

**2008 North Dakota Department of Transportation  
Survey of Organizational Health**

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**for**

**North Dakota Department of Transportation**

**September 2008**

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## **ABSTRACT**

As one of the objectives of the North Dakota Department of Transportation's (NDDOT) strategic business plan, the employee survey is to be conducted on a regular basis in order to determine how well the employees believe the organization is doing. A comprehensive survey was conducted in 2002, 2004, and 2006. The results of these surveys allowed NDDOT to identify areas of strengths and weaknesses and to compare how they were doing from year to year. As a result, the goal of the current survey is to determine areas showing improvement and those needing further attention.

Results from this current survey suggested that employees were more negative about organizational issues in general than they reported in the previous survey. However, looking more closely at the results and comparing them to those from the earlier surveys opened up the possibilities for other interpretations. It is likely that the larger percentages of longer-tenure employees and those from the maintenance job group, who tend to be more negative, had a large impact on the mean ratings of the survey dimensions. This explanation could account for the mean ratings being lower for the current survey than they were in 2006, but higher than the surveys conducted in 2004 and 2002.

The data from the current survey showed that employees report high levels of commitment to the organization and positive attitudes toward their jobs. Conversely, the results also still highlight negative opinions concerning some of the policies surrounding communication, compensation and performance management. Similar to the survey conducted in 2006, demographic information, such as tenure with the DOT, grade level, and functional job category, was associated with different ratings on several of the dimensions assessed by the survey.

## **2008 NORTH DAKOTA DEPARTMENT OF TRANSPORTATION EMPLOYEE SURVEY**

### **INTRODUCTION**

In 2002, The North Dakota Department of Transportation contracted with the Upper Great Plains Transportation Institute to examine the health of the organization by conducting a study, which involved an organization-wide survey and several focus groups. As that study was completed, the organization planned to repeat the survey every two years. By conducting the survey every two years, NDDOT has been able to determine whether or not and to what extent changes they have made have had any impact on the employees' motivation and perception of the organization. As in the previous administrations of the survey, the questions addressed several issues including organizational communication, technology, compensation, and employee morale.

The survey that was used for the current administration was identical in content to the survey that was distributed in 2006. This allowed for direct comparisons between the current results and those from two years ago.

### **RESEARCH METHODOLOGY**

Unlike the survey administration in 2006, the decision was made to return to using paper copies for the 2008 administration. This was done in an attempt to increase the survey response rate to the rates that had been obtained prior to 2006.

The final survey included five main sections (see Appendix A for the complete survey). The first section contained questions assessing general organizational issues, including structure, climate, supervision, innovation, human resource development (HRD), performance management, technology, communication, and motivation and retention. The second section of the survey contained questions that focused more

specifically on issues related to employee motivation and retention, including job characteristics, organizational commitment, career development, and compensation. The third section asked for ratings of several organizational issues that affect employees' levels of motivation. The fourth section focused on physical health and well-being. These questions have been used to determine employees' ideas about what to include in the NDDOT Wellness Program and about potential areas for enhancement of the program. The final section of the survey included the demographic questions. The items included assessed whether the employee was located in the Field or Central Office, the tenure as a NDDOT employee, gender, age, level of education, job grade level, and functional job category.

Just as with the previous survey, the current survey was made up of several different kinds of items. Various statements requiring ratings, open-ended questions, yes-no items, and items that required choosing all responses that apply were all included in the survey. Ratings of statements were based on a one to five scale, with a rating of one representing strongly disagree and a rating of five representing strongly agree. All of the statements were written in the positive frame of reference in order to avoid confusion about the statements' meaning. The open-ended questions asked for respondents' opinions about the improvements made over the last two years and those that were needed in the future. The responses to these questions were categorized and summarized to protect the confidentiality of the respondents. The yes-no and the choose all that apply questions were part of the physical health and well-being section of the survey. They assessed whether respondents were participating in specific healthy and unhealthy behaviors and what their preferences were for the NDDOT wellness program.

In the current administration of the survey, there was a problem with the final printing of the survey document. In the first section of the survey, two questions did not print on the final document. These questions were "The DOT provides sufficient

support for employees trying to obtain work-related certifications or licenses” and “High performing employees in the DOT are rewarded appropriately”. The first question was part of the HRD dimension and the second was included in the performance management dimension. Although this oversight eliminates the possibility of making direct item-to-item comparisons on these two questions (between the current survey and the previous one), it does not have a significant effect on the mean ratings of the more broad dimensions in which they had been included in the past.

### Survey Response Rate

A total of 1,158 paper surveys were originally distributed to employees at their work sites. Of that entire population, 729 employees responded to at least some of the survey questions, for an overall return rate of 63 percent. This return rate was substantially higher than the rate (43%) obtained for the assessment done in 2006. Other than the change to using paper surveys rather than web-based, the methodology was exactly the same as it had been in the past. As a result, it’s reasonable to conclude that switching back to the paper survey did help to increase the survey response rate, making it similar to the rates that were obtained before using the online distribution.

## **RESULTS**

### Survey Results: Demographics

Unlike the previous surveys, the demographic information that was requested on the current survey was completed by almost all of the respondents. In fact, only 2 people (.3%) left the demographic questions blank. Although there is no clear explanation for the dramatic decrease in the number of people who completed all of the demographic questions, the result is that we can place more value on the results that are broken down by this demographic information.

There were a total of 560 males and 167 females who completed the survey. Over 60% of the respondents (448) were located in the Field, while 279 were located in

Central Office. Also, 494 (68%) of the respondents reported being in grades 1-13, and 233 (32%) reported being in grades 14-19. The other demographic information that was available from the completed surveys is displayed in the following tables.

**Tenure as an NDDOT Employee**

	<u>Less than a year</u>	<u>1-2 years</u>	<u>3-5 years</u>	<u>6-10 years</u>	<u>More than 10 years</u>
Actual Number	42	61	89	130	405
Percentages	6	8	12	18	56

**Age**

	<u>Under 25</u>	<u>25-30</u>	<u>31-40</u>	<u>41-50</u>	<u>51-60</u>	<u>Over 60</u>
Actual Number	21	70	126	202	244	64
Percentages	3	10	17	28	33	9

**Educational Level**

	<u>Less than high school</u>	<u>High School/ GED</u>	<u>Tech School</u>	<u>Some College</u>	<u>College Degree</u>	<u>Graduate School</u>
Actual Number	3	158	103	152	268	43
Percentages	<1	22	14	21	37	6

**Job Category**

	<u>Admin/ Clerical</u>	<u>IT</u>	<u>Driver &amp; Vehicle Services</u>	<u>Engineering</u>	<u>Maintenance</u>	<u>Constr</u>
Actual Number	104	39	65	172	282	65
Percentages	14	5	9	24	39	9

A brief examination of the percentages of respondents in each demographic category suggests that the sample of survey respondents matches the overall NDDOT population quite well. However, the Construction job category was somewhat under-represented in the group of survey respondents, constituting only 9% of the group of survey respondents, and almost 15% of the NDDOT population. The job categories that were somewhat over-represented were the Engineering group (24% of the survey group and 19% of the NDDOT population) and the Administrative and Clerical group (14% of

survey group and 10% of NDDOT).

**Survey Results: Section 1**

Responses for each question were averaged across all of the respondents in order to obtain mean ratings. Responses on the questions for each dimension were also averaged to obtain overall ratings. As a result, the mean or average response was obtained for each of the dimensions measured in Section 1. Analyses were conducted to ensure the reliability of each of the dimensions. These analyses were calculated to show that all of the questions assessing a dimension were strongly related to one another. Results indicated that every dimension had an acceptable level of consistency or reliability among the questions making up the dimension. The following table displays the mean responses (from ratings on the 1 to 5 scale) of employees on each of these dimensions from the current survey and also from the 2006, 2004, and 2002 surveys.

<b><u>Dimension</u></b>	<b><u>2002 Means</u></b>	<b><u>2004 Means</u></b>	<b><u>2006 Means</u></b>	<b><u>2008 Means</u></b>
Organizational Structure	3.13	3.07	3.26	3.21
Organizational Climate	3.36	2.99	3.27	3.23
Supervision	3.31	3.24	3.47	3.44
Innovation	3.05	2.90	3.18	3.07
Human Resource Development	2.73	2.77	2.95	2.89
Performance Management	2.74	2.61	2.79	2.81
Accountability	2.80	N/A	N/A	N/A
Technology	3.21	3.29	3.44	3.45
Communication	3.02	2.91	3.14	3.00
Motivation/Retention	2.83	N/A	N/A	N/A

When comparing the most recent means with the 2006 means in the table, it is

clear that there were decreases in the average ratings of most of the dimensions assessed. An interesting point is that although the 2008 ratings were lower than those from 2006, most of the means were higher than they were in 2004 and 2002. The two areas that showed the largest decreases in mean ratings from the 2006 survey were communication and innovation. However, even with the declines, the current mean ratings were not as low as they were in the 2004 survey. Written comments from the current survey did seem to suggest that even though many respondents indicated that these were areas needing additional improvement (especially in the case of communication), employees were aware of positive changes that had taken place since the last survey was conducted.

Using similar criteria to that of the previous surveys, we determined that areas having means over 3.4 on the 1-5 scale were organizational strengths. Similar to the findings from 2006, supervision and technology received the highest average ratings. The supervision dimension was assessed by whether supervisors encouraged and provided help and training to employees for the purpose of improving their performance and technology focused on the effect of technological advancements and level of support. Although employees' written comments seemed to indicate an awareness of improvements that had been made in technology, there were several negative comments made about the quality of current supervisors. However, in some cases, employees acknowledged positive changes associated with new supervision.

In the current survey, the individual questions that received the highest ratings were: "People have easy access to those in the DOT with whom they must work," (3.59 rating) and "Technological advancements have improved the methods for completing work at the DOT" (3.58 rating). These questions have received the highest ratings in the last three administrations of the survey, which is evidence of the reliability and validity of these findings. The mean ratings for every question in each of the dimensions are displayed in Appendix B.

There were also some dimensions that were rated more negatively, having means under 3.0 on the 1-5 scale. Just as in 2006, the dimensions having the lowest ratings for the current survey were human resource development and performance management. Despite being rated low in comparison to the other dimensions, the mean rating for performance management increased this year and is higher than it has ever been. Human resource development questions in the survey assessed the recruiting, hiring, developing, and promoting of employees. The performance management dimension included items assessing whether there was an appropriate difference between pay to high performing and average employees, whether the performance assessment system was perceived as fair and met NDDOT's needs, whether rewards and recognition were prevalent, and whether performance standards were clear.

The item, "There is an appropriate difference between the pay awarded to high performers and average employees," was rated the most negatively of all items in this section of the survey. It had a mean rating of 2.20. Again, this question also had the lowest rating in the 2006 survey, suggesting that pay differentials continue to be an issue of concern to employees. In order to determine whether the low rating associated with this specific question pulled down the overall rating for the performance management dimension, the mean rating was re-calculated without this item. The resulting mean was 2.91 for the remaining items. This new mean was still the second lowest (but higher than that of HRD) for the dimensions rated in the first section of the survey, suggesting that the pay differential was not the only employee concern regarding performance management.

#### Section 1: Different Results Based upon Demographic Information

The findings from the previous surveys indicated that there were significant differences in responses based upon the demographic information. Consistent differences were found for the respondents' job category, job location, and length of

time with NDDOT. As a result, analyses were conducted with the current data to determine whether there continued to be differences based on the grouping information from the demographic items.

The results of analyses showed that there were differences among the job categories included in the survey: administrative, engineering, information technology, maintenance, driver and vehicle services, and construction. The differences were evident among the groups in all of the dimensions measured in the first section of the survey. More specifically, responses by the maintenance group were more negative than those in other job categories. In the last survey, this was also the case; although the differences were significant in only two areas, rather than on all dimensions.

Job grade level was also related to differences in responses. Two job grade categories were utilized in this survey, grades 1-13 and grades 14-19. The higher grade levels (14-19) were to reflect the group of managers, while the other category (grades 1-13) included all other NDDOT employees. The analyses showed that employees in the lower grade levels rated every dimension except for technology lower than the managers. This represents a more significant split between the managers and employees in comparison to the findings from previous years. Further examination of the data indicates that the largest differences in means between these two groups were on the communication, HRD, and organizational climate dimensions.

Analyses were also conducted to examine differences between the job locations (Central Office or the Field) and the tenure of employees. Those in the Field gave responses that were more negative than in Central Office on every dimension measured except for technology and performance management. This finding was similar to the results of the 2006 survey, where Field employees were more negative than those from Central Office on all dimensions but structure and technology. The current finding

suggests that performance management and technology are two areas that are perceived similarly by Central Office and Field employees. In addition, just as in 2006, tenure of employees was found to be related to the responses given on the dimensions. Results showed that, in general, the longer the employees had been with the DOT, the more negative they were about every dimension. Also similar to the 2006 findings, the most negative group responding to the survey was the group that reported being with NDDOT for 6-10 years, and those who were most positive had been with the DOT for less than a year.

### Section1: Open-Ended Questions

The responses to the open-ended questions were read and manually placed into one of many categories. In many cases, these responses were very specific with regard to specific job groups, locations, and even computer software or types of equipment. However, in order to provide summary information about these items, every response was included in a closely-related category or in a category of its own when an appropriate option was not available. As a result, every response was given equal consideration in the summary analysis. All individual responses to these questions are included in Appendix C of this paper.

The first open-ended question in the survey asked employees to report the biggest improvements they had seen over the past two years. The responses given by the greatest number of employees were the following:

- Availability of upgraded or new technological resources and support (167 respondents)
- Availability of new or improved equipment, which has made work more efficient (167 respondents)
- Various expanded training opportunities (41)
- Better supervisors/managers in place (22)

- Efforts to raise compensation levels (22)
- Improved communication, especially with regard to the communication division (21)

In addition, there was a much smaller group of respondents (18 compared to 28 in 2006) who indicated that they were not aware of any major improvements in the two years since the last survey, which may suggest that communication about positive changes was more effective than it had been in the past.

The second open-ended question asked employees to describe the improvements in their jobs or the organization they would most like to see happen in the future. The majority of responses to this question were very specific and differed widely; however, 166 employees did report that overall salaries, increases in pay, or wage compression were key issues. In addition, another 26 employees suggested that higher pay (as well as other types of rewards and recognition) should be awarded to those who are good performers. Other answers given by large numbers of respondents included the following:

- More leadership from qualified managers and supervisors; less micro-managing, but more follow-through (56)
- Additional new equipment or upgrades to existing equipment or facilities (47)
- Better communication at all levels (within certain districts, between districts and Central Office, externally, etc.) (46)
- More varied training opportunities, including technical and supervisory (39)
- Availability of specific types of technology, better use of existing technology, or additional support for technology implementation (35)

Although some of these responses may seem to contradict those given above as the improvements, the specific nature of each comment seems to suggest that although employees are aware that improvements have been made, they still see opportunities for additional changes.

## **Survey Results: Section 2**

The second section of the survey contained 26 job-focused items that made up the job characteristics, organizational commitment, compensation, retention and motivation, and career development dimensions. See the following table, which lists the dimension and what each dimension assesses. As in the first section of the survey, analyses were conducted to determine whether the questions associated with each dimension were consistent or reliable. For each of the dimensions listed above, the analyses showed acceptable reliability among the questions assessing a particular category.

<b>Dimension</b>	<b>What is being assessed</b>
Job Characteristics	variety of work tasks, autonomy, feedback, etc
Organizational Commitment	loyalty and attachment to the organization
Compensation	fairness of pay
Retention and Motivation	participation and amount of work
Career Development	opportunities for training and advancement

Overall, the survey results of Section 2 declined somewhat in comparison to the results from 2006. All of the mean ratings were lower than they were in the 2006 survey except for the compensation rating. However, all of the mean ratings were higher than those from the 2004 survey, suggesting that the ratings do reflect relatively positive employee perceptions. In all of the years in which the survey was conducted, the lowest rated dimension was compensation and the highest was job characteristics. However, in the current survey, compensation was rated more highly than it had been in any of the previous surveys. The following table displays the mean responses (from ratings on the 1 to 5 scale) on each of the dimensions measured in Section 2 of the current survey and those from 2002, 2004, and 2006.

<u>Dimension</u>	<u>2002 Means</u>	<u>2004 Means</u>	<u>2006 Means</u>	<u>2008 Means</u>
Job Characteristics	3.52	3.49	3.57	3.52
Organizational Commitment	3.45	3.33	3.48	3.42
Career Development	3.11	2.89	3.16	3.14
Compensation	2.55	2.18	2.49	2.59
Retention/Motivation	N/A	3.12	3.35	3.25

The results showed that responses concerning the characteristics of the job and commitment to the organization were very favorable. Similar to 2006, these dimensions had means greater than 3.4 on the 1-5 scale. In addition, employees reported good levels of job satisfaction at NDDOT, with a mean of 3.44 (which was the same mean rating obtained in the 2006 survey). However, there was an area that was not rated as positively. Although the retention and motivation dimension had an overall rating of 3.25, this represented the largest decrease in mean ratings (down from 3.35 in 2006) for the section 2 dimensions, suggesting that it may be an area needing additional examination or attention.

### Section 2: Different Results Based upon Demographic Information

As was done for the Section 1 results, analyses were conducted to examine differences in the ratings of the dimensions among job categories. Results showed that for the compensation dimension, the responses given by those in maintenance were more negative than other job categories. In addition, the administrative/clerical group was more positive than any of the other groups except IT. These differences were consistent across the other dimensions as well.

There were also some differences in responses based on the respondents' job location and tenure. Ratings given by those in the Field were more negative than in Central Office on all of the dimensions measured in this section of the survey. Although

this finding is similar to those from the previous surveys, the significant differences between groups in the current survey are more pronounced than they had been in the past. More detailed analyses indicated that the largest mean differences between Central Office and Field employees were in the career development and compensation dimensions.

Tenure of employees was also found to be related to the responses given on the career development, motivation/retention, and compensation dimensions. Results showed that employees who had been with NDDOT for 6-10 years were significantly more negative than other groups of employees regarding the compensation and retention/motivation dimensions, while employees with 3-5 years of NDDOT experience were the most negative on the career development dimension. At this point, it's difficult to determine why these groups are the most negative, when the trend seems to suggest that the longer the employees have been with the DOT, the more negative their perceptions tend to be.

Comparisons of the group of managers (grades 14-19) to the other employees (grades 1-13) showed differences on every dimension in this section of the survey. Employees were more negative than managers on all of the dimensions. This finding differs somewhat from the previous survey where there was a significant difference between employees and managers on only one dimension. The finding is consistent with the results from section 1 of the survey, which showed that employees were significantly more negative than managers on all dimensions but technology.

### **Section 3: Ratings of Motivating Issues**

Survey respondents were asked to rate 18 issues in terms of the extent to which (on a 5-point scale, from a very small extent to a very large extent) each issue motivates them as employees. The 18 issues included in this section of the survey were: compensation, recognition, autonomy, responsibility for work/outcomes, feedback about performance, variety in tasks, benefits, flexible work arrangements, relationships with

coworkers, work environment, significance of work, relationships with supervisors, new equipment/technology, opportunities for growth and advancement, communication in the organization, rewards for good performance, job security, and formalized rules and procedures.

As in 2006, employees assigned the highest mean rating to benefits (4.05) and the second highest rating to job security (4.01). Other issues rated highly were responsibility for work/outcomes (3.93), significance/importance of work (3.81), and variety in work tasks (3.82). These issues were also the most highly rated in the 2006 administration of the survey, which suggests that employee perceptions had not changed substantially from that time. As was the case in the last survey from 2006, compensation did not make the top five motivating issues. Yet, many employee comments (both positive and negative) focused specifically on compensation and pay for performance issues. It may be that employees focused on the issues in the list that correspond to why they are motivated and continue to work at the NDDOT. Some of them may feel that although compensation is important, it is not the main reason they choose to work for the DOT.

Just as the previous surveys showed, the results from this survey rated the formalized rules and procedures of NDDOT (3.15) as the least motivating issue. Also similar to the 2006 results, the other issues that received lower ratings for motivation included recognition (3.28), the culture or work environment of the organization (3.34), and communication in the organization (3.28). However, in contrast to the findings from 2006, there was a large decrease in the communication rating, which deserves some additional attention. On a positive note, the issues receiving the lowest mean ratings in the current survey were still quite high (means over 3.1), although they were lower than the ratings from the 2006 survey. All of the mean ratings for each of the 18 issues are displayed in Appendix B.

Employees were also asked to rank the top five issues that motivated them and

the top five issues that affected their willingness to stay with NDDOT. In the previous surveys there had been some problems with these two questions. In an earlier paper version of the survey, the majority of respondents left these questions blank. In the online survey from 2006, a larger percentage of respondents completed these items. However, some of the results from the ranking questions seemed to be at odds with the ratings obtained from the first part of section 3 in the survey. In the current survey, the results of the rankings once again lead to questions about the integrity of the data. For example, the item that received the lowest mean rating in the first part of section 3 (formalized rules and procedures) comes up as one of the top five motivators and issues for retention. As a result of the inconsistencies, the findings from the second part of section 3 in the survey will not be reported in this paper.

**Section 4: Physical Health and Well-being**

The current survey included the same questions focused on health and wellness that were part of the 2006 survey. The resulting information has been used to determine the health-related priorities and programming that is most appropriate for NDDOT employees. As a result, frequencies of responses to the first set of questions are presented below. Summary responses to the other questions are discussed (specific frequencies of responses to those questions are shown in Appendix B).

		Yes	No	N/A
1.	I exercise moderately for at least 30 minutes 3 or more days a week.	365	321	14
2.	I smoke cigarettes or use other tobacco products.	146	544	10
3.	I am exposed to secondhand smoke.	240	445	15
4.	I am more than 20 pounds over my ideal weight.	391	299	10
5.	I limit my intake of fat, sugar, and salt.	441	248	11
6.	I practice some type of stress management on a regular basis.	311	380	9

7.	I maintain my blood pressure within recommended limits.	599	82	14
8.	I have had a bout of back pain in the last six months.	284	406	10
9.	I wear a seat belt all the time when I am in a motor vehicle.	576	112	12
10.	I have at least three drinks containing alcohol every day.	24	667	9
11.	I eat breakfast every day.	383	307	10
12.	I usually consult a medical self-care book or helpline when I am sick.	218	469	13

The majority of survey respondents indicated that reducing body fat (67%), increasing strength and endurance (66%), improving cardiovascular fitness (63%), and feeling better overall (61%) were personal health goals. Only a small number of respondents chose reducing alcohol consumption (4%) or stopping tobacco usage (16%) as their own health goals.

In response to the question, “what would motivate you to participate in wellness programs,” large percentages of respondents chose the following response options: convenience/location (61%), incentives (60%), and improved health (48%). Only 12% of respondents chose peer support as an answer to this question.

The largest percentages of employees who responded indicated that they would prefer to receive health information in the workplace through the Internet/Intranet (42%) or through presentations or seminars by experts (40%). Smaller percentages of employees preferred employee assistance programs (24%) and contests or incentive programs (24%) for receiving health-related information.

### **Overall Result for the Organization**

The questions that measured overall perceptions of the organization (“The DOT is a great place to work” and “The DOT is a well-run organization”) were rated highly as a dimension, with a mean rating of 3.31. This is a decrease in comparison to the 2006 rating for this dimension (3.41). The finding is consistent with the fact that most of the dimension ratings decreased over the last two years, suggesting a slight downturn in

employee attitudes and perceptions.

General comments written in the last section of the survey seem to support the trend of slightly more negative attitudes about the organization. Although sixteen employees provided positive comments about working at the NDDOT, there were many negative comments focused on compensation levels and policies, communication in the organization, and relationships with supervisors and managers. Still, even though overall employee attitudes and perceptions have declined slightly, most employees offered constructive feedback and appreciation for the opportunity to provide their input.

## **DISCUSSION**

The results of the survey show that overall employee perceptions have declined over the last two years. Employees remain very satisfied with their jobs and very committed to the NDDOT. In addition, several written comments seem to suggest that employees appreciate the improvements that have been made over the last few years, especially in the area of technology and in the purchase of new and better equipment. Conversely, the biggest area of concern continues to be compensation. Although the mean rating of compensation was higher in the current survey than it had been in any of the previous surveys, it was still the lowest rating of all survey dimensions. Written comments also suggest that overall compensation and pay structures, merit raises, and wage compression continue to be issues of contention among NDDOT employees.

Overall results from the survey are favorable; the mean ratings of the majority of dimensions have remained stable even though they are slightly lower than the results from the 2006 survey. However, employees of different work groups or locations reported conflicting opinions. The groups that tended to be more negative were Field employees, those in the maintenance job group, and those who have been with the NDDOT for a longer period of time. The patterns of differences among various

employee groups were very similar to those found in the 2006 survey. However, the extent to which there were differences among groups was much more pronounced in the current survey, which may reflect more extreme perceptions in the various groups.

Written comments show that employees who responded to the survey have a real interest in being “heard.” Regular administration of this survey has led to an expectation that results from this data-gathering process will be used to make meaningful changes at the NDDOT. Some comments focused specifically on the two-way communication that employees want to have as productive members of the DOT organization. As a result, the most important outcome from this survey process should be ongoing communication both from management and from employees to management for decisions that need to be made for the good of the organization.

## APPENDIX A

### General Organizational Questions

**Section 1.** This section of the questionnaire asks you to describe the DOT organization (as a whole) as objectively as you can. Read through each statement and circle the number (1-5) that best represents the extent to which you agree or disagree with each item. Try to make your descriptions as accurate as possible.

		Strongly Disagree		Strongly Agree			Does Not Apply
		1	2	3	4	5	NA
1.	Red tape is kept to a minimum in the DOT. (Structure)	1	2	3	4	5	NA
2.	Jobs in the DOT are well defined and logically structured. (Structure)	1	2	3	4	5	NA
3.	Most of the DOT employees share a clear understanding of where the organization is going and what it is trying to achieve. (Structure)	1	2	3	4	5	NA
4.	The DOT creates a very friendly atmosphere for employees. (Climate)	1	2	3	4	5	NA
5.	Employees of the DOT generally support each other well. (Climate)	1	2	3	4	5	NA
6.	The DOT has a relaxed, easy-going working environment. (Climate)	1	2	3	4	5	NA
7.	In general, the DOT is a caring and cooperative organization. (Climate)	1	2	3	4	5	NA
8.	Supervisors encourage their employees to give their best effort at work. (Supervision)	1	2	3	4	5	NA
9.	DOT supervisors provide help, training, and guidance so that employees can improve their performance. (Supervision)	1	2	3	4	5	NA
10.	Employee roles within the DOT are clearly defined, yet flexible enough to adapt to changing needs. (Structure)	1	2	3	4	5	NA
11.	The DOT's work groups make good decisions and solve problems well. (Structure)	1	2	3	4	5	NA
12.	The DOT is willing to take a chance on an innovative idea. (Innovation)	1	2	3	4	5	NA
13.	The DOT supports employees' creative work solutions. (Innovation)	1	2	3	4	5	NA
14.	The right people are placed in the appropriate jobs in the DOT. (HRD)	1	2	3	4	5	NA
15.	The DOT is successful in developing people from within for advanced jobs. (HRD)	1	2	3	4	5	NA
16.	The performance appraisal system meets the DOT's organizational needs. (Performance Mgmt.)	1	2	3	4	5	NA
17.	The DOT's performance appraisal system leads to fair evaluations of employees' work on their jobs. (Performance Mgmt.)	1	2	3	4	5	NA
18.	The most qualified employees are hired and are promoted within the DOT. (HRD)	1	2	3	4	5	NA
19.	The DOT provides for the training and development needs of the employees. (HRD)	1	2	3	4	5	NA
20.	DOT employees receive all the training needed to do a good job. (HRD)	1	2	3	4	5	NA
21.	The DOT provides sufficient support for employees trying to obtain work-related certifications or licenses. (HRD)	1	2	3	4	5	NA
22.	High performing employees in the DOT are rewarded appropriately. (Performance Mgmt.)	1	2	3	4	5	NA
23.	In the DOT, rewards and recognition are more prevalent than negativity and criticism. (Performance Mgmt.)	1	2	3	4	5	NA

24.	When employees do not meet performance standards, they are reprimanded or punished. (Performance Mgmt.)	1	2	3	4	5	NA
25.	There is an appropriate difference between the pay awarded to high performers and average employees. (Performance Mgmt.)	1	2	3	4	5	NA
26.	Overall, the DOT's level of technical resources is appropriate to carry out its functions. (Technology)	1	2	3	4	5	NA
27.	Technological advancements have improved the methods for completing work at the DOT. (Technology)	1	2	3	4	5	NA
28.	In general, DOT employees have good access to technology support staff for solving problems. (Technology)	1	2	3	4	5	NA
29.	The technology support that is provided to employees is adequate and timely. (Technology)	1	2	3	4	5	NA
30.	Organizational plans, policies, and procedures are generally followed by employees. (Structure)	1	2	3	4	5	NA
31.	Organizational plans do provide adequate direction to the employees. (Structure)	1	2	3	4	5	NA
32.	In the DOT, it is clear who has the formal authority to make decisions. (Structure)	1	2	3	4	5	NA
33.	In the DOT, decisions are made in a timely manner. (Performance Mgmt.)	1	2	3	4	5	NA
34.	DOT employees feel that there is adequate, ongoing communication about the organization's activities. (Communication)	1	2	3	4	5	NA
35.	Employees are kept informed about significant issues in the DOT as a whole. (Communication)	1	2	3	4	5	NA
36.	There is sufficient opportunity for employees to express their views in the DOT. (Communication)	1	2	3	4	5	NA
37.	The information given to employees by management is accurate. (Communication)	1	2	3	4	5	NA
38.	People have easy access to those in the DOT with whom they must work. (Communication)	1	2	3	4	5	NA
39.	The DOT's policy for dealing with conflicts or disagreements among employees is effective. (Communication)	1	2	3	4	5	NA
40.	The DOT is supportive of employees voicing their opinions, even though conflicts or disagreements may result. (Communication)	1	2	3	4	5	NA
41.	The DOT has ongoing partnerships with external organizations that bring in new ideas. (Innovation)	1	2	3	4	5	NA
42.	Employees are provided with specific information about what level of work performance is expected of them. (Performance Mgmt.)	1	2	3	4	5	NA
43.	Specific goals have been set for each department within the DOT. (Performance Mgmt.)	1	2	3	4	5	NA
44.	The DOT is a well-run organization. (Overall)	1	2	3	4	5	NA
45.	The DOT is a great place to work. (Overall)	1	2	3	4	5	NA
46.	The DOT is able to recruit highly qualified employees. (HRD)	1	2	3	4	5	NA
47.	The DOT is able to retain qualified workers. (HRD)	1	2	3	4	5	NA
48.	Among the DOT employees, morale is high. (Climate)	1	2	3	4	5	NA
49.	In general, DOT employees are highly motivated to do a good job. (Climate)	1	2	3	4	5	NA
50.	The DOT is effective in getting employees to meet the organization's needs and contribute to its effectiveness. (Climate)	1	2	3	4	5	NA



**Section 2.** On this page, there are several statements that are specifically focused on your job within the DOT. Indicate whether you **agree or disagree** with each statement in regard to your own job at the DOT. Please try to be as objective as you can. (circle number)

		Strongly Disagree			Strongly Agree	
1.	My job at the DOT involves production of a “whole” or substantial part of a product or service. (Job Characteristics)	1	2	3	4	5
2.	My job at the DOT is challenging. (Job Characteristics)	1	2	3	4	5
3.	My job at the DOT has a great deal of variety. (Job Characteristics)	1	2	3	4	5
4.	At the DOT, I have opportunities to work independently. (Job Characteristics)	1	2	3	4	5
5.	My job at the DOT has clear goals and objectives. (Job Characteristics)	1	2	3	4	5
6.	My job at the DOT is designed so that I can tell from the work itself how well I am doing. (Job Characteristics)	1	2	3	4	5
7.	I feel a strong sense of belonging to the organization. (Organizational Commitment)	1	2	3	4	5
8.	At the DOT, there are opportunities for advancement. (Career Development)	1	2	3	4	5
9.	At the DOT, there are opportunities for learning. (Career Development)	1	2	3	4	5
10.	I have adequate technical training at the DOT. (Career Development)	1	2	3	4	5
11.	I have access to adequate soft skill/supervisory training. (Career Development)	1	2	3	4	5
12.	I would like more job-related training. (Career Development)	1	2	3	4	5
13.	My supervisor treats all employees fairly and equitably. (Motivation/Retention)	1	2	3	4	5
14.	At the DOT, I feel like part of the family. (Organizational Commitment)	1	2	3	4	5
15.	I am given an appropriate amount of work. (Motivation/Retention)	1	2	3	4	5
16.	I am loyal to the organization. (Organizational Commitment)	1	2	3	4	5
17.	The DOT provides fair pay. (Compensation)	1	2	3	4	5
18.	The DOT provides fair benefits. (Benefits)	1	2	3	4	5
19.	Considering the work I do at the DOT, my present compensation level is satisfactory. (Compensation)	1	2	3	4	5
20.	At the DOT, participation is invited and encouraged in matters that affect me. (Motivation/Retention)	1	2	3	4	5
21.	I am given explanations for the reasons decisions or requests are made at the DOT (I am told “why”). (Motivation/Retention)	1	2	3	4	5
22.	I am emotionally attached to the organization. (Organizational Commitment)	1	2	3	4	5
23.	Periodic meetings are held to review my individual performance. (Job Characteristics)	1	2	3	4	5
24.	Periodic meetings are held to review my team or unit performance. (Job Characteristics)	1	2	3	4	5
25.	Informal feedback about my individual performance is constructive and frequent. (Job Characteristics)	1	2	3	4	5
26.	I am satisfied with my job at the DOT (Satisfaction)	1	2	3	4	5

### Section 3: Motivation and Retention Issues

For each of the following items on this page, please indicate to what extent you believe (1-5) the issue listed motivates you as an NDDOT employee.

Issue motivates me:	To a Very Small Extent			To a Very Large Extent	
	1	2	3	4	5
1. Compensation	1	2	3	4	5
2. Recognition	1	2	3	4	5
3. Autonomy or independence	1	2	3	4	5
4. Responsibility for work and/or outcomes	1	2	3	4	5
5. Feedback about work performance	1	2	3	4	5
6. Variety in work tasks	1	2	3	4	5
7. Benefits	1	2	3	4	5
8. Flexible work arrangements (e.g., flextime, job sharing, telecommuting)	1	2	3	4	5
9. Relationships with coworkers	1	2	3	4	5
10. Culture of the organization or work environment	1	2	3	4	5
11. Significance or importance of work	1	2	3	4	5
12. Relationships with supervisors or managers	1	2	3	4	5
13. New equipment or technology	1	2	3	4	5
14. Opportunities for growth and advancement	1	2	3	4	5
15. Communication in the organization	1	2	3	4	5
16. Rewards for good performance	1	2	3	4	5
17. Job security	1	2	3	4	5
18. Formalized rules and procedures	1	2	3	4	5

Of the issues listed in the table above, please rank the top five that *motivate you* in your job and organization. Rank these five issues, with 1 being the most motivating and 5 being the least motivating.

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Of the issues listed in the table above, please rank the top five that *affect your willingness to stay with NDDOT*. Rank these five issues, with 1 being the most important for retention and 5 being the least important for retention.

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### Section 4: Physical Health and Well-Being

**For the following questions, check the responses that apply to you, and write in any additional answers.**

		Yes	No	Complete if Appropriate
1.	I exercise moderately for at least 30 minutes three or more days a week.			I would if:
2.	I smoke cigarettes or use other tobacco products.			I would stop if:
3.	I am exposed to secondhand smoke.			If yes, check all that apply: <input type="checkbox"/> Work <input type="checkbox"/> Home <input type="checkbox"/> Public Places
4.	I am more than 20 pounds over my ideal weight.			I would lose weight if:
5.	I limit my intake of fat, sugar, and salt.			I would if:
6.	I practice some type of stress management on a regular basis.			I would if:
7.	I maintain my blood pressure within recommended limits.			I would if:
8.	I have had a bout of back pain in the last six months.			I would do more to prevent it if:
9.	I wear a seat belt all the time when I am in a motor vehicle.			I would if:
10.	I have at least three drinks containing alcohol every day.			I would drink less if:
11.	I eat breakfast every day.			I would if:
12.	I usually consult a medical self-care book or helpline when I am sick.			I would if:
13.	What are your specific health goals? (Mark all that apply)			
	<input type="checkbox"/> Improve mental health	<input type="checkbox"/> Improve nutritional habits		
	<input type="checkbox"/> Reduce stress	<input type="checkbox"/> Control cholesterol		
	<input type="checkbox"/> Stop tobacco usage	<input type="checkbox"/> Reduce back pain		
	<input type="checkbox"/> Feel better overall	<input type="checkbox"/> Reduce alcohol consumption		
	<input type="checkbox"/> Increase my safety awareness	<input type="checkbox"/> Increase strength and endurance		
	<input type="checkbox"/> Improve cardiovascular fitness	<input type="checkbox"/> Reduce body fat		
14.	What would motivate you to participate in wellness programs? (Mark all that apply)			
	<input type="checkbox"/> Convenience/location	<input type="checkbox"/> Flex time	<input type="checkbox"/> Prizes	<input type="checkbox"/> Financial
	<input type="checkbox"/> Incentives – <input type="checkbox"/> Gym membership			
	<input type="checkbox"/> Improved health			
	<input type="checkbox"/> Family participation			
	<input type="checkbox"/> Time of day – <input type="checkbox"/> Before work	<input type="checkbox"/> After work		<input type="checkbox"/> During lunch
	<input type="checkbox"/> Peer support			
	<input type="checkbox"/> Health promotion events at worksite			

15. There are many ways to receive health information at the worksite. Which of the following ways would you prefer? ( Mark all that apply)

- Pamphlets and other written materials
- Films and videos
- Presentations by experts (seminars)
- Internet/Intranet
- Classes and courses
- Screenings
- Contests and incentive programs
- Employee assistance programs

16. Please give any suggestions or recommendations for specific activities to include in the health promotion program.

17. What aspects of your work environment should be changed to be more supportive of healthy lifestyles among employees?

## Section 5: Demographic Questions

Please check the appropriate response.

1. Where are you located in the NDDOT?  Central Office  Field
  
2. How long have you been a NDDOT employee?  
 Less than a year  1-2 years  3-5 years  
 6-10 years  More than 10 years
  
3. Sex:  Male  Female
  
4. Age:  Under age 25  31-40  51-60  
 25-30  41-50  Over age 60
  
5. What is the highest level of education you have achieved?  
 Less than high school  High school diploma or equivalent  
 Technical school  Some college  
 College degree  Graduate school
  
6. In which of the following functional categories would your job be classified?  
 Administrative and Clerical  Engineering and Related  
 Information Technology  Maintenance  
 Driver and Vehicle Services  Construction
  
7. What is your current grade level?  Grade 1-13  Grade 14-19

## APPENDIX B Mean Ratings for Each Question

### Section 1: General Organizational Questions

		Strongly Disagree		Strongly Agree		Mean Values	
		1	2	3	4	5	
1.	Red tape is kept to a minimum in the DOT.	1	2	3	4	5	2.78
2.	Jobs in the DOT are well defined and logically structured.	1	2	3	4	5	3.13
3.	Most of the DOT employees share a clear understanding of where the organization is going and what it is trying to achieve.	1	2	3	4	5	3.19
4.	The DOT creates a very friendly atmosphere for employees.	1	2	3	4	5	3.41
5.	Employees of the DOT generally support each other well.	1	2	3	4	5	3.44
6.	The DOT has a relaxed, easy-going working environment.	1	2	3	4	5	3.33
7.	In general, the DOT is a caring and cooperative organization.	1	2	3	4	5	3.47
8.	Supervisors encourage their employees to give their best effort at work.	1	2	3	4	5	3.50
9.	DOT supervisors provide help, training, and guidance so that employees can improve their performance.	1	2	3	4	5	3.38
10.	Employee roles within the DOT are clearly defined, yet flexible enough to adapt to changing needs.	1	2	3	4	5	3.35
11.	The DOT's work groups make good decisions and solve problems well.	1	2	3	4	5	3.06
12.	The DOT is willing to take a chance on an innovative idea.	1	2	3	4	5	2.94
13.	The DOT supports employees' creative work solutions.	1	2	3	4	5	3.03
14.	The right people are placed in the appropriate jobs in the DOT.	1	2	3	4	5	2.65
15.	The DOT is successful in developing people from within for advanced jobs.	1	2	3	4	5	3.02
16.	The performance appraisal system meets the DOT's organizational needs.	1	2	3	4	5	2.77
17.	The DOT's performance appraisal system leads to fair evaluations of employees' work on their jobs.	1	2	3	4	5	2.73
18.	The most qualified employees are hired and are promoted within the DOT.	1	2	3	4	5	2.60
19.	The DOT provides for the training and development needs of the employees.	1	2	3	4	5	3.49
20.	DOT employees receive all the training needed to do a good job.	1	2	3	4	5	3.27
21.	The DOT provides sufficient support for employees trying to obtain work-related certifications or licenses.	1	2	3	4	5	N/A
22.	High performing employees in the DOT are rewarded appropriately.	1	2	3	4	5	N/A
23.	In the DOT, rewards and recognition are more prevalent than negativity and criticism.	1	2	3	4	5	2.92
24.	When employees do not meet performance standards, they are reprimanded or punished.	1	2	3	4	5	2.61
25.	There is an appropriate difference between the pay awarded to high performers and average employees.	1	2	3	4	5	2.20

26.	Overall, the DOT's level of technical resources is appropriate to carry out its functions.	1	2	3	4	5	3.36
27.	Technological advancements have improved the methods for completing work at the DOT.	1	2	3	4	5	3.58
28.	In general, DOT employees have good access to technology support staff for solving problems.	1	2	3	4	5	3.48
29.	The technology support that is provided to employees is adequate and timely	1	2	3	4	5	3.35
30.	Organizational plans, policies, and procedures are generally followed by employees.	1	2	3	4	5	3.46
31.	Organizational plans do provide adequate direction to the employees.	1	2	3	4	5	3.25
32.	In the DOT, it is clear who has the formal authority to make decisions.	1	2	3	4	5	3.49
33.	In the DOT, decisions are made in a timely manner.	1	2	3	4	5	2.88
34.	DOT employees feel that there is adequate, ongoing communication about the organization's activities.	1	2	3	4	5	2.89
35.	Employees are kept informed about significant issues in the DOT as a whole.	1	2	3	4	5	2.96
36.	There is sufficient opportunity for employees to express their views in the DOT	1	2	3	4	5	2.84
37.	The information given to employees by management is accurate.	1	2	3	4	5	3.17
38.	People have easy access to those in the DOT with whom they must work.	1	2	3	4	5	3.59
39.	The DOT's policy for dealing with conflicts or disagreements among employees is effective.	1	2	3	4	5	2.96
40.	The DOT is supportive of employees voicing their opinions, even though conflicts or disagreements may result.	1	2	3	4	5	2.73
41.	The DOT has ongoing partnerships with external organizations that bring in new ideas	1	2	3	4	5	3.20
42.	Employees are provided with specific information about what level of work performance is expected of them.	1	2	3	4	5	3.28
43.	Specific goals have been set for each department within the DOT.	1	2	3	4	5	3.22
44.	The DOT is a well-run organization.	1	2	3	4	5	3.16
45.	The DOT is a great place to work.	1	2	3	4	5	3.47
46.	The DOT is able to recruit highly qualified employees.	1	2	3	4	5	2.68
47.	The DOT is able to retain qualified workers.	1	2	3	4	5	2.57
48.	Among the DOT employees, morale is high.	1	2	3	4	5	2.73
49.	In general, DOT employees are highly motivated to do a good job.	1	2	3	4	5	3.12
50.	The DOT is effective in getting employees to meet the organization's needs and contribute to its effectiveness.	1	2	3	4	5	3.19

## Section 2. Item Mean Ratings

	Mean Ratings
1. My job at the DOT involves production of a “whole” or substantial part of a product or service.	3.72
2. My job at the DOT is challenging.	3.80
3. My job at the DOT has a great deal of variety.	3.92
4. At the DOT, I have opportunities to work independently.	3.96
5. My job at the DOT has clear goals and objectives.	3.61
6. My job at the DOT is designed so that I can tell from the work itself how well I am doing.	3.59
7. I feel a strong sense of belonging to the organization.	3.35
8. At the DOT, there are opportunities for advancement.	2.88
9. At the DOT, there are opportunities for learning.	3.60
10. I have adequate technical training at the DOT.	3.40
11. I have access to adequate soft skill/supervisory training.	3.34
12. I would like more job-related training.	3.53
13. My supervisor treats all employees fairly and equitably.	3.45
14. At the DOT, I feel like part of the family.	3.29
15. I am given an appropriate amount of work.	3.56
16. I am loyal to the organization.	4.09
17. The DOT provides fair pay.	2.53
18. The DOT provides fair benefits.	3.72
19. Considering the work I do at the DOT, my present compensation level is satisfactory.	2.66
20. At the DOT, participation is invited and encouraged in matters that affect me.	3.16
21. I am given explanations for the reasons decisions or requests are made at the DOT (I am told “why”).	2.86
22. I am emotionally attached to the organization.	2.95
23. Periodic meetings are held to review my individual performance.	3.24
24. Periodic meetings are held to review my team or unit performance.	2.80
25. Informal feedback about my individual performance is constructive and frequent.	2.99
26. I am satisfied with my job at the DOT.	3.44

### Section 3: Motivation and Retention Issues

	<b>Issue motivates me:</b>	<b>Mean Ratings</b>
1.	Compensation	3.69
2.	Recognition	3.28
3.	Autonomy or independence	3.62
4.	Responsibility for work and/or outcomes	3.93
5.	Feedback about work performance	3.46
6.	Variety in work tasks	3.82
7.	Benefits	4.05
8.	Flexible work arrangements (e.g., flextime, job sharing, telecommuting)	3.72
9.	Relationships with coworkers	3.76
10.	Culture of the organization or work environment	3.34
11.	Significance or importance of work	3.81
12.	Relationships with supervisors or managers	3.67
13.	New equipment or technology	3.64
14.	Opportunities for growth and advancement	3.58
15.	Communication in the organization	3.28
16.	Rewards for good performance	3.49
17.	Job security	4.01
18.	Formalized rules and procedures	3.15

**Section 4: Physical Health and Well-Being  
Response Frequencies**

	<b>Yes</b>	<b>No</b>	<b>Complete if Appropriate</b>
1. I exercise moderately for at least 30 minutes three or more days a week.			I would if:
2. I smoke cigarettes or use other tobacco products.			I would stop if:
3. I am exposed to secondhand smoke.			If yes, check all that apply: <input type="checkbox"/> Work <input type="checkbox"/> Home <input type="checkbox"/> Public Places
4. I am more than 20 pounds over my ideal weight.			I would lose weight if:
5. I limit my intake of fat, sugar, and salt.			I would if:
6. I practice some type of stress management on a regular basis.			I would if:
7. I maintain my blood pressure within recommended limits.			I would if:
8. I have had a bout of back pain in the last six months.			I would do more to prevent it if:
9. I wear a seat belt all the time when I am in a motor vehicle.			I would if:
10. I have at least three drinks containing alcohol every day.			I would drink less if:
11. I eat breakfast every day.			I would if:
12. I usually consult a medical self-care book or helpline when I am sick.			I would if:
13. What are your specific health goals?			
	(243) Improve mental health	(388) Improve nutritional habits	
	(372) Reduce stress	(246) Control cholesterol	
	(115) Stop tobacco usage	(203) Reduce back pain	
	(446) Feel better overall	(27) Reduce alcohol consumption	
	(134) Increase my safety awareness	(483) Increase strength and endurance	
	(460) Improve cardiovascular fitness	(488) Reduce body fat	
	(18) None of the above		
14. What would motivate you to participate in wellness programs?			
	(447) Convenience/location		
	(441) Incentives – (297) Gym membership	(114) Flex time	(55) Prizes (141) Financial
	(346) Improved health		
	(131) Family participation		
	(304) Time of day – (49) Before work	(152) After work	(48) During lunch
	(90) Peer support		
	(181) Health promotion events at worksite		
	(59) None of the above		

15. There are many ways to receive health information at the worksite. Which of the following ways would you prefer?

- (264) Pamphlets and other written materials
- (185) Films and videos
- (294) Presentations by experts (seminars)
- (304) Internet/Intranet
- (217) Classes and courses
- (237) Screenings
- (172) Contests and incentive programs
- (174) Employee assistance programs
- (53) None of the above

**APPENDIX C**  
**Open-Ended Survey Comments**  
**(Responses to Questions from Section 1)**

<b>In what aspects of your job and the organization have you seen the biggest improvements over the last two years?</b>
Retirements by those with ingrained institutional knowledge creation of several divisions that should have been a long time ago.
Training opportunities
-access to data online made easier -ability to work with district personnel
Have not seen any improvement. Management is way off the ball.
More opportunities for training in different areas, but most training is done over video conferences, including some courses which would be more beneficial in person.
Management
Technology improvements
computer networking
plowing snow
keeping the max dollars needed to do projects across the state for DOT
equipment gets bigger and better
the type of equipment is getting better than before
-better equipment -computer access
trucks (snow plows)
Management/supervisor finally aware of ongoing training issues-more willing to work towards obtaining additional training opportunities
dedicated employees and quality of workmanship
the technology is great and the new equipment makes jobs go easier and faster
Better, bigger, and more often the equipment is coming out to the sections.
technology has improved immensely
mentoring program
Our work area has become more team oriented.
Equipment purchased is good.
IT- we have received more computers and training in the last 2 years.
I have not seen any big improvements in last two years that stick out.
-Technology, GPS system for surveying
-Technology and equipment
Technology and new computers
technology
-more new and better equipment. better and faster communication between office and field personnel
Equipment upgrades
Some new equipment has made something easier
filenet
Advances in technology, the ease and availability of finding information online and filenet. I see an effort to recruit and retain employees. Expanding the communications division was a good move.
Survey-GPS unit
Equipment
better technology

Fleet focus and more credit use.
Purchasing equipment and the equipment training academy. Dept. asking for your input
better equipment
Technology-safety
we have been getting new survey equipment that will really increase our ability to do things in a timely manner. although, it took a lot of "pushing" to get what we think we needed.
equipment
technology
trucks for snow
technology
better equipment
the quality and availability for newer/nicer equipment
training
they have improved the equipment we operate and also got tools to help work on equipment easier
snow fighting equipment and access to computers
new technology
the technology in the new equipment
Employees getting a chance to better themselves
equipment
In our district: none
none
equipment is getting better to do multiple jobs
The training and technology is on a positive upward path. The snow plow units are top-notch. The EO training academy is excellent.
New equipment
job training over the internet
Technology
recognized for going over and above
The placement of no nonsense people in management positions
More communication, internally and externally
technology
Seeing better equipment to do our jobs effectively and better training session and how to run the equipment.
more opportunities for growth and development
good communication division
keeping up with technological advancements. over the past 2 years I feel there is more of an easy going feeling with upper management.
tools and equipment
not an improvement as far as working conditions. too noisy in my area, constant interruptions is a distraction
better technology; more awareness of environmental concerns
buildings and equipment have been improved
technology
equipment
equipment
technology and equipment
information technology, facilities
material and equipment
equipment and vehicles
the Transportation technician series

survey technology
streamlining of the project development process
Moving into a different area of work-different division director
Updated computers-new IT directors
N/A I am a new employee.
Training and technology surveying
The addition of IT equipment has made the business functions available to all DOT Staff. The Time and Attendance module was a great improvement.
Technology-GPS
New Staff directors in a few areas.
Technology in some areas-programs are coming along; laptops are great.
Equipment- Trucks- tractor- loader-mower
Way of doing business
Timely information from management, supportive working environment.
The training opportunities for everyone has increased with the partnering program. Valuable for anyone who wants to continue developing.
None- Management has made decisions that affected my job that they did not inform me that these decisions were being made.
The implementation of electronic time sheets.
Better Equipment.
Have not seen any real major or significant improvements- pretty much status quo.
none
4% Yearly Raise.
The salary adjustments for lower range people have been very nice. They have kept up with technology very well.
How they support veterans
I have been here a year and the biggest improvement is the focus on customer service.
Snow plow trucks
New versions of computer software as it becomes available. Improved wellness program.
Responsibility given
-training
-salary-Thank god for the recent and planning 4 and 4 plus benefits, but still way behind
Compensation
Division executive that can focus on task instead of trying to tie multiple projects (unrelated) together
More progressive, adapting to change, a much better executive management team in place
getting improved technology and up to date technology sources ex. photogrammetry system RWIS, etc.
Equipment has improved. Supervision is more friendly.
Equipment
Good improvements in technology.
Better equipment to work with.
Technology
Brining back tech I- this allows the hiring of the so called "Permanent Temporarys" these people have worked here for years. We need to take advantage of that.
Better pay at new employees, training for new employees, better equipment and technology.
Generally better supervision in our section.
getting a new design engineer
new gps system, robotics, system and an atv for surveying
technology
new technology has greatly increased productivity. In addition, a greater sense of being part of a team has increased morale.

This organization has gone down hill in the last few years, the management has very poor leadership skills.
Technology has improved.n Equipment has improved.
Maintaining and Operating Equipment
Surveying technology has greatly improved in the last 2 years, we are able to do it faster and more efficient.
Technology
IT updates- survey technology
equipment
better technology
Better equipment to do the job
training
equipment and computers
URTS Production system
recent new design engineer
morale
In the buying of new trucks with wings and underbodies to help in faster and better snow removal of roadways
equipment
technology and electronic new equipment
better equip
fancy new equipment
technology
-technology improvements
-reorganization of divisions into logical groupings
information technology
The starting wage for entry level engineers has increased making it easier to hire.
an increased commitment to getting better employees with more creative hiring practices
Computer hardware and software to do our work.
training opportunities
-pay coming closer to private sector
-getting newer technology
new division
We were provided tools that allow us to make a better product for our customers. It was a very nice jump in technology.
The improvement on the highways.
Equipment upgrades, finally have good equip. to do the job. Technology-computer upgrades and use of computers in daily functions.
-change in design standards to maximize the money we have.
-trying to improve section buildings and provide better work environment.
Web sit improvements
equipment
new equipment
legislative raise
providing computers and vehicles
The supervisors are starting to be more employee friendly.
the internet
equipment
equipment

Maintenance got more job titles and pay grades for advancement opportunities. Newer equipment is constantly being bought to make the job easier and more efficient.
technology areas
better equipment
Effort in trying to fix problems
better equipment
equipment
technology
new equipment
technology
equipment
technology
technology
no money to spend
more computers and programs to use
equipment and computers
better equipment
technology
technology like GPS survey and computers
The way employees are treated by upper management
technical support and resources
fixing problems with trucks
tech support, new radios, new computers
-reviewing and listening to public input -technology in maintenance operations -new trans. tech. program
After having to work with a difficult employee for over 25 years, they terminated her and the workplace has improved.
we went backwards
equipment
equipment, truck technology
technology and training
an employee was terminated for causing problems within the dept., which caused employee morale to go up.
communication from top to bottom of the work ladder
tools and equipment are being updated on a regular basis
health program
equipment
equipment
technology
communication is better with upper management
to keep equipment clean
technology
technology
improved job definitions of job performance and training expectations for advancement
equipment and training
use of academy style learning
equipment
equipment

staffing to meet our workload
better equipment
equipment
the technology and equipment used.
equipment
all the new improvements in the trucks
equipment
technology
technology and support
none
Technology of equipment
Newer, Better Equipment
Better Technology and equipment
Getting more organized. More defined work duties.
I feel it has stayed the same.
With PC information is more ready at east to get
Technology Pay
The aquisition of new equipment that enables us to do a better job.
Better Equipment, and storage building for equipment.
None
Technology has greatly reduced both the crew sizes and completion time on projects
technology and training
equipment
adequate pay for my level of work. Workflow of motor vehicle tabs and titles has improved
More emphasis on safety on highway projects
improvements to computers
equipment
equipment
equipment
a lot better equipment is being purchased
use of computer technology. access to data.
letting me do my job without delay.
technology
Technology and equipment
In our maintenance equipment and in the use of computer technology for timesheets and pay
equipment
equipment
None. I have seen a lack of support and sincerity from our top management. This has trickled down to all employees and the atmosphere has certainly changed in the wrong direction.
-More emphasis on employee wellness
-Many more training opportunities
Communication
technology
technology
technology
equipment

none, as employees I feel we have to compete for everything we get.
communication is good and continuing to improve
The DOT is trying to stay competitive with consultant pay. I feel they are making a good effort to raise the pay of their technical staff.
More info is available electronically. Easier to get what you need at your desk.
technology
training
technology and equipment
New ideas and equipt so we can watch the weather and make informed decisions on snow and ice control
quality of equipment
Better equipment to do a better job
equipment
The increase cross training of employees among different divisions. More effective communication and meetings within divisions.
better software and programs such as GIS have greatly improved our ability to perform our jobs more efficiently.
training and communication. equipment and employee input
equipment
equipment
equipment
big improvements in technology and working conditions at the maintenance sections
More attention being paid to non-engineering divisions
equipment and vehicles
trucks and equipment and mowing tractors
equipment and buildings
newer and better equipment
-reclassification of job titles and training at the academy at Devils Lake
equipment-better trucks
performance appraisals
training opportunities
technology is always moving forward
more exposure to new technology and construction practices via TLN presentations
-communication
-customer service
equipment
computerized forms used in the job environment CARS program for instance
equipment
equipment
Flex hours and software updates.
Pay scale has improved some.
Getting pay grade change for workers
better equipment
advanced technology
new technology
better equipment and better shop facilities
equipment
pay equity has improved
The company has provided a healthy atmosphere w/ introduction of wellness program.

less strict dress code, more casual attire allowing us to be more comfortable
exposure to and information about training has greatly improved
casual work clothes
I thought we were moving ahead in pay and skill recognition in motor vehicle but was mistaken.
none
Re-organizing Design Division should help focus on the needs of each new Division.
Pay has gotten better for lower classified employees, mid management positions have been created through reclassification.
equipment
communication has improved. Positive image of DOT has been enforced.
technological
training program has been expanded
New employees start out at higher pay, old employees are left behind in the dust
Training is more than adequate
equipment
The electronic document management system (paperless files) (scanning everything)
equipment, wellness and mentoring program
equipment is updated more frequently
new technology is more valuable
technology and equipment
increased training opportunities, equipment
management
vent system in shop
automation
additional temporary help
The organization has been able to understand where it needs to go as a whole and has been on the track to getting there.
technical resources and support is outstanding
better equipment, improvement on buildings
Communication is slowly getting better, big push moving maintenance into cons.
technology and appropriate training
The NDDOT does a good job in keeping computer hardware and software up to date.
Technology keeps pace, and the physical working environment has significantly improved.
There have been big improvements in surveying equipment, snow plows, computer programs.
Equipment has gotten better. However, Now talk is we will be downsizing because of costs (NOT RIGHT)
Wellness program
Technology, computers in sections, new time sheet system
Health Programs. More training on surveying.
truck equipment can get more done in most applications
I believe the department is starting to work better together, however, too much only occurs at the top.
newer equipment and better technical resources
equipment upgrades
equipment maintenance and equipment in general
1)Technological improvements
2) more appropriate organizational structure
Being able to register online and file net for reducing paper storage.
communication between my supervisors; myself

technology and new software
Technology improvements in hardware
use of videolog and arch map
work environment
Communication do to MyDOT
Better equipment
technology
technology
There has been no improvements, just disappointment
more streamlined overall, our department finally is well staffed and we are operating at a more manageable level than before
better equipment and trucks
newer equipment, use of lease tractors for mowing, e-mail accounts, electronic time cards.
equipment we need to do maintenance and trucks we use for snow removal
Changes in leadership
equipment to use
Process mapping work flow. PeopleSoft good and bad
Get the pay scale up.
technology improvements
Being able to do time sheets on computer, newer trucks are quieter and more comfortable, newer section buildings are roomier, warmer, and easier to get equipment in.
upgrading of equipment
building maintenance and beautification
technology
equipment
equipment
More training is being offered
technology and pay
New equipment
The dept. is starting to get a handle on market rate for salaries.
better computers not down as much as we were before
gray areas of duties removed-job descriptions more streamlined, independent decisions encouraged
bonus
stricter regulations
training
continuing education
technological advances, as well as addressing work space needs.
training has been good
automation-electronic use of documents
technology
The NDDOT has provided more leadership training opportunities.
Moved to a secure location.
equipment
technical-filenet-website
access to state of the art equipment and software
technology
decentralization
New IRP system- excellent program
good equipment

surveying equipment
new equipment made jobs alot more efficient
technology
better equipment
technology, lot of effort to keep up with industry communication between employees
Technology is continuously being upgraded or incorporated into work activities. We are constantly learning to use new programs or figure out how to use the programs we already have (excel and word) to do our jobs more efficiently.
More interaction with supervisor
purchase of new and updated equipment
Some of the equipment is becoming newer. Computer training learning and using the computer is ongoing.
bigger and better buildings (for some)
better equipment such as trucks and loaders
-electronic time and attendance -computer communications and online training -more and refined uses on MDSS and Meridian for weather
technology (gis, survey equip, planning software-DTIMS and priorities)
over all employee moral is 100% better Quality of work is better
The use of computers in sections buildings the equipment being purchased is great to do our job.
technology
n/a
worked less this year
equipment
computers being available for everyone
implementation of automated workflow systems
equipment and computers
the good equipment they supply are computers & internet, and buildings.
technology
equipment
better training
equipment, technology, and communication
district management has improved in most districts
switching to 4x4 vehicles for construction. getting laptops allows you to take it with to projects in summer and get your email while at training in winter. Performance based raises.
none
more freedom
better survey equipment and computers
technology improvements
we got a new D.E. in the district
time sheets to workforce system- employees being able to see vac/sick leave/ compensatory balances on screen as they are entering their time.
technology advancements have been good
tech advancements
technology
technology and information transfer
technology
rebuilding of roads which results in less maintenance work

bigger and better equipment
technology
promoting wellness
survey equipment
technology
my supervisor went from being "poor" to "average". I got some much-needed training
better equipment
technology
openness with people in authority
equipment to do maintenance jobs are getting better quality and more advanced and updated.
moving more toward modern technology and what it can do for us
new employee opportunities, employee compensation
gaining experience, great to meet and work with DOT employees around the state.
biggest improvement has been in the new equipment
the communications dept has been the communication front, persons to go thru
upgrading the computers and software filenet has improved and become easier to use. Offering microsoft office to employees was a wonderful thing and saved me a lot of money. I love all the training that is offered it has helped me advance my skills at work and has given me other life skills.
technology
new equipment
equipment, better training
the use of computer in our daily work
bigger equipment to allow us a better method of clearing roads
equipment
equipment

<b>In what aspects of your job and the organization would you most like to see improvements made in the future?</b>
less appearance/actuality that the organization's operations are dictated by the industry. (AGC/CEC) upgrade the interior of the building: new paint job, windows, floors, and bathrooms made cleaner all around.
Salaries. More opportunities for reclassifications-difficult to complete PIQs to please HRD.
-promotion for good leaders -more training of field inspectors
Need more help in one section
Revamp the job classification system in order to motivate employees to stay with dot.
Management
Employee compensation
people who "think" they are in a leadership position and they really are not.
getting along with others
bigger and better buildings
bigger shop building
Upper management handling problems instead of just pushing it off to the side and doing nothing about it.
communication, responsibility for jobs
Pay Scale
better equipment and training
job-more support for ongoing/additional training. organization-communication has improved but can always be better
more job opportunities within agency and increased pay to at least attempt to keep up with inflation
communication within my district is absolutely terrible. needs to be better. reward employees that are more qualified and do a better job.
Better, bigger, and more often the equipment is coming out to the sections.
Internal hirings may reflect the ability of the employee being hired for the position
training for new employees and not just a select few.
It is too limited to get new technology in place, so mainframe can be abandoned. Not enough money or manpower to get needed projects done.
-More equitable pay scales. -Pay increases are not given based on merit: even though labeled "merit raises"
-Communication between districts and Bismarck office -Always seems to be putting the cart before the horse. Example: Operators being reclassified with out knowing how it was going to be done, and what qualifications were going to be needed.
More advanced one on one training with the GPS
More opportunities to advance
Administration (Bismarck) seems to be pulling away from employees.
More opportunities to advance job at the district
Performance pay for better employees. Higher starting salaries so we can hire better people and retain them!!!!
-salary would come close to inflation -Paying new people \$50 a month less than someone who has 7-8 years experience. The person with the time should be making at least \$250 a month more, not 50. Its an insult to the person who has to teach the new guy what is going on.
more updated equipment
Better support from the IT Division. When we ask them for services.

Advances in technology, the ease and availability of finding information online and filenet. I see an effort to recruit and retain employees. Expanding the communications division was a good move.
Concrete testing frequencies for curb, gutter and sidewalk its an overkill when your pouring more than 200 yards in one shot.
management and their micro managing
Communication-from within the Districts and from central office
Less paperwork and a supply systems.
Pay for maintenance employees. Shop improvement, new building etc...
Pay and benefits and bonuses
more schooling on new equipment
higher pay to keep the better employees with the state.
I would like to see us hire new employees to lower the work load on us, and increase the quality of work we do. also, not make it such a big deal to order something or to buy something.
cost of living raise!!! Plus legislative raises!! for equipment operators and supervisors in maintenance rule of 80 for retirement
pay, retaining employees, communication between divisions
better pay rewards
better pay
better pay for long term employees
pay raise
more training and pay. the dot needs to be competitive in pay to retain employees.
We need an increase in pay and to hire people that take pride in their work, also have ambition.
Would like to see more improvement in the promotion of supervisor not egos
better training with the new technology
pay scale improved if you are including your job performance
wage, jobs are paying more outside DOT than this.
pay
Top management-doing our job to better ride of public and public roads
Empowerment, communication, job flexibility
increase in pay
Salary. With the upcoming retirement of other maintenance employees, with the wages offered, their positions will be very hard to fill. This will be especially evident in the western part of the state where the oil industry is booming. Higher wages to start out does not solve the problem itself. The maintenance employees that are currently here need a substantial pay raise to keep them in place.
New equipment
better equipment, better public relations
Pay to meet private sector
More qualified people in charge.
recognized for going over and above
-Hold people accountable for wrong doings -Management should be more straight forward to DOT employees about what is going on, rather than giving us the politically correct answer.
An effective performance management system, less red tape, more decisive decision making.
salary
Monthly salary increase to be brought up to other organizations for the work we do.
Training
Better work environment from agronomics stand point. Better communication with in division and overall in department
-a commitment to delagation -more time and energy devoted to employee contact and feedback

Better benefits, we are falling behind other companies. During construction I feel we need more people on jobs. Employees ARE asked to work longer hours and inspect more items. This is hard to do when you have 10 subcontractors working on one job at the same time.
wages. redundant evaluation system that does nothing to reward dedication or competence.
-quiet work area -too many micro manager! In several sections, not just in the division I am in.
More awareness of environmental concerns at the average employee level.
Winter road reporting-either more pay or change how it is done (more Rwis sites) would help
continued use of current technology as well as research opportunities allowing employees to share info with scientific community.
wages brought up to the national average for like positions
Maintenance department needs an advocate for simpler signing procedures, because maintenance signs are not posted overnight or for days at a time as in construction procedures
I would like to see evaluations for employees with 25 years or more be every three years. Evaluations have been the same for the last 10 years.
-increase pay for trans technician -supervisors need higher pay: compensation issues -increased benefits (dental, vision, higher multiplier for men)
following policies on smoking, communication with employees
continued equipment updates
the wages to go up
recognition for work and non related work activities on a local level. more district involvement
communication between divisions
all managers and leaders recognizing we are all part of a team and no one tries to affix blame for things that go wrong, but all work together as teammates to solve problems
Being able to attend self-improvement seminars even though I am not a supervisor
N/A I am a new employee.
Training in construction in section
More outreach to customers. So they better understand the DOT.
Technology-GPS
Expand in more tables/Excel use data.
Personell being treated equally, not rewarded for "milking" it. Technology- Cell phones.
Large enough building for above equipment and salt/sand sheds.
Quicker turn around on paperwork and exec. decisions.
Less red tape, more timely environment.
I would like to see more emphasis on employee performance to keep employees that are performing at a high level and pay them for their performance.
Management allowing decision to be made of the lowest level for the appropriate action.
It would be nice to see top management put more trust in their employees.
Better Pay for those who are good long lasting employees, that know there job.
Better wages at all levels.
Better Pay for Section Leadman
-Awards to high, well organized performers -Getting Paid more for knowing more
When they implement new technology they need to provide training. Ex. New version of microsoft was installed and employees had to figure out how to use it. Also, people do not plan, well many times they want something done right away with no time to prepare or plan.
on tools needed, upgrade some machinery
Even more emphasis on the customers. The creation of a speed line for those with disabilities is needed for those long times. I personally walked a crippled lady back one day.
Pay raise for transportation tech II

Dental and eye care programs better programs
We waste money.
Give fewer projects to consultants. Ensure that current DOT employees have adequate workload that is challenging. Allowing DOT employees to do more work will allow us to develop new areas of expertise and keep up with new ideas, instead of consultants doing it.
Training to do my job
-better salaries -there is a weak path for eng/technician in career path
I was not able to answer a lot of the questions because I am a temporary part time employee.
more accurate information on how to prepare for a meeting.
Division executive that can focus on task instead of trying to tie multiple projects (unrelated) together
-more consistent between districts if they do the same job functions. why are they so different? -more resources where needed, some jobs at the DOT are outdated -HRD and management support of existing policies -if management approves a project make sure correct resources are in place first
creative solutions to boost employee morale
better planned technology-NOT implement programs without involving people just because one person thinks it is a good program. feel it is forced on us. you conform or else!
More interactions with lead man. Lead man to stand behind us more.
Pay a living wage! Working 13 to 16 hours a day is not safe!
Seal coating and pavement overlays sooner. Before roads get in too bad of shape.
management to stop micro-managing
Not so many closed doors and secret meetings.
Better communication between upper level and lower level employees.
Technology
Less management we are too top heavy.
More improvement on shop. more doors updating. bring pay up for long term employees, pay scale and incentives.
Acceptance of time saving electronic use of system. One of our clients was allowed to destroy time saving templates.
Less meetings: every time you turn around there is a meeting, this would never go over in the private sector. use your e-mail. keep everyone informed of the things you are doing.
remove more of the unqualified bosses
a credit card to charge for hotel rooms etc. more flexible working hours and times. more increases in pay per month.
more technology
There is an attitude by some staff that they do not have to work as hard as others. This is a failure of management not recognizing those who are dedicated hard workers and those who just get by.
There should be more Firing of people who are in certain positions.
Pay! Pay!
More Computer time and training.
Not so much repetitive training, try to get more new information and have the same other classes stretched out over time.
Technical resources, retaining veteran employees
Classes for inspectors on how to document construction inspection activities
wages
training and improve on technology
Better decisions on where to place equipment we need for our jobs. More respect for senior employees and chance to advance.
pay and administrative organization

URTS Production system
keep pathways program
direction and staying consistent
I think in the winter there should be more spare equipment around when one is down. Like hold back the plow equipment for auctions until spring or summer.
better wages
higher wage
morale boost by taking care of the people who are not doing their job
they way merit pay is distributed
more staff
let people who are hired do what they are hired to do
tools
salaries to match outside pay scales
better communication from top to bottom
Embracing new technologies and implementing them.
A better effort to get the very best and brightest people to work here, so that it will inspire and challenge co-workers.
pay scale
Streamline the environmental document process with Federal Highway.
training opportunities
streamline the internal procedures to have simple tasks completed such as copying and other document services
reward those that work
GREATER communication between divisions. Recognition of individual or group knowledge. use everybody not just engineers
I agree with structured environment, however I would like to see "office politics" go away.
Let each section make more designing on their own.
-wages: DOT is continuing to fall behind the "market" in this area. -Benefits: although we have a fair benefit package, other are offering more. -equipment: we have made big steps in this area and should continue. Recognition and rewards for going above and beyond. pay should reflect top achievers. Fair evaluations all employees are considered average.
-change in design standards to maximize the money we have. -trying to improve section buildings and provide better work environment.
Fair compensation, communication
better follow through by management
People who are in supervisory jobs should have adequate training on how to deal with people and conflicts. Anyone can be a dictator and mouth out orders but in my opinion, very few supervisors know how to deal with the people aspect of the job.
Management going by the same rules that are in the handbook, so employees know the rules to go by.
compensation
supervisors do more
Technical software related to my job needs to be updated.
fewer layers of management
legislative raise
supervision, morale
Recognized and compensated for work done, there is a lot of "above and beyond performance" that makes a person not want to try, but still do.
More emphasis on electronic filing and less paper
improvements between construction and maintenance

pay
New tech series for maintenance-supervisors will move up 2 pay grades without knowing or going through any training that the employees trying to move up will have to go through to get the same pay or at least get a raise.
Raises for performance actually given out. Advancement opportunities for everyone.
-pay steps in salaries for loyalty and morale -less admin. and more working supervisors -admin. to take seriously the comments from those that do the work to make things effective, safe and more common sense. -training approved by those who need it and not by someone behind the desk
salary, training to run equipment
-to recognize people that are high performers and give them raises when they exceed standards -increase wages
Buildings for equipment storage and salt/sand buildings.
improved pay to keep qualified employees
pay
pay
there needs to be more pay, it is hard to make a living, without a second job.
training in technology-making shortcuts on projects in anyway of my job.
comm. between divisions
equipment
I see management failing to make a decision with the location of the Fargo district. It is obvious that more room is needed.
Much less micro-managing, when the supervisor knows less than the workers
employees having more say
Personnel ie: promotions and pay hikes to match the outside world
equipment and computer support
better step pay for 10+ year employee
communication
Higher pay to help retain quality employees.
I work for the construction side of the DOT and it seems like there is a little hostility between the construction and maintenance departments.
technology ex. RIMS and some testing equipment used in const.
better retention of qualified technicians
equal pay for equal work
Have a supervisor that supervises not just the guy that has been there the longest.
We need higher salaries for our employees. We need to review benefits and make improvements
Make every employee have better attitudes-I am tired of hearing other employees constantly threatening to quit and then getting a raise to stay.
better managers
better pay raises because the cost of living is going up all the time
Better communication and job classification to all employees, less e-mail more one on one conversations like in the past.
increase in pay on the lower end, such as maintenance
To make employees accountable to getting their work done properly and on time
more tech support, and tools
There is too much favoritism when hiring and promoting
keep up with engineers/survey technology. retain quality employees
safety i.e. baffles for semi trailer
Listen to the employees and their input, they are the ones doing the work

training and professional development to keep employees competent with others
Seeing who is actually doing the quality work instead of a select few who are praised on a regular basis "Those who spend more hours @ work must obviously be doing the best work", for example.
Wages should be higher to get younger workers to stay or come to work for us
To keep roads maintained better and equipment updated
more rewards for high performance
Using new methods to improve cost of roadways
I want a window
need a window in our office, there are three of us in here!!!
better communication between supervisors and employees about job responsibilities and training. get rid of the secret mentality
people work together most of the time things are done and most of the time nobody in other sections knows what is going on until they drive into the yard and unload or take something like equipment
use of common sense
front end loaders for each section and new bigger buildings
Higher wages for qualified employees
-adequate buildings and equipment -allow long-term part-time workers to get benefits
better pay
more equipment
Computer training in the districts ie. microstation filenet
pay
a better pay raise
pay
better comm. between supervisors and staff
pay based on work performance and quality of work-not title
quicker decisions by upper management
temporaries given more recognition for their work and time of employment like the permanent
higher mgmt seems to want to be involved in decisions that used to be made at a much lower level
pay
work environment and work space
Buildings, Tools, Pay
Better chance for advancement
More decision making opportunities for my level.
I would like to see more modern and accurate equipment and instrumentation.
Better leaders in the sections.
With PC information is more ready at east to get
Pay
Continue access to latest technology
I would like to see long time experienced employees be given some credit when having a disagreement with a supervisor instead of being terminated!
Better wages, why should Hardies in bismarck pay more for serving sandwiches then new employees get for equipment operation, and actual work.
pay raise
Employees that have been employed for years should make more money than new employees.
Monetary compensation-Not a sorry the engineers are paid so low, that the majority of money went to their dept. all the while other dept. suffer
performance pay

Correct the wages COMPRESSION-There is no reward for years of service
Improvements in technology related to printing and mailing. A more streamlined and standardized system for bulk mailing.
latest computer software programs
More uniformity of technical data and policy enforcement
The wages should be raised for the techn II and III
to raise the pay levels to reflect the cost of living and to bring them more in line with national levels
pay scale
getting more organized section supervisors
Make succession planning more of a priority
pay - shops and storage buildings
better communication
Promoting qualified people to management positions. There is a lack of leadership qualities in many positions at this time. Many current managers have no people skills and are severely hurting morale.
Continued support on decisions to handle the assigned job.
Being more fair to all employees not just the chosen ones.
Decision making. It seems that many decisions could be made much sooner and with less paperwork. If lower level management was able to make the decision.
salaries, multiplier and health care credit for retirement, communication and technology
In pay raises, to stay ahead of rising inflation and living expenses.
With jobs in the western part of the state pay in \$50,000 to \$80,000 a year, it is hard to justify working for \$30,000 a year.
Pay scales need to be higher to keep employees.
equipment
Less micro-management at the top level. More unison of the DOT as a whole, rather than "engineering" vs. "non-engineering." Organizational changes must not be surprises, they need to be communicated and shared, not "fired" at us. More support from top management for professional development and flex schedules. (Not all divisions support this).
-Decisions made more timely
-DOT needs to deal with salary compensation in the engineering classification
work ethics and communication
equal pay-better pay-better reclassification system-sb every three years.
quit treating a person like a number, and give pay raises to a person
add salary adjustments to right people
Better management, work more efficiently, less wasteful work methods. Do more with less.
Talk to maintenance employees and ask just what they think the problems are and how they can be solved.
Improved pay and work condition (office facility)
To value their employees more.
Increased pay to keep up with inflation, at a minimum.
better supplied utilities and maybe wages for the expensive economy or cost of living if you will.
management
Wage, Money needs to be more. To many oil field work now with the state now days.
more field training
open up the pay grades
I believe we are still being paid at a level that is below the market value for our work.
management skills
more pay
buildings
Better technical resources to perform work. Better coordination of work within some of the sections

within divisions.
Inside winter storage for equipment, we have approx 1 millions dollars worth of drill rigs sitting outside all winter and struggle to find place to work on them to do maintenance work. In our dept. we have a fairly higharm over rate because we are out of town from spring thru fall. Its my opinion if we were able to work three 13 1/2 hours days when circumstances permitted, we would be able to retain more people because they would have more home time with families. Plus it would save the state money on motels and per diem.
I believe the DOT is headed in the right direction and should continue on their course
more recognition for years of safe and faithful service, greater pay to keep up with inflation and jobs of other similar types of jobs
pay us a decent wage for what we do. at least keep up with inflation
wages and advancement
keep up with technology budget. Seems like the technology budget is always being cut but employees expect the DOT to keep up with technology
Division directors that have the necessary financial and technical skills; not political affiliation only
bigger salary increases for people who are training all the new employees
better pay, better pay etc...!!!!
more money
improvement of section buildings
change management, less stealing
Another person put in our section as we are only a three man section
more operators to work around the clock during snow emergencies
I worked in DOT in IL the pay difference is unbelievable. If you people want good people you have to be willing to pay them a fair wage.
less micro-management by learning division process
funding for increase pay difference for performance and grades
salary increase
training and fairness the way things are done and not based on who you are but be based on what you are willing to learn and the work you do
better financial compensation for employees who have been with the DOT for years and worked our way up. We are expected to train in college and trade school graduates only to have them advance financially in a couple of years to the level that it took us years to obtain.
pay raises
pay increase, DOT is the lowest paid. County get paid \$16/hr top pay in DOT is \$13/hr, if you can even get there.
salary and retirement
communication- do not leave "lower level" people out of situations which may affect their job duties- every employee has something to offer
more specialization
ownership of projects-lack of project management internally
I would like to see people advanced in their jobs by the quality of their work instead of the people they suck up to. Too many people advance in the DOT for the wrong reasons. none of them good.
equipment
Equal pay for females doing the same work as males, pay adjustments to try and catch up to rapid inflation.
more money
pay grade change
higher pay
advanced technology
better and more standardized training for new employees would like to see HR take on a more visible role in providing friendly, positive atmosphere.
New employee retention, recruitment, employee favoritism, technological advances not so far

wages and clothing stipends
training
Job descriptions must be restructured. Example: Tech III in construction must run a survey crew, a Tech IV must manage small projects in order to be promoted. A Tech III or IV in the central office are required to do neither.
Willingness to provide workers w/Everyday used programs is hard to come by. Adobe standard/Professional is used by industry as a standard for file transfer/storage.
a raise in salary
adequate staffing to help with communicating phone support and filing
To have your supervisor be more open to ideas and suggestions. It is most often "NO" and no discussions whatsoever
I would like to see that promise mentioned above carried out.
-Salary increase to attract good candidates
1. Training for new employees that melds in with the operation of the department. 2. More stability in the sequencing of projects.
Make sure that new technology is truly better than existing technology.
buildings, salt/sand shed
reevaluate the depts. and the pay scales. We do a lot more work than other departments making the same pay scale.
Improvements need to be made in compensation and in opportunities for advancement.
Performance appraisal system (too many exceptional employees rated as average) (low performing employees rated as average)
Training. The training budget needs to be increased or it is an excuse to prevent adequate training. Less levels of management.
Parking!
-communications -reduce micro-management and trust employees
Keep up in pay with the rate of inflation
pay equals what my peers in other cities and states are getting. more employees where needed, additional engineering positions need to be created.
actually listen to what equipment operators have to say about things.
pay
retaining employees by keeping pay competitive with private sector
to give the employees the opportunity to advance even when the appropriate degree is not there-give workers with experience the chance to move up.
I live so far away and price of gas is high. I would like to work from home a couple days a week.
Higher wages because we are losing good workers, bigger shops to accommodate all of the equipment, better communication between upper management and employees.
salaries keeping up with economy
In the last 7+ years, our jobs in drivers licensing have had a huge increase in the amount of work and responsibility to issue a drivers license, but the pay has hardly increased as compared to responsibility.
Communication between upper management and field employees
Improved work place conditions (buildings), More involvement in decision making process
management
better equipment, better communication from upper managers to employees, and better pay
compensation
Qualified management hired for positions. Way too many engineers hired to positions that do not need engineers for it. Need to go back to the state job descriptions that are the same at all district and not anything can be changed, such as according to the discretion of the district engineers.
friendly work environment, continued automation
more permanent full-time non-engineering positions
pay scale

I would like to see DOT have more permanent employees rather than temporaries.
more flexibility in work schedules
To get rid of this stupid chain-of-command system
better pay, an organization that treats people for doing better.
Wages! Our pay is very low compared to the oil patch "which are taking our people right and left"
Better availability of central office staff to respond to questions from the field. Some still will not return e-mail or phone messages and supervisors are too busy to ensure good communication occurs.
Adequate staffing levels need to be maintained in the administrative areas to keep up with the federal requirements and to insure adequate controls are in place over all financial transactions-the state PeopleSoft system has far too many slow time and downtimes which causes significant productivity problems. I encourage NDDOT management to be proactive to alleviate this ongoing problem.
Computer programs not every one has access to necessary programs and access seems to be given on an arbitrary basis.
Raise the pay grades to match the responsibilities of the job.
Merit & Cost of living adjustments to staff to include non-engineering staff.
Funding for construction, maintenance, salaries needs to increase to keep up with inflation and the cost of living.
Better training on computer with more time allowed to utilize what was learned.
Recruitment and Retention of good employees
Pay for those that have earned it! not fair to give same raise to those who choose to slide by!
Some of the equipment is in poor condition. This is mainly for field labs & compaction. For instance there was a speedy off 4-5% from oven dry. Horrible!!!
use more thought and common sense when putting together job classifications. get pay scales to not overlap
I would like to see the budget items between IT, HR and the district/divisions be more transparent. For example, the training is split between these 3 areas, but reporting is not considered.
for employees to think out of the box and upper management to listen and work with IT.
higher salaries, retain younger employees, keep more work/projects in-house, communication, update job duties and time allocation
better management, communication, wages, recognition and less politics
equipment maintenance and equipment in general
1) More support from upper management for innovative solutions and programs 2) Better Pay
Being able to register online and file net for reducing paper storage.
more involvement of interns. More meetings to discuss issues of each department.
communication within division/department
pay scale needs upgrading
-merge GIS (coordinates) and RIMS (RP and offset) -Make filenet easier to use -make external devices IP addressable
advancement of employees based on experience not just a degree
Training- I have worked for the DOT for 20+ years and have attended conferences i my field on an average of every 5 years. With technology changing so fast this is not often enough.
better management
emphasis placed more on experience rather than education
technology
Communication, pay, less partiality, less down grading of employees. A huge replacement of management could and would solve most problems.
More integration with billing through software instead of doing transactions on paper and sending it through inter office mail
better equipment and trucks
With wellness, I would like to see a treadmill or exercise bike in back section to use during lunch time.

my pay check!, 20 yr employee/supervisor @ \$2938. with three person crew.
More software training, more technical training, salary increase.
hiring more qualified young people. Raising pay for people on lower level of ladder.
Process mapping work flow. PeopleSoft good and bad
Paying the personal with years of service increases to match the now incoming people.
Fair Pay- more raises to those that deserve it-those doing the work
pay for non-pe employees, team building
Buildings to store sand/salt stockpiles. Find ways to improve our safety while working on roadways.
upgrading of equipment
That they would hire the best person for the job, that actually has some of that type of computer experience and has the knowledge of that particular job.
technology
The operators make the DOT, but we get paid the least amount. Please explain that one!
training, wage increase
equipment
More pay would help to recruit better quality employees and retain what we have.
A more administrative support, equalization of work load.
raises and promotions
More man power (hire more employees)
higher wages
I would like to see competitive pay increases that keep pace with job markets and growing inflation rates.
adequate pay for what is expected of us
help with the work load. try to minimize. when we are stress we make more mistakes. we need more room to work and not be climbing over everyone.
salaries
seeing staff in our division not dumping work (to busy for anything attitude)
-more communication between supervisor and employees
when updated versions of a program are received in DOT, all those using the program MUST attend new training.
hiring people who are willing to be a team player
Better pay -compensation
Morale.
better pay
Equip work a a bit better -new truck electrical problems
technical-filenet-website
Financial recognition for the value of each employee rather than their "title"
promotion within the dept. fewer middle managers -too many layers in the dept.
less micro management by executive management
Understaffed- if someone is missing- sick or at a conference- causes undue stress on others.
Better \$
pay raises for people that do their job well, why some people get \$2 a hour hazard pay and in construction that is not pay to people working in the field.
equipment worth thousands of dollars now pay us to return it
remove the requirement of employees needing to provide transportation and cost of fuel to carry out DOT jobs without being reimbursed.
lay down machine, more time to use equipment from district office.
keep trained employees in the department
We are constantly losing employees and hiring new employees (within the Dot). Less than 1/2 the

employees in our division were in this division 3 years ago. People bounce around so much within the DOT that most of us know a little bit of everything, but there are not many people with a deep knowledge and understanding of one specific area. It would be nice if at least two people in each section knew that sections material well.
Better pay for non-engineering employees as well as engineering.
better pay
Faster turn around of equipment especially snow plow.
stalls for all DOT trucks and bigger buildings for all! Better communication from upper management. Not have to use our 2hrs of paid vacation for 10hr days a week is a week no matter if in central offices or DOT maintenance. Hazard pay for DOT maintenance employees.
less b.s.
-hire better trained entry level employees -better pay for most positions in maintenance -less crossover work into construction fields
empowering employees at all levels. decisions are made to far up the chain.
There still is a lot of stress in the work place partially because of new technology and a lot more going on
More pay for good employees to stay working here. Retirement benefits shorter to retire early instead of working all your life then die when a person retires.
Pay has to come up to be competitive with wages in the western part of the state. Low pay seems to be the main reason morale is so low.
higher pay for employees other than engineers and IT Personnel
pay and opportunity to work on other areas help broaden career and experience.
that the state would get rid of the 4% or whatever wage increase and treat everybody equal and give a straight wage increase across the board.
better communication. More cell phones.
more implementation of automated workflow systems
better pay
more tools to work with in shop
a living wage not a welfare wage
more interaction of project managers with project personnel
pay, changes for advancement
attitudes of some supervisors could be improved, central office/M&R could deal with field problems faster. Devils lake district parking lot could use definite improvement.
Reimbursement for fitness club memberships for employee and spouse. Look into feasibility of getting brackets to hold laptops in vehicles, similar to those in high way patrol vehicles, for construction inspectors. make the video conferencing work better, and add another line in the central office.
keep health insurance the same
organization specific project goals
management should share more with the employees as it is our DOT too.
more freedom
retention of employees
more decisions made by the districts on divisions
pay is not kept up when D.E. had extra money some years the same people got the extra raise while others did the same type of work
improvement to parking lot. new building for sections.
when venting problems to upper management in the central office they need to be able to handle constructive criticism
tech advancements
pay raises

being able to hire and keep more quality employees
technology
better pay better info on what and why on projects
technology
that hard-working, competent, consistent, and professional employees be rewarded monetarily. Maybe it would motivate those who are only here for the paycheck to "step-up".
adequately rewarding high performers
My supervisor needs to go from "average" to "good" the software used by our section needs to be less troublesome. The problem software was written by state employees (not microsoft or adobe).
need a better method to train for advancement
pay
updating of older worn out equipment
computers for employees to use for work ex. laptops for fleet techs and construction to use on the job
how to talk to people better.
remodeling, better equipment, more flexible work hours
clearly define career path
-a separate budget that ITD could manage for -plannings traffic equipment. -also credit card use seems to be limited, which makes purchasing an item slow to get.
reclassification to move faster
training of mid level supervisors! they have no personnel management skills...
not so much "writing a job opening requirements to fit a certain person". PAY. Some trust from top mgmt. not always second guessing and accusing
As a temp I would like to see the state pay for benefits for interns and temps. It would make these positions more attractive to students who might leave the state for better pay and benefits. I also think that the DOT needs to reevaluate their needs of temps and consider hiring more of them as full time permanent employees. As a temp i have been employed for almost a year and there is plenty of work in this area for a full time person. Being allowed vacation and comp time would also be a definite plus.
buildings and grounds, wages
have continued training for all personnel
more openness from managerial positions, ,more than just the immediate supervisor
increase in safety, bigger shops, so we can park all trucks in it
more conflict resolution, more communication and education (bitch sessions) with management, management that knows how to manage and its role in doing the management, more openness, more friendliness
bigger section building
buildings