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**MN/DOT  
1996 EMPLOYEE SURVEY  
Presentation Of Results**

August 16, 1996

MNDOT  
HF  
5549.5  
.A83  
M56  
1996  
C.2

**GANTZ WILEY**  
**RESEARCH**

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## Background Information

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- The 1996 Mn/DOT Employee Survey Was Administered In June And July 1996. Employees Completed The Survey Primarily In Group Administration Sessions.

- Overall Response Rate: 81%

$$\frac{\text{Surveys Received}}{\text{Population}} = \frac{4,229}{5,189}$$

## Proportion Rates

<i>District/Office</i>	<u>Demographic</u>	<u># Of Respondents</u>	<u>Proportion Of Respondent Base</u>
	Commissioner's Office	64	2%
	EEO Contract Compliance And Engineering Services Division	540	13%
	Metro Division	954	22%
	Operations Division	2,087	49%
	Audit Office	18	<1%
	Finance And Administration Division	187	4%
	State Aid For Local Transportation Division	26	1%
	TRIM	235	6%
	Other District/Office	16	<1%
	Unspecified	<u>102</u>	<u>2%</u>
	<i>Total</i>	4,229	98%*
<i>Gender</i>			
	Male	3,263	77%
	Female	799	19%
	Unspecified	<u>167</u>	<u>4%</u>
	<i>Total</i>	4,229	100%

\*Does Not Total 100% Due To Rounding

## Proportion Rates (Cont.)

<i>Job Category</i>	<u>Demographic</u>	<u># Of Respondents</u>	<u>Proportion Of Respondent Base</u>
	Craft/Maintenance/Labor	1,336	32%
	Service	143	3%
	Clerical	364	9%
	Technical	967	23%
	Engineering	501	12%
	Professional	414	10%
	Supervisor	268	6%
	Management	122	3%
	Unspecified	<u>114</u>	<u>3%</u>
	<i>Total</i>	4,229	101%*
<i>Disabled/Handicapped</i>			
	Disabled/Handicapped	189	4%
	Not Disabled/Handicapped	3,838	91%
	Unspecified	<u>202</u>	<u>5%</u>
	<i>Total</i>	4,229	100%

\*Does Not Total 100% Due To Rounding

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## Proportion Rates (Cont.)

<i>Age</i>	<u>Demographic</u>	<u># Of Respondents</u>	<u>Proportion Of Respondent Base</u>
	Under 35 Years Old	734	17%
	35-44 Years Old	1,184	28%
	45-54 Years Old	1,432	34%
	55 Years Old Or More	690	16%
	Unspecified	<u>189</u>	<u>4%</u>
	<i>Total</i>	4,229	99%*
<i>Race/Ethnic Origin</i>			
	American Indian/Alaskan Native	60	1%
	Asian/Pacific Islander	46	1%
	Black/African American	74	2%
	Hispanic	41	1%
	White/Caucasian	3,769	89%
	Unspecified	<u>239</u>	<u>6%</u>
	<i>Total</i>	4,229	100%

\*Does Not Total 100% Due To Rounding

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## Rules Of Thumb For Survey Data Interpretation

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### Percent Favorable

### Percent Unfavorable

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**Strengths:**

**65% Or More**

**And**

**20% Or Less**

**Opportunities  
For Improvement:**

**50% Or Less**

**And**

**20% Or More**

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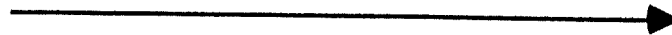
## Rules Of Thumb For Making Group Comparisons

*When Comparing Your Organization To Other Organizations*

**If Number Of Employees  
In Your Organization Is...**

**Look For Differences In  
Percent Favorable Of...**

100 Or More



5% Or More

50 To 99



10% Or More

Less Than 50



15% Or More

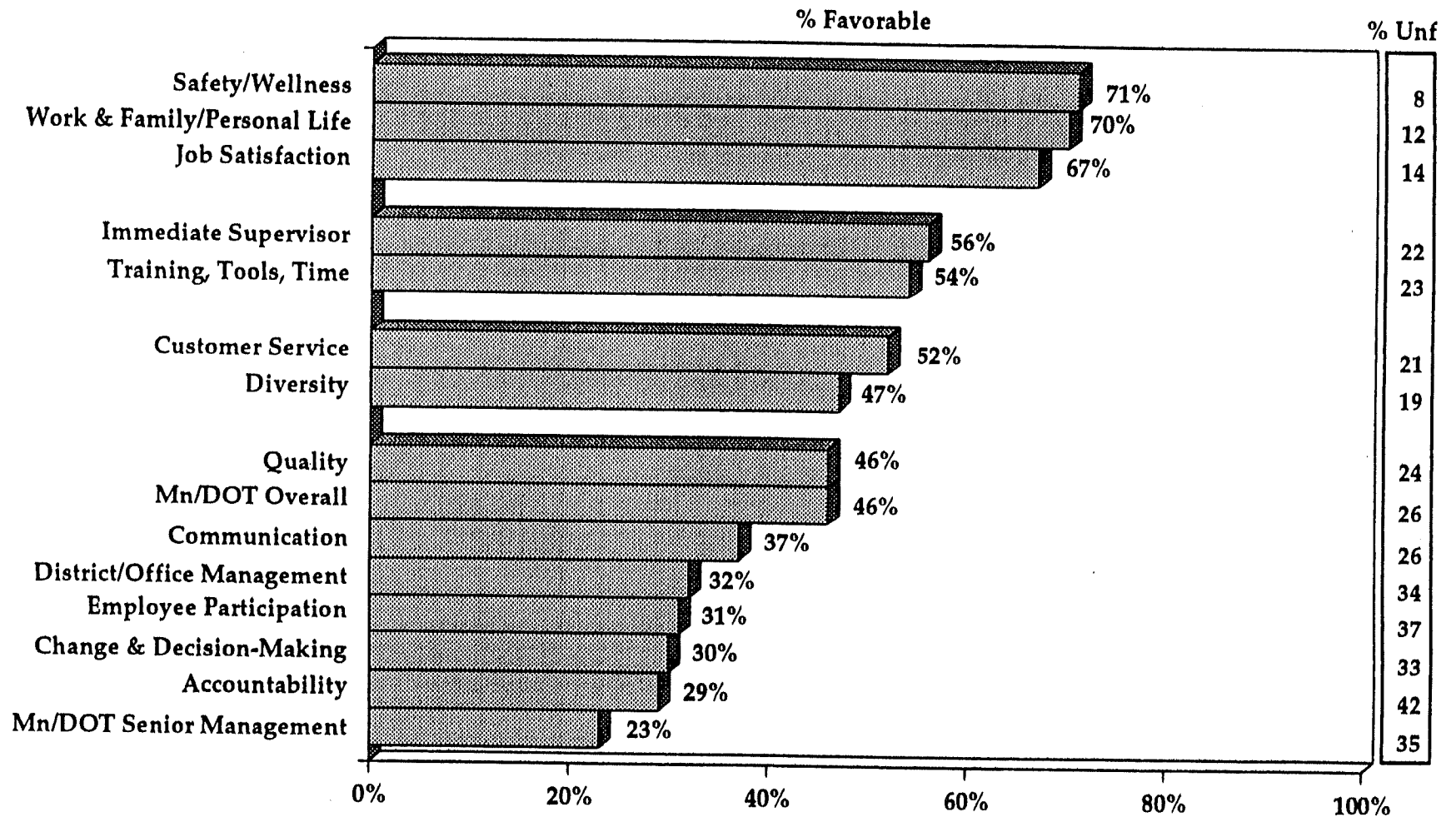


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## Theme Analyses

- The Survey Consists Of 89 Scaled Questions, 7 Demographic Questions, And 1 Write-In Comment Question.
- The 89 Questions Are Categorized Into 15 Different Topics Or Themes.
- The Following Graph And Tables Provide A Theme-By-Theme Review Of Item Results.
- Results Are Displayed For Mn/DOT Overall, And GWR WorkTrends: Government Employees For 46 Of The Scaled Items.
- The Item Results Are Rank-Ordered Within Their Theme By Level Of Favorable Response.

# Theme Ranking



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## Theme: Work & Family/Personal Life

	Percent Favorable	
	Mn/DOT Overall	GWR WorkTrends: Gov't
15. My Work Schedule Is Flexible Enough For Me To Meet My Family/Personal Responsibilities.	77	66
16. I Can Meet The Demands Of My Job And Still Devote Sufficient Attention To My Family/Personal Life.	71	--
74. Mn/DOT Supports Employees' Efforts To Balance Work And Family/Personal Responsibilities.	63	47(21)

## Theme: Job Satisfaction

	Percent Favorable	
	Mn/DOT <u>Overall</u>	GWR WorkTrends: <u>Gov't</u>
2. I Like The Kind Of Work I Do.	89	82
8. I Am Given Sufficient Freedom In Deciding How To Do My Work.	72	--
3. My Job Makes Good Use Of My Skills And Abilities.	71	65
4. My Work Gives Me A Feeling Of Personal Accomplishment.	70	77
24. Overall, How Satisfied Are You With Your Job?	67	68
7. I Understand How The Work I Do Helps Mn/DOT Achieve Its Goals.	62	82
22. How Satisfied Are You With The Opportunity For Career Development That Mn/DOT Provides?	40(30)	35(38)

## Theme: Immediate Supervisor

	Percent Favorable		
	Mn/DOT Overall	GWR WorkTrends: Gov't	
52. I Feel Comfortable Talking With My Immediate Supervisor About Work Related Matters.	75	--	
53. I Have Enough Opportunities To Talk With My Immediate Supervisor.	72	--	
57. Overall, How Good A Job Do You Feel Is Being Done By Your Immediate Supervisor?	62 22 16	61 26 14	G F P
54. My Immediate Supervisor Gives Me The Direction And Support I Need In Doing My Job.	59	--	
56. My Performance Is Evaluated Fairly.	57	57(20)	

## Theme: Immediate Supervisor (Cont.)

	Percent Favorable	
	Mn/DOT <u>Overall</u>	GWR WorkTrends: <u>Gov't</u>
50. My Immediate Supervisor Does A Good Job At "Managing The Work," That Is, Making Appropriate Work Assignments, Setting Priorities, Scheduling, Etc.	55(25)	46(30)
51. My Immediate Supervisor Does A Good Job At "People Management," That Is, Dealing With The People Who Work For Him/Her.	53(27)	47(32)
55. My Immediate Supervisor Gives Me Useful Feedback On How Well I Am Doing My Job.	47(27)	50(27)
31. Supervisors/Managers Encourage Innovation In Developing New Ways To Do Things (Processes, Techniques And Technology).	46(26)	45(31)
23. How Satisfied Are You With The Recognition You Get For The Work You Do?	37(36)	42(31)

## Theme: Training, Tools, Time

	Percent Favorable	
	Mn/DOT Overall	GWR WorkTrends: Gov't
12. I Receive The Training I Need To Perform My Current Job Effectively.	66	53(24)
11. I Have Access To The Information I Need To Do My Job.	65	--
10. I Have The Tools And Equipment I Need To Do My Job.	64(20)	63(20)
9. I Have Enough Time To Do What Is Expected Of Me.	53(25)	54(24)
13. I Am Given A Real Opportunity To Improve My Skills In Mn/DOT.	51(21)	38(29)
14. I Am Able To Put Into Practice What I Learn In Mn/DOT-Sponsored Training.	49	--
17. Where I Work, We Have Enough People To Get The Work Done.	31(49)	44(42)

## Theme: Customer Service

	<u>Percent Favorable</u>	
	<u>Mn/DOT Overall</u>	<u>GWR WorkTrends: Gov't</u>
37. I Have A Thorough Understanding Of My Customers' Needs And Requirements.	78	--
38. In General, I Am Allowed To Do What Is Needed To Satisfy My Customers.	71	53(20)
39. The People I Work With Cooperate To Meet Customer Needs.	71	58
5. Most Of The Time It Is Clear To Me What My Work Priorities Are.	69	--
34. There Is A Strong Emphasis On Customer Service In Mn/DOT.	55	70



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## Theme: Customer Service (Cont.)

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	Percent Favorable	
	Mn/DOT <u>Overall</u>	GWR WorkTrends: <u>Gov't</u>
41. It Is Easy For Customers To Reach The Right Person When They Have Questions Or Problems.	39(30)	46(28)
40. There Is Good Teamwork Between Offices And Districts In Meeting Customer Needs.	36(31)	40(31)
32. Our Policies And Procedures Are Designed To Make It Easy To Do Business With Mn/DOT.	29(33)	39(25)
33. Mn/DOT Regularly Collects Information On How Satisfied Our Customers Are With Our Products And Services.	19(32)	44(26)

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## Theme: Customer Service (Cont.)

	Percent Favorable	
	<u>Internal</u>	<u>External</u>
36. <i>I Am Answering The Following Questions (37-41) In Terms Of:</i>	43	57
37. I Have A Thorough Understanding Of My Customers' Needs And Requirements.	78	79
38. In General, I Am Allowed To Do What Is Needed To Satisfy My Customers.	80	67
39. The People I Work With Cooperate To Meet Customer Needs.	75	70
40. There Is Good Teamwork Between Offices And Districts In Meeting Customer Needs.	40(27)	36(34)
41. It Is Easy For Customers To Reach The Right Person When They Have Questions Or Problems.	48(22)	34(35)

## Theme: Diversity

	Percent Favorable	
	Mn/DOT <u>Overall</u>	GWR WorkTrends: <u>Gov't</u>
76. Mn/DOT Makes It Easy For People From Diverse Backgrounds To Fit In And Be Accepted.	48	68
78. If Offensive Comments, Language Or Jokes Occur In The Work Place, Supervisors/Managers Will Act To Discourage Such Behavior.	48	--
77. At Mn/DOT, Employees Treat Each Other With Respect.	48(22)	--
75. Mn/DOT Is Effective In The Recruitment, Hiring And Retention Of A Diverse Workforce.	44(21)	60

## Theme: Quality

	Percent Favorable		
	Mn/DOT <u>Overall</u>	GWR WorkTrends: <u>Gov't</u>	
35. How Do You Rate The Overall Quality Of Work Done In Your Work Group?	80 17 4	86 12 2	G F P
30. Quality Is An Important Consideration In The New Products And Services We Design.	54	46	
28. My Immediate Supervisor Sets A Good Example For Other Employees Concerning The Importance Of Quality And Improvement.	52(23)	53(27)	
25. Where I Work, Employees Understand What We Mean By Quality And How We Will Deliver It To Our Customers.	49(22)	46(20)	

## Theme: Quality (Cont.)

	Percent Favorable	
	Mn/DOT <u>Overall</u>	GWR WorkTrends: <u>Gov't</u>
27. Where I Work, We Are Continually Improving The Quality Of Our Products And Services.	47(21)	44(21)
29. Day-To-Day Decisions In My Work Group Demonstrate That Quality And Improvement Are Top Priorities.	44(23)	46(31)
21. Where I Work, We Are Finding Ways To Eliminate Tasks Which Are Unnecessary Or Which Do Not "Add Value."	38(27)	--
26. Where I Work, We Set Clear Performance Standards For Service Quality.	34(32)	49(21)
83. Mn/DOT Is Working To Reduce Unnecessary Bureaucracy And "Red Tape."	16(51)	--

## Theme: Mn/DOT Overall

	Percent Favorable		
	Mn/DOT Overall	GWR WorkTrends: Gov't	
84. I Am Proud To Work For Mn/DOT.	70	--	
70. How Would You Rate Mn/DOT In Providing Job Security For People Like Yourself?	62	54	G
	24	28	F
	15	18	P
86. Considering Everything, How Would Your Rate Your Overall Satisfaction In Mn/DOT At The Present Time?	61	58(22)	
85. I Have Confidence In The Future Of Mn/DOT.	49(21)	53(21)	

## Theme: Mn/DOT Overall (Cont.)

	Percent Favorable		
	Mn/DOT Overall	GWR WorkTrends: Gov't	
69. How Would You Rate Mn/DOT On Adhering To The Highest Standards Of Ethics And Integrity?	39 37 24	53 29 19	G F P
49. Mn/DOT Does A Good Job Of Communicating A Positive Image Of The Department To The Public.	39(25)	--	
6. I Have A Clear Understanding Of The Overall Goals Mn/DOT Is Working Towards.	37(33)	--	
R62. I Am Seriously Concerned About The Public's Perception Of Mn/DOT. [Reverse Scored: Favorable = Strongly Disagree/Disagree, Neutral = Neither, Unfavorable = Agree/Strongly Agree]	10(69)	--	

## Theme: Communication

	Percent Favorable		
	Mn/DOT <u>Overall</u>	GWR WorkTrends: <u>Gov't</u>	
43. I Receive Important Mn/DOT-Related News And Information In A Timely Manner.	45(25)	--	
46. How Would You Rate The Effectiveness Of Our Employee Publication, Mn/DOT NEWS, In Communicating Information To Employees?	43	--	G
	42	--	F
	15	--	P
42. Where I Work, Employees Are Kept Well Informed About Issues Facing Mn/DOT.	39(32)	33(38)	
44. How Would You Rate The Effectiveness Of Communication Within Your District Or Office?	34	--	G
	38	--	F
	28	--	P
45. How Would You Rate The Effectiveness Of Communication Between Central Office And Districts/Metro Division?	24	--	G
	44	--	F
	31	--	P



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## Theme: District/Office Management

	<u>Percent Favorable</u>	
	<u>Mn/DOT</u>	
	<u>Overall</u>	
58a. How Would You Rate Your District/Office Management On Dealing Effectively With The Challenges Your District/Office Is Facing?	35	G
	41	F
	24	P
58c. How Would You Rate Your District/Office Management On Being Visible And Accessible To Employees?	33	G
	32	F
	36	P
58b. How Would You Rate Your District/Office Management On "Walking The Talk" – That Is, Showing Consistency Between What They Say And What They Do?	27	G
	33	F
	41	P

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## Theme: Employee Participation

	Percent Favorable	
	Mn/DOT <u>Overall</u>	GWR WorkTrends: <u>Gov't</u>
19. Where I Work, Employees Are Encouraged To Participate In Making Decisions Which Affect Their Work.	51(24)	44(28)
20. Where I Work, Employees Are Encouraged To Take Reasonable Risks In An Effort To Improve Performance.	38(27)	--
47. In My District Or Office, There Is An Effective Process For Regularly Obtaining Employees' Opinions And Suggestions.	20(46)	--
48. In My District Or Office, Employees Get Adequate Feedback About What Is Done With Their Opinions Or Suggestions And Why.	15(52)	--

## Theme: Change & Decision-Making

	<u>Percent Favorable</u>	
	<u>Mn/DOT Overall</u>	
63. Mn/DOT Is Making The Changes Necessary To Keep Up With The Times And Ensure The Success Of The Department.	39(27)	
68. How Would You Rate Mn/DOT Non-Supervisory Employees On Being Flexible And Adaptable To Change?	36	G
	43	F
	21	P
67. How Would You Rate Mn/DOT Supervisors/Managers On Being Flexible And Adaptable To Change?	34	G
	42	F
	24	P
66. Mn/DOT Employees Generally Receive Adequate Support In Adapting To Changes Once They Are Made.	32(30)	

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## Theme: Change & Decision-Making (Cont.)

	<u>Percent Favorable</u>
	<u>Mn/DOT Overall</u>
64. At Mn/DOT, There Is Generally Appropriate Planning Before Important Changes Are Introduced.	29(34)
79. At Mn/DOT, Decisions Are Generally Made At The Most Appropriate Level In The Organization.	27(36)
65. At Mn/DOT, There Is Generally Adequate Communication Regarding Important Changes Before The Changes Are Introduced.	24(41)
80. Decisions Are Generally Made In A Timely Manner In Mn/DOT.	18(47)

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## Theme: Accountability

	<u>Percent Favorable</u>
	<u>Mn/DOT</u> <u>Overall</u>
82. At Mn/DOT, Non-Supervisory Employees Are Held Accountable For The Results Of Their Actions.	43(27)
81. At Mn/DOT, Supervisors/Managers Are Held Accountable For The Results Of Their Actions.	23(48)
18. Where I Work, Poor Performance Is Dealt With Effectively And Not Allowed To Continue.	20(51)

## Ten Survey Items Showing The Highest Level Of Favorable Response

	<u>% Fav</u>	<u>Theme</u>
2. I Like The Kind Of Work I Do.	89	<i>Job Satisfaction</i>
35. How Do You Rate The Overall Quality Of Work Done In Your Work Group?	80	<i>Quality</i>
37. I Have A Thorough Understanding Of My Customers' Needs And Requirements.	78	<i>Customer Service</i>
15. My Work Schedule Is Flexible Enough For Me To Meet My Family/Personal Responsibilities.	77	<i>Work &amp; Family/ Personal Life</i>
71. How Do You Rate The Safety Of Your Working Conditions?	75	<i>Safety/Wellness</i>
52. I Feel Comfortable Talking With My Immediate Supervisor About Work Related Matters.	75	<i>Immediate Supervisor</i>
73. Mn/DOT Has Good Programs For Encouraging And Supporting Employee Health/Wellness.	73	<i>Safety/Wellness</i>
8. I Am Given Sufficient Freedom In Deciding How To Do My Work.	72	<i>Job Satisfaction</i>
53. I Have Enough Opportunities To Talk With My Immediate Supervisor.	72	<i>Immediate Supervisor</i>
39. The People I Work With Cooperate To Meet Customer Needs.	71	<i>Customer Service</i>

## Ten Survey Items Showing The Lowest Level Of Favorable Response

	<u>% Fav</u>	<u>Theme</u>
60. When Mn/DOT's Senior Management Says Something, You Can Believe It Is True.	22	<i>Mn/DOT Senior Management</i>
61c. How Would You Rate Mn/DOT's Senior Management On "Walking The Talk"--That Is, Showing Consistency Between What They Say And What They Do?	20	<i>Mn/DOT Senior Management</i>
47. In My District Or Office, There Is An Effective Process For Regularly Obtaining Employees' Opinions And Suggestions.	20	<i>Employee Participation</i>
18. Where I Work, Poor Performance Is Dealt With Effectively And Not Allowed To Continue.	20	<i>Accountability</i>
33. Mn/DOT Regularly Collects Information On How Satisfied Our Customers Are With Our Products And Services.	19	<i>Customer Service</i>
61d. How Would You Rate Mn/DOT's Senior Management On Being Visible And Accessible To Employees?	18	<i>Mn/DOT Senior Management</i>
80. Decisions Are Generally Made In A Timely Manner In Mn/DOT.	18	<i>Change &amp; Decision-Making</i>
83. Mn/DOT Is Working To Reduce Unnecessary Bureaucracy And "Red Tape."	16	<i>Quality</i>
48. In My District Or Office, Employees Get Adequate Feedback About What Is Done With Their Opinions Or Suggestions And Why.	15	<i>Employee Participation</i>
R62. I Am Seriously Concerned About The Public's Perception Of Mn/DOT.	10	<i>Mn/DOT Overall</i>

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## Comparison To GWR WorkTrends™ — Government Employees

Number Of Survey Items Where Mn/DOT Results Are More Favorable  
By 5% Or More: 15

Number Of Survey Items Where Mn/DOT Results Are Within A Plus Or  
Minus Range Of 4%: 15

Number Of Survey Items Where Mn/DOT Results Are Less Favorable  
By 5% Or More: 16

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46

The Average Difference In Percent Favorable Response Across The 46 Survey Items  
From The Mn/DOT Survey Which Can Be Compared Directly To The Items Of GWR  
WorkTrends—Government Employees:

**-1.2 Percentage Points**



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## Comparison To GWR WorkTrends — Government Employees (Cont.)

	<u>% Diff</u>
38. In General, I Am Allowed To Do What Is Needed To Satisfy My Customers.	+18
74. Mn/DOT Supports Employees' Efforts To Balance Work And Family/Personal Responsibilities.	+16
39. The People I Work With Cooperate To Meet Customer Needs.	+13
13. I Am Given A Real Opportunity To Improve My Skills In Mn/DOT.	+13
12. I Receive The Training I Need To Perform My Current Job Effectively.	+13
15. My Work Schedule Is Flexible Enough For Me To Meet My Family/Personal Responsibilities.	+11
50. My Immediate Supervisor Does A Good Job At "Managing The Work," That Is, Making Appropriate Work Assignments, Setting Priorities, Scheduling, Etc.	+9

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## Comparison To GWR WorkTrends — Government Employees (Cont.)

	<u>% Diff</u>
70. How Would You Rate Mn/DOT In Providing Job Security For People Like Yourself?	+8
30. Quality Is An Important Consideration In The New Products And Services We Design.	+8
2. I Like The Kind Of Work I Do.	+7
19. Where I Work, Employees Are Encouraged To Participate In Making Decisions Which Affect Their Work.	+7
51. My Immediate Supervisor Does A Good Job At "People Management," That Is, Dealing With The People Who Work For Him/Her.	+6
3. My Job Makes Good Use Of My Skills And Abilities.	+6
42. Where I Work, Employees Are Kept Well Informed About Issues Facing Mn/DOT.	+6
22. How Satisfied Are You With The Opportunity For Career Development That Mn/DOT Provides?	+5

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## Comparison To GWR WorkTrends — Government Employees (Cont.)

	<u>% Diff</u>
23. How Satisfied Are You With The Recognition You Get For The Work You Do?	-5
35. How Do You Rate The Overall Quality Of Work Done In Your Work Group?	-6
4. My Work Gives Me A Feeling Of Personal Accomplishment.	-7
41. It Is Easy For Customers To Reach The Right Person When They Have Questions Or Problems.	-7
59. Mn/DOT's Senior Management Gives Employees A Clear Picture Of The Direction The Department Is Heading.	-7
60. When Mn/DOT's Senior Management Says Something, You Can Believe It Is True.	-7
61b. How Would You Rate Mn/DOT's Senior Management On Dealing Effectively With The Challenges The Department Is Facing?	-9

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## Comparison To GWR WorkTrends — Government Employees (Cont.)

	<u>% Diff</u>
32. Our Policies And Procedures Are Designed To Make It Easy To Do Business With Mn/DOT.	-10
17. Where I Work, We Have Enough People To Get The Work Done.	-13
69. How Would You Rate Mn/DOT On Adhering To The Highest Standards Of Ethics And Integrity?	-14
26. Where I Work, We Set Clear Performance Standards For Service Quality.	-15
34. There Is A Strong Emphasis On Customer Service In Mn/DOT.	-15
75. Mn/DOT Is Effective In The Recruitment, Hiring And Retention Of A Diverse Workforce.	-16
7. I Understand How The Work I Do Helps Mn/DOT Achieve Its Goals.	-20
76. Mn/DOT Makes It Easy For People From Diverse Backgrounds To Fit In And Be Accepted.	-20
33. Mn/DOT Regularly Collects Information On How Satisfied Our Customers Are With Our Products And Services.	-25

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## **Continuous Improvement Index**

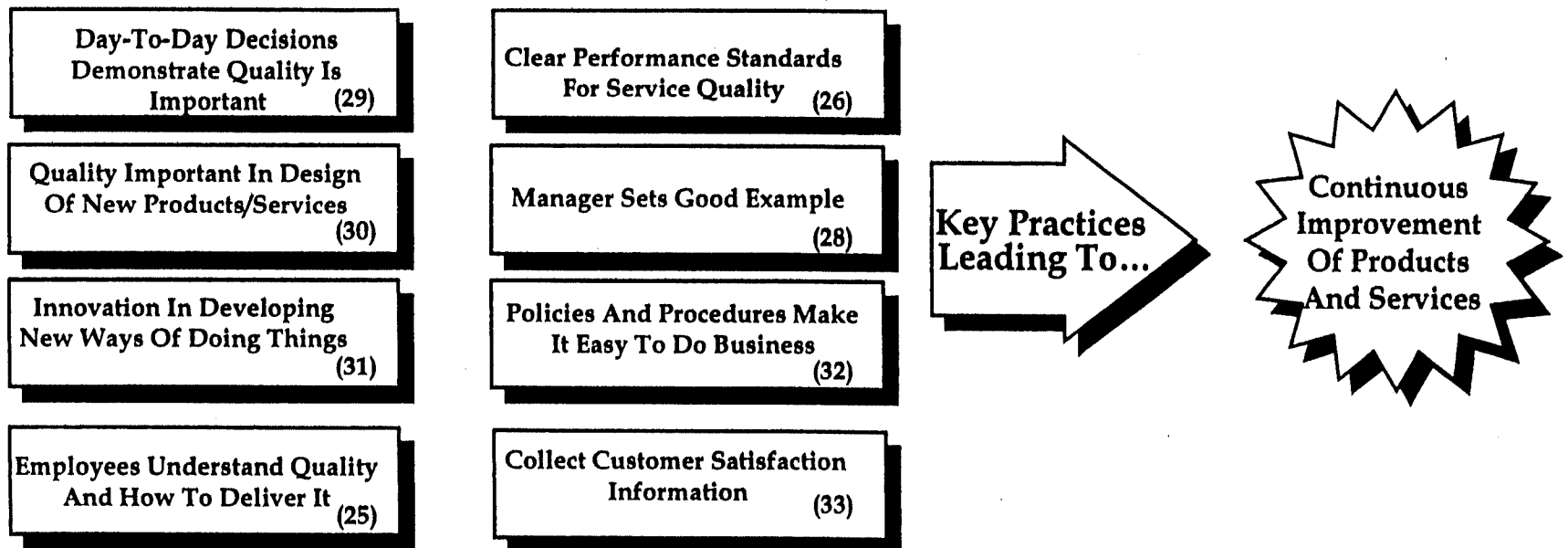
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**Gantz Wiley Research Has Conducted Special Research To Identify The Quality Practices Which Are Most Closely Related To A Continuous Improvement Environment.**

**Data Have Been Collected From A Nationwide Sample Of Over 7,100 Employees Representative Of All Major Industry Groups.**

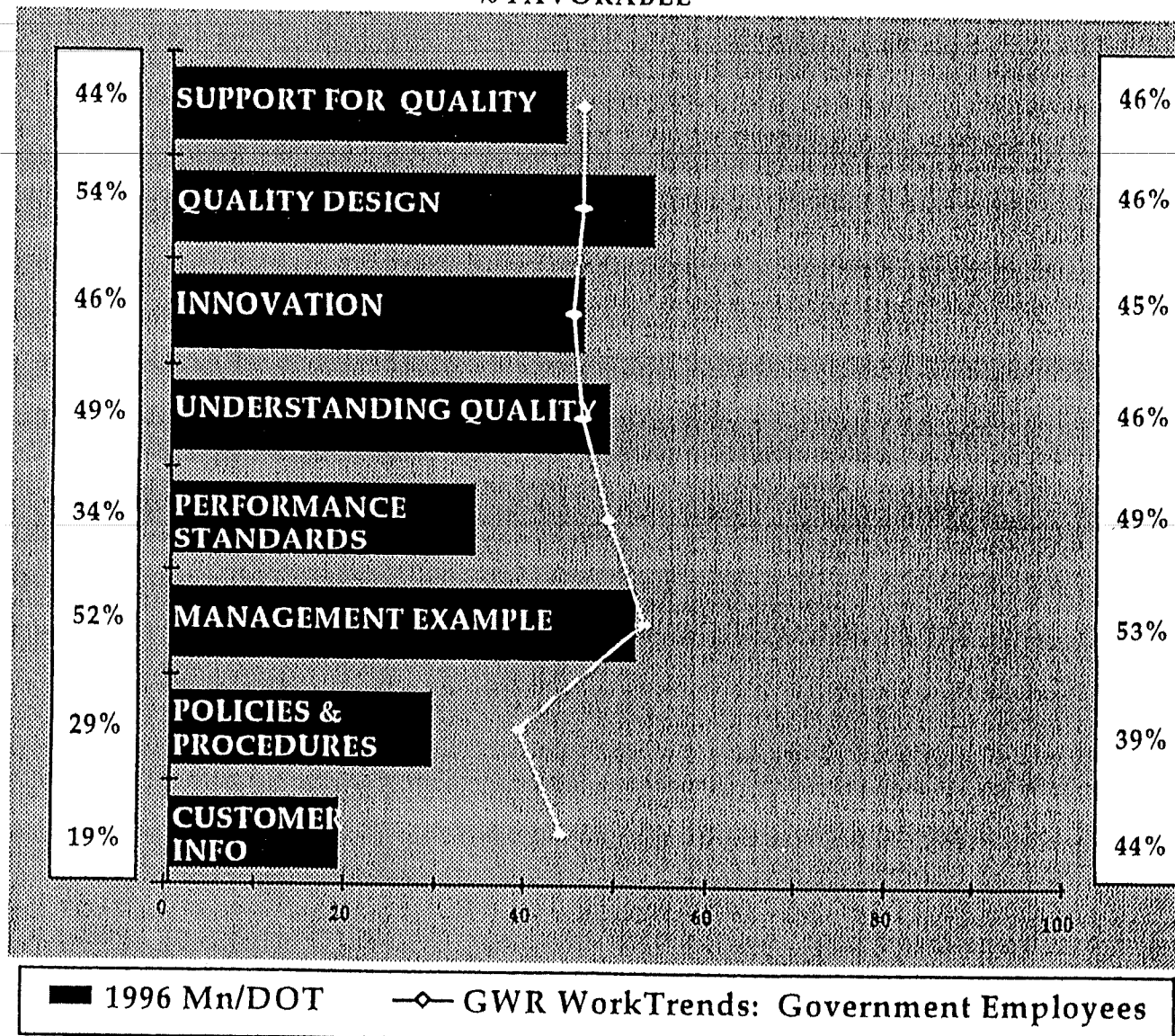
**Results Reveal That Over 50% Of The Variation In The Response To The Statement, "Where I Work, We Are Continually Improving The Quality Of Our Products And Services," Can Be Explained By Employee Perceptions Of Eight Quality Practices, Together, These Items Comprise The GWR Continuous Improvement Index (CII).**

# Continuous Improvement Index



# Continuous Improvement Index

% FAVORABLE



## Theme Summary: District/Office Comparison

S = Strength  
 S- = Borderline Strength  
 - = Midrange  
 O+ = Borderline Oppty.  
 O = Opportunity

Theme	Mn/ DOT Overall	Commis. Office	EEO Office & Eng.Svc. Div.	Metro Div.	Operations Div.	Audit Office	Fin. & Admin. Div.	State Aid For Loc. Trans. Div.	TRIM
Safety/Wellness	S	S	S	S	S	S	S	S	S
Work & Family/Personal life	S	S	S	S	S	S	S	S	S
Job Satisfaction	S	S	S	S	S	S	S	S	S
Immediate Supervisor	-	S	-	-	-	S	-	S	-
Training, Tools, Time	-	S-	-	-	O+	S-	S-	S-	-
Customer Service	O+	S-	-	O	O	S	-	S	-
Diversity	O+	-	-	O	O	O	-	-	-
Quality	O	-	-	O	O	-	-	S	-
Mn/DOT Overall	O	-	-	O	O	-	-	S	-
Communication	O	-	O	O	O	-	O	-	O
District/Office Management	O	-	O	O	O	O	O	S	O
Employee Participation	O	O	O	O	O	O	O	-	O
Change & Decision-Making	O	O	O	O	O	O	O	O+	O
Accountability	O	O	O	O	O	O	O	O	O
Mn/DOT Senior Management	O	O	O	O	O	O	O	O+	O
Proportion Of Respondent Base	100%	2%	13%	22%	49%	<1%	4%	1%	6%



## Theme Summary: Job Category Comparison

S = Strength  
 S- = Borderline Strength  
 — = Midrange  
 O+ = Borderline Oppty  
 O = Opportunity

Theme	Mn/ DOT Overall	Craft/ Maint./ Labor	Serv.	Cler.	Tech.	Engin.	Prof.	Sup.	Mgmt.
Safety/Wellness	S	S-	S	S	S	S	S	S	S
Work & Family/Personal life	S	S	S	S	S	S	S	S	S
Job Satisfaction	S	—	S	S	S	S	S	S	S
Immediate Supervisor	—	O	—	—	—	S-	—	—	S
Training, Tools, Time	—	O	—	S-	—	—	—	—	S
Customer Service	O+	O	—	—	—	—	—	—	S
Diversity	O+	O	—	—	O+	—	O+	—	—
Quality	O	O	—	O+	O	O+	—	—	S
Mn/DOT Overall	O	O	O	—	O	—	—	—	S
Communication	O	O	O	O	O	O	O	O	S
District/Office Management	O	O	O	O	O	O	O	O	S
Employee Participation	O	O	O	O	O	O	O	O	S
Change & Decision-Making	O	O	O	O	O	O	O	O	O+
Accountability	O	O	O	O	O	O	O	O	O
Mn/DOT Senior Management	O	O	O	O	O	O	O	O	O+
Proportion Of Respondent Base	100%	32%	3%	9%	23%	12%	10%	6%	3%

## Theme Summary: Gender Comparison

S = Strength  
 S- = Borderline Strength  
 — = Midrange  
 O+ = Borderline Oppty  
 O = Opportunity

<u>Theme</u>	Mn/DOT Overall	Male	Female
Safety/Wellness	S	S	S
Work & Family/Personal life	S	S	S
Job Satisfaction	S	S	S
Immediate Supervisor	—	—	—
Training, Tools, Time	—	O+	—
Customer Service	O+	O+	—
Diversity	O+	O+	O
Quality	O	O	O+
Mn/DOT Overall	O	O	O+
Communication	O	O	O
District/Office Management	O	O	O
Employee Participation	O	O	O
Change & Decision-Making	O	O	O
Accountability	O	O	O
Mn/DOT Senior Management	O	O	O
Proportion Of Respondent Base:	100%	77%	19%

## Theme Summary: Age Comparison

S = Strength  
 S- = Borderline Strength  
 — = Midrange  
 O+ = Borderline Oppty  
 O = Opportunity

Theme	Mn/DOT Overall	<35 years	35-44 years	45-54 years	≥55 years
Safety/Wellness	S	S	S	S	S
Work & Family/Personal Life	S	S	S	S	S
Job Satisfaction	S	S	S	S	S
Immediate Supervisor	—	S-	O+	—	—
Training, Tools, Time	—	S-	O+	O+	—
Customer Service	O+	—	O	O+	—
Diversity	O+	O+	O	O+	O+
Quality	O	—	O	O	O
Mn/DOT Overall	O	O+	O	O	O
Communication	O	O	O	O	O
District/Office Management	O	O	O	O	O
Employee Participation	O	O	O	O	O
Change & Decision-Making	O	O	O	O	O
Accountability	O	O	O	O	O
Mn/DOT Senior Management	O	O	O	O	O
Proportion Of Respondent Base:	100%	17%	28%	34%	16%

## Theme Summary: Race/Ethnic Origin Comparison

S = Strength  
 S- = Borderline Strength  
 — = Midrange  
 O+ = Borderline Opportunity  
 O = Opportunity

<u>Theme</u>	Mn/DOT Overall	Amer. Ind/Alsk. Native	Asian/ Pacif. Islander	Black/ African Amer.	Hispanic	White/ Cauc.
Safety/Wellness	S	S-	S	S	S	S
Work & Family/Personal life	S	S-	S	S	S	S
Job Satisfaction	S	S	S	S	S	S
Immediate Supervisor	—	S-	S	S	S-	—
Training, Tools, Time	—	—	S	S	—	—
Customer Service	O+	—	—	S	—	O+
Diversity	O+	O	O	O	O	O+
Quality	O	O	—	—	—	O
Mn/DOT Overall	O	O	O+	—	O+	O
Communication	O	O	—	S-	O	O
District/Office Management	O	O	O	—	O	O
Employee Participation	O	O	O	O	O	O
Change & Decision-Making	O	O	O+	O	O	O
Accountability	O	O	O	O+	O	O
Mn/DOT Senior Management	O	O	O+	O+	O	O
Proportion Of Respondent Base:	100%	1%	1%	2%	1%	89%

## Theme Summary: Disabled/Handicapped Comparison

S = Strength  
 S- = Borderline Strength  
 — = Midrange  
 O+ = Borderline Oppty  
 O = Opportunity

<u>Theme</u>	Mn/DOT Overall	Disabled/ Handicapped	Not Disabled/ Handicapped
Safety/Wellness	S	S-	S
Work & Family/Personal life	S	S-	S
Job Satisfaction	S	—	S
Immediate Supervisor	—	O+	—
Training, Tools, Time	—	O	—
Customer Service	O+	O+	O+
Diversity	O+	O	O+
Quality	O	O	O
Mn/DOT Overall	O	O	O
Communication	O	O	O
District/Office Management	O	O	O
Employee Participation	O	O	O
Change & Decision-Making	O	O	O
Accountability	O	O	O
Mn/DOT Senior Management	O	O	O
Proportion Of Respondent Base:	100%	4%	91%

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## Overall Summary

### *Strengths*

- **Safety/Wellness**
  - **Safety Of Working Conditions**
  - **Support For Health/Wellness**
  
- **Work & Family/Personal Life**
  - **Schedule Flexibility To Meet Family/Personal Responsibilities**
  - **Ability To Meet Demands Of Job And Still Sufficiently Attend To Family/Personal Life**
  - **Support For Balancing Work And Family/Personal Responsibilities**

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## *Strengths (Cont.)*

- **Job Satisfaction**
  - **Liking Kind Of Work**
  - **Freedom In Deciding How To Do Work**
  - **Use Of Skills And Abilities**
  - **Sense Of Personal Accomplishment**
- **Comfort Level And Opportunities To Talk With Immediate Supervisor**
- **Training For Current Job**
- **Access To Needed Information**
- **Availability Of Needed Tools And Equipment**

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## *Strengths (Cont.)*

- **Understanding Of Customers' Requirements And Work Priorities**
- **Freedom To Do What's Needed To Satisfy Customers**
- **Co-Worker Cooperation To Meet Customer Needs**
- **Rating Of Quality Of Work Done In Work Group**
- **Pride In Mn/DOT**



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## *Opportunities For Improvement*

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- Opportunities For Career Development
- Useful Performance Feedback From Supervisors
- Encouragement Of Innovation
- Recognition Provided For The Work Employees Do
- Having Enough People To Get The Work Done
- Customers' Ease In Contacting The Right Person For Questions/Problems
- Teamwork Between Offices And Districts In Meeting Customer Needs

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## *Opportunities For Improvement (Cont.)*

- **Ease Of Doing Business With Mn/DOT (Policies And Procedures)**
- **Collection And Use Of Customer Satisfaction Information**
- **Diversity**
  - **Acceptance Of People From Diverse Backgrounds**
  - **Mutual Respect Shown By Employees To Each Other**
  - **Discouragement Of Offensive Behavior**
  - **Effectiveness In Recruiting, Hiring, And Retaining A Diverse Workforce**

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## *Opportunities For Improvement (Cont.)*

- **Quality**
  - Understanding Of What Quality Means And How Mn/DOT Will Deliver It
  - Continuous Improvement In Product/Service Quality
  - Priority Placed On Quality And Improvement In Day-To-Day Decisions
  - Setting Clear Standards For Service Quality
  - Reduction Of Low Value Tasks And “Red Tape”
- **Mn/DOT Overall**
  - Confidence In The Future Of Mn/DOT
  - Communicating A Positive Image Of The Department To The Public
  - Demonstrating The Highest Standards Of Ethics And Integrity
  - Understanding Of Mn/DOT’s Overall Goals
  - Addressing Employee Concerns About The Public’s Perception Of Mn/DOT

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## *Opportunities For Improvement (Cont.)*

- **Communication**
  - **Timeliness In Communicating Mn/DOT-Related News And Information**
  - **Keeping Employees Informed About Issues Facing Mn/DOT**
  - **Effectiveness Of Communication Within Districts/Offices**
  - **Effectiveness Of Communication Between Central Office And Districts/Metro Division**
  
- **Perceptions Of District/Office Management**
  - **Perceived Ability To Deal Effectively With Current Challenges**
  - **Visibility And Accessibility To Employees**
  - **“Walking The Talk” – Showing Consistency Between Words And Actions**

---

## *Opportunities For Improvement (Cont.)*

- **Employee Participation**
  - **Encouragement Of Reasonable Risk-Taking**
  - **Effectiveness In Regularly Obtaining Employees' Opinions And Suggestions**
  - **Providing Feedback About What Is Done With Opinions/Suggestions And Why**
- **Change & Decision-Making**
  - **Making The Changes Needed To Ensure Mn/DOT's Future Success**
  - **Flexibility/Adaptability Of Employees And Managers/Supervisors To Change**
  - **Support Provided To Help Employees Adapt To Changes**
  - **Adequacy Of Planning And Communication Before Important Changes Are Introduced**
  - **Making Decisions At The Most Appropriate Level**
  - **Making Decisions In A Timely Manner**

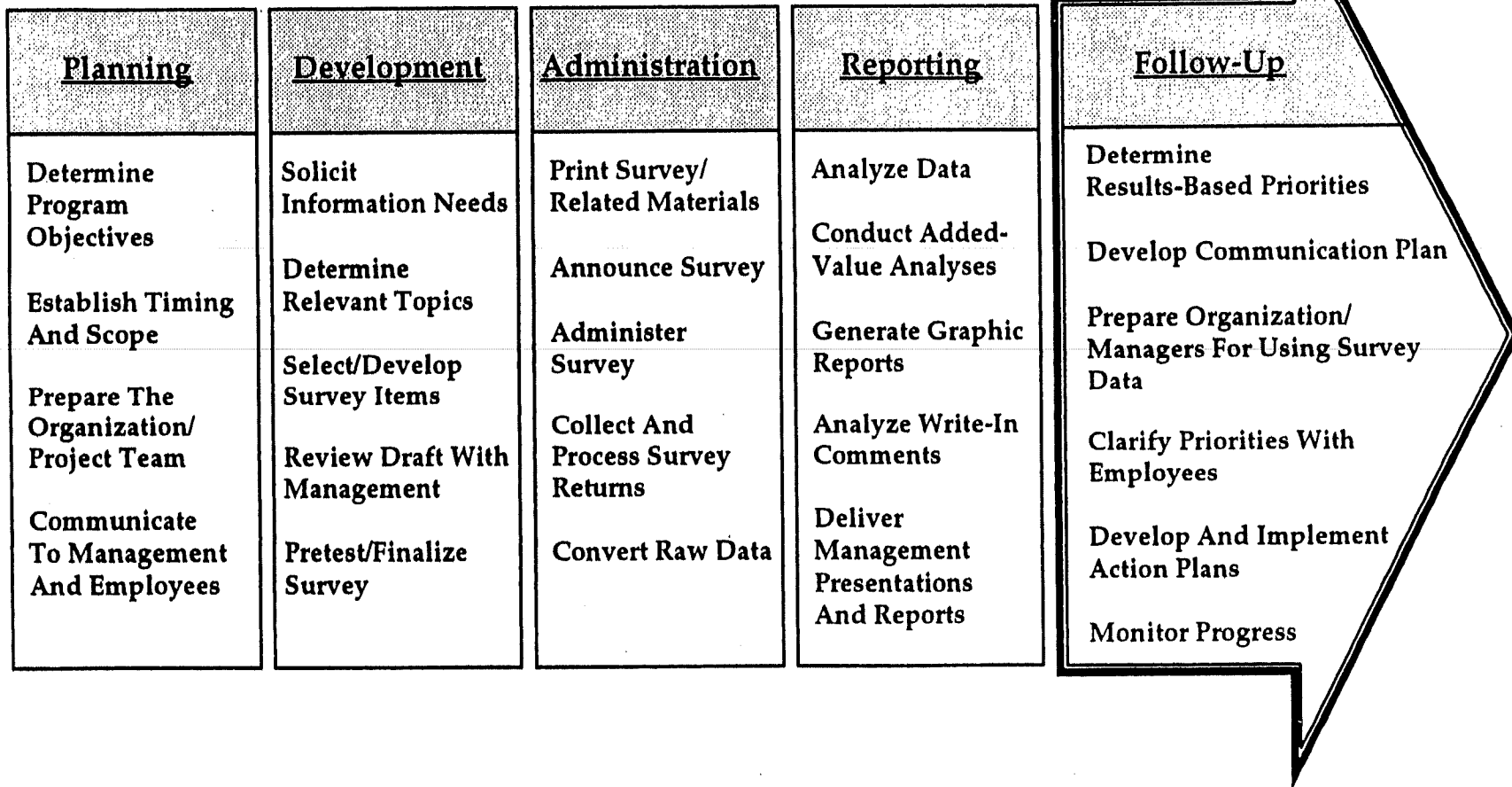
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## *Opportunities For Improvement (Cont.)*

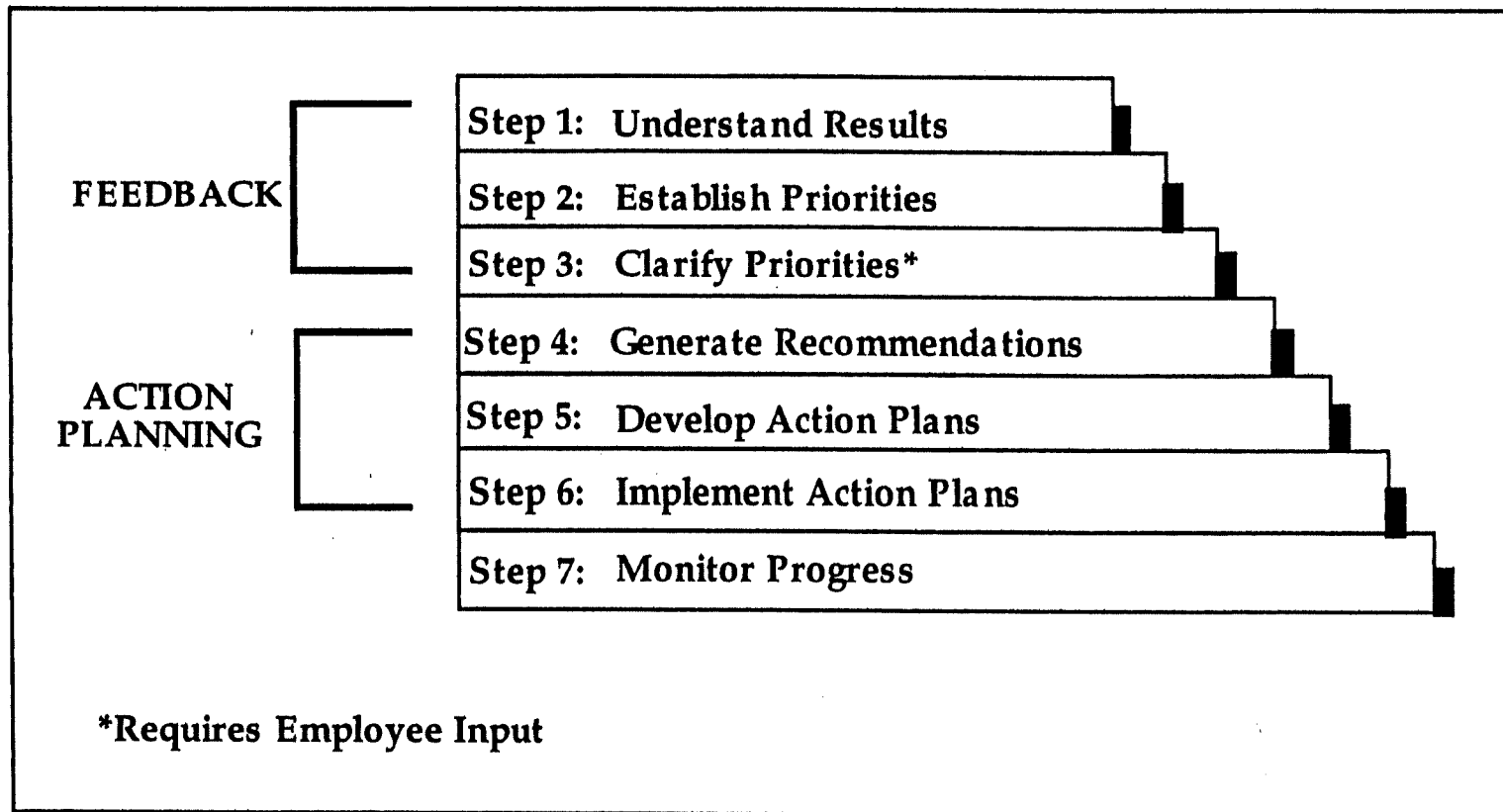
- **Accountability**
  - **Holding Employees And Managers/Supervisors Accountable For The Results Of Their Actions**
  - **Dealing Effectively With Poor Performance**
- **Perceptions Of Mn/DOT Senior Management**
  - **Perceived Ability To Deal Effectively With Current Challenges Facing The Department**
  - **Communicating Clear Goals For The Department As A Whole**
  - **Communicating A Clear Picture Of The Direction The Department Is Heading**
  - **Establishing/Maintaining A Reputation For Telling Employees The Truth**
  - **“Walking The Talk” - Showing Consistency Between Words And Actions**
  - **Visibility And Accessibility To Employees**

# Five Phase Approach To Survey Process

Typically, an employee survey program consists of five phases: Planning, Development, Administration, Reporting and Follow-Up. The true value of a survey program is how effectively the organization conducts the follow-up phase of the process. Understanding the results is a critical prerequisite to effectively utilizing the data.



## Seven-Step Survey Feedback And Action Planning Model



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## Establishing Priorities

- Review The Following:
  - Overall Theme Ranking (Tab C)
  - Items Showing The Ten Highest And Ten Lowest Levels Of Favorable Response (Tab D)
  - Summary Of Differences Vs. Norms (Tab E)
  - Textual Summary (Tab H)
- During The Next Ten Minutes, List The *One* Strength Most Necessary To Maintain/Reinforce And The *Two* Opportunities You Consider Most Critical To Improve
- At This Point, Do Not Be Concerned With Offering Solutions
- From Your Individual Lists We Will Summarize And Establish Priorities For Follow-Up Activities

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# Mn/DOT 1996 Employee Opinion Survey Program

## Overall Priorities

1.

2.

3.

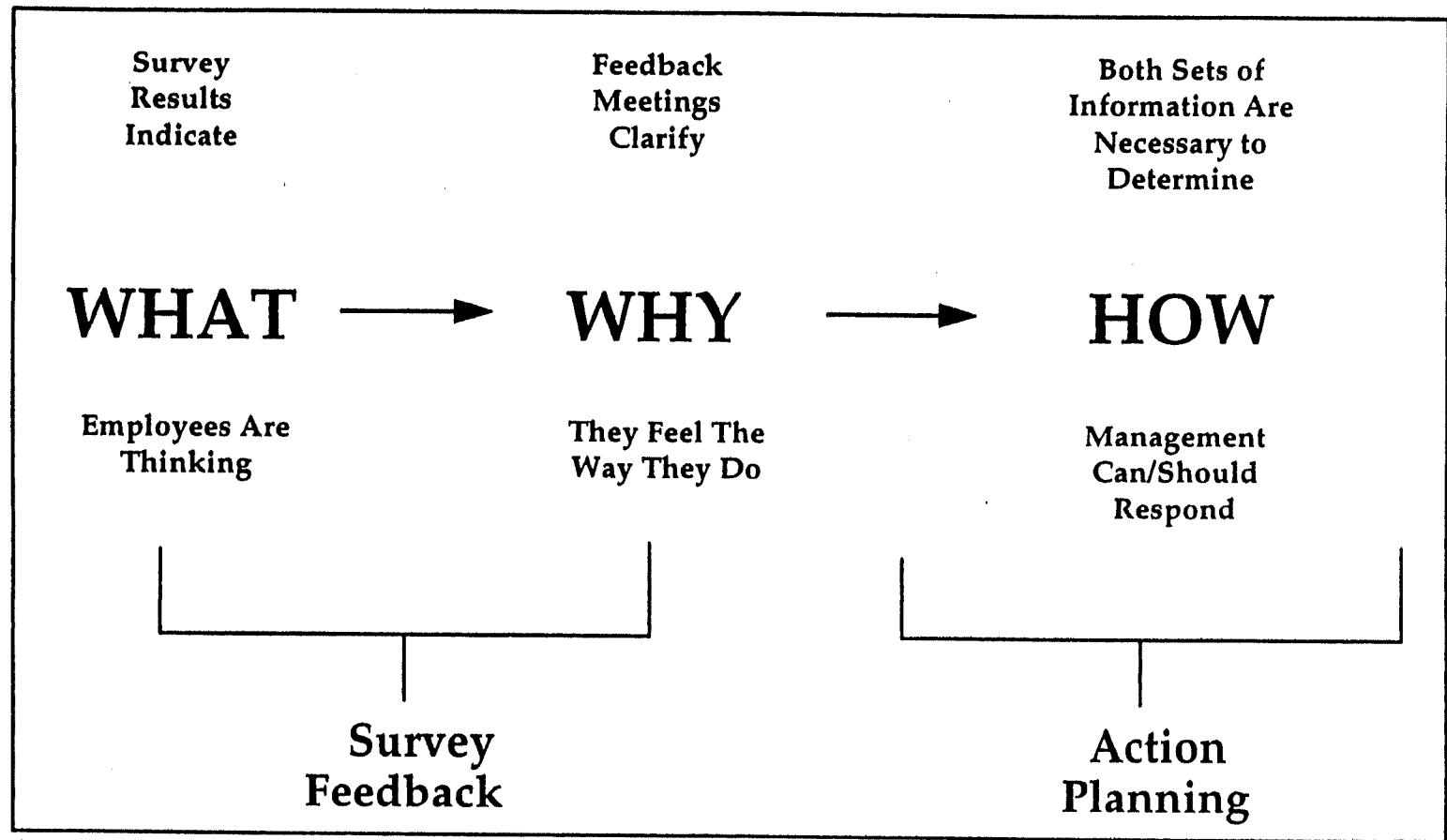
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## **Key Considerations Regarding Communication Of Survey Results**

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- **Ongoing Throughout Follow-Up Phase**
- **Utilize A Variety Of Media**
- **“Fit The Culture” Of The Organization**
- **Level Of Detail Appropriate` For “Audience”**
- **Communicate Overall Results As Early As Possible**
- **Communicate Priorities And Action Plans**
- **Frequently Update On Progress**
- **Exploit “Success Stories”**

# Survey Feedback And Action Planning



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## **Feedback & Issues Clarification**

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- **Can Occur In A Number Of Different, But Totally Acceptable Ways, e.g.,**
  - **Communication Meetings**
  - **Staff Meetings**
  - **Quality Teams**
  - **Memorandum + Selected Group Interviews**
- **Choice Depends On:**
  - **What An Organization Wants To Accomplish**
  - **Its Readiness**
  - **Availability Of “Vehicles” Already In Place**
- **Whichever Approach Is Adopted Should Communicate To Employees:**
  - **That Their Input Is Valued**
  - **The Process By Which Their Input Will Be Utilized**

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## Issue Clarification Questions

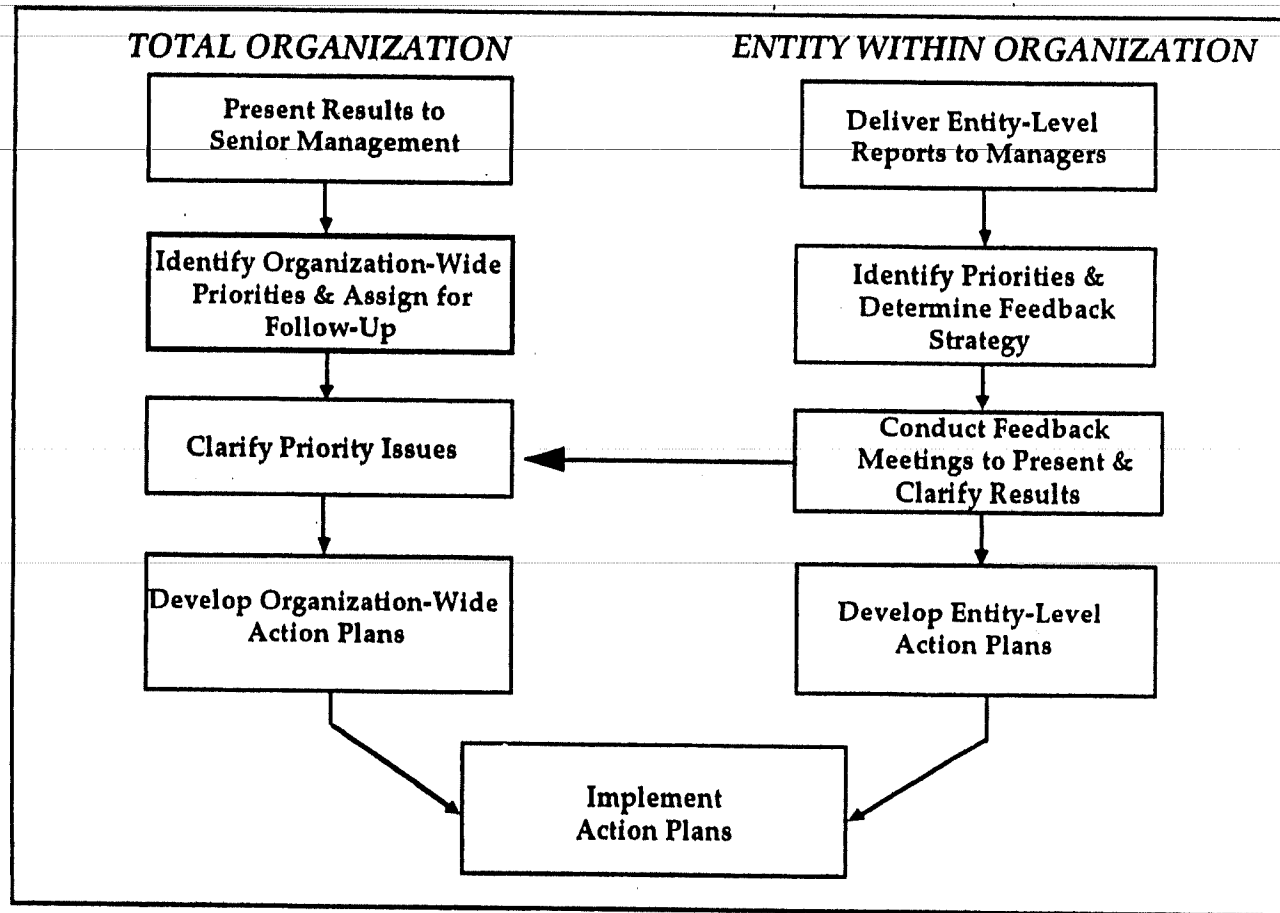
### *Basic Question:*

- What Is The Situation That Causes People To Feel This Way?

### *Additional Questions:*

- Whom Does This Issue Affect?
- When (Or How Often) Does The Issue Occur?
- Where Is This An Issue?
- What's The Impact Of This Issue On The Performance Of The Group?

# Two-Pronged Survey Feedback And Action Planning Process



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## Comparing Feedback & Action Planning Strategies

	<u>Facilitator With Employee Group</u>	<u>Line Manager With Work Group</u>
Step 1: Understand Results	Understanding Of Pertinent Results Needed By Facilitator	Full Understanding Of Organization's Results Needed By Manager
Step 2: Establish Priorities	Typically Has Already Been Done By Manager Or Management Team	Can Be Done During Feedback Meeting By Work Group Or Prior To Meeting By Manager
Step 3: Clarify Priorities	Specific Clarification Questions Developed Prior To Meeting	Standard Clarification Questions Used
Step 4: Generate Recommendations	Input From Focus Group Is Typically Solicited	Input From Work Group Is Typically Solicited
Step 5: Develop Action Plans	Typically The Responsibility Of Management Or An Assigned Team	Typically Done Later By Management Or An Assigned Team
Step 6: Implement Action Plans	Typically Overseen By Management	Typically Done By Management
Step 7: Monitor Progress	Typically Done By Management	Typically Done By Management



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## **Initial Communication & Feedback Meeting Objectives**

- 1. Communicate Overall And Entity-Level Results To Employees**
- 2. Answer Questions Employees May Have About The Data**
- 3. Communicate Company-Wide Priorities**
- 4. Obtain Input Employees May Have About Company-Wide Priorities**
- 5. Identify (Or Communicate, If Determined Beforehand) 1 Or 2 Entity-Level Priorities/Improvement Needs**
- 6. Obtain Initial Clarification Regarding The 1 Or 2 Entity-Level Priorities/Improvement Needs**
- 7. Communicate Next Steps**

---

## **Recommended Survey Feedback Process For Line Managers**

- 1. Gain Thorough Understanding Of Results**
  - Entity-Level Strengths And Opportunities**
  - Important Differences From Norms Or From Overall Results**
- 2. Conduct Survey Feedback Meetings With Employees**
  - Meeting 1**
    - Present Overall And Entity Results**
    - Communicate Company-Wide Priorities**
    - Communicate (Or Identify) 1 Or 2 Entity-Level Priorities**
    - Clarify Priority Issues**
  - Meeting 2 (And Possibly Subsequent Meetings)**
    - Review Issues And Clarification Gained So Far**
    - Generate Recommendations For Each Entity-Level Issue**
    - Communicate Plan For Follow-Up**

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## **Recommended Survey Feedback Process For Line Managers (Cont.)**

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- 3. Forward Summaries Of Issue Clarification And Recommendations Regarding Company-Wide Priorities To "Responsible Parties"**
- 4. Define Strategy For Addressing Entity-Level Priorities**
  - Strategy Will Vary With Nature Of Issue**
  - Consider Opportunities For Employee Involvement**
  - Document Action Plan**
  - Communicate Action Plan To Your Manager As Well As To Your Employees**
- 5. Implement Action Plans For Entity-Level Priorities**
  - Monitor Progress (Including Employee Input)**
  - Communicate Progress To Manager, Employees**

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## **Survey Feedback & Action Planning Strategy**

- **At What Level Will Action-Planning Occur?**
  - **Company-Wide?**
  - **Entity-Specific?**
  - **Both?**
- **What Communication Vehicles Currently Exist Which Can Serve As Survey Feedback Vehicles?**
- **Who Will Lead Feedback And Action Planning Meetings Within Your Organization?**
- **Who Will Participate In Clarifying Results/ Recommending Solutions?**
- **Who Will Take Responsibility For Overseeing The Process And Ensuring Follow-Through?**

