

Who We Are

The Institute for Organizational Excellence (IOE) is part of the School of Social Work's Center for Social Work Research at The University of Texas at Austin. The IOE has more than 35 years of experience providing critical data, information, and insights necessary for you to make informed decisions and effectively lead. Our expertise in organizational climate, human resource engagement, customer service evaluation, leadership development, and custom survey design is all tailored to meet your needs.

“The analysis of results is sophisticated and robust, clearly demonstrating different perspectives among different levels of staff.”

Our Customers

Our customers are both private and public entities committed to continuous improvement practices to achieve superior organizational results. We provide turn-key survey administration to our over 300 customers in multiple employment sectors and maintain both general and specific benchmark information.

Benefits

The IOE integrates the best of real world application and research-based practices to ensure high confidence in the information. We deliver contemporary approaches through the utilization of the latest technologies to create solutions and professional reporting. We are proud of our reputation of integrity, objectivity, and subject area expertise.

Why the IOE?

- Expert external evaluation
- Over 35 years of experience
- Relevant benchmarks
- Easy turnkey process
- Cost effective and high quality
- Researched and validated

“The (Survey)...allows us to improve employee engagement and set measurable outcomes and goals for improvement for our valuable human capital.”



Quotes from "Improving Organizational Success in Tough Economic Times" - Children's Voice

TRANSIT AGENCIES
NONPROFIT ORGANIZATIONS
PRIVATE SECTOR
GOVERNMENT AGENCIES
MUNICIPALITIES
HIGHER EDUCATION
HOUSING AUTHORITIES
CHILD WELFARE
K-12

ENGAGING
EMPLOYEES
LEADERS &
CUSTOMERS

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Since 1979

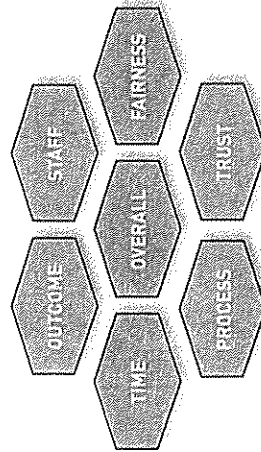


CUSTOMER SERVICE EXCELLENCE

Organizations that utilize data from customer interactions are quick to respond to changing environments and eager to improve services and products. Customer engagement tools are completely customizable and offer the following benefits.

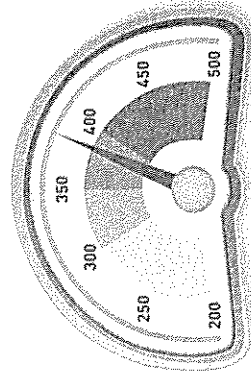
- Online surveys linked from websites, published materials, and sent electronically to customers
- Hardcopy surveys to be used in mailings and point-of-service
- IOE reports provide detailed information on measurable customer service dimensions
- Specialized reports for region, office or other departments

The graphic below demonstrates commonly assessed customer service drivers.

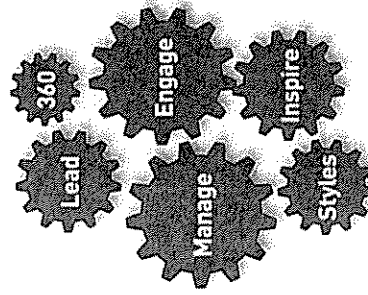


ENGAGEMENT DRIVERS

MEASURE ENGAGEMENT

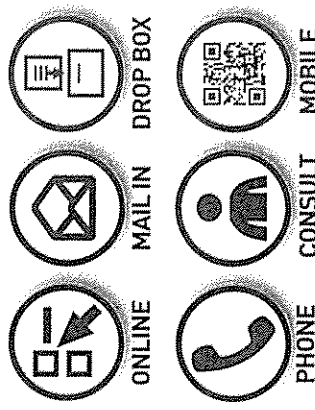


LEADERSHIP AREAS



The IOE provides 360-degree and leadership style assessments that focus on clarifying the areas of strength and areas of growth from one's direct reports, peers, and supervisors. The leadership areas assessed by IOE tools are essential for organizational success.

METHODS & SERVICES



SURVEY OF EMPLOYEE ENGAGEMENT

The Survey of Employee Engagement (SEE) assists leadership, informs organizational development, and supplies insights for strategic planning. The data provide information not only about employees' perceptions of their organization's effectiveness, but also about their satisfaction with employers. The SEE is available in multiple versions customized to different employment sectors. All surveys are also available in Spanish and are fully accessible. The survey framework returns item analysis and comprises 14 constructs and 5 climate areas such as communication, supervision, quality, team, pay, training, diversity, ethics, management, engagement, and technology.



LEADERSHIP EXCELLENCE

Excellence in organizational leadership is a continuous process as employees acquire new experiences, assume greater responsibility, and face a growing complexity of organizational problem solving.

- Assessment of leadership styles
- Identification of areas of strength and growth
- Personal development planning
- Multi-rater respondent strategy
- Scaled items & open-ended sections
- Online resources & guides
- Meaningful comparison information

“ This is additional insight that can be used to develop and target engagement strategies more effectively. ”



CUSTOM PROJECTS

The IOE is happy to work with your organization on developing, administering, analyzing and reporting a custom project. This includes questionnaire design, sampling, data collection and statistical analysis. Sample projects include collaboration, employee exit, and retail surveys, as well as specialized analysis and neighborhood community assessment.



Employee Engagement: Businesses Take it Very Seriously

Noel Landuyt

Now understood as a critical management process by business and industry, employee engagement is truly coming of age. For decades, managers intuitively knew that good employee morale was essential to a highly productive workplace. The idea that happy and engaged employees contributed to the bottom line was assumed, but at times, questioned because of a lack of related metrics to support the antidotal claims. The technology sector bust of the 1990's was a setback for the employee engagement movement. Technology start-ups - fueled by venture capital - hurried in a competitive race to recruit and retain a limited pool of technology specialists by offering employees a vast array of friendly amenities. Employee satisfaction was high. The prevailing misdirected hope was that you could have lots of happy employees operating in very employee centered environments, and this would translate into sustainability and profitability. However, happy employees could not compensate for poor business models, practices, and ideas not yet ready for prime time. When the money ran out, the business shut down. Yet even given the dot.com experiences, good leaders knew that the human capital component of all organizations (both public

and private), when harnessed appropriately, is the cornerstone in creating innovation, driving processes, motivating the individual and the team, and producing successful industries.

Many illustrations of successful engagement practices were on display and presented at a recent employee engagement conference in Seattle. Leading business presenters talked about how they attempted to capture the enormous potential their workforces could provide by actively engaging their employees. What became instantly apparent was that for each employee engagement method enacted by business, a corresponding approach for the public sector would be possible. One company highlighted was Warner Brothers Entertainment (WB). The WB operates in the changing entertainment and information sector that rapidly has seen customer expectations evolve into an on-demand, from any device, content delivery system.

The question raised by WB was "How does a nearly 100 year old company act more entrepreneurial to address our industry's emerging challenges and avoid falling into a bureaucratic rut?" The answer was to create three separate engagement



INSTITUTE FOR ORGANIZATIONAL EXCELLENCE

THE UNIVERSITY OF TEXAS AT AUSTIN

initiatives and instill them into the regular processes and thinking of the organization. The first approach lowered all bureaucratic barriers and gathered employees in a two day session. Employees were given a business problem and a simple set of instructions, "How do we get it done quickly?" Once conceptualized, the schematic was put into business units to implement on a rapid timeline. Executives were amazed at the innovation and practicality employees demonstrated when presented with a real business challenge. The second approach utilized internal social media where problems are posted and as feedback is gathered, issues and solutions with real substance naturally surface to forefront for further business unit consideration. The last approach was a more structured problem solving methodology using more traditional process mapping. This formalized approach was successful for complex issues that crossed multiple units within WB. All approaches were supported in the presentation by concrete illustrations of how each one directly contributed positively to the bottom line.

The government and the public sector are not in the entertainment business, but those employee engagement practices are not limited solely to emerging challenges found in the business sector. Each of the presentations was quick to

point out that employee engagement methods can be used for all existing organizational process challenges. However, the true and underlying challenge is to move our organizations into an understanding and a cultural expectation where we recognize and act on the potential our workforce has within it. To do so, organizations through transparency and transformational leadership must measure engagement, encourage engagement, and put processes in place to sustain engagement. As the late crusader for organizational quality Edwards Deming would proclaim, organizations must, "Drive out fear" to unleash the human capital potential through employee engagement. A proclamation businesses take very seriously.

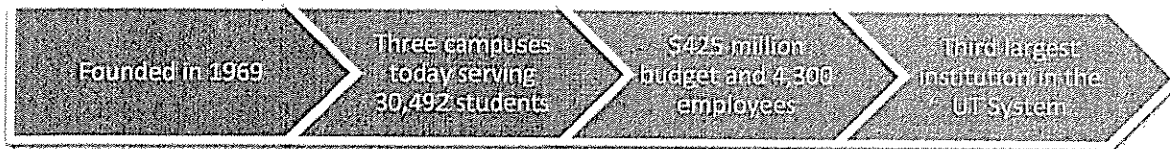
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September 2012

UTSA and The Survey of Employee Engagement A Case of Organizational Excellence Through Engagement

History of University of Texas at San Antonio

The University of Texas at San Antonio (UTSA) was created in 1969 by the State Legislature. Despite its modest size when beginning, the number of bachelors, masters, and doctoral degrees offered and the number of students attending classes has grown consistently. Today, UTSA is the third largest institution in The University of Texas system and one of the fastest growing institutions in the state, serving 30,492 students. The Main Campus sits on a total of 725 acres—with 114 buildings; the Downtown Campus spans more than 18 acres with four buildings, and the Institute of Texan Cultures is an 182,000 square foot complex with many exhibits and opportunities to learn about Texas and its culture. UTSA operates on an annual budget of \$425 million and employs over 4,300 individuals. The university generates \$1.2 billion in economic impact to the local community and State of Texas (UTSA, n.d.-b).



In order to manage its campuses and related finances, the university established the office of Business Affairs in 1975. The first Vice President of Business Affairs had the role of managing finances and developing the physical structure of the campus. Business Affairs today is responsible for managing UTSA's administration, facilities, financial affairs, human resources, and university police force (UTSA, n.d.-a), with over 600 employees. The mission of Business Affairs is:

... dedicated to supporting and enhancing the goals of the University of Texas at San Antonio while maintaining a visible commitment to excellence. This will be achieved by providing or facilitating programs that enhance the quality and effectiveness of the institution. A best practices environment will be created that fosters quality, integrity, leadership, flexibility, creativity, participation and strategic partnerships with other campus and community constituencies (UTSA, n.d.-a).

- **UTSA needed a baseline about what staff thought and felt about their work environment and other aspects of employment.**
- **The survey has been biennially since 2005.**

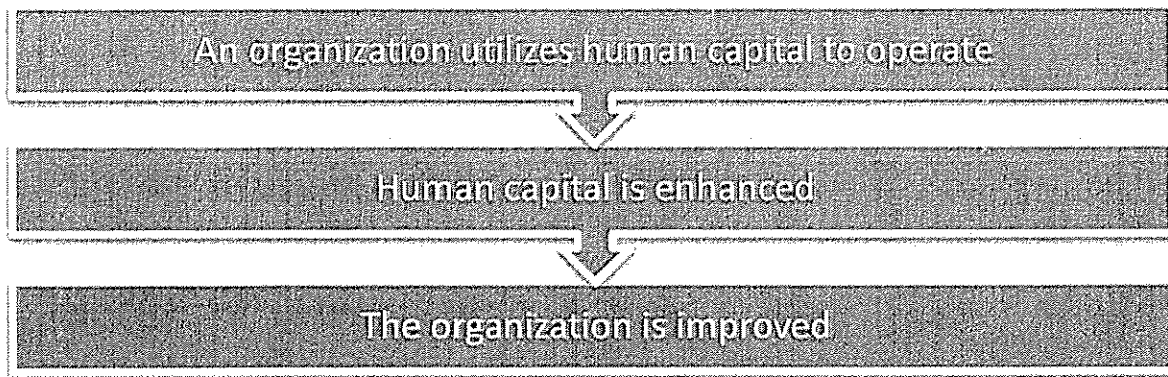
Why the Survey of Employee Engagement?

In order to accomplish its mission within UTSA, Business Affairs employs tools to aid in its management of employees. One of the central tools used is the Survey of Employee Engagement (SEE) which is administered by the Institute for

Organizational Excellence (IOE). The SEE is an online survey designed specifically for organizations to evaluate their own strengths and to identify areas where improvements can be made. The SEE has been administered within Business Affairs on a biennial basis since in 2005 (initially used the prior version, The Survey of Organizational Excellence). The driving force behind the administration of the survey is the current Vice President for Business Affairs, Kerry Kennedy. When Mr. Kennedy began as the VP for Business Affairs in 2004, he knew he needed a baseline of information about what employees within his division thought and felt. He wanted to understand to a greater extent the views of employees on things, such as, their work environment, supervision in the department, and attitudes toward their work.

Theory

Underlying the efforts of Business Affairs in seeking information from employees is the theory of human capital (UTSA, 2007). The theory of human capital is an integral component of economic thought and helps describe why organizations like UTSA go to such great lengths to get feedback from staff. Adam Smith, known by many as the father of capitalism, discussed human capital as the skills and abilities of the labor force within a society. Improving on these assets therefore improves the economic output of that society (Smith, 1998). Therefore, UTSA uses the SEE as an instrument to identify challenges and successes of staff members in their jobs and within the larger university. With this information, leadership is able to create plans to address the issues and celebrate and/or replicate successes.



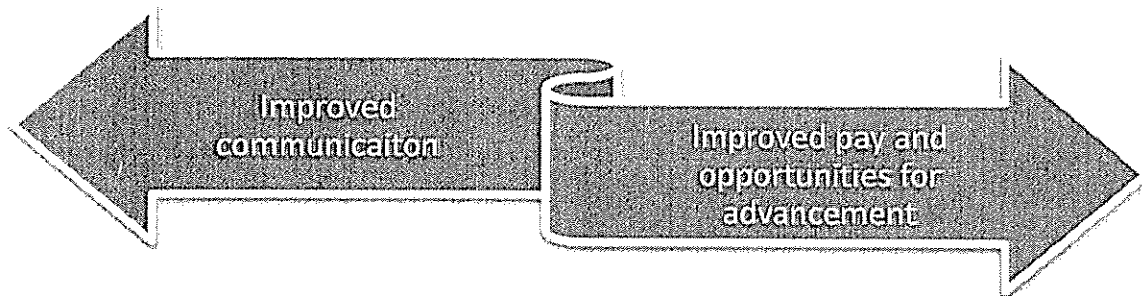
Use of the Survey Data and Implications

In order to systematically identify areas of concern, Business Affairs leadership uses a 325 threshold to determine acceptable scores on the survey. Construct scores range from 100 to a high of 500. Specifically, those constructs that have scores lower than this mark are flagged as areas that need attention. With the completed data from the survey, the Vice President, Mr. Kennedy, undertakes actions to address the issues and learn more about replicating successes. His first action is to conduct a series of town hall meetings for employees, without supervisors (at a level small enough to be comfortable but large enough to ensure anonymity). In these forums, Mr. Kennedy presents each department's survey results and asks specific details on the reasons behind the different scores. It is within these town hall meetings that Mr. Kennedy is able to "drill down" and get at the core of problems and achievements. After collecting this information from each department, Mr. Kennedy holds a larger meeting with all supervisors in which he again presents the data from the survey. In addition, he also

presents the information gathered from his town hall meetings with staff (not specifying departments or other identifying information). After Mr. Kennedy delivers this information, he then communicates his expectations to resolve the issues and replicate the successes. Lastly, these leaders are tasked with formulating action plans.

As a product of the survey, the town hall meetings and action plans, important results for UTSA and its employees have followed. For instance, one example of a consistently low scoring construct from the survey is communication within the division. In a town hall meeting, staff members were asked why they believed this aspect of the survey was low. In discussing the issue, town hall attendees reported that some managers were doing most of the talking in staff meetings, and therefore communication was only happening in one direction. More seriously, town hall participants also indicated that, in some cases, staff meetings were not occurring at all. With this information, the Vice President was able to take these reports to managers and provide training about the importance of having staff meetings and how to carry them out effectively.

Another more striking example of a survey construct that consistently receives the lowest scores is pay. Recently, staff members were asked about pay in a town hall meeting. An employee who is a building attendant (much like a custodian) was asked how long she had been in that position with the university. She explained that she had been at the entry level pay grade for over 10 years. From there, it came to light that in the building attendant “family” of employees (families are a grouping category of employees within Business Affairs), there was a gap in sharing information with staff about how to advance in their positions. In response to this, Mr. Kennedy was able to implement new policies and processes whereby building attendants would advance from a level I grade to a level II with few qualifications—with an automatic salary increase of 5%. New job families continue to be created in other business areas, with increased information sharing about pay grade advancement and other opportunities.



Lessons Learned

One of the primary lessons learned for UTSA in administering the survey is that for the survey to be successful that staff must know how important the results are to leadership. To communicate this, Mr. Kennedy and his team undertake great efforts to encourage participation in the survey. Leaders within individual departments in Business Affairs are given Power Point presentations about the survey to deliver in their own staff meetings. Also, during the survey cycle, emails are sent to employees each week reminding them of the opportunity to complete the survey. Also, in the last survey cycle, the Vice President created a fun online video with staff members from several business affairs’ departments to answer commonly asked questions and to encourage participation. The result of these efforts can be observed through the level of participation in the survey. Since it began in 2005, the average response rate from the entire division has been 85 percent each year—a remarkable accomplishment.

In addition to staff realizing the importance of the survey, the most significant lesson learned in the process of conducting the survey and the survey related activities is that employees can feel the interest of the Vice President for them. Employees of Business Affairs can see that their opinion matters because leadership within the organization is not only asking for their opinion, but moreover, they are listening and responding with concrete actions.

References

Institute for Organizational Excellence: <http://www.survey.utexas.edu>

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SEE

SURVEY OF EMPLOYEE ENGAGEMENT

Sample Organization

Executive Summary

2015



Executive Summary Table of Contents

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Introduction

THANK YOU for your participation in the Survey of Employee Engagement (SEE). We trust that you will find this information helpful in your leadership planning and organizational development efforts. The SEE is specifically focused on the key drivers relative to the ability to engage employees towards successfully fulfilling the vision and mission of the organization.

Inside this report, you will find many tools to assist you in understanding the engagement of your employees. Your first indication of engagement will be the response rate of your employees. From there, we share with you the overall score for your organization, averaging all survey items. You will also find a breakdown of the levels of engagement found among your employees. We have provided demographic information about the employees surveyed as well as what percent are leaving or retiring in the near future. Then, this report contains a breakdown of the scoring for each construct we surveyed, highlighting areas of strength and areas of concern. Finally, we have provided Focus Forward action items throughout the report and a timeline suggesting how to move forward with what you have learned from the survey results.

Your report represents aggregate data, but some organizations will want further information. For example, the SEE makes it possible to see results broken down by demographics. We would love to hear from you if you are interested in additional reporting. Let us know how you've used the data, and what you liked and disliked about the SEE experience. We are here to help you engage your employees in achieving your vision and mission.



Noel Landuyt
Associate Director
Institute for Organizational Excellence

Organization Profile

<p style="text-align: center;">Sample Organization</p> <p style="text-align: center;">Organizational Leadership: Pat Generic, President</p>	<p style="text-align: center;">Survey Administration</p> <p>Collection Period: 09/10/2015 through 09/28/2015</p> <p>Survey Liaison: Morgan Smith Executive Asst. 1234 Main Street Austin, TX 78712</p> <p>(512) 555-1212 msmith@fakemail.org</p>
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The Survey













48 Primary Items

Primary Items
The Survey of Employee Engagement (SEE) consists of a series of 48 primary items used to assess essential and fundamental aspects of how the organization functions. The items are on a 5-point scale from Strongly Disagree (1) to Strongly Agree (5).

Demographic Items
Also included on the SEE instrument are a series of items to ascertain the demography of the respondents.

12 Constructs

Constructs
Similar items are grouped together, and their scores are averaged to produce twelve construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

 Workgroup	 Strategic	 Supervision	 Workplace	 Community	 Information Systems
 Internal Communication	 Pay	 Benefits	 Employee Development	 Job Satisfaction	 Employee Engagement

2 Key Scores

Overall Score
The Overall Score is an average of all survey items and represents the overall score for the organization. It is a broad indicator for comparison purposes with other entities.

Levels of Employee Engagement
Twelve items crossing several survey constructs have been selected to assess the level of engagement (high, moderate, or low) among individual employees.

7 Breakout Categories

Organizations can use breakout categories to get a cross-sectional look at specific functional or geographic areas. Your organization had a total of 7 breakout categories.

4 Additional Items

Organizations can customize their survey with up to 20 additional items. These items can target issues specific to the organization. Your organization added 4 additional items.

Employee Engagement

65.5%



Down 21%

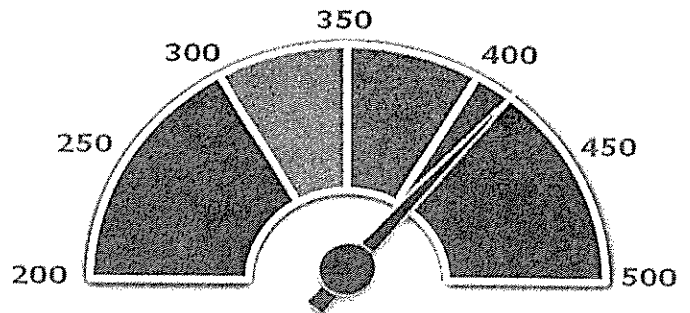
Response Rate

The response rate to the survey is your first indication of the level of employee engagement in your organization. Of the 58 employees invited to take the survey, 38 responded for a response rate of 65.5%.

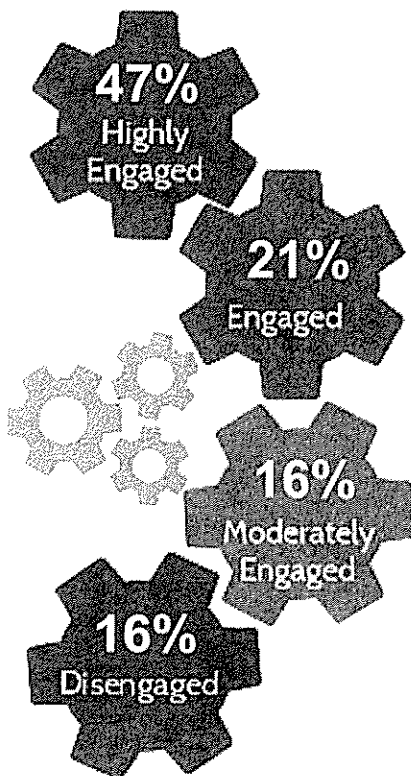
As a general rule, rates higher than 50% suggest soundness, while rates lower than 30% may indicate problems. At 65.5%, your response rate is considered high. High rates mean that employees have an investment in the organization and are willing to contribute towards making improvements within the workplace. With this level of engagement, employees have high expectations from leadership to act upon the survey results.

Overall Score

The overall score is a broad indicator for comparison purposes with other entities. Scores above 350 are desirable, and when scores dip below 300, there should be cause for considerable concern. Scores above 400 are the product of a highly engaged workforce.



Overall Score: 408



Levels of Employee Engagement

Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this organization, 47% of employees are Highly Engaged, 21% are Engaged, 16% are Moderately Engaged, and 16% are Disengaged.

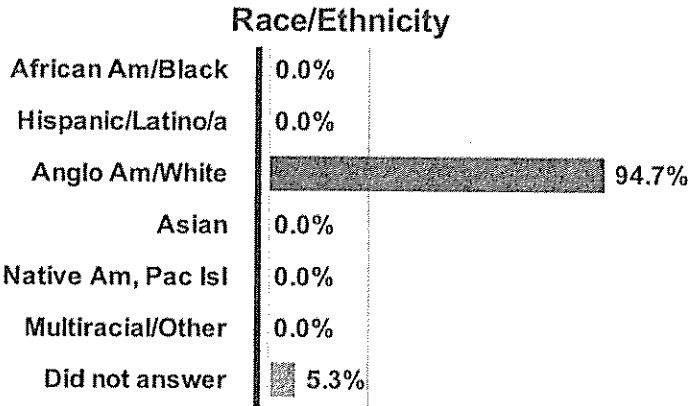
Highly Engaged employees show a willingness to go above and beyond in their employment. Engaged employees are more present in the workplace and show an effort to help out. Moderately Engaged employees are physically present, but put minimal effort towards accomplishing the job. Disengaged employees are disinterested in their work and may be actively destructive towards coworkers or the organization.

For comparison purposes, according to nationwide polling data, about 30% of employees are Highly Engaged or Engaged, 50% are Moderately Engaged, and 20% are Disengaged. Engagement has been shown to be higher among managers in an organization, and lower among millennials.



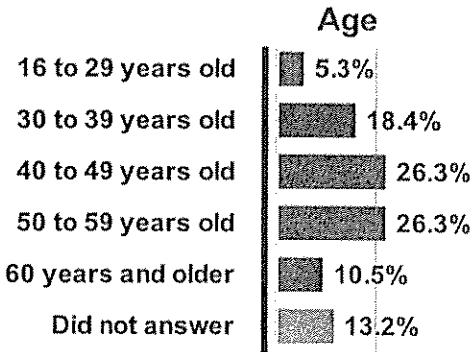
People

Examining demographic data is an important aspect of determining the level of consensus and shared viewpoints across the organization. A diverse workforce helps ensure that different ideas are understood, and that those they serve see the organization as representative of the community. Gender, race/ethnicity, and age are just a few ways to measure diversity. While percentages can vary among different organizations, extreme imbalances should be a cause for concern.



213.5+ TOTAL YEARS OF SERVICE

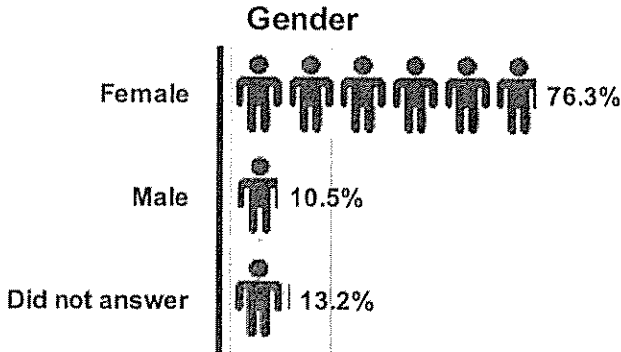
People are an organization's most valuable asset. During their years of service, employees have gained a wealth of knowledge and insight, and can offer varied perspectives in interpreting and acting upon the survey results.



FOCUS FORWARD >>>

10.5% INTEND TO LEAVE

Understand why people are leaving your organization by considering the many factors that influence employee retention, including working conditions, market competitiveness, or upcoming retirement. Focus your efforts on identifying the factors that have the greatest impact on turnover and consider implementing exit surveys to target specific issues.



36.8% CAN RETIRE

Large percentages of employees that are retiring in 15 years may be cause for concern, especially if a number of key employees are reaching retirement age.

Constructs

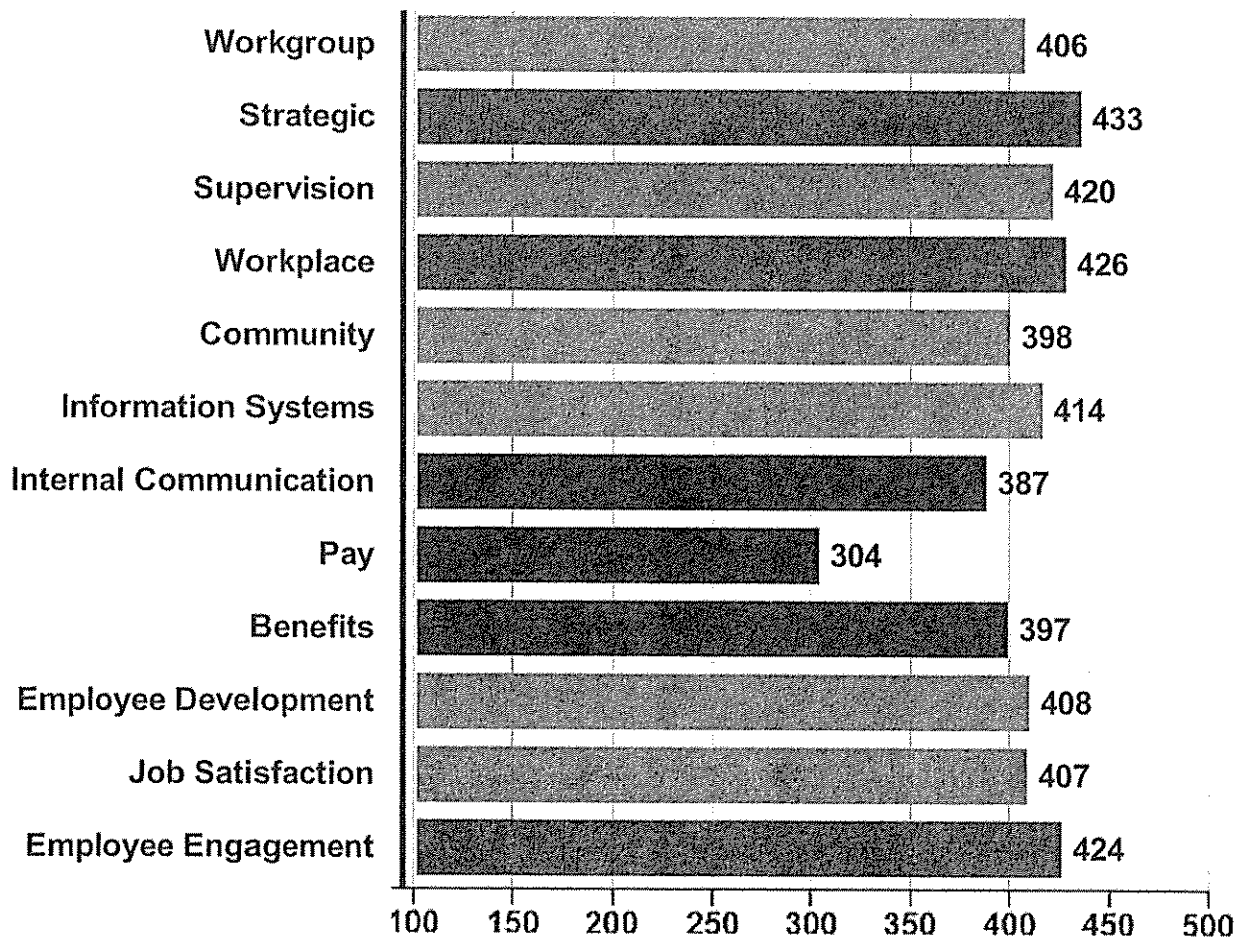
Similar items are grouped together and their scores are averaged and multiplied by 100 to produce 12 construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

Each construct is displayed below with its corresponding score. Constructs have been coded below to highlight the organization's areas of strength and concern. The three highest are blue, the three lowest are red, and all others are yellow. Scores typically range from 300 to 450, and 350 is a tipping point between positive and negative perceptions. The lowest score for a construct is 100, while the highest is 500.

FOCUS FORWARD >>>

Every organization faces different challenges depending on working conditions, resources, and job characteristics. On the next page, we highlight the constructs that are relative strengths and concerns for your organization. While it is important to examine areas of concern, this is also an opportunity to recognize and celebrate areas that employees have judged to be strengths. All organizations start in a different place, and there is always room for improvement within each area.

Constructs



Areas of Strength and Concern

Areas of Strength

Strategic

The strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. Higher scores suggest that employees understand their role in the organization and consider the organization's reputation to be positive.

Workplace

The workplace construct captures employees' perceptions of the total work atmosphere, the degree to which they consider it safe, and the overall feel. Higher scores suggest that employees see the setting as satisfactory, safe and that adequate tools and resources are available.

Employee Engagement

The employee engagement construct captures the degree to which employees are willing to go above and beyond, feel committed to the organization and are present while working. Higher score suggest that employees feel that their ideas count, their work impacts the organization and their well-being and development are valued at the organization.

Areas of Concern

Pay

The pay construct captures employees' perceptions about how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. Lower scores suggest that pay is a central concern or reason for discontent and is not comparable to similar organizations.

Internal Communication


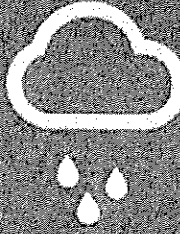

The internal communication construct captures employees' perceptions of whether communication in the organization is reasonable, candid and helpful. Lower scores suggest that employees feel information does not arrive in a timely fashion and is difficult to find.

Benefits

The benefits construct captures employees' perceptions about how the benefits package compares to packages at similar organizations and how flexible it is. Lower scores suggest that employees perceive benefits as less than needed or unfair in comparison to similar jobs in the community.

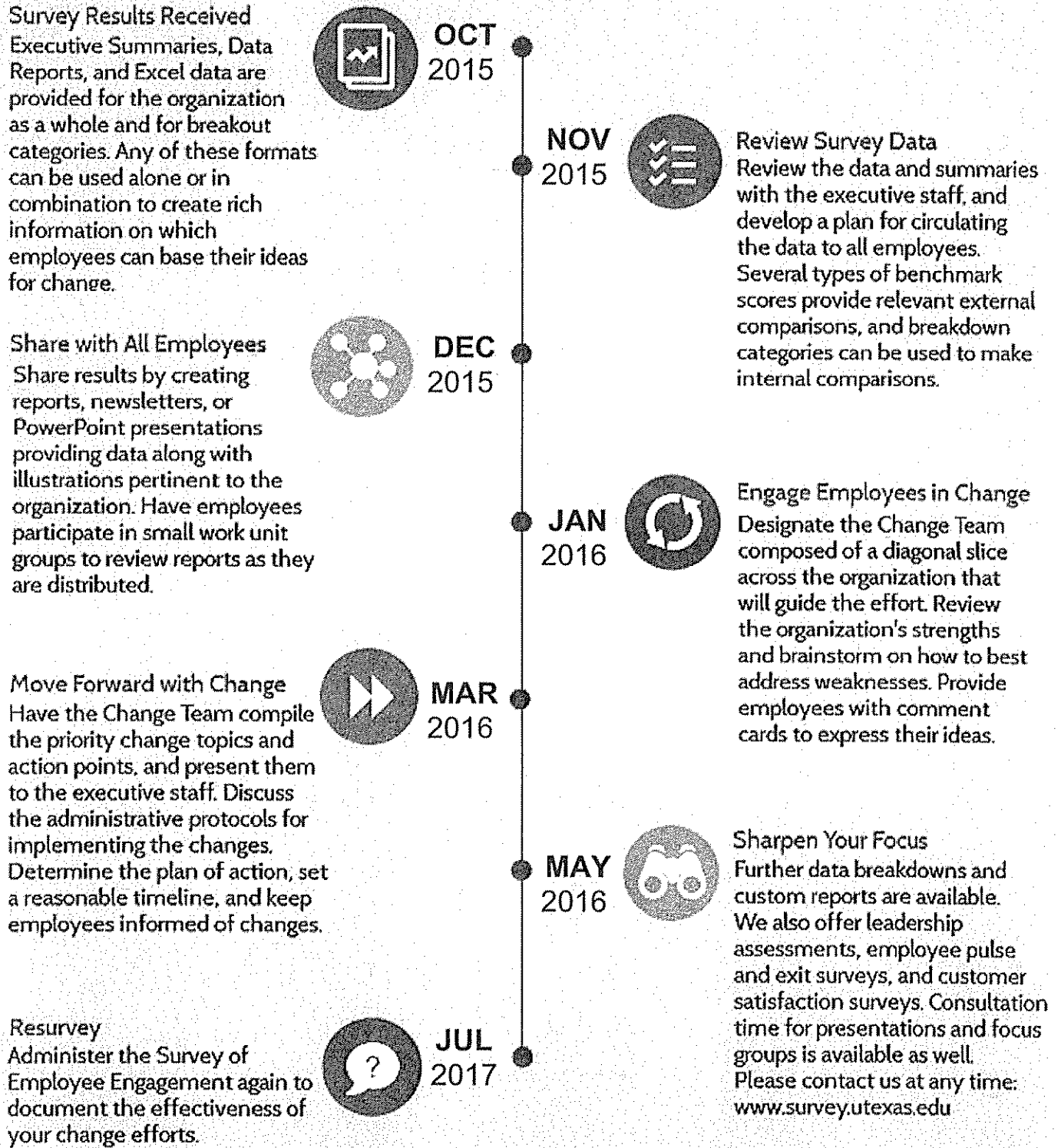
Climate

The climate in which employees work does, to a large extent, determine the efficiency and effectiveness of an organization. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. Moreover, it is an organization with proactive management that communicates and has the capability to make thoughtful decisions. Below are the percentages of employees who marked disagree or strongly disagree for each of the 6 climate items.

<p style="text-align: center;">23.7%</p> <p>want more opportunities to give their supervisor feedback.</p> <p>Leadership skills should be evaluated and sharpened on a regular basis. Consider implementing 360 Degree Leadership Evaluations so supervisors can get feedback from their bosses, peers, and direct reports.</p>	<p style="text-align: center;">15.8%</p> <p>feel that upper management could communicate better.</p> <p>Upper management should make efforts to be visible and accessible, as well as utilize intranet/internet sites, email, and social media as appropriate to keep employees informed.</p>	<p>Highest Level of Disagreement</p> 
<p style="text-align: center;">13.2%</p> <p>believe the information from this survey will go unused.</p> <p>Conducting the survey creates momentum and interest in organizational improvement, so it's critical that leadership acts upon the data and keeps employees informed of changes as they occur.</p>	<p style="text-align: center;">5.3%</p> <p>feel workplace harassment is not adequately addressed.</p> <p>While no amount of harassment is desirable within an organization, percentages above 5% require a serious look at workplace culture and the policies for dealing with harassment.</p>	
<p style="text-align: center;">2.6%</p> <p>feel they are not treated fairly in the workplace.</p> <p>Favoritism can negatively affect morale and cause resentment among employees. When possible, ensure responsibilities and opportunities are being shared evenly and appropriately.</p>	<p style="text-align: center;">0.0%</p> <p>feel there are issues with ethics in the workplace.</p> <p>An ethical climate is a foundation of building trust within an organization. Reinforce the importance of ethical behavior to employees, and ensure there are appropriate channels to handle ethical violations.</p>	 <p>Lowest Level of Disagreement</p>

FOCUS FORWARD >>>

After the survey data has been compiled, the results are returned approximately one to two months after data collection stops. Survey results are provided in several formats to provide maximum flexibility in interpreting the data and sharing the data with the entire organization. The quick turnaround in reporting allows for immediate action upon the results while they are still current.



Primary Items

For the primary items (numbered 1-48), participants were asked to indicate how they agreed with each positively phrased statement. If participants did not have information or the item did not apply, they were to select don't know/not applicable.

Reported Data

Each primary item is returned with the item text and two types of reported numerical data, response data and benchmark data. The following definitions correspond to survey items:

Response Data

- **Current Score** is calculated by averaging all item responses on a five point scale ranging from 5=Strongly Agree to 1=Strongly Disagree. If the participant selected Don't Know/Not Applicable, their response is considered a valid response, but it is not used in the calculation of the score.
- **Standard Deviation** calculates the level of agreement. Large deviations indicate greater levels of disagreement. For this report, you can expect standard deviations to be between .7 and 1.10.
- **Total Respondents** is the number of valid responses including Don't Know/Not Applicable. If everyone did not answer every item, the number of respondents for an item is less than the number of respondents reported in your response rate.
- **Respondents** is the number of participants who selected each item (strongly agree, agree, etc.).
- **Percentage** is the number of participants who selected each item (strongly agree, agree, etc.) divided by the total number of valid responses.
- **Percent Agreement** is the number of participants who agreed with the item (strongly agree or agree) divided by the total number of valid responses.

Benchmark Data

- **Past Score** is your organization's score reported from the previous iteration, if available.
- **Similar Mission** is the average score from organizations that share a similar mission to your organization.
- **Similar Size** is the average score from organizations that are a similar size to your organization.
- **All Organizations** is the average score from all organizations.

Interpreting Data

Any interpretation of data must be done in context of the organizational setting and environmental factors impacting the organization. Regardless of the averages, scores range from areas of strength to areas of concern. In general, most scores are between 3.25 and 3.75. Scores below a 3.25 are of concern because they indicate general dissatisfaction. Scores above 3.75 indicate positive perceptions. When available, over time data provides previous scores from and benchmark data comparative scores. In general (because various factors and statistical test would be needed to confirm), scores that have changed or differ by .2 may be significant.

Primary Items



01. My work group cooperates to get the job done.

84% Agreement

84% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:	Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	18	14	2	3	0	1
Percentage:	47.37%	36.84%	5.26%	7.89%	0.00%	2.63%

SCORE:	4.27
Std. Dev.:	0.90
Total Respondents:	38
BENCHMARKS	
Past Score:	4.47
Similar Mission:	3.84
Similar Size:	4.18
All Orgs:	4.15



02. In my work group, my opinions and ideas count.

76% Agreement

76% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:	Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	18	11	3	4	1	1
Percentage:	47.37%	28.95%	7.89%	10.53%	2.63%	2.63%

SCORE:	4.11
Std. Dev.:	1.13
Total Respondents:	38
BENCHMARKS	
Past Score:	4.30
Similar Mission:	3.40
Similar Size:	3.64
All Orgs:	3.62



03. My work group regularly uses performance data to improve the quality of our work.

76% Agreement

76% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:	Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	11	18	5	3	0	1
Percentage:	28.95%	47.37%	13.16%	7.89%	0.00%	2.63%

SCORE:	4.00
Std. Dev.:	0.88
Total Respondents:	38
BENCHMARKS	
Past Score:	3.91
Similar Mission:	3.39
Similar Size:	3.50
All Orgs:	3.54



04. In my work group, there is a real feeling of teamwork.

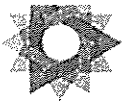
71% Agreement

71% Agreement

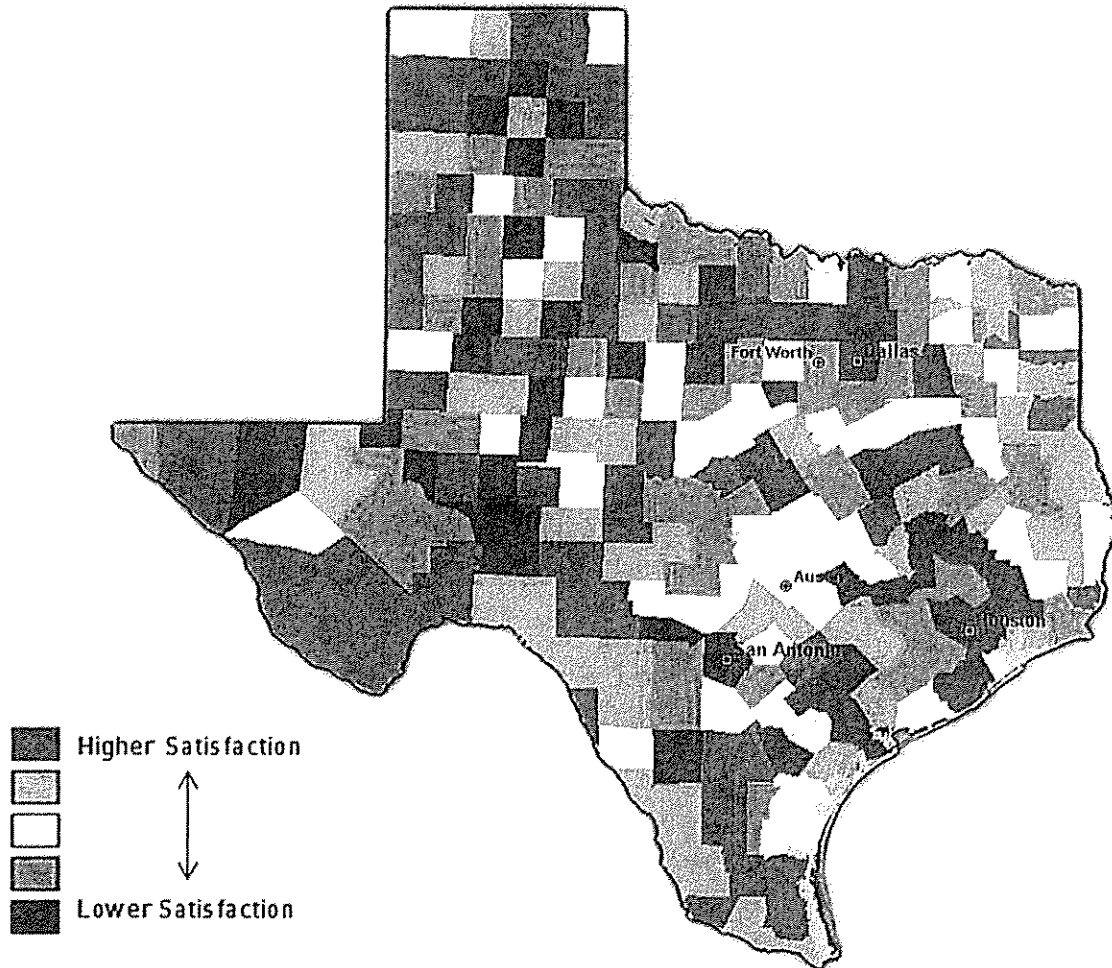
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:	Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	16	11	3	2	5	1
Percentage:	42.11%	28.95%	7.89%	5.26%	13.16%	2.63%

SCORE:	3.84
Std. Dev.:	1.41
Total Respondents:	38
BENCHMARKS	
Past Score:	4.16
Similar Mission:	3.46
Similar Size:	3.72
All Orgs:	3.75





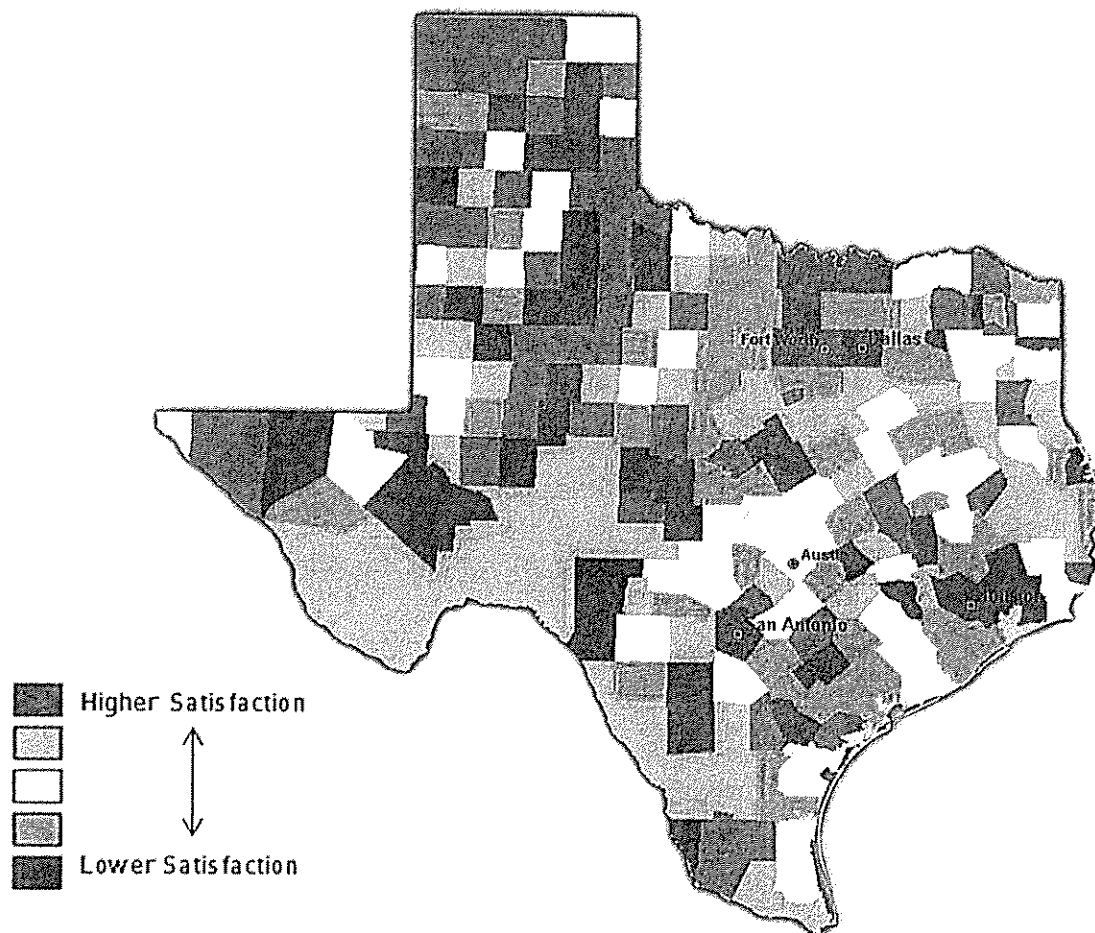
State of Texas Overall Engagement by County 2012



- Overall engagement is the measure of the total average score taken from the Survey of Employee Engagement.
- The Survey of Employee Engagement was administered to almost all state employees from Fall 2011 to Spring 2012.
- Map based on 36,873 survey responses.



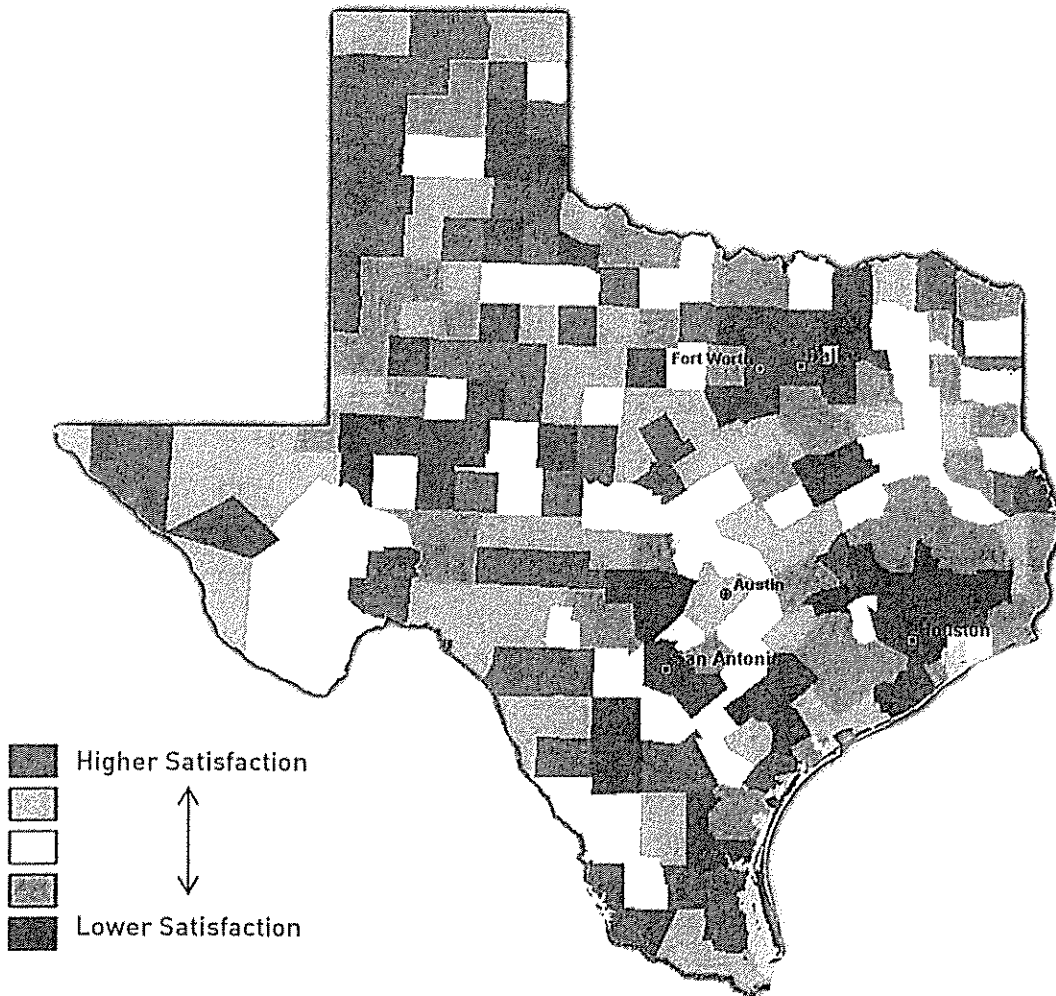
State of Texas Benefits by County 2012



- All information taken from the Survey of Employee Engagement:
 - Benefits are comparable to those offered in other jobs.
 - I understand my benefits plan.
 - Benefits can be selected to meet individual needs.
- The Survey of Employee Engagement was administered to almost all state employees from Fall 2011 through Spring 2012.
- Map based on 36,873 survey responses.



State of Texas Pay by County 2012



- All information taken from the Survey of Employee Engagement:
 - My pay keeps pace with the cost of living.
 - Salaries are competitive with similar jobs in the community.
 - I feel I am paid fairly for the work I do.
- The Survey of Employee Engagement was administered to almost all state employees from Fall 2011 to Spring 2012.
- Map based on 36,873 survey responses.



Leadership Excellence

Excellence in one's leadership is a continuous process as an individual acquires new experiences, assumes greater responsibility, and faces a growing complexity of organizational problem solving. Leadership centers on these five roles that are essential in the success of organizations:

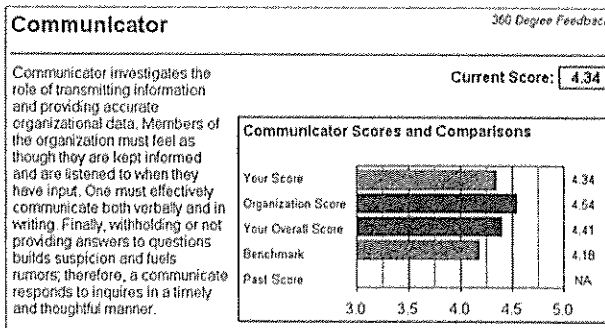
Communicator, Leader, Manager, Facilitator, and Professional



The 360-Degree Leadership Assessment

The Organizational Excellence Group provides a 360-Degree Leadership assessment that focuses on clarifying the areas of strength and areas of growth from one's direct reports, peers, and supervisors. The 360-Degree Feedback Instrument is a straightforward online tool that only takes about 15 minutes to complete. It is easy to administer and its multi-rater strategy and combination of scaled and open-ended items gives a true sense of one's leadership. Full color reports with numerical and graphical data are provided. Personal Development Worksheets and comparison data are included to allow individuals to make the most of the data.

Items for this Area	Supervisor	Peer	Direct Report	Self	Your Score	Std. Dev.	Past Score
1. Shares important information and keeps me updated.	4.00	4.50	4.11	4.00	4.19	0.83	NA
2. Expresses information and priorities clearly.	4.67	5.00	4.78	4.00	4.01	0.40	NA
3. Writes clearly and concisely.	4.00	4.25	4.67	4.00	4.44	0.63	NA
4. Listens carefully.	4.00	4.50	3.69	3.00	4.00	0.77	NA
5. Asks for input.	4.00	4.00	4.11	4.00	4.08	0.77	NA
6. Gets back with answers to questions.	4.33	4.50	4.56	5.00	4.60	0.63	NA



UT-APD Leadership Program

We are also involved in implementing programs that focus on leadership and the community. The UT-APD Leadership Program is an intense 5-week program intended to build leadership abilities in Public Safety organizations. The demand for leadership skills that build the internal capabilities of the organization, as well as marshal support and partnerships from the community is evident in this abruptly changing environment. The UT-APD Leadership program is in its 4th year, and has graduated over 120 students.



Longhorn Leaders

Longhorn athletes, the UT School of Social Work, the Greater Austin Crime Commission, the Austin Police Department, and the Austin Independent School District have formed a unique partnership to provide an effective message to seventh grade students about decisions that affect personal and academic success, such as making the highest grades possible and avoiding gangs, drugs, and pregnancy. The program, dubbed "Longhorn Leaders," utilizes the visibility of student athletes to promote the values of strong leadership, participation, and discipline in language that resonates with pre-teens, but its effects extend far beyond the classroom and reveal community organizing at its best.



Government
Division

Spring¹¹ Vol.¹⁴ No.²

**How the Texas Parks and Wildlife Department
Used Surveys to Engage Employees
and Improve the Organization.**

ASQ - Government Division: NEWS

Spring 11 V12 N2

How the Texas Parks and Wildlife Department Used Surveys to Engage Employees and Improve the Organization

by Noel Landuyt, University of Texas at Austin

The Texas Parks and Wildlife Department (TPWD) is the largest state parks and wildlife agency in the United States. Headquartered in Austin, TX, TPWD manages 11 diverse internal divisions tasked with enforcing, managing, and protecting wildlife habitat, parklands, and state historical areas across the broad geographic area of Texas. To meet the challenge of successfully administering the functions, TPWD takes a straightforward approach and builds leadership throughout the workforce through a program called Natural Leaders. As a resource and driving factor, TPWD employs the survey of employee engagement (SEE) to assess employee attitudes and beliefs toward their work environment and organizational management. The SEE (and its earlier form, the survey of organizational excellence) is an employee engagement tool that has been provided to Texas state agencies since 1979 by the Institute for Organizational Excellence at the University of Texas at Austin. The SEE assesses more than 250,000 employees every two years across 70 state agencies. The SEE has been a long-standing effort in the state strategic initiatives to provide human resource data and benchmarking to enhance leadership and decision-making.

The following case study relates how TPWD has used data from the survey to create viable and lasting solutions to areas of concern and strengthen the function of the organization. In particular, the Natural Leaders program was not only developed in response to results from the survey data, but, this program was designed as a mechanism through which to proactively address issues identified from the data each year. The program and operations have been tremendously successfully and is evident by the fact that TPWD has one of the highest employee retention, employee engagement, and job satisfaction rates as measured by the SEE as compared to other state agencies.

The high level of employee engagement and satisfaction that is enjoyed at TPWD has not come without effort from departmental leadership. Due to the size and workload of the department and the many individuals it employs, TPWD must utilize management tools to monitor and evaluate how the department is doing and how staff feel about their employment. One such tool is the SEE. Since inception of the Natural Leaders program, the SEE has been consistently administered across the entire agency. Over the past six survey cycles, the human resource department has systematically entered key metrics data into a database created by TPWD. The HR function at TPWD includes expertise in organizational development and performance

management. With the data collected and stored, HR leaders then analyze the data to identify trends, patterns, and significant current cycle changes, and then present findings to the executive director and other senior leaders. A key deliverable generated by this process is the decision of which survey constructs to make a focus of attention. Likewise, this process also determines at which organizational level to address the identified issue. Typically, recurring systemic issues are addressed at the agency level, while those that may be specific to a particular division are handled at the individual division level.

One significant aspect of this process is the SEE works with each division director and his/her key leaders. In these sessions, decisions regarding areas for improvement are made based upon a detailed analysis of data over time. Specifically, some organizational performance areas of the survey may be considered areas of weakness and concern. Conversely, high-scoring performance areas are indicated as significant strength, which are then evaluated to determine the potential for leveraging further value. In addition to these internal longitudinal analyses of the survey data, the TPWD also looks at comparative external benchmarks. Namely, it makes comparisons against overall average scores of equally sized agencies with similar missions. The SEE provides benchmark data on organizations of similar size and across eight different missions such as regulatory, health and human services, public safety, education, national resources, etc. Based on these analyses, the agency is able to further refine its listings of systemic issues or those matters that might require deliberate statewide intervention by executive staff and/or other agencies with systems or processes in place that may be transferrable.

As a result of the extensive and continued use of the survey data by TPWD and its HR department, the utilization of the data has been implemented on several levels. One area in which it was implemented was in leadership development and management training at the department. Data have shown over consecutive survey cycles that constructs related to employee perception of supervisor effectiveness, fairness, and team effectiveness were scoring less than the desired benchmark score of 325 (a scale ranging from a low of 100 to a high of 500). To address this, TPWD instituted a comprehensive 32-hour management training program for first-line supervisors and a leadership development program for this same cohort of agency leaders. In large part, due to the cumulative effects of these complementary leadership programs, agency scores on these specific survey constructs significantly improved by 69 points for supervisor effectiveness, 93 points for fairness, and 45 points for team effectiveness.

The aims and scope of the project to be carried out by Natural Leader participants were defined by TPWD leadership and additional analysis of the survey data by program participants. The identified constructs used for the Natural

cont. on p. 11

Surveys to Engage Employees *cont.*

Leader project from within the survey were internal communication, supervisor effectiveness, and fair pay. In fact, analyses showed that fair pay had been an issue for staff spanning six consecutive survey cycles. Because fair pay was assessed to be a systemic challenge reflected in both TPWD as well as in all Texas state agencies, the executive team made the decision that it would address the monetary component, and the Natural Leader team would address the non-monetary compensation aspect.

To address these consistently low scores, the TPWD leadership decided the project team would conduct focus groups with TPWD staff members throughout the state to gain a broad consensus on how to address the identified issues. Following the completion of project management training and using project management methodology, the team wrote a project charter. The charter outlined the purpose of the project, the scope of how much work the project aims to accomplish, and the goals of the project that relate to the larger mission of TPWD. The charter also described the duration of time the project is anticipated to require, the key stakeholders within the department who will be involved and/or impacted by the project, and the deliverable products or accomplishments of the projects. Those who crafted the charter also included assumptions (such as when certain materials or data will be available to project team members) and the constraints (such as limitations of funds available).

Building upon the charter, a project plan was also written by the team, which operationalized and expanded upon the ideas in the charter. For instance, a plan for communication was drafted and described how often and to whom the project accomplishments were to be reported. During the project, team members were also required to provide monthly status reports, and at the end of the project, a final report and presentation to executive leadership were delivered.

Many ideas were generated and recorded for presentation to TPWD executives. However, of those ideas presented to department executives, only those with the greatest potential to favorably impact the issue were selected for execution. The first suggestion implemented was the virtual leader training program, which trains leaders on how to manage a geographically dispersed workforce. In addition, the agency implemented a blended-learning online concept for training leadership and management, among other vital employee core competencies. With this online learning system, employees of TPWD have 700 courses available that can be taken online at any time. In addition, TPWD leadership had not underestimated the value employees placed on in-person orientations. Therefore, in 2010, all new employees came to Austin for a multi-day orientation as part of their introduction to the culture and mission of the agency.

Non-monetary compensation was also an identified area discussed in the groups and an area for which recommendations were made. One idea requested for review was that of a "senior scientist" track within the department. This track is intended to be a benefit to those career TPWD staff members who do not possess a great interest in taking on management roles; nevertheless, they are valued members of the department as a result of their technical expertise in various areas. The intention of this track is to retain, refine, and enhance those technical skills as a central part of these staff members' employment at TPWD. While this particular recommendation has not been implemented yet, research of similar options in other organizations has been carried out by staff to lend credibility to this approach within the department. Currently, this career path is under review with executive leadership, and the expectation is that at some point in the near future, it will be approved and implemented.

Another non-monetary compensation suggestion that came from the groups was for a more liberal use of the department's tele-work policy. Working remotely from home for some employees is not only convenient, but, this approach also can be rewarding for good workers. Therefore, this more flexible work environment is now an option for some employees. In addition to broadened career trajectories and work environments within the department, the use of employee paid time off came to light as an area for non-monetary compensation. Already existing within statute, the state of Texas permits employees to be awarded up to 32 hours of performance leave each year.

With these recommendations either approved by executive leadership or pending approval, evaluation of the impact of these changes on TPWD has begun and continues to happen. Because the impetus for the focus groups included three constructs that emerged from survey data, current and future survey data will be a primary metric for evaluation of the implemented changes. For instance, in the most recent deployment of the survey, internal communication and pay have both experienced increased scores.

There were many impacts of the Natural Leaders project at TPWD. The clearest impact of the project was that three low scoring constructs from the survey were addressed by the department. The manner in which these were addressed was by going to employees who were reporting the problems and asking them for help in devising achievable solutions. Likewise, another one of the most important repercussions of the project was the improved perception of employees about the influence their voice can have on the larger organization. For instance, those employees who participated in the focus groups were able to see their collective voice transform from commentary or suggestions to actual organizational changes. In a less direct but larger scale, department employees also realized that the

cont. on p. 12

Surveys to Engage Employees *cont.*

information that they provide on the organizational survey likewise can have a far reaching impact within TPWD.

In addition to the impact the project and the data have had on managers and employees, there have been lessons also learned by department executive and directors. For instance, HR leadership understands to a greater degree the importance and utility in championing organizational change on multiple levels by using data from the organizational survey. Organizational change has resulted from the consistent presentation of the data to managers and leaders within the department. However, this change certainly has not occurred overnight. As was mentioned, the survey began to be strategically and systematically used in TPWD around 10 years ago. Building survey data over the years to depict longitudinal issues instead of cross-sectional inferences requires effort and diligence.

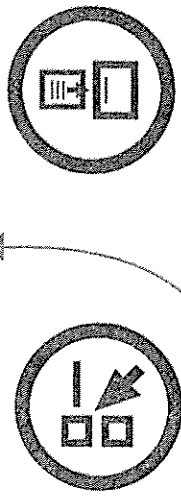
A final insight gained by managers was with respect to the influence they could have over employees' perceptions of pay. As a result of the focus groups and the focus of TPWD on non-monetary compensation, leadership was able to help employees see that the compensation they receive for their time in the department is much more than their hourly wage. In particular, TPWD employees are compensated with other aspects of their employment, such as lifestyle options of working from home and job security—something not enjoyed often in the current private employment market.

We Really Want to Hear From You!
 Use the link to help us create a FASTER, EASIER and FRIENDLIER driver license experience and a SAFER Texas by taking just a moment to tell us about your driver license experience. We have asked the Institute for Organizational Excellence at the University of Texas to survey our customers about how well we are doing.

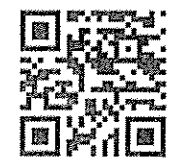
¡Realmente queremos oír de usted!
 Utilice el enlace para ayudarnos a crear una experiencia MÁS RÁPIDA, FÁCIL y AMABLE y crear un Texas MÁS SEGURO tomando un momento para decirnos de su experiencia en nuestras oficinas de licencia de conducir. Le hemos pedido al Instituto de Excelencia Organizacional de la Universidad de Texas que evalúe la perspectiva de nuestros clientes en referencia a nuestro desempeño.

Thank you • Gracias,
Driver License Division

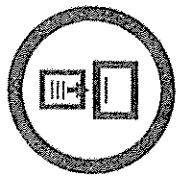
www.survey.utexas.edu/dps/660



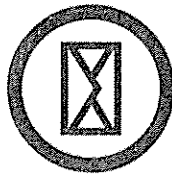
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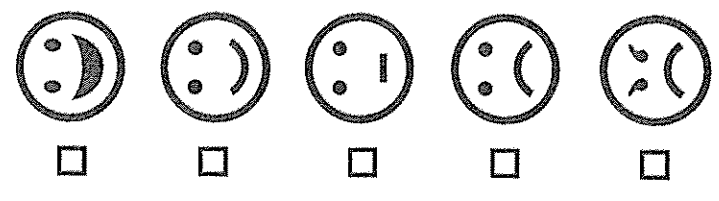
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 AUSTIN, TX 78712



Hello,
 how was your
 experience today?

¡Hola!

¿Qué tal fue su experiencia el día de ho...



YOUR OPINION IS IMPORTANT SU OPINIÓN ES IMPORTANTE

What service did you come in for?

¿Cuál fue la razón de su visita?

- Renew my Texas License/ID**
Renovación de mi licencia/tarjeta de identidad de Texas
- Replace my Texas license/ID**
Reemplazo de mi licencia/tarjeta de identidad de Texas
- Apply for my New Texas license/ID**
Nueva licencia/tarjeta de identidad
- Apply for my New Commercial Driver License (CDL)**
Aplicación para mi nueva licencia comercial (CDL)
- Renew my Commercial Driver License (CDL)**
Renovación de mi licencia comercial (CDL)
- I needed assistance** Necesitaba asistencia
- Other** Otra: _____

How long ago did you receive the service?

¿Hace cuánto recibió el servicio?

- Today** Hoy
- 2-7 days** días
- 8-30 days** días
- 30+ days** días

How long did you wait? ¿Cuánto tiempo tuvo que esperar para ser atendido? (Min)

- 5 or less** 5 o menos
- 10**
- 15**
- 30**
- 45**
- 60**
- 60+**

I am Yo soy:

- Female** Mujer
- Male** Hombre

Age Edad:

_____ #years años

My ethnicity Mi etnicidad:

- Af.-Am./Black** Negra
- Hispanic/Mex.-Am.** Hispano/Latino
- Asian-Am./Pac. Islander/Native-Am.**
Asiático/Asiático Am./Nativo am.
- Anglo-Am./White** Blanca
- Multiracial/Other** Otra
- Prefer not to answer** Prefiero no responder

	Strongly Agree Muy de acuerdo	Agree De acuerdo	Neutral	Disagree En desacuerdo	Strongly Disagree Muy en desacuerdo
Staff were professional, knowledgeable and friendly. El personal fue profesional, conocedor, y amable.					
I was treated fairly. Recibí trato justo durante mi visita.					
My wait time was reasonable. El tiempo de espera por el servicio fue razonable.					
The process to receive my service was easy. El proceso para recibir mi servicio fue fácil.					
I received what I needed from my visit. Recibí lo que necesitaba de mi visita.					
I trust the Driver License Division to do a good job. Yo confío que la División de Licencias de Conducir hace un buen trabajo.					

License/ID renewal or replacement only: Why did you complete this task in person (mark any)? Sólo renovación o reemplazo de licencia/tarjeta de identidad: ¿por qué decidió venir a la oficina (marque lo pertinente)?:

- Received a letter indicating I had to go in person**
Recibí una carta indicando que tenía que presentarme personalmente
- No internet access** No tengo acceso a internet
- I prefer to complete this task in person** Prefiero hacer este tipo de diligencias en persona
- I did not know this service was available online** No sabía que el servicio estaba disponible por internet
- I am concerned with providing personal information online**
Me preocupa dar información personal por internet
- Website was difficult to use** La página de internet es difícil de usar
- My issue was not addressed on the website** No podía resolver mi problema a través de la página
- Other** Otro: _____

If someone provided outstanding service, you have comments or had a problem, please let us know. Si un empleado le extendió un servicio sobresaliente, si tiene algún comentario o tuvo algún problema, por favor háganoslo saber.
