Your Professional Development Opportunities						
GDOT has several ways to support employee development, both professionally and personally. The following statements indicate whether these opportunities have been communicated sufficiently to staff.						
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
I am aware of **cross training program** opportunities that give some employees a chance to cross train within their own work unit.	○	○	○	○	○	○
If offered, I would participate in job shadowing and/or mentoring programs to enhance my job related skills.	○	○	○	○	○	○
I am aware of the **Succession Planning** program which helps create a pool of candidates for leadership positions.	○	○	○	○	○	○
I am aware of the" **Our GDOT: Focus on Us. Every Employee Counts"** program that encourages employees to achieve their personal and professional goals.	○	○	○	○	○	○
If I were participating in any of the above mentioned programs, I would be provided resources and supervisor support (such as time away from my work, personal skills evaluations, training)	○	○	○	○	○	○
If appropriate/applicable, I would be interested in participating in one or more programs highlighted above.	○	○	○	○	○	○
I am aware that I can request a debrief from a Human Resources analyst following an interview.	○	○	○	○	○	○
I am aware that my Human Resources department can assist me in resume writing, interviewing skills, and job applications.	○	○	○	○	○	○
Overall, I am provided opportunities to improve my job skills.	○	○	○	○	○	○
My manager/supervisor encourages me to attend training that supports my professional development goals.	○	○	○	○	○	○
I would have a greater opportunity in career advancement if I was provided the following:						
1. More professional development training and programs	○	○	○	○	○	○
2. A debrief following a job interview	○	○	○	○	○	○
3. Job shadowing and mentoring programs	○	○	○	○	○	○

FIGURE 4b
Your Professional Development Opportunities Section of Survey

Your Work Unit Environment

This section, presented in Figure 5a and 5b, focuses on the physical, leadership, and co-worker environments of the employee's work unit. As in the first section, the goal is to focus the attention on practices and behaviors rather than people. Employees are not asked to rate their supervisors but rather their supervisors' actions.

Your Work Unit Environment						
Your work environment can impact your satisfaction and performance. Please rate your level of agreement with the following statements about your work unit environment.						
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
I feel comfortable addressing my concerns to my supervisor.	○	○	○	○	○	○
I am provided ongoing feedback that helps me improve my performance.	○	○	○	○	○	○
The end of year performance evaluations provide helpful feedback on my performance.	○	○	○	○	○	○
My supervisor treats me with respect.	○	○	○	○	○	○
There is consistency between what my supervisor says and does.	○	○	○	○	○	○
I believe that policies are administered consistently within my work unit.	○	○	○	○	○	○
I feel part of a team working towards a shared goal.	○	○	○	○	○	○
Most of the time, the members of my work unit treat each other with respect.	○	○	○	○	○	○
I have a general understanding of GDOT policies or know where to learn more about policies.	○	○	○	○	○	○
If I have a problem or conflict with my supervisor, I know whom to contact.	○	○	○	○	○	○
GDOT is supportive in helping me balance my professional and personal lives.	○	○	○	○	○	○
I would have a greater opportunity in succeeding in my office/work unit environment if I were provided the following:						
1. More constructive and directional performance evaluations that will help me do my job better	○	○	○	○	○	○
2. Supervisory training	○	○	○	○	○	○
3. Teambuilding training	○	○	○	○	○	○
4. More flexible work hours /schedule	○	○	○	○	○	○

FIGURE 5a
Your Work Unit Environment Section of the Survey

Items have been included in this section to enable GDOT to learn about the quality of leadership in their units, especially in the areas of communication between supervisors and employees, problem and conflict resolution, knowledge and compliance with policies, opportunities for improved performance, teamwork and collaboration among employees, and adequacy of resources to support high performance.

Safety is included in this section as it is a critical aspect of many GDOT employees' work every day. Employees are asked to rate their level of agreement with statements about safety in general, but they are also asked to indicate how safe they, as individuals, feel doing their jobs.

Your Safety						
Safety is a critical aspect of your work environment at GDOT. Please rate your level of agreement with the following statements about how safe you feel at work.						
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
Employee safety is a priority at GDOT.	○	○	○	○	○	○
Despite the hazardous nature of my job (if/when applicable), I still feel safe when doing my job.	○	○	○	○	○	○
Established safety procedures are followed by my supervisors and managers.	○	○	○	○	○	○
When I bring up a safety issue, it gets addressed.	○	○	○	○	○	○
GDOT should provide its employees with the following:						
1. More training regarding employee safety at work	○	○	○	○	○	○
2. More training for supervisors and managers on safety procedures	○	○	○	○	○	○
3. More articles on safety in Milepost, Connector, or on myGDOT	○	○	○	○	○	○

FIGURE 5b
Your Safety Section of the Survey

Your Overall Satisfaction at GDOT

This section of the survey asks employees to rate their general level of satisfaction with GDOT. This section of the survey instrument is presented in Figure 6. The section asks them to comment on their perceptions of GDOT practices rather than people (e.g., Commissioner). They are also asked to rate the degree to which they felt appreciated/valued, informed, and included in GDOT decisions.

Your Overall Satisfaction at GDOT						
The following statements evaluate your overall satisfaction with GDOT. Please rate your level of agreement with the following statements:						
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
I feel that my work is valuable.	○	○	○	○	○	○
I would recommend GDOT to family and friends as a good place to work.	○	○	○	○	○	○
I get recognized when exceeding in my job performance or customer service.	○	○	○	○	○	○
The supervisor of my office/work unit shows appreciation for the work I do.	○	○	○	○	○	○
Overall, GDOT leaders and managers are interested in the welfare of the employees.	○	○	○	○	○	○
It has been communicated to me how my work helps GDOT achieve its mission and goals.	○	○	○	○	○	○
I understand GDOT's interviewing and selection process.	○	○	○	○	○	○
Information is shared from level to level within GDOT.	○	○	○	○	○	○
Open and transparent communication is relayed to GDOT employees.	○	○	○	○	○	○
Overall, I am satisfied with my experience as a GDOT employee.	○	○	○	○	○	○

FIGURE 6
Overall Satisfaction at GDOT Section of Survey

In this section employees are given the opportunity to provide their opinions about their work experiences and environments and to provide suggestions for improving their work experiences within GDOT. The goal in this section is to focus the employees on

their actual work and how their work environment could be improved and to divert them away from more global issues, such as compensation and benefits. It is perhaps less feasible to make meaningful changes at a global level whereas changes in specific work units could be feasible and substantially affect employees' day-to-day experiences.

Other states addressed the issues of reward and recognition in their employee surveys (e.g., asking employees to rate how common recognition activities and events are in their work units). Based on previous GDOT survey results, increased compensation would seem to be the standard response to how GDOT could better recognize employees' performance. The goal of the item regarding recognition is to identify alternative, more doable strategies for acknowledging and rewarding employees' hard work. The EAT focus group revealed that some employees did not know about actions that GDOT took as a result of the survey. This item is intended to identify actions GDOT can actually implement.

The development team acknowledged GDOT's interest in exploring what attracts and motivates young members of the workforce. The easiest way to identify trends by age would be to have employees select their age range on the survey and include age as a variable in the multivariate analysis. However, asking employees to identify their ages on the survey could be misconstrued as an attempt to identify potentially negative trends among older or younger employees. Consequently, the agency could inadvertently open itself up to questions regarding age-related biases. We did not

include age on this draft version of the survey, but recommend GDOT revisit the issue and assess the degree of risk against the value of the information.

Employee Data

The final section of the survey, shown in Figure 7a and 7b, asks employees to indicate how long they have worked at GDOT, whether they supervise staff or not, and in which division or job category they work. The divisions or job categories will need to be identified by GDOT in order to make the analysis and findings of the survey most relevant.

I have been with GDOT (please indicate how many years):	
0-5 years	○
5-10 years	○
10-20 years	○
more than 20 years	○
My job level is:	
Non-supervisory	○
Supervisory (authorize leave and/or complete annual performance evaluations for an employee)	○

FIGURE 7a
Employee Data Section of the Survey – Service Years and Job Level

I work in the following Office/District/Team/Other (please choose one):	
OFFICE	
Bridge Design and Maintenance	○
Communications	○
Construction	○
Design Policy and Support	○
Equal Employment Opportunity	○
Employment Relations and Safety	○
Engineering Services	○
Environmental Services	○
Financial Management	○
General Accounting	○
Human Resources Operations	○
Intermodal	○
Information Technology - Application Support	○
Information Technology - Infrastructure	○
Legal Services/Construction Claims	○
Maintenance	○
Materials	○
Planning	○
Procurement	○
Program Delivery	○
Right of Way	○
Roadway Design	○
Traffic Operations	○

FIGURE 7b
Employee Data Section of Survey – Division

I work in the following Office/District/Team/Other (please choose one):	
OFFICE	
Training and Development	○
Transportation Data	○
Utilities	○
DISTRICT	
District 1 - Construction	○
District 1 - Maintenance	○
District 1 - Other	○
District 2 - Construction	○
District 2 - Maintenance	○
District 2 - Other	○
District 3 - Construction	○
District 3 - Maintenance	○
District 3 - Other	○
District 4 - Construction	○
District 4 - Maintenance	○
District 4 - Other	○
District 5 - Construction	○
District 5 - Maintenance	○
District 5 - Other	○
District 6 - Construction	○
District 6 - Maintenance	○
District 6 - Other	○

FIGURE 7b Cont'd
Employee Data Section of Survey – Division

I work in the following Office/District/Team/Other (please choose one):	
OFFICE	
District 7 - Construction	○
District 7 - Maintenance	○
District 7 - Other	○
EXECUTIVE LEADERSHIP TEAM	
Executive Team	○
Division Directors / Directors	○
MID-LEVEL MANAGEMENT TEAM	
District Engineers	○
Office Administrators	○
Assistant Office Administrators	○
ALL OTHERS (not appearing anywhere above)	
Other	○

FIGURE 7b Cont'd
Employee Data Section of Survey – Division

ADDITIONAL STRATEGIES FOR MAXIMIZING RETURN RATE AND THE VALIDITY AND RELIABILITY OF NEW SURVEY

A comprehensive system for administering, collecting, analyzing, sharing results, and taking action on the findings of the survey are as important as the survey questions and design. As discussed previously, employees' attitudes and beliefs influence motivation to complete the survey as well as to provide reliable information, and these attitudes and beliefs are strongly influenced by the survey process and the organizational culture supporting the survey.

The organization's commitment to improving its employees' work lives and to retaining and growing its workforce from within must be evident to employees, and the survey needs to be seen as a reflection of that commitment. If employees do not see management committing time and effort to the survey and see no results or actions from the survey, they will not take the survey seriously. Even if they complete the survey, their apathy and in some instances antipathy to the survey will diminish the reliability of their responses and any conclusions based on those responses and undermine the success of initiatives and programs developed from those conclusions. The following are considerations/recommendations for creating and maintaining an organizational culture that promotes the benefits of the survey and reduces the costs.

Communicate clearly and precisely to employees the (a) purpose and goals of the survey and (b) what outcomes they can realistically expect to see. If possible, provide a reasonable timeline describing when and how employees can expect to learn about the results of the survey and strategies for addressing any negative findings or

concerns identified through the survey. Establishing reasonable expectations that GDOT leadership can accomplish will increase employees' trust and motivation to invest their time and effort in the survey. Security measures established to protect employees' anonymity and to maintain confidentiality should be described at an appropriate level of detail as well, especially if the survey process and data are being collected, analyzed, and maintained internally by GDOT. If an external evaluator or surveyor is conducting the survey, GDOT should inform employees of the external evaluator's roles and responsibilities and potentially introduce the external professional(s) at organization meeting(s) or through a brief article or interview in the Banner.

A short video message from the Commissioner or another leadership representative could welcome and introduce employees to the survey at the beginning of the online version while a letter could be included with the paper survey. Other state DOTs have also included a Frequently Asked Questions section and a description of the actions that resulted from previous year's surveys. Sending follow-up reminders (if possible do not resend the original request but a new message) at appropriate intervals is critical as well as thanking the employees when they complete the survey.

Identify and clearly define the relationships between variables and topics assessed in the survey. If the survey's analysis is outsourced, make sure the company clearly identifies what data is needed in order to construct the analysis to provide that information in a form easily understood and actionable and easy to communicate to employees.

The survey response should be analyzed by subgroups (e.g., by location, job specification, job level, and years employed at GDOT). The results of this method of analysis will enable GDOT to create statewide initiatives and programs as well as customized initiatives targeted to address subgroup concerns and challenges. Items such as defining and creating new employee engagement programs within districts and opportunities for employee recognition within fields of work are those that can demonstrate action by administration and appreciation for the employees.

Creating or implementing a system where the survey findings can be easily disseminated amongst the workforce is essential to a successful survey process. Examples supplied by other state DOTs include:

- Upload findings on state and district websites or employee's online internal portal.
- Ask professionals in managerial positions—from executive management to supervisors—to review and discuss the results with employees.
- Print the survey findings in the DOT newsletter.

Explain why and how participating was important and what possible change it has to bring about in their work environment. New action plans can be introduced with periodical status updates sent to employees. Upon sharing the findings of the survey, explain how those findings are going to be put into action. Finally, inform the workforce when the next survey will be given.

COST ESTIMATES

The following is a cost estimate of activities related to the testing, administration, analysis, and reporting of the proposed GDOT employee survey. These estimates are based on the average cost of services for the Program Evaluation Group (PEG) at the University of Georgia. PEG works with clients to tailor its evaluations to the specific needs and resources of its clients, but the following estimate is based on PEG's experiences with surveys of similar length and complexity. Costs are presented per-service so that various combinations of services can be considered that best fit GDOT's needs and preferences. Explanations for costs are included in Tables 3 and 4.

The Study Team recommends that the new survey be tested before it is administered to employees across GDOT to maximize validity and reliability of the survey responses. Although each time the survey is administered in the future updates will be made to align with GDOT's changing needs, the testing described here would only take place one time. The PEG proposes a sample of approximately 65 employees take the new survey and then meet in focus groups of 5-6 people to discuss their experiences completing the survey. The sample of employees should represent the diversity of GDOT's workforce. PEG particularly would like to include those sectors of GDOT that has not had high participation on previous surveys so that we can better attract them to complete the new survey. PEG used work units to represent the diversity of employees, but GDOT will know best how to construct these groups to be most representative of its workforce. Thirteen (13) focus groups are proposed as follows:

- Districts: 1 focus group of construction staff and 1 from maintenance
- Administration (including Finance): 4 focus groups
- Engineering: 3 focus groups
- Permits and Operations: 2 focus groups
- Intermodal and Construction: 2 focus groups

TABLE 3
Per-Service Cost Estimates—New Survey Testing

Activity/Service	Estimated Cost
Administer the survey (both paper and online) to representative sample of employees	$104
Data entry for paper surveys	$30
Analysis and interpretation of responses	$125
Focus groups with sample of employees who completed the survey	$4,500
Report including recommendations for revisions in survey and/or process	$1,000
UGA financial and administrative cost (@ 48.5%)	$2,728
Total	$8,500

The goals of the focus groups are to identify potential problems with the wording or structuring of questions, ambiguity in questions and instructions, confusing or distracting visual presentation, unintentional bias, and inaccurate time estimates for completion of the survey. These are the types of problems that threaten to diminish the validity and reliability of survey responses. Participants will also be asked for their suggestions for improving the survey. The survey responses from the sample population will be analyzed, and the focus group comments will be coded and categorized using an

instrument adapted from the Questionnaire Appraisal System (QAS-99) developed by the Research Triangle Institute to systematically identify and record potential problems in surveys/questionnaires. The focus groups with online users will also identify potential problems with functionality and usability of the technology, online visual presentation, navigation, and clarity of the survey.

The costs associated with administering the new survey to the GDOT workforce, analyzing, and reporting the results are not very sensitive to increases in the number of surveys. See Table 4. For example, once the analysis is designed, there is not a significant increase of time and effort from 1,000 surveys to 2,000 surveys. The primary variable influencing cost is the percentage of paper surveys versus online surveys. Based on previous PEG projects using surveys similar in length and complexity to the new GDOT survey, PEG has estimated the cost of data entry to range between 68-82 cents per survey. GDOT estimates that the percent of surveys submitted in hard copy is 50% of the total submitted.

TABLE 4
Per-Service Cost Estimates—Survey Administration, Analysis, and Report of Findings and Recommendations

Activity/Service	Estimated Cost Electronic and Paper	Estimated Cost Electronic Only
Meet with GDOT Leadership Team to update survey to obtain feedback on issues most relevant to organizational concerns and decisions and to select variables for multivariate analysis to generate findings to answer the most relevant questions. (5 people)	In person $800 (Virtual $350)	In person $800 (Virtual $350)
Post survey and send link to GDOT to include in notification/invitation to complete survey and follow-up reminders	$250	$250
Data entry for paper surveys, including comments*	$2,000	--
Analysis of surveys (response frequency counts, averages, means) and validity and reliability testing with larger sample size (e.g., factor analysis)	$1,500	$1,500
Analysis of survey comments (includes coding by categories) (Note: Establishing codes most time consuming the first time)	$1,200	$1,200
Submit a report of results and findings including recommendations and outcomes for performance measures and benchmarks (includes presentation/meeting with GDOT leadership)	$3,500	$3,500
UGA financial and administrative cost (@ 48.5%)	$4,486	$3,516
Total	$13,736	$10,766

*The amount is an average cost at 60%-90% response rates (4,200 employees) and assuming 50% of the surveys submitted are paper.

CONCLUSIONS AND RECOMMENDATIONS

The new employee survey instrument developed as part of this study addresses several reoccurring themes mentioned in the literature, focus group meetings, the other state DOT's survey, and example surveys. Specifically, the survey was restructured as follows:

- Introduction reassures employees that their responses to the survey are confidential.
- Demographic information, which could potentially be misconstrued as personal and sensitive information, was moved to the end of the survey in an effort to shift the employee's attention from confidentiality concerns when answering the survey questions.
- Questions were written to allow employees to comment on their perceptions of GDOT practices rather than people (individuals/offices that they are not personally familiar with).
- Questions focus on employees' work and how their work environment could be improved to divert them away from more global issues, such as compensation and benefits. It is perhaps less feasible to make meaningful changes at a global level whereas changes in specific work units could be feasible and substantially affect employees' day-to-day experiences.
- A section within the survey was developed to collect information about employees' awareness of GDOT initiatives while simultaneously increasing awareness through descriptions of the initiatives.

- In the Work Environment Section of the survey, employees are not asked to rate their supervisors but rather their supervisors' actions. Items were included to enable GDOT to learn about the quality of leadership in their units.
- A section on Safety was added to the employee survey.

The Study Team believes the new employee survey instrument will benefit GDOT in collecting quality information about the organization, what motivates employees, quality of leadership within the organization, and the development of new initiatives or programs. However, the Study Team believes that an equally important part is the survey process—from administering the survey, collecting responses, reporting, dissemination of the results, developing action plans or initiatives as a result of the survey, and monitoring and reporting progress towards instituting those initiatives as well as measuring their effectiveness.

To optimize the survey results and outcomes, the new survey instrument should be tested qualitatively through focus groups with employees in different job categories (specifically those used to classify respondents on the survey). The attendees of the focus groups should also complete the new survey to provide a sample of quantitative data to analyze. The analyses will reveal response patterns and provide a better understanding of which survey items are working as intended and which need to be improved. Using a mixed method approach will provide better metrics for improving the survey before it is administered to the entire GDOT workforce.

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APPENDICES

Appendix A

GDOT Current Employee Survey

63741

GSU Use Only. Please Do Not Mark This Area

District 7
Area 3

2012 Georgia Department of Transportation Employee Survey

Thank you for completing the 2012 GDOT Employee Survey! Your responses will be strictly confidential.

Please answer each question based on what you have personally observed or experienced, not what you think others may have observed or experienced. Space for your comments is provided at the end of the survey.

GDOT's Overall Performance	A	B	C	D	F
(1) All things considered, how would you grade the Department's overall performance in providing transportation services to the citizens of Georgia	O	O	O	O	O

For each of the statements below, please indicate the degree to which you agree with the statement using the scale provided. If the statement doesn't apply to your situation, check "NA" for "Not Applicable."

"SD" - Strongly Disagree, "D" - Disagree, "N" - Neutral, "A" - Agree, "SA" - Strongly Agree, "NA" - Not Applicable

Mission, Goals and Objectives	SA	A	N	D	SD	NA
(2) I understand the Department's mission	O	O	O	O	O	O
(3) GDOT's mission is very important to me	O	O	O	O	O	O
(4) GDOT provides valuable services to the public	O	O	O	O	O	O
(5) I believe that GDOT is moving in the right direction	O	O	O	O	O	O
(6) GDOT has clearly defined goals	O	O	O	O	O	O
(7) The strategic planning initiative has helped clarify departmental goals and objectives for employees	O	O	O	O	O	O
(8) My work unit's goals and objectives are linked to GDOT's mission and strategic plan	O	O	O	O	O	O
(9) The priorities of my job fit with the mission of GDOT	O	O	O	O	O	O

Department Leadership

"Department Leadership" refers to the Commissioner, Deputy Commissioner, Chief Engineer, Treasurer and Division Directors.

	SA	A	N	D	SD	NA
(10) Department Leadership helps me understand how my performance impacts the big picture	O	O	O	O	O	O
(11) Department Leadership does not allow short term issues to take priority over long term goals	O	O	O	O	O	O
(12) I believe Department Leadership cares about the people who work here	O	O	O	O	O	O
(13) I have confidence in Department Leadership's ability to make the right transportation decisions	O	O	O	O	O	O
(14) I have confidence in Department Leadership's ability to make the right personnel decisions	O	O	O	O	O	O

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	SA	A	N	D	SD	NA
(15) I trust Department Leadership	O	O	O	O	O	O
(16) Department Leadership leads by setting a good example	O	O	O	O	O	O
(17) Department Leadership challenges us to think about ways to work more effectively and efficiently	O	O	O	O	O	O

My Leadership Team

"My Leadership Team" refers to the people above your supervisor in your office or district, including your District Engineer or office head

	SA	A	N	D	SD	NA
(18) My leadership team helps me understand how my performance impacts the big picture	O	O	O	O	O	O
(19) My leadership team does not allow short term issues to take priority over long term goals	O	O	O	O	O	O
(20) I believe my leadership team cares about the people who work here	O	O	O	O	O	O
(21) I have confidence in my leadership team's ability to make the right transportation decisions	O	O	O	O	O	O
(22) I have confidence in my leadership team's ability to make the right personnel decisions	O	O	O	O	O	O
(23) I trust my leadership team	O	O	O	O	O	O
(24) My leadership team leads by setting a good example	O	O	O	O	O	O
(25) My leadership team challenges us to think about ways to work more effectively and efficiently	O	O	O	O	O	O

My Supervisor

"My Supervisor" refers to that person to whom you directly report

	SA	A	N	D	SD	NA
(26) My supervisor has discussed my unit's mission and goals with my team	O	O	O	O	O	O
(27) My supervisor helps me understand how my performance impacts the bigger picture	O	O	O	O	O	O
(28) My supervisor does not allow short term issues to take priority over long term goals	O	O	O	O	O	O
(29) I believe my supervisor cares about the people who work here	O	O	O	O	O	O
(30) I have confidence in my supervisor's ability to make the right decisions	O	O	O	O	O	O
(31) I trust my supervisor	O	O	O	O	O	O
(32) My supervisor leads by setting a good example	O	O	O	O	O	O
(33) My supervisor challenges us to think about ways to work more effectively and efficiently	O	O	O	O	O	O

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Communication	SA	A	N	D	SD	NA
(34) Department leadership listens as well as talks	O	O	O	O	O	O
(35) My leadership team listens as well as talks	O	O	O	O	O	O
(36) My leadership team generally tries to keep employees well informed	O	O	O	O	O	O
(37) My supervisor asks for ideas for improving how we do our work	O	O	O	O	O	O
(38) My supervisor gives me information I need to do my job	O	O	O	O	O	O

Delegation and Decision-Making	SA	A	N	D	SD	NA
(39) I have a voice in making work-place decisions that affect me	O	O	O	O	O	O
(40) My job is free of "red tape" that keeps me from getting my work done	O	O	O	O	O	O
(41) I am encouraged to make decisions on the way I do my job	O	O	O	O	O	O

Teamwork	SA	A	N	D	SD	NA
(42) Members of my work unit work as a team when the pressure is on	O	O	O	O	O	O
(43) People in various work units cooperate in getting the work done	O	O	O	O	O	O

Quality	SA	A	N	D	SD	NA
(44) In my work unit, goals and objectives are aimed at meeting customer expectations	O	O	O	O	O	O
(45) People in my work unit are held accountable for producing quality work	O	O	O	O	O	O

Customer Service	SA	A	N	D	SD	NA
(46) I am aware of the Department's ongoing initiatives to improve customer service	O	O	O	O	O	O
(47) The Department acknowledges employees for delivering outstanding customer service	O	O	O	O	O	O
(48) My supervisor/manager promotes customer service and encourages me and the members of my team to provide outstanding customer service	O	O	O	O	O	O

Performance Standards	SA	A	N	D	SD	NA
(49) My work unit measures results against established plans	O	O	O	O	O	O
(50) My supervisor lets me know what is expected of me in my job	O	O	O	O	O	O
(51) People in my work unit plan activities and efforts rather than reacting to events	O	O	O	O	O	O

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Productivity	SA	A	N	D	SD	NA
(52) Everyone in my work unit is busy; there is little idle time	O	O	O	O	O	O
(53) In my work unit, everyone gives his/her best efforts	O	O	O	O	O	O
(54) Overall, our work group is very productive	O	O	O	O	O	O

Performance Coaching and Appraisal	SA	A	N	D	SD	NA
(55) The performance appraisal process provides an accurate assessment of my performance	O	O	O	O	O	O
(56) I get constructive feedback from my supervisor on my work performance	O	O	O	O	O	O

Your Career and Career Development	SA	A	N	D	SD	NA
(57) There are opportunities for advancement at GDOT for those who perform well	O	O	O	O	O	O
(58) Managers in my district or office make an effort to put employees in jobs where they will be successful	O	O	O	O	O	O
(59) My supervisor develops subordinates so that they will be ready to take on greater responsibility	O	O	O	O	O	O
(60) I have a clear understanding of my career path opportunities	O	O	O	O	O	O
(61) The Department is committed to the growth and development of employees	O	O	O	O	O	O
(62) My supervisor or my unit manager, or other designated person, has dicussed career development with me in the past year	O	O	O	O	O	O

Training	SA	A	N	D	SD	NA
(63) I have the knowledge and skills to do my job well	O	O	O	O	O	O
(64) GDOT provides the training I need to help me do my job well	O	O	O	O	O	O
(65) I am given sufficient opportunity to attend the training I need to prepare myself for more responsibility	O	O	O	O	O	O

Compensation	SA	A	N	D	SD	NA
(66) I am satisfied with my overall compensation, including health care, leave benefits, retirement, and pay	O	O	O	O	O	O
(67) My pay is an adequate reflection of the amount of responsibility I have	O	O	O	O	O	O
(68) Annual pay increases at GDOT are fair	O	O	O	O	O	O
(69) When I have asked questions about my pay over the past year, my supervisor or manager has been willing to discuss it. (If you have not asked about any pay questions, please check "NA")	O	O	O	O	O	O

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Recognition and Rewards	SA	A	N	D	SD	NA
(70) GDOT recognizes outstanding performance	O	O	O	O	O	O
(71) GDOT recognizes and rewards innovation and creativity	O	O	O	O	O	O
(72) People in my work unit get recognition for good work	O	O	O	O	O	O

Fairness	SA	A	N	D	SD	NA
(73) When it comes to promotions at GDOT, the best qualified employees are chosen to advance	O	O	O	O	O	O
(74) I have confidence in the fairness of my leadership team	O	O	O	O	O	O
(75) Disciplinary procedures are enforced fairly and consistently in my work unit	O	O	O	O	O	O

Overall Satisfaction	SA	A	N	D	SD	NA
(76) Doing my job well gives me a feeling of personal satisfaction	O	O	O	O	O	O
(77) I would be very happy to spend the rest of my career at GDOT	O	O	O	O	O	O
(78) GDOT managers support my efforts to establish and maintain a work-life balance	O	O	O	O	O	O
(79) I feel like "part of the family" at GDOT	O	O	O	O	O	O
(80) I would not quit my job here to work for another organization if the only difference was a moderate (7 to 10%) increase in pay	O	O	O	O	O	O
(81) I enjoy discussing GDOT with people outside the Department	O	O	O	O	O	O
(82) I would encourage my friends to take a job with GDOT if it was offered to them	O	O	O	O	O	O
(83) Overall, I am satisfied with my job	O	O	O	O	O	O

(84) If you responded to item 83 with either disagee or strongly disagree, what would it take for you to be satisfied with your job?

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GDOT's Performance Grades	A	B	C	D	F
(85) How would you grade state highways in your area in terms of pavement condition and ride quality?	O	O	O	O	O
(86) How would you grade state highways in your area in terms of smooth traffic flow or the absence of excessive congestion?	O	O	O	O	O
(87) How would you grade state highways in your area in terms of safety?	O	O	O	O	O
(88) How would you grade GDOT's performance in providing Georgia residents with a variety of transportation options such as roads, public transit, air, rail, pedestrian, and bicycle travel?	O	O	O	O	O
(89) How would you grade the Department's performance in preserving or improving the environment when planning and building transportation projects?	O	O	O	O	O
(90) How would you grade GDOT's overall performance in meeting transportation needs in Georgia?	O	O	O	O	O

(91) Any other comments about topics covered in this survey?

(92) **Functional Role**

- O Pre-Construction
- O Construction
- O Maintenance
- O Traffic Operations or Utilities
- O Administration and Other

Thank you for your participation!

Appendix B
Review of Literature on Survey Design and Implementation

Purpose/ History of Surveys

The use and distribution of surveys has continued to increase with the increase of technology into society, the rise of micro and macroeconomic market research, and other local and global factors that call for policy development in and outside of the public sector. The first documented surveys of any kind were those of the Ancient Babylonians conducted in 3200 B.C. Surveys of antiquity were normally decreed population censuses used to account for an empire's breadth and wealth ("The History of Surveys," 2013). As survey methods have contemporized with advancements in mathematics and communication technology, the use of surveys have expanded from solely tallying quantities to assessing the general feelings of a population toward a specific policy or law. Surveys are used to measure a vast array of topics, but their sole, inherent purpose is to gather information from a specific audience. The place of the survey in modern day society effectively serves the same purpose as it has throughout time- the need to acquire information to make informed decisions and eventually work towards bettering the future.

Why Do People/Companies/Businesses Conduct Surveys?

The professional use of surveys spans a diffuse spectrum. Surveys can be used to assess general attitudes of consumers or employees towards a specific issue, determine a population's general opinion or support on a matter, or identify ways in which products or a workforce could be improved. Nearly every professional, academic, or service providing institution conducts surveys to determine what they are doing well and where

they could possibly improve their services. Ultimately, the purpose for conducting surveys is to gather invaluable information, which cannot be otherwise deduced from a target audience in hopes to improve a person's, businesses', or institution's current situation (Wiley, 2009). Many managers, owners of companies, and businesses want to ensure that their workforce is not only working to their maximum potential, but also that they are enjoying their work and are engaged in what is asked of them to do. Surveys provide a forum through which managers of a business or company can determine where improvements inside of their workforce or management are needed.

What Can Be Gained From Implementing Surveys in Company and Business Settings?

Following the distribution, collection, and analysis of an implemented survey, companies have the opportunity to capitalize on their findings by improving a needed area or sector inside their business. Well-designed surveys can distinguish areas inside of a company that might be slowing production, or efficiency; thus serving as a "warning sign" for managers (Wiley, 2009). Surveys gain information in which managers, owners, or employees can make educated decisions on how and where to implement a new policy, rule, or incentive to a business or company. Surveys ultimately gather invaluable and other otherwise indiscernible information from an audience a surveyor wishes to learn from.

The regular distribution of employee surveys inside of a business or company allots managers and other leaders the information to maximize their workforce capital through whatever means their survey determined would be the most fruitful: new incentives, policies. etc… (Wiley, 2009). Effectively implemented surveys tend to

"increase engagement, productivity, and profits while reducing turnovers and costs," and therefore create the opportunity for businesses, companies, or institutions to implement changes and improvements (Earl et. al., 2006). These aforementioned improvements can only be acquired following the design, distribution, analysis, and implementation of the findings from a created survey. Every step in the surveying process is essential to the overall goal of propelling a service providing institution to its utmost potential. The remainder of this review will discuss the entirety of the surveying process from the design and creation of the physical survey to the development and implementation of action plans.

Survey Design

The creation and design process of a survey is one of, if not the most essential, steps, in the surveying process. Successful survey design begins by defining the foundation or platform of the survey: what is the purpose of the survey and what are the outcomes or goals the surveyor desires from its implementation? Upon defining the purpose of a future survey, the surveyor can then distinguish the audience that needs to be contacted and begin crafting and writing questions that will elicit the desired information. Ultimately, a survey can only be as successful as it is well designed. For that reason, this review goes into intricate detail to elucidate pressing factors that influence design methodology.

Defining the Purpose of the Survey

The purpose of a survey can be defined as the central reason for why the survey exists. Essentially, the purpose of a survey is the platform on which the entirety of the survey is created and based (Fairfax County Department of Neighborhood and Community Services, 2012). Defining the purpose of a survey can be as simple as identifying a need for a research study or as complex as the desire to identify specific areas within a company that could increase employee productivity or improve the workforce environment (Fairfax County Department of Neighborhood and Community Services, 2012). During the definition process, it is important to note that the purpose of the survey should be relatable, or germane, to the audience's knowledge or collective experiences ("Smart Survey Design," 2013). Designing a survey from the general perspective of the target audience allows for the survey questions to align with respondents' interests or knowledge, ultimately bettering the collected data. For example, if a company has received complaints regarding its workforce environment from employees, the purpose of the survey may be to collect information from employees on how exactly the current environment is taxing them and what efforts could be put forth to better the work environment.

Defining the Goals of the Survey

Determining the goals for a survey is a similar process to that of defining the purpose of a survey. The goal for a survey should be the explicit outcome desired following the entirety of the surveying process and actions taken on the survey's findings. Defining the goals of a survey is an essential step in the process of survey design as it directs the

creation of a survey's questions ("Survey Design," 2013). The goals of a survey can be similarly thought of as final objectives or outcomes that the survey desires to produce. In section 3.3.1 an example of a purpose for a company a survey was given: "to collect information from employees on how exactly the current work environment is taxing them and what efforts could be put forth to change that environment for the better." From this defined purpose, a small goal can be easily established to distinguish which environmental work factors are impeding or decreasing employee productivity.

Much as sports teams set small goals throughout a season to reach an overarching goal, a business or company may conduct a series of surveys to achieve its goal or desired outcome. Goal setting for surveys can start small. The example goal above of identifying an issue inside of a company that might be hindering its productivity is a reasonable goal for an initial survey. After the data is collected on this initial survey and action is taken to rectify or fix the hindrance, a follow-up survey might be needed to determine whether the action that was taken was successful. From this point, if the initial action taken to fix the problem was not sufficient from the analysis of the collected data from the second survey, then new methods can be adopted to reach a company's possible overarching goal of maximizing employee productivity. Every survey should have a series of goals that lead to a final resolve or outcome if more than one survey will be distributed.

Defining the Target Audience

Defining the target audience deals with determining what specific groups of people should be contacted to collect the needed information ("Survey Design," 2013). Target audiences can be clearly distinguished as stakeholders, or people who are directly invested or affected by, the purpose of the survey. After defining the target audience, the surveying group needs to ensure that the audience can be contacted or reached to acquire responses (Fairfax County Department of Neighborhood and Community Services, 2012). If the initially defined target audience is unreachable, then the team or individual needs to determine if there is another method for gathering the information or if another audience can provide sufficient data. Even after distinguishing a population or group of people that the survey wishes to poll or extract information from, not every individual must participate to gather unbiased data. Past studies, mainly in Victorian times, would sample thousands of people in hopes to gather exact data on social reformation issues and attitudes when random samples of the population could have simplified the process and generalized the findings (Prairie Research Associates, 2013). This inefficient Victorian survey method has been replaced by using statistical probability samples of populations to provide accurate, generalized findings (Prairie Research Associates, 2013). The majority of surveys that are distributed use probability samples, as sampling an entire population or defined target audience is nearly impossible. To ensure that probability samples yield unbiased data, the pool of respondents the survey samples should be as random and as eclectic as possible.

Choosing Survey Methodology

Technological advancement has brought along vast changes in surveying methods and forums. This advancement has greatly increased the number of tools available to surveyors to collect information and made it easier to contact individuals included in the target audience. To determine which survey platform to implement, surveyors need to consider target audience. If the targeted respondents do not have access to a computer or are not computer literate then online surveys are not the best option.

Types of Survey Tools (Advantages and Disadvantages)

Distinguishing which surveying tools to use is largely dependent upon the surveyor's evaluation of the target audience's readily available resources. From this juncture, there can still be a number of possible surveying options to distinguish between. Every surveying tool comes with its own strengths and weaknesses. Assessment and consideration of the advantages and cons of each survey tool can help to further distinguish which survey tool is best suited for the defined target audience's and surveyor's resources and constraints.

Online Surveys

Online or web-based surveys are created and distributed by using either an online survey provider such as Survey Monkey or Qualtrics or another open source platform such as Google. Both of these forums for online survey design are the most recently developed methods for survey creation and distribution.

Advantages of Online Survey Use

- Very cost effective in comparison to other surveys (Walonick, 2010) Depending on the method of online surveying, there can be nearly no cost in creating or distributing the survey (Archer, 2003).
- Online surveys can be easily managed (e.g., opening and closing dates for survey completion).
- Online surveys can be easily personalized. Additionally, they can be designed to be very interactive for participants (Walonick, 2010).
- Compiling data is very easy, and data can be extracted in an analyzable spreadsheet. Open responses are easily managed compared to when they are hand written ("Survey Design," 2013).
- Response rates are generally higher compared to non-computer based surveys ("Survey Design," 2013).

Disadvantages of Online Survey Use:

- The target audience must have access to a computer (Archer, 2003; "Survey Design," 2013; Walonick, 2010).
- The target audience needs to be fairly computer literate (Archer, 2003, "Survey Design," 2013).
- The decision to not respond to online surveys is made more quickly compared to non-computer based surveys ("Survey Design," 2013).

Mail Surveys

Distributing surveys through the mail is one of the oldest methods of disseminating surveys large populations. Mail surveys can still be very effective. With the increase in use of technology, however, the mail survey has somewhat been replaced by the email distributed survey ("Survey Design," 2013).

Advantages of Mail Survey Use

- Mail surveys have a greater sense of "anonymity" (Archer, 2003).
- Mail distributed surveys allow for the respondent to look over the entire survey before it is completed. This aspect can give respondents time to consider their responses and has been shown to increase the amount of fully completed surveys as opposed to partially completed surveys ("Survey Design," 2013).
- The survey can be designed to have an engaging and descriptive layout or presentation ("Survey Design," 2013).
- Mail surveys are generally less expensive compared to telephone surveys (Walonick, 2010).

Disadvantages of Mail Survey Use

- Mail surveys take a long time to conduct. ("Survey Design," 2013; Walonick, 2010).
- Mail surveys do not easily gather or manage open-ended responses from respondents (Walonick, 2010).

- Respondents can be product-polarized, either being very pleased or very displeased with a product or service. This respondent pool can elicit biased findings.
- The target audiences' literacy rates can undermine the quality of responses as well as the return rate ("Survey Design," 2013).

Telephone Surveys

Telephone surveys by and large are the most popular form of surveying. Within the United States alone, 96% of the all households have a telephone, so there is a high number of potential respondents as well as increased diversity ("Survey Design," 2013).

Advantages of Telephone Surveys Use

- Obtaining a random sample of respondents is easily done.
- Telephone surveys offer a great deal of anonymity to the respondent.
- The surveyor has the opportunity to obtain more accurate and specific information from each participant by asking for clarification or additional examples ("Survey Design," 2013).

Disadvantages of Telephone Surveys Use

- The individualized nature of telephone surveys makes them more like interviews, which take much longer and require more staff to conduct the surveys than other survey methods (Dye, 2013; Walonick, 2010).
- There is an increased potential for human error as the phone interviewers record responses. In addition, interviewers need to be trained to protect comparability of the responses for analyses and to

prevent errors, such as leading the interviewee, which can undermine the validity and reliability of the data.

- Participants deem surveyors to be telemarketers and refuse to participate ("Survey Design," 2013).
- Telephone surveys cannot show or sample products or services over the phone ("Survey Design," 2013).

Direct-Computer Surveys

Direct-computer surveys allow for respondents to enter their responses directly into modules, set-up computers, or kiosks. This form of surveying is largely found in stores, malls, and other service and product providing venues ("Survey Design," 2013).

Advantages of Direct-Computer Survey Use

- There is little to no data transference or input costs with direct computer surveys.
- Respondents are more likely to give honest answers to a computer than to an interviewer over the telephone or in person.
- Response rates are generally higher for stores that use these rather than mail or telephone surveys.
- There is no interviewer bias. Questions are asked the same way to every respondent.

Disadvantages of Direct-Computer Survey Use

- The survey machine must be located in an area frequented by a large number of people in the target audience.
- Similar to online surveys, the defined target audience must be computer literate.
- There can be a baseline cost to rent or purchase the tools needed to conduct a direct computer survey.

Email Distributed Surveys

Email distributed surveys have become a very popular means of gathering information from a target audience quickly and with little to no cost. Email surveys are normally conducted within businesses, colleges, and other institutions that have access to their target audiences' email addresses ("Survey Design," 2013).

Advantages of Email Distributed Survey Use

- More often than non email-distributed surveys, email distributed surveys provide very fast responses (Walonick, 2010).
- Distributing surveys through email is a very low-cost method for conducting a survey (Walonick, 2010).
- Emails can be easily personalized, which is shown to increase response rates ("Survey Design," 2013).

Disadvantages of Email Distributed Survey Use

- Surveyors must possess, or purchase, a list of email addresses to reach their target audience if they do not already have access them.

- Email based surveys cannot generalize findings for an entire population seeing as how there might be significant percentage of individuals who do not have access to a computer or who are computer illiterate (Walonick, 2010).
- Responders can quickly delete or overlook an emailed request to complete a survey.

Scanning Surveys

Scanning surveys use a computer read scantron sheet to gather and collect information from a list of survey questions. Typically, a paper copy of the survey is provided and responders record their answers on the scantron sheet, much like a standardized test.

Advantages of Scanning Survey Use

- Scanning surveys have the fastest form of data entry for paper surveys ("Survey Design," 2013).
- Using a scantron machine ensures that there is no human error in data entry and promotes the perception of confidentiality if the responders are allowed to insert their response forms directly into the scantron machine, similar to the voting process.

Disadvantages of Scanning Survey Use

- Only multiple choice types of surveys can be analyzed. As a result, each answer sheet would have to be examined to access responses to open-ended questions or comments ("Survey Design," 2013).

- Inserting the response sheets into the scanning machine requires staff time.
- Scanning surveys require the rental or purchase of scanning equipment ("Survey Design," 2013).

Review of Some Available Survey Tools

This review of surveying tools and companies is by no means exhaustive. Its purpose is to display a number of the most popular surveying software. These programs provide some analytical tools, and the data is generally downloadable to Excel to enable analysis in commonly used statistical programs, such a IBM SPSS Statistics or SAS Statistics.

Survey Monkey (www.surveymonkey.com)

Survey Monkey is one of the most popular online survey platform providers. Their business offers free survey platforms that come with very little data analysis support and limited questions and responses to purchased platforms that can be used to conduct rigorous research. Purchased platforms range from $17-$65 a month.

Moodle (www.moodle.org)

Moodle is an open source survey creation software package that supports educators in the development of online environments that stimulate and foster learning. Moodle is largely used within the world of academia to gather information from students – normally by assessing their knowledge. Moodle is a forum for service providing institutions, businesses, and companies to create tests and surveys that can assess their workforce's knowledge and competence.

Qualtrics (www.qualtrics.com)

Qualtrics is a widely used professional surveying tool that manages surveys from start to finish. Clients hire Qualtrics and provide them with information such as the length of the survey, the purpose of the survey, and the target audience. From this juncture, Qualtrics assesses the feasibility of the survey, and from there conducts the entirety of the survey from creation to analysis.

SurveyGizmo (www.surveygizmo.com) and Zoomerang (www.zoomerang.com) are other commonly used survey programs.

Creation of Questions

What is a "Good Question"?

One of the most important factors in conducting a successful survey is communicating effectively with the target audience. How questions are asked on a survey convey the tone of the surveyor. A good question is brief, objective, simple and unambiguous ("Smart Survey Design," 2013). A good question is also germane to the purpose of the survey. It is important to ask questions that are relevant to the company and have some level of salience with the respondent (Perkins, 2011). Questions should not require the respondent to put excess effort to respond thoroughly, nor should a question assume the respondent has prior knowledge on a specific topic ("Smart Survey Design," 2013). Additionally, questions should not assume the respondent could provide a specific numerical answer (Walonick, 2010). Although considering these factors when writing questions may not impact every respondent's interest in the survey, the surveyor is more likely to obtain the desired information.

Question Types

A survey should include a variety of question formats in order to keep the respondent engaged. There are multiple types of questions that can be used in a survey ("Smart Survey Design," 2013; Walonick, 2010).

Open-ended Questions

Open-ended questions allow the respondent to write a free response to specific questions. These questions give the surveyor a great understanding of the respondents' opinion about the topic ("Smart Survey Design," 2013).

Close-ended Questions

Closed-ended questions are also known as single answer multiple-choice questions. The respondent is given a set of pre-determined answers that are either dichotomous (simple yes or no questions) or multi-chotomous. Multi-choice questions should include the option of "other", "do not know", or "not applicable" since some questions may not be relevant to the respondent or outside the respondent's knowledge ("Smart Survey Design," 2013; Walonick, 2010).

Ranked Questions

Ranked questions allow the respondent to determine the importance of a topic.

Matrix and Rating Questions

Matrix and rating questions are best used when the surveyor wishes to know the general frequency of an opinion regarding a specific topic ("Smart Survey Design," 2013).

Likert Scales

Likert scales measure respondents attitudes, behaviors, and opinions at various degrees and levels, such as level of agreement (strongly agree to strongly disagree), frequency of use (every time to never), level of satisfaction (extremely satisfied to not at all satisfied), and level of support (strongly favor to strongly oppose).

Semantic Differential Scales

Semantic differential scales use opposite ends of a scale marked with two different or opposing statements. Respondents are asked to indicate the area in which they fall on the proposed scale ("Smart Survey Design," 2013).

Balanced vs. Unbalanced Scales

Balanced versus unbalanced scales often use a five point scale from poor to excellent. This scale is used to determine if there is a general consensus in opinion among respondent toward a specific topic ("Smart Survey Design," 2013).

Wording and Sequencing

Questions presented in a survey or questionnaire should have clear, concise wording and use common language. Questions should also have neutral wording and avoid making subjective connotations ("Smart Survey Design," 2013). The opening questions of a survey should be germane yet simple; these questions should spark the respondents' interest and establish the ethos of the surveyor ("Smart Survey Design," 2013). In order to maintain a sense of continuity and cohesion in the survey, questions should focus on one topic at a time and general questions should be followed by

gradually more specific questions; however, questions should not be dependent on previous ones (McColl, Jacoby, Thomas, Soutter, Bamford, Steen, Thomas, Harvey, Garratt,& Bond, 2001; "Smart Survey Design," 2013; Walonick, 2010). Since respondents often don't finish the survey, it is important to place the heavily weighted questions at the beginning of the survey rather than sensitive, demographical questions (Halteman, 2011; "Smart Survey Design," 2013).

Survey Introduction

The introduction of a survey provides general information about the purpose of the survey and the survey's structure. The introduction may include an estimate of the time needed to complete the survey and simple instructions on how to complete the survey. In addition, the introduction may also stress the importance of completing the survey and include a statement of appreciation for the respondents' time ("Smart Survey Design," 2013).

Physical Formatting of the Questions or the Body of the Survey

The survey should be visually appealing and easy to complete. Text fonts should be legible and the questions should be orderly, properly spaced, and numbered. Questions should be grouped based on topic; however, each question should be placed on its own line or on its own screen if possible ("Smart Survey Design," 2013). Ample space should be provided for free response answers and other answers.

Concluding the Survey

The conclusion of the survey should once again thank the respondent for his/her time and stress the importance of returning the completed survey as soon as possible. The

conclusion should also include instructions on how to return the survey to the surveyor and provide information on whom to contact if respondents have any questions or comments.

Coding and Identification

In an effort to ensure anonymity and to tabulate response rates, each respondent can be given a number to use as a form of identification on the survey. Different text formats and fonts can be used to emphasize questions and statements throughout the survey as long as they are legible and have clear meanings ("Smart Survey Design," 2013).

Pre-test

An efficient way to determine if a finalized survey will elicit a desired response rate is to conduct a pre-test of the questionnaire. A pre-test is a trial run of a designed survey that determines where there are specific problems with its overall design. A common problem found through pre-testing surveys is that some questions may have a significant level of ambiguity that can yield responses that the surveyor did not intend (McColl et al, 2001). The pre-test should be conducted with a small sample of the target population ("Smart Survey Design," 2013). In addition to determining the competency and quality of a survey, pre-testing also estimates the amount of time necessary to complete the survey ("Smart Survey Design," 2013).

Survey Distribution

Communication

Pre-Survey Announcements

An effective way to increase the response rate of a survey and to establish its legitimacy is to send out announcements of the survey to respondents prior to distributing the actual survey. The announcement should state the purpose of the survey and what the company intends to do with the data received from the results (Halteman, 2012). Including personalized invitations shows that the surveyor respects the respondents' time and appreciates their individual participation (Halteman, 2012).

Reminders

The period of time between the initial survey and reminders should be relatively short; also, the reminders should be short in length (Archer, 2003). Reminders can be in the form of email, phone calls, letters, or postcards. The surveyor should try to send at least two reminders. When sending emails, it is suggested that the surveyor resends the hyperlink for the survey to the respondent (Walonick, 2010). When sending reminders by mail, the first should be an informally toned letter that includes another copy of the survey and an incentive, if possible; the second reminder should be a postcard that allows the respondent to either request or decline another copy of the survey (Brennan, 1992). It may also be helpful to use group administration, such as during a team meeting, to conduct the survey or at least have team leaders and/or managers make announcements reminding employees of the survey (Hampton & Vilela, 2013).

Follow-up

After the survey has been conducted and the data has been analyzed, a plan to implement certain changes should be drawn up. Senior managers, human resources teams, or employee advocacy groups are typically tasked with communicating the new improvement plans with employees ("Strategic Use of Employee Survey Results," 1999). Keeping employees informed establishes trust and sense of community that improves employee/employer relationships (Haynes, 2002).

How Long Should the Survey Be?

The rule of thumb is to keep the survey as concise as possible. Survey Monkey conducted research to find the average amount of time respondents take to complete an online survey based on length. Their research shows that the longer the survey is, the less time respondents will take answering each question; thus, the quality of the answers diminish and more questions are abandoned towards the end (Brent, 2011). From Survey Monkey's tabulated results, on average, a survey with 26-30 questions takes a respondent around 9-10 minutes to complete, which is about 19 seconds per question. Surprisingly, a survey with 3-10 questions may take 2-5 minutes to complete with an average of about 20 seconds per question (Brent, 2011). Other research shows that long surveys cause fatigue and loss of focus. In addition, respondents are more likely to answer questions falsely to avoid follow-up questions (Hooper, 2013). In order to have a better chance at attaining higher response rates and better quality of answers, surveys should take no more than 20 minutes to complete (Hooper, 2013).

Time Frame

The amount of time needed to complete the survey depends on the survey's length and complexity. The amount of time it takes for the surveyor to receive the survey from the respondents depends on the survey method used; however, respondents should be given ample time to complete and return the survey regardless of which method is used. Recent findings have shown that surveys that are to be returned by fax take approximately 4 days to return, web surveys take approximately 6 days, and mail surveys take approximately 16.5 days (Cobanoglu et. al., 2000). When distributing a survey, it is important to be mindful of the time of day the survey is being sent, especially for online/email surveys, the day of the week, and even the season; these factors impact how quickly the employee will notice the survey and respond to it (TRC). Paul Sanchez (2007) of The Journal of Business Strategy suggests that the entire process of conducting and analyzing the survey is complete by the following business cycle; this is because the beginning of a new business cycle is an excellent time to implement changes.

Packaging and Collection

When distributing surveys, the packaging/email format should be visually appealing. Using bulk postage or emails increase the risk of the survey being labeled as "junk" or spam (Walonick, 2010). The address on the envelope should be handwritten, if possible. Additionally, the respondent's home address should be used, rather than work address; the envelope should include the respondent's full name and a company/organization stamp. In order to make returning the survey convenient, the survey should include a

postage-paid return envelope. It is also helpful to have drop-boxes available for returning written surveys (Brennan, 1992).

Who in the Business/Company Should Manage the Survey?

Another factor that impacts the response rate of a survey is who is managing the survey. For the best results, senior leadership, human resources, or another leadership group should manage the survey; however, all forms and levels of management should be involved with survey. Senior management has the ability to stress how important the survey is to the company's future and make the changes needed to improve the work environment; thus, employees are more likely to complete the survey when they think they are being heard ("Strategic Use of Employee Surveys 1999;" Wright and Schwager 2008). Although Human Resources is not directly able to implement change, it can relay employee concerns to senior leadership. In order to establish future legitimacy, the leadership team should also be responsible for discussing the survey analysis with employees ("Strategic Use of Employee Surveys," 1999). Cover letters are a great way to convince the respondent to complete the survey and should include the signature of a senior leadership team member to show sponsorship and validity (Walonick, 2010). Cover letters should be impersonally toned, short in length, typed, and include the company/ organization's letterhead (Brennan, 1992).

Survey Analysis/Implementation

Survey data analysis begins with three general steps: organizing the data, describing the data, and determining relationships between differing variables. Data analysis begins by organizing the collected information to ensure that codes and commands can be easily written to tabulate the data. The next, and penultimate step of analysis, is the description of the data. Describing the organized data is also known as univariate analysis, which determines the frequency or likelihood of a single factor such as age, gender, or ethnicity. Univariate analysis allows for the final step of data analysis to take place: the determination of relationships between variables (Honisch, 2009). Survey creators are ultimately interested in the relationships found between different variables. Variable relationships provide the insight and knowledge desired from the target audience. If the relationships found inside the collected data help support and fulfill the goals of the survey, then the survey can be considered an overall success.

Variable relationships also provide direction regarding which action or change should be initiated. Many surveys' purposes are to disperse knowledge, better the status quo, or achieve a diffuse range of different ends. The purpose and goals for the survey can be achieved only when there is a plan or proposal put into action. For example, a business may implement new workforce incentives to increase productivity as a result of relationships showing that incentives increase worker attitudes, which in effect, increase employee productivity.

Determining Response Rate

A survey's legitimacy is dependent upon the amount of substantial information it gathers from its target audience. The response rate of a survey depicts how well the target audience is represented in the findings and whether or not the findings are legitimate. The response rate for any survey can be quantified by the percentage of people who respond to the distributed survey ("Response Rates & Surveying Techniques," 2009).

Response Rate Equation ("Response Rates & Surveying Techniques", 2009):

$$response\ rate = (\#\ of\ surveys\ completed \div \#\ of\ participants\ contacted) \times 100\%$$

Determining Findings

Determining the findings of a survey can be viewed as distinguishing the relationships between single variables in a data set ("Response Rates & Surveying Techniques," 2009). There are a number of analytic tools that can analyze data and determine the findings of a survey. Tools such as Python, MatLab, and Microsoft Excel are all common computer programs that allow for data to be extracted and analyzed by the user. Multivariate analysis, which determines how a number of variables influence and relate to one another, often reveals the most useful findings. Determining and defining the relationships between different variables inside of the survey provide insight into the target audience's attitudes, knowledge, or thoughts on a specific topic. Additionally, survey findings are essential to the future creation of a solution or proposal that can address maladaptive areas inside of a business or company.

Sharing Findings with Respondents/ Target Audience

Once the survey findings have been reviewed by the survey creators, it is then the surveyors' responsibility to present findings to the respondent audience (Fisher et. al. 2008, "Strategic Use of Employee Surveys," 2003). For this reason, some businesses and companies have senior or upper level management oversee the entire surveying process through the sharing of findings with the polled audience (Wright & Schwager, 2008). According to Wright and Schwager, having a known leader inside of a business, company, or service providing institution implement and advertise the survey has been shown to elicit overall higher response rates to present and future surveys. Communication is essential in every step of the surveying process, even when the survey itself is complete. Following up with the target audience reaffirms that each respondent's participation was considered and potentially used to create new incentives, proposals, or other supplements for a business or company ("Employee Surveys," 2013).

Definition and Implementation of New Business Supplements or Employee Incentives

Surveys prove to be most effective when owners, managers, or lead surveyors create proposals that incentivize actions that increase productivity. Defining new business supplements and employee incentives is centrally contingent upon analyzing the gathered data and looking at how different relationships among variables impact and reflect one another (Honisch, 2009). Relationships amongst survey variables provide insight into the inner workings of businesses and companies that might not be able to be distinguished upon superficial examination. This aforementioned insight additionally

serves towards the effective creation of successful business supplements and employee incentives based upon empirical findings. Following the definition and creation of new proposals and programs, putting them into action is essential. Implemented programs should be assessed to determine whether or not they were successful.

Survey Bias

Question Content

What Should be Addressed in Questions?

Employee surveys should focus primarily on the aspects that the leaders inside of a company are most concerned about. It is common for employee surveys to focus on employee satisfaction. Factors that impact employee satisfaction attitudes, burnout tendencies, enthusiasm, reliability, work environment, and knowledge of the market are generally assessed. Questions can ask if employees feel that they are well informed about company news, are heard by upper management, have all necessary resources to complete their job, and if their skills are properly used by their tasks. In addition, questions can address whether or not the company respects employees' personal lives, rewards employees, and if employees believe they could earn a promotion. In general, employee surveys should ask certain basic questions about diversity, training, company policies, and job benefits. Lastly, the survey should ask demographic questions that will be useful when analyzing data. These questions ask for each employee's age, race, gender, highest education, job level, and number of years at the company (Smith, 2013).

Response Bias

Response bias may cause the results of a survey to falsely show that the sampled population has a more positive or satisfactory opinion about the topic of concern. Ensuring anonymity on the survey is the main way to reduce response bias.

Leading and Loaded Questions

Questions presented in a questionnaire should be neutral and objective. Leading and loaded questions are two types of questions that are perceived as subjective rather than objective. A leading question is worded in a way that guides the respondent to a specific answer. A loaded question is worded in a way that indirectly impacts the respondents' pride ("Smart Survey Design," 2013). These questions undermine the respondents' opinions by appealing to their emotions rather than knowledge. Loaded questions may also be perceived as threatening.

Socially Desirable Responding

Socially Desirable Responding (SDR) occurs when respondents present themselves in ways that are considered socially normal. This may cause the respondent to over-report or underreport, depending on the topic and environment (Baumgartner & Steenkamp, 2006). The two main factors are impression management and self-deceptive enhancement. Impression management is when one person presents him or herself positively; this is based more on the situation. Self-deceptive enhancement is when a person is honest about his or herself and action yet is positively biased; this is based more on personality (Baumgartner & Steenkamp, 2006). This form of response bias can either be directed to specific topics or the survey in its entirety. Ensuring anonymity can

control SDR (Baumgartner & Steenkamp, 2006). The impact of SDR on a sample population's response data comes down to the individuals' differing personalities.

Acquiescent Responding

Acquiescence occurs when a respondent has a tendency to agree, regardless of subject, and is often considered a personality trait. Most acquiescent people answer questions in "'impulsive acceptance'" or "'uncritical agreement.'" Research has found that there is negative correlation between acquiescence and respondents' levels of education, income, and race; respondents with less education, low income, and minorities are more likely to be acquiescent. Research has also found that the ambiguity of content, uncertainty, and/or situational factors during which the respondent is taking a survey may be triggers for acquiescence. The biasing effect of acquiescence can be controlled but not eliminated by using balanced, or equal parts positive and negative wording on a survey, making questions comprehensive, and encouraging respondents to take surveys away from distractions (Baumgartner & Steenkamp, 2006).

Extreme Response Style

Extreme Response Style (ERS) occurs when a respondent tends to agree with the most extreme response options regardless of subject. ERS is often found in respondents that have a need for high levels of certainty in an uncertain environment, high anxiety, deviant behavior, and low cognitive development. As is the case with acquiescent responders, there is negative correlation between ERS and respondents' level of education, income, and race; however, there is also a significant positive correlation with age, since children are more likely to respond using ERS. ERS can be controlled by

using multiple-choice formatting and by reducing the length of scales on questions formatted with scales (Baumgartner & Steenkamp, 2006).

Midpoint Responding

Midpoint Responding (MPR) occurs when the respondent habitually favors the middle of a scale or middle ground on a subject. Little research has been conducted on MPR; however, it is believed that respondents who use MPR are characteristically evasive, indecisive, and indifferent. Eliminating the middle response option or allowing the option of "don't know" may control MPR; however, research has not confirmed that these methods are effective (Baumgartner & Steenkamp, 2006).

Other Forms of Response Bias

Other forms of response bias include negative affectivity, leniency, and consistency. Negative affectivity occurs when a respondent's negative nature is present in his or her responses. Leniency refers to a respondent's tendency to positively support a person or subject they know well. For example, some employees believe they may be punished for voicing their opinions to their employers. Consistency refers to a respondent's tendency to respond based on his or her memories, perspective of the present, predictions of the future (Baumgartner & Steenkamp, 2006).

Nonresponse Bias

Nonresponse bias is often found when respondents differ greatly from non-respondents ("Bias in Survey Sampling"). Generally, nonresponse bias pertains to the reasons why respondents might not complete a survey. Some factors, apart from the content of survey, that could cause an employee not to respond to a survey include the

environment in which the employee has to take the survey, excess workload, legal and regulatory requirements, extensive security within the company, and the respondent's position within the company (Fisher et. al., 2008). If an employee is hard to contact, overworked, or disconnected from the company, it can be difficult to motivate him/her to complete a survey. Also, the method of distribution used may not be practical or convenient for the survey; for example, some workers may not have access to the Internet. Another factor that can impact nonresponse bias is demographics. A study completed by David Walonick, found that single men and the less educated typically have the lowest response rates.

The structure and content of the survey are other factors that can increase nonresponse rates. If the survey is demanding or too general, then respondents may not be willing to spend time completing the survey (Fisher et. al., 2008). Potential responders may perceive certain questions on a survey to be insensitive or aggressive (Fairfax County Department of Neighborhood and Community Services, 2012). Most importantly, the employee may believe that actions will never be taken with the information obtained; thus, making completion of the survey trivial (Lloyd, 2013).

Response rates

Response rates determine what percentage or proportion of the surveyed population can be accurately spoken for. Response rates are dependent on the quality of survey and how well the surveyor understands the potential for nonresponse bias within the survey's results ("Response Rates - An Overview," 2013). Research has found that surveys conducted in-person and by phone have the highest response rates with around

80%-85%. Mail surveys have an average response rate of 50%-70%, followed by email surveys with an average of 40%-60%, and online surveys with an average of 30% ("Response Rates," 2011). However, another study conducted by researchers at Oklahoma State University showed that web surveys had the greatest response with 44.21% followed by mail surveys with 26.27% and fax surveys with 17.0% (Cobanoglu, et. al., 2000). This discrepancy shows that response rates vary greatly from survey to survey.

Why Do People Participate in Surveys?

People are motivated to complete surveys for different reasons. Some people like to voice their opinions on interesting topics, especially when they think they are helping a cause; however, others may solely want the incentive. Lastly, there are those people who simply enjoy taking surveys (Gemmell, 2009).

Factors That Increase Response Rates

This section of the review highlights a number of factors that have been shown and previously discussed to significantly impact response rates of implemented surveys. These factors should be taken into consideration throughout the entirety of the design, distribution, and analysis steps of a survey.

Factor #1: Incentives – Displaying the potential benefit of completing a survey to the respondent greatly increases response rates. Incentives do not have to be entirely monetary; they can be lottery based and still prove to be effective.

Factor #2: Length – Every survey should be written to be as concise as possible. Additionally, the questions should be written to be completely devoid of ambiguity so

that respondents do not have to guess or assume what the surveyor is asking. These actions gather more complete responses and produce surveys with fewer questions left blank or unanswered.

Factor #3: Contacts –The number of contacts the surveyor has made to the hopeful respondents has proven to increase response rates. A notification prior to the distribution of the survey and a number of follow-up reminder messages yields better response rates. If the sample pool is going to be surveyed again, particularly in the near future, providing thank you or other notices of appreciation increase response rates on future surveys.

Factor #4: Personalization of Survey – Personalizing surveys yields an increase in response rates, as it calls the respondent to action. It should be noted that when designing online surveys, having too many open response or "free response" boxes decreases the response rates, as participants assume it will take too long to complete.

Factor #5: Topic Salience – Creating multiple surveys or attachments to surveys that are tailored to respondents' specific work has been shown to increase overall response rates. This factor increases personalization of the survey and also increases the potential to maintain the respondents' interest and focus throughout the whole survey.

Factor #6: Share survey results with participants and explain future actions to be taken – Sharing the information gathered from a survey with the respondents that participated increases future response rates in later surveys. When employees, or a target audience, are aware that surveyor(s) are implementing new policies or different actions in response to survey data analysis, future response rates to surveys tend to increase.

Factor #7: Design your survey from the perspective of the respondents – This factor aligns with salience, but adds the aspect of making sure the questions and inquiries are short, concise, and devoid of ambiguity. In designing a survey, the surveyor should consider characteristics of respondents, such as literacy level, experience, and knowledge of topics in the survey. Additionally, pre-testing a sample of the target audience allows for the creation of questions more suited to the respondent pool.

Factor #8: The impact of who distributes the survey – Having a known superior/leader distribute a survey inside of a business tends to increase response rates compared to a hired survey company or other surveying entity. Additionally, this factor generally decreases the amount of omitted questions by respondents and yields more full and concrete free-response questions in the survey.

Factor #9: The Expectation of Implementing/ Acting upon Survey Results – All employee surveys, whether they are determining general attitudes or specific information, create the expectation that the surveyor, or upper-level management, will implement the survey findings through some kind of action plan that is beneficial to the employees. When action is not taken, distrust and negative attitudes or feelings can be harbored towards future surveys, decreasing response rates and increasing respondent bias.

Factor #10: Pre-testing and correcting the survey – To ensure the design process is as effective as possible in eliciting the desired information from the audience, pre-testing the survey with a select pool of individuals from the target audience helps to identify where there are potential problems with the questions and general layout of a survey.

This action will allow for the survey designers to determine whether or not questions are eliciting the desired information.

Appendix C
Minutes of GDOT Leadership and Study Team Meeting

Meeting Minutes
Review of GDOT's Organization Evaluation Process by Examining Current Employee Survey and Other State DOTs Methods – Phase I

Leadership Team Meeting
Commissioner's Conference Room 22nd Floor
One Georgia Center
600 West Peachtree St. NW
Atlanta, GA 30308

Monday, April 29, 2013
9:00a.m. – 10:00p.m.

Attendance:

Stephan Durham (UGA Engineering)
Scott Smith (UGA)
Alma Mujkanovic (GDOT)
Angela Whitworth (GDOT)
Todd Long (GDOT)
Karen DeMeester (UGA –Evaluation)
Angela Alexander (GDOT)
Matt Cline (GDOT)
Keith Golden (GDOT)
Russell McMurry (GDOT)

1. **Welcome and Introductions**
   Welcome given by Stephan Durham of the University of Georgia's College of Engineering. The project Study Team were introduced: Stephan Durham (UGA College of Engineering), Karen DeMeester (UGA Program Evaluation Group), Scott Smith (UGA College of Engineering Student Researcher), and Shenell Robinson – not in attendance (UGA College of Engineering Student Researcher). All the attendees introduced themselves and their role within GDOT.
2. **Question and Answer with the Leadership Team**
   Karen DeMeester began the question and answer session with the leadership team by discussing the need for employee surveys including how they are used and their benefits. Surveys can be used to measure more than employee satisfaction. They can be used to reveal employee perceptions and beliefs and to identify factors that potentially influence employee performance and retention. The survey findings enable leaders to make more informed decisions about policies and initiatives to create a highly motivated, high performing, and stable workforce.

   Commissioner Keith Golden asked the question "How do you get around the topic of compensation," stating that that topic has been a major issue for employees. In addition, Commissioner Golden discussed the general belief that employees largely

care about three things: compensation, healthcare, and increased cost/quality of living.Also, a concern was expressed that employees may not believe, or feel, that the Leadership Group can greatly change their current condition.

Deputy Commissioner Todd Long expressed three keys to employee happiness:

- Satisfaction with the work he or she is doing and the feeling that the work is making a difference or impact.
- The employee enjoys the environment and people he or she works with on a daily basis.
- There is a sense of job security in the position an employee is holding.

Angela Alexander added an additional key to employee happiness: employees experience satisfaction when they feel as though they are applying the technical skills they've gained through a degree and/or have honed through experience over time.

The Study Team asked a series of questions to clarify what the Leadership Team wanted to learn from the survey (i.e., the purpose, intent, and focus of the survey). Questions were grouped into three themes:

- Purpose of Conducting the Survey
- Reporting Requirements and Expectations
- Logistics of the Survey

Purpose

a. **Moving forward with the development of a new employee survey instrument, what would the GDOT Leadership Group view as their purpose for conducting the survey? What information is hoped to be learned or uncovered from survey responses?**

The following items were identified as results desired from the survey:

- GDOT Policies
- GDOT Procedures
- What type of training/certifications do employees feel they need?
- What GDOT programs do employees wish were available?
- What GDOT programs do employees wish were brought back?
- Determine what the best employee incentives would be and how to implement them.

Chief Engineer Russell McMurry mentioned that this survey should be presented in a way where "it is the Leadership Team wanting to understand GDOT's employees" as opposed to a survey to find out what employees know about

their supervisors and the Leadership Team. This philosophy drew positive responses among the group.

b. **What are some of the challenges or issues GDOT encounters, such as safety concerns, work conditions, work space, etc…, that may not be directly related to employee satisfaction but that employee feedback could help management better understand and address?**

Several items were identified as challenges that the Leadership Team felt were important to address:

- What are solutions to employee work environment?
- Determine and eventually employ the most effective means of communication between the Leadership group and district employees and middle management.
- What are employee challenges? (What would employees change in their job…do they feel "locked" into the same position?)
- To understand what employees of different ages value in their job and work environment.

<u>Reporting</u>

a. **At what level does GDOT what to collect information?**
   - **How specific does GDOT want to go in terms of employee classification and location within GDOT (division/office/district/etc…)?**
     - It was mentioned that it was desirable to drill down to the levels that are currently being reported.
   - **Why does GDOT want to collect information at this particular level? How will this information be used?**
     - The survey has been and will continue to be used to identify which groups are having issues. It has been used to follow up on concerns and whether things are being fixed.

b. **What does the Leadership Group feel is the benefit of sharing the survey results across divisions, offices, districts, etc…?**
   - **How would the Leadership Group like to see the results disseminated? Disseminated to all employees regardless of classification or only provided to specific leaders and supervisors within GDOT?**
     - It was felt that the results should be disseminated to appropriate supervisors and managers such that they can follow up on concerns, the need for resources, etc…
     - With dissemination to supervisors and mangers, they are able to take on some level of accountability; however, some factors cannot be controlled.

- It was mentioned that middle management needs to be a focus area since this is where implementation occurs and messages are being sent through this group from upper GDOT leadership.

c. **How does the Leadership Group feel about the use of different surveys for different employee levels?**
   - The possibility of two surveys was expressed, giving one survey to employees working in the General Office and another to the employees in the Districts.
   - It was expressed that employees should not have to answer questions regarding offices and individuals of which they are not knowledgeable. The survey could be developed so that employees are asked to provide information on aspects of GDOT that they know about (i.e., their group or office, supervisor, co-workers, GDOT as a whole, etc… excluding questions about individuals that they may not know).

Logistics

a. **How often would the Leadership Group like to receive the desired information that the survey hopes to produce?**
   - **Each year? Every other year? Etc….**
     - A period of two years for conducting the cycle was mentioned. This time seemed an adequate amount of time in order to develop, implement, and see results of initiatives from the previous survey.

Commissioner Golden noted the need for a completely new survey. Angela Alexander expressed that the past survey could be completely tossed out and the new survey replace it. Karen DeMeester noted that the new survey could be consistently adapted every two years to glean the data and information desired for GDOT employees while some questions could be kept to provide for longitudinal survey results.

3. **Open Discussion / New Ideas**

   There was an open discussion on the creation of a focus group. It was mentioned that the Employee Advocacy Group could serve the role of this focus group. In addition, Bayne Smith could serve to represent the district offices in this focus group.

4. **Meeting Summary**

   At the conclusion of the meeting, it was confirmed that GDOT should develop a new survey aimed at "wanting to understand its employees." This survey, conducted every two years, would need to focus on middle management since this is the level at which implementation occurs and where messages from the Leadership Team are being sent through to the majority of GDOT's employees. The survey should serve to gain knowledge of employees' perceptions of policies, procedures, new and old

programs, and availability of training/certifications as well as to identify any concerns across groups or offices providing a mechanism for following up whether issues have been resolved. Ultimately, the new survey will serve to provide the GDOT with the information needed to improve work environment, raise employee morale, and identify and implement new initiatives beneficial to the organization.

5. **Adjournment**

   The meeting was adjourned at 10:00a.m. No future meetings were scheduled.

   Distribute: SD, KD, SS, SR, AA, AM, SK, GDOT Leadership Team

Appendix D
Employee Advocacy Team Focus Group Agenda

Focus Group Meeting – Tuesday, June 18, 2013, 10:00a.m. – 10:30a.m.

Meeting Introduction - DeMeester

The organization is very committed to getting your feedback and input and they want to be able to respond to you the best they can. We are here today to find out your experiences with the existing survey.

Your responses today will remain confidential among the participants in this group and that of the Study Team. The discussion today will be used by the research group (UGA) to improve the survey and process for GDOT.

As a follow up to this meeting, we plan to send you all an optional on-line survey to provide you an opportunity to provide additional comments beyond this meeting as well as provide comments and responses that you may wish to provide outside of this meeting setting. The responses from this optional survey will be anonymous and the responses will not be shared with GDOT, only used by the Study Team.

Focus Group Questions

1. Do you feel the information from the surveys is being used? **– Durham**
    a. How do you feel the information is being used?

2. What is your process for taking the survey? - **Smith**
    a. How are you notified to take the survey?
    b. When do you normally complete the survey (during work hours, lunch, after work)?
    c. What influences you to take or not take the survey?

3. What is your perception of the survey process? - **DeMeester**

4. How do you feel the survey and process could be improved? - **Smith**

Appendix E
Survey of Other State Departments of Transportations

Department of Transportation Survey

The purpose of this survey is to learn more about how your state Department of Transportation (DOT) collects and uses employee information in an effort to identify best practices and potential approaches for the "Georgia Department of Transportation" to adopt.

Thank you for your assistance.

✱1. Name of your state:

✱2. Approximately how many employees does your DOT have?

- less than 3,000
- 3,000-3,999
- 4,000-4,999
- 5,000 or more

✱3. Does your DOT survey its employees?

- Yes
- No

If no, does your DOT use another method for collecting information from its employees?

4. Does your DOT have more than one employee survey?

- Yes
- No

If yes, please describe each of the surveys.

5. How often do you administer your employee survey(s)?

- ◯ Annually
- ◯ Every 2 years
- ◯ Every 3-5 years
- ◯ Every 6 years or more

6. How do employees complete the survey(s) (check all that apply)

- ☐ Online only
- ☐ Hard copy only
- ☐ Either online or hard copy

Other (please specify)

Other (please specify)

7. What type of information do you collect on your survey(s)? (check all that apply)

- ☐ Employee level of job satisfaction
- ☐ Employee opinions of supervisors
- ☐ Employee opinions of organizational policies and/or procedures
- ☐ Employee recommendations for improvements
- ☐ Employee opinions on what motivates or incentivizes high performance
- ☐ Employee opinions about what challenges and obstacles influence their work
- ☐ Employee beliefs and concerns about the overall organization

Other (please specify)

8. Who is provided results of the survey(s) findings? (check all that apply)

- [ ] DOT Leadership Administrators
- [ ] Division Leaders
- [ ] Supervisors
- [ ] Employees

Other (please specify)

9. How are the findings disseminated?

10. How have the findings from your employee survey(s) been used?

11. Would you be willing to share your employee survey(s)?

- ○ Yes
- ○ No

If yes, please email a copy or link to the survey to 1survey@uga.edu.

Contact Information for Other State Departments of Transportation

State	Department Contact
Alabama	aldotinfo@dot.state.al.us
Alaska	EmployeeCallCenter@alaska.gov
Arizona	HREMP@azdoa.gov
Arkansas	Crystal.Woods@arkansashighways.com
California	Lydia.Lewis@dot.ca.gov
Connecticut	vicki.arpin@ct.gov; wanda.seldon@ct.gov; patricia.dephillips@ct.gov
Delaware	dotpr@state.de.us
District of Columbia	ddot@dc.gov
Florida	lawrence.ferguson@dot.state.fl.us; karen.jones@dot.state.fl.us
Hawaii	dotpao@hawaii.gov
Idaho	tj@consultantoasis.org
Indiana	indot@indot.in.gov
Kansas	publicinfo@ksdot.org
Louisiana	Nita.Chambers@la.gov; susan.pellegrin@la.gov; Sharon.Gonzales@la.gov
Maine	humanres.mainedot@maine.gov; exec.mainedot@maine.gov
Maryland	ksaab@mdot.state.md.us
Michigan	KirschenbauerT1@michigan.gov
Minnesota	sue.mulvihill@state.mn.us; christine.fisher@state.mn.us
Missouri	lester.woodsjr@modot.mo.gov; tomikia.chalmers@modot.mo.gov
Montana	brabe@mt.gov; kvert@mt.gov
Nebraska	geri.waechter@nebraska.gov; rachelle.rhoades@nebraska.gov
Nevada	PublicRecordsRequests@dot.state.nv.us; kchambers@dot.state.nv.us; mkumar@dot.state.nv.us
New Hampshire	jankenbrock@dot.state.nh.us

State	Department Contact
New Mexico	Melissa.Dosher@state.nm.us; Stefan.Kosicki@state.nm.us
North Carolina	afaulk@ncdot.gov; agcobb@ncdot.gov; msmatthews@ncdot.gov
Ohio	Nick.Nicholson@dot.state.oh.us; Deborah.Sauer@dot.state.oh.us
Oklahoma	humanres@odot.org
Oregon	Williet.m.hogue@state.or.us
Pennsylvania	penndot_webmaster@pa.gov
Rhode Island	ktravers@dot.ri.gov
South Carolina	MontsMG@scdot.org
South Dakota	peggy.laurenz@state.sd.us; kristi.sandal@state.sd.us
Tennessee	Delaine.Linville@tn.gov; Jerri.Holland@tn.gov
Utah	ccibrian@utah.gov
Vermont	don.robbins@state.vt.us
Washington	KinneyJ@wsdot.wa.gov; hernans@wsdot.wa.gov
West Virginia	jeff.j.black@wv.gov; Brent.H.Walker@wv.gov
Wisconsin	opa.exec@dot.wi.gov

Examples of Other State Departments of Transportation Employee Surveys

Indiana DOT

Employee Engagement Survey 2013

Thank you for your time in completing this short survey. Your feedback is important to us as we strive for continuous improvement.

Kim Pearson, Human Resources District Commissioner

1. How long have you worked at INDOT?

- ◯ Less than 6 months
- ◯ 6 months up to one year
- ◯ 1 - 3 years
- ◯ 4 - 6 years
- ◯ 7 - 10 years
- ◯ 11 - 15 years
- ◯ More than 15 years

2. Which of the following best describes your position?

- ◯ Employee
- ◯ Supervisor/Manager
- ◯ Director/Executive

3. I am a.....

- ◯ Central office employee
- ◯ District office employee

4. Please respond to each statement.

	Yes	Somewhat	No
I have a good understanding of INDOT goals and values.	○	○	○
My job expectations and goals have been clearly set for me by my manager.	○	○	○
My agency demonstrates a commitment to a performance-based culture.	○	○	○
I understand the skills and competencies needed for continued growth in my job/career.	○	○	○
I have adequate opportunities for professional growth in this agency.	○	○	○
My supervisor gives me ongoing feedback that helps me improve my performance.	○	○	○
My manager encourages self-development.	○	○	○
There is a high degree of consistency between what is said and what is done.	○	○	○

Comments

5. Please respond to each statement.

	Most of the time	Sometimes	Seldom
I feel my job is significant towards the accomplishment of the agency's goals.	○	○	○
I feel well-informed about agency decisions.	○	○	○
My work gives me a feeling of personal accomplishment.	○	○	○
In a typical week, I often feel stressed at work.	○	○	○
I feel I am valued at work.	○	○	○
My manager respects the views of people like me.	○	○	○
I look forward to going to work.	○	○	○
I feel part of a team working toward a shared goal.	○	○	○
My job makes good use of my skills and abilities.	○	○	○

Comments

6. I am able to maintain a reasonable balance between work and my personal life.

○ Most of the time.

○ At least 50% of the time.

○ Not very often.

Comment

7. I have plans to leave the agency within the next year.

○ Yes

○ No

8. You answered YES to leaving the agency within the next year. Please indicate your reasons.

- ◯ I plan to retire.
- ◯ I plan to leave for another job.
- ◯ I am disatisfied, but I'm not sure of my plans.

Comment

9. I would recommend working for INDOT to others.

- ◯ Definitely
- ◯ Most likely
- ◯ Not likely
- ◯ Never

Recognition is broadly defined as any (monetary or non-monetary) acknowledgement of individual work including verbal praise, public or private recognition, Thanks cards, certificates, recognition events, bonus program, etc.

10. At INDOT...

	Yes	Sometimes	No
My manager supports and practices recognition.	○	○	○
There is a high degree of consistency between what is said and what is done.	○	○	○
Managers have the resources available to facilitate recognition activities.	○	○	○
Recognition activities and events are common.	○	○	○
Non-monetary recognition is widely used.	○	○	○
There is a widespread understanding of the business benefits of recognition.	○	○	○
It is easy to give recognition.	○	○	○

11. I am aware of the Core 4 values.

○ Yes

○ No

Comments about the Core 4 Values

12. The things I like most about my job are:

- [ ] My hours
- [ ] The health and pension benefits
- [ ] Savings options (Annuity Savings Account, Hoosier Start, College Savings, etc.)
- [ ] Paid time off (holiday, sick, vacation and personal days)
- [ ] Work colleagues
- [ ] My supervisor
- [ ] The work I do each day
- [ ] The growth opportunities
- [ ] Potential for advancement
- [ ] I feel appreciated

Other (please specify)

13. INDOT could better help me do my job by:

14. If you are in a position where you do not have easy access to a computer during the work day, would you be interested in using your personal email so you could be put on an email distribution list for INDOT related messages? This would enable you to access INDOT messages from a home computer or anywhere you access your personal email.

- ◯ Yes
- ◯ No
- ◯ Does not apply to me

Comments

Thank you!

We value your time and appreciation you providing this important feedback!

Nebraska DOR

Employee Satisfaction Survey April 2011

Instructions: Complete all 26 statements by circling the number that most closely expresses your level of agreement. Please provide any comments or suggestions for improvement you may have regarding each section.

1. Strongly Disagree
2. Disagree
3. Agree
4. Strongly Agree

Work Environment	Strongly Disagree	Disagree	Agree	Strongly Agree
1. I have the materials and equipment to do my job right	**1**	**2**	**3**	**4**
2. My physical work environment is satisfactory	**1**	**2**	**3**	**4**
3. I feel safe in doing my job	**1**	**2**	**3**	**4**

Comments or suggestions for improvement concerning your work environment:

Supervisor (your immediate Supervisor) **and Management** (anyone above your immediate supervisor)	Strongly Disagree	Disagree	Agree	Strongly Agree
4. I am satisfied with my supervisor's overall skill and ability.	**1**	**2**	**3**	**4**
5. I receive adequate training to do my job effectively	**1**	**2**	**3**	**4**
6. I receive recognition or praise for good work	**1**	**2**	**3**	**4**
7. Management communicates with openness and honesty.	**1**	**2**	**3**	**4**
8. Management is sincerely interested in employee well-being.	**1**	**2**	**3**	**4**

Comments or suggestions for improvement concerning supervisors or management (section head through division head):

Communication

	Strongly Disagree	Disagree	Agree	Strongly Agree	
9. I receive the information I need to do my job	**1**	**2**	**3**	**4**	
10. I regularly receive feedback about my job performance	**1**	**2**	**3**	**4**	
11. I know what is expected of me at work	**1**	**2**	**3**	**4**	
12. I have adequate access to information via the Department's computer systems	**1**	**2**	**3**	**4**	
13. Information is freely shared within my division or district	**1**	**2**	**3**	**4**	
14. I receive information on a timely basis to do my job	**1**	**2**	**3**	**4**	
15. Communication has improved within my work area in the last year. . .	**1**	**2**	**3**	**4**	*N/A*

Comments or suggestions for improvement concerning communication:

Employee Engagement

	Strongly Disagree	Disagree	Agree	Strongly Agree
16. I look forward to coming to work.	**1**	**2**	**3**	**4**
17. I am provided opportunities to improve my job skills.	**1**	**2**	**3**	**4**
18. At work, I have the opportunity to do what I do best every day.	**1**	**2**	**3**	**4**
19. The work I do is important.	**1**	**2**	**3**	**4**
20. Most of the time, I find my work to be satisfying and rewarding.	**1**	**2**	**3**	**4**
21. At work, my opinions seem to count.	**1**	**2**	**3**	**4**

22. The work I do contributes to achieving the NDOR's mission, to "*provide and maintain, in cooperation with public and private organizations, a safe, reliable, affordable, environmentally compatible, and coordinated statewide transportation system for the movement of people and goods.*"	**1**	**2**	**3**	**4**

Comments or suggestions for improvement concerning employee engagement:

Continuous Improvement and Overall Satisfaction	Strongly Disagree	Disagree	Agree	Strongly Agree	
23. Within my division/district, we strive for continuous improvement. . .	**1**	**2**	**3**	**4**	
24. I would recommend the NDOR to family and friends as a good place to work.	**1**	**2**	**3**	**4**	
25. I am a satisfied employee of the NDOR	**1**	**2**	**3**	**4**	
26. The NDOR is a better place to work now than one year ago.	**1**	**2**	**3**	**4**	*N/*

Comments or suggestions for improvement concerning continuous improvement and overall satisfaction:

The following information is being collected for analysis purposes only. By responding, you will help us identify areas where we are strong and where improvement is needed. Your individual responses to this survey will remain anonymous. An aggregate summary will be shared with Department management for distribution.

1. How many years have you been an NDOR employee? *(Circle one)*

a)	Less than 5 years

b)	6 to 10 years
c)	11 to 15 years
d)	16 years or more

2. From the following descriptions, please choose the one that best describes your job
with the NDOR.

a)	Administrative
b)	Engineering
c)	Maintenance
d)	Construction
e)	Clerical

3. Are you a…

a)	Permanent Full-Time Employee
b)	Part-Time Employee
c)	Temporary Employee

4. Please provide your Division Name or District Number:

_____

Thank you for completing the survey! To return your completed survey, fold the survey in half *[horizontally], staple,* and place in the Department's inter-office mail. Interoffice mail envelopes have been provided to District Administrative Assistants for an extra layer of confidentiality if you prefer.

Return To:

Jane Sutherland

Measurement Coordinator

Planning Division

Materials & Research Building

New Hampshire DOT

Here's a copy of our 2012 survey. We have conducted three so far—2008, 2010, and 2012 and have had around a 50% response rate for all three. Not entirely if this was the final letter we used, but the rest is correct…..

Jen Graf
Training and Development Manager
NHDOT
7 Hazen Drive
Concord, NH 03302
603-271-8025

New Hampshire Department of Transportation Employee Survey
Follow-up Summer 2012

August 20, 2012

Dear DOT employee:

In 2008, when I was serving you as Deputy Commissioner, the first Department-wide survey was conducted to solicit employee feedback and gauge the overall working climate at the New Hampshire Department of Transportation. We had a very good survey return at that time. You assisted us with establishing the direction of the NHDOT by identifying issues that were most important to our employees. This was followed by another survey in 2010 where you provided us with more feedback and some fresh, innovative ideas about running the Department more efficiently and effectively. This survey also had a very good return. One important outcome was the growth of a Lean approach at NHDOT. The simplest definition of Lean is the attempt to work on a process so that the end product takes less time and money, thus providing effective customer service to taxpayers. The Department has always had a culture of innovation from one end of the state to the other, but Lean provides an infrastructure for innovation. Since 2010, Lean projects both large and small have been in place, ranging from a computer application allowing truck company owners to obtain their oversize/overweight permits quickly, to cutting down the time in getting plow trucks ready for winter, to making better use of the scrap lumber in our right-of-ways.
The NHDOT, like most state agencies, has seen tremendous change over the last two years. Tough economic times have continued to change many of our lives professionally and personally. All of us have gained two more years of experience, while some long-term employees have retired. Our newest employees also deserve an opportunity to share their thoughts. Quite simply, we want to know where you are now and help point us in the direction we need to take.
We are looking for a great response to this survey. We've included some useful information—answers to "frequently asked questions" and contact information. Please take

the time out of your workday to thoughtfully complete the survey. We look forward to seeing what you have to say.
Sincerely,
Christopher D. Clement, Sr.

Commissioner

Frequently Asked Questions

Q) Why should I do this? What difference will it make?

A) The purpose of this survey is to encourage every employee to have an opportunity to comment on the department's work climate and to seek ways to improve work relationships and operations. You may have that one good idea that could save money, improve public safety, and make the department the best place to work in the state.

Q) What if I don't have an email account?

A) Paper copies will be made available and can be mailed directly to the survey company in a self-addressed stamped envelope that will be provided by the Department.

Q) What is going to be done with all this information?

A) Information from multiple-choice questions will be compiled and compared to the previous survey's data. Comment questions will be used as a mechanism for creating initiatives to help all of us run the Department more efficiently and effectively.

Q) When can we expect to see action resulting from this survey?

A) Items identified by the survey will be categorized then prioritized. Employees will be notified and kept informed about the identified priorities.

Q) With all the information I have to give, how can this be confidential?

A) An independent survey company will process all the surveys. As part of their contract, they will not be able to identify individual employees (ie; who responded and who did not, name, email, or specific location). The survey itself was crafted in a way to allow employees to remain anonymous. Although there are some questions that categorize respondents, this was done to gather responses by similar work groups. A confidential employee will read your comments, but will be unable to determine your name. Paper surveys will be returned by self-addressed stamped envelopes rather than returned to a supervisor or sent through Interdepartmental mail.

Q) Who do I contact with any questions?

A) Primary contact is Email address Employee Survey (Employeesurvey@dot.state.nh.us) or Jen Graf at 271-8025.

New Hampshire DOT
Department of Transportation

New Hampshire Department of Transportation
Employee Survey August 2012

Questions marked with an asterisk (*) are required for demographic information and for accuracy in multiple choice questions. Please complete all questions as marked.

1. ***Which Bureau are you a member of?**

- ☐ Bridge Maintenance
- ☐ Mechanical Services
- ☐ Traffic
- ☐ Turnpikes
- ☐ Highway Maintenance-District 1
- ☐ Highway Maintenance-District 2
- ☐ Highway Maintenance-District 3
- ☐ Highway Maintenance-District 4
- ☐ Highway Maintenance-District 5
- ☐ Highway Maintenance-District 6
- ☐ Highway Maintenance-Bureau 58
- ☐ Bridge Design
- ☐ Construction
- ☐ Environment
- ☐ Highway Design
- ☐ Materials & Research
- ☐ Planning & Community Assistance
- ☐ Right-of-Way
- ☐ Aeronautics
- ☐ Rail & Transit
- ☐ Finance & Contracts
- ☐ Human Resources
- ☐ Stewardship & Compliance
- ☐ Labor Compliance
- ☐ Commissioner's Staff

2. ***How long have you been with NHDOT?**

- ☐ Less than 2 years
- ☐ Between 2 and 5 years
- ☐ Between 5 and 10 years
- ☐ Between 10 and 20 years
- ☐ More than 20 years

3. ***Which job level are you?**

- ☐ Non-supervisory
- ☐ Supervisory (you authorize leave and/or fill out an annual performance appraisal for an employee)

4. ***ORGANIZATION, TRAINING & DEVELOPMENT**

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

A. I have a clear understanding of the mission of NHDOT.

1 2 3 4 5

B. NHDOT supports us, the employees, in our mission.

1 2 3 4 5

Overall, NHDOT is interested in the welfare of its employees.

1 2 3 4 5

D. What I do contributes to the mission of NHDOT.

1 2 3 4 5

E. Working at NHDOT encourages me to be the best employee I can be.

1 2 3 4 5

5. What comments do you have about **Training & Professional Development** at NHDOT? Do you have specific suggestions?

6. ***INDIVIDUAL JOB SATISFACTION**

1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree

A. I have enough resources (people, equipment, tools, etc.) to do my job well.

1	2	3	4	5

B. I am involved in making decisions that affect my job.

1	2	3	4	5

C. I enjoy the work I do.

1	2	3	4	5

D. I take pride in my work.

1	2	3	4	5

8. ***COWORKERS/TEAMWORK**

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

A. My work unit works well together.

1	2	3	4	5

B. The direct supervisor of our work unit provides good leadership.

1	2	3	4	5

C. Overall, I think employees recommend solutions rather than make criticisms.

1	2	3	4	5

D. Within my work unit, I believe that policies are administered consistently.

1	2	3	4	5

E. The members of my work unit treat each other respectfully.

1	2	3	4	5

1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree

E. I would recommend working at NHDOT.

1 2 3 4 5

F. I am appreciated for the work that I do.

1 2 3 4 5

G. I have or want to make NHDOT my career.

1 2 3 4 5

H. Compared to two years ago, my personal morale is higher now.

1 2 3 4 5

7. What comments do you have about **Individual Job Satisfaction** at NHDOT? Do you have specific suggestions?

1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree

F. I get the information that I need to work effectively with other work units.

1 2 3 4 5

G. I trust my coworkers.

1 2 3 4 5

H. There is a strong work ethic within my work unit.

1 2 3 4 5

I. Morale within my work unit is high.

1 2 3 4 5

J. The direct supervisor of our work unit shows appreciation for work well done.

1 2 3 4 5

K. Communication within my work unit is effective.

1 2 3 4 5

9. What recommendations do you have for creating a respectful work environment at DOT?

10. *EMPLOYEE MANAGEMENT RELATIONS

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

A. Within my work unit, my direct supervisor listens to employees.

1 2 3 4 5

B. Within my work unit, my direct supervisor responds appropriately to employees.

1 2 3 4 5

C. My supervisor understands my job function.

1 2 3 4 5

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

D. The expectations of my job are clear to me.

1 2 3 4 5

E. My supervisor acknowledges when I do a good job.

1 2 3 4 5

F. I am encouraged to present my ideas at work.

1 2 3 4 5

G. I receive constructive feedback from my supervisor.

1 2 3 4 5

H. I have confidence in the judgment of my direct supervisor.

1 2 3 4 5

I. My supervisor treats me with respect.

1 2 3 4 5

J. When I have a problem/concern I can go to my direct supervisor.

1 2 3 4 5

K. When appropriate, I am informed by my supervisor about changes that affect my work before the changes happen.

1 2 3 4 5

11. ***SAFETY**

1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
A. Safety is a priority at NHDOT.				
1	2	3	4	5
B. I have seen continuous improvement in safety.				
1	2	3	4	5
C. I do my work safely at NHDOT.				
1	2	3	4	5
D. I look out for the safety of my co-workers.				
1	2	3	4	5

1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
E. Established safety procedures are followed by Supervisors and Managers.				
1	2	3	4	5
F. When I bring up a safety issue it's taken seriously.				
1	2	3	4	5

12. What comments do you have about Safety at NHDOT?

13. ***HEALTH AND WELLNESS**

I have taken the Health Assessment Tool (HAT) Survey
O Yes
O No
O I haven't heard of the HAT

14. *I have participated in the following Department-sponsored wellness initiatives: (Please check all that you have participated in).

O Nutritional sessions	O Diabetes Prevention and Control Programs	O Wellness Fair
O High Blood Pressure Control	O Stress Reduction Programs	O Book Discussions
O Health Screenings	O Commissioner's challenge—tracking physical activity/exercise	O Tobacco Cessation Programs
O "Game On" Challenge Weight Loss Program	O Weight Watchers	O Webinars

15. What three things do you like **most** about working at NHDOT?

16. What three things do you like **least** about working at NHDOT?

17. What good idea(s) do you have for the NHDOT in your work area or system wide that would improve the quality of services and/or save money?

18. Please note any additional comments, questions or suggestions you would like to share.

North Carolina DOT

NCDOT EXIT SURVEY

This is the paper version of the employee exit survey for employees with no computer access. If you have computer access, please complete the online exit survey on Inside DOT. https://inside.ncdot.gov/forms/Pages/NCDOT-Exit-Survey-Instructions.aspx

The purpose of this survey is to gather information in an effort to identify issues and improve NCDOT's employment practices and work environment. Please complete each of the questions contained in the survey, choosing the answer that best reflects your experiences and opinions. The survey should take approximately 10-15 minutes to complete.

By completing this survey you are being asked to supply information to help NCDOT understand what factors led to your decision to end your employment. Your responses will be treated with strict anonymity. The responses will be compiled and analyzed for trends so NCDOT may determine what actions, if any, can be taken to improve employee retention.

Your participation in this survey is voluntary. There will be no adverse consequences should you decline to participate.

The following personnel may have access to the information you supply as part of the exit survey:

A. Your Individual Responses

1. Staff from NCDOT's Human Resources Department.
   Note: Under certain policies and regulations, Human Resources staff may be required to share information with the Secretary and COO who have a need to know. Examples include alleged policy violations, illegal activity, etc.
2. Persons or entities authorized by state or federal law.

B. Summary Data compiled from all or a subset of survey respondents

1. Staff from NCDOT's Human Resources Department.
2. Appropriate supervisors and administrators from NCDOT's departments.
3. Persons or entities authorized by state or federal law.

By proceeding, you acknowledge that you have read and understand the information outlined above and agree to supply some or all of the information requested in the questions contained within the Exit Survey.

☐ **I prefer to be interviewed by a member of NCDOT's HR staff. Please contact the HR Career Services Unit at (919) 707-4430, or email lmoser@ncdot.gov to schedule an interview.**

Section I – Demographics (Optional)

If you do not want to provide this information, please skip and go to next Section.
Please provide some personal information about yourself including job title, length of service with NCDOT and the department you are leaving.

Employee Name:

Job Title:

Last Date of Employment:

Gender: ☐Female ☐Male

Race/Ethnicity If you are multi-racial, please select one race you most closely identify with.

☐Asian or Pacific Islander ☐American Indian or Alaskan Native

☐Black ☐Hispanic ☐
White

Length of Service: ☐Under 2 years ☐2 but less than 5 years

☐5 but less than 9 years ☐9 but less than 15 years
☐Over 16 years

Most Recent Unit:

Section II – Satisfaction

You are being asked to do two things in the follow set of questions. First, please indicate your level of satisfaction with the various aspects of your job. You will use a 4-point scale that ranges from *very satisfied* to *very dissatisfied*. Secondly, please mark the bubble to the right if a particular item was a factor in your decision to leave NCDOT.

	Very Dissatisfied			Very Satisfied	Was factor in your departure
Personal Work Environment					
Personal Work Area	○	○	○	○	○
Work Location	○	○	○	○	○
Training and Development					
Opportunities for NCDOT Training	○	○	○	○	○
Opportunities for training through professional organizations or accredited schools	○	○	○	○	○
Management support for career development	○	○	○	○	○
Recognition for achievements	○	○	○	○	○
Performance evaluations	○	○	○	○	○
Opportunities for advancement in the unit you are leaving	○	○	○	○	○
Opportunities for advancement with NCDOT	○	○	○	○	○
Most Recent Position					
Understanding of my role and responsibilities in the department	○	○	○	○	○
Variety of work required in the job	○	○	○	○	○

Work Schedule (Hours of Work)	○	○	○	○	○
Ability to provide input into issues that affect my job	○	○	○	○	○

Most Recent Unit

Communication of unit goals	○	○	○	○	○
Communication of decisions affecting you	○	○	○	○	○
Management commitment to diversity	○	○	○	○	○
Treatment from coworkers	○	○	○	○	○
Level of teamwork within the unit	○	○	○	○	○
Level of cooperation with other units	○	○	○	○	○

Section II – Satisfaction, continued

	Very Dissatisfied			**Very Satisfied**	**Was factor in your departure**

Immediate Supervisor

Demonstrated fair treatment	○	○	○	○	○
Addressed my concerns	○	○	○	○	○
Welcomed my suggestions	○	○	○	○	○
Was accessible	○	○	○	○	○

Gave clear instructions	○	○	○	○	○
Fostered a productive work environment	○	○	○	○	○
Provided necessary resources to do my job	○	○	○	○	○
Provided frequent feedback on my job performance	○	○	○	○	○
Consistently applied policies	○	○	○	○	○
Made good use of my skills/abilities	○	○	○	○	○

`

Please provide the name of your supervisor (Optional):

When was your last performance review?

☐Less than 1 year ago ☐1-2 years ago ☐Check if this is a factor in your departure

☐Over 2 years ago ☐Never

	Very Dissatisfied			**Very Satisfied**	**Was factor in your departure**
Salary and Benefits (Total Compensation)					
Salary	○	○	○	○	○
Health Insurance	○	○	○	○	○
Dental Insurance	○	○	○	○	○
Wellness Program	○	○	○	○	○

Retirement Benefits	○	○	○	○	○

Overall

Communication of NCDOT goals	○	○	○	○	○
Communication of NCDOT policies	○	○	○	○	○
Work Experience at NCDOT	○	○	○	○	○
Opinion of NCDOT	○	○	○	○	○

Section III – Employee Retention Strategies

The next questions focus on employee retention and will help NCDOT understand what strategies it may take to retain its most valuable resource; its employees.

Please identify up to the top three reasons you are leaving NCDOT.

- ☐ Different position circumstances
- ☐ Excessive workload
- ☐ Family
- ☐ Health reasons
- ☐ Lack of recognition
- ☐ Lack of training opportunities
- ☐ Promotional opportunities
- ☐ Relocation
- ☐ Retirement
- ☐ Salary/Wage
- ☐ Supervisor
- ☐ Work location
- ☐ Work schedule (shifts)
- ☐ Work/Life balance
- ☐ Workplace culture and values
- ☐ Other (please specify)

What is your primary reason for leaving NCDOT?

What could have been done to keep you from leaving NCDOT?

If accepting a position with a different employer, what does the new job offer you that your job at NCDOT does not?

Section IV - Final Comments

Would you work for NCDOT again in the future?

☐Yes ☐No

Would you recommend employment with NCDOT to a friend or relative?

☐Yes ☐No

Would you recommend employment with any State agency to a friend or relative?

☐Yes ☐No If no, why not?

Thank you for your time and consideration for completing this survey. Your responses are important and will assist NCDOT in improving employment practices and the work environment. Please return this survey to Human Resources. The survey can be returned via the NCDOT Courier System, US Mail, Fax or Email.

For NCDOT Courier:

Attn: Career Services Unit
NCDOT Human Resources
Transportation Building
Raleigh, NC
For email:
lmoser@ncdot.gov
(Please scan document and put Exit Survey on subject line)

For US Mail:

Attn: Career Services Unit
NCDOT Human Resources
1517 Mail Service Center
Raleigh, NC 27699-1517
For fax:
919-715-3469

If you have any questions, please contact the NCDOT Human Resources Career Services Unit at (919) 707-4430 or email lmoser@ncdot.gov.

NCDOT - All Units

The results below reflect the unit's average score for each of the 32 rating statements included in the 2011 NCDOT Employee Engagement Survey. Scores are based on a 7-point scale in which 7 represents a strong level of agreement with the statement.	Unit Average *(7-pt. scale)*	NCDOT Average
Commitment to My Job	**5.65**	**5.65**
I know what is expected of me in my job.	6.17	6.17
I can see how the work I do makes a difference to NCDOT.	5.80	5.80
In my job I am able to do what I do best.	5.55	5.55
I am continuously learning new things in my job.	5.54	5.54
The work I do is challenging.	5.56	5.56
I get a sense of personal fulfillment from my work.	5.31	5.31
Commitment to My Immediate Supervisor	**5.19**	**5.19**
I get helpful feedback about my performance from my supervisor.	5.19	5.19
I receive recognition for the work I do from my supervisor.	4.98	4.98
My supervisor is helpful in removing obstacles to getting the work done.	5.16	5.16
My opinions and suggestions are taken seriously by my supervisor.	5.08	5.08
My supervisor allows me to make decisions about my work.	5.43	5.43
My supervisor cares about me as an individual.	5.33	5.33
My supervisor supports my professional development.	5.14	5.14
Commitment to My Work Group	**5.31**	**5.31**
In my work group, I like the people I work with each day.	5.87	5.87
In my work group, the emphasis is on doing excellent work.	5.62	5.62
There is a high level of trust in my work group.	5.15	5.15
In my work group, everyone is treated with respect.	5.16	5.16
Poor performance is addressed quickly in my work group.	4.86	4.86
There is an emphasis in my work group on finding better ways to do the job.	5.18	5.18
Commitment to Organization	**4.83**	**4.83**
NCDOT's values are values that I can support.	5.20	5.20
I receive information about what's going on in NCDOT.	4.90	4.90
I am satisfied with the career opportunities here at NCDOT.	4.23	4.23
I have the tools and resources I need to get the job done.	5.05	5.05
Bureaucratic rules don't get in the way of getting the job done here at NCDOT.	3.75	3.75
NCDOT encourages employees to look for ways to improve performance.	4.70	4.70
I am excited about coming to work every day.	4.74	4.74
I am proud to tell other people where I work.	5.14	5.14
I believe the work we do at NCDOT is important.	6.05	6.05
I would recommend NCDOT as a great place to work.	4.54	4.54
Discretionary Effort	**5.78**	**5.78**
I contribute to NCDOT's success by going beyond what's expected of me.	5.78	5.78
Intent to Stay	**4.93**	**4.93**
I seldom think about looking for a job outside of NCDOT.	4.60	4.60
I have not actively sought employment outside NCDOT in the past six months.	5.26	5.26
Overall Engagement Score	**5.32**	**5.32**

Ohio DOT

2012 Quality of Work Life Survey

Individual and overall employee satisfaction is important at ODOT. Therefore, we would like to establish a fresh measure of individual satisfaction and identify areas for improvement.

This survey should take approximately 10 to 15 minutes to complete. If you prefer to complete the survey online, go to: http://tinyurl.com/2012QWL

Please complete the survey and mail it, using the enclosed postage paid envelope (or submit it online) by January 18, 2013. Only responses postmarked (or submitted) by that date will be included in the data.

A: Demographics	**B: Years of Service** (check one)	
I work in Central Office or a District (circle one).	☐ 0 – 5 Years	☐ 6 – 10 Years
District Number: _____	☐ 11 – 15 Years	☐ 16 – 20 Years
	☐ 21 – 25 Years	☐ 25 + Years
Exempt or Bargaining Unit (circle only one)		

C: OPTIONAL: My Direct Supervisor's Title is: (check only one) *(This person completes or signs your performance evaluation.)*	☐ **Deputy Director** ☐ **Administrator** ☐ **Supervisor/Manager**

Please use a scale of 1-5 to rate how strongly you disagree or agree with each of the following statements. *NA* means the statement is *not applicable* to you. Please circle the score that best represents your opinion.

D: Employee Satisfaction

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable
1. I can make changes in my job to improve my performance.	1	2	3	4	5	NA
2. I am treated with respect.	1	2	3	4	5	NA
3. I am satisfied with my involvement in decisions that affect my work.	1	2	3	4	5	NA
4. I have a sense of satisfaction about the work I perform.	1	2	3	4	5	NA
5. If I work hard, my achievements will be recognized.	1	2	3	4	5	NA
6. My performance evaluations are meaningful to me.	1	2	3	4	5	NA
7. Overall, I am satisfied with my experience as an ODOT employee.	1	2	3	4	5	NA

8. Additional comments on Employee Satisfaction:_____

_____

_____

_____

_____

All individual employee responses will be kept confidential.
Thank you for your participation!

2012 Quality of Work Life Survey

E: Strategic Issues

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable
1. I am aware of ODOT's Strategic Plan.	1	2	3	4	5	NA
2. Implementation of our Strategic Plan can make a positive difference in ODOT's future.	1	2	3	4	5	NA
3. ODOT is measuring the right things with the Critical Success Factors.	1	2	3	4	5	NA
4. I contribute to the success of ODOT's strategic plan.	1	2	3	4	5	NA
5. ODOT is focusing on the state as a system with less emphasis on boundaries.	1	2	3	4	5	NA
6. ODOT is responsive to its customers' needs.	1	2	3	4	5	NA
7. ODOT is properly funded and financially secure for the long term.	1	2	3	4	5	NA
Scott-Howard-Smith-Resume operational value.	1	2	3	4	5	NA
9. Dry runs, as currently conducted, are essential to our success during snow and ice season.	1	2	3	4	5	NA
10. The annual meetings provide meaningful information and improve communications.	1	2	3	4	5	NA
11. Overall, I am satisfied with the current strategic direction of ODOT.	1	2	3	4	5	NA

12. Additional comments on Strategic Issues:_____

_____

_____

_____

_____

F: Working Environment

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable
1. Information is freely shared from level to level within ODOT.	1	2	3	4	5	NA
2. Information is effectively shared from level to level within ODOT.	1	2	3	4	5	NA
3. My supervisor is an effective manager.	1	2	3	4	5	NA
4. My supervisor is an effective leader.	1	2	3	4	5	NA
5. Production/performance measures in my work unit are meaningful.	1	2	3	4	5	NA
6. I am encouraged to think creatively and offer innovative ideas.	1	2	3	4	5	NA
7. I am satisfied with the physical conditions of my ODOT work location *(temperature, cleanliness, etc.)*.	1	2	3	4	5	NA
8. ODOT employees are being held accountable for their performance.	1	2	3	4	5	NA

All individual employee responses will be kept confidential.
Thank you for your participation!

2012 Quality of Work Life Survey

F: Working Environment (cont.)

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable
9. My manager deals appropriately with performance issues.	1	2	3	4	5	NA
10. My supervisor has promoted employees based on a fair process and on qualifications, not favoritism.	1	2	3	4	5	NA
11. My immediate supervisor insists we work safely.	1	2	3	4	5	NA
12. If I perceive that a situation is unsafe, I can stop the work and it will be evaluated.	1	2	3	4	5	NA
13. ODOT provides the right kind and amount of technology for me to get my work done.	1	2	3	4	5	NA
14. Overall, I am satisfied with the working environment at ODOT.	1	2	3	4	5	NA

15. Additional comments on Working Environment: _____

_____

_____

_____

_____

G: Importance

In this category, rank the following top 5 things most important to you by circling 1, 2, 3, 4 and 5.

1. A long-term strategic direction for the agency.	1	2	3	4	5
2. Clear, consistent communication from leadership.	1	2	3	4	5
3. Employees receive equal, consistent treatment from management.	1	2	3	4	5
4. Leadership turnover is minimized as much as possible.	1	2	3	4	5
5. Feeling valued as a member of the ODOT team.	1	2	3	4	5

All individual employee responses will be kept confidential.
Thank you for your participation!

2012 Quality of Work Life Survey

Please print or write legibly.

H: Comments

1. In the next 10 years, I would like ODOT to:

2. What would you do to improve ODOT?

3. How can we increase productivity at ODOT?

4. Name one thing you would do to show the Director you are neither a flea nor a crab.

5. Any additional comments concerning ODOT?

All individual employee responses will be kept confidential.
Thank you for your participation!

South Carolina DOT

SCDOT Employee Opinion Survey

Directions: This survey is designed to gather information on the organizational climate of the South Carolina Department of Transportation. Please record your answers only on the answer sheet provided to you, following the directions given by your survey administrator. All individual responses will be kept strictly confidential and will be computer scored. If you are uncertain of your answer, please choose the best option provided, or you may leave it blank. Thank you for assisting the agency by completing the survey.

Please indicate your level of agreement with the following statements, as they relate to your office.

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	SCDOT is a professionally managed agency.	1	2	3	4	5
2	I understand how my work group contributes to SCDOT's mission.	1	2	3	4	5
3	Employees are provided training opportunities in a fair manner.	1	2	3	4	5
4	Upper management (agency head, deputies, directors, DEAs) looks after the best interests of the public in making decisions.	1	2	3	4	5
5	I see positive changes happening within SCDOT.	1	2	3	4	5
6	I understand the mission of SCDOT.	1	2	3	4	5
7	My supervisor is sensitive to my needs.	1	2	3	4	5
8	My District/Division is professionally managed.	1	2	3	4	5
9	Pay and promotion policies are applied fairly within the agency.	1	2	3	4	5
10	I am satisfied with my job.	1	2	3	4	5
11	Career development opportunities are adequate within SCDOT.	1	2	3	4	5
12	I think my supervisor listens to and considers my ideas.	1	2	3	4	5
13	My co-workers use their time productively.	1	2	3	4	5
14	I am involved in decisions related to my work.	1	2	3	4	5
15	When I have done my best and something goes wrong, I feel supported by my supervisor.	1	2	3	4	5
16	My supervisor takes a personal interest in me as an employee.	1	2	3	4	5
17	My supervisor recognizes my value and the value of my work.	1	2	3	4	5
18	I am treated with dignity and respect.	1	2	3	4	5
19	There is a friendly atmosphere in my workplace.	1	2	3	4	5
20	I see positive changes happening within my Division/District.	1	2	3	4	5
21	I am given feedback, both good and bad, in a timely manner.	1	2	3	4	5
22	Employees are encouraged to offer new and better ways of doing things.	1	2	3	4	5
23	My supervisor and managers communicate important information to me and don't leave me out of the loop.	1	2	3	4	5
24	I receive the training to do my job effectively.	1	2	3	4	5
25	If I need to be corrected, my supervisor does this privately and does not embarrass me.	1	2	3	4	5

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
26	My job gives me the opportunity to use my skills and expertise.	1	2	3	4	5
27	People are held accountable for the results of their work.	1	2	3	4	5
28	Favoritism determines who gets ahead at the SCDOT.	1	2	3	4	5
29	Differences among individuals (e.g., gender, race) are valued and respected.	1	2	3	4	5
30	I may freely express my opinion.	1	2	3	4	5
31	Overall, I am satisfied with SCDOT as a place to work.	1	2	3	4	5
32	I feel satisfied with my work most of the time.	1	2	3	4	5
33	Overall, the rules and policies concerning promotion and pay are specific and well defined.	1	2	3	4	5
34	I know what our District/Division goals are for this year.	1	2	3	4	5
35	Most of my co-workers treat their internal customers well.	1	2	3	4	5
36	Employees are offered the equipment/tools to do their jobs effectively.	1	2	3	4	5
37	Employees are treated well at SCDOT.	1	2	3	4	5
38	Upper management (agency head, deputies, directors, DEAs) cares about SCDOT employees.	1	2	3	4	5
39	Policies and procedures are followed consistently throughout SCDOT.	1	2	3	4	5
40	There is good communication between co-workers in my group.	1	2	3	4	5
41	If I could find another job earning as much as I do now, I would leave SCDOT.	1	2	3	4	5
42	My supervisor is approachable.	1	2	3	4	5
43	There is a spirit of cooperation and teamwork at SCDOT.	1	2	3	4	5
44	My supervisor addresses substandard performance in a timely manner.	1	2	3	4	5
45	I am not hampered by rules and regulations that no one seems to be able to explain.	1	2	3	4	5
46	Most of my co-workers treat their external customers well.	1	2	3	4	5
47	My supervisor develops subordinates for greater responsibilities.	1	2	3	4	5
48	During the past year, I have had opportunities to learn and grow.	1	2	3	4	5
49	I am proud to belong to SCDOT.	1	2	3	4	5
50	I would recommend that a friend seek employment with SCDOT.	1	2	3	4	5

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
51	Communication is a two-way street; upper management (agency head, deputies, directors, DEAs) listens as well as talks.	1	2	3	4	5
52	I am given the information to do my job in the best possible way.	1	2	3	4	5
53	People in various Divisions/Districts cooperate with each other.	1	2	3	4	5
54	I believe this organization values diversity in the workforce.	1	2	3	4	5
55	Non-supervisory employees are involved in solving work related problems.	1	2	3	4	5
56	Human resource policies are administered fairly.	1	2	3	4	5
57	People in this organization are rewarded for being innovative and creative.	1	2	3	4	5
58	There is a logical and efficient flow of work in my Division/District.	1	2	3	4	5
59	Upper management (agency head, deputies, directors, DEAs) shows, by their actions, that they have high ethical standards.	1	2	3	4	5
60	My Division/District has useful measures of performance.	1	2	3	4	5
61	Communication is a two-way street; my supervisor listens as well as talks.	1	2	3	4	5
62	People in the Districts and Headquarters cooperate with each other.	1	2	3	4	5
63	My supervisor shows, by his (her) actions, that he (she) has high ethical standards	1	2	3	4	5

Demographics:

Please circle the response that best applies to you.

64. Where are you assigned to work?

Headquarters

County

If you answered "County," which one? _____

65. What is your position level at SCDOT?

Non-Supervisor

Supervisor

Manager

66. What is Your Gender?

Male

Female

67. How long have you been employed at SCDOT?

Less than 1 year

1-5 years

6-10 years

11-20 years

21or more years

Appendix F
New GDOT Employee Survey

Georgia Department of Transportation
Employee Survey – March 2014

GDOT's workforce is its most valuable asset, and GDOT is committed to retaining and providing opportunities for growth to each member of that workforce. The purposes of this survey are to learn how GDOT can better support its employees, improve the work environment, increase their career advancement and professional development opportunities, and make GDOT a better place to work.

This survey is confidential and anonymous. To ensure this, an independent evaluator collects and analyzes the survey responses and reports the results to GDOT. When you submit your survey, it is sent directly to the Survey Monkey database.

2014 PROPOSED GDOT EMPLOYEE SURVEY INSTRUMENT

Your Career

GDOT wants to help each employee reach his or her full potential within the agency and most of all to retain its employees. Please indicate your level of agreement with the following statements:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
I have a clear understanding of what is expected of me in my job.	○	○	○	○	○	○
I have received the training I need to do my job well.	○	○	○	○	○	○
I have the resources (such as tools, materials and equipment) to do my job well.	○	○	○	○	○	○
I have opportunities for professional growth in GDOT.	○	○	○	○	○	○
I plan to make GDOT my career.	○	○	○	○	○	○
I would have a greater opportunity in career advancement if I were provided the following:						
1. Job related training	○	○	○	○	○	○
2. Educational seminars and conferences	○	○	○	○	○	○
3. Tools, materials, and equipment	○	○	○	○	○	○

Your Professional Development Opportunities

GDOT has several ways to support employee development, both professionally and personally. The following statements indicate whether these opportunities have been communicated sufficiently to staff.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
I am aware of **cross training program** opportunities that give some employees a chance to cross train within their own work unit.	○	○	○	○	○	○
If offered, I would participate in job shadowing and/or mentoring programs to enhance my job related skills.	○	○	○	○	○	○
I am aware of the **Succession Planning** program which helps create a pool of candidates for leadership positions.	○	○	○	○	○	○
I am aware of the" **Our GDOT: Focus on Us. Every Employee Counts"** program that encourages employees to achieve their personal and professional goals.	○	○	○	○	○	○
If I were participating in any of the above mentioned programs, I would be provided resources and supervisor support (such as time away from my work, personal skills evaluations, training)	○	○	○	○	○	○

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
If appropriate/applicable, I would be interested in participating in one or more programs highlighted above.	○	○	○	○	○	○
I am aware that I can request a debrief from a Human Resources analyst following an interview.	○	○	○	○	○	○
I am aware that my Human Resources department can assist me in resume writing, interviewing skills, and job applications.	○	○	○	○	○	○
Overall, I am provided opportunities to improve my job skills.	○	○	○	○	○	○
My manager/supervisor encourages me to attend training that supports my professional development goals.	○	○	○	○	○	○

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
I would have a greater opportunity in career advancement if I was provided the following:						
1. More professional development training and programs	○	○	○	○	○	○
2. A debrief following a job interview	○	○	○	○	○	○
3. Job shadowing and mentoring programs	○	○	○	○	○	○

Your Work Unit Environment

Your work environment can impact your satisfaction and performance. Please rate your level of agreement with the following statements about your work unit environment.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
I feel comfortable addressing my concerns to my supervisor.	○	○	○	○	○	○
I am provided ongoing feedback that helps me improve my performance.	○	○	○	○	○	○
The end of year performance evaluations provide helpful feedback on my performance.	○	○	○	○	○	○
My supervisor treats me with respect.	○	○	○	○	○	○
There is consistency between what my supervisor says and does.	○	○	○	○	○	○
I believe that policies are administered consistently within my work unit.	○	○	○	○	○	○
I feel part of a team working towards a shared goal.	○	○	○	○	○	○
Most of the time, the members of my work unit treat each other with respect.	○	○	○	○	○	○
I have a general understanding of GDOT policies or know where to learn more about policies.	○	○	○	○	○	○

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
If I have a problem or conflict with my supervisor, I know whom to contact.		○	○	○	○	○	○
GDOT is supportive in helping me balance my professional and personal lives.		○	○	○	○	○	○
I would have a greater opportunity in succeeding in my office/work unit environment if I were provided the following:							
	1. More constructive and directional performance evaluations that will help me do my job better	○	○	○	○	○	○
	2. Supervisory training	○	○	○	○	○	○
	3. Teambuilding training	○	○	○	○	○	○
	4. More flexible work hours /schedule	○	○	○	○	○	○

Your Safety

Safety is a critical aspect of your work environment at GDOT. Please rate your level of agreement with the following statements about how safe you feel at work.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
Employee safety is a priority at GDOT.	○	○	○	○	○	○
Despite the hazardous nature of my job (if/when applicable), I still feel safe when doing my job.	○	○	○	○	○	○
Established safety procedures are followed by my supervisors and managers.	○	○	○	○	○	○
When I bring up a safety issue, it gets addressed.	○	○	○	○	○	○
GDOT should provide its employees with the following:						
1. More training regarding employee safety at work	○	○	○	○	○	○
2. More training for supervisors and managers on safety procedures	○	○	○	○	○	○
3. More articles on safety in Milepost, Connector, or on myGDOT	○	○	○	○	○	○

Your Overall Satisfaction at GDOT

The following statements evaluate your overall satisfaction with GDOT. Please rate your level of agreement with the following statements:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
I feel that my work is valuable.	○	○	○	○	○	○
I would recommend GDOT to family and friends as a good place to work.	○	○	○	○	○	○
I get recognized when exceeding in my job performance or customer service.	○	○	○	○	○	○
The supervisor of my office/work unit shows appreciation for the work I do.	○	○	○	○	○	○
Overall, GDOT leaders and managers are interested in the welfare of the employees.	○	○	○	○	○	○
It has been communicated to me how my work helps GDOT achieve its mission and goals.	○	○	○	○	○	○
I understand GDOT's interviewing and selection process.	○	○	○	○	○	○
Information is shared from level to level within GDOT.	○	○	○	○	○	○
Open and transparent communication is relayed to GDOT employees.	○	○	○	○	○	○
Overall, I am satisfied with my experience as a GDOT employee.	○	○	○	○	○	○

Please provide any additional comments/concerns that you might have regarding any area:	

I work in the following Office/District/Team/Other (please choose one):	
OFFICE	
Bridge Design and Maintenance	○
Communications	○
Construction	○
Design Policy and Support	○
Equal Employment Opportunity	○
Employment Relations and Safety	○
Engineering Services	○
Environmental Services	○
Financial Management	○
General Accounting	○
Human Resources Operations	○
Intermodal	○
Information Technology - Application Support	○
Information Technology - Infrastructure	○
Legal Services/Construction Claims	○
Maintenance	○
Materials	○
Planning	○
Procurement	○
Program Delivery	○
Right of Way	○
Roadway Design	○
Traffic Operations	○

I work in the following Office/District/Team/Other (please choose one):	
OFFICE	
Training and Development	○
Transportation Data	○
Utilities	○
DISTRICT	
District 1 - Construction	○
District 1 - Maintenance	○
District 1 - Other	○
District 2 - Construction	○
District 2 - Maintenance	○
District 2 - Other	○
District 3 - Construction	○
District 3 - Maintenance	○
District 3 - Other	○
District 4 - Construction	○
District 4 - Maintenance	○
District 4 - Other	○
District 5 - Construction	○
District 5 - Maintenance	○
District 5 - Other	○
District 6 - Construction	○
District 6 - Maintenance	○
District 6 - Other	○

I work in the following Office/District/Team/Other (please choose one):	
OFFICE	
District 7 - Construction	○
District 7 - Maintenance	○
District 7 - Other	○
EXECUTIVE LEADERSHIP TEAM	
Executive Team	○
Division Directors / Directors	○
MID-LEVEL MANAGEMENT TEAM	
District Engineers	○
Office Administrators	○
Assistant Office Administrators	○
ALL OTHERS (not appearing anywhere above)	
Other	○