

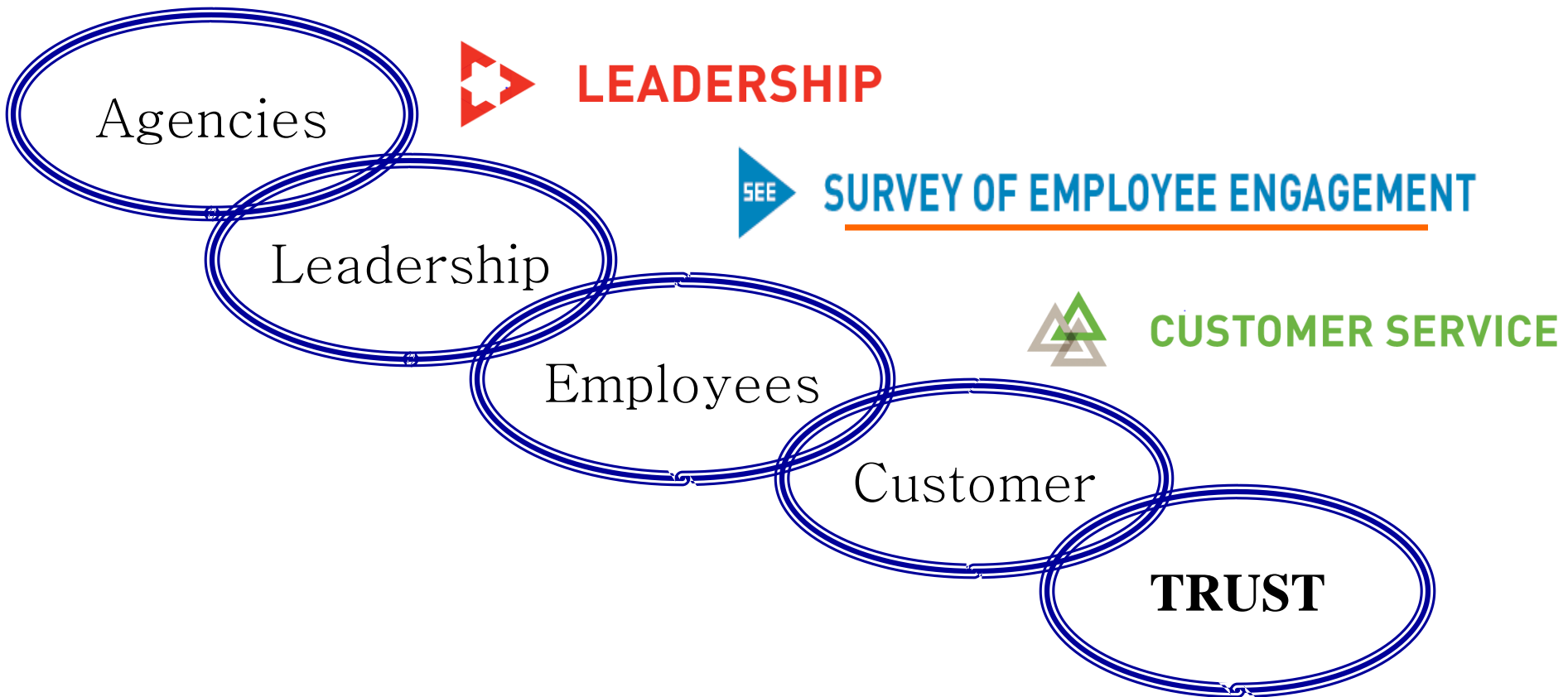
# Institute for Organizational Excellence IOE

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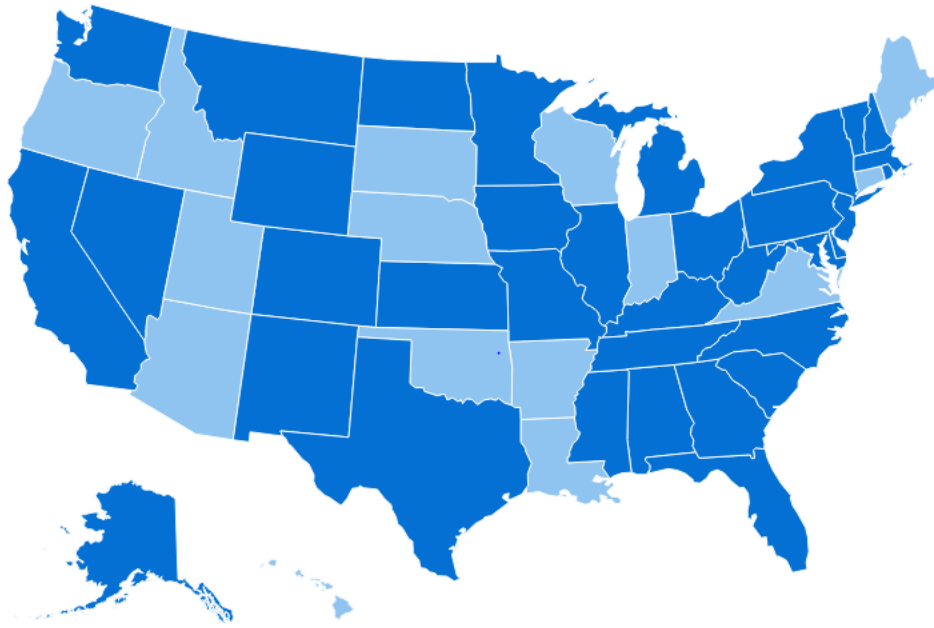
## *3 Primary Tools*



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



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## *Our Customers*

In 35 States....

- 130 Different State Agencies
- 65 Institutions of Higher Education
- 40 Child Welfare Agencies
- 100 City Gov'ts, Housing Authorities, School Districts, Private Companies, etc.



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# *History of IOE Leadership Support in Texas*

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*



# SURVEY OF EMPLOYEE ENGAGEMENT

## *Why Participate?*

- Regular check-up
- Outside evaluation
- University relationship
- Unique perspective from the front lines
- Statewide
- Risk assessment/Best in class
- Benchmark and measurement over time
- ***Accountability and Measurement***





# SURVEY OF EMPLOYEE ENGAGEMENT

## *Integration in TX State Government*

- Strategic Planning (Legislature & Governor)
- Workforce Analysis (Legislature & State Auditor)
- Pay and Benefits (Legislature Appropriations)
- Agency Review (Sunset Commission)
- Turnover (State Auditor)
- Texas Star Award (Legislature & Governor)
- Legislator Districts (Individual Legislators)
- Leadership Planning (Agency)
- **Benchmarking (Across All Agencies)**



# *All Fortune 100 “Most Admired Places to Work” Have Employee Engagement Measures/Programs*



## Top 100 Places to Work

Score 25%  
Higher than  
Benchmarks

### Large Employers (500 or more employees)

1. Keller Williams Realty — Real estate | Sponsored video
2. Cirrus Logic — Semiconductors
3. Charles Schwab — Investment management | Sponsored video
4. Cisco Systems — Information technology
5. Teacher Retirement System of Texas — Public pension
6. SHI International — Information technology
7. VMware — Software
8. Yodle — Online Marketing
9. Austin Regional Clinic — Medical | Sponsored video
10. Rackspace — Cloud services
11. Whole Foods Market — Organic grocer
12. Hyatt Regency Lost Pines Resort and Spa — Private resort
13. Accenture — Technology
14. Electronic Arts — Video games
15. ARA Diagnostic Imaging — Medical | Sponsored video

5. Teacher Retirement System of Texas



30. Department of Family and Protective Services



## *Risk Assessment*

- Texas Youth Commission/Lottery Commission
  - Costly Investigation/Aftermath
  - Reorganization of Agency
  - Leadership Turnover/Disruption





# *The Process “What could this look like” Partner”...*

- Agency (Identify Head & Two Liaisons/Agency)
- Local Partner
- Government Sponsor

## *Preparation*

- Contract (32,000 Employee's Survey Cost ~\$3/employee)
- IOE provide orientation for Agencies and Local Partner
- IOE provide orientation for Agency/Gov't Leadership
- ***Leadership buy-in is critically important***





# 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****INSTITUTE FOR ORGANIZATIONAL EXCELLENCE**

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# SURVEY OF EMPLOYEE ENGAGEMENT

## *Administration*

- Invitations emailed/data collected online
- Standard and custom items
- Breakouts determined
- Response rates monitored

## *Interpretation*

- IOE creates agency reports
- IOE provides orientation interpretation of data.
- Agency specific work done by local partner
- *Data returned a few weeks after closing survey*





# SURVEY OF EMPLOYEE ENGAGEMENT

## Interpretation

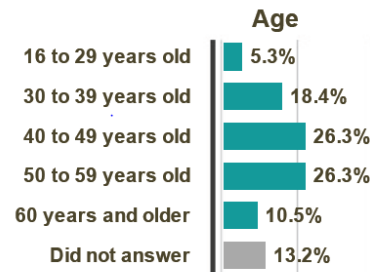
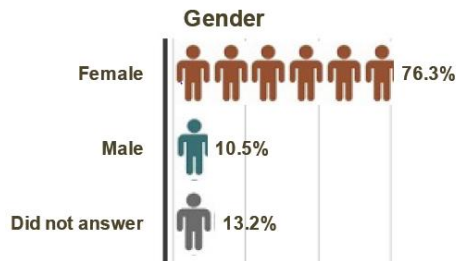


### Levels of Employee Engagement

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

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

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

76% Agreement

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

## 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.



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## Interpretation

	Executive & Legal (6)	Finance & Administration (40)	Finance (16)	MarCom & Administration (21)	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





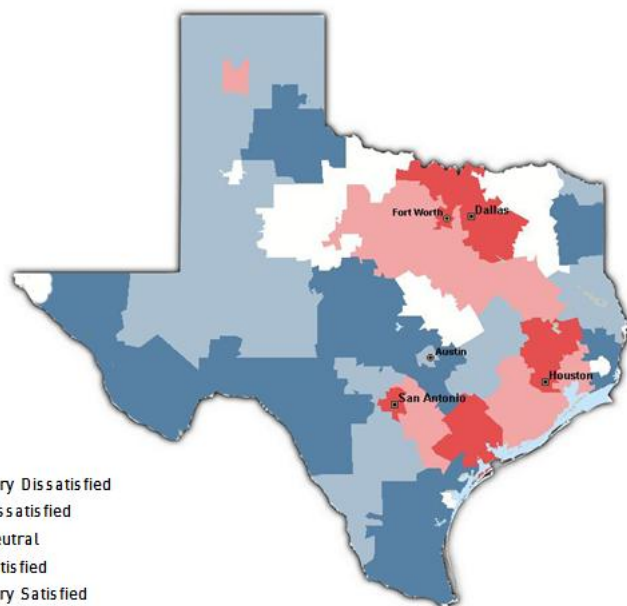
## *Intervention*

- IOE facilitates with Local Partner intervention strategies
- Return data to employee
- Act on risk areas
- Refine best practices
- Benchmark and measure over time
- IOE with Local Partner informs Government Sponsor



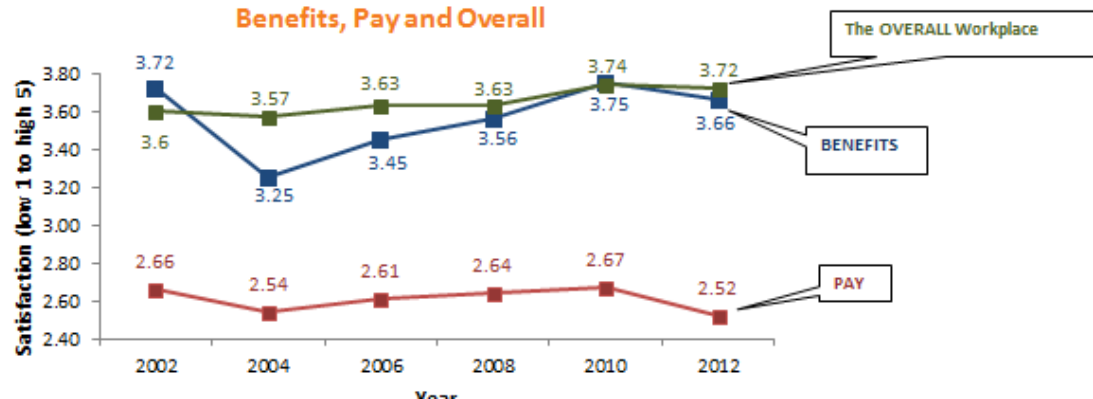


## State of Texas Overall Engagement by Area\* 2012



## Employee Satisfaction

Benefits, Pay and Overall





# Questions?

## Thank You!

[www.survey.utexas.edu](http://www.survey.utexas.edu)

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