



Road to a Better Colorado

Compilation and Analysis of the Colorado Department of Transportation Employee Surveys

Sponsored by the Department of Transportation, Employee Council, and Colorado WINS



Road to a Better Colorado

Compilation and Analysis of the Colorado Department
of Transportation Employee Surveys

Sponsored by the Department of Transportation, Employee Council, and Colorado WINS



From the Director of the Colorado Department of Transportation

First of all, I want to thank all of you who participated in the Employee Survey brought forth by our CDOT Employee Council and organizational partner Colorado WINS. The Employee Council has been instrumental in helping us engage employees in this process. I'm very excited to see the overwhelming response from our employees from all job classes, in all regions, and with varying years of service at CDOT. I strongly believe that engaging the ideas and creativity of CDOT employees is an important way to identify problems, find solutions, and improve our operations and service for Colorado taxpayers.



As you all know when I began my work at CDOT last year, our department was confronted with a number of workplace challenges. That's when I was approached by members of the Colorado Association of Public Employees (CAPE) and encouraged to reach out to front line employees for feedback and solutions. From there, we began our own partnership between my administration, our Employee Council, CAPE-SEIU (now Colorado WINS), and front line employees to find out what issues folks were struggling with and how we resolve them together. These members in CAPE have since joined with other state employees to form **Colorado WINS**, a new state employee organization, who continues to be a trusted partner and representative voice of CDOT employees.

Already from the results of this survey, for example, we've been able to identify issues that directly impact Professional Engineer I classified employees. We've started to address issues surrounding transparency and the promotional structure at CDOT, the value of PE I ratings, and ask ourselves the hard question: How do we attract and retain skilled, trained engineers to CDOT? Still in our infant stages of discussions, I am hoping that the results from this survey and future employee forums generate the same enthusiasm and optimism for our Department that we all can bring by working together.

We'll continue to engage and work together with you all in joint employee and management partnership committees in each CDOT region to identify key issues and to implement solutions. Only by working together can we improve our operations, raise employee morale, save the public money, and do our work more effectively and efficiently with employees' safety as our top priority.

I look forward to sharing and listening to your ideas on how we make CDOT a good place to work and how we support each other to be successful in our service to the State of Colorado.

Respectfully,

A handwritten signature in black ink that reads "Russell George". The signature is written in a cursive, flowing style.

Russell George
Director



Why an Employee Survey?

Last year when the Colorado Department of Transportation implemented a new SAP software system, a large number of highway maintenance employees went without overtime and/or shift deferential pay for months. Base pay was often affected as well, which led to financial hardship for many CDOT employees. As a result, members of the Colorado Association of Public Employees (CAPE, now a member of Colorado WINS), approached the new director, Russell George, to engage him in ways to improve departmental communications, support systems, and employee morale.

What began as one meeting became regularly scheduled monthly meetings between Russell George and a representative committee of CDOT employees from throughout the state. An informal partnership was established to continue building this employee-management relationship, which includes the Director, CDOT's Employee Council, and members of Colorado WINS who are front line employees for the Department around the state.

The employee survey was initiated to solicit employee input and feedback about improvements for the Department, important issues to employees, and what tools are needed to improve job quality and services. Based on results from the survey, continuing efforts will address these suggestions by implementing as many as can be accomplished in the coming months.

How Employees Participated in the Survey

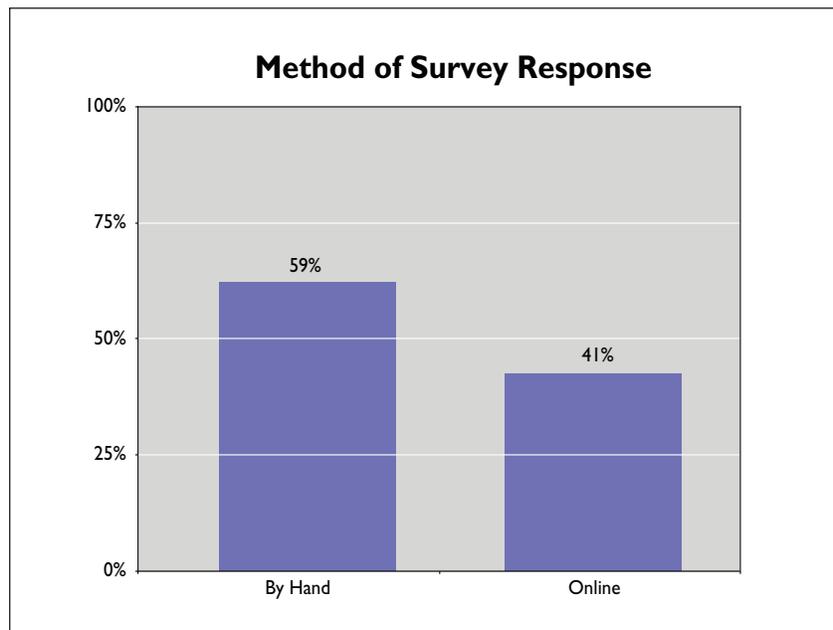
The employee survey consists of four open-ended questions:

1. What changes could the Department of Transportation make in current operations (in your work area or anywhere else in our system) to improve the quality of services to the public and/or save the public money?
2. Are there changes the Department could make in the way we do things that would help you do your job more efficiently and effectively?
3. Are there changes or additional safety training that would make doing your job safer for yourself and the traveling public?
4. Are there changes that the Department could make that would improve the morale of employees?

Between June to October 2007, surveys were made available both on paper and electronically. Surveys could be accessed at the Department’s Employee Council and CAPE websites, and was emailed to all staff by Director Russell George. Paper copy surveys were also distributed and collected at the main and regional headquarter offices, departmental events, safety meetings, regional equipment rodeos, Employee Council meetings, and Colorado WINS member meetings.

Employee Participation and Method of Response

- There were a total of 491 employees, one out of seven CDOT employees (14 percent), who participated in the survey, where a majority of them (53 percent) self-identified by name.
- Fifty-nine percent of those surveyed responded on paper, while 41 percent responded to an online version.



Survey Responses and Analysis

Employees surveyed raised four key issues:

- Safety on the Job
- Access to Training
- Organization Structure and Communication
- Employee Morale and Personal Investment in the Organization

Safety on the Job

A strong majority of all respondents expressed safety on the job as a top concern (61 percent). Their concerns include fear and/or worry of retribution or dismissal for raising safety concerns. Many feel pressured to work under conditions that are unsafe for highway workers. Comments such as those below from highway maintenance employees underscore workers' urgency to improve safety standards:

"Stop putting a dollar sign in front of our safety."

"(We) need investment to show workers that CDOT cares about our safety."

"Let road crews keep ourselves safe without punishment."

With respect to working conditions for highway maintenance workers, respondents have identified three areas to improve safety:

- 1. Updated equipment and vehicles to do their jobs (93 percent of responses).**
Employee respondents emphasized the need to have updated equipment and vehicles to perform their jobs. Some comments among highway maintenance employees suggest that the Department currently allocates significant amounts of money to repair older, outdated equipment and vehicles. They suggest taxpayer dollars would be better spent by leasing newer vehicles and purchasing newer equipment to cut down on repair costs. Also, respondents feel that the time it takes to repair vehicles and equipment cuts into their time to get highway maintenance done, resulting in a loss of efficiency.

Respondents also identified the need for more tools and materials to do their jobs safely and effectively. Many workers say they feel pressured by supervisors to cut back on materials usage, including safety tools such as eye protection, to cut down on costs. For example, one survey respondent asked why supervisors complain and lament when workers ask for gloves or safety glasses.

Transportation maintenance workers (TMs) say that because of their direct experience in the field they should be consulted more on the materials and equipment needed to complete a job and that these decisions should not depend solely on what is cheapest. Survey respondents also say that those working the

night shift need to be specially equipped to work safely at night and that if this is not possible night shifts should be eliminated altogether.

- 2. Better public education and awareness campaigns to highlight the Department of Transportation’s work, inform of highway projects and work zones, and raise the importance of safety on the road for employees and for drivers (78 percent of responses).** Transportation maintenance employees suggested providing more information to the public about current highway projects and work zones would make their jobs safer. One respondent believes the general public would benefit knowing more details about “our project objectives, new products and methods we are trying, and how we are spending the money we get.”

Another respondent suggested incorporating more information regarding safety practices around work zones in the standard drivers’ education curriculum and including questions on the state driver’s license test.

- 3. Improving the presence, coordination, and enforcement of law enforcement agencies in work zones (44 percent of responses).**

Transportation Maintenance employees expressed a need for a more visible presence of law enforcement officers and a greater and more consistent enforcement of speed limits in designated work zones. Many respondents feel that unless penalties are enforced, drivers will have less concern for employee safety.

One employee respondent suggested using automated photo ticketing cameras in cone zones, so that in cases where law enforcement officers cannot be present, drivers would still be cautious in work zones.

This proposal is under consideration by the Colorado legislature in HB 1036, to make “automated vehicle identification” in work zones a statewide law. This bill would create a “highway construction workers safety account” that would use a portion of construction zone speeding fines to purchase safety equipment for highway crews.

Additional impressions from the survey about safety include:

- Higher safety standards and more regular and rigorous inspections
- Transportation Maintenance employees crews should be better prepared with on-the-job safety procedures, which include hands-on safety training, specialized training in CPR and AED, regular safety drills, rotating safety officers within highway crews, and having a safety officer present at all safety meetings.

A final safety concern for those surveyed is the manner in which the Department treats employees who have been injured on the job. Responses such as “*CDOT doesn’t stand behind an injured employee*” and “*injured CDOT workers are tossed aside and forgotten about,*” reflect the need for attention to this issue.

Some respondents wished the Department offered more support for employees who are injured or involved in work zone accidents. In traumatic work cases, the Department should be responsive and follow up with mental health care and counseling to employees.

Access to Training

Many employee respondents would like to see the Department invest more in providing ongoing and adequate training. They believe that if employees are well-prepared and knowledgeable in all areas of their jobs, it would improve the quality of services to the public. Survey respondents considered on-the-job training an area which needs improvement. Responses about training cut across three main areas:

1. “Front end” training for new employees.

Ensure new employees have adequate training in a more timely fashion, followed by on-the-job training. Often, respondents say new employees are “thrown into their jobs” and trained “on-the-fly” instead of receiving a structured training before they begin. Some respondents had comments about current trainings at the Maintenance Training Academy (Camp George) which include:

- A. More job-specific and hands-on training instead of focusing on classroom instruction;
- B. Keep Camp George training “fresh,” using updated presentations and rotating presenters and facilitators;
- C. Improve the New Hire orientation, for example, by scheduling regular monthly orientation meetings where all new hires could roll into on a regular basis. The orientation could introduce new employees to the Department’s organizational structure, mission, vision, and values, and provide individualized training by job classifications.

2. Ongoing Training for all employees.

Highlighted already in the safety section, survey respondents want ongoing safety training. They feel safety training should include new programs and policies updated with departmental changes so that they can do their jobs efficiently and effectively. For highway and field employees, training is crucial when new equipment and tools are introduced. One idea is to hold a “practice day” for road crews to get used to new equipment.

One highway maintenance employee who had worked in another organization before coming to CDOT was concerned about the lack of continuous safety trainings: *“I fear for the safety of CDOT employees who haven’t had as much safety training as I’ve had...”*

3. Use new and different training methods to make training more effective.

Respondents offered many suggestions to improve overall training, including the institution of a mentorship program (where a more experienced employee would be connected with a new employee) with structured skill development, more peer-to-peer training, more cross-training among departments, decentralizing training from the main headquarters to the regions for more customized training, and using standardized training manuals on the job.

Organization Structure and Communication

Employees who participated in the survey showed great enthusiasm and dedication for their work and service, however many feel mired in the day-to-day operations at the Department. Nearly all respondents had ideas to offer in ways to improve efficiency and effectiveness, as well as improving the quality of services while saving taxpayer dollars.

Employees believe that improving the overall structure and organizational culture at CDOT will have far-reaching effects in improving all areas explored in this survey: safety, training, employee morale, and the quality of services. Responses are reflected in all four survey questions.

Although all respondents feel there is a need for improvement in the Department, most respondents are positive about the new leadership and the changes already underway. One survey respondent clearly expressed excitement about the “new energy” at CDOT, saying:

“It’s wonderful to see positive changes happening so early in this administration.”

Among those surveyed, employees expressed improvements in four main areas:

1. Clear decision-making process and accountability.

Among employees surveyed, nearly everyone expressed the need for clear and consistent department-wide policies and procedures which must be followed by **all** Department employees, from senior management to entry-level employees, and including consultants and contractors. Employees believe there are no clear expectations for employees when it comes to issues such as performance standards and personal behavior on the job.

Many employees in the survey expressed dissatisfaction in the lack of consistency in policies and practices from one region to the next. Under current Department policy, rules apply “per the appointing authority,” creating confusion, frustration, and dissatisfaction among employees. This wide latitude in setting regional policy is commonly referred to by employees as the “Kingdom Effect,” where each region is a “kingdom” with its own set of rules, standards, and policies.

Another issue raised was the lack of accountability. One employee observed *“There is not always a connection between authority and responsibility”* at the Department. Often those who are held responsible for implementing a project and meeting a deadline do not have the decision-making authority that affects project activities. Overall, survey respondents feel that improving lines of accountability would be the first step to address the following issues.

2. Improve internal communication.

Employees surveyed want better communication at all levels of the Department. These employees want to have a voice and to be listened to by their managers. Emphasized in most responses, employees feel that front line workers’ input on quality improvements, safety, and efficiency should be central in the decision-making process.

Some expressed one way to improve communication is to have clear project plans. Allowing planners and work crews to communicate on a daily basis would alleviate “screw-ups and prevent us [from having] to go back and do the work a second time” said one respondent. One top suggestion was to allow local area supervisors and workers more say in day-to-day operations.

Other ideas to improve internal communication are:

- More project-related and information in newsletters to all staff
- An internal internet chat room on various issues involving the work
- More cross-departmental communication
- More regular communication between headquarters and regional offices
- Give headquarters staff opportunities to work in the field to be closer to the work and for better understanding of the implementation process
- Promote good, skilled branch employees to work at headquarters rather than just to regional positions

3. Use resources efficiently.

Employees surveyed are very responsible when it comes to the use of resources. Respondents said better planning, budgeting, and prioritization were all necessary steps to being efficient with public funds. Some employees believe that the Department starts too many repair and maintenance projects at one time and therefore is unable to complete the jobs in a timely manner, resulting in frustrations by both the public and among workers themselves. Some feel that the lack of planning attributes to low employee morale. Projects get held up because there’s “too much red tape,” or poor job satisfaction: “*There is no better morale builder than looking at a good day’s work.*”

Many respondents expressed the need for urgency and expediency to prevent waste. Quicker purchasing of materials, timely supply deliveries, and repairs to vehicles and equipment are examples given that would help make work more efficient. Delays in receiving equipment and materials are common frustrations among employee respondents. Some commented how they had to “float CDOT a loan” and purchase materials themselves to make sure they could do their jobs in time. Respondents suggest decentralizing the purchasing process and other functions to move things more quickly.

Many employees also suggested hiring fewer consultants and instead invest in and develop in-house talent among current employees.

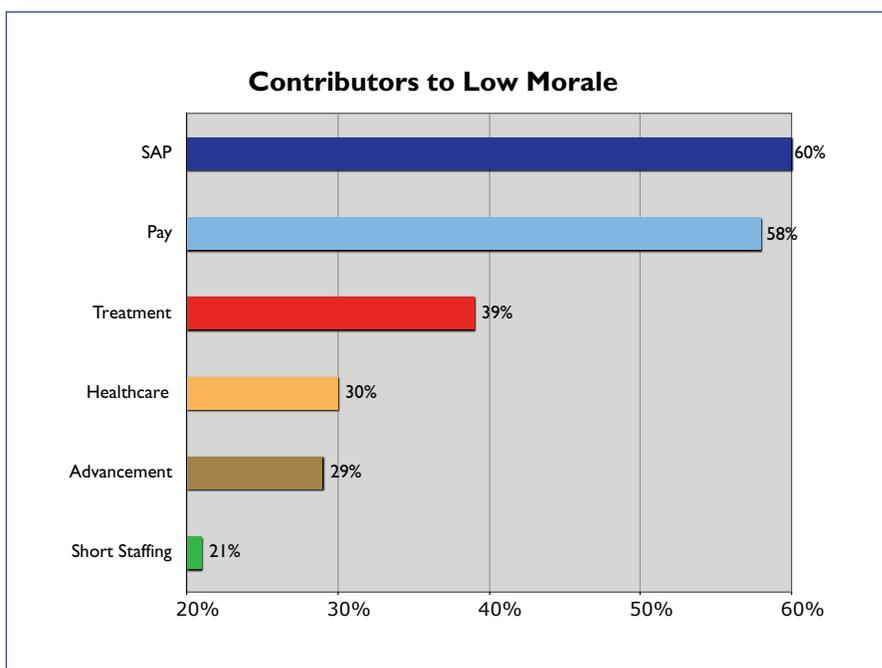
4. Align environmental policies with CDOT’s values.

Many employees in the survey suggested that CDOT adopt more aggressive environmental policies in its work and practice. Some respondents say there are ways to cut costs and protect the environment. One comment said that CDOT is in an “environmental identity crisis.” Some suggestions made by respondents are:

- Eliminate the mandatory minimum requirement for equipment (such as with snow plows)
- Improve the fuel efficiency of non-road crew vehicles
- Establish more recycling in offices
- Increase paperless communications (e-mail, etc.) and reduce non-essential paperwork
- Encourage employees to carpool who don't need a vehicle for their daily work
- Improve technology to decrease travel for meetings, e.g., conference calls and web conferencing instead of traveling to statewide meetings

Employee Morale and Personal Investment in the Organization

The fourth question about ways to improve employee morale received the most traction in the survey. Nearly 75 percent of all employee respondents said improvements are needed to make CDOT a good place to work. Top issues include: frustrations with the newly implemented computer software system (SAP); poor total compensation packages, including expensive health care benefits; lack of transparency and equity in promotions and career advancements; short staffing, and overall treatment of employees by their supervisors. All of these issues underscore employees' frustration and feeling of having no voice or being respected for their profession.



1. Poor implementation of SAP computer system.

The new SAP computer software system that was implemented in November 2006 has created an uproar among employee respondents. Many called the computer program “a disaster,” “the most inefficient (program) I’ve ever used,” and have caused “tears,” “stress,” and driven morale to “an all-time low due to SAP.” Sixty percent of respondents said that the SAP program should be fixed or scrapped altogether.

The SAP program has also been considered a waste of taxpayer dollars by many respondents and a major cause of lost field time due to extensive time requirements in data entry.

2. Low pay.

Fifty-eight percent of all respondents identified pay as a major concern, and a strong reason for low employee morale. Many said the low pay drives high turnover in the Department, because employees tend to gain training and experience but then leave for more competitive wages elsewhere, commonly in the private-sector and local government. There were also several respondents who expressed dissatisfaction with the Pay for Performance system, saying that it needs to be fully funded or eliminated if it cannot fulfill its intended purpose.

Some respondents shared their frustration after hearing their supervisors and managers tell them that “outstanding” ratings are never given out. One comment said that this *“makes you feel like a mule following a carrot on a stick.”*

Most employees prefer returning to a system of step raises and emphasized the need for regular pay increases adjusted to the cost of living. One supervisor offered the importance of pay raises to employee morale, saying its “hard to motivate without consistent raises.”

Inconsistencies in pay among colleagues also worried employees. Employees say that the current pay structure contributes to low morale by not adequately rewarding long-time and experienced employees, while hiring new people with less experience at equal or higher levels of pay than those with more seniority and years served at CDOT.

Salary gaps and an unclear process of ranking and promoting certain employees over others feeds into concerns and insecurities about pay, leading to tension in the workforce and general job dissatisfaction.

3. Lack of transparency and equity in promotions process and advancement opportunities.

A substantial number of employee respondents shared their frustrations with the Department’s promotions process and professional advancement system. They expressed how they believed performance review are often too subjective, and that there is no clear understanding of how one qualifies for job advancement. Some comments gathered reflect that sentiment:

“Accountability and transparency are lacking in the current system.”

“I want to see management lay out clear and reasonable requirements and award employees when they meet them.”

“(The current system) rewards office politics and golfing buddies.”

Significant numbers of Professional Engineer Is surveyed expressed their mounting dismay with the lack of transparency and equity in the Department’s promotions process. The evaluations process, promotions system, and non-competitive pay scales are specific issues for many Professional Engineer Is. Of all survey respondents, 13 percent are professional engineers.

Among the professional engineers (PEs) surveyed, they tell of a system where level I Professional Engineers are only promoted to level II through a ranking system that

is highly subjective and inconsistent from year to year. Many PE Is believe they are left without any opportunity for advancement and are often forced to train less experienced Professional Engineer IIs—which is a key driver for inefficiency and low employee morale.

Some shared how senior Professional Engineer Is—some serving the Department for as many as 30 years—were overlooked recently in a restructuring of the pay scale which raised base pay for newer PE Is and PE IIs but left senior PE Is without.

Professional Engineers want a competitive system of pay and advancement that will attract and retain engineers to the public sector; better align pay with years of service and experience; and improve overall employee morale in the Department.

Many offered solutions for improvement, both in organizational structure and to boost employee morale:

- Increase salaries and total compensation packages for Professional Engineers to be competitive with the job market and to fairly compensate senior Professional Engineer Is for their years of experience and service.
- Create an open, objective, and transparent ranking system for Professional Engineers and base promotions on expertise, experience in specialized areas, level of education, and training, *“rather than who you know.”*

Employees in other job classifications, such as Program Assistants and General Professionals, also expressed limited opportunities to advance in the Department. Respondents asked for training and career development opportunities that are equally available to other employees. They also said they would like to see more promotions from within the organization instead of senior positions filled by outside hires. Many survey responses indicate that there are challenges to advance at the Department unless you know someone *“high up.”* Many respondents referred to this system as the *“good ol’ boy network.”*

4. Poor health care benefits. Respondents said that they’ve seen an erosion in health care benefits over the years for state employees. Despite small incremental pay increases, it’s all been eaten up by rising health care costs, as some respondents said.

Sentiments include:

“You pray every day that you or a family member does not get sick or hurt or you will go broke.”

“I cannot afford the premium for my family of four.”

“I can’t afford the deductible.”

“I don’t go to the doctor unless it’s life-threatening.”

Understanding that health care is not an issue that can be tackled alone by the Department of Transportation, respondents simply state that current health care options are unaffordable and not accessible for state employees.

5. Other benefits.

Many employee respondents suggest the Department initiate a “family-oriented time off” policy, allowing highway crews to set their own schedules, work four 10-hour days in summer months, and have one guaranteed day off a week even during periods of continuous work, such as snow storms.

All employees who participated in the survey, despite job classifications, favor a system of flex time to allow more time spent with their families and loved ones. Although flex time is currently allowed, policy practices have been inconsistent and vary from region to region.

Other benefits respondents would like to see: reinstate compensatory time; overtime compensation for professional employees; the expansion of the employee wellness program; free or subsidized usage of public recreation centers for employees and their families; and some form of tuition payment/assistance programs.

6. Short staffing.

Twenty-one percent of all respondents say that short staffing is a major cause of low morale, as well as a cause of safety concerns and turnover, which lead to higher costs. Employees suggest streamlining the hiring process to recruit skilled, quality workers into positions quickly, instead of allowing vacancies to lapse for long periods of time. A majority of respondents again said higher base wages would attract needed employees to the Department.

7. Poor treatment of employees by supervisors.

Thirty-nine percent of employees in the survey raise poor treatment by their managers as a concern for low morale, saying that there is a need for management to treat employees with more respect, to praise—not just criticize—employees, and to listen to frontline employees and value their input. Many also expressed the need for managers to have better management and leadership skills.

Employees at the Department specifically say they need a greater voice. Instead of being micromanaged, employees at all levels should be encouraged to contribute their ideas and knowledge to the workplace environment. Many surveyed express that they do not feel listened to, that their ideas get shot down, that they are belittled, and some even fear retribution if they speak up when they try to offer input or feedback. Some say that they no longer go to employee appreciation day, feeling that it is meaningless in the face of the overall treatment of workers. Others also say that a little bit of praise and recognition goes a long way, and as one worker relayed, “*CDOT workers love their jobs when they feel involved in the process.*”

Ideas to improve the treatment of CDOT workers include:

- Reward employees when they help to improve safety, cut costs, and increase efficiency and effectiveness in their jobs
- Recognize employees for good safety and performance records
- Promote workers with good people skills and on the job experience to management
- Improve conflict resolution and team building capacity within CDOT

Conclusion

With the guidance of Director Russell George, the Department of Transportation's Employee Council, and organizational partner Colorado WINS, this survey gives employees a voice to improve their work conditions and the quality of their service.

By involving employees and asking for their input and feedback, workers are encouraged by the openness and directness of the new Department of Transportation administration. Results from this survey will encourage employees to begin a dialogue with their managers and supervisors. Issues surrounding safety on the job, training and career development, better communication, and raising employee morale are all shared goals that everyone agrees upon and now can help serve as a foundation for an improved relationship between employees and management at CDOT.

Certain issues such as the Pay for Performance system and access to affordable health care are larger issues affecting all state employees, and although cannot be resolved at the Department level, they are mutual concerns that affect recruitment and retention of skilled, experienced employees and can improve workplace satisfaction, which we know improves the efficiency and effectiveness of public services for Coloradans.

In the coming months, the Department of Transportation will invite employees to participate in follow-up forums and meetings to address the issues raised in this survey. The Employee Council, Russell George, and Colorado WINS members have already begun looking into specific issues employees raised in the survey. Some of them include:

- Developing a more inclusive orientation for new hires to better understand the values and mission of the Department of Transportation;
- Proposing a uniform policy across regions on flex time and four 10-hour work schedules during summer months;
- Improving lines of communication between different operating units to prevent redundancy and eliminate waste;
- Implementing a peer-to-peer mentoring program among employees for training and hands-on experience;
- Gathering best practices from other states to adopt here;
- Equipping employees with additional safety and weather-proof gear;
- Improving Human Resources assistance in the regional offices;
- Examining ways to cut costs and save on travel expenses.



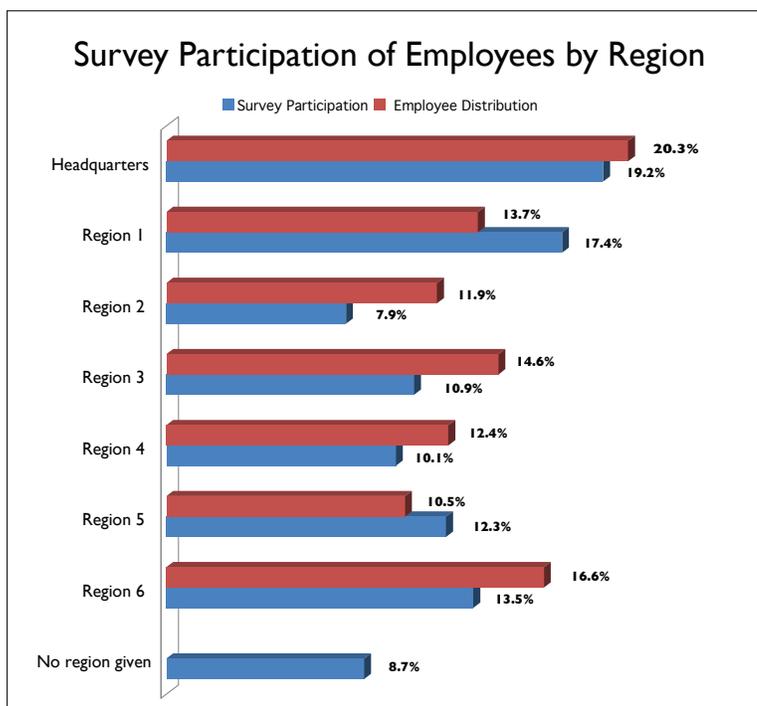
As a department, the enthusiasm and energy among participants in this survey clearly reflect employees' commitment and dedication to quality public services and keeping Coloradans safe on our roads. We look forward to working together and learning from one another how we make our Department a good place to work and achieve our mission to serve the people of the State of Colorado.

Background on Employee Participation and Demographics

Participation among employees was widespread throughout the regions of the state, and respondents were well represented from both field and maintenance employees, as well among office and professional staff.

Participation of Employees by Region

Survey respondents closely reflected the actual regional geography of employee workplaces, with Regions 1 (Eastern Central) and 5 (Southwest) slightly over-represented.



Participation of Employees by Years of Service

Survey respondents included employees from various levels of seniority and years in service.

Among those who have been at CDOT for five years or less, 31 percent participated in the survey.

Twenty-four percent of respondents have been employed between 6-10 years.

For those employed 11-15 years at CDOT, 17 percent responded.

Nineteen percent of those participated have spent 16 or more years at CDOT

Nine percent of all respondents did not indicate the length of time employed at CDOT

Years of Service at CDOT	Actual Percentage of Employees	Number of Responses	Percentage of (Responses)
0-5	34%	154	31%
6-10	21%	116	24%
11-15	14%	83	17%
16-20	13%	45	9%
21-25	11%	35	7%
26+	7%	16	3%
Unknown	0%	42	9%

Respondents from Various Job Classifications

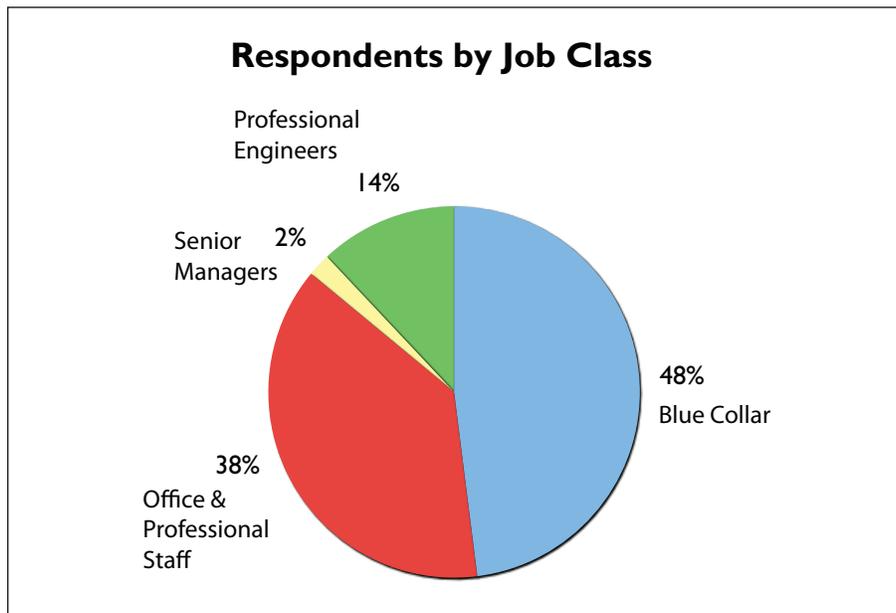
The employee survey attracted participation from various job classifications. The Department of Transportation’s workforce consist of an even break among “blue-collar” (48 percent) and “white collar” employees (52 percent).

Forty-eight percent of the respondents were highway maintenance workers. Of them, 201 surveys were Transportation Maintenance workers (TMs), constituting 41 percent of all survey respondents.

Among office and professional staff, 38 percent participated in the survey. A substantial number of participants were Professional Engineers (71 total), making up nearly 15 percent of total respondents.

General Professionals and Administrative employees also had a significant showing, each with 6 percent of total participation.

Senior managers consisted of two percent of overall responses.



Responses to Survey Questions

Common among most surveys, employees were not uniform in answering all four open-ended questions. In a prior version of the survey, there were only three questions (50 surveys). The fourth was added on later. Therefore, Question 3 has a typical drop-off rate in open-ended question surveys.

Response Rate	Survey Question
91 percent	What changes could the Department of Transportation make in current operations (in your work area or anywhere else in our system) to improve the quality of services to the public and/or save the public money?
86 percent	Are there changes the Department could make in the way we do things that would help you do your job more efficiently and effectively?
76 percent	Are there changes or additional safety training that would make doing your job safer for yourself and the traveling public?
93 percent *	Are there changes that the Department could make that would improve the morale of employees?
	* Question 4 only appeared in 441 out of the 491 surveys and was weighted accordingly.