



WYDOT 2023 Employee Satisfaction Survey Summary of Comments

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The summary below is a compilation of all of the comments received from WYDOT 2023 Employee Satisfaction Survey. WYDOT received 364 pages of comments from open ended questions #4, #23, #24, and #25 on the survey.

The comments have been separated into the three areas that WYDOT would like to focus on improving.

*Note: *Some comments have been paraphrased*

- I. Technology and Equipment...2**

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Technology and Equipment

Comments focused on outdated or old equipment and technology (software, radios, etc.) that needs to be replaced with newer and better items to be more efficient and effective. People feel as if they are needing more training and that funding restricts upgrades and access to necessary technology and equipment.

Regarding Technology

“Materials, equipment, and software procurement could be improved. It should be easier to get basic software, hardware, and office supplies that would improve the ability and efficiency to do our jobs.”

“Keeping technology current requires staff that are highly skilled in the specific technologies we are working with. People with these skills are hard to come by in Wyoming and elsewhere they make more money for the specialized expertise. Without qualified, experienced people, it is impossible to proceed with modernization of applications without contracting with outside experts. Procuring outside help requires involvement and of upper management and they are always focused on some other important project.”

“Having more opportunities to attend training classes in my field would be great to expand my knowledge and learn about the new technologies.”

“I have the technology and programs to do my job, but some of them took months of effort to get.”

Regarding Equipment

“I have spent some of my own money to purchase higher quality equipment than the program would otherwise authorize budget for to cut down on arguments from the contractors that I work with.”

“My department supplies me with the tools I need to get the job done. That could be hand tools or training tools I need. I think they have done a great job at providing that.”

“It seems like cost is always at the forefront of the decision making when it comes to acquiring equipment for employees.”

“Materials and equipment are difficult to come by, and more often than not are swiped from desks belonging to positions that are unfilled.”

“There are things that are outdated, and need to be replaced, and we have to just work around or deal with the inadequate equipment. It impacts the ability of our employees to do their job.”

Recognition/Recruitment/Retention

Comments trended toward the need to increase compensation and benefits packages, improving recruitment practices, developing more strategies for retention, creating a formalized employee recognition and mentorship program and increasing professional development opportunities.

Regarding Recruitment/Retention

“High personnel turnover is part of today's world; better recruitment requires adoption of private sector workplace innovations.”

“Compensation and other non-compensatory perks are the only real solutions to strengthening recruitment and retention.”

“It is not clear which direction our agency is currently heading. We talk about recruiting and changing the way things are done, but I do not see or hear about concrete planning or consistency of ensuring there is effective planning in place.”

“If retention is the goal, then make it a goal. People follow money.”

“I feel we need more positions in order to truly complete the mission, as the work changes. New technology and an increasing number of assets will require more employees to maintain.”

“These vacancies, in-turn, are causing our in-place employees to take on additional duties without additional compensation. Leading to additional stress and eventually burnout.”

“The option for telework and flexible hours is a major reason I plan to stay at WYDOT long-term. It helps with retention, morale, and work-life balance.”

“My supervisors play a pivotal role in shaping the work environment, motivating employees, and ensuring that tasks are executed efficiently. They provide clear guidance and set expectations, which fosters a sense of direction and purpose among the team. They offer support, constructive feedback, and recognition for a job well done, boosting morale and job satisfaction.”

Regarding Employee Recognition

“It seems that there is not a lot of recognition for a job well done.”

“We need a more robust recognition program. WYDOT all emails from upper level management feel perfunctory and not personal. Many supervisors lack the support/knowledge to provide meaningful recognition to their employees.”

“Let's give out some kudos, in written form every now and then. Not just when someone hits a 5,10 etc.. mark. Recognize employees for even small things they do.”

“We've allowed our recognition programs and policies to grow stale and our employees feel like this is just a job and they aren't making any difference. WYDOT needs to improve and innovate recognition so we are highlighting the incredible individuals and promoting recognition at the lowest levels.”

Regarding Mentorship

“More variety in training, professional development, and mentoring would be nice, including cross training or mentoring across programs.”

“Mentoring as far as career advancement would be very helpful.”

“I don't have any mentorship available with my department.”

“WYDOT offers many great opportunities for training and professional development while it is severely lacking in the mentoring of people.”

“Since the baby boomers have been retiring, WYDOT has been losing institutional memory at an accelerated rate and the employees left to continue on have not had enough training, experience and mentoring to carry on.”

“I do not feel that my supervisor has ever taken an active role in preparing me for promotions. I always have to ask permission to take training, ask to have a development plan, etc. No one has ever expressed an interest in mentoring me or offered me opportunities to prepare myself for advancement.”

Personal and Professional Development

“WYDOT offers little to no leadership development training. The typical way it goes is when you are promoted you are given a set of keys and more or less told good luck. And it then falls on the individual to learn everything. This is an area that can be improved in.”

“Allow more time at work to expand training and professional development.”

“WYDOT has so many opportunities to grow and be a great agency. There are times in which we as leaders do not take the development of our workforce seriously and somehow we expect employees to perform at high levels. Development takes time and it takes dedication.”

Organizational and Operational Improvements

Comments centered on improving decision making processes, creating standardization of policies and training, and increasing training efforts for employees. Employees also want improved communication of overall agency direction and improved strategic and program level planning to complete the agency mission.

Regarding Decision Making and Standardization

“Allow programs to actually make choices within their own program, not everything has to be run the same. Programs cannot implement the changes they need to be successful because there are too many entities that require approval and do not understand/are not familiar with the program and should not be involved in the decision making process.”

“Make procedures and processes that have become standard policies. After the policy is created, then you can add standard procedures and processes to something. In other words, there should be a policy that procedures and processes are based on.”

“Having a set standard to where everyone is on the same page. Everyone doing jobs according to a set policy will create consistency and uniformity. Also will help avoid confusion and people doing things ‘their way’.”

“We have policies but too many are open ended which creates a lack of standardization in most areas. These areas give latitude to have leadership that determines how they want to implement policy or skip it altogether if they don't like how it sounds.”

“WYDOT needs to develop and trust their leaders more to make decisions instead of having to run up every decision up the chain.”

Regarding Training

“Training inside WYDOT is broad, unspecific, not tied to day to day duties and repetitive. More job specific training opportunities would be a benefit to the agency as a whole and allow for growth of employees.”

“Give all employees the chance to do training even if it is not a position they are in at the moment.”

“I like the way things are run within WYDOT and I appreciate the training, education, technology and resources that are provided and used.”

“More training is needed for trades employees to keep up with the ever changing technology.”

“It seems as if certain areas are able to train more quickly than others and I feel that we could benefit if the training program was standardized. Having standardized materials is not enough; the structure of the training could also benefit from standardization.”

“It would be nice to have an opportunity to attend professional conferences, and workshops or have relevant coursework available through DOT Training to help me to become more skilled in my role within WYDOT.”

Regarding Agency Direction

“‘Boots on the ground’ have no understanding of what WYDOT’s vision is for us. We do not see, nor are we informed of what efforts are being made for the agency.”

“Turn over in high level positions has caused our vision of the agency to become muddled. This has caused confusion of what and how all of us relate to the vision and mission and whether or not we are being successful.”

“I want leadership to look more diverse. A more diverse leadership is more open minded.”

“WYDOT is wanting for some direction and guidance on how the agency is going to resolve the immediate challenges before us while also preparing for the future. Strategic planning will give us goals and guidance for daily work.”

“What are the goals and what is the plan to achieve them?”