Johnson City ISD

SEE: Survey of Employee Engagement 2015

INSTITUTE FOR ORGANIZATIONAL EXCELLENCE

The University of Texas at Austin

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 demographic groupings. We would enjoy hearing 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

Johnson City Independent School District

Organizational Leadership:
David Shanley , Superintendent

Benchmark Categories:
Size 3: Organizations with 101 to 300 employees
Mission K12 : Education for grades K through 12

Survey Administration

Collection Period:
12/03/2015 through 12/18/2015

Survey Liaison:
Julie Storer
Principal - LBJ High School
505 North Nugent Avenue - PO Box 498
Johnson City, Texas   78636

830-868-4025
JStorer@Johnsoncity.txed.net

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.

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
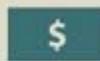
Workgroup · Strategic · Supervision · Workplace · Community · Information Systems

Internal Communication · Pay · Benefits · Employee Development · Job Satisfaction · Employee Engagement

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.

13 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 13 breakout categories.

0 Additional Items

Organizations can customize their survey with up to 20 additional items. These items can target issues specific to the organization. Your organization did not use additional items.
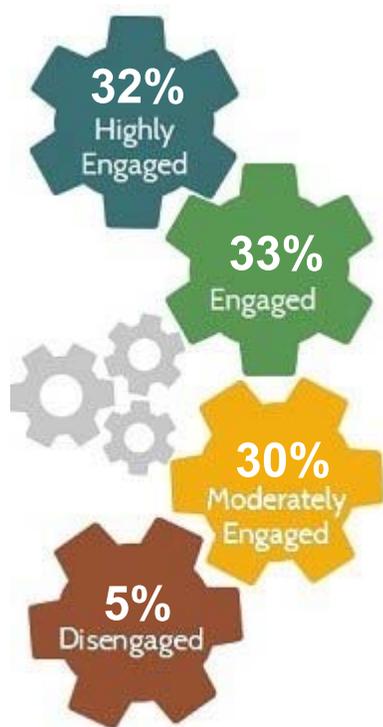
Employee Engagement

92.3%

Response Rate

The response rate to the survey is your first indication of the level of employee engagement in your organization. Of the 117 employees invited to take the survey, 108 responded for a response rate of 92.3%. As a general rule, rates higher than 50% suggest soundness, while rates lower than 30% may indicate problems. At 92.3%, 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 concern. Scores above 400 are the product of a highly engaged workforce.

Overall Score: 400

Levels of Employee Engagement

32% Highly Engaged

33% Engaged
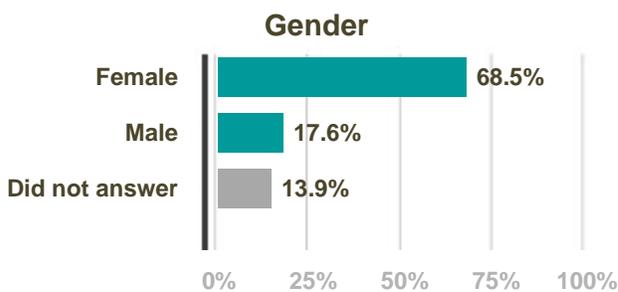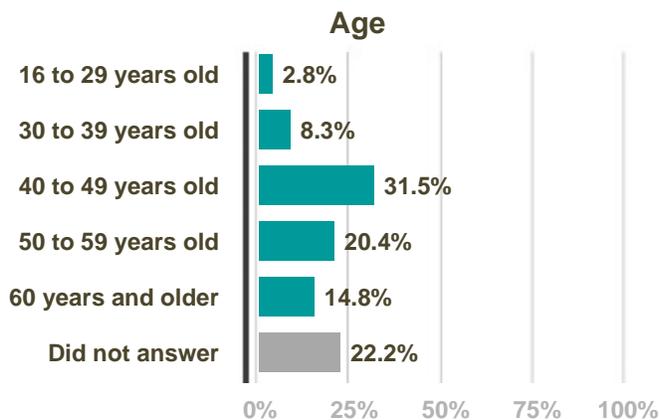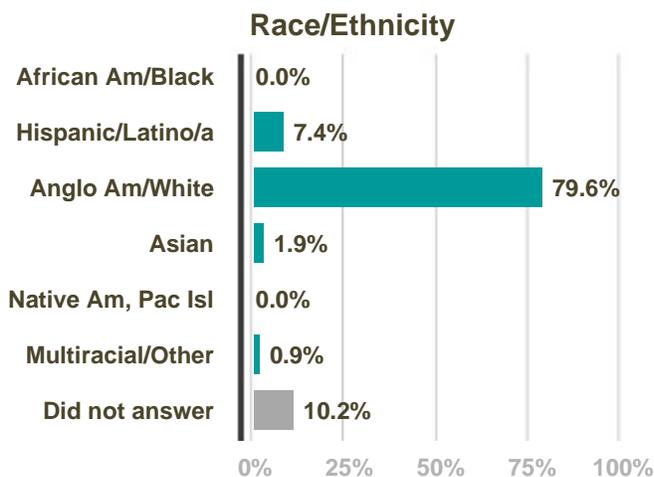
30% Moderately Engaged

5% Disengaged

Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this organization, 32% of employees are Highly Engaged, 33% are Engaged, 30% are Moderately Engaged, and 5% are Disengaged.

Highly Engaged employees are willing 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 jobs and may be actively working against their coworkers.

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. While these numbers may seem intimidating, they offer a starting point for discussions on how to further engage employees. Focus on building trust, encouraging the expression of ideas, and providing employees with the resources, guidance, and training they need to do their best work.

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 served 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.

Race/Ethnicity

African Am/Black	0.0%
Hispanic/Latino/a	7.4%
Anglo Am/White	79.6%
Asian	1.9%
Native Am, Pac Isl	0.0%
Multiracial/Other	0.9%
Did not answer	10.2%

Age

16 to 29 years old	2.8%
30 to 39 years old	8.3%
40 to 49 years old	31.5%
50 to 59 years old	20.4%
60 years and older	14.8%
Did not answer	22.2%

Gender

Female	68.5%
Male	17.6%
Did not answer	13.9%

YEARS OF SERVICE
With this Organization

16% New Hires (0-2 years)
41% Experienced (3-10 years)
23% Very Experienced (11+ years)
20% Did Not Answer

Each figure represents about 1.2 employees.

FOCUS FORWARD ›››

6% **INTEND TO LEAVE**

Understand why people are leaving your organization by examining retention factors such as working conditions, market competitiveness, or upcoming retirement. Focus efforts on the factors with the greatest impact on turnover and consider using exit surveys to target specific issues.

16% **CAN RETIRE**

This percentage of respondents indicated that they are eligible for retirement, or will be within the next two years.
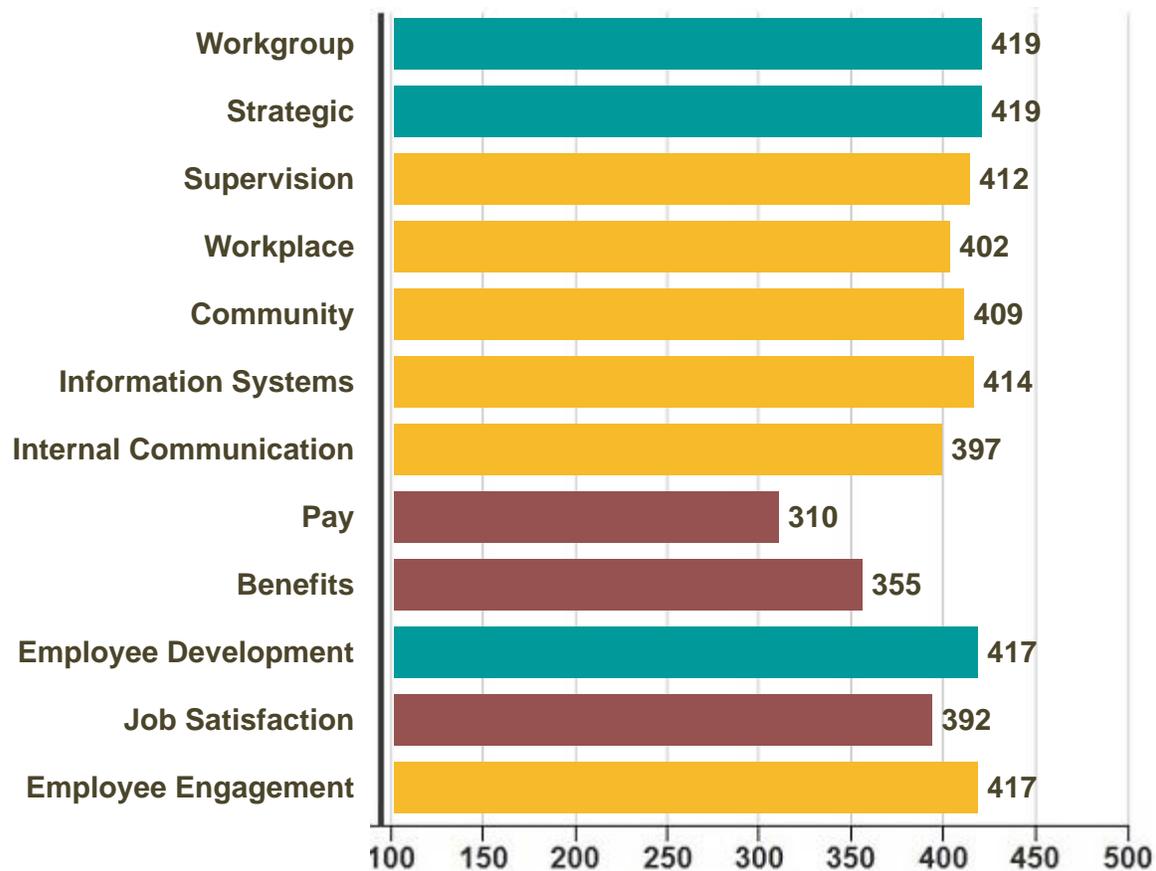
Constructs

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 green, the three lowest are red, and all others are yellow. Scores typically range from 300 to 400, 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

Construct	Score
Workgroup	419
Strategic	419
Supervision	412
Workplace	402
Community	409
Information Systems	414
Internal Communication	397
Pay	310
Benefits	355
Employee Development	417
Job Satisfaction	392
Employee Engagement	417

Areas of Strength and Concern

Areas of Strength

Workgroup
Score: 419

The workgroup construct captures employees' perceptions of the people they work with on a daily basis and their effectiveness. Higher scores suggest that employees view their workgroup as effective, cohesive and open to the opinions of all members.

Strategic
Score: 419

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.

Employee Development
Score: 417

The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. Higher scores suggest that employees feel the organization provides opportunities for growth in organizational responsibilities and personal needs in their careers.

Areas of Concern

Pay
Score: 310

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.

Benefits
Score: 355

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.

Job Satisfaction
Score: 392

The job satisfaction construct captures employees' perceptions about the overall work situation and ability to maintain work-life balance. Lower scores suggest that employees feel overworked, unable to perform at their best and unhappy with their work.

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.

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 |

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.

13 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 13 breakout categories.

0 Additional Items

Organizations can customize their survey with up to 20 additional items. These items can target issues specific to the organization. Your organization did not use additional items.

Employee Engagement

30
Respondents

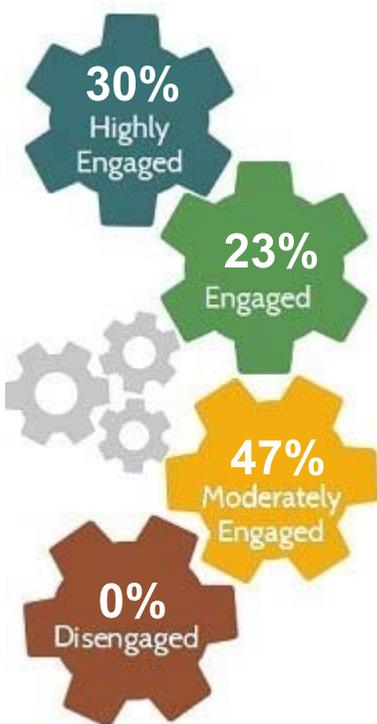## Category Composition and Organizational Response Rate

For this category, there were 30 respondents, which represents 27.8% of the 108 survey respondents for this organization. Categories that make up a high percentage of the total organization can notice significance in even small deviations (1 to 4 points) from the scores of the whole organization. For smaller categories, larger deviations (five or more points) may be needed to note a significantly higher or lower score. The response rate for the organization as a whole is 92.3%.

Overall Score for this Category

The overall score is a broad indicator for comparison within the organization. Scores above 350 are desirable, and when scores dip below 300, there should be cause for concern. **For comparison purposes, the Overall Score for the organization as a whole is 400.**

Overall Score for this Category: 387

Levels of Employee Engagement

30% Highly Engaged

23% Engaged

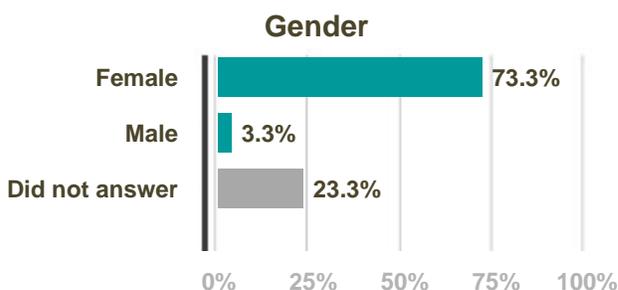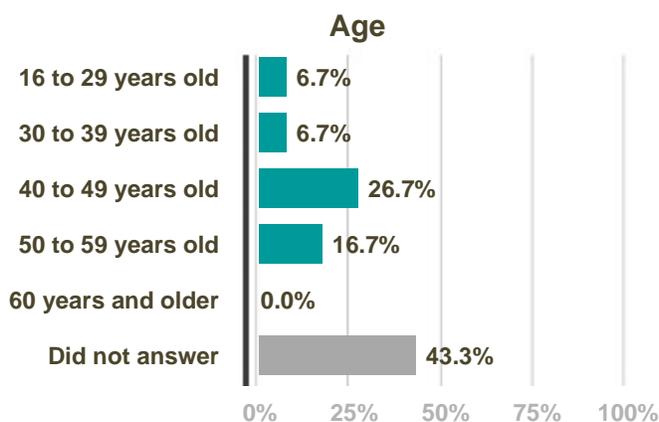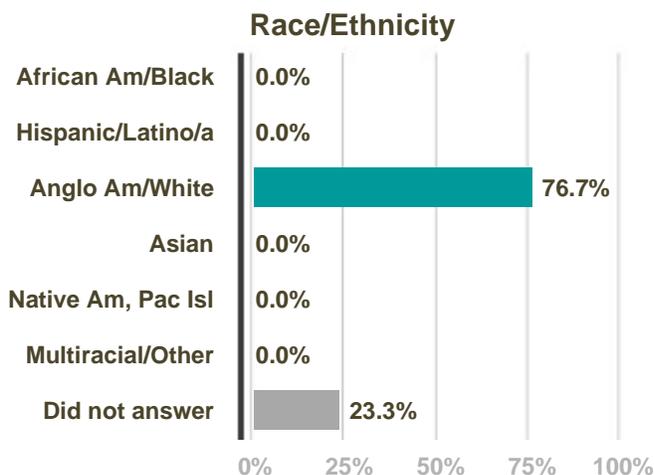**47%** Moderately Engaged

0% Disengaged

Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this category, 30% of employees are Highly Engaged, 23% are Engaged, 47% are Moderately Engaged, and 0% are Disengaged.

Highly Engaged employees are willing 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 jobs and may be actively working against their coworkers.

For the organization as a whole, 32% of employees are Highly Engaged, 33% are Engaged, 30% are Moderately Engaged, and 5% are Disengaged. While these numbers may seem intimidating, they offer a starting point for discussions on how to further engage employees. Focus on building trust, encouraging the expression of ideas, and providing employees with the resources, guidance, and training they need to do their best work.

EMPLOYEE ENGAGEMENT
INSTITUTE FOR ORGANIZATIONAL EXCELLENCE

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 served 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.

Race/Ethnicity

African Am/Black	0.0%
Hispanic/Latino/a	0.0%
Anglo Am/White	76.7%
Asian	0.0%
Native Am, Pac Isl	0.0%
Multiracial/Other	0.0%
Did not answer	23.3%

Age

16 to 29 years old	6.7%
30 to 39 years old	6.7%
40 to 49 years old	26.7%
50 to 59 years old	16.7%
60 years and older	0.0%
Did not answer	43.3%

Gender

Female	73.3%
Male	3.3%
Did not answer	23.3%

YEARS OF SERVICE
With this Organization

10% New Hires (0-2 years)
30% Experienced (3-10 years)
13% Very Experienced (11+ years)
47% Did Not Answer

Each figure represents 1 employee.

FOCUS FORWARD »»»

0% **INTEND TO LEAVE**

Understand why people are leaving your organization by examining retention factors such as working conditions, market competitiveness, or upcoming retirement. Focus efforts on the factors with the greatest impact on turnover and consider using exit surveys to target specific issues.

3% **CAN RETIRE**

This percentage of respondents indicated that they are eligible for retirement, or will be within the next two years.

EMPLOYEE ENGAGEMENT
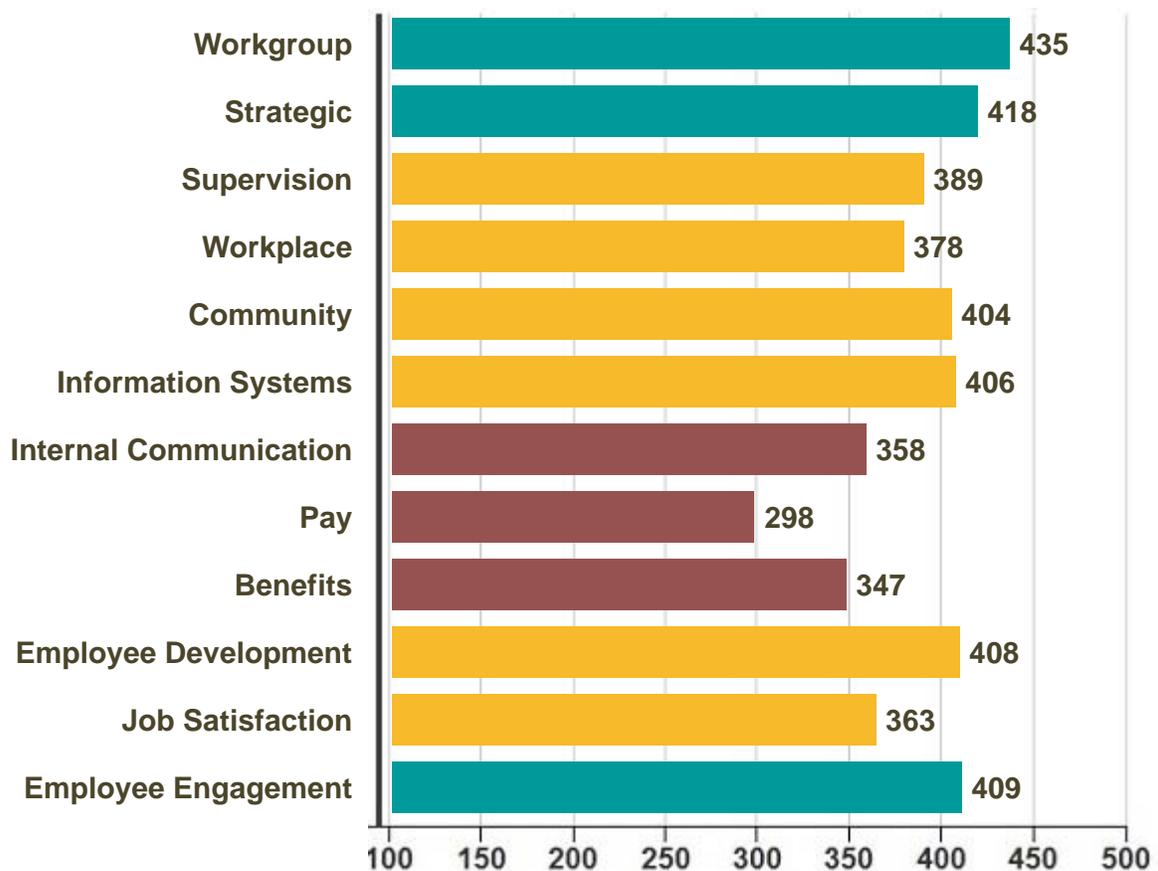INSTITUTE FOR ORGANIZATIONAL EXCELLENCE

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 green, the three lowest are red, and all others are yellow. Scores typically range from 300 to 400, 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

Construct	Score
Workgroup	435
Strategic	418
Supervision	389
Workplace	378
Community	404
Information Systems	406
Internal Communication	358
Pay	298
Benefits	347
Employee Development	408
Job Satisfaction	363
Employee Engagement	409

Areas of Strength and Concern

Areas of Strength

Workgroup   **Score: 435**

The workgroup construct captures employees' perceptions of the people they work with on a daily basis and their effectiveness. Higher scores suggest that employees view their workgroup as effective, cohesive and open to the opinions of all members.

Strategic   **Score: 418**

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.

Employee Engagement   **Score: 409**

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 scores suggest that employees feel their ideas count, their work impacts the organization and their well-being and development are valued.

Areas of Concern

Pay   **Score: 298**

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.

Benefits   **Score: 347**

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.

Internal Communication   **Score: 358**

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.

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.

33.3%

feel there aren't enough opportunities to give **supervisor feedback**.

Leadership skills should be evaluated and sharpened on a regular basis. Consider implementing 360 Degree Leadership Evaluations so supervisors can get feedback from their boss, peers, and direct reports.

10.0%

feel that **upper management** should communicate better.

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.

6.7%

believe the **information from this survey** will go unused.

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.

3.4%

feel they are **not treated fairly** in the workplace.

Favoritism can negatively affect morale and cause resentment among employees. When possible, ensure responsibilities and opportunities are being shared evenly and appropriately.

3.3%

feel **workplace harassment** is not adequately addressed.

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.

0.0%

feel there are **issues with ethics** in the workplace.

An ethical climate is the 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.

Highest Level of Disagreement

Lowest Level of Disagreement

EMPLOYEE ENGAGEMENT
INSTITUTE FOR ORGANIZATIONAL EXCELLENCE

The Survey

Primary Items

48 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 |

Overall Score

2 Key Scores

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.

13 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 13 breakout categories.

0 Additional Items

Organizations can customize their survey with up to 20 additional items. These items can target issues specific to the organization. Your organization did not use additional items.

Employee Engagement

22
Respondents

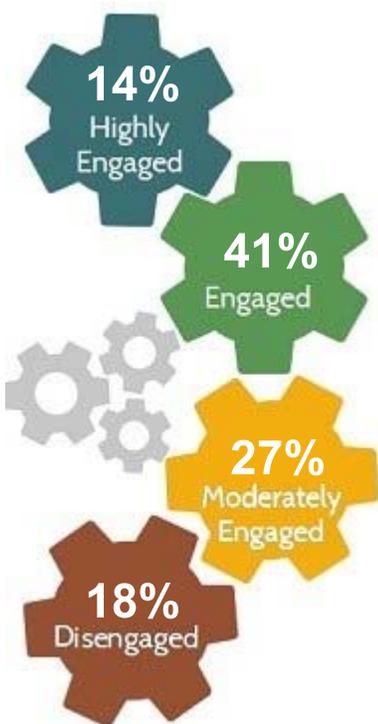## Category Composition and Organizational Response Rate

For this category, there were 22 respondents, which represents 20.4% of the 108 survey respondents for this organization. Categories that make up a high percentage of the total organization can notice significance in even small deviations (1 to 4 points) from the scores of the whole organization. For smaller categories, larger deviations (five or more points) may be needed to note a significantly higher or lower score. The response rate for the organization as a whole is 92.3%.

Overall Score for this Category

The overall score is a broad indicator for comparison within the organization. Scores above 350 are desirable, and when scores dip below 300, there should be cause for concern. **For comparison purposes, the Overall Score for the organization as a whole is 400.**

Overall Score for this Category: 372

Levels of Employee Engagement

14% Highly Engaged

41% Engaged

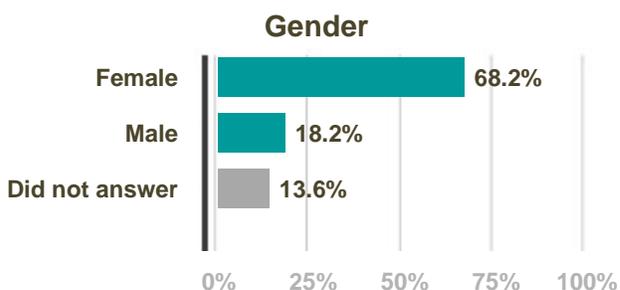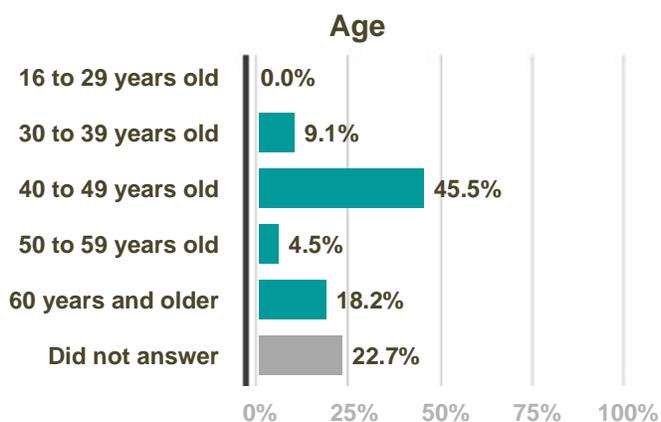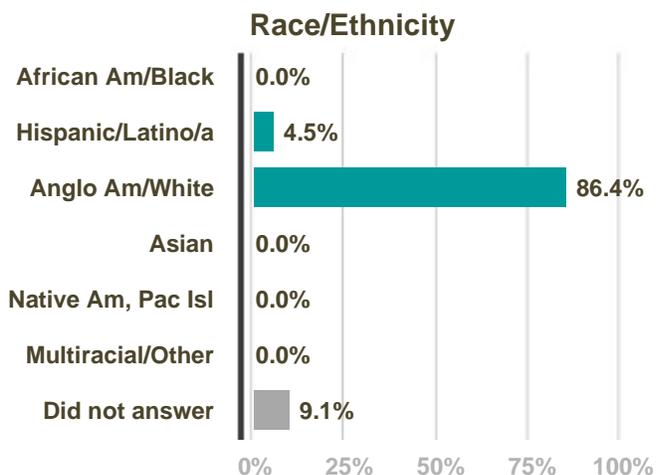**27%** Moderately Engaged

18% Disengaged

Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this category, 14% of employees are Highly Engaged, 41% are Engaged, 27% are Moderately Engaged, and 18% are Disengaged.

Highly Engaged employees are willing 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 jobs and may be actively working against their coworkers.

For the organization as a whole, 32% of employees are Highly Engaged, 33% are Engaged, 30% are Moderately Engaged, and 5% are Disengaged. While these numbers may seem intimidating, they offer a starting point for discussions on how to further engage employees. Focus on building trust, encouraging the expression of ideas, and providing employees with the resources, guidance, and training they need to do their best work.

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 served 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.

Race/Ethnicity

African Am/Black	0.0%
Hispanic/Latino/a	4.5%
Anglo Am/White	86.4%
Asian	0.0%
Native Am, Pac Isl	0.0%
Multiracial/Other	0.0%
Did not answer	9.1%

Age

16 to 29 years old	0.0%
30 to 39 years old	9.1%
40 to 49 years old	45.5%
50 to 59 years old	4.5%
60 years and older	18.2%
Did not answer	22.7%

Gender

Female	68.2%
Male	18.2%
Did not answer	13.6%

**YEARS OF SERVICE
With this Organization**

18% New Hires (0-2 years)
59% Experienced (3-10 years)
5% Very Experienced (11+ years)
18% Did Not Answer

Each figure represents 1 employee.

FOCUS FORWARD ›››

5% INTEND TO LEAVE

Understand why people are leaving your organization by examining retention factors such as working conditions, market competitiveness, or upcoming retirement. Focus efforts on the factors with the greatest impact on turnover and consider using exit surveys to target specific issues.

9% CAN RETIRE

This percentage of respondents indicated that they are eligible for retirement, or will be within the next two years.
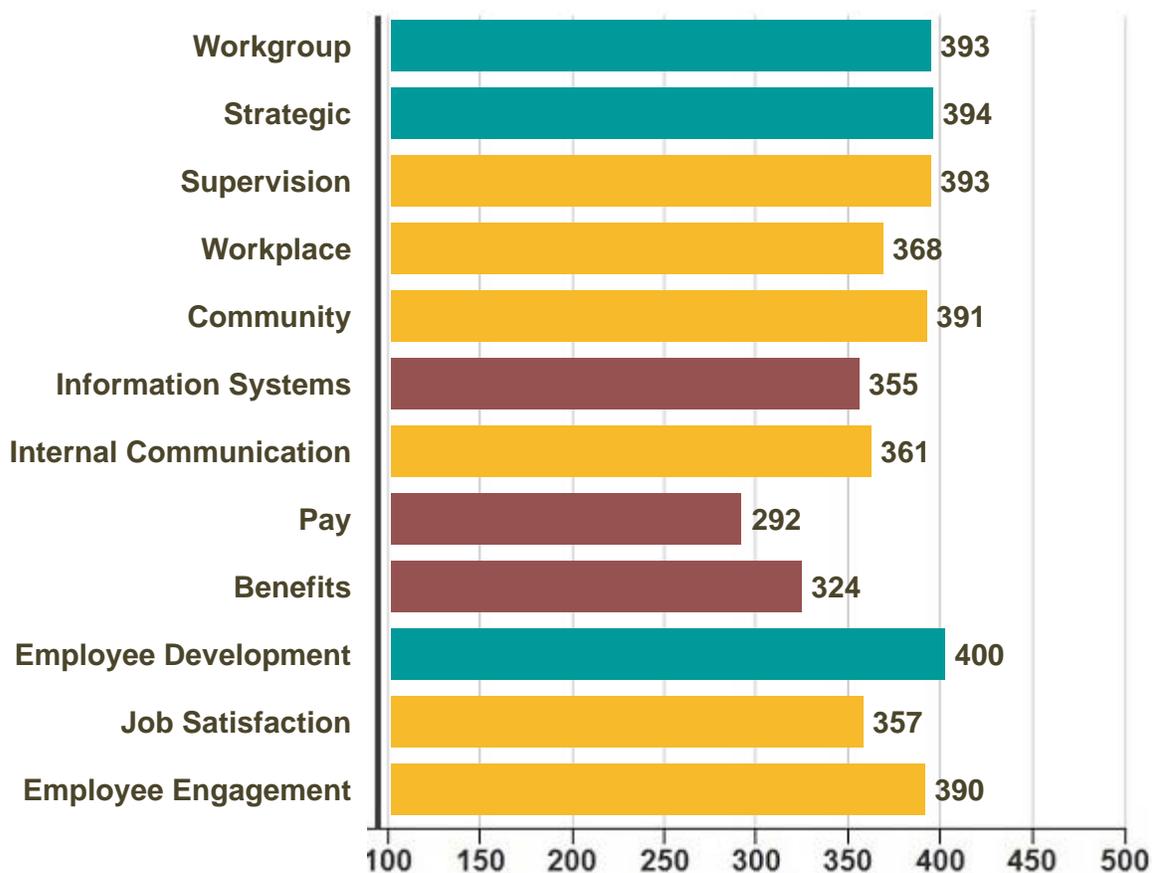
Constructs

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 green, the three lowest are red, and all others are yellow. Scores typically range from 300 to 400, 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

Construct	Score
Workgroup	393
Strategic	394
Supervision	393
Workplace	368
Community	391
Information Systems	355
Internal Communication	361
Pay	292
Benefits	324
Employee Development	400
Job Satisfaction	357
Employee Engagement	390

Areas of Strength and Concern

Areas of Strength

Employee Development   **Score: 400**
The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. Higher scores suggest that employees feel the organization provides opportunities for growth in organizational responsibilities and personal needs in their careers.

Strategic   **Score: 394**
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.

Workgroup   **Score: 393**
The workgroup construct captures employees' perceptions of the people they work with on a daily basis and their effectiveness. Higher scores suggest that employees view their workgroup as effective, cohesive and open to the opinions of all members.

Areas of Concern

Pay   **Score: 292**
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.

Benefits   **Score: 324**
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.

Information Systems   **Score: 355**
The information systems construct captures employees' perceptions of whether computer and communication systems provide accessible, accurate, and clear information. The lower the score, the more likely employees are frustrated with their ability to secure needed information through current systems.

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.

9.1%

feel they are **not treated fairly** in the workplace.

Favoritism can negatively affect morale and cause resentment among employees. When possible, ensure responsibilities and opportunities are being shared evenly and appropriately.

9.1%

feel that **upper management** should communicate better.

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.

9.1%

feel there aren't enough opportunities to give **supervisor feedback**.

Leadership skills should be evaluated and sharpened on a regular basis. Consider implementing 360 Degree Leadership Evaluations so supervisors can get feedback from their boss, peers, and direct reports.

4.5%

believe the **information from this survey** will go unused.

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.

0.0%

feel there are **issues with ethics** in the workplace.

An ethical climate is the 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.

0.0%

feel **workplace harassment** is not adequately addressed.

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.

Highest Level of Disagreement

Lowest Level of Disagreement

EMPLOYEE ENGAGEMENT
INSTITUTE FOR ORGANIZATIONAL EXCELLENCE

The Survey

Primary Items

48 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

Overall Score

2 Key Scores

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.

13 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 13 breakout categories.

0 Additional Items

Organizations can customize their survey with up to 20 additional items. These items can target issues specific to the organization. Your organization did not use additional items.

Employee Engagement

28
Respondents

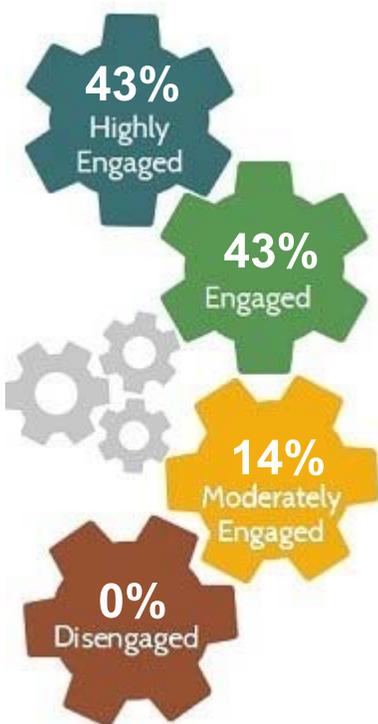## Category Composition and Organizational Response Rate

For this category, there were 28 respondents, which represents 25.9% of the 108 survey respondents for this organization. Categories that make up a high percentage of the total organization can notice significance in even small deviations (1 to 4 points) from the scores of the whole organization. For smaller categories, larger deviations (five or more points) may be needed to note a significantly higher or lower score. The response rate for the organization as a whole is 92.3%.

Overall Score for this Category

The overall score is a broad indicator for comparison within the organization. Scores above 350 are desirable, and when scores dip below 300, there should be cause for concern. **For comparison purposes, the Overall Score for the organization as a whole is 400.**

Overall Score for this Category: 421

Levels of Employee Engagement

43% Highly Engaged

43% Engaged

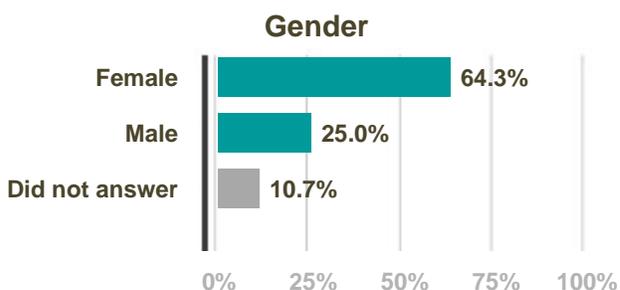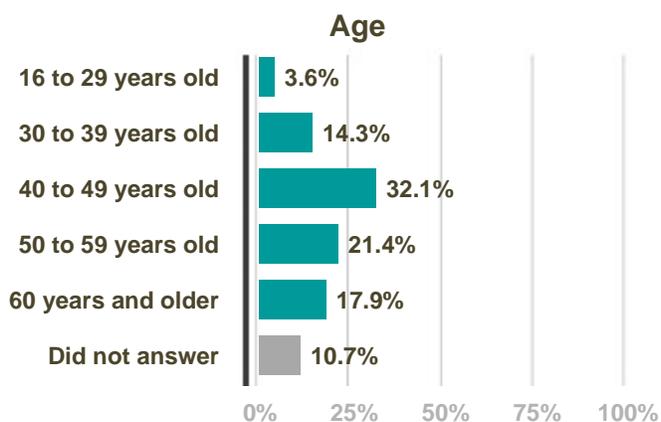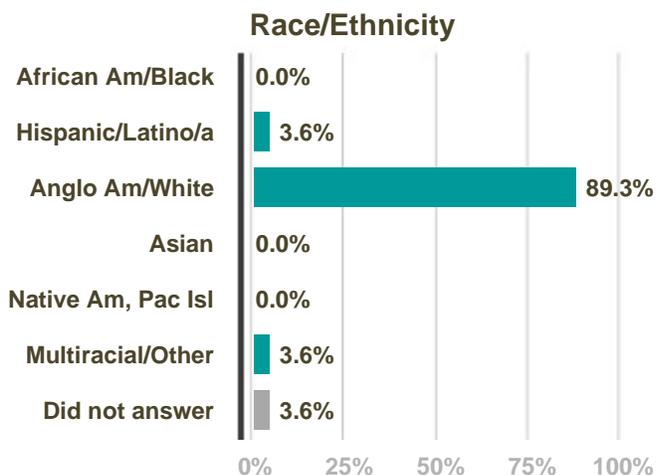**14%** Moderately Engaged

0% Disengaged

Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this category, 43% of employees are Highly Engaged, 43% are Engaged, 14% are Moderately Engaged, and 0% are Disengaged.

Highly Engaged employees are willing 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 jobs and may be actively working against their coworkers.

For the organization as a whole, 32% of employees are Highly Engaged, 33% are Engaged, 30% are Moderately Engaged, and 5% are Disengaged. While these numbers may seem intimidating, they offer a starting point for discussions on how to further engage employees. Focus on building trust, encouraging the expression of ideas, and providing employees with the resources, guidance, and training they need to do their best work.

EMPLOYEE ENGAGEMENT
INSTITUTE FOR ORGANIZATIONAL EXCELLENCE

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 served 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.

Race/Ethnicity

African Am/Black	0.0%
Hispanic/Latino/a	3.6%
Anglo Am/White	89.3%
Asian	0.0%
Native Am, Pac Isl	0.0%
Multiracial/Other	3.6%
Did not answer	3.6%

Age

16 to 29 years old	3.6%
30 to 39 years old	14.3%
40 to 49 years old	32.1%
50 to 59 years old	21.4%
60 years and older	17.9%
Did not answer	10.7%

Gender

Female	64.3%
Male	25.0%
Did not answer	10.7%

YEARS OF SERVICE
With this Organization

21% New Hires (0-2 years)
36% Experienced (3-10 years)
36% Very Experienced (11+ years)
7% Did Not Answer

Each figure represents 1 employee.

FOCUS FORWARD >>>

4% INTEND TO LEAVE

Understand why people are leaving your organization by examining retention factors such as working conditions, market competitiveness, or upcoming retirement. Focus efforts on the factors with the greatest impact on turnover and consider using exit surveys to target specific issues.

25% CAN RETIRE

This percentage of respondents indicated that they are eligible for retirement, or will be within the next two years.
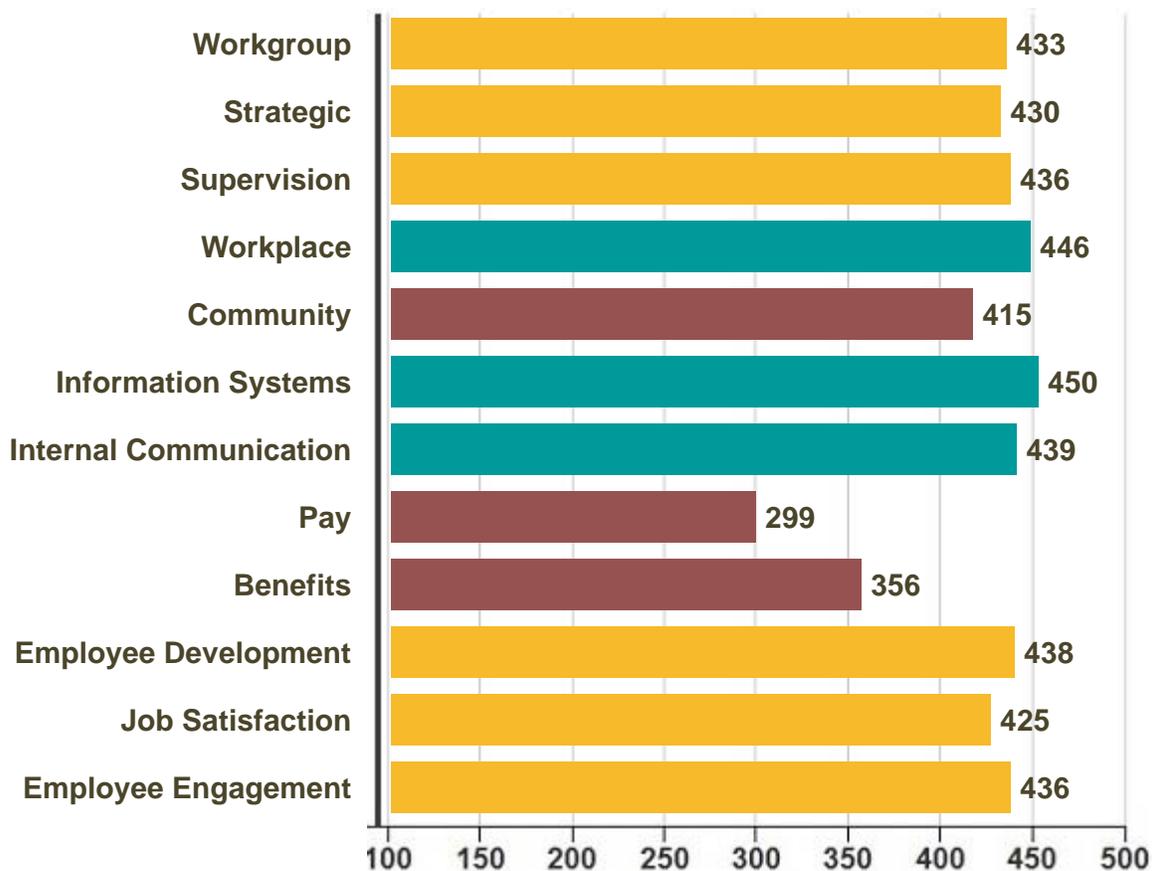
Constructs

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 green, the three lowest are red, and all others are yellow. Scores typically range from 300 to 400, 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

Construct	Score
Workgroup	433
Strategic	430
Supervision	436
Workplace	446
Community	415
Information Systems	450
Internal Communication	439
Pay	299
Benefits	356
Employee Development	438
Job Satisfaction	425
Employee Engagement	436

Areas of Strength and Concern

Areas of Strength

Information Systems   Score: 450

The information systems construct captures employees' perceptions of whether computer and communication systems provide accessible, accurate, and clear information. The higher the score, the more likely it is that employees view the availability and utility of information very positively.

Workplace   Score: 446

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.

Internal Communication   Score: 439

The internal communication construct captures employees' perceptions of whether communication in the organization is reasonable, candid and helpful. Higher scores suggest that employees view communication with peers, supervisors and other parts of the organization as functional and effective.

Areas of Concern

Pay   Score: 299

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.

Benefits   Score: 356

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.

Community   Score: 415

The community construct captures employees' perceptions of the relationships between employees in the workplace, including trust, respect, care, and diversity among colleagues. Lower scores suggest that employees feel a lack of trust and reciprocity from their colleagues.

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.

10.7%
feel there aren't enough opportunities to give **supervisor feedback**.

Leadership skills should be evaluated and sharpened on a regular basis. Consider implementing 360 Degree Leadership Evaluations so supervisors can get feedback from their boss, peers, and direct reports.

10.7%
believe the **information from this survey** will go unused.

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.

7.1%
feel they are **not treated fairly** in the workplace.

Favoritism can negatively affect morale and cause resentment among employees. When possible, ensure responsibilities and opportunities are being shared evenly and appropriately.

3.6%
feel that **upper management** should communicate better.

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.

0.0%
feel there are **issues with ethics** in the workplace.

An ethical climate is the 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.

0.0%
feel **workplace harassment** is not adequately addressed.

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.

Highest Level of Disagreement

Lowest Level of Disagreement

EMPLOYEE ENGAGEMENT
INSTITUTE FOR ORGANIZATIONAL EXCELLENCE

FOCUS FORWARD >>>

After the survey data has been complied, 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.

Survey Results Received

Executive Summaries, Data Reports, and Excel data are provided for the organization as a whole and for breakout categories. Any of these formats can be used alone or in combination to create rich information on which employees can base their ideas for change.

JAN 2016

FEB 2016

Review Survey Data

Review the data and summaries with the executive staff, and develop a plan for circulating the data to all employees. Several types of benchmark scores provide relevant external comparisons, and breakdown categories can be used to make internal comparisons.

Share with All Employees

Share results by creating reports, newsletters, or PowerPoint presentations providing data along with illustrations pertinent to the organization. Have employees participate in small work unit groups to review reports as they are distributed.

MAR 2016

APR 2016

Engage Employees in Change

Designate the Change Team composed of a diagonal slice across the organization that will guide the effort. Review the organization's strengths and brainstorm on how to best address weaknesses. Provide employees with comment cards to express their ideas.

Move Forward with Change

Have the Change Team compile the priority change topics and action points, and present them to the executive staff. Discuss the administrative protocols for implementing the changes. Determine the plan of action, set a reasonable timeline, and keep employees informed of changes.
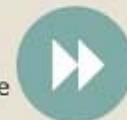
JUN 2016

AUG 2016

Sharpen Your Focus

Further data breakdowns and custom reports are available. We also offer leadership assessments, employee pulse and exit surveys, and customer satisfaction surveys. Consultation time for presentations and focus groups is available as well. Please contact us at any time: www.survey.utexas.edu

Resurvey

Administer the Survey of Employee Engagement again to document the effectiveness of your change efforts.

OCT 2017