

Appendix F

Survey of Employee Engagement

Introduction

The Survey of Employee Engagement (SEE), designed by and conducted under contract by the University of Texas at Austin Institute for Organizational Excellence, offers participating agencies the opportunity to assess agency employees' perceptions and opinions of their employment experience. Understanding how employees perceive various aspects of the workplace is critical to identifying and successfully implementing needed organizational changes. Information gathered over time provides additional insight into trends in employee perceptions.

Response Rate

The University of Texas at Austin Institute for Organizational Excellence views the percentage of agency employees participating in the SEE as an indicator of organizational health, with higher response rates being an indicator of healthy investment by employees in an organization. Response rates greater than 50 percent and response rates that are rising over time are viewed as positive, while response rates lower than 30 percent may indicate a strong basis for concern. In 2014, 53,299 surveys were distributed to Health and Human Services (HHS) System employees, with 34,115 employees providing responses. The response rate of 64 percent was an increase from the 2012 response rate. This is viewed as an average response rate. The response rates listed below for each agency in the HHS System show that the Department of Assistive and Rehabilitative Services (DARS) and the Health and Human Services Commission (HHSC) again had exemplary response rates. The Department of State Health Services (DSHS) had the greatest gain from the previous survey.

**Table F.1
 SEE Response Rates for Agencies in the HHS System**

Agency	2006	2008	2010	2012	2014
HHSC	53%	45%	61%	80%	81%
Department of Aging and Disability Services (DADS)	41%	32%	50%	49%	49%
DARS	82%	82%	82%	84%	81%
Department of Family and Protective Services (DFPS)	66%	67%	66%	70%	69%
(DSHS)	46%	41%	50%	51%	57%

Table F.1: Health and Human Services Commission, 2014.

Structure of the Survey

The SEE addresses five workplace dimensions: work group, information, accommodations, organizational features, and personal demands. Together these dimensions reflect aspects of the total work environment.

Fourteen survey constructs support the five workplace dimensions. The constructs are designed to profile organizational strengths and weaknesses so that interventions can be targeted appropriately. These constructs, which are sets of related questions, offer data about how employees view the organization. They provide management with information about what actions might strengthen the organization. In addition to the dimensions and constructs, which are based on 71 standard items used statewide in the administration of the SEE, the HHS System agencies also included 15 additional agency-specific items and 5 additional enterprise items in the 2014 survey.

Scores for individual items range from 1.0 to 5.0. The mean score of these items is then averaged and multiplied by 100 to determine the construct score. Constructs are scored differently from items to denote them as a separate measure. Scores for the constructs range from a low of 100 to a high of 500, with 350 as the neutral point

on the scoring continuum. Scores greater than 350 suggest that employees perceive a construct more positively than negatively, and scores of 375 or greater indicate areas of substantial strength. Conversely, constructs with scores below 350 are viewed less positively by employees, and scores below 325 should be a significant source of concern for the organization and receive immediate attention.

Highlights of HHS System Results

This section addresses highlights of the survey results for the HHS System at the construct level. As indicated in Figure F.1, construct scores of the HHS System were clustered in a modestly negative to moderately positive range between 325 and 385, with one exception.

HHS employees gave their highest score of 389 to the Strategic construct. This indicates a strong degree of confidence in the ability of the HHS System agencies to respond to external factors that play a role in defining the organizations' missions, visions, and services. Implied in this construct is the ability to understand the environment and to seek out and work with relevant external stakeholders.

Closely related to the Strategic construct is the Supervision construct, which received the second highest score of 386. This construct focuses on the nature of supervisory relationships within HHS with an emphasis on aspects of leadership, communicating expectations, and a sense of fairness between supervisors and employees. A high score in this construct implies that employees view supervisors as fair, helpful, and critical to the work flow process.

Most noteworthy in terms of a result on the negative side are employee perceptions reflected in the Pay construct. As in 2010 and 2012, this was by far the lowest-scoring construct for HHS System employees. This construct consists of questions relating to whether salaries keep up with inflation, whether salaries are competitive with similar jobs in an employee's community, and whether people are paid fairly for their work. Respective scores of 1.96, 2.14, and 2.21 for these questions contributed to the overall score of 210 for the Pay construct, as shown in Figure F.1.

The survey also contains data about the climate, or work environment. Climate is measured by five categories which include atmosphere, ethics, fairness, feedback, and management. Like constructs, climate area scores can also range from 100 to 500. Climate areas also use scores of 325 and 375 to indicate areas of concern and strength, with 350 being neutral. Questions on the survey pertaining to climate areas addressed employee perceptions relating to the more integrated HHS System created following House Bill 2292, 78th Legislature, Regular Session, 2003. Overall, all climate area scores increased from 2012, with increases ranging from 8 to 32 points. The two highest scoring climate areas are atmosphere and ethics with

scores of 374 and 370, respectively. The positive atmosphere score indicates that employees view the organization as being freer from harassment, and there is a feeling of community among employees. The positive ethics score indicates that employees perceive other employees to be ethical in their behavior and that ethical violations are appropriately handled, which helps to build trust within the organization.

Figure F.1
2014 SEE Survey Constructs for HHS System

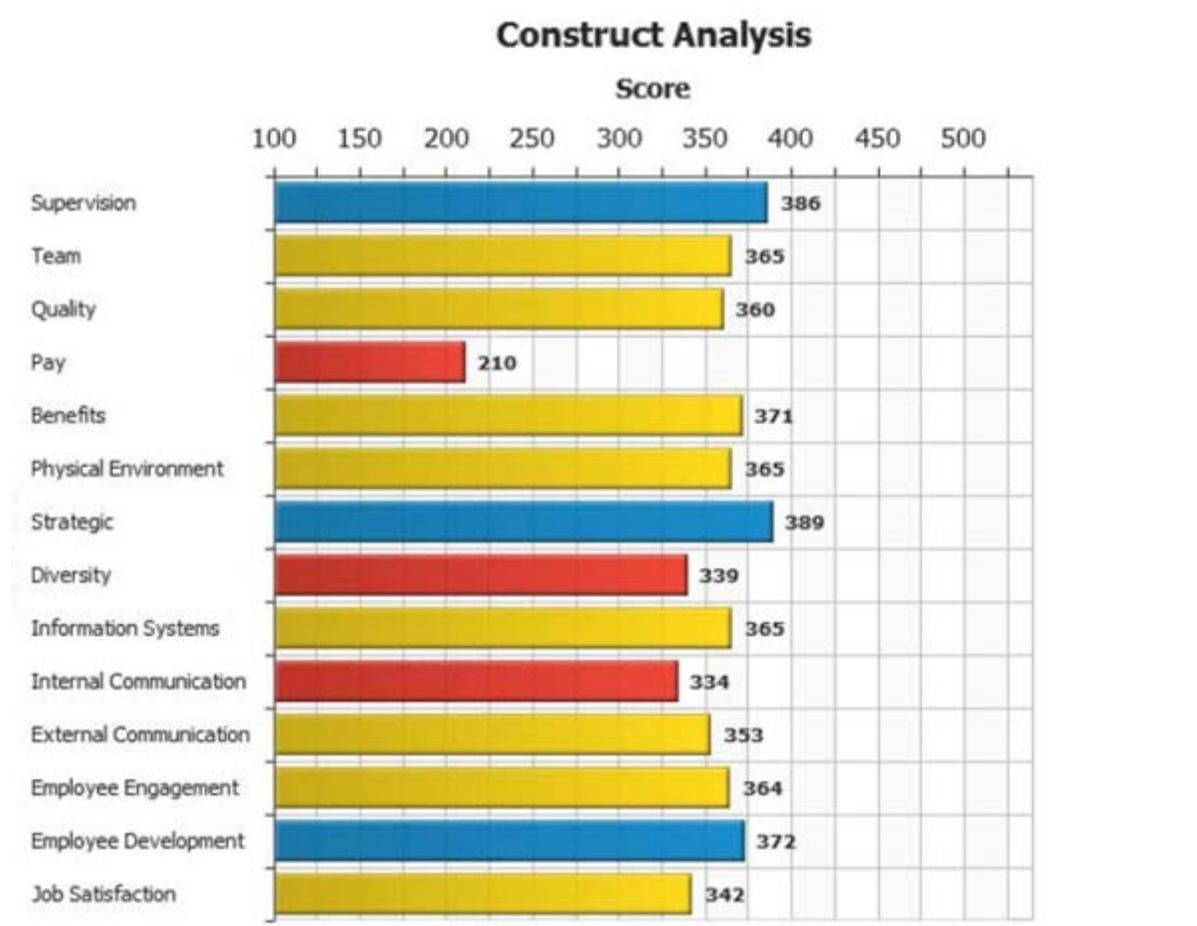


Figure F.1: University of Texas Institute For Organizational Excellence, Health and Human Services System Survey of Employee Engagement, 2014.