

Institute for Organizational Excellence IOE

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THE UNIVERSITY OF TEXAS AT AUSTIN

Institute for Organizational Excellence

- University of Texas at Austin
- Building Strong Organizations
 - Three Legged Stool
 - Leadership - Internal – External
 - Continuous Improvement
 - Soundest Organizations

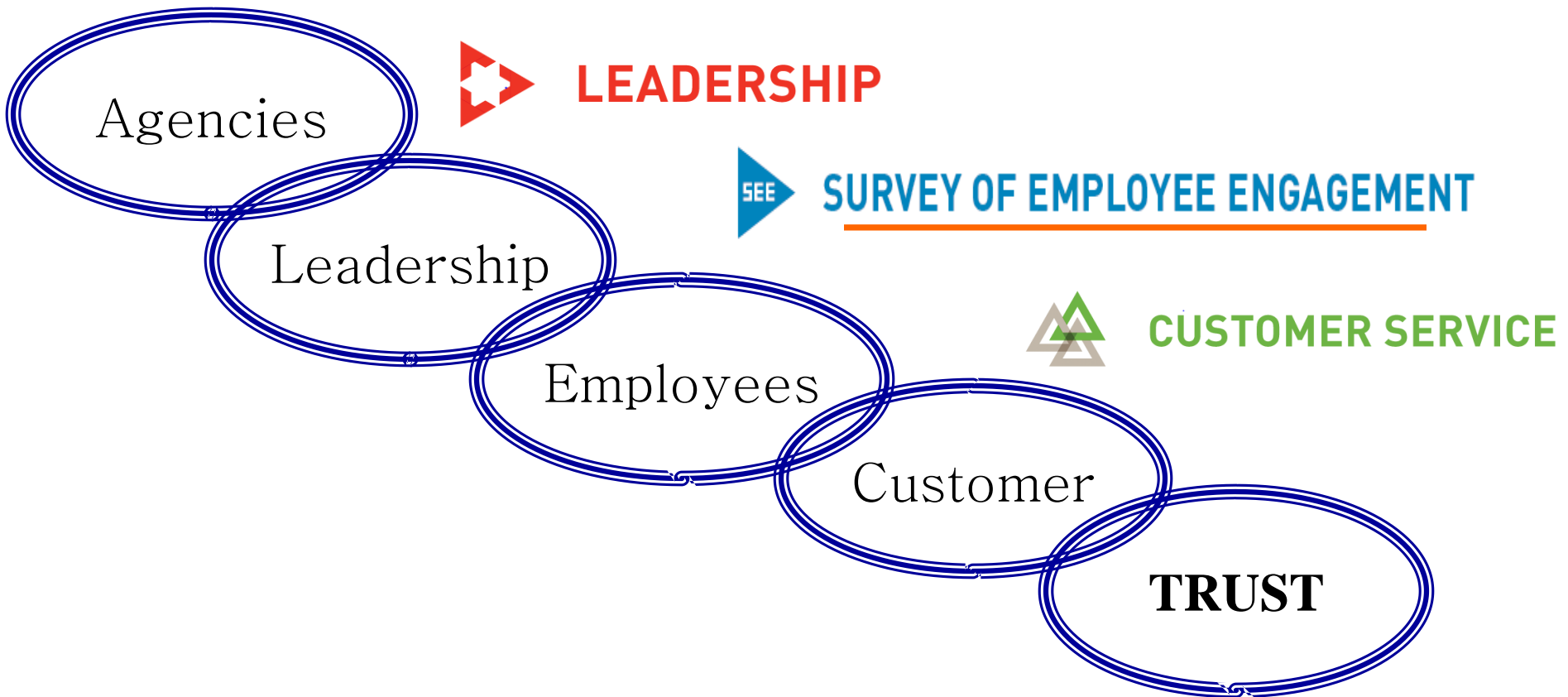


Institute for Organizational Excellence

- Research Work in 35 States
- Annually Survey
 - Employee Engagement (1/4 Million employees)
 - Customer Surveys (1/2 Million customers of services)
 - Leadership (360, Collaboration, Supervision)



3 Primary Tools



Heintzman and Marson (2006) People, Service and Trust: Links in the Public Service Chain.
International Review of Administrative Sciences.



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History of Leadership Support

1979–1983 Gov. Clements (R)

1983–1987 Gov. White (D)

1987–1991 Gov. Clements (R)

1991–1995 Gov. Richards (D)

Legislative Board's Agency Strategic Plans

1995–2000 Gov. Bush (R)

Expanded to Higher Education

2000-2015 Gov. Perry (R)

State Auditor's Legislative Workforce Summaries





Why Participate?

- Regular check-up
- Unique perspective from those doing the work
- Statewide
- Risk assessment for problem areas
- Best in class
- Benchmark and measurement over time
- ***Accountability, Measurement and Responsibility***



SEE

SURVEY OF EMPLOYEE ENGAGEMENT

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.

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.

12
Constructs



Workgroup



Strategic



Supervision



Workplace



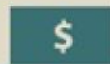
Community



Information
Systems



Internal
Communication



Pay



Benefits



Employee
Development



Job
Satisfaction



Employee
Engagement

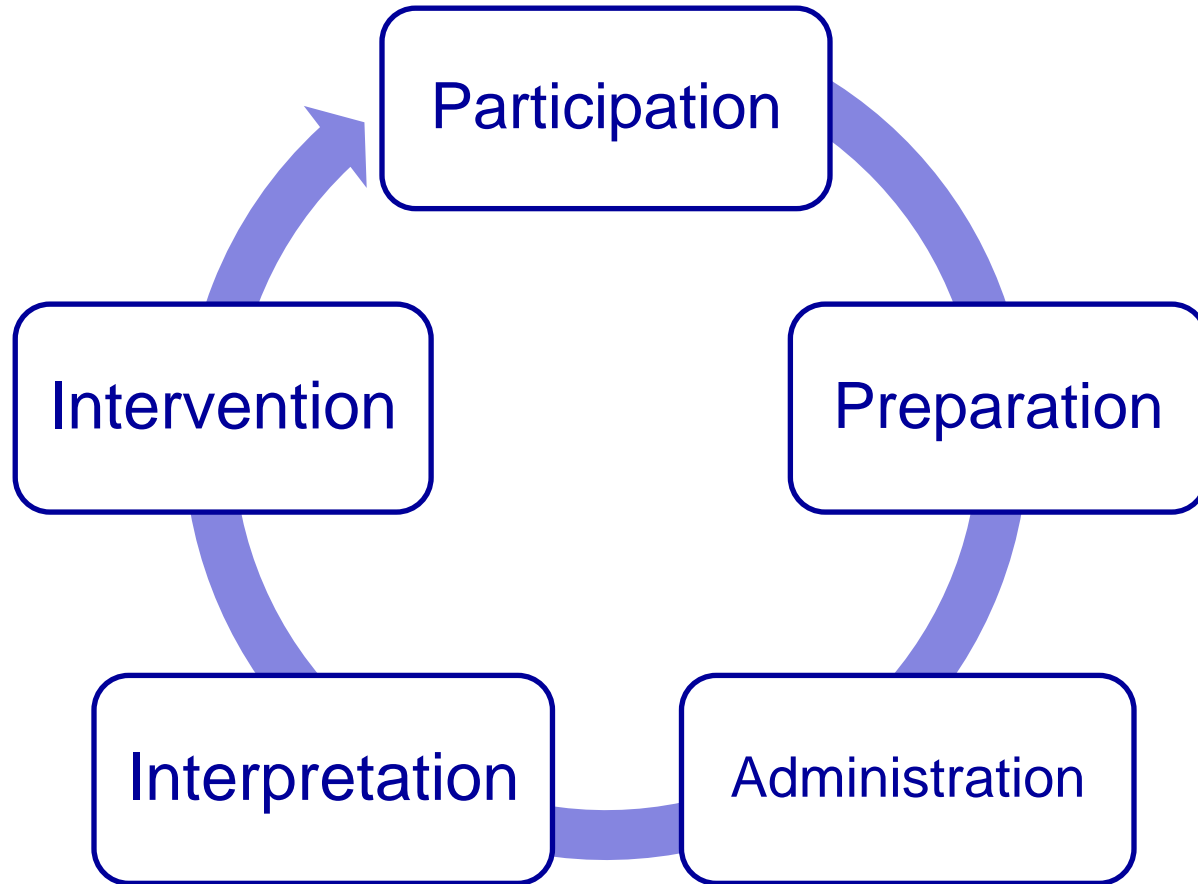


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SURVEY OF EMPLOYEE ENGAGEMENT



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SURVEY OF EMPLOYEE ENGAGEMENT

Participation

- Participate as part of strategic planning every 2 years
- Agencies contract directly with IOE
- ***90% of Fortune 500s utilize Employee Engagement***

Metrics Preparation

- Liaisons work with IOE to prepare survey
- Breakouts are determined (i.e. Divisions, Facilities, etc.)
- Leadership makes employees aware of survey
- ***Leadership buy-in is critically important***





SURVEY OF EMPLOYEE ENGAGEMENT

Administration

- Invitation/reminders emailed
- Response rates monitored by breakouts in real time
- *Avg. response rate in TX is 80% (industry standard is 40%)*

Interpretation

- Agency and breakout reports created
- Benchmark and comparative data generated
- *Data returned a few weeks after closing survey*





SURVEY OF EMPLOYEE ENGAGEMENT

Interpretation



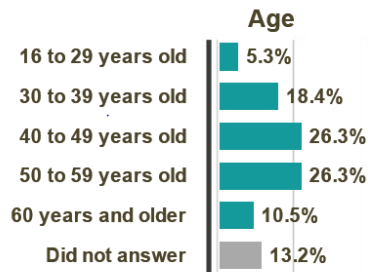
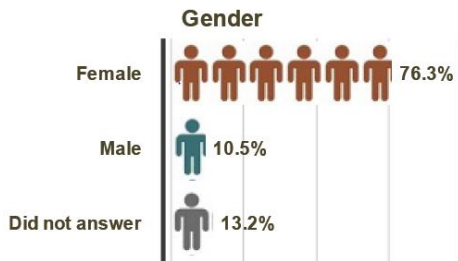
Levels of Employee Engagement

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.

01. My work group cooperates to get the job done.		84% Agreement																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>18</td> <td>14</td> <td>2</td> <td>3</td> <td>0</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>47.37%</td> <td>36.84%</td> <td>5.26%</td> <td>7.89%</td> <td>0.00%</td> <td>2.63%</td> </tr> </tbody> </table>		Response:	Strongly 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%	84% Agreement 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
Response:	Strongly 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%																	
02. In my work group, my opinions and ideas count.		76% Agreement																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>18</td> <td>11</td> <td>3</td> <td>4</td> <td>1</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>47.37%</td> <td>28.95%</td> <td>7.89%</td> <td>10.53%</td> <td>2.63%</td> <td>2.63%</td> </tr> </tbody> </table>		Response:	Strongly 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%	76% Agreement 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
Response:	Strongly 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%																	



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.



Interpretation

	Executive & Legal (6)	Finance & Administration (40)	Finance (16)	Administration (21)	MarCom & Community Development (31)	Operations (56)	Planning & Development (15)
Supervision	4.52	3.73	2.75	4.24	4.09	4.05	4.23
Team	4.45	3.53	2.86	3.88	3.73	3.89	4.11
Quality	4.27	3.62	3.13	3.87	3.58	3.82	3.94
Pay	3.62	3.12	2.78	3.37	3.21	3.13	3.24
Benefits	4.50	4.06	3.93	4.12	3.85	3.94	4.12
Physical Environment	4.25	3.80	3.75	3.77	3.82	3.90	3.85
Strategic	4.50	3.94	3.85	3.98	3.65	4.02	4.02
Diversity	4.39	3.56	3.05	3.86	3.63	3.78	3.92
Information Systems	4.13	3.52	3.41	3.60	3.56	3.56	3.62
Internal Communication	4.17	3.39	2.77	3.73	3.28	3.50	3.63
External Communication	4.29	3.87	3.72	3.93	3.58	3.91	3.94
Employee Engagement	4.25	3.62	3.16	3.88	3.68	3.96	4.01
Employee Development	4.13	3.85	3.35	4.19	3.45	3.80	3.91
Job Satisfaction	4.37	3.55	3.27	3.79	3.54	3.70	3.80
<u>Climate: Atmosphere</u>	4.50	3.69	3.22	3.96	3.78	3.85	4.18
<u>Climate: Ethics</u>	4.42	3.68	3.26	3.92	3.78	3.92	3.85
<u>Climate: Fairness</u>	4.20	3.33	2.64	3.74	3.50	3.81	3.79
<u>Climate: Feedback</u>	4.25	3.38	2.80	3.71	3.26	3.63	3.79
<u>Climate: Management</u>	4.34	3.45	3.08	3.69	3.12	3.61	3.87





SURVEY OF EMPLOYEE ENGAGEMENT

Intervention

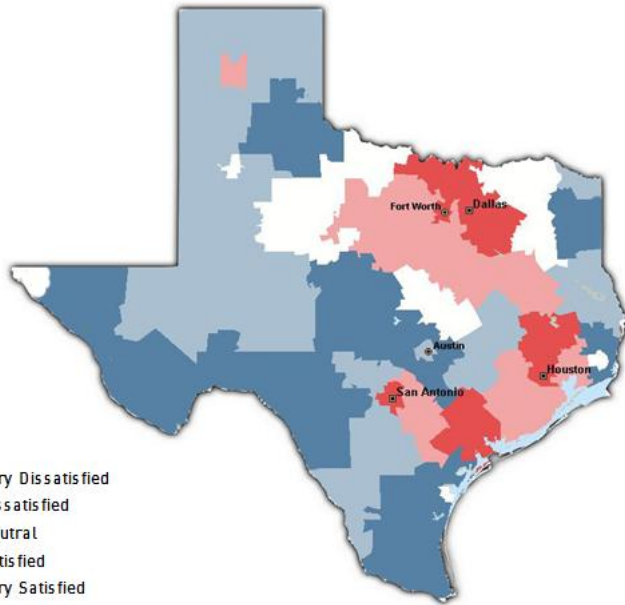
- Review of agency performance
- Act on risk areas
- Refine best practices
- Benchmark and measure over time
- *Accountability, Measurement and Responsibility*



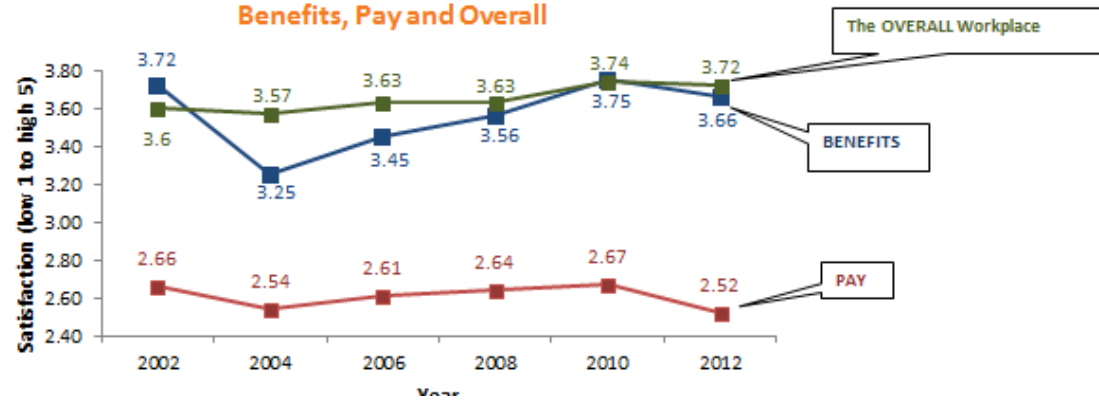


SURVEY OF EMPLOYEE ENGAGEMENT

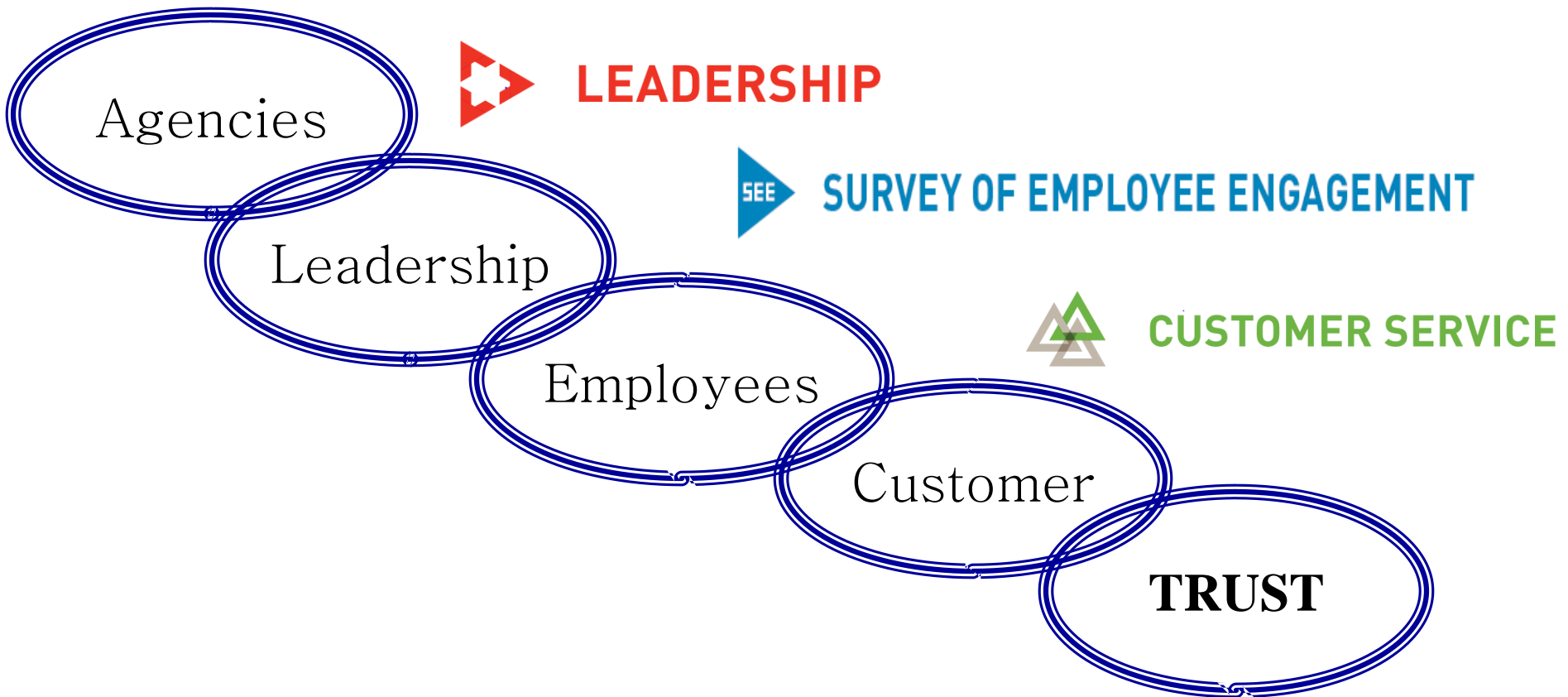
State of Texas Overall Engagement by Area* 2012



Employee Satisfaction Benefits, Pay and Overall



3 Primary Tools



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Questions?

Thank You!

www.survey.utexas.edu

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