

BEST
MEASUREMENT
SURVEY RESULTS

To: All DOT Employees

Date: February 27, 1998

From: Darrel Rensink, Director



Subject: Building Excellence in Service and Transportation (BEST) Measurement
Survey Results

Remember the 13-page BEST Measurement Survey you filled out last fall? You'll find the results, as promised, in the pages that follow. Everything from the actual numbers to the themes suggested by those numbers is included in this summary.

The survey process was extremely valuable and, from your responses, went pretty smoothly. Your input has provided useful information in examining how well our BEST initiatives have been implemented and how successful they have been. Thank you for giving the DOT the opportunity to look at its progress and identify areas to work on.

QUESTIONS & ANSWERS

Why was this survey done? To gather employee opinion on the implementation and success of 12 of the DOT's BEST initiatives.

Who participated in the survey? The survey was sent to all employees and returned by 1,925 employees, for a 56% return rate.

What do these numbers represent? This summary presents employee responses across the entire department. The last column in each table presents results (percent or average) for those employees responding to the survey. Averages will vary among divisions within the DOT. As a reminder, most items asked you to rate the statement from one (disagree) to five (agree).

Who is getting the results of this survey? All employees are receiving a copy of this summary. A summary including data broken down by gender, age, job classification and years at the DOT will be placed in the central complex library, the transportation centers and Park Fair Mall. Division directors will receive the two previously mentioned summaries as well as a division-level summary of results.

What will be done with the results? The agency Management Team has reviewed the results and identified the areas of trust and communication as top priorities for attention. The Management Team will consider agency-wide opportunities for improving these two areas. Individual divisions, working with their management teams, offices and work units, will also identify other opportunities for improvement and will work together to address those as well.

THE RESULTS - THEMES

STRENGTHS

- Employee involvement** - Survey results clearly show that DOT employees are taking ownership in and have a keen awareness of the role they play and the work they do.
- Overall responses** - Each survey item was related to one of 12 initiatives. A majority of employee responses indicated a positive opinion regarding most survey items. Though it is clear that everything is not perfect, employees feel good about the efforts that are being made.
- Great place to work** - A total of 69 percent of the respondents "agreed," or "somewhat agreed" with the statement: "The DOT is a great place to work."
- Making Quality Work** - Employees responded that as a result of Making Quality Work classes, they feel better prepared to do their work, especially when it comes to customer service.
- Process Improvement Teams** - Those who have worked on a process improvement team gave positive responses about the experience and its impact on their work. At the time of the survey, 26 percent of employees responding said they had worked on a process improvement team.

OPPORTUNITIES FOR IMPROVEMENT

- Trust** - Employee ratings of trust, at all levels, show that trust is an area providing the greatest opportunity for improvement. Overall, as the employees rated trust from the department level to the work unit level, ratings improved. Trust has been identified as an area of focus to be addressed by management teams at department and division levels.
- Communication** - Employee ratings of communication, again at all levels, show that communication provides an opportunity for improvement. As with trust, employee ratings of communication tended to rise from the department level to the work unit level. Communication has also been identified as an area that will receive attention from management at department and division levels.
- Awareness of department-wide topics** - Though employees indicated high levels of awareness about their own roles and the work they do, they gave lower scores to their awareness of initiatives such as the Strategic Plan and the BEST Steering Committee.
- Follow-through** - Employee responses indicate that many "quality" principles covered in the survey have not yet been put into practice throughout the DOT. This is reflected in the scores in such areas as using employee input, making data-based decisions, and taking quality initiatives seriously.

The remainder of this summary presents the actual results of the survey at a DOT level. High and low scores as well as summaries by initiative are included.

On behalf of the Management Team, thank you for helping us move toward our goal of becoming the best DOT in the world!

THE RESULTS - HIGHS AND LOWS

Highs - 5-Point Scale Items

- 4.75 I take responsibility for my job performance.
- 4.32 I understand my role as a member of my work unit.
- 4.31 I am committed to quality improvement.
- 4.22 I volunteer ideas and suggestions.
- 4.13 The process improvement team was given adequate time to finish the project.
- 4.08 I understand my role in helping the DOT accomplish its mission.
- 4.08 I understand my work unit's role in helping the DOT accomplish its mission.
- 4.01 The BEST Steering Committee is committed to improving the quality of services the DOT provides.
- 3.94 The process improvement team's mission was well defined.
- 3.98 The facilitator was a positive influence on the process improvement team.
- 3.92 I know the skills and abilities I need to fulfill my role in the DOT's new work environment.
- 3.91 The BEST Steering Committee has made quality improvement a priority.
- 3.89 The members of my work unit work hard to do their jobs better.
- 3.85 The BEST Steering Committee has demonstrated a commitment to the principles of CQI.
- 3.84 Within your work unit, rate: responsiveness to customers.
- 3.82 As a result of Making Quality Work, I have placed an increased emphasis on customer satisfaction.
- 3.78 As a result of Making Quality Work, I am better able to identify my customers.
- 3.74 The process improvement team's efforts had a positive impact on the process.
- 3.73 The DOT is a great place to work.
- 3.70 As a result of Making Quality Work, I am better able to identify my customers' needs.

Lows - 5-Point Scale Items

- 3.23 Within your work unit, rate: communication.
- 3.21 In my work unit, decisions are data driven.
- 3.19 The DOT has quality improvement initiatives that are taken seriously by my work unit.
- 3.19 My division is following the ideas outlined in the DOT's "14 Points."
- 3.18 My work unit is following the ideas outlined in the DOT's "14 Points."
- 3.18 Within your work unit, rate: trust.
- 3.09 Process improvement teams are an effective use of time. (3.46 have participated, 2.98 have not)
- 3.09 CQI training has helped me improve my job performance.
- 2.98 My input has been used to develop training for my job.
- 2.94 I am willing to serve on a process improvement team in the future. (3.63 have participated, 2.74 have not)
- 2.95 Within your division, rate: communication.
- 2.91 Within your division, rate: trust.
- 2.79 Within the DOT, rate: communication.
- 2.73 Within the DOT, rate: trust.

Highs - Yes/No Scale Items (Percentages represent proportion of respondents who answered "yes".)

- 92% Were the directions (in the survey) clear?
- 88% I am aware that the DOT has a strategic plan.
- 88% Is Inside Magazine helpful in learning: What the DOT is doing?
- 86% Is Inside Magazine helpful in learning: Who is involved?
- 85% Do you feel you could say what you wanted to say?
- 84% Were the terms used in the survey easy to understand?
- 78% The DOT has attempted to keep employees informed about quality initiatives.

Lows - Yes/No Scale Items (Percentages represent proportion of respondents who answered "yes".)

- 46% I am familiar with the contents of the strategic plan.
- 43% Is the BEST Newsletter helpful in learning: How I am affected?
- 42% I have found BEST-related communications to be valuable.
- 42% I am familiar with the role of the BEST Steering Committee.
- 41% Has the "BEST at a Glance" document been useful?
- 38% The strategic plan has had an impact on my work unit.
- 26% Have you participated on a process improvement team?

THE RESULTS - THE NUMBERS

THE INITIATIVES

Quality Initiative - DOT Quality Vision

DOT Level Item Summary from BEST Measurement

Initiative - DOT Quality Vision									
Item #	Item	Survey Responses	Response Rate	Disagree	Somewhat Disagree	Neither	Somewhat Agree	Agree	Average
1	The DOT's vision has influenced the way work is done in my work unit.	1,910	99.2%	13%	13%	15%	45%	14%	3.33
2	The DOT has quality improvement initiatives that are taken seriously by my work unit.	1,912	99.3%	13%	19%	16%	40%	13%	3.19
3	The DOT is a great place to work.	1,910	99.2%	6%	11%	13%	41%	28%	3.73
Item #	Item	Survey Responses	Response Rate	Very Poor	Poor	Fair	Good	Very Good	Average
4	Within your work unit, rate: communication.	1,913	99.4%	8%	16%	31%	35%	10%	3.23
5	Within your work unit, rate: trust.	1,916	99.5%	11%	16%	29%	33%	11%	3.18
6	Within your work unit, rate: responsiveness to customers.	1,909	99.2%	2%	6%	22%	45%	24%	3.84
7	Within your division, rate: communication.	1,914	99.4%	9%	22%	39%	26%	4%	2.95
8	Within your division, rate: trust	1,910	99.2%	10%	22%	37%	26%	4%	2.92
9	Within your division, rate: responsiveness to customers.	1,905	99.0%	2%	10%	42%	40%	12%	3.49
10	Within the DOT, rate: communication.	1,902	98.8%	10%	25%	42%	21%	2%	2.79
11	Within the DOT, rate: trust.	1,898	98.6%	11%	27%	40%	20%	2%	2.74
12	Within the DOT, rate: responsiveness to customers.	1,896	98.5%	4%	13%	41%	35%	7%	3.28
<p><i>Note: Percentages may not total 100%, due to rounding.</i></p>									

Quality Initiative - Mission Statement

DOT Level Item Summary from BEST Measurement

Initiative - Mission Statement									
Item #	Item	Survey Responses	Response Rate	Disagree	Somewhat Disagree	Neither	Somewhat Agree	Agree	Average
13	I understand my role in helping the DOT accomplish its mission.	1,918	99.6%	2%	6%	9%	45%	37%	4.08
14	I understand my work unit's role in helping the DOT accomplish its mission.	1,915	99.5%	3%	6%	9%	46%	37%	4.08
15	The DOT's mission has influenced the way work is done in my work unit.	1,916	99.5%	10%	14%	19%	41%	17%	3.41
16	The DOT has increased its efforts to communicate its role and responsibility to the public.	1,909	99.2%	6%	13%	17%	44%	21%	3.60

Note: Percentages may not total 100%, due to rounding.

Quality Initiative - BEST At A Glance

DOT Level Item Summary from BEST Measurement

Initiative - BEST at a Glance							
Item #	Item	Survey Responses	Response Rate	Yes	No	No Response	Percent "Yes"
17	Have you received a copy of "BEST at a Glance?"	1,846	95.9%	63%	33%	4%	66%
18	Has the "BEST at a Glance" document been useful?	1,161*	60.3%	25%	35%	40%	41%

* - Out of a total of 1,220 employees who responded they had received a copy of "BEST at a Glance."
Note: Percentages may not total 100%, due to rounding.

Quality Initiative - DOT Strategic Plan

DOT Level Item Summary from BEST Measurement

Initiative - DOT Strategic Plan							
Item #	Item	Survey Responses	Response Rate	Yes	No	No Response	Percent "Yes"
19	I am aware that the DOT has a strategic plan.	1,899	98.6%	87%	12%	1%	88%
20	I am familiar with the contents of the strategic plan.	1,874	97.4%	45%	52%	3%	46%
22	The strategic plan has had an impact on my work unit.	1,784	92.7%	35%	58%	7%	38%
23	The strategic plan has had an impact on the DOT.	1,709	88.8%	51%	38%	11%	57%

Note: Percentages may not total 100%, due to rounding.

Quality Initiative - Making Quality Work Training

DOT Level Item Summary from BEST Measurement

Initiative - Making Quality Work Training									
Item #	Item	Survey Responses	Response Rate	0 to 6 Months	7 to 12 Months	Over a Year	Not Attended	Overall % Attending	
24	How long has it been since you attended Making Quality Work?	1,853	96.3%	15%	29%	45%	11%	89%	
Item #	Item	Survey Responses	Response Rate	Disagree	Somewhat Disagree	Neither	Somewhat Agree	Agree	Average
25	I better understand my role in BEST.	1,630*	84.7%	9%	11%	24%	46%	11%	3.38
26	I feel better prepared to participate as a team member.	1,633*	84.8%	10%	12%	23%	40%	16%	3.40
27	I am better able to identify my customers.	1,631*	84.7%	5%	7%	19%	42%	26%	3.78
28	I am better able to identify my customer's needs.	1,624*	84.4%	5%	8%	21%	44%	23%	3.70
29	I have placed an increased emphasis on customer satisfaction.	1,626*	84.5%	6%	6%	18%	41%	29%	3.82
30	I better understand the importance of using data when making decisions.	1,631*	84.7%	8%	8%	22%	40%	23%	3.63
<p>* - Out of a total of 1,643 employees indicating they had attended MQW training. Note: Percentages may not total 100%, due to rounding.</p>									

Quality Initiative - Process Improvement Teams

DOT Level Item Summary from BEST Measurement

Initiative - Process Improvement Teams									
Item #	Item	Survey Responses	Response Rate	Disagree	Somewhat Disagree	Neither	Somewhat Agree	Agree	Average
31	Process improvement teams have contributed to improving processes in the DOT.	1,882	97.8%	10%	13%	23%	41%	12%	3.31
32	Process improvement teams are having a positive impact on the way the DOT does business.	1,881	97.7%	10%	14%	25%	39%	12%	3.28
33	Process improvement teams are an effective use of time.	1,875	97.4%	15%	17%	25%	32%	12%	3.09
34	I am willing to serve on a process improvement team in the future.	1,870	97.1%	30%	8%	21%	21%	21%	2.94
35	Have you participated on a process improvement team?	1,841	95.6%	Percent saying yes -->					26%
Item #	Item	Survey Responses	Response Rate	Disagree	Somewhat Disagree	Neither	Somewhat Agree	Agree	Average
36	The process improvement team's mission was well defined.	472*	24.5%	6%	10%	6%	41%	37%	3.94
37	The process improvement team was given adequate time to finish the project.	468*	24.3%	3%	8%	9%	34%	46%	4.13
38	The process improvement team's efforts had a positive impact on the process.	467*	24.3%	6%	10%	19%	36%	29%	3.74
39	The facilitator was a positive influence on the process improvement team.	463*	24.1%	6%	6%	14%	34%	41%	3.98
40	The role of the guidance team was well defined.	459*	23.8%	8%	16%	20%	34%	22%	3.45
41	Good communication existed between the process improvement team and external sources.	468*	24.3%	7%	12%	18%	38%	25%	3.62
<p>* - Out of a total of 478 employees who indicated some level of involvement with process improvement teams. Note: Percentages may not total 100%, due to rounding.</p>									

Quality Initiative - BEST Related Communications

DOT Level Item Summary from BEST Measurement

Initiative - BEST Related Communications							
Item #	Item	Survey Responses	Response Rate	Yes	No	No Response	Percent "Yes"
42a	Is Inside Magazine helpful in learning: What the DOT is doing?	1,838	95.5%	84%	11%	5%	88%
42b	Is Inside Magazine helpful in learning: Who is involved?	1,717	83.2%	77%	12%	11%	86%
42c	Is Inside Magazine helpful in learning: How I am affected?	1,701	88.4%	55%	33%	12%	63%
43a	Is the BEST Newsletter helpful in learning: What the DOT is doing?	1,711	88.9%	55%	33%	11%	62%
43b	Is the BEST Newsletter helpful in learning: Who is involved?	1,613	83.8%	51%	32%	16%	61%
43c	Is the BEST Newsletter helpful in learning: How I am affected?	1,586	82.4%	35%	47%	18%	43%
44a	Are your co-workers helpful in learning: What the DOT is doing?	1,787	92.8%	59%	34%	7%	63%
44b	Are your co-workers helpful in learning: Who is involved?	1,675	87.0%	52%	35%	13%	60%
44c	Are your co-workers helpful in learning: How I am affected?	1,665	86.5%	48%	38%	14%	56%
45a	Is your supervisor helpful in learning: What the DOT is doing?	1,797	93.4%	57%	36%	7%	61%
45b	Is your supervisor helpful in learning: Who is involved?	1,679	87.2%	51%	37%	13%	58%
45c	Is your supervisor helpful in learning: How I am affected?	1,669	86.7%	51%	36%	13%	59%
47	The DOT has attempted to keep employees informed about quality initiatives.	1,849	96.1%	75%	21%	4%	78%
48	I have found BEST-related communications to be valuable.	1,768	91.8%	38%	53%	8%	42%

Note: Percentages may not total 100%, due to rounding.

Quality Initiative - Managerial/Non-Managerial Behaviors

DOT Level Item Summary from BEST Measurement

Initiative - Managerial/Non-Managerial Behaviors									
Item #	Item	Survey Responses	Response Rate	Disagree	Somewhat Disagree	Neither	Somewhat Agree	Agree	Average
49	My manager/supervisor asks for input on improving processes.	1,913	99.4%	14%	11%	8%	35%	33%	3.62
50	My manager's/supervisor's performance models a coaching/facilitating style.	1,908	99.1%	18%	14%	12%	31%	25%	3.32
51	My manager/supervisor encourages innovation and trying new ways of doing work better.	1,911	99.3%	14%	10%	9%	31%	35%	3.63
52	My manager/supervisor gives me feedback on the suggestions I make.	1,903	99.0%	15%	10%	11%	32%	32%	3.56
53	The members of my work unit are involved in decision-making.	1,907	99.1%	13%	12%	9%	37%	28%	3.56
54	The members of my work unit support team decisions.	1,902	98.8%	10%	12%	14%	40%	23%	3.54
55	The members of my work unit support teamwork.	1,899	98.6%	9%	12%	11%	40%	28%	3.67
56	The members of my work unit work hard to do their jobs better.	1,902	98.8%	7%	9%	10%	37%	37%	3.89
57	I volunteer ideas and suggestions.	1,902	98.8%	3%	3%	8%	41%	45%	4.22
58	I am committed to quality improvement.	1,897	98.5%	2%	3%	9%	35%	51%	4.31
59	I understand my role as a member of my work unit.	1,908	99.1%	3%	4%	7%	32%	54%	4.32
60	I take responsibility for my job performance.	1,909	99.2%	1%	1%	1%	19%	79%	4.75

Note: Percentages may not total 100%, due to rounding.

Quality Initiative - BEST Steering Committee

DOT Level Item Summary from BEST Measurement

Initiative - BEST Steering Committee									
Item #	Item	Survey Responses	Response Rate	Yes	No	No Response	Percent "Yes"		
61	I am familiar with the role of the BEST Steering Committee.	1,867	97.0%	41%	56%	3%	42%		
Item #	Item	Survey Responses	Response Rate	Disagree	Somewhat Disagree	Neither	Somewhat Disagree	Agree	Average
62	The Best Steering Committee is committed to improving the quality of the services the DOT provides.	781*	40.6%	4%	6%	8%	50%	32%	4.01
63	The BEST Steering Committee has made quality improvement a priority.	779*	40.5%	4%	8%	13%	45%	30%	3.91
64	The BEST Steering Committee has demonstrated a commitment to the principles of CQL.	779*	40.5%	5%	7%	13%	46%	29%	3.85
<p>* - Out of a total of 789 who indicated being familiar with the role of the BEST Steering Committee. Note: Percentages may not total 100%, due to rounding.</p>									

Quality Initiative - BEST Related Training

DOT Level Item Summary from BEST Measurement

Initiative - BEST Related Training									
Item #	Item	Survey Responses	Response Rate	Disagree	Somewhat Disagree	Neither	Somewhat Agree	Agree	Average
65	I know the skills and abilities I need to fulfill my role in the DOT's new work environment.	1,893	98.3%	4%	8%	10%	49%	29%	3.92
66	I receive the guidance and assistance I need to fulfill my new role.	1,894	98.4%	11%	15%	17%	39%	17%	3.36
67	CQI training is available to me to enhance, acquire, or improve my skills and abilities	1,887	98.0%	7%	11%	18%	39%	26%	3.65
68	I have had sufficient opportunities to receive the CQI training I need to perform my job.	1,892	98.3%	8%	12%	20%	35%	25%	3.56
69	I am interested in receiving additional CQI training.	1,884	97.9%	18%	9%	21%	29%	23%	3.29
70	CQI training has helped me improve my job performance.	1,886	98.0%	18%	12%	26%	33%	12%	3.09
71	I think the DOT has made the necessary commitment to training to accomplish its goal of establishing a CQI-oriented work environment.	1,889	98.1%	14%	14%	21%	36%	15%	3.25

Note: Percentages may not total 100%, due to rounding.

Quality Initiative - Skills Inventory

DOT Level Item Summary from BEST Measurement

Initiative - Skills Inventory									
Item #	Item	Survey Responses	Response Rate	Disagree	Somewhat Disagree	Neither	Somewhat Agree	Agree	Average
72	The skills I need to successfully perform my job duties have been clearly outlined.	1,903	98.9%	7%	13%	11%	44%	24%	3.65
73	I have been adequately trained to use the equipment required for my job.	1,905	99.0%	9%	15%	9%	40%	27%	3.61
74	I have been given the opportunity to provide input on the training I need to do my job.	1,901	98.8%	12%	14%	15%	35%	24%	3.46
75	My input has been used to develop training for my job.	1,899	98.6%	20%	16%	25%	26%	13%	2.98

Note: Percentages may not total 100%, due to rounding.

Quality Initiative - DOT's Fourteen Points

DOT Level Item Summary from BEST Measurement

Initiative - DOT's Fourteen Points									
Item #	Item	Survey Responses	Response Rate	Disagree	Somewhat Disagree	Neither	Somewhat Agree	Agree	Average
76	My work unit is following the ideas outlined in the DOT's "14 Points."	1,871	97.2%	13%	16%	21%	40%	10%	3.18
77	My division is following the ideas outlined in the DOT's "14 Points."	1,863	96.8%	12%	15%	25%	40%	8%	3.19
78	The DOT is following the ideas outlined in the DOT's "14 Points."	1,851	96.2%	10%	14%	25%	43%	9%	3.27
79	My work unit makes continuous improvement of our work a priority.	1,883	97.8%	10%	14%	16%	38%	22%	3.49
80	People in my work unit believe that their work is important to the success of the overall organization.	1,888	98.1%	8%	13%	13%	38%	28%	3.66
81	My work unit has a good working relationship with other offices that impact our work.	1,888	98.1%	8%	12%	13%	41%	27%	3.68
82	In my work unit, decisions are data driven.	1,871	97.2%	12%	15%	26%	34%	13%	3.21
83	My supervisor does a good job of setting work expectations.	1,885	97.7%	15%	13%	13%	34%	25%	3.40
84	In my work unit, mistakes are viewed as learning experiences.	1,890	98.2%	13%	12%	14%	37%	24%	3.47
85	The DOT procedures and policies support the work environment we are striving toward.	1,883	97.8%	11%	14%	24%	37%	15%	3.32
<i>Note: Percentages may not total 100%, due to rounding.</i>									

SURVEY EVALUATION

Quality Initiative - Survey Evaluation

DOT Level Item Summary from BEST Measurement

Initiative - Survey Evaluation											
Item #	Item	Survey Responses	Response Rate	0 to 10 min	11 to 20 min	21 to 30 min	31 to 40 min	41 to 50 min	51 to 60 min	Over an hour	Average
E1	How long did it take you to complete the survey?	1,875	97.4%	4%	29%	28%	21%	10%	5%	2%	3.28*
Item #	Item	Survey Responses	Response Rate	Too Short	About Right	Too Long	Average				
E2	How long was the survey?	1,836	95.4%	1%	68%	30%	2.29**				
Item #	Item	Survey Responses	Response Rate	Yes	No	No Response	Percent "Yes"				
E3	Were the directions clear?	1,855	96.4%	89%	8%	4%	92%				
E4	Were the terms used in the survey easy to understand?	1,856	96.4%	81%	15%	4%	84%				
E5	Do you feel you could say what you wanted to say?	1,829	95.0%	80%	15%	5%	85%				
<p>* - On a 7 point scale. (1 = 1-10 min, 2 = 11-20 min, 3 = 21-30 min, 4 = 31 to 40 min, 5 = 41 to 50 min, 6 = 51 to 60 min, 7 = over an hour)</p> <p>** - On a 3 point scale. (1 = too short, 2 = about right, 3 = too long.)</p> <p>Note: Percentages may not total 100%, due to rounding.</p>											

Appendix A - Survey Sample Information

The surveys that were returned by DOT employees are a fair representation of the DOT as a whole when compared to the distribution of employees based on gender, age, and time at the DOT. Detailed information is provided in tables 1, 2, and 3.

Table 1: Response Rates by Gender			
Gender	DOT Population	Surveys Returned	Response Rate
Male	2621 (75.8%)	1521 (79.0%)	58.1%
Female	837 (24.2%)	339 (17.6%)	40.4%
No Response	-	65 (3.4%)	-
DOT Overall	3458	1925	55.7%
<i>Note: Percentages may not add exactly to 100%, due to rounding. Percentages in parentheses represent the percentages of column total.</i>			

Table 2: Response Rates by Age Group			
Age Group	DOT Population	Surveys Returned	Response Rate
Under 31	255 (7.4%)	103 (5.4%)	40.4%
31 to 40	911 (26.3%)	541 (28.1%)	59.4%
41 to 50	1288 (37.2%)	709 (36.8%)	55.0%
51 to 60	845 (24.4%)	413 (21.5%)	48.9%
61 or over	159 (4.6%)	79 (4.1%)	49.7%
No Response	-	80 (4.2%)	-
DOT Overall	3458	1925	55.7%
<i>Note: Percentages may not add exactly to 100%, due to rounding. Percentages in parentheses represent the percentages of column total.</i>			

Table 3: Response Rates by Total Years at DOT			
Service Group	DOT Population	Surveys Returned	Response Rate
0 to 5 years	659 (19.1%)	304 (15.8%)	46.1%
6 to 10 years	704 (20.4%)	339 (17.6%)	48.2%
11 to 15 years	592 (17.1%)	370 (19.2%)	62.5%
16 to 20 years	503 (14.5%)	336 (17.5%)	66.8%
21 to 25 years	328 (9.5%)	178 (9.2%)	54.3%
26 or more years	672 (19.4%)	303 (15.7%)	45.1%
No Response	-	95 (4.9%)	-
DOT Overall	3458	1925	55.7%

Note: Percentages may not add exactly to 100%, due to rounding.
Percentages in parentheses represent the percentages of column total.

When looking at the returns by job classification, a potential over-reporting of managerial and supervisory positions appeared in the Maintenance Division. Table 4 shows both the response rates based on actual returns and an estimate based on adjusted Maintenance Division data.

Table 4: Response Rates by Job Classification			
Manager/Supervisor	DOT Population	Surveys Returned	Response Rate
Yes (reported)	339 (9.8%)	260 (13.5%)	76.7%
No (reported)	3119 (90.2%)	1505 (78.2%)	48.3%
Yes (estimated)*	339 (9.8%)	210 (10.9%)	61.9%
No (estimated)*	3119 (90.2%)	1555 (80.7%)	49.9%
No Response	-	160 (8.3%)	-
DOT Overall	3458	1925	55.7%

Note: Percentages may not add exactly to 100%, due to rounding.
Percentages in parentheses represent the percentages of column total.
* Adjusted estimate based on identified over-reporting within Maintenance Division.

Response rates varied by division. Based on the returns, Motor Vehicle, Project Development, and Planning and Programming appear under represented, with Maintenance gaining approximately 50 percent (from 41.8% to 62.9%) in divisional representation. Detailed information is provided in Table 5.

Table 5: Response Rates by Division			
Division	DOT Population	Surveys Returned	Response Rate
Director's Staff	27 (0.8%)	24 (1.2%)	88.9%
Engineering	23 (0.7%)	15 (0.8%)	65.2%
Field Services	8 (0.2%)	7 (0.2%)	65.2%
Motor Vehicle	524 (15.2%)	182 (9.5%)	34.7%
Operations & Finance	311 (9.0%)	154 (8.0%)	49.5%
Project Development	982 (28.4%)	280 (14.5%)	28.5%
Planning & Programming	136 (3.9%)	52 (2.7%)	38.2%
Maintenance	1447 (41.8%)	1211 (62.9%)	83.7%
DOT Overall	3458	1925	55.7%
<p><i>Note: Percentages may not add exactly to 100%, due to rounding. Percentages in parentheses represent the percentages of column total.</i></p>			

Appendix B - Demographic and Divisional Breakdowns by Question

1. The DOT's vision has influenced the way work is done in my work unit.

			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					3.33		3.35	3.31	3.70
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over	
						3.08	3.17	3.39	3.47
			DOT Service	0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
						3.24	3.12	3.29	3.43
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	3.70	3.87	4.00	3.35	3.24	2.87	3.55	3.42	

2. The DOT has quality improvement initiatives that are taken seriously by my work unit.

			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					3.19		3.20	3.18	3.58
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over	
						2.96	2.96	3.24	3.39
			DOT Service	0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
						3.17	3.04	2.96	3.36
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	3.96	4.13	4.29	3.33	3.20	2.86	3.33	3.21	

3. The DOT is a great place to work.

			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					3.73		3.74	3.76	4.09
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over	
						3.67	3.69	3.74	3.82
			DOT Service	0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
						3.93	3.68	3.60	3.79
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	4.46	4.13	4.29	3.74	3.85	3.57	3.96	3.72	

4. Within your work unit, rate: communication.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.23		3.25	3.19	3.75	3.14
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.25	3.10	3.26	3.33	3.46
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.36	3.05	3.04	3.33	3.25	3.41
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.75	4.13	4.14	3.45	3.45	3.24	3.52	3.13

5. Within you work unit, rate: trust.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.18		3.19	3.15	3.62	3.11
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.38	3.00	3.19	3.29	3.53
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.38	2.91	2.93	3.32	3.28	3.35
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.57	4.27	4.14	3.35	3.44	3.15	3.46	3.08

6. Within your work unit, rate: responsiveness to customers.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.84		3.81	3.99	4.09	3.80
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				4.01	3.77	3.83	3.88	4.14
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			4.02	3.66	3.72	3.93	3.84	3.95
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	4.39	4.13	4.29	4.15	4.21	3.92	4.12	3.70

7. Within your division, rate: communication.

			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					2.95		2.97	2.89	3.37
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over	
						2.92	2.83	2.94	3.09
			DOT Service	0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
						3.03	2.78	2.80	2.98
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	4.04	3.87	4.29	3.03	3.01	2.77	3.06	2.92	

8. Within you division, rate: trust.

			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					2.92		2.94	2.90	3.18
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over	
						2.99	2.81	2.91	3.04
			DOT Service	0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
						3.09	2.71	2.79	2.93
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	3.96	3.93	4.57	2.95	3.05	2.72	3.17	2.88	

9. Within you division, rate: responsiveness to customers.

			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					3.49		3.47	3.61	3.70
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over	
						3.62	3.42	3.44	3.59
			DOT Service	0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
						3.64	3.34	3.36	3.50
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	4.33	3.93	4.71	3.75	3.66	3.38	3.73	3.41	

10. Within the DOT, rate: communication.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			2.79		2.80	2.81	3.04	2.76
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				2.72	2.68	2.82	2.90	2.97
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			2.81	2.66	2.68	2.87	2.92	2.92
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.26	3.47	3.00	3.03	2.96	2.71	2.94	2.73

11. Within the DOT, rate: trust.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			2.74		2.75	2.76	2.83	2.73
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				2.74	2.65	2.72	2.86	3.00
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			2.83	2.62	2.63	2.75	2.82	2.85
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	2.91	3.13	3.14	3.01	2.89	2.62	2.94	2.68

12. Within the DOT, rate: responsiveness to customers.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.28		3.26	3.43	3.35	3.28
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.39	3.22	3.25	3.40	3.37
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.39	3.18	3.21	3.31	3.29	3.36
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.74	3.73	3.57	3.62	3.46	3.20	3.49	3.21

13. I understand my role in helping the DOT accomplish its mission.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					4.08		4.08	4.13
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						4.11	3.98	4.09
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
					4.22	3.93	3.99	4.11
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	4.42	4.60	4.71	4.23	4.18	4.12	4.33	4.01

14. I understand my work unit's role in helping the DOT accomplish its mission.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					4.08		4.07	4.18
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						4.12	3.98	4.08
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
					4.20	3.97	3.98	4.04
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	4.33	4.60	4.43	4.19	4.25	4.14	4.23	4.01

15. The DOT's mission has influenced the way work is done in my work unit.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.41		3.42	3.36
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						3.36	3.30	3.42
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
					3.46	3.24	3.26	3.47
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.63	3.53	4.43	3.52	3.33	2.99	3.40	3.48

16. The DOT has increased its efforts to communicate its role and responsibility to the public.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.60		3.58	3.70	3.85	3.58
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.64	3.49	3.58	3.70	4.08
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				3.63	3.54	3.50	3.64	3.63
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.75	4.13	4.71	3.81	3.71	3.47	3.75	3.56

17. Have you received a copy of "BEST at a Glance?"

Percentages represent employees responding "yes" to the question.			DOT Average		Male	Female	Supervisors/ Managers	Employees
			66%		65%	72%	81%	64%
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				50%	68%	68%	67%	65%
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				57%	65%	67%	69%	71%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	88%	60%	71%	63%	68%	84%	71%	61%

18. Has the "BEST at a Glance" document been useful?

Percentages represent employees responding "yes" to the question.			DOT Average		Male	Female	Supervisors/ Managers	Employees
			41%		43%	38%	53%	39%
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				44%	37%	40%	49%	59%
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				42%	40%	38%	39%	35%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	25%	67%	40%	41%	38%	37%	47%	43%

19. I am aware that the DOT has a strategic plan.

Percentages represent employees responding "yes" to the statement.			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					88%		89%	83%	95%
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over	
				76%	87%	90%	91%	87%	
DOT Service				0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				77%	88%	89%	90%	91%	93%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	92%	93%	100%	76%	87%	93%	88%	89%	

20. I am familiar with the contents of the strategic plan.

Percentages represent employees responding "yes" to the statement.			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					46%		46%	46%	63%
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over	
				28%	43%	48%	54%	44%	
DOT Service				0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				32%	47%	42%	53%	50%	56%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	65%	67%	100%	40%	38%	52%	54%	46%	

22. The strategic plan has had an impact on the DOT.

Percentages represent employees responding "yes" to the statement.			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					38%		40%	31%	46%
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over	
				32%	35%	37%	43%	44%	
DOT Service				0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				33%	34%	34%	41%	38%	45%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	26%	33%	57%	30%	27%	22%	27%	44%	

23. The strategic plan has had an impact on the DOT.

Percentages represent employees responding "yes" to the statement.			DOT Average		Male	Female	Supervisors/ Managers	Employees
					57%		58%	55%
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				51%	54%	58%	61%	62%
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				48%	57%	57%	58%	57%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operation & Finance	Project Development	Planning & Programming	Maintenance
	32%	45%	71%	59%	49%	46%	41%	61%

24. How long has it been since attended Making Quality Work training?

Percentages represent employees indicating they had attended MQW training.			DOT Average		Male	Female	Supervisors/ Managers	Employees
					89%		90%	84%
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				73%	86%	91%	91%	91%
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				77%	89%	91%	93%	91%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	88%	93%	86%	76%	95%	93%	88%	89%

25. I better understand my role in BEST.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.38		3.38	3.45
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.39	3.26	3.41	3.50	3.61
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				3.36	3.26	3.35	3.39	3.41
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.62	3.93	3.40	3.53	3.37	3.42	3.58	3.34

26. I feel better prepared to participate as a team member.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.40		3.39	3.49
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						3.14	3.38	3.42
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
					3.37	3.32	3.36	3.50
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.62	4.00	3.80	3.59	3.34	3.37	3.51	3.37

27. I am better able to identify my customers.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.78		3.76	3.92
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						3.82	3.81	3.74
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
					3.82	3.86	3.66	3.71
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.95	3.79	3.80	3.98	3.74	3.73	3.60	3.78

28. I am better able to identify my customer's needs.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.70		3.69	3.82
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						3.69	3.71	3.68
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
					3.74	3.76	3.61	3.70
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.75	3.50	3.80	3.95	3.65	3.56	3.56	3.72

29. I have placed an increased emphasis on customer satisfaction.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.82		3.79	3.97	4.09	3.77
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.71	3.83	3.79	3.90	3.89
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.83	3.84	3.73	3.88	3.74	3.91
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.86	3.71	4.00	4.09	3.84	3.70	3.67	3.82

30. I better understand the importance of using data when making decisions.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.63		3.61	3.72	3.93	3.57
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.49	3.60	3.60	3.79	3.58
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.61	3.63	3.57	3.68	3.46	3.80
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.71	3.93	3.40	3.94	3.54	3.61	3.40	3.61

31. Process improvement teams have contributed to improving processes in the DOT.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.31		3.29	3.43	3.74	3.26
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.16	3.26	3.34	3.39	3.43
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.30	3.25	3.24	3.34	3.39	3.43
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.83	4.57	4.33	3.34	3.44	3.46	3.49	3.22

32. Process improvement teams are having a positive impact on the way the DOT does business.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.28		3.28	3.34	3.69	3.24
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.12	3.21	3.31	3.37	3.53
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				3.27	3.21	3.18	3.35	3.39
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.79	4.38	4.33	3.31	3.36	3.36	3.65	3.21

33. Process improvement teams are an effective use of time.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.09		3.08	3.20	3.47	3.05
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				2.97	3.03	3.12	3.17	3.30
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				3.08	3.02	3.06	3.12	3.16
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.67	4.08	4.17	3.27	3.05	3.12	3.33	3.02

34. I am willing to serve on a process improvement team in the future.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			2.94		2.92	3.11	3.44	2.88
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.16	2.98	3.05	2.76	2.76
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				3.07	3.05	2.99	2.91	2.88
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	4.08	3.54	4.83	3.13	2.94	3.24	3.35	2.79

35. Have you participated on a process improvement team?

Percentages represent employees indicating participation on a process improvement team.			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					26%		26%	27%	50%
Age			Under 31		31 to 40	41 to 50	51 to 60	61 & Over	
			11%		25%	29%	27%	19%	
DOT Service			0 to 5		6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			18%		28%	25%	30%	29%	32%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	17%	79%	0%	19%	35%	30%	40%	24%	

36. The process improvement team's mission was well defined.

			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					3.94		3.98	3.92	4.06
Age			Under 31		31 to 40	41 to 50	51 to 60	61 & Over	
			3.64		3.77	3.92	4.31	4.00	
DOT Service			0 to 5		6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.55		3.84	3.72	4.04	4.06	4.31
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	3.75	4.36	-	3.82	3.88	3.76	4.10	4.00	

37. The process improvement team was given adequate time to finish the project.

			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					4.13		4.17	4.05	4.33
Age			Under 31		31 to 40	41 to 50	51 to 60	61 & Over	
			4.27		3.95	4.08	4.48	4.38	
DOT Service			0 to 5		6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.60		4.17	3.97	4.19	4.13	4.41
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	4.25	4.73	-	3.38	4.50	4.15	4.29	4.10	

38. The process improvement team's efforts had a positive impact on the process.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.74		3.75	3.76	3.93	3.74
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.55	3.58	3.77	3.93	3.92
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				3.44	3.71	3.56	3.80	3.86
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.50	4.36	-	3.81	3.47	3.96	3.63	3.70

39. The facilitator was a positive influence on the process improvement team.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.98		4.01	3.90	4.18	3.94
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				4.00	3.91	3.88	4.29	4.00
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				3.28	4.05	3.84	4.11	3.98
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	4.25	4.18	-	3.75	4.10	3.89	3.85	4.01

40. The role of the guidance team was well defined.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.45		3.49	3.39	3.65	3.43
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.45	3.28	3.33	3.93	3.85
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				3.08	3.30	3.36	3.53	3.57
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	2.33	4.09	-	3.56	3.22	3.19	3.50	3.55

41. Good communication existed between the process improvement team and external sources.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.62		3.65	3.57
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						3.45	3.42	3.60
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
					3.13	3.56	3.53	3.66
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.50	4.45	-	3.41	3.51	3.52	3.86	3.64

42a. Is Inside Magazine helpful in learning: "What the DOT is doing?"

Percentages represent employees responding "yes" to the question.			DOT Average		Male	Female	Supervisors/ Managers	Employees
					88%		88%	90%
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						87%	88%	88%
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
					87%	88%	88%	90%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	96%	100%	100%	86%	89%	87%	90%	88%

42b. Is Inside Magazine helpful in learning: "Who is involved?"

Percentages represent employees responding "yes" to the question.			DOT Average		Male	Female	Supervisors/ Managers	Employees
					86%		86%	89%
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						82%	87%	86%
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
					84%	87%	87%	87%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	91%	93%	100%	86%	87%	89%	92%	85%

42c. Is Inside Magazine helpful in learning: "How I am affected?"

Percentages represent employees responding "yes" to the question.			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					63%		63%	60%	71%
Age			Under 31		31 to 40	41 to 50	51 to 60	61 & Over	
			63%		63%	60%	65%	73%	
DOT Service			0 to 5		6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			64%		67%	60%	61%	63%	63%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	58%	57%	83%	59%	57%	59%	55%	65%	

43a. Is the BEST Newsletter helpful in learning: "What the DOT is doing?"

Percentages represent employees responding "yes" to the question.			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					62%		61%	70%	74%
Age			Under 31		31 to 40	41 to 50	51 to 60	61 & Over	
			52%		62%	63%	65%	73%	
DOT Service			0 to 5		6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			65%		60%	60%	64%	61%	67%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	74%	87%	83%	59%	64%	68%	64%	61%	

43b. Is the BEST Newsletter helpful in learning: "Who is involved?"

Percentages represent employees responding "yes" to the question.			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					61%		60%	68%	73%
Age			Under 31		31 to 40	41 to 50	51 to 60	61 & Over	
			50%		62%	61%	63%	77%	
DOT Service			0 to 5		6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			63%		60%	58%	62%	63%	65%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	74%	79%	83%	61%	64%	68%	64%	59%	

43c. Is the BEST Newsletter helpful in learning: "How I am affected?"

Percentages represent employees responding "yes" to the question.			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					43%		44%	42%	56%
Age			Under 31		31 to 40	41 to 50	51 to 60	61 & Over	
			41%		42%	42%	48%	53%	
DOT Service			0 to 5		6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			48%		44%	38%	40%	42%	49%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	43%	64%	83%	40%	40%	41%	42%	44%	

44a. Are your co-workers helpful in learning: "What the DOT is doing?"

Percentages represent employees responding "yes" to the question.			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					63%		63%	65%	71%
Age			Under 31		31 to 40	41 to 50	51 to 60	61 & Over	
			70%		63%	61%	65%	74%	
DOT Service			0 to 5		6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			72%		63%	59%	58%	70%	62%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	54%	47%	83%	65%	60%	54%	58%	66%	

44b. Are your co-workers helpful in learning: "Who is involved?"

Percentages represent employees responding "yes" to the question.			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					60%		59%	63%	68%
Age			Under 31		31 to 40	41 to 50	51 to 60	61 & Over	
			63%		59%	59%	61%	75%	
DOT Service			0 to 5		6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			67%		58%	55%	57%	64%	61%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	61%	43%	67%	65%	55%	51%	51%	62%	

44c. Are your co-workers helpful in learning: "How I am affected?"

Percentages represent employees responding "yes" to the question.			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					56%		56%	58%	65%
Age			Under 31		31 to 40	41 to 50	51 to 60	61 & Over	
			65%		57%	52%	58%	66%	
DOT Service			0 to 5		6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			67%		54%	53%	51%	58%	54%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	39%	38%	83%	58%	51%	48%	41%	59%	

45a. Is your supervisor helpful in learning: "What the DOT is doing?"

Percentages represent employees responding "yes" to the question.			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					61%		62%	58%	78%
Age			Under 31		31 to 40	41 to 50	51 to 60	61 & Over	
			66%		58%	60%	65%	75%	
DOT Service			0 to 5		6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			72%		55%	54%	66%	58%	61%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	50%	64%	83%	57%	54%	48%	52%	67%	

45b. Is your supervisor helpful in learning: "Who is involved?"

Percentages represent employees responding "yes" to the question.			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					58%		59%	54%	74%
Age			Under 31		31 to 40	41 to 50	51 to 60	61 & Over	
			61%		55%	56%	64%	76%	
DOT Service			0 to 5		6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			68%		51%	52%	61%	58%	58%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	54%	57%	83%	57%	50%	47%	52%	63%	

45c. Is your supervisor helpful in learning: "How I am affected?"

Percentages represent employees responding "yes" to the question.			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					59%		60%	56%	77%
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over	
				65%	57%	57%	63%	80%	
DOT Service				0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				70%	51%	54%	62%	56%	61%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	52%	62%	83%	59%	54%	47%	46%	63%	

47. The DOT has attempted to keep employees informed about quality initiatives.

Percentages represent employees responding "yes" to the statement.			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					78%		78%	81%	93%
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over	
				77%	78%	78%	80%	89%	
DOT Service				0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				78%	78%	75%	80%	83%	82%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	87%	100%	100%	76%	82%	85%	88%	76%	

48. I have found BEST-related communications to be valuable.

Percentages represent employees responding "yes" to the statement.			DOT Average		Male	Female	Supervisors/ Managers	Employees	
					42%		42%	45%	58%
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over	
				36%	39%	41%	49%	57%	
DOT Service				0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				44%	41%	38%	42%	40%	49%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	50%	71%	83%	43%	34%	41%	56%	42%	

49. My manager/supervisor asks for input on improving processes.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.62		3.64	3.54
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.30	3.56	3.64	3.70	3.87
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.60	3.51	3.50	3.73	3.75	3.69
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.83	4.53	4.71	3.40	3.92	3.35	3.90	3.64

50. My manager's/supervisor's performance models a coaching/facilitating style.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.32		3.34	3.31
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.09	3.22	3.34	3.46	3.65
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.45	3.21	3.15	3.38	3.37	3.42
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.42	3.93	4.29	3.18	3.51	3.18	3.59	3.33

51. My manager/supervisor encourages innovation and trying new ways of doing work better.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.63		3.65	3.63
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.28	3.58	3.67	3.73	3.90
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.65	3.49	3.50	3.81	3.78	3.69
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	4.17	4.27	4.86	3.48	3.87	3.43	3.94	3.63

52. My manager/supervisor gives me feedback on the suggestions I make.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.56		3.57	3.55	4.05	3.47
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.49	3.51	3.57	3.63	3.75
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.69	3.48	3.41	3.62	3.57	3.63
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.83	4.33	4.43	3.40	3.80	3.47	4.10	3.53

53. The member of my work unit are involved in decision-making.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.56		3.58	3.46	4.26	3.44
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.34	3.51	3.59	3.62	3.65
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.56	3.45	3.43	3.63	3.71	3.66
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.96	4.27	4.86	3.26	3.77	3.37	3.96	3.57

54. The members of my work unit support team decisions.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.54		3.54	3.56	3.98	3.46
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.17	3.46	3.55	3.66	3.92
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.49	3.40	3.42	3.64	3.77	3.64
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	4.13	4.40	4.43	3.57	3.67	3.36	3.65	3.52

55. The members of my work unit support teamwork.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.67		3.67	3.69
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.79	3.56	3.69	3.73	3.91
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.74	3.53	3.54	3.74	3.79	3.77
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	4.00	4.47	4.43	3.87	3.76	3.56	3.78	3.62

56. The members of my work unit work hard to do their jobs better.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.89		3.98	3.88
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.67	3.71	3.93	4.02	4.20
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.89	3.65	3.77	4.00	4.01	4.11
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	4.13	4.47	4.71	4.26	4.07	3.84	4.19	3.80

57. I volunteer ideas and suggestions.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					4.22		4.25	4.15
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				4.17	4.26	4.26	4.18	4.19
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			4.18	4.16	4.20	4.31	4.30	4.28
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	4.54	4.60	4.86	4.22	4.21	4.24	4.37	4.20

58. I am committed to quality improvement.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					4.31		4.29	4.43
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						4.25	4.36	4.30
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
						4.38	4.34	4.28
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	4.38	4.53	4.86	4.57	4.21	4.26	4.39	4.28

59. I understand my role as a member of my work unit.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					4.32		4.32	4.35
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						4.24	4.30	4.34
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
						4.41	4.29	4.27
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	4.13	4.67	4.86	4.44	4.33	4.35	4.35	4.29

60. I take responsibility for my job performance.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					4.75		4.74	4.81
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						4.77	4.75	4.75
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
						4.77	4.75	4.74
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	4.83	4.93	4.86	4.83	4.78	4.80	4.73	4.72

61. I am familiar with the role of the BEST Steering Committee.

Percentages represent employees responding "yes" to the statement.			DOT Average		Male	Female	Supervisors/ Managers	Employees
					42%		42%	43%
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				21%	39%	45%	46%	49%
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				32%	40%	39%	45%	52%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	57%	87%	67%	29%	34%	55%	51%	41%

62. The BEST Steering Committee is committed to improving the quality of the services the DOT provides.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					4.01		4.00	4.11
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				4.24	3.92	4.02	4.14	3.97
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				3.90	3.99	3.99	4.05	4.03
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	4.25	4.54	4.50	4.24	4.06	4.01	4.08	3.95

63. The BEST Steering Committee has made quality improvement a priority

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.91		3.92	3.94
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				4.00	3.85	3.95	3.95	3.86
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				3.69	3.86	4.06	3.94	3.89
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.75	4.00	4.50	4.06	3.94	3.84	3.96	3.90

64. The BEST Steering Committee has demonstrated a commitment to the principles of CQI.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.85		3.85	3.96
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				4.05	3.80	3.89	3.91	3.89
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.76	3.83	3.97	3.88	3.80	3.92
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.83	4.38	4.50	3.96	3.78	3.78	3.96	3.85

65. I know the skills and abilities I need to fulfill my role in the DOT's new work environment.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.92		3.89	4.05
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.84	3.84	3.89	4.04	4.18
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.87	3.94	3.83	3.89	3.94	4.04
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	4.17	4.43	4.17	4.14	4.05	3.94	3.96	3.85

66. I receive the guidance and assistance I need to fulfill my new role.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.37		3.38	3.35
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.27	3.23	3.32	3.58	3.84
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.35	3.26	3.17	3.40	3.45	3.63
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.75	4.07	4.00	3.42	3.63	3.07	3.50	3.36

67. CQI training is available to me to enhance, acquire, or improve my skills and abilities.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.56		3.67	3.67	3.59	4.10
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.62	3.59	3.65	3.79	3.87
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				3.62	3.47	3.59	3.67	3.84
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	4.21	4.33	4.17	3.50	3.76	3.76	4.00	3.60

68. I have had sufficient opportunities to receive the CQI training I need to perform my job.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.56		3.55	3.64	3.94	3.50
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.38	3.46	3.57	3.72	3.76
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				3.45	3.41	3.48	3.55	3.76
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.96	4.47	3.50	3.32	3.93	3.72	3.92	3.48

69. I am interested in receiving additional CQI training.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.29		3.32	3.22	3.64	3.24
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.26	3.29	3.34	3.30	3.39
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				3.34	3.32	3.28	3.28	3.28
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.38	3.50	4.67	3.46	2.81	3.08	3.06	3.37

70. CQI training has helped me improve my job performance.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.09		3.11	3.09	3.62	3.01
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				2.89	3.05	3.09	3.26	3.23
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.08	3.02	2.93	3.16	3.20	3.31
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.38	3.53	3.50	3.16	3.07	2.95	3.18	3.10

71. I think the DOT has made the necessary commitment to training to accomplish its goal of establishing a CQI-oriented work environment.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.25		3.26	3.29	3.54	3.21
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.25	3.10	3.27	3.42	3.63
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.22	3.16	3.14	3.27	3.36	3.48
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.46	3.80	3.33	3.22	3.52	3.16	3.40	3.23

72. The skills I need to successfully perform my job duties have been clearly outlined.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.65		3.63	3.75	3.90	3.60
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.70	3.54	3.63	3.77	3.92
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
			3.75	3.48	3.55	3.71	3.71	3.76
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.54	4.13	3.17	3.87	3.70	3.58	3.61	3.62

73. I have been adequately trained to use the equipment required for my job.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.61		3.62	3.62
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						3.76	3.49	3.63
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
					3.51	3.34	3.56	3.77
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.54	4.13	3.67	3.81	3.73	3.55	3.63	3.57

74. I have been given the opportunity to provide input on the training I need to do my job.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.46		3.46	3.55
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						3.39	3.36	3.50
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
					3.39	3.27	3.35	3.57
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.92	4.33	4.33	3.47	3.83	3.40	3.82	3.39

75. My input has been used to develop training for my job.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					2.98		3.00	2.96
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						2.73	2.85	3.02
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
					2.87	2.76	2.90	3.12
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.08	3.33	3.33	2.99	3.28	2.80	3.28	2.96

76. My work unit is following the ideas outlined in the DOT's "14 Points."

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.18		3.19	3.18
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						3.04	2.98	3.23
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
					3.21	2.95	2.99	3.28
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.65	3.80	3.50	3.23	3.30	2.92	3.43	3.19

77. My division is following the ideas outlined in the DOT's "14 Points."

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.19		3.21	3.18
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						2.98	3.02	3.25
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
					3.15	3.05	3.03	3.26
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.61	3.73	4.33	3.19	3.22	2.89	3.55	3.21

78. The DOT is following the ideas outlined in the DOT's "14 Points."

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.27		3.28	3.30
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						3.28	3.16	3.29
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
					3.27	3.21	3.18	3.31
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.09	3.60	3.17	3.46	3.27	3.04	3.35	3.29

79. My work unit makes continuous improvement of our work a priority.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.49		3.48	3.57
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						3.43	3.39	3.49
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
					3.59	3.32	3.22	3.65
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.65	3.73	3.83	3.71	3.61	3.30	3.63	3.46

80. People in my work unit believe that their work is important to the success of the overall organization.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.66		3.63	3.84
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						3.41	3.52	3.69
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
					3.68	3.50	3.52	3.70
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	4.25	4.60	4.17	3.94	3.93	3.83	3.96	3.51

81. My work unit has a good working relationship with other offices that impact our work.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
					3.68		3.65	3.89
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
						3.63	3.52	3.70
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
					3.66	3.53	3.54	3.67
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	4.50	4.60	4.83	4.01	3.95	3.82	4.16	3.51

82. In my work unit, decisions are data driven.

			DOT Average		Male	Female	Supervisors/ Managers	Employees	
			3.21		3.19	3.35	3.56	3.15	
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over	
				3.21	3.08	3.21	3.34	3.65	
			DOT Service	0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				3.21	3.12	3.02	3.26	3.32	3.43
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	3.29	4.33	3.83	3.62	3.34	3.28	3.49	3.08	

83. My supervisor does a good job of setting work expectations.

			DOT Average		Male	Female	Supervisors/ Managers	Employees	
			3.40		3.40	3.46	3.76	3.35	
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over	
				3.49	3.26	3.36	3.57	3.97	
			DOT Service	0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				3.53	3.22	3.20	3.48	3.46	3.61
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	3.58	3.87	3.83	3.56	3.54	3.27	3.84	3.36	

84. In my work unit, mistakes are viewed as learning experiences.

			DOT Average		Male	Female	Supervisors/ Managers	Employees	
			3.47		3.47	3.53	4.08	3.36	
			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over	
				3.18	3.37	3.48	3.64	3.87	
			DOT Service	0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				3.53	3.30	3.29	3.58	3.52	3.73
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance	
	3.92	4.33	4.00	3.28	3.71	3.31	3.65	3.47	

85. The DOT procedures and policies support the work environment we are striving toward.

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.32		3.32	3.40	3.46	3.31
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.37	3.14	3.32	3.53	3.81
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				3.37	3.24	3.14	3.36	3.39
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	3.42	3.67	3.00	3.51	3.32	3.07	3.29	3.34

Eval 1. How long did it take you to complete the survey? (7 point scale*)

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			3.28		3.26	3.36	3.12	3.31
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				3.20	3.21	3.29	3.34	3.34
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				3.35	3.18	3.29	3.21	3.27
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	2.92	3.33	3.17	3.69	2.86	2.91	2.76	3.38

* 1 = 0 to 10 minutes, 2 = 11 to 20 minutes, 3 = 21 to 30 minutes, 4 = 31 to 40 minutes, 5 = 41 to 50 minutes, 6 = 51 to 60 minutes, 7 = over an hour

Eval 2. How long was the survey? (3 point scale*)

			DOT Average		Male	Female	Supervisors/ Managers	Employees
			2.29		2.27	2.34	2.26	2.28
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				2.24	2.27	2.30	2.27	2.24
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				2.28	2.23	2.27	2.30	2.30
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	2.17	2.29	2.00	2.26	2.41	2.25	2.35	2.28

* 1 = too short, 2 = about right, 3 = too long

Eval 3. Were the directions clear?

Percentages represent employees responding "yes" to the question.			DOT Average		Male	Female	Supervisors/Managers	Employees
					92%		92%	93%
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				94%	91%	93%	92%	87%
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				91%	92%	91%	92%	93%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	95%	100%	100%	95%	94%	98%	96%	89%

Eval 4. Were the terms used in the survey easy to understand?

Percentages represent employees responding "yes" to the question.			DOT Average		Male	Female	Supervisors/Managers	Employees
					84%		83%	88%
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				82%	84%	86%	82%	78%
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				82%	86%	86%	80%	87%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	96%	100%	100%	84%	88%	97%	96%	80%

Eval 5. Do you feel you could say what you wanted to say?

Percentages represent employees responding "yes" to the question.			DOT Average		Male	Female	Supervisors/Managers	Employees
					85%		83%	92%
DOT Service			Age	Under 31	31 to 40	41 to 50	51 to 60	61 & Over
				89%	83%	86%	85%	86%
DOT Service			0 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 & Over
				84%	83%	85%	88%	86%
Divisions	Director's Staff	Engineering	Field Services	Motor Vehicle	Operations & Finance	Project Development	Planning & Programming	Maintenance
	90%	93%	83%	89%	88%	86%	90%	83%