



# GREAT WORKPLACE, GREAT EMPLOYEES

*Tangible Result Driver – Micki Knudsen, Human Resources Director*

MoDOT is dedicated to delivering outstanding customer service through an engaged, valued, diverse workforce that is reflective of our customers. The department also strives to provide opportunities to contractors and vendors that reflect the customers, communities, and cultures we serve. We recognize, respect, and appreciate that collectively using the power of our differences strengthens our ability to accomplish our mission.



## Rate of employee turnover-11a

**Result Driver:** Micki Knudsen, Human Resources Director

**Measurement Driver:** Sharon Golden, Assistant Human Resources Director

### Purpose of the Measure:

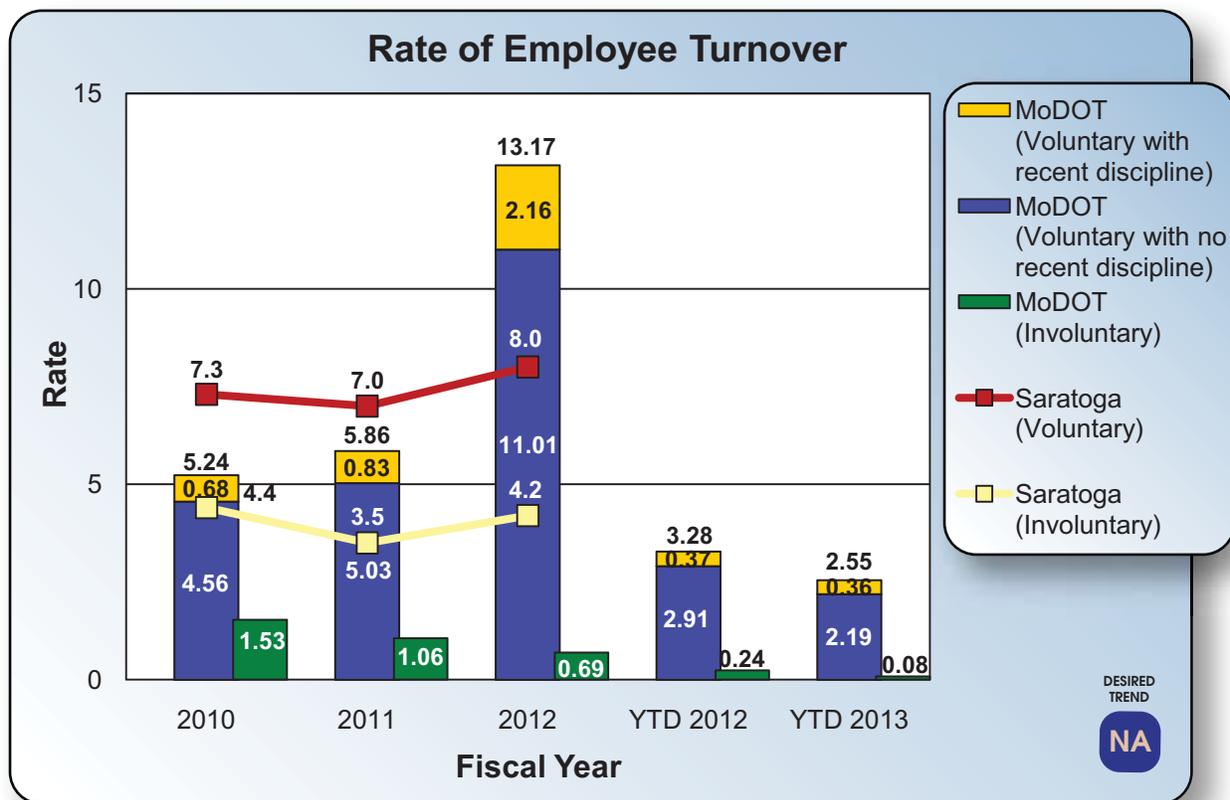
This measure tracks the percentage of employees who leave MoDOT annually and compares the department's turnover rate to benchmarked data. Beginning in 2011, turnover rates are tracked by fiscal year. Voluntary turnover includes resignations and retirements. Involuntary turnover reflects dismissals. Turnover rates as shown in this measure include voluntary and involuntary separations.

### Measurement and Data Collection:

The data is collected statewide to assess overall employee turnover. Comparison data is collected from various sources annually. For benchmarked data, Saratoga Institute surveyed more than 300 organizations representing a wide variety of industries. This measure is updated quarterly.

### Improvement Status:

The department's voluntary separation rate decreased from 3.28 percent in the first quarter of fiscal year 2012 to 2.55 percent in the first quarter of FY 2013. The department's involuntary separation rate decreased from 0.24 percent in the first quarter of FY 2012 to 0.08 percent in the first quarter of FY 2013. There were four releases in the first quarter of FY 2013, compared to 14 releases in the first quarter of FY 2012. Of the 128 voluntary separations that occurred in the first quarter of FY 2013, 65 were retirements and 63 were resignations. This compares to 188 voluntary separations in the first quarter of FY 2012 (51 retirements and 137 resignations). During the first quarter of FY 2013, 13 percent of employees who resigned or retired had a disciplinary history and/or a final performance management rating of "Needs Improvement" or below, compared with 11.17 percent of resignations and retirements in the first quarter of FY 2012.



## Level of job satisfaction-11b

**Result Driver:** Micki Knudsen, Human Resources Director

**Measurement Driver:** Paul Imhoff, Compensation Manager

### Purpose of the Measure:

This measure tracks the level of employee satisfaction throughout the department at specific points in time. The first chart indicates the level of department employees' job satisfaction and changes in their satisfaction over time. The second chart shows the percentage of MoDOT employees who are satisfied compared to the organizations that scored the best in employee satisfaction using the same survey instrument, and to top-level organizations using a similar survey questionnaire.

### Measurement and Data Collection:

Employee satisfaction is measured using 18 items from an annual employee survey. The vendor contracted to conduct the employee satisfaction survey in 2003 and 2005 provided "Vendor Best Practice" data collected from an anonymous company. Society for Human Resources Management (SHRM) best practice data was gathered from an SHRM report of an annual job satisfaction survey of 55 Fortune 500 companies. This is an annual measure updated in July, with the final survey report completed in October.

### Improvement Status:

The 2010 Employee Satisfaction Survey was distributed on May 12, 2010, with a completion deadline of June 25, 2010. The final report for the survey was distributed October 29, 2010.

The results from the 2010 survey indicate that 4,246 employees responded to the survey for a 67.4 percent return rate. This is an increase from 60 percent in 2009 (454 more surveys returned). The percentage of employees that are "very satisfied" decreased from 13 percent in 2009 to 7 percent in 2010. The percentage of employees that indicated they are "somewhat satisfied" remained constant at 58 percent from 2009 to 2010. Overall, the percentage of satisfied employees decreased from 71 percent in 2009 to 65 percent in 2010.

The statewide average rating on all four dimensions of the Employee Satisfaction Survey decreased from 2009 to 2010. Job Satisfaction decreased from 3.58 to 3.5 on a 5-point scale. Employee Engagement decreased from 3.7 to 3.63. Organizational Justice and Fairness decreased from 3.28 to 3.19. Living

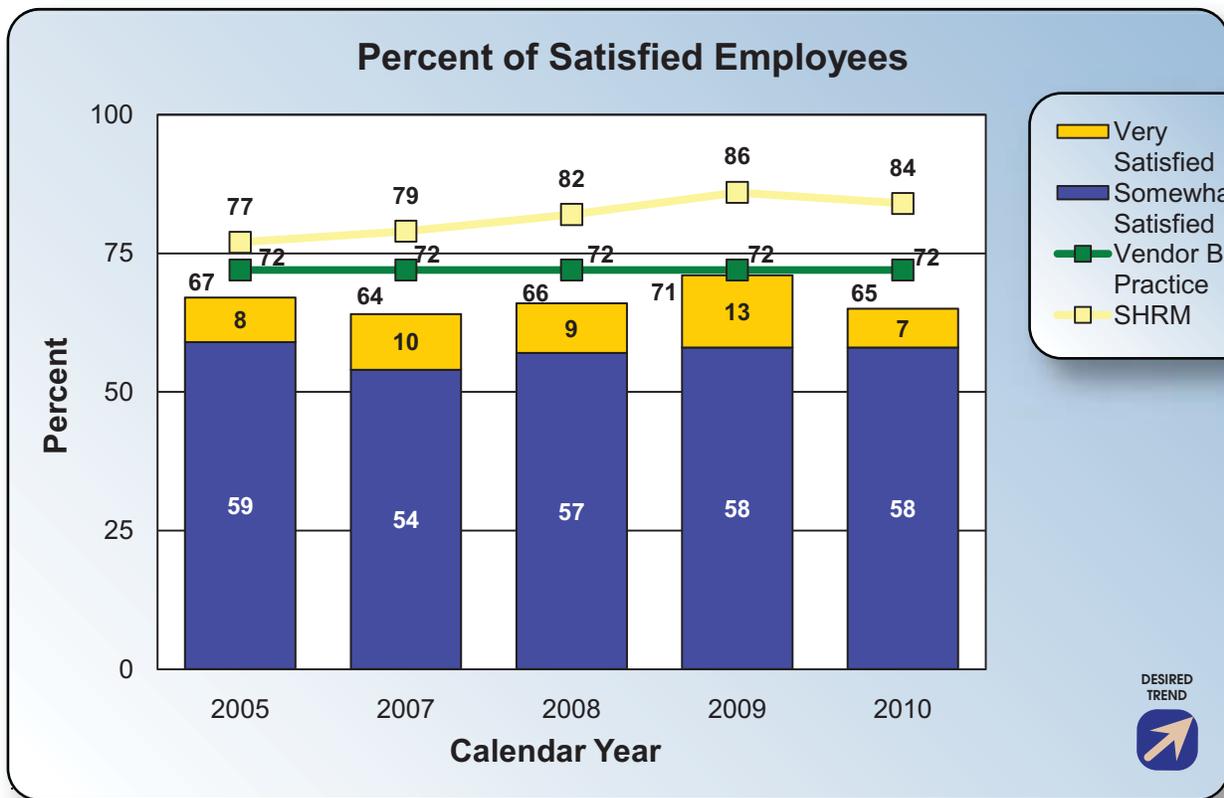
MoDOT Values decreased from 3.6 to 3.54.

Similarly, in most districts and in Central Office, the average rating on each of the four scales decreased. Conversely, District 3 increased on all scales from 2009, while District 9 stayed level on Job Satisfaction and increased on the other three scales.

Areas of low satisfaction center on decision making that leads to wasted dollars, and having little input into decision making. The fairness of disciplinary actions is another area of low ratings. The competitiveness of salaries, lack of promotional opportunities, and the lack of rewards for good performance are also major areas of dissatisfaction. These issues seem to be the leading factors in ratings of low morale and high stress.

Areas of high satisfaction revolve around having plenty of work to do, and doing more than just the minimum. Other satisfiers include having a feeling of safety from sexual harassment, and learning a lot from the work at MoDOT. These issues appear to be major factors in high ratings of commitment to MoDOT and taking pride in the work.





## Percent of minorities and females employed-11c

**Result Driver:** Micki Knudsen, Human Resources Director

**Measurement Driver:** Rudolph Nickens, Director of Equal Opportunity and Diversity

### Purpose of the Measure:

This measure tracks minority and female employment in MoDOT's workforce and compares it with availability data from the Missouri 2000 Census report. Efficient use of people resources provides opportunities for the department to leverage transportation resources with available human capital. By placing the right people in the right place, the department can better serve its customers and help fulfill its responsibilities to taxpayers.

### Measurement and Data Collection:

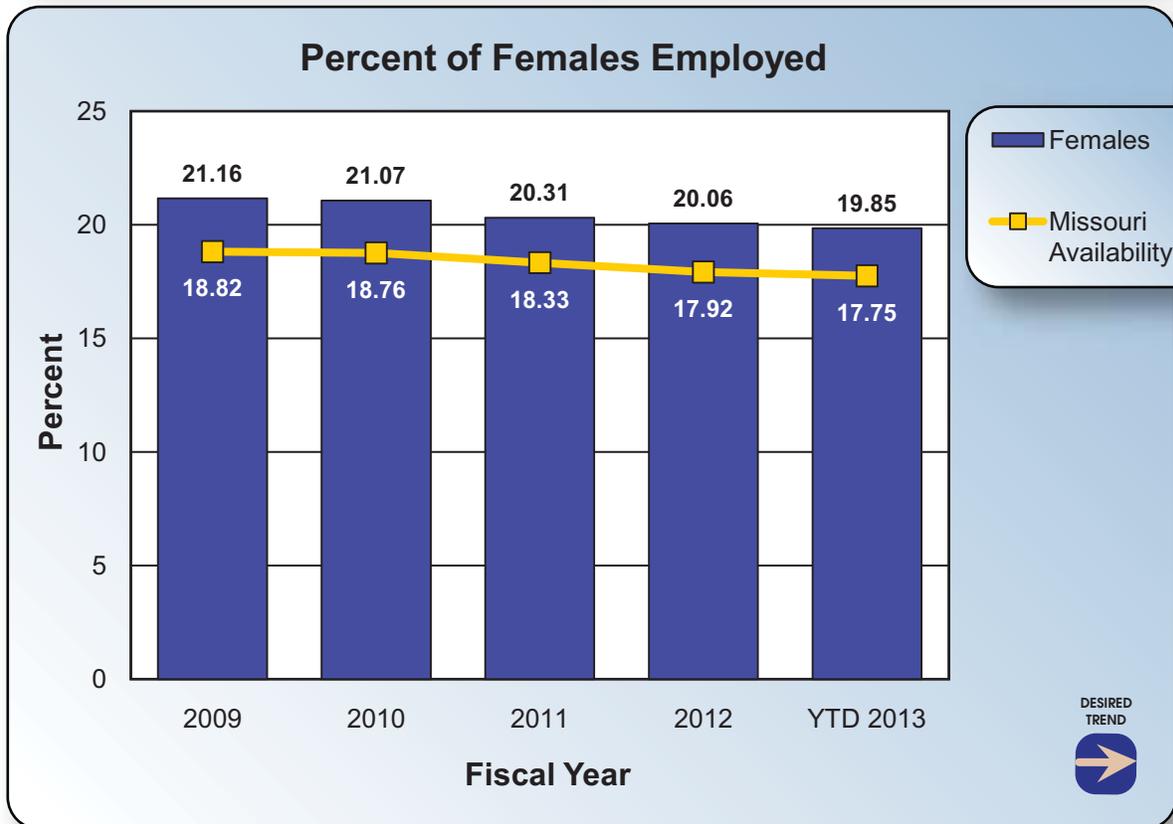
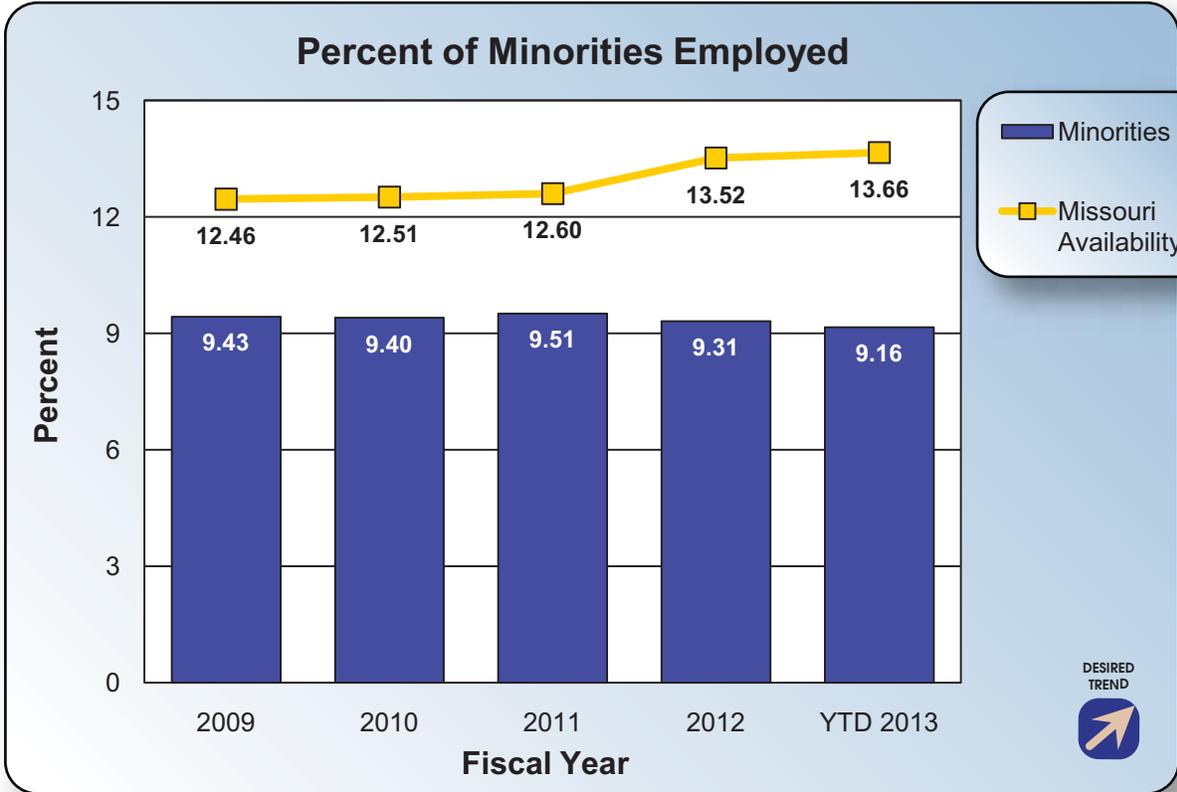
MoDOT's Affirmative Action database is used to collect data. The Missouri 2000 Census data is used as the benchmark for this measurement. This measure is updated quarterly.

### Improvement Status:

The total number of minority employees decreased by 4.2 percent (475 to 455) from the fourth quarter of fiscal year 2012 to the first quarter of FY 2013. The total number of female employees also decreased by 3.6 percent from fourth quarter of FY 2012 to first quarter of FY 2013 (1,023 to 986). When compared to overall employment, the percent of females saw a slight decrease (20.06 to 19.85 percent), as did the total number of minorities (9.31 to 9.15 percent). Total employment during this time decreased from 5,104 to 4,967.

While we are still in the Bolder Five-Year Direction, the department is not seeking external candidates for employment. However, districts continue to conduct outreach at minority and female organizations and MoDOT continues to offer diversity training to internal employees. Additionally, MoDOT has begun training Central Office and district employees to conduct diversity workshops.





## Separations of minorities and females-11d

**Result Driver:** Micki Knudsen, Human Resources Director

**Measurement Driver:** Rudolph Nickens, Director of Equal Opportunity and Diversity

**Purpose of the Measure:**

The purpose of this measure is to track female and minority separations compared to the overall MoDOT separations.

**Measurement and Data Collection:**

Data is collected through SAM II Advantage HR, ReportNet, and Peopleclick AAPlanner reports. Separations include both voluntary and involuntary separations from the department. This measure is updated quarterly.

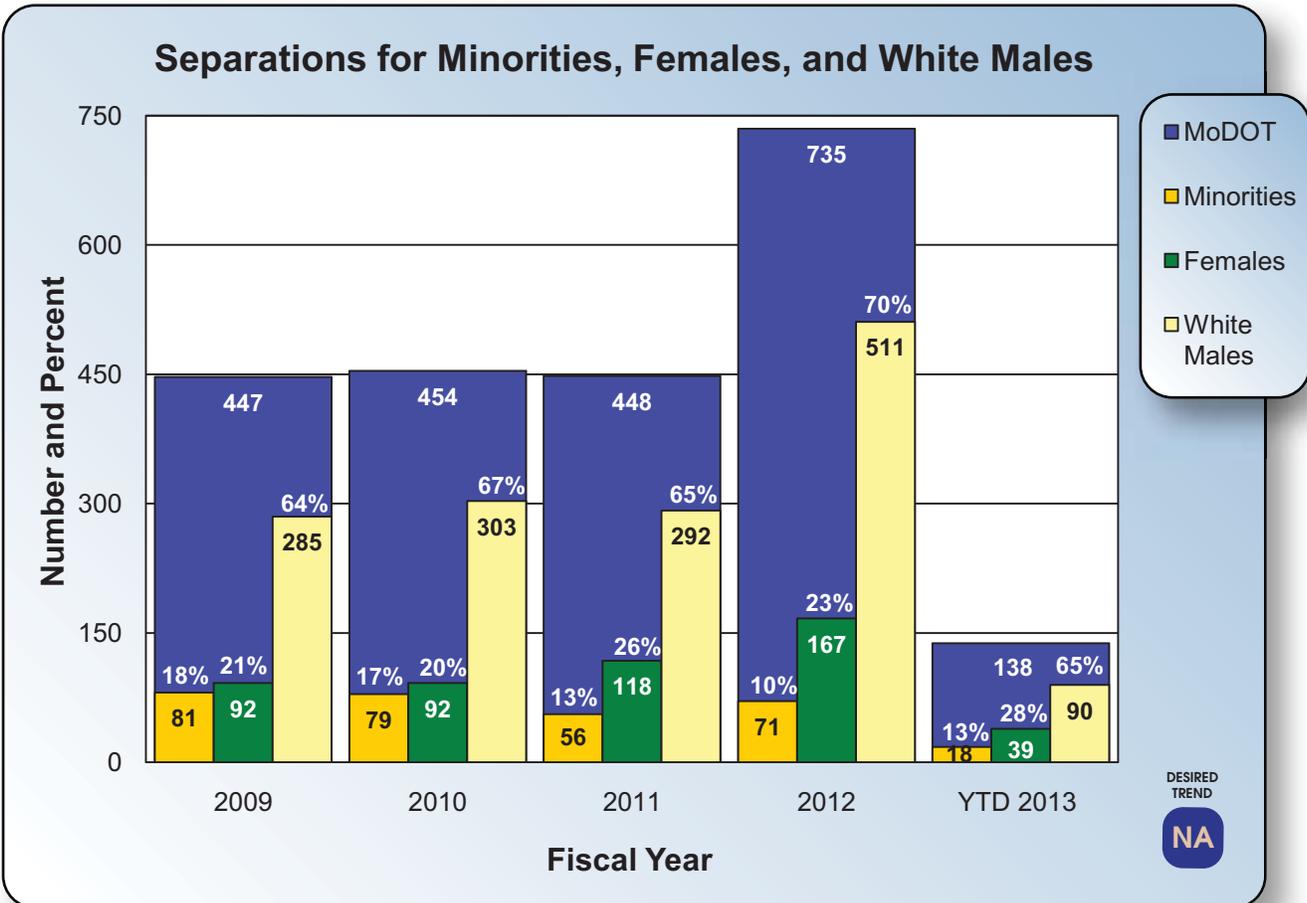
**Improvement Status:**

The number of separations for the first quarter of fiscal year 2013 decreased by 32.3 percent (204 to 138) compared to the first quarter of fiscal year 2012. Minority separations decreased by 41.9 percent (31 to

18); female separations decreased by 15.2 percent (46 to 39); and white male separations decreased by 32.3 percent (133 to 90).

With the Bolder Five-Year Direction coming to a close, the number of employees separating from the department has begun to slow down. Steps taken to retain employees include flexible work arrangements, continued cross training opportunities, skills development training, mentoring and efforts to change the department’s culture to be more inclusive.

A key initiative that was implemented to create an inclusive work environment was the development of 27 district and central office Inclusion Trainers to promote diversity and inclusion statewide.



## Promotions of minorities and females-11e

**Result Driver:** Micki Knudsen, Human Resources Director

**Measurement Driver:** Rudolph Nickens, Director of Equal Opportunity and Diversity

**Purpose of the Measure:**

This measure tracks minority and female promotions in comparison to all promotions throughout MoDOT. A diverse workforce indicates efficient use of our employees. Just as recruitment and retention are important measures of workforce diversity, promotion is a good indicator of the progress the department makes towards a diverse workforce. By placing the right people in the right place, the department can better serve its customers and help fulfill its responsibilities to taxpayers.

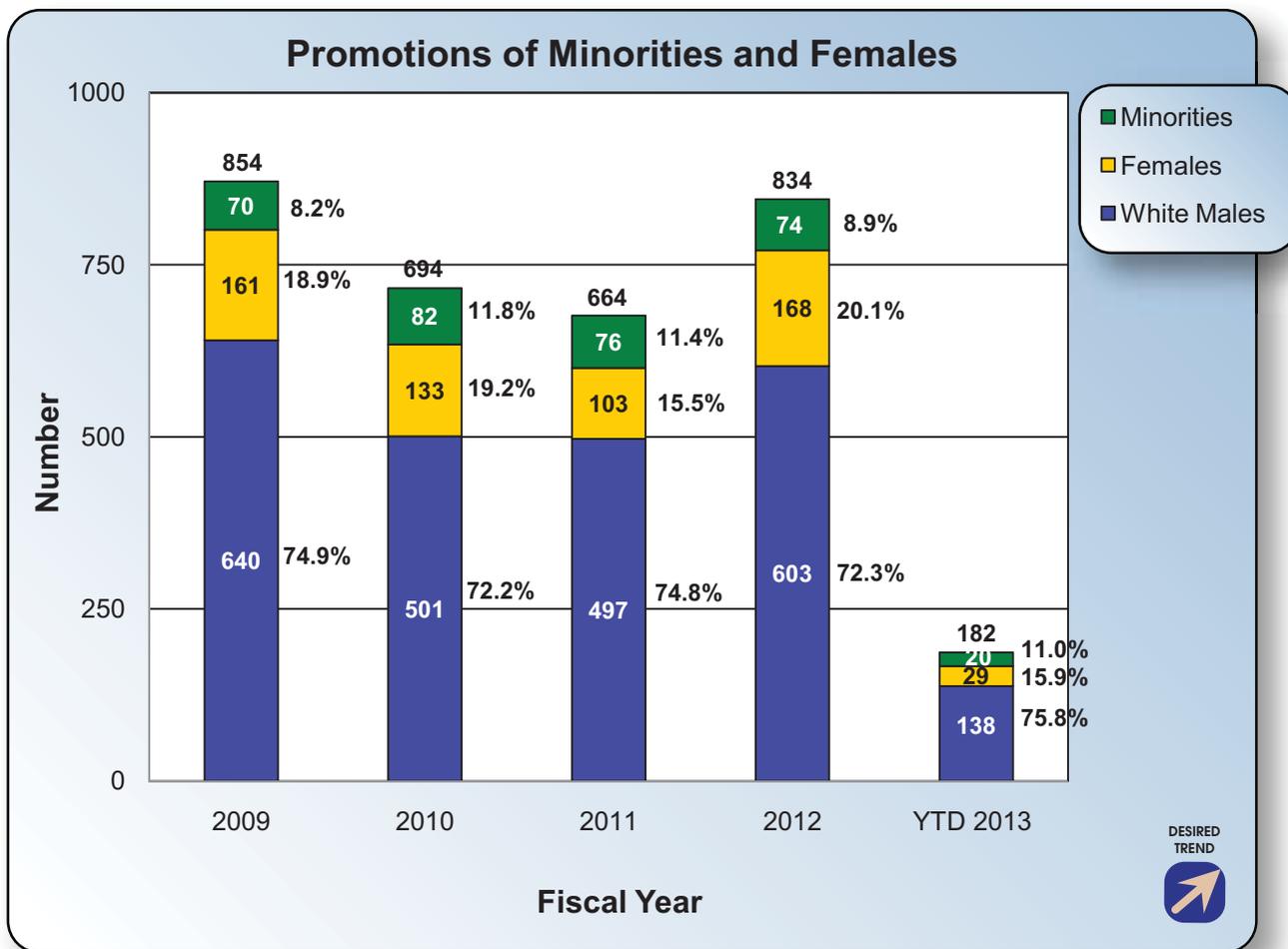
throughout job groups within the department. In the first graph, the numbers add up to more than the total at the top of each column because minority women are accounted for in two categories. This is a quarterly measure.

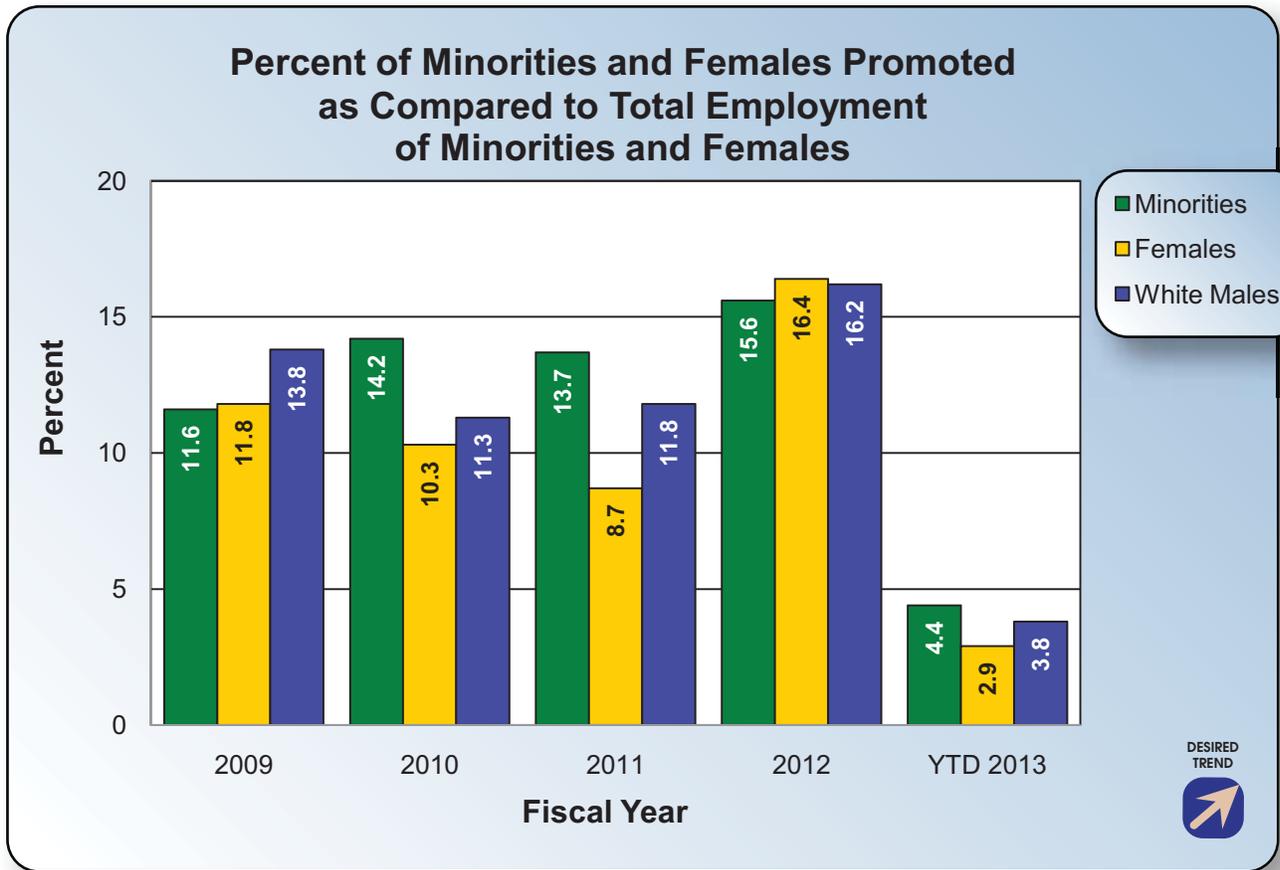
**Improvement Status:**

During fiscal year 2013 to date, there have been 182 promotions. Of these, 20 (11 percent) were minorities, and 29 (15.9 percent) were females. White males received 138 (75.8 percent) of the promotions. When compared to the total employment of females and minorities, minorities led with 4.4 percent promoted, while 3.8 percent of white males and 2.9 percent of females were promoted.

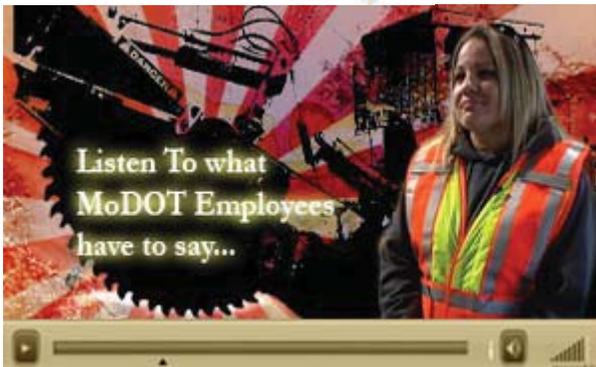
**Measurement and Data Collection:**

Data is collected using SAM II Advantage HR and Report Net reports. This includes all promotions





## The Inside Scoop



What is it like to be a member of the MoDOT Team?

The best way to learn about working at MoDOT is to let our people tell you.

<http://www.modot.mo.gov/jobs/Testimonials.htm>

## Number of active, enrolled and graduated trainees participating in the on-the-job training program-11f

**Result Driver:** Micki Knudsen, Human Resources Director

**Measurement Driver:** Lester Woods, Jr., External Civil Rights Director

**Purpose of the Measure:**

This measure tracks the number of active, enrolled and graduated trainees participating in the on-the-job training program. FHWA requires the training of minorities, females and disadvantaged persons on highway projects.

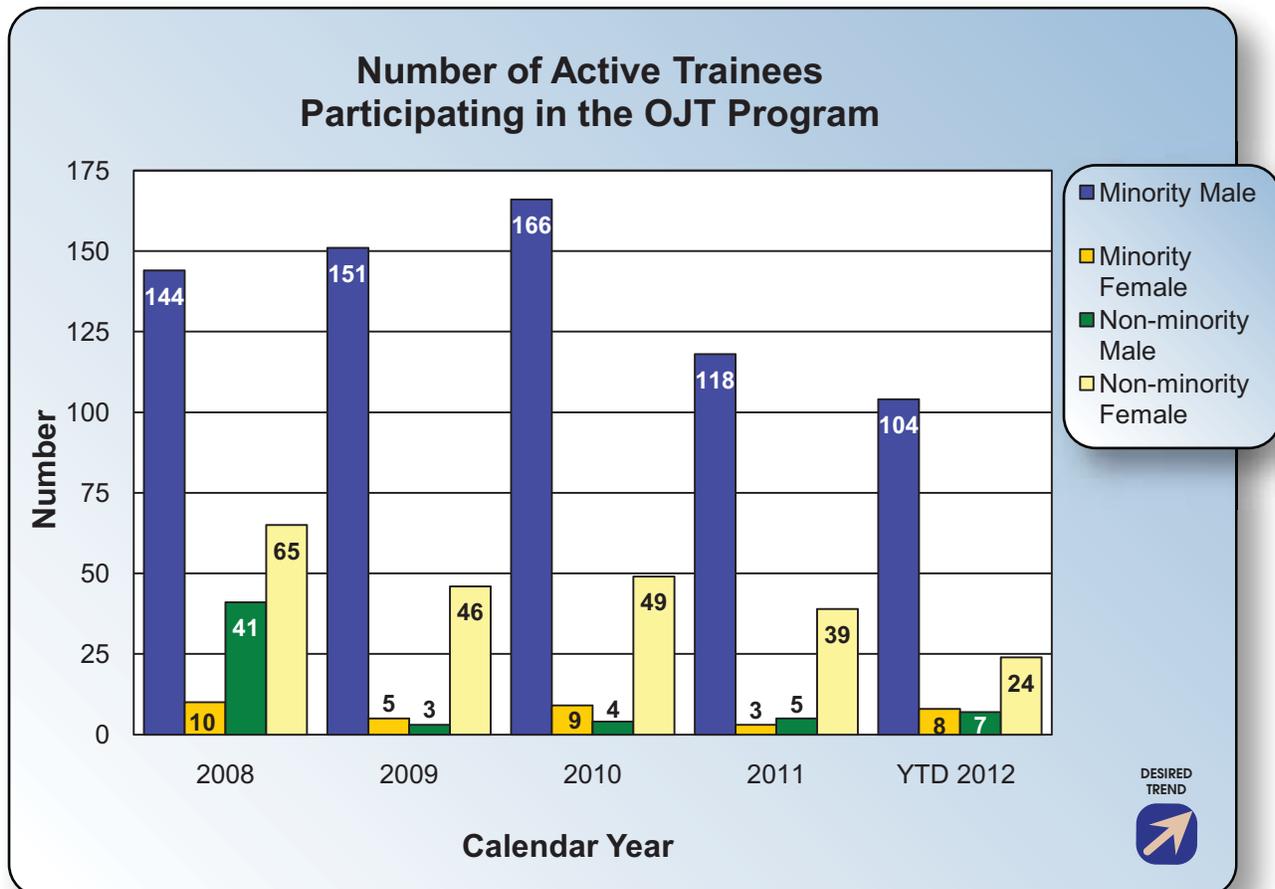
**Measurement and Data Collection:**

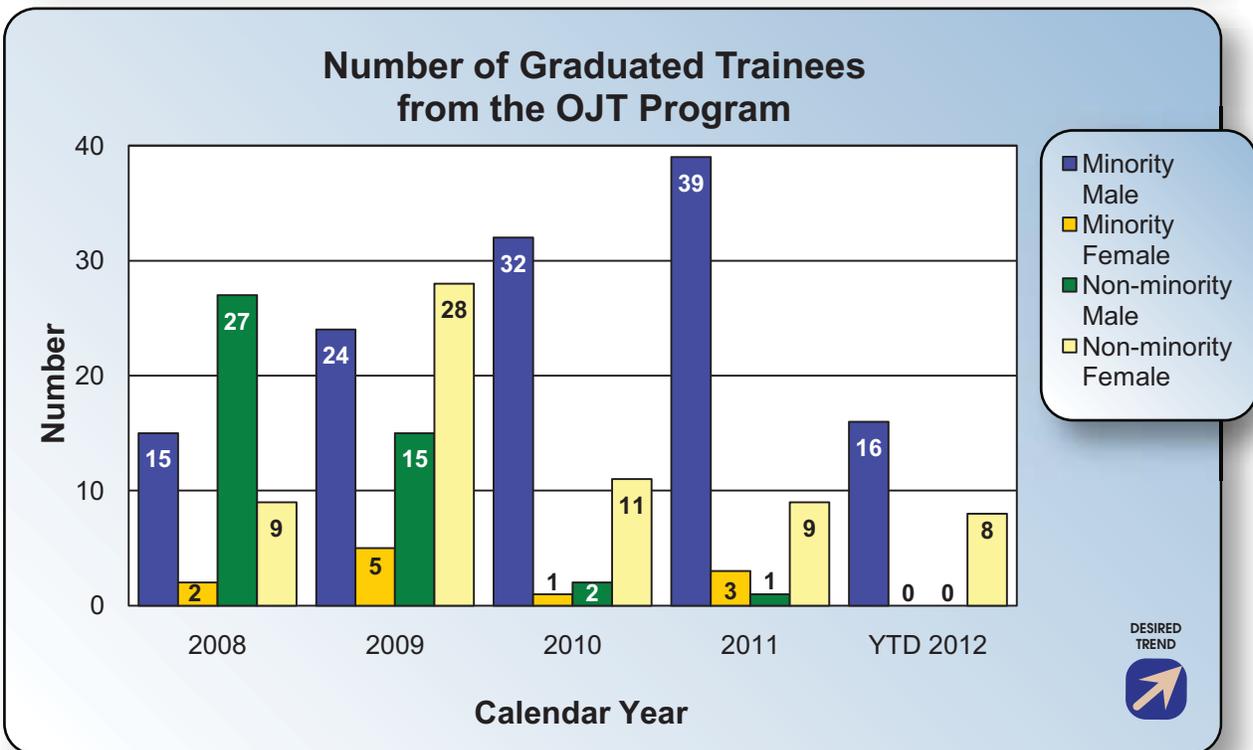
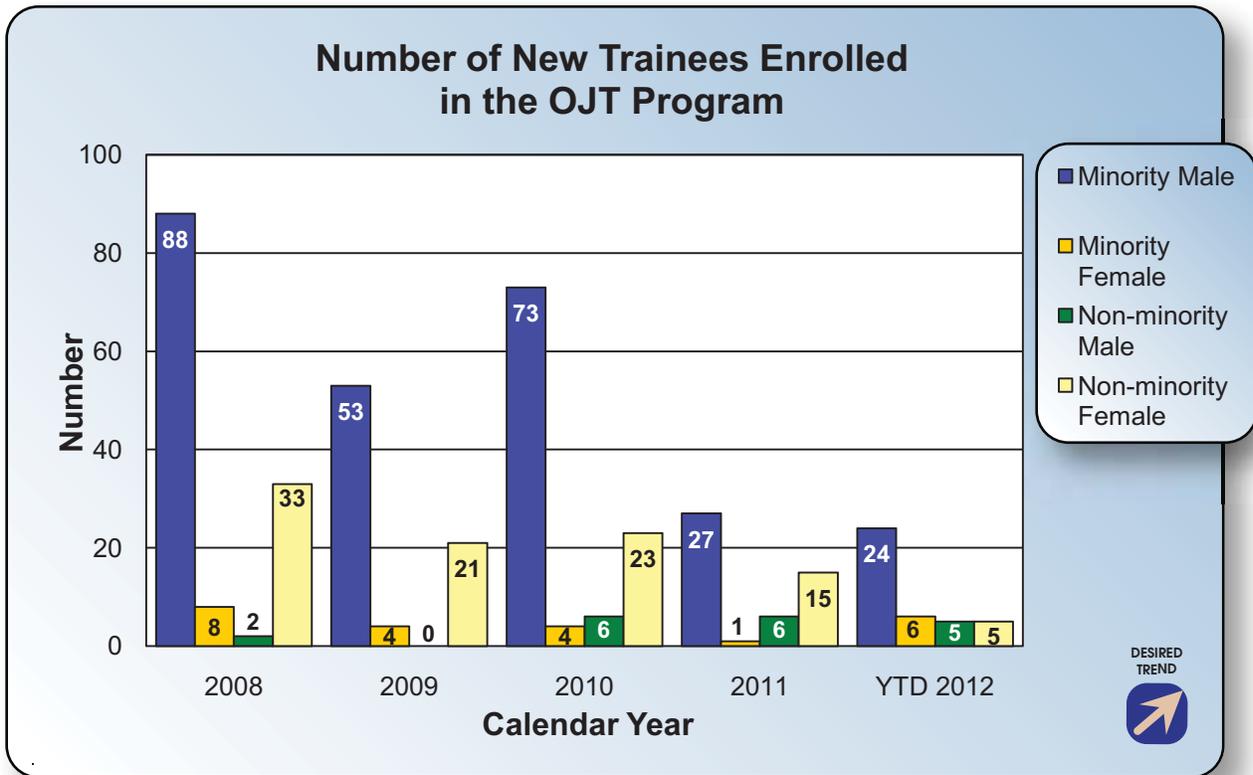
Trainees are tracked to ensure contractors are using minorities, females and disadvantaged individuals on projects where goals are assigned. The data is reported annually to FHWA to demonstrate MoDOT’s achievement in ensuring minorities,

females and disadvantaged persons are being trained and used on federally funded highway projects. This measure is updated quarterly.

**Improvement Status:**

Eighteen people enrolled in the program during this reporting quarter, which included thirteen minority males, one minority female, three non-minority males and one non-minority female. A total of eight trainees graduated during the reporting quarter. Four of the graduates are currently employed by contractors on MoDOT projects.





## Percent of Disadvantaged Business Enterprise participation-11g

**Result Driver:** Micki Knudsen, Human Resources Director

**Measurement Driver:** Lester Woods, Jr., External Civil Rights Director

**Purpose of the Measure:**

This measure tracks the percent of Disadvantaged Business Enterprise (DBE) utilization on construction projects. Contractors, subcontractors and suppliers working on construction projects that receive federal-aid or federal financial participation are required to take reasonable steps to ensure DBEs have an opportunity to compete for and participate in the performance of project contracts and subcontracts.

Semi-annual reports are submitted to FHWA in June and December of each year demonstrating our progress in obtaining the overall DBE goal. This measure is based on the federal fiscal year, which is Oct. 1 through Sept. 30. Collection of data of the DBE classifications began in FFY 2012. This measure is updated quarterly. Current period reported is October 1, 2011 – June 30, 2012.

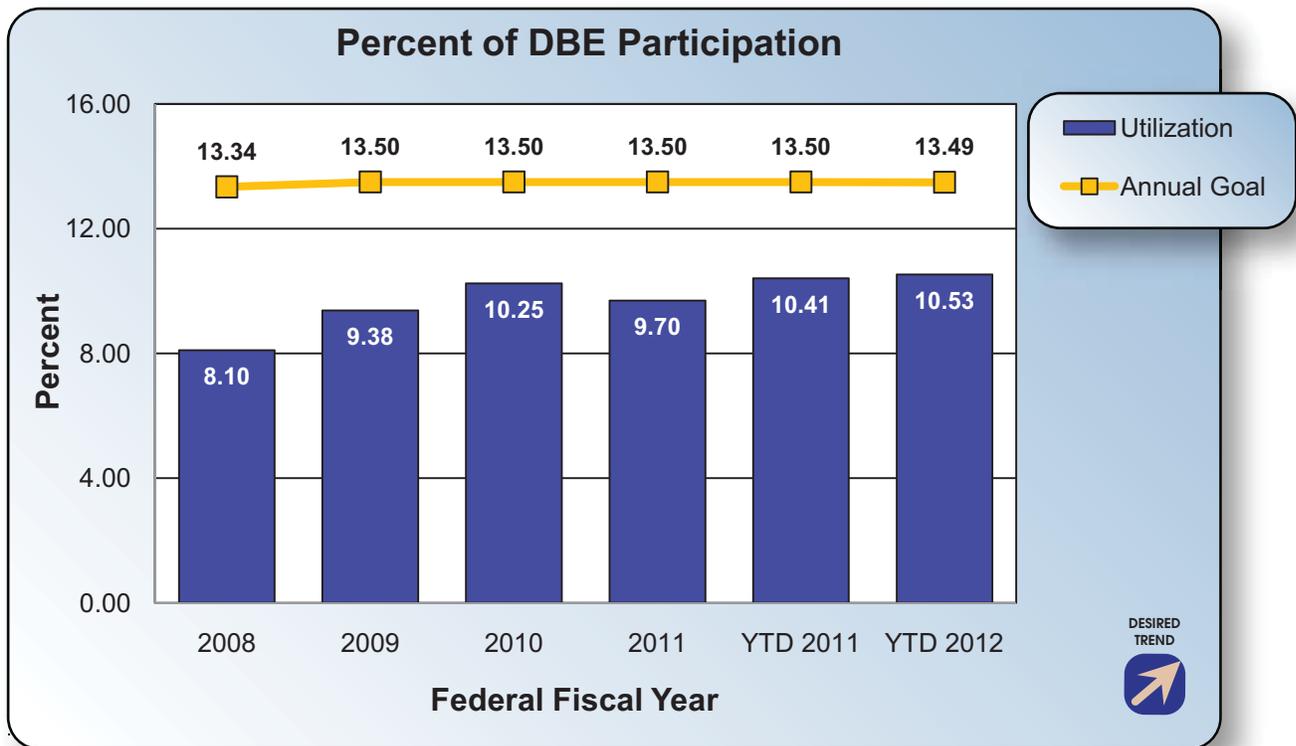
**Measurement and Data Collection:**

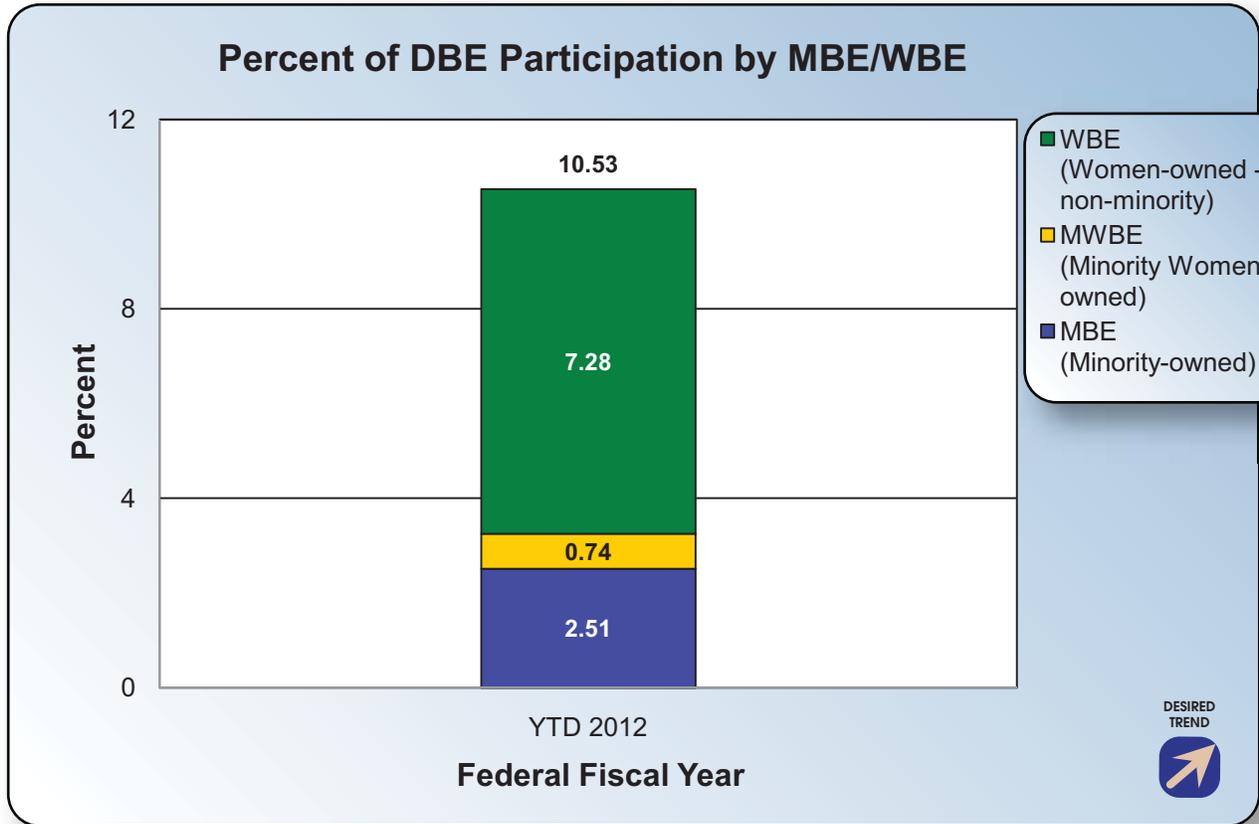
Data is collected through Site Manager for each construction project. The overall DBE goal is a yearly target established by MoDOT and FHWA regarding the expected total DBE participation on all federally funded construction projects. Individual DBE project goals are determined by subcontract opportunity, project location and available DBE firms that can perform the scope of work. DBE utilization is tracked for each construction project identifying the prime contractor, contract amount, the established goal and how the prime contractor fulfilled the goal.

**Improvement Status:**

The overall DBE goal for federal fiscal year 2012 is 13.49 percent. The DBE participation utilization to date for FFY 2012 is 10.53 percent. This is a 0.12 percent increase from the same time in 2011.

Of the 10.53 percent YTD utilization, 2.51 percent is participation from minority-owned DBE firms, 0.74 percent is participation from minority women-owned DBE firms and 7.28 percent is participation from women-owned DBE firms.





## Minority and women business enterprises bidding and contracting activities for non-construction contracts-11h

**Result Driver:** Micki Knudsen, Human Resources Director

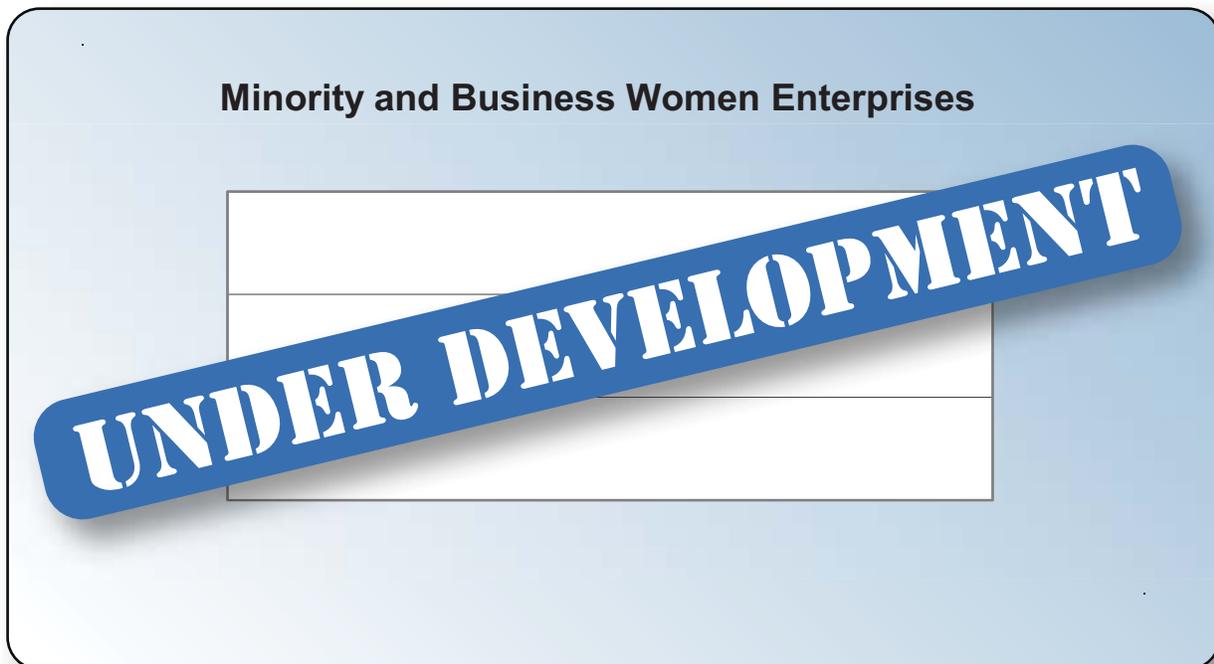
**Measurement Driver:** Rebecca Jackson, Central Office General Services Manager

### Purpose of the Measure:

This measure tracks Minority and Women Business Enterprises (MWBE) bidding, contracting and expenditure activities for non-construction contracts. It shows MoDOT's contribution toward social responsibility. Disadvantaged Business Enterprises (DBE) participation on construction projects is tracked through the DBE program. Therefore, this measure only includes non-construction contracts and expenditures.

### Measurement and Data Collection:

### Improvement Status:



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