



# WYDOT Employee Satisfaction Survey, 2023

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# Contents

Contents.....	3
Introduction .....	4
Background.....	5
Methods.....	5
Questionnaire Development .....	5
Respondent Pool and Size .....	5
Survey Administration .....	6
Response Rate .....	6
Data Compilation and Analysis .....	6
Key Findings.....	7
Experience with WYDOT .....	8
Assessment of Agency Leadership Culture.....	9
Assessment of Workgroup Flexibility .....	10
Satisfaction with Supervisor .....	10
Job Satisfaction.....	12
Work Safety .....	14
Insights on Employee Engagement, Retention, and Effectiveness.....	15
Survey Results .....	21
Cross-Tabulations .....	36

# Introduction

In summer of 2023, the Wyoming Survey & Analysis Center (WYSAC) at the University of Wyoming and the Wyoming Department of Transportation (WYDOT) contracted to conduct the 2023 WYDOT Employee Satisfaction Survey. This survey has been administered biennially since 2019, in an effort to assess agency culture, workplace satisfaction, and employee retention. It provides the Department with valuable information by way of capturing its employees' perspective of their work environment. The information gathered provides a snapshot of the current status, as well as measures changes over time. The data collected is used by WYDOT leadership in deciding about policy measures and necessary improvements. The survey instrument for the 2023 iteration was based on the one used in 2021. A few minor changes were made to the existing questionnaire reflect current priorities and concerns, while a block of three questions was added to the end of the survey. The survey was administered using the web mode of data collection. By the close of data collection 1088 surveys were completed by WYDOT employees.

## Survey Facts

### Start and End Dates

November 2<sup>nd</sup> – December 5<sup>th</sup>, 2023

### Completed Surveys

1088 (926 in 2021)

### Response Rate

62% (46% in 2021)

### Median Survey Length

Approximately 12 minutes and 30 seconds

# Background

In spring 2019, the Wyoming Survey & Analysis Center (WYSAC) at the University of Wyoming and the Wyoming Department of Transportation (WYDOT) contracted to conduct a WYDOT employee satisfaction survey. This survey has been administered biennially since, in an effort to assess agency culture, workplace satisfaction, and employee retention. It provides the Department with valuable information by way of capturing its employees' perspective of their work environment. The information gathered provides a snapshot of the current status, as well as measures changes over time. The data collected is used by WYDOT leadership in deciding about policy measures and necessary improvements. The survey instrument for the 2023 iteration was based on the one used in 2021. A few minor changes were made to the existing questionnaire reflect current priorities and concerns, while a block of three questions was added to the end of the survey.

## Methods

### *Questionnaire Development*

The survey instrument for the 2023 iteration was based on the one used in 2021. A few changes were made to reflect current priorities and concerns, including the removal of a few questions. An additional block of three questions was added at the end of the survey to assess 1) the best things about working for WYDOT, 2) factors that could cause employees to leave WYDOT, and 3) things that could make WYDOT more effective.

The final questionnaire draft was provided by WYDOT. WYSAC suggested a few edits and refinements and after final approval by WYDOT programmed the survey instrument for online data collection.

The programmed questionnaire was tested by WYSAC personnel for skip logic and user friendly look and feel before it was made available to WYDOT personnel for testing. After final approval by WYDOT the survey was officially launched.

### *Respondent Pool and Size*

The pool of respondents for this survey consists of all current WYDOT employees. The list used to send the invitation to the survey consisted of 1781 employees.

## *Survey Administration*

The survey was administered from November 2nd to December 5th, 2023, using the online mode of data collection. The survey administration protocol followed WYDOT guidelines. Data collection proceeded as follows. In a change from the 2021 iteration, WYSAC was solely responsible for survey invitation delivery to WYDOT employees. Previously, WYDOT provided an anonymous link to employees. This change allowed us to follow-up with only non-responding employees, as well as additionally guarantee confidentiality to employees by receiving only invitations from WYSAC. Additionally, WYDOT offered five \$25 gift cards as a participation incentive. Respondents could opt-in to this drawing and WYSAC was able to draw the winners from the confidential list of opt-ins.

First, WYSAC send invitation emails to all WYDOT employees from a list provided to WYSAC by WYDOT. For the next three weeks, WYSAC send weekly reminder emails to those who had not yet completed the survey, for a total of four survey invitations. The link contained a direct link to that respondents survey, allowing us to track completions status and automatically follow-up with only non-responders.

## *Response Rate*

A total of 1088 surveys were completed by WYDOT employees for a response rate of 62%. This compares to 2021, where a total of 926 surveys were completed by WYDOT employees for a response rate of 46%. We recommend allowing WYSAC to continue to completely handle the survey fielding, as we believe the assurances of confidentiality of respondents translated into a better response rate overall.

## *Data Compilation and Analysis*

Upon completion of data collection, the data set was exported from the online platform into the IBM SPSS data analysis software and prepared for analysis.

# Key Findings

In this section we present finding from the 2023 survey iteration. Employee satisfaction was measured using several battery of statements covering various aspects of WYDOT's work environment and culture. Respondents were asked to state whether they agree or disagree with each statement, or choose to remain neutral. The graphs included in this section show the percentage of respondents who expressed agreement with the respective statement. In the framework of this survey, higher levels of agreement are generally reflective of higher levels of satisfaction and approval.

In the process of the analysis in 2019 it became obvious that levels of job satisfaction and overall experiences at WYDOT are closely related to the supervisory status of the respondent. In view of this observation, for each aspect of the assessment, in this section, we discuss the overall findings in parallel with how responses differ by supervisory status.

Detailed survey results are presented in the *Survey Results* and *Cross-tabulations* sections of this report.

## Experience with WYDOT

As can be seen below, the most WYDOT employees agree with four statements used to assess their overall experience with WYDOT. The highest level of agreement (78%) is with the statement “I believe WYDOT fosters an environment free of sexual harassment and discrimination in the workplace.” This is similar to the 75% and 77% who agreed in 2021 and 2019, respectively.

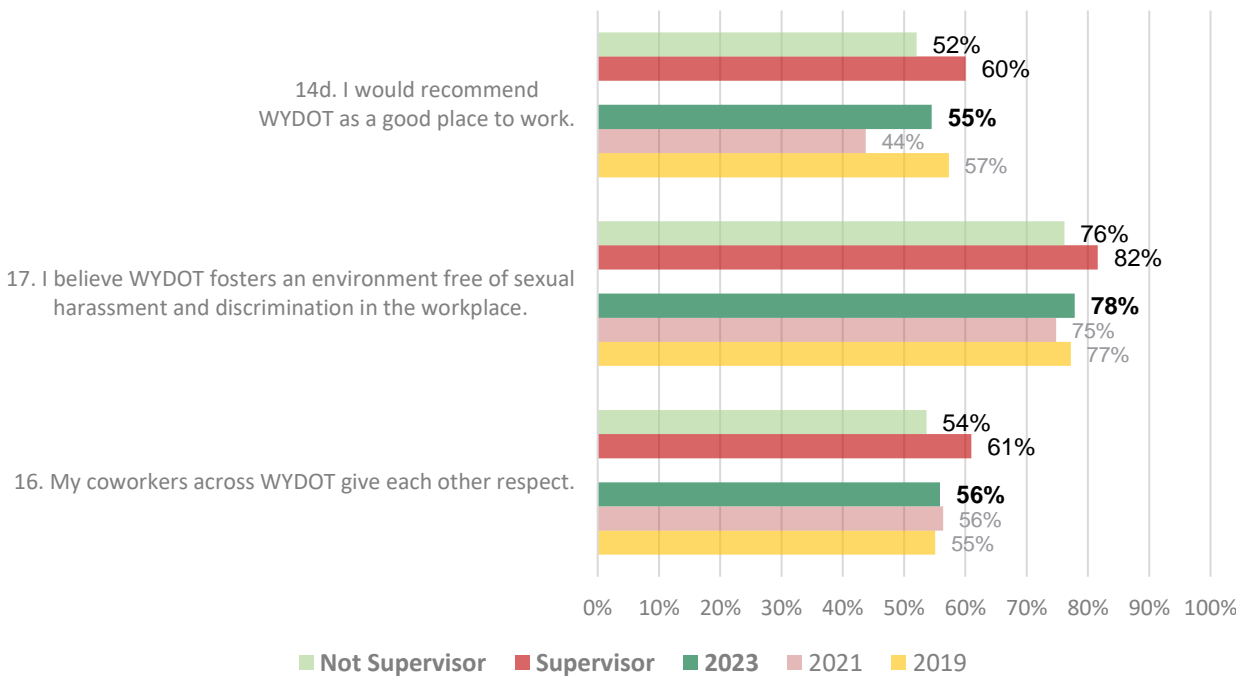
Just over half (55%) of WYDOT employees agree with the statement “I would recommend WYDOT as a good place to work,” an increase of 11 percentage points from 2021.

Just over half (56%) of WYDOT employees agree with the statement “My coworkers across WYDOT give each other respect,” consistent with number from previous years.

There is a statistically significant difference in the level of agreement expressed by supervisors as compared to the level of agreement expressed by non-supervisors only one of the three statements in this group: “I would recommend WYDOT as a good place to work.”

### Figure 1

Experience with WYDOT (Employees who agree with statement)



Source: WYDOT Employee Satisfaction Survey, 2023

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## Assessment of Agency Leadership Culture

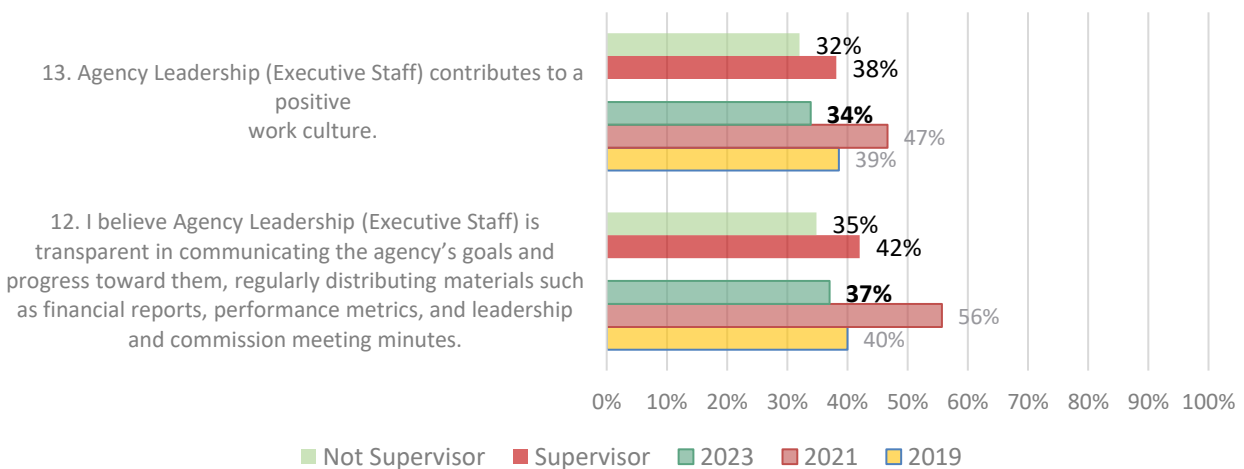
About a third (34%) of WYDOT employees agree that “Agency Leadership (Executive Staff) contributes to a positive work culture,” a decrease from 47% in 2021. For this item there is no statistically significant difference in the perceptions of supervisors and non-supervisors.

Just over a third (37%) of WYDOT employees agree that “I believe Agency Leadership(Executive Staff) is transparent in communicating the agency’s goals and progress toward them, regularly distributing materials such as financial reports, performance metrics, and leadership and commission meeting minutes,” an decrease from the 56% that agreed with this statement in 2021. For this item there is a statistically significant difference in the perceptions of supervisors and non-supervisors, with supervisors more likely to agree.

It is important to consider that the wording and introduction to this question was changed/eliminated completely for the 2023 iteration. In 2023, respondents only considered Executive Staff is indicated in the question stem. In 2021, the following introduction preceded these two questions: *When asked about Agency Leadership, please consider the Agency Director and Administrators (Chief Technology Officer, Chief Financial Officer, Chief Engineer and Assistant Chief Engineers, Support Services Administrator, Aeronautics Administrator, and WHP Administrator), as well as the WHP Executive Command Staff (Colonel, Lieutenant Colonel, Operations Commander/Major, and Support Services Commander/Major). Do you agree, or disagree with, or are you neutral about each of the following statements?*

**Figure 2**

Assessment of Agency Leadership Culture (Employees who agree with statement)



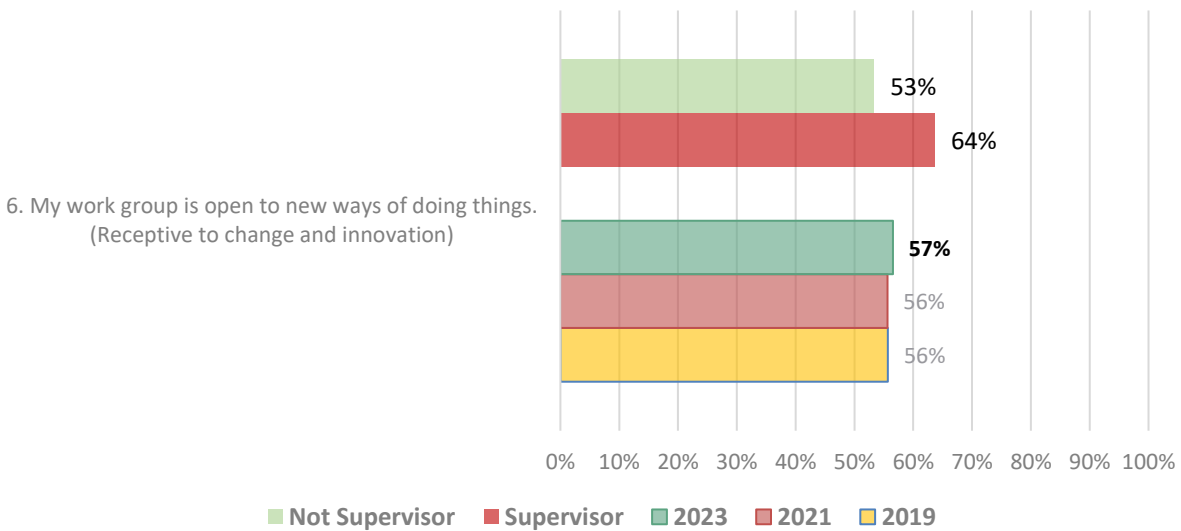
Source: WYDOT Employee Satisfaction Survey, 2023  
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## Assessment of Workgroup Flexibility

As can be seen in Figure 3, the majority of WYDOT employees agree that their work group is open to new ways of doing things (they are receptive to change and innovation). There is a statistically significant difference in agreement between supervisors and non-supervisors, with supervisors more likely to report that they agree with this statement (64% compared to 53%), mirroring the numbers from 2021.

**Figure 3**

*Assessment of Workgroup Flexibility (Employees who agree with statement)*



Source: WYDOT Employee Satisfaction Survey, 2023

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## Satisfaction with Supervisor

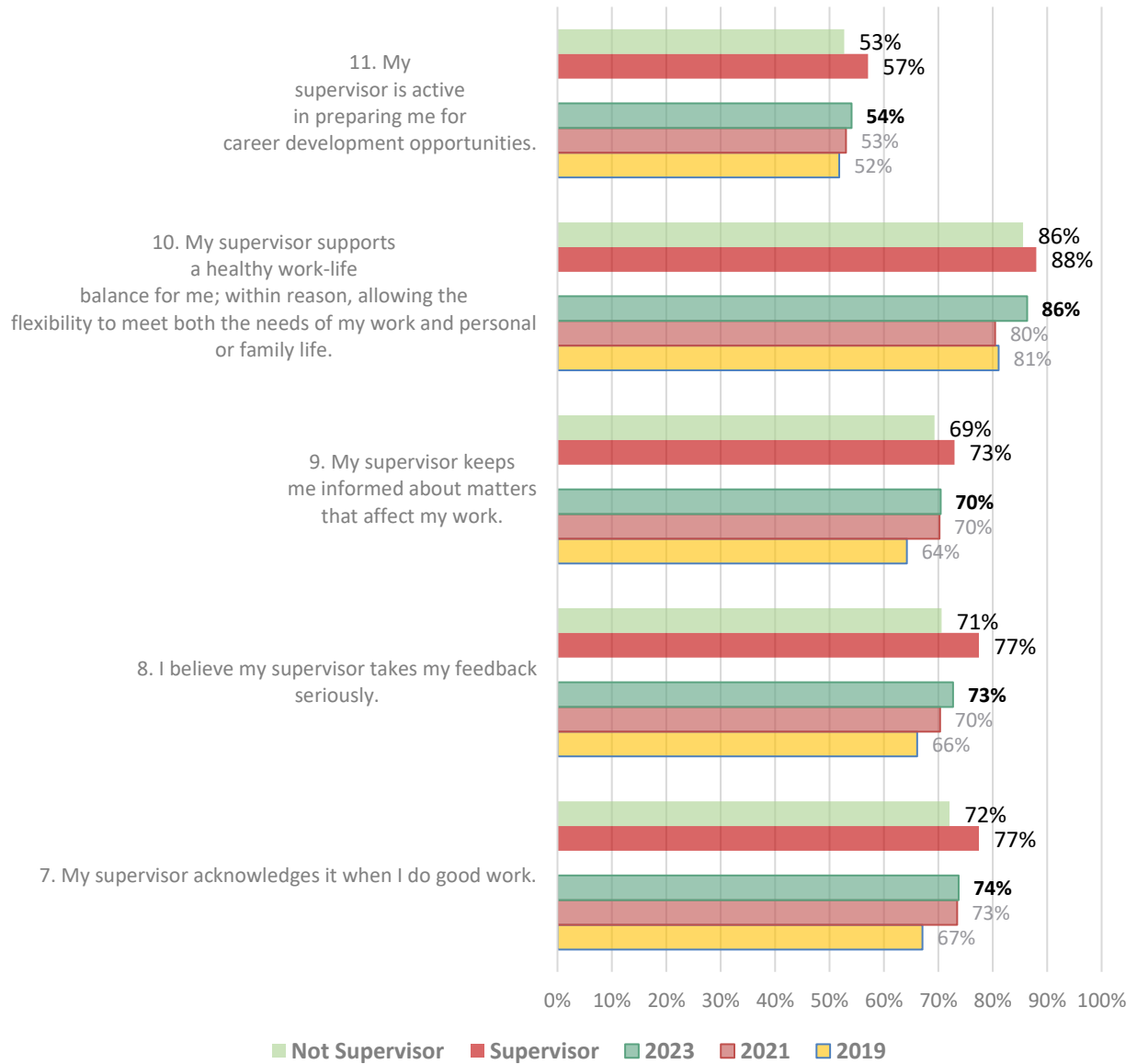
As can be seen in Figure 4, the majority of WYDOT employees agree with all five statements included in the assessment of satisfaction with supervisor, with improvements in agreement with all statements from 2021. Nearly three quarters of employees (74%) agree that “my supervisor acknowledges it when I do good work,” an increase from 73% in 2021. A majority of employees agree that “I believe my supervisor takes my feedback seriously” (73%) and “My supervisor keeps me informed about matters that affect my work” (70%). Eighty-six percent of employees agree that “My supervisor supports a healthy work-life balance for me; within reason, allowing the flexibility to meet both the needs of my work and personal or family life,” and increase from 80% in 2021. Just over

half of employees (54%) agree that “My supervisor is active in preparing me for career development opportunities.”

Only item number 8, “I believe my supervisor takes my feedback seriously” showed a significant difference in the level of agreement between supervisors and non-supervisors, with supervisors more likely to agree with the statement (77%) than non-supervisors (71%).

**Figure 4**

*Satisfaction with Supervisor (Employees who agree with statement)*



Source: WYDOT Employee Satisfaction Survey, 2023

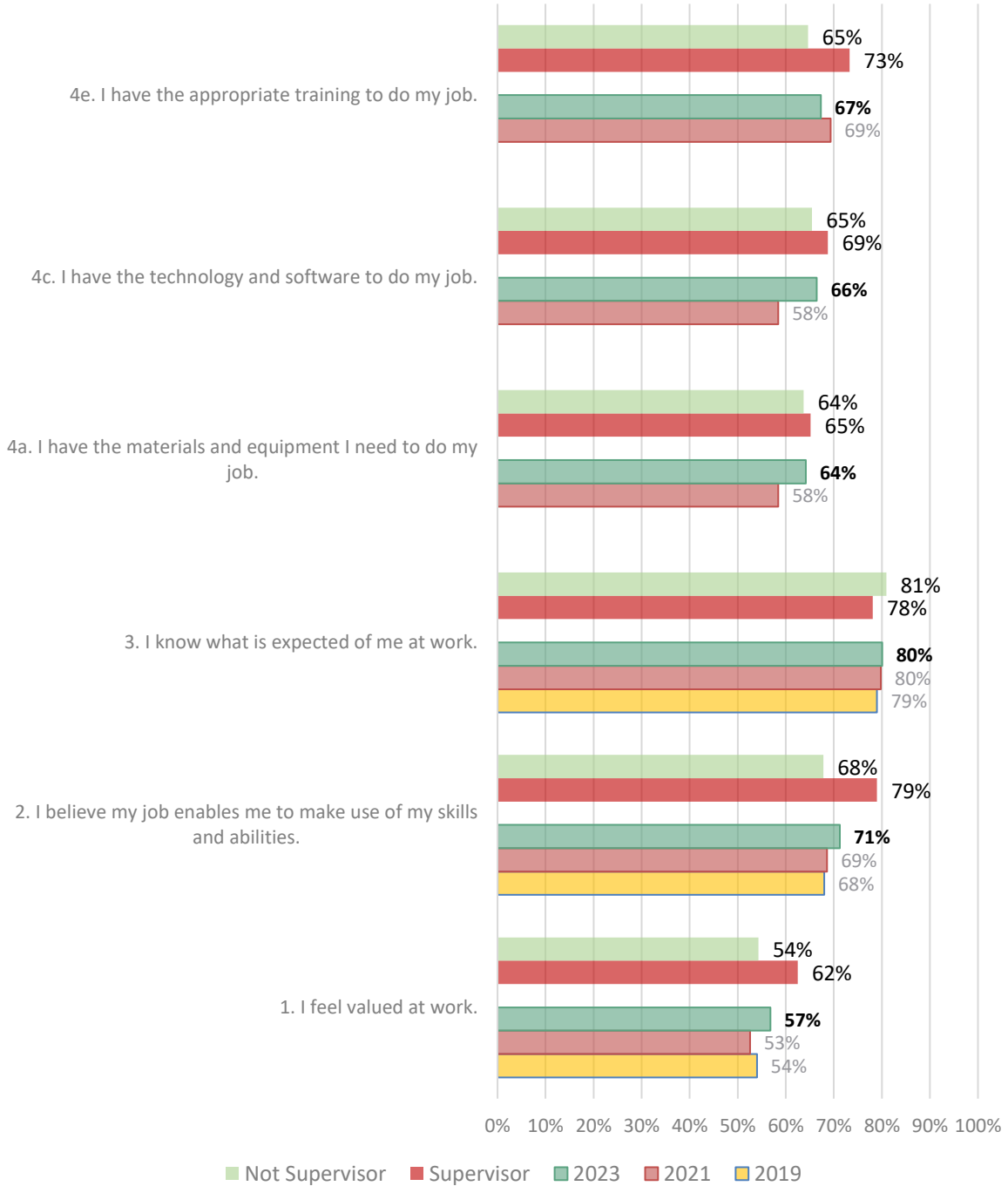
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## *Job Satisfaction*

Over half (57%) of employees agree that *“I feel valued at work,”* with agreement significantly higher among supervisors (62%) than with non-supervisors (54%). This overall agreement is a slight increase from 2021 and 2019 at 53% and 54%, respectively. Over two-thirds (71%) of employees agree that *“I believe my job enables me to make use of my skills and abilities,”* with agreement significantly higher among supervisors (79%) than with non-supervisors (68%). A large majority (80%) of employees agree that *“I know what is expected of me at work,”* mirroring the 80% in 2021, with no difference in responses between supervisors and non-supervisors. Just under two-thirds (64%) of employees agree that they *“have the materials and equipment I need to do my job,”* an increase from 58% in 2021. For the item *“I have the technology and software to do my job”* 66% of WYDOT employees agree in 2023, and increase from 58% in 2021. Finally, 67% of employees agree that they *“have the appropriate training to do my job,”* similar to the 69% in 2021.

**Figure 5**

*Job Satisfaction (Employees who agree with statement)*



Source: WYDOT Employee Satisfaction Survey, 2023

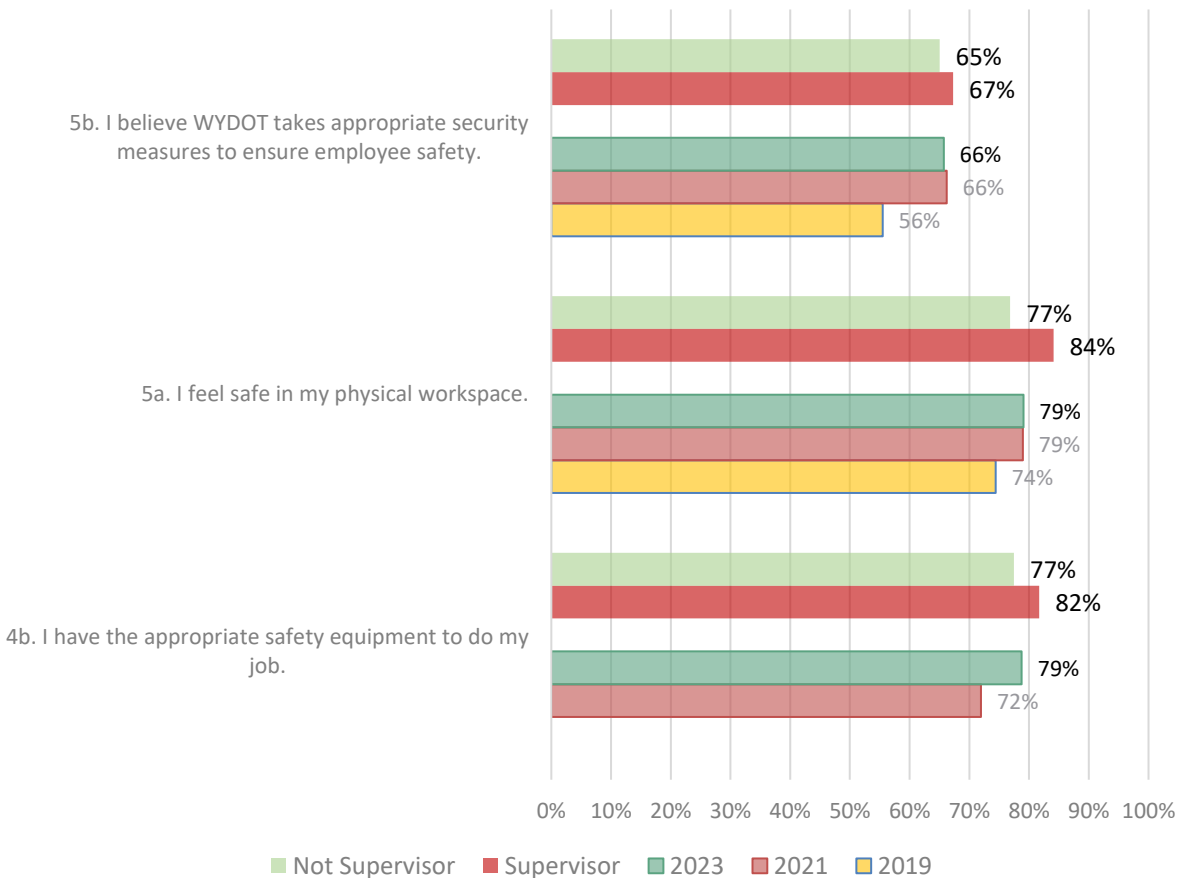
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## Work Safety

Two-thirds (66%) of WYDOT employees agree with the statement “I believe WYDOT takes appropriate security measures to ensure employee safety,” with no significant difference in responses between supervisors and non-supervisors. This mirrors the 56% that agreed with this statement in 2021. Over two-thirds (79%) of employees agree that they “I feel safe in my physical workspace,” with supervisors more likely to agree (84%) than non-supervisors (77%), similar to results in 2021. Finally, 79% of employees agree that they “have the appropriate safety equipment to do my job,” an increase from the 72% that agreed in 2021. There was no significant difference for this item when looking at supervisors vs. non-supervisors.

**Figure 6**

Work Safety (Employees who **agree** with statement)



Source: WYDOT Employee Satisfaction Survey, 2023

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## *Insights on Employee Engagement, Retention, and Effectiveness*

For the 2023 survey iteration, three new questions were asked of all respondents at the end of the survey to measure employee engagement, retention, and effectiveness. For each of the three following questions, employees were allowed to select **up to three** of the presented options. Alternatively, they could solely select *None/I don't know*.

For each question, results are presented in the figures that follow by the number of employees that selected that item as one of their three choices. To identify the order in which the choices were presented to the respondent during the survey, please visit the Survey Results section.

For the first question, employees were asked “*What is the best thing about working for WYDOT?*”

Overall, the top five factors that were selected as the best thing about working for WYDOT were: Job Security (50%), Schedule or Schedule Flexibility (38%), People/co-workers/staff (35%), Good boss/supervisor (32%), and Interesting types of work (17%)/My work gives me a feeling of personal accomplishment (17%). (See Figure 7)

The five least selected items as the best thing about working for WYDOT were: Opportunities for growth (5%), Working with our customers (5%), Lack of stress (6%), Working to meet WYDOT’s mission for Wyoming citizens (8%), and Employees in my work unit treat me as a valued member of the team (11%). (See Figure 7)

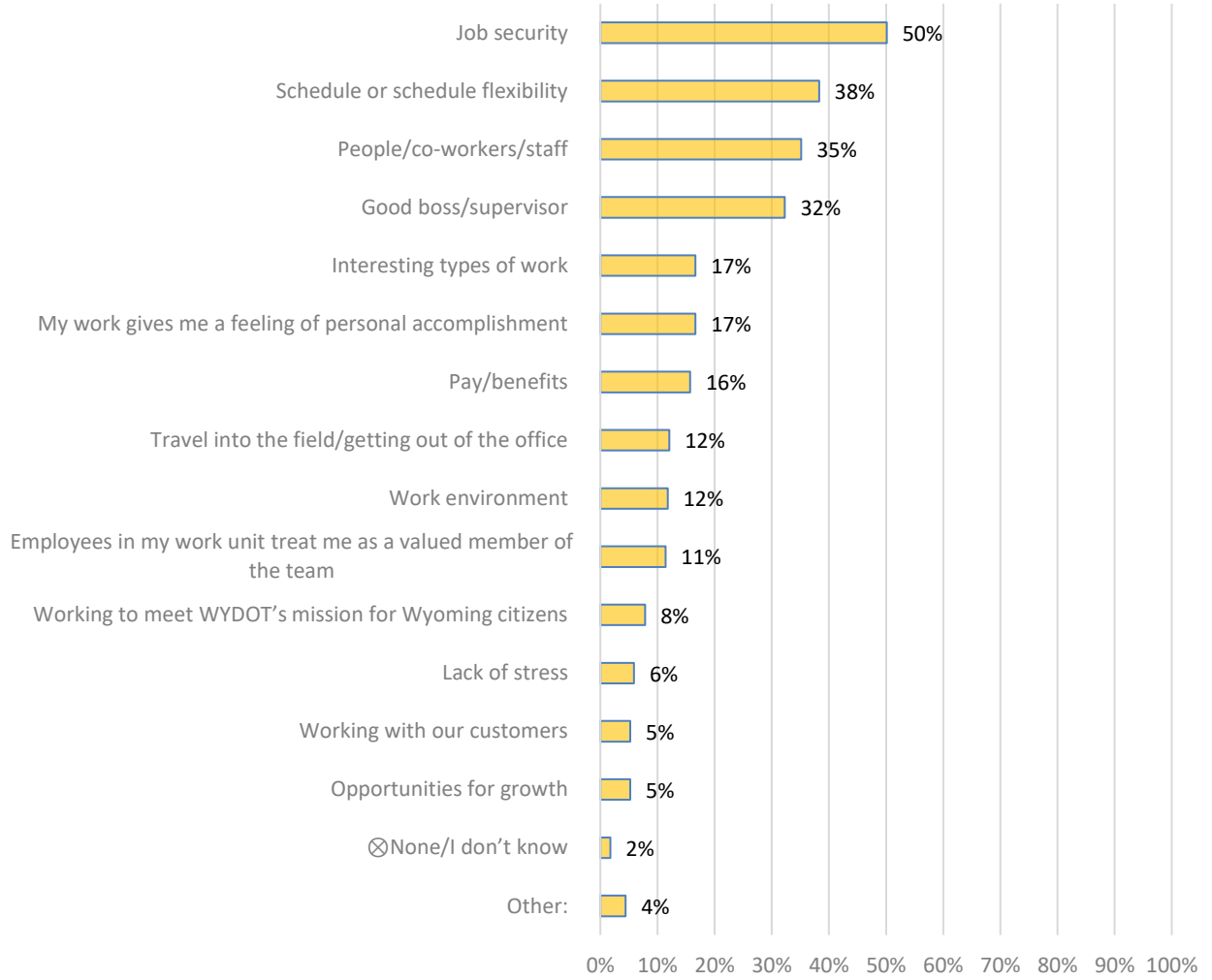
There were a few items in which supervisors were statistically more likely to select as the best thing about working for WYDOT than non-supervisors: People/co-workers/staff (42% vs. 32%), and My work gives me a feeling of personal accomplishment (22% vs. 14%).

Alternatively, there were a few items that non-supervisors were significantly more likely to select as the best thing about working for WYDOT than supervisors: Good boss/supervisor (34% vs. 28%), Employees in my work unit treat me as a valued member of the team (14% vs. 6%), and Lack of stress (7% vs. 3%).

Responses to the “Other: Specify” option (43 responses) fell into the following themes: Benefits & Insurance: 14 responses; Work Environment & Culture: 4 responses; Compensation Issues: 7 responses; Job Security & Opportunities: 4 responses; Work-Life Balance & Flexibility: 4 responses; Management & Organizational Issues: 3 responses; Other Positive Aspects: 7 responses.

**Figure 7**

*What is the best thing about working for WYDOT? (Select up to three)*



Source: WYDOT Employee Satisfaction Survey, 2023

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For the next question, employees were asked *“What are the three most important factors that could cause you to leave WYDOT in the next one to two years?”*

Overall, the top five factors that were selected as the most important factors that could cause the employee to leave WYDOT were: Find a better salary and benefits package (53%), To retire (21%), To find work with more opportunities for advancement (18%), Inability to attract quality employees to open positions (15%), and Lack of adequate staffing to meet the mission (13%). (See Figure 8)

The five items selected least often as most important factors that cause the employee to leave WYDOT were: To find work that requires less travel (1%), Lack of safe working conditions (2%), To work in an environment with better communication (3%), Not being able to react fast enough to changing technology (3%), and To find work where I get more recognition for my contributions (3%). (See Figure 8)

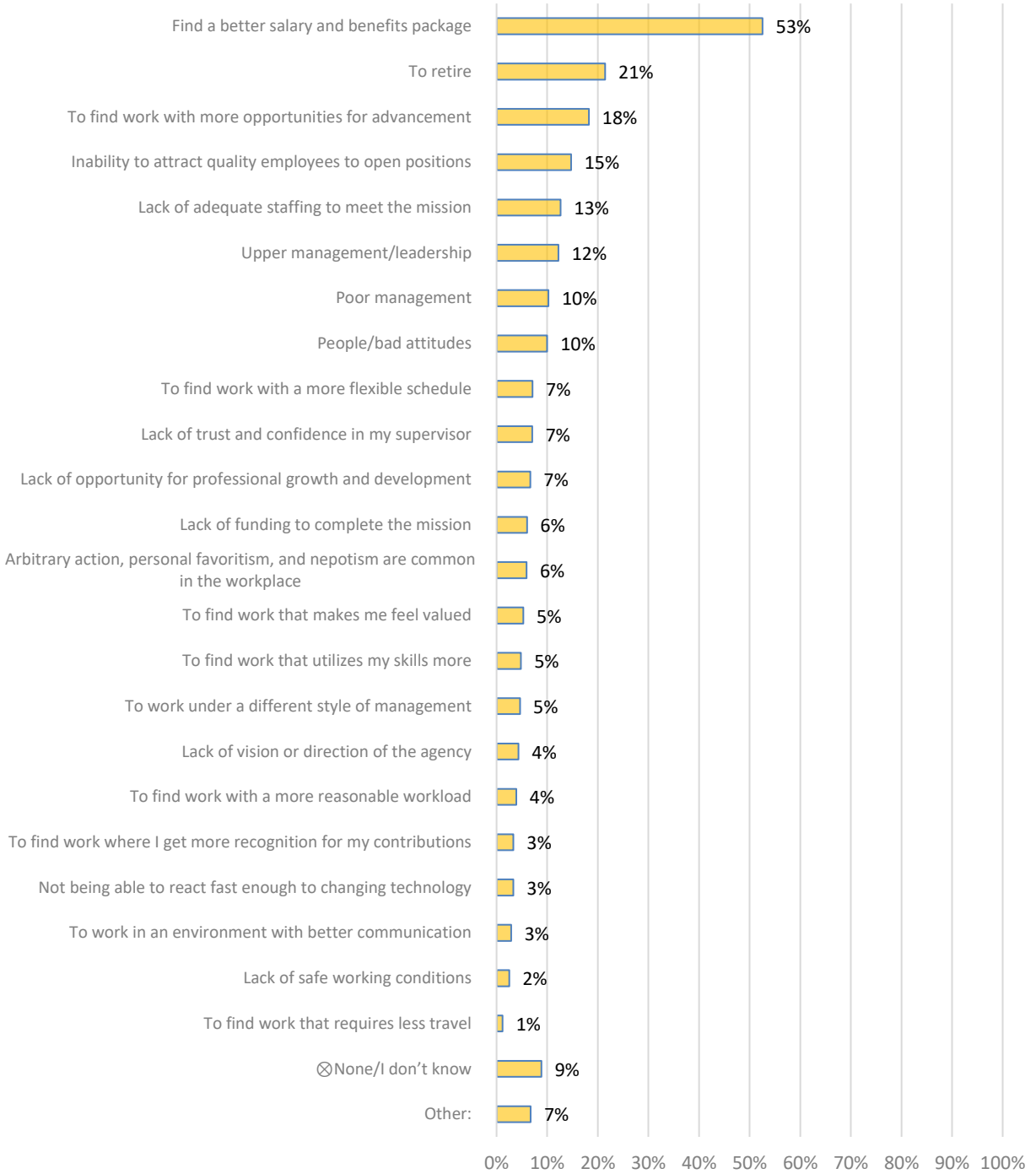
There were some notable differences in which supervisors selected a factor significantly more often than non-supervisors did: To retire (26% vs. 19%), Inability to attract quality employees to open positions (24% vs. 11%), Lack of adequate staffing to meet the mission (18% vs. 10%), Lack of funding to complete the mission (11% vs. 4%), Lack of vision or direction of the agency (7% vs. 3%), and To find work with a more reasonable workload (6% vs. 3%).

Alternatively, there are a few notable items in which non-supervisors selected the item statistically more often than supervisors did: Find a better salary and benefits package (55% vs. 44%), and To find work with more opportunities for advancement (22% vs. 11%).

Responses to the “Other: Specify” option (51 responses) consisted of the following themes: Work Environment and Culture: 6 responses; Management and Leadership: 6 responses; Career Opportunities and Development: 1 response; Compensation and Benefits: 6 responses; Work-Life Balance: 6 responses; Policy and Operational Concerns: 2 responses; External Factors and Personal Reasons: 24 responses.

**Figure 8**

*What are the three most important factors that could cause you to leave WYDOT in the next one to two years? (Select up to three)*



Source: WYDOT Employee Satisfaction Survey, 2023

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Finally, employees were asked, *“If you could do three things to make WYDOT more effective, what would they be?”*

Overall, the top five factors that were selected as the three things that the employee would do to make WYDOT more effective were: Hire more qualified people (28%), More employee recognition (19%), Have better management and leadership (18%), Provide the right tools for the right job (technology/equipment) (17%), Better teamwork between divisions (16%), More opportunities for training, professional development, and mentoring (16%), and Less micromanagement-more empowerment/authority (16%). (See Figure 9)

The five items selected the least often as things that could be done to make WYDOT more effective were: Better enable employees to consistently look for ways to improve customer service (2%), Better safety policies and procedures (3%), Promote more diversity in the workplace (3%), Create standard procedures, processes, and policies (6%), and Reorganize aspects of the department (6%). (See Figure 9).

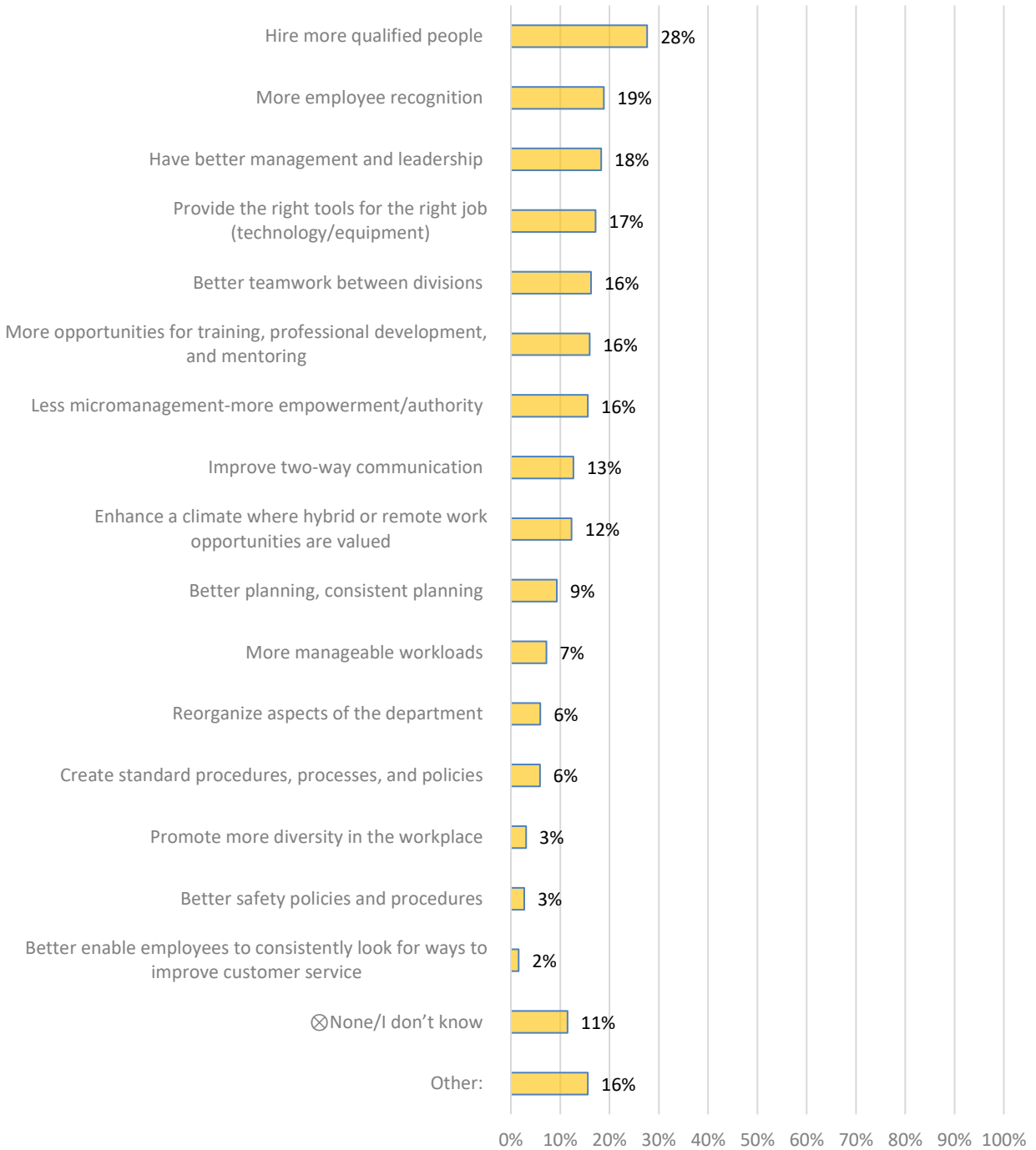
There a few items which the supervisor was more statistically likely to select than non-supervisors as something that could be done to make WYDOT more effective: Hire more qualified people (34% vs. 25%), and More manageable workloads (13% vs. 4%).

Alternatively, there were additional items which were statistically more likely to be selected by non-supervisors than by supervisors: Have better management and leadership (20% vs. 15%), and Create standard procedures, processes, and policies (7% vs 3%).

As was the case with the preceding two questions, responses to the “Other: Specify” option typically reinforce a categorical selection from the list. These suggestions range from pay adjustments, safety policies, organizational structure changes, work schedule flexibility, office security, staffing levels, IT resources, and more. The comments (139 responses) included the following themes: Compensation and Benefits: 53 responses; Work Environment and Culture: 1 response; Management and Leadership: 7 responses; Training and Development: 5 responses; Safety and Security: 3 responses; Technology and Resources: 14 responses; Organizational Structure: 3 responses; Work-Life Balance: 1 response; Employee Recognition: 2 responses; Staffing Levels: 5 responses; Policy and Procedure: 2 responses, and Uncategorized. The uncategorized theme encompasses responses that didn't neatly fit into the predefined themes or were unique in their suggestions. This could include very specific recommendations or ideas that were only mentioned once or twice, making them less prevalent than the major themes identified.

**Figure 9**

*If you could do three things to make WYDOT more effective, what would they be? (Select up to three)*



Source: WYDOT Employee Satisfaction Survey, 2023

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# Survey Results

In the following tables, raw frequency counts and valid percentage distributions of responses to all survey items are presented in the order and with the wording used on the 2023 survey. For survey items which remained unchanged from 2021/2019, results are presented for applicable years.

## Introduction to survey:

When completing the survey, please consider the following:

When asked about **WYDOT**, it encompasses the Wyoming Department of Transportation as a whole, to include the Wyoming Highway Patrol (WHP);

When asked about **Agency Leadership**, it includes the Agency Director and Administrators (Chief Technology Officer, Chief Financial Officer, Chief Engineer and Assistant Chief Engineers, Support Services Administrator, Aeronautics Administrator, and WHP Administrator), *as well as* the WHP Executive Command Staff (Colonel, Lieutenant Colonel, Operations Commander/Major, and Support Services Commander/Major);

When asked about your **work group**, it refers to your Program or the larger Program your team falls under if multiple teams/functions fall under a larger Program;

When asked about your **supervisor**, it is your immediate supervisor, the person you directly report to.

## **Do you agree, or disagree with, or are you neutral about the following statements?**

### **1. I feel valued at work.**

	<b>2023</b>	<b>2023</b>	<b>2021</b>	<b>2019</b>
	<b>Frequency</b>	<b>Percent</b>	<b>Percent</b>	<b>Percent</b>
Agree	618	56.8	52.6	54.0
Neutral	316	29.0	29.3	28.8
Disagree	154	14.2	18.1	17.2
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	0			
<b>Total</b>	<b>1088</b>			

**2. I believe my job enables me to make use of my skills and abilities.**

	<b>2023 Frequency</b>	<b>2023 Percent</b>	<b>2021 Percent</b>	<b>2019 Percent</b>
Agree	775	71.2	68.6	68.0
Neutral	238	21.9	20.8	23.1
Disagree	75	6.9	10.6	8.9
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<i>100.0</i>	<i>100.0</i>
(No answer/Refused)	0			
<b>Total</b>	1088			

**3. I know what is expected of me at work.**

	<b>2023 Frequency</b>	<b>2023 Percent</b>	<b>2021 Percent</b>	<b>2019 Percent</b>
Agree	871	80.1	79.8	79.0
Neutral	155	14.2	15.9	15.8
Disagree	62	5.7	4.3	5.2
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<i>100.0</i>	<i>100.0</i>
(No answer/Refused)	0			
<b>Total</b>	1088			

**4a. I have the materials and equipment I need to do my job.**

	<b>2023 Frequency</b>	<b>2023 Percent</b>	<b>2021 Percent</b>
Agree	698	64.2	58.4
Neutral	268	24.6	22.9
Disagree	122	11.2	18.7
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<i>100.0</i>
(No answer/Refused)	0		
<b>Total</b>	1088		

**4b. I have the appropriate safety equipment to do my job.**

	<b>2023 Frequency</b>	<b>2023 Percent</b>	<b>2021 Percent</b>
Agree	857	78.8	71.9
Neutral	179	16.5	19.7
Disagree	52	4.8	8.4
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<i>100.0</i>
(No answer/Refused)	0		
<b>Total</b>	1088		

**4c. I have the technology and software to do my job.**

	<b>2023 Frequency</b>	<b>2023 Percent</b>	<b>2021 Percent</b>
Agree	723	66.5	58.4
Neutral	257	23.6	23.4
Disagree	108	9.9	18.1
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<i>100.0</i>
(No answer/Refused)	0		
<b>Total</b>	1088		

**4e. I have the appropriate training to do my job.**

	<b>2023 Frequency</b>	<b>2023 Percent</b>	<b>2021 Percent</b>
Agree	732	67.3	69.3
Neutral	264	24.3	21.6
Disagree	92	8.5	9.1
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<i>100.0</i>
(No answer/Refused)	0		
<b>Total</b>	1088		

**4\_comment. Please expand on your answers to the previous questions..**

→ For complete text listing of answers provided see Appendix A.

**5a. I feel safe in my physical workspace.**

	<b>2023</b>	<b>2023</b>	<b>2021</b>	<b>2019</b>
	<b>Frequency</b>	<b>Percent</b>	<b>Percent</b>	<b>Percent</b>
Agree	860	79.0	78.9	74.4
Neutral	180	16.5	15.7	18.2
Disagree	48	4.4	5.4	7.4
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<i>100.0</i>	<i>100.0</i>
(No answer/Refused)				
<b>Total</b>				

**5b. I believe WYDOT takes appropriate security measures to ensure employee safety.**

	<b>2023</b>	<b>2023</b>	<b>2021</b>	<b>2019</b>
	<b>Frequency</b>	<b>Percent</b>	<b>Percent</b>	<b>Percent</b>
Agree	715	65.7	66.2	55.5
Neutral	271	24.9	22.0	28.8
Disagree	102	9.4	11.8	15.7
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<i>100.0</i>	<i>100.0</i>
(No answer/Refused)	0			
<b>Total</b>	1088			

The following statement refers to your **work group**. When thinking about your work group please consider your Program or the larger Program your team falls under if multiple teams/functions fall under a larger Program. Do you agree, or disagree with, or are you neutral about this statement?

**6. My work group is open to new ways of doing things. (Receptive to change and innovation).**

	<b>2023</b>	<b>2023</b>	<b>2021</b>	<b>2019</b>
	<b>Frequency</b>	<b>Percent</b>	<b>Percent</b>	<b>Percent</b>
Agree	615	56.5	55.6	55.7
Neutral	310	28.5	28.9	30.7
Disagree	163	15.0	15.4	13.6
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<i>100.0</i>	<i>100.0</i>
(No answer/Refused)	0			
<b>Total</b>	1088			



The following statements refer to your **supervisor**. When thinking about your supervisor, please consider your immediate (who you directly report to) supervisor. Do you agree, or disagree with, or are you neutral about the following statements?

**7. My supervisor acknowledges it when I do good work.**

	<b>2023</b> <b>Frequency</b>	<b>2023</b> <b>Percent</b>	<b>2021</b> <b>Percent</b>	<b>2019</b> <b>Percent</b>
Agree	802	73.7	73.4	67.1
Neutral	180	16.5	17.0	21.1
Disagree	106	9.7	9.6	11.8
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<i>100.0</i>	<i>100.0</i>
(No answer/Refused)	0			
<b>Total</b>	1088			

**8. I believe my supervisor takes my feedback seriously.**

	<b>2023</b> <b>Frequency</b>	<b>2023</b> <b>Percent</b>	<b>2021</b> <b>Percent</b>	<b>2019</b> <b>Percent</b>
Agree	791	72.7	70.3	66.1
Neutral	174	16.0	18.0	20.5
Disagree	123	11.3	11.7	13.4
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<i>100.0</i>	<i>100.0</i>
(No answer/Refused)	0			
<b>Total</b>	1088			

**9. My supervisor keeps me informed about matters that affect my work.**

	<b>2023</b> <b>Frequency</b>	<b>2023</b> <b>Percent</b>	<b>2021</b> <b>Percent</b>	<b>2019</b> <b>Percent</b>
Agree	766	70.4	70.2	64.2
Neutral	204	18.8	18.1	20.9
Disagree	118	10.8	11.7	14.9
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<i>100.0</i>	<i>100.0</i>
(No answer/Refused)	0			
<b>Total</b>	1088			

**10. My supervisor supports a healthy work-life balance for me; within reason, allowing the flexibility to meet both the needs of my work and personal or family life.**

	<b>2023</b>	<b>2023</b>	<b>2021</b>	<b>2019</b>
	<b>Frequency</b>	<b>Percent</b>	<b>Percent</b>	<b>Percent</b>
Agree	939	86.3	80.5	81.1
Neutral	99	9.1	13.4	11.6
Disagree	50	4.6	6.2	7.3
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<i>100.0</i>	<i>100.0</i>
(No answer/Refused)	0			
<b>Total</b>	1088			

**11. My supervisor is active in preparing me for career development opportunities.**

	<b>2023</b>	<b>2023</b>	<b>2021</b>	<b>2019</b>
	<b>Frequency</b>	<b>Percent</b>	<b>Percent</b>	<b>Percent</b>
Agree	588	54.0	53.0	51.8
Neutral	332	30.5	30.7	30.1
Disagree	168	15.4	16.3	18.0
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<i>100.0</i>	<i>100.0</i>
(No answer/Refused)	0			
<b>Total</b>	1088			

In 2021 and 2019, the following information was presented to respondents before the next block of questions. For 2021, this block was eliminated and Agency Leadership was indicated as Executive Staff in parenthesis. The removal of this information should be considered when interpreting results.

2019-2021 version:

*When asked about **Agency Leadership**, please consider the Agency Director and Administrators (Chief Technology Officer, Chief Financial Officer, Chief Engineer and Assistant Chief Engineers, Support Services Administrator, Aeronautics Administrator, and WHP Administrator), as well as the WHP Executive Command Staff (Colonel, Lieutenant Colonel, Operations Commander/Major, and Support Services Commander/Major). Do you agree, or disagree with, or are you neutral about each of the following statements?*

**12. I believe Agency Leadership (Executive staff) is transparent in communicating the agency’s goals and progress toward them, regularly distributing materials such as financial reports, performance metrics, and leadership and commission meeting minutes.**

	2023 Frequency	2023 Percent	2021 Percent	2019 Percent
Agree	403	37.0	55.7	40.0
Neutral	435	40.0	29.8	42.5
Disagree	250	23.0	14.5	17.5
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	0			
<b>Total</b>	<b>1088</b>			

**13. Agency Leadership (Executive staff) contributes to a positive work culture.**

	2023 Frequency	2023 Percent	2021 Percent	2019 Percent
Agree	369	33.9	46.7	38.6
Neutral	458	42.1	33.2	40.1
Disagree	261	24.0	20.2	21.2
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	0			
<b>Total</b>	<b>1088</b>			

When asked about WYDOT, please consider the Wyoming Department of Transportation as a whole, to include the Wyoming Highway Patrol (WHP). Do you agree, or disagree with, or are you neutral about the following statements?

**14. I would recommend WYDOT as a good place to work.**

	<b>2023</b>	<b>2023</b>	<b>2021</b>	<b>2019</b>
	<b>Frequency</b>	<b>Percent</b>	<b>Percent</b>	<b>Percent</b>
Agree	593	54.5	43.7	57.3
Neutral	353	32.4	39.0	28.7
Disagree	142	13.1	17.3	14.0
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	0			
<b>Total</b>	<b>1088</b>			

**15. I clearly understand how my job contributes to the mission of WYDOT which is to "provide a safe and effective transportation system."**

	<b>2023</b>	<b>2023</b>	<b>2021</b>
	<b>Frequency</b>	<b>Percent</b>	<b>Percent</b>
Agree	954	87.7	86.3
Neutral	112	10.3	11.7
Disagree	22	2.0	2.1
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	0		
<b>Total</b>	<b>1088</b>		

**16. My coworkers across WYDOT give each other respect.**

	<b>2023</b>	<b>2023</b>	<b>2021</b>	<b>2019</b>
	<b>Frequency</b>	<b>Percent</b>	<b>Percent</b>	<b>Percent</b>
Agree	608	55.9	56.4	55.1
Neutral	337	31.0	31.0	31.3
Disagree	143	13.1	12.6	13.6
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
(No answer/Refused)	0			
<b>Total</b>	<b>1088</b>			

**17. I believe WYDOT fosters an environment free of sexual harassment and discrimination in the workplace.**

	<b>2023 Frequency</b>	<b>2023 Percent</b>	<b>2021 Percent</b>	<b>2019 Percent</b>
Agree	846	77.8	74.8	77.2
Neutral	168	15.5	17.2	16.2
Disagree	73	6.7	8.0	6.6
<b>Valid Total</b>	<b>1087</b>	<b>100.0</b>	<i>100.0</i>	<i>100.0</i>
(No answer/Refused)	1			
<b>Total</b>	<b>1088</b>			

**18. I know how and where to make a report of sexual harassment or discrimination at WYDOT.**

	<b>2023 Frequency</b>	<b>2023 Percent</b>	<b>2021 Percent</b>	<b>2019 Percent</b>
Agree	893	82.2	86.7	80.8
Neutral	124	11.4	9.1	11.8
Disagree	70	6.4	4.2	7.4
<b>Valid Total</b>	<b>1087</b>	<b>100.0</b>	<i>100.0</i>	<i>100.0</i>
(No answer/Refused)	1			
<b>Total</b>	<b>1088</b>			

**19. Have you experienced or witnessed sexual harassment or discrimination at WYDOT in the past two years?**

	<b>2023 Frequency</b>	<b>2023 Percent</b>	<b>2021 Percent</b>
Yes	99	9.1	12.0
No	932	85.9	83.0
Not sure	54	5.0	5.0
<b>Valid Total</b>	<b>1085</b>	<b>100.0</b>	100.0
(No answer/Refused)	3		
<b>Total</b>	<b>1088</b>		

*If you have experienced or witnessed sexual harassment or discrimination at WYDOT and would like to report it, please call 777-4485 or 777-4457.*

**20. I plan to stay with WYDOT for:**

	<b>2023</b>	<b>2023</b>	<b>2021</b>	<b>2019</b>
	<b>Frequency</b>	<b>Percent</b>	<b>Percent</b>	<b>Percent</b>
Less than 1 year	41	3.8	6.0	4.2
1-5 years	222	20.4	20.5	19.1
6-10 years	166	15.3	14.1	16.8
Over 10 years	426	39.2	34.2	36.3
Not sure	233	21.4	25.2	23.5
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<i>100.0</i>	<i>100.0</i>
(No answer/Refused)	0			
<b>Total</b>	1088			

**24. Are you a supervisor?**

	<b>2023 Frequency</b>	<b>2023 Percent</b>	<b>2021 Percent</b>	<b>2019 Percent</b>
Yes	333	30.6	30.0	30.0
No	755	69.4	70.0	70.0
<b>Valid Total</b>	<b>1088</b>	<b>100.0</b>	<i>100.0</i>	<i>100.0</i>
System Missing	0			
<b>Total</b>	1088			

[If Yes] **Do you agree or disagree with, or are neutral about the following statement?**

**24a. I have prepared my employees for advancement opportunities within WYDOT.**

	<b>2023 Frequency</b>	<b>2023 Percent</b>	<b>2021 Percent</b>	<b>2019 Percent</b>
Agree	265	79.6	74.6	78.9
Neutral	61	18.3	22.1	19.6
Disagree	7	2.1	3.3	1.5
<b>Valid Total</b>	<b>333</b>	<b>100.0</b>	<i>100.0</i>	<i>100.0</i>
System Missing	755			
<b>Total</b>	1088			

**23. What is the best thing about working for WYDOT?**

(Select up to three)

*Presented by number of selections by respondents, most to least. Order of original presentation to respondents indicated in the first column.*

	<b>Item</b>	<b>Frequency</b>	<b>Percent</b>
8	Job security	545	50.1%
5	Schedule or schedule flexibility	416	38.3%
1	People/co-workers/staff	382	35.1%
6	Good boss/supervisor	351	32.3%
4	Interesting types of work	181	16.7%
14	My work gives me a feeling of personal accomplishment	181	16.7%
2	Pay/benefits	171	15.7%
9	Travel into the field/getting out of the office	131	12.1%
7	Work environment	128	11.8%
13	Employees in my work unit treat me as a valued member of the team	124	11.4%
3	Working to meet WYDOT’s mission for Wyoming citizens	85	7.8%
10	Lack of stress	64	5.9%
11	Working with our customers	57	5.2%
12	Opportunities for growth	57	5.2%
15	⊗None/I don’t know	19	1.7%
16	Other:	48	4.4%

**Q23\_16. Other:**

→ For complete text listing of answers provided see Appendix A.

**For each item in Q23, respondents who selected an item were asked an additional question directly regarding that item (up to three items):**

You selected ::ITEM:: as one of the best things about working for WYDOT. Please briefly elaborate on this choice.

→ For complete text listing of answers provided see **Appendix B**.



**24. What are the three most important factors that could cause you to leave WYDOT in the next one to two years?**

(Select up to three)

*Presented by number of selections by respondents, most to least. Order of original presentation to respondents indicated in the first column.*

Item	Frequency	Percent
1 Find a better salary and benefits package	568	52.5%
3 To retire	232	21.5%
2 To find work with more opportunities for advancement	197	18.2%
18 Inability to attract quality employees to open positions	159	14.7%
5 Lack of adequate staffing to meet the mission	137	12.7%
20 Upper management/leadership	132	12.2%
22 Poor management	111	10.3%
21 People/bad attitudes	108	10.0%
7 To find work with a more flexible schedule	77	7.1%
13 Lack of trust and confidence in my supervisor	76	7.0%
16 Lack of opportunity for professional growth and development	72	6.7%
15 Lack of funding to complete the mission	65	6.0%
23 Arbitrary action, personal favoritism, and nepotism are common in the workplace	64	5.9%
10 To find work that makes me feel valued	57	5.3%
11 To find work that utilizes my skills more	52	4.8%
4 To work under a different style of management	50	4.6%
14 Lack of vision or direction of the agency	47	4.3%
8 To find work with a more reasonable workload	42	3.9%
6 To find work where I get more recognition for my contributions	36	3.3%
19 Not being able to react fast enough to changing technology	36	3.3%
12 To work in an environment with better communication	31	2.9%
17 Lack of safe working conditions	27	2.5%
9 To find work that requires less travel	13	1.2%
24 ☒None/I don't know	96	8.9%
25 Other:	73	6.8%

**Q24\_25. Other:**

→ For complete text listing of answers provided see Appendix A.

**For each item in Q24, respondents who selected an item were asked an additional question directly regarding that item (up to three items):**

You selected ::ITEM:: as an important factor that could cause you to leave WYDOT in the next one to two years. Please briefly elaborate on this choice.

→ For complete text listing of answers provided see Appendix C.

**25. If you could do three things to make WYDOT more effective, what would they be?**

(Select up to three)

*Presented by number of selections by respondents, most to least. Order of original presentation to respondents indicated in the first column.*

	Frequency	Percent
2 Hire more qualified people	296	27.6%
15 More employee recognition	202	18.9%
3 Have better management and leadership	196	18.3%
5 Provide the right tools for the right job (technology/equipment)	184	17.2%
11 Better teamwork between divisions	174	16.2%
4 More opportunities for training, professional development, and mentoring	171	16.0%
8 Less micromanagement-more empowerment/authority	167	15.6%
1 Improve two-way communication	136	12.7%
16 Enhance a climate where hybrid or remote work opportunities are valued	132	12.3%
6 Better planning, consistent planning	100	9.3%
9 More manageable workloads	77	7.2%
7 Reorganize aspects of the department	64	6.0%
10 Create standard procedures, processes, and policies	63	5.9%
13 Promote more diversity in the workplace	33	3.1%
14 Better safety policies and procedures	29	2.7%
12 Better enable employees to consistently look for ways to improve customer service	17	1.6%
17 <input checked="" type="checkbox"/> None/I don't know	123	11.5%
18 Other:	167	15.6%

**Q25\_18. Other:**

→ For complete text listing of answers provided see Appendix A.

**For each item in Q25, respondents who selected an item were asked an additional question directly regarding that item (up to three items):**

You selected **::ITEM::** as something that would make WYDOT more effective. Please briefly elaborate on this choice.

→ For complete text listing of answers provided see **Appendix D.**

**26. Is there any other information you want us to know?**

→ For complete text listing of answers provided see Appendix A.

**27. I believe the results of this survey will be used to make decisions within WYDOT control to better our agency.**

	<b>2023</b>	<b>2023</b>	<b>2021</b>	<b>2019</b>
	<b>Frequency</b>	<b>Percent</b>	<b>Percent</b>	<b>Percent</b>
Yes	465	43.4	30.0	30.0
No	607	56.6	70.0	70.0
<b>Valid Total</b>	<b>1072</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
System Missing	16			
<b>Total</b>	<b>1088</b>			

# Cross-Tabulations

This section presents the results of breakdowns of survey items by supervisory status. All survey items were cross-tabulated with whether or not the respondent was a supervisor. The Pearson’s Chi-Square test for statistical significance was used. All items for which the differences observed came back statistically significant ( $p \leq 0.05$ ) are indicated with an asterisk (\*) following “Are you a supervisor?”.

## Do you agree, or disagree with, or are you neutral about the following statements?

### 1. I feel valued at work.

	Are you a supervisor?*	
	Yes	No
1 Agree	62.5%	54.3%
2 Neutral	25.5%	30.6%
3 Disagree	12.0%	15.1%
	100.0%	100.0%

### 2. I believe my job enables me to make use of my skills and abilities.

	Are you a supervisor?*	
	Yes	No
1 Agree	79.0%	67.8%
2 Neutral	15.9%	24.5%
3 Disagree	5.1%	7.7%
	100.0%	100.0%

### 3. I know what is expected of me at work.

	Are you a supervisor?	
	Yes	No
1 Agree	78.1%	80.9%
2 Neutral	16.2%	13.4%
3 Disagree	5.7%	5.7%
	100.0%	100.0%

**4a. I have the materials and equipment I need to do my job.**

	Are you a supervisor?	
	Yes	No
1 Agree	65.2%	63.7%
2 Neutral	23.7%	25.0%
3 Disagree	11.1%	11.3%
	100.0%	100.0%

**4b. I have the appropriate safety equipment to do my job.**

	Are you a supervisor?*	
	Yes	No
1 Agree	81.7%	77.5%
2 Neutral	15.9%	16.7%
3 Disagree	2.4%	5.8%
	100.0%	100.0%

**4c. I have the technology and software to do my job.**

	Are you a supervisor?	
	Yes	No
1 Agree	68.8%	65.4%
2 Neutral	21.0%	24.8%
3 Disagree	10.2%	9.8%
	100.0%	100.0%

**4d. I have the appropriate training to do my job.**

	Are you a supervisor?*	
	Yes	No
1 Agree	73.3%	64.6%
2 Neutral	20.7%	25.8%
3 Disagree	6.0%	9.5%
	100.0%	100.0%

**5a. I feel safe in my physical workspace.**

	Are you a supervisor?*	
	Yes	No
1 Agree	84.1%	76.8%
2 Neutral	13.2%	18.0%
3 Disagree	2.7%	5.2%
	100.0%	100.0%

**5b. I believe WYDOT takes appropriate security measures to ensure employee safety.**

	Are you a supervisor?*	
	Yes	No
1 Agree	67.3%	65.0%
2 Neutral	23.4%	25.6%
3 Disagree	9.3%	9.4%
	100.0%	100.0%

The following statement refers to your **work group**. When thinking about your work group please consider your Program or the larger Program your team falls under if multiple teams/functions fall under a larger Program. Do you agree, or disagree with, or are you neutral about this statement?

**6. My work group is open to new ways of doing things. (Receptive to change and innovation).**

	Are you a supervisor?*	
	Yes	No
1 Agree	63.7%	53.4%
2 Neutral	24.9%	30.1%
3 Disagree	11.4%	16.6%
	100.0%	100.0%

The following statements refer to your **supervisor**. When thinking about your supervisor, please consider your immediate (who you directly report to) supervisor. Do you agree, or disagree with, or are you neutral about the following statements?

**7. My supervisor acknowledges it when I do good work.**

	Are you a supervisor?	
	Yes	No
1 Agree	77.5%	72.1%
2 Neutral	13.8%	17.7%
3 Disagree	8.7%	10.2%
	100.0%	100.0%

**8. I believe my supervisor takes my feedback seriously.**

	Are you a supervisor?*	
	Yes	No
1 Agree	77.5%	70.6%
2 Neutral	14.1%	16.8%
3 Disagree	8.4%	12.6%
	100.0%	100.0%

**9. My supervisor keeps me informed about matters that affect my work.**

	Are you a supervisor?	
	Yes	No
1 Agree	73.0%	69.3%
2 Neutral	18.3%	18.9%
3 Disagree	8.7%	11.8%
	100.0%	100.0%

**10. My supervisor supports a healthy work-life balance for me; within reason, allowing the flexibility to meet both the needs of my work and personal or family life.**

	Are you a supervisor?	
	Yes	No
1 Agree	88.0%	85.6%
2 Neutral	8.7%	9.3%
3 Disagree	3.3%	5.2%
	100.0%	100.0%

**11. My supervisor is active in preparing me for career development opportunities.**

	Are you a supervisor?	
	Yes	No
1 Agree	57.1%	52.7%
2 Neutral	28.5%	31.4%
3 Disagree	14.4%	15.9%
	100.0%	100.0%



**12. I believe Agency Leadership (Executive staff) is transparent in communicating the agency’s goals and progress toward them, regularly distributing materials such as financial reports, performance metrics, and leadership and commission meeting minutes.**

	Are you a supervisor?*	
	Yes	No
1 Agree	42.0%	34.8%
2 Neutral	33.6%	42.8%
3 Disagree	24.3%	22.4%
	100.0%	100.0%

**13. Agency Leadership (Executive staff) contributes to a positive work culture.**

	Are you a supervisor?*	
	Yes	No
1 Agree	38.1%	32.1%
2 Neutral	38.7%	43.6%
3 Disagree	23.1%	24.4%
	100.0%	100.0%

When asked about **WYDOT**, please consider the Wyoming Department of Transportation as a whole, to include the Wyoming Highway Patrol (WHP). Do you agree, or disagree with, or are you neutral about the following statements?

**14d. I would recommend WYDOT as a good place to work.**

	Are you a supervisor?*	
	Yes	No
1 Agree	60.1%	52.1%
2 Neutral	30.0%	33.5%
3 Disagree	9.9%	14.4%
	100.0%	100.0%

**15. I clearly understand how my job contributes to the mission of WYDOT which is to "provide a safe and effective transportation system."**

	Are you a supervisor?	
	Yes	No
1 Agree	91.0%	86.2%
2 Neutral	7.2%	11.7%
3 Disagree	1.8%	2.1%
	100.0%	100.0%

**16. My coworkers across WYDOT give each other respect.**

	Are you a supervisor?	
	Yes	No
1 Agree	61.0%	53.6%
2 Neutral	26.4%	33.0%
3 Disagree	12.6%	13.4%
	100.0%	100.0%

**17. I believe WYDOT fosters an environment free of sexual harassment and discrimination in the workplace.**

	Are you a supervisor?	
	Yes	No
1 Agree	81.6%	76.2%
2 Neutral	12.7%	16.7%
3 Disagree	5.7%	7.2%
	100.0%	100.0%

**18. I know how and where to make a report of sexual harassment or discrimination at WYDOT.**

	Are you a supervisor?*	
	Yes	No
1 Agree	90.1%	78.7%
2 Neutral	6.6%	13.5%
3 Disagree	3.3%	7.8%
	100.0%	100.0%

**19. Have you experienced or witnessed sexual harassment or discrimination at WYDOT in the past two years?**

	Are you a supervisor?	
	Yes	No
Yes	9.1%	9.2%
No	87.6%	85.1%
4 Not sure	3.3%	5.7%
	100.0%	100.0%

**20. I plan to stay with WYDOT for:**

	Are you a supervisor?*	
	Yes	No
1 Less than 1 year	3.0%	4.1%
2 1-5 years	24.6%	18.5%
3 6-10 years	19.8%	13.2%
4 Over 10 years	36.0%	40.5%
5 Not sure	16.5%	23.6%
	100.0%	100.0%

**23. What is the best thing about working for WYDOT?**

(Select up to three)

*Statistically significant differences (p<.05) between responses from supervisors vs. non-supervisors bolded with an asterisk.*

Item	Are you a supervisor?		Total Percent
	Yes	No	
8 Job security	51.7%	49.5%	50.1%
5 Schedule or schedule flexibility	42.0%	36.6%	38.3%
1 <b>People/co-workers/staff*</b>	42.3%	32.0%	35.1%
6 <b>Good boss/supervisor*</b>	27.9%	34.2%	32.3%
4 Interesting types of work	18.9%	15.6%	16.7%
14 <b>My work gives me a feeling of personal accomplishment*</b>	21.9%	14.3%	16.7%
2 <b>Pay/benefits*</b>	12.3%	17.2%	15.7%
9 Travel into the field/getting out of the office	10.8%	12.6%	12.1%
7 Work environment	14.1%	10.7%	11.8%
13 <b>Employees in my work unit treat me as a valued member of the team*</b>	6.0%	13.8%	11.4%
3 <b>Working to meet WYDOT's mission for Wyoming citizens*</b>	15.6%	4.4%	7.8%
10 <b>Lack of stress*</b>	3.3%	7.0%	5.9%
11 Working with our customers	5.4%	5.2%	5.2%
12 Opportunities for growth	3.6%	6.0%	5.2%
15 ☒ None/I don't know	0.3%	2.4%	1.7%
16 <b>Other:*</b>	2.4%	5.3%	4.4%

**24. What are the three most important factors that could cause you to leave WYDOT in the next one to two years?**

(Select up to three)

*Statistically significant differences (p<.05) between responses from supervisors vs. non-supervisors bolded with an asterisk.*

Item	Are you a supervisor?		Total
	Yes	No	Percent
1 <b>Find a better salary and benefits package*</b>	47.0%	55.0%	52.5%
3 <b>To retire*</b>	26.4%	19.3%	21.5%
2 <b>To find work with more opportunities for advancement*</b>	10.6%	21.6%	18.2%
18 <b>Inability to attract quality employees to open positions*</b>	24.2%	10.5%	14.7%
5 <b>Lack of adequate staffing to meet the mission*</b>	18.2%	10.3%	12.7%
20 Upper management/leadership	12.7%	12.0%	12.2%
22 Poor management	8.5%	11.1%	10.3%
21 People/bad attitudes	8.2%	10.8%	10.0%
7 To find work with a more flexible schedule	6.1%	7.6%	7.1%
13 Lack of trust and confidence in my supervisor	6.1%	7.5%	7.0%
16 Lack of opportunity for professional growth and development	5.5%	7.2%	6.7%
15 <b>Lack of funding to complete the mission*</b>	10.6%	4.0%	6.0%
23 <b>Arbitrary action, personal favoritism, and nepotism are common in the workplace*</b>	3.6%	6.9%	5.9%
10 To find work that makes me feel valued	3.3%	6.1%	5.3%
11 <b>To find work that utilizes my skills more*</b>	1.8%	6.1%	4.8%
4 To work under a different style of management	4.5%	4.7%	4.6%
14 <b>Lack of vision or direction of the agency*</b>	7.0%	3.2%	4.3%
8 <b>To find work with a more reasonable workload*</b>	6.1%	2.9%	3.9%
6 To find work where I get more recognition for my contributions	1.8%	4.0%	3.3%
19 Not being able to react fast enough to changing technology	3.3%	3.3%	3.3%
12 To work in an environment with better communication	1.5%	3.5%	2.9%
17 Lack of safe working conditions	1.2%	3.1%	2.5%
9 To find work that requires less travel	1.2%	1.2%	1.2%
24 ☒None/I don't know	9.1%	8.8%	8.9%
25 Other:	7.3%	6.5%	6.8%

**25. If you could do three things to make WYDOT more effective, what would they be?**

(Select up to three)

*Statistically significant differences (p<.05) between responses from supervisors vs. non-supervisors bolded with an asterisk.*

		Are you a supervisor?		Total
		Yes	No	Percent
2	<b>Hire more qualified people*</b>	33.8%	24.9%	27.6%
15	More employee recognition	18.9%	18.8%	18.9%
3	<b>Have better management and leadership*</b>	14.6%	19.9%	18.3%
5	Provide the right tools for the right job (technology/equipment)	20.1%	15.9%	17.2%
11	Better teamwork between divisions	18.6%	15.2%	16.2%
4	More opportunities for training, professional development, and mentoring	13.4%	17.1%	16.0%
8	Less micromanagement-more empowerment/authority	17.4%	14.8%	15.6%
1	Improve two-way communication	12.8%	12.7%	12.7%
16	Enhance a climate where hybrid or remote work opportunities are valued	9.8%	13.5%	12.3%
6	Better planning, consistent planning	10.4%	8.9%	9.3%
9	<b>More manageable workloads*</b>	13.4%	4.4%	7.2%
7	Reorganize aspects of the department	7.6%	5.2%	6.0%
10	<b>Create standard procedures, processes, and policies*</b>	3.4%	7.0%	5.9%
13	Promote more diversity in the workplace	4.0%	2.7%	3.1%
14	Better safety policies and procedures	1.5%	3.2%	2.7%
12	Better enable employees to consistently look for ways to improve customer service	2.4%	1.2%	1.6%
17	<input checked="" type="checkbox"/> <b>None/I don't know*</b>	7.9%	13.1%	11.5%
18	Other:	16.2%	15.3%	15.6%