Background

- During the past decade, the Georgia Department of Transportation (GDOT) has conducted surveys of its over 5,000 employees.
- The survey is being used to compare results year-to-year and formulate initiatives and methods of organizational improvement.
- Because of a continual decrease in survey response rate and a desire to reevaluate the purpose for conducting the survey, GDOT is revamping its current survey in an effort to increase the number of respondents and receive feedback that is in line with the overall objectives of the survey.
- Each phase of this study was used to identify items such as: the purpose and intent of the survey, what information is to be learned from the results, concerns by employees, and clarity in the questions and presentation.

Study Objectives

- Research general information about employee surveys, their purpose and significance, the factors that drive organizational performance, and the final benefits achieved after these are conducted.
- Contact other state DOTs to determine the survey instruments and procedures they use for evaluating employee satisfaction and organizational performance and identifying state DOTs with a similar workforce size and structure that can be used for benchmark purposes.
- Research and study different survey instruments and propose a new survey instrument that is most applicable for GDOT.

GDOT Leadership Team

- To better develop a survey instrument to meet GDOT’s needs, the study team sought additional information about the purpose and intent from past surveys.
- GDOT’s Leadership Team stated: The purpose of the GDOT Employee Survey is to evaluate the effectiveness of the Department’s current policies, regulations, management, safety procedures, and training at providing the workforce with the tools they need to be successful. Survey results should guide and direct changes and the development of new tools and strategies to meet the needs of the employees. The ultimate result is to retain a well trained and qualified staff.

GDOT Employee Advocacy Team

- The study team met with GDOT’s EAT and conducted a follow up survey.

Discussion/survey comments:

- Create visibility of survey results with action items that are doable by GDOT.
- Shorten the survey and ensure clarity for questions asked about supervisors, managers, etc.

Conclusion

- Based on the information collected, the study team developed a new survey instrument.
- The survey was restructured to be more applicable to the broad range of GDOT Employees and to determine how GDOT leadership can help employees become successful and achieve their professional goals.
- The survey was designed to provide feedback that GDOT can act on.
- The survey will provide information needed to retain well-trained staff.

National Survey of State DOTs

- 18 of 38 (47%) state DOTs contacted responded to the survey.
- 67% of respondents have a workforce less than 4,000 employees. 11% had more than 5,000 employees.
- A majority (78%) used employee surveys to gather information about their workforce, initiatives, programs, etc.
- The majority of DOT respondents conduct annual surveys.
- Survey results were typically disseminated through online and hardcopy reports, meetings, presentations, and discussions.
- Respondents noted that survey results were used to identify 3-4 statewide issues to be addressed by the executive team, improve communication and engagement with employees, and to make training decisions.

Types of Information Collected on Respondent Surveys

- Employee水平 of job satisfaction: 56%
- Employee beliefs and concerns about the overall organization: 50%
- Employee opinions of supervisors: 50%
- Employee recommendations for improvements: 44%
- Employee opinions about what challenges and obstacles influence their work: 39%
- Employee opinions on what motivates or incentivizes high performance: 22%
- Employee opinions of organizational policies and/or procedures: 22%