

# Texas Department of Motor Vehicles

## Workforce Plan

Fiscal Years 2019 – 2023

**The Texas Department of Motor Vehicles sets the standard as the premier provider of customer service in the nation.**



**Texas Department of Motor Vehicles**  
HELPING TEXANS GO. HELPING TEXAS GROW.

**Performance Driven • Optimized Service & Innovation • Customer Centric**

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# Texas Department Motor Vehicles Workforce Plan for Strategic Plan Fiscal Years 2019 – 2023

## Workforce Overview

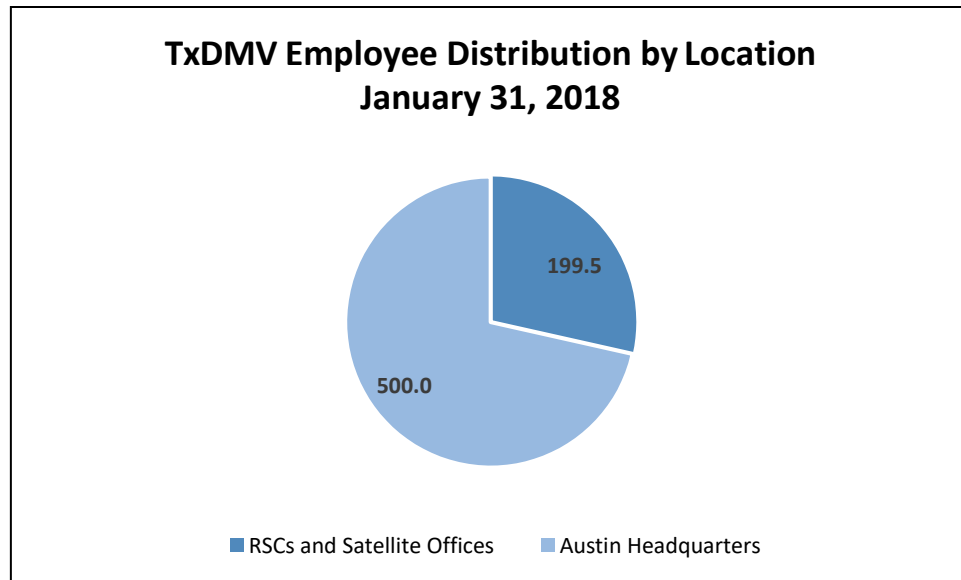
The workforce of the Texas Department of Motor Vehicles (TxDMV) engages in the following program activities and support functions:

- Registers and titles motor vehicles, issues license plates and disabled placards
- Delivers quality customer service
- Licenses and regulates the motor vehicle dealer industry
- Provides a one-stop-shop for motor carriers and for vehicle fleet owners
- Enforces the laws regulating motor vehicle sales and distribution, salvage and motor carrier industries
- Conducts administrative hearings and adjudicates Lemon Law and warranty protection complaints
- Investigates fraud, waste and abuse
- Reduces the incidence of motor vehicle burglary and motor vehicle theft
- Provides department support functions in the areas of enterprise project management, finance and administrative services, government and strategic communications, human resources, information technology, internal audit and office of general counsel

For the Fiscal Year 2018-2019 biennium, the department is authorized 779 full-time equivalent (FTEs) positions in the General Appropriations Act (GAA). TxDMV is organized into 16 divisions as follows:

Division	FTE Allocation
Automobile Burglary Theft and Prevention Authority	5
Compliance and Investigations Division	21
Consumer Relations Division	48
Enforcement Division	82
Enterprise Project Management Office	17
Executive Director's Office	6
Finance and Administrative Services Division	72
Government and Strategic Communications Division	10
Human Resources Division	10
Information Technology Services Division	93
Internal Audit Division	5
Motor Carrier Division	115
Motor Vehicle Division	37
Office of Administrative Hearings	5
Office of General Counsel	12
Vehicle Titles and Registration Division	241
<b>TxDMV Total FTEs</b>	<b>779</b>

The department's headquarters are located in Austin. Additionally, TxDMV operates 16 Regional Service Centers (RSCs) and satellite field offices throughout the state to meet the needs of its customers. On January 31, 2018, TxDMV had 699.5<sup>1</sup> employees; 500 located in the Austin headquarters and 199.5 employees in RSCs and satellite field offices.



### TxDmv Vision, Mission, Philosophy and Values

Vision:	TxDmv sets the standard as the premier provider of customer service in the nation.
Mission:	To serve, protect and advance the citizens and industries in the state with quality motor vehicle related services.
Philosophy:	TxDmv is customer-focused and performance driven. We are dedicated to providing services in an efficient, effective and progressive manner as good stewards of state resources. With feedback from our customers, stakeholders and employees, we work to continuously improve our operations, increase customer satisfaction and provide a consumer-friendly atmosphere.

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<sup>1</sup> Source: Centralized Accounting and Payroll/Personnel System (CAPPS)

Values:

- Transparency: Being open and inclusive in all we do.
- Efficiency: Being good stewards of state resources by providing products and services in the most cost-effective manner possible.
- EXcellence: Working diligently to achieve the highest standards.
- Accountability: Accepting responsibility for all we do, collectively and as individuals.
- Stakeholders: Putting customers and stakeholders first, always.

Above and beyond the goals and strategies set forth in the GAA, TxDMV's Board established three specific strategic goals to guide the workforce. They are:

- Customer Centric
- Optimized Service and Innovation
- Performance Driven

## Equal Employment Opportunity (EEO) Commitment

TxDMV is an equal opportunity employer. The department does not allow or condone discrimination based on race, color, religion, national origin, sex (including pregnancy), disability, age, genetic information, sexual orientation or veteran status. TxDMV's workplace is comprised of a diverse team of people and professionals. The department, through its policies and training, maintains a workplace environment for all applicants and employees that is productive, efficient, free from discrimination, free from intimidation, free from harassment and free from retaliation.

Department policy prohibits degrading or abusive conduct toward anyone in the workplace environment and is not tolerated; such conduct/behavior is unacceptable. Any behavior degrading another's race, color, religion, national origin, sex (including pregnancy), disability, age, genetic information, sexual orientation or veteran status is a serious violation of the department's EEO Policy.

## EEO Categories

Equal Employment Opportunity Commission (EEOC) reporting requires TxDMV to report the composition of the workforce by gender and race/ethnic categories. Outlined below are descriptions of the department's EEOC job categories.

**Officials and Administrators:** Occupations which require employees to set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the department's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, division chiefs, directors, deputy directors, assessors and investigators.

**Professionals:** Occupations which require employees with specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: economists, attorneys, systems analysts, accountants and grant coordinators.

**Technicians:** Occupations which require employees with a combination of basic scientific or technical knowledge and manual skills which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, accounting technicians, network specialists and database administrators.

**Administrative Support (including Clerical):** Occupations which require employees to engage in internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: customer service representatives, statistical clerks, license and permit specialist, payroll clerks, office machine and computer operators and legal assistants.

EEO Job Category	Percent of TxDMV Workforce
Officials and Administrators	9.4%
Professionals	30.3%
Technicians	12.3%
Administrative Support	48.0%
<b>Total</b>	<b>100%</b>

### Workforce Distribution by Job Classification/Average Salary

TxDMV uses 45 classification series set forth in the State of Texas Position Classification Plan. In January 2018, 194.5<sup>2</sup> or 27.8% of total employees were classified as Customer Service Representatives, representing the largest number of employees in a specific classification series. The remaining 73.2% of employees are dispersed throughout the remaining 44 job classification series listed in the table below.

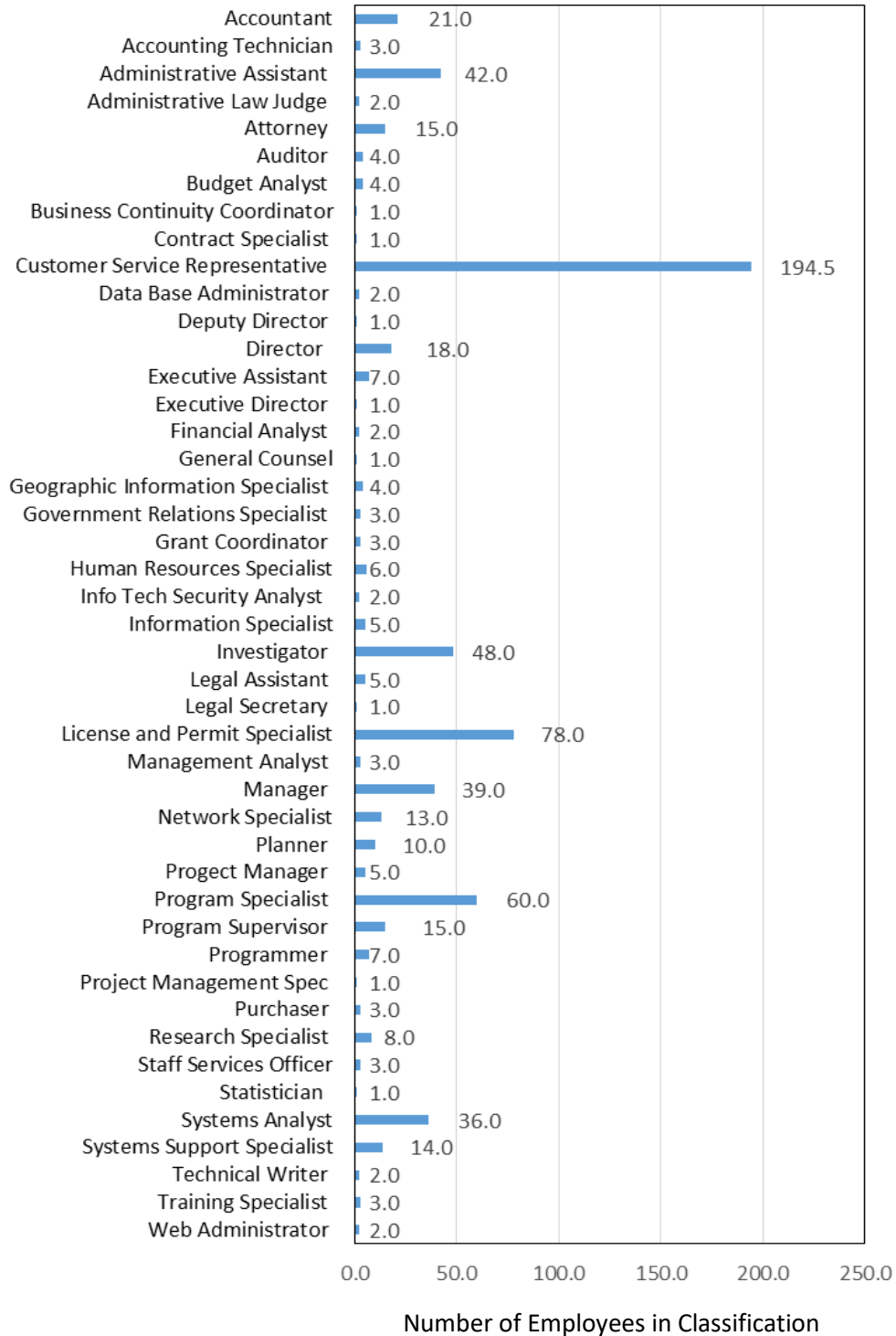
The median annual salary in Fiscal Year 2017, for employees in the Customer Service Representative classification series was \$35,400<sup>3</sup>. The median annual salary of TxDMV employees in Fiscal Year 2017 was \$46,287 slightly above the statewide median annual salary of \$41,769 for the same period.

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<sup>2</sup> Source: Centralized Accounting and Payroll/Personnel System (CAPPS)

<sup>3</sup> Source: State Auditor's Office (SAO) E-Class System, Fiscal Year 2017

## Workforce Distribution by Job Classification Fiscal Year 2018

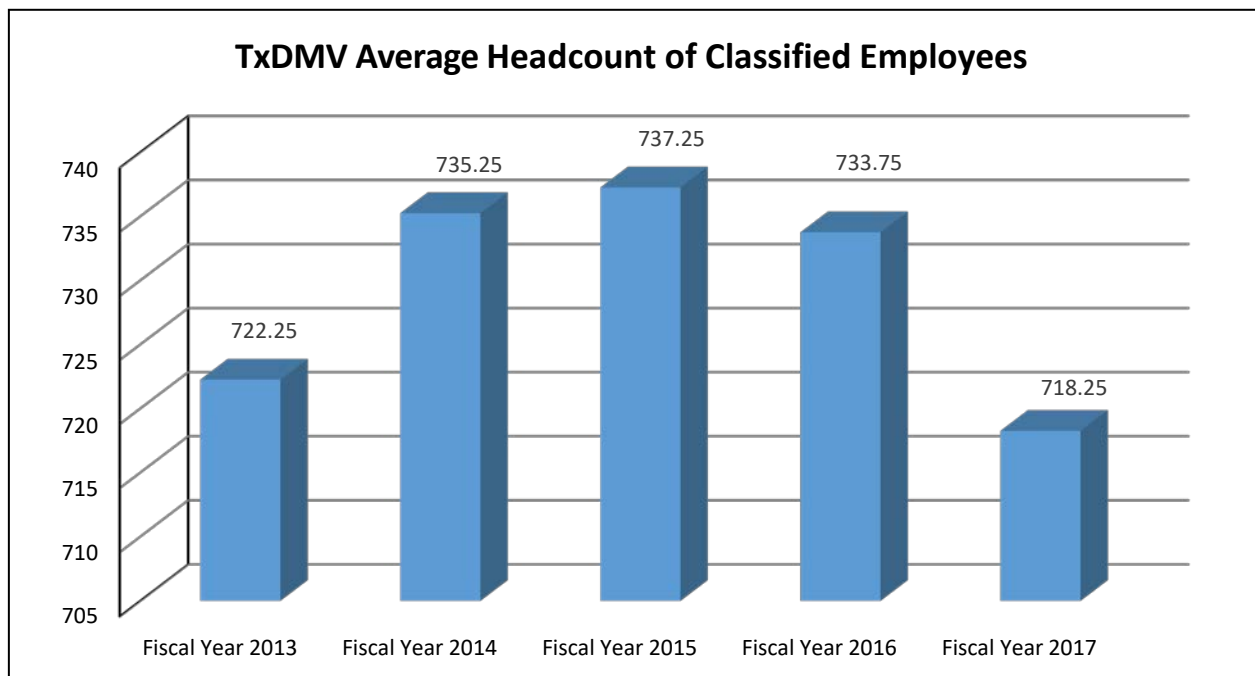


## Workforce Supply

The U.S. unemployment rate reported in January 2018 was 4.1% compared to the Texas unemployment rate of 4.0%<sup>4</sup>. Texas' population grew by 20% between 2000 and 2010. Further, between 2010 and 2016, Texas has had the nation's largest annual population growth, according to the U.S. Census Bureau. This growth in population indicates that Texas may have additional resources to address labor shortages created by the retirement of baby boomers. TxDMV is optimistic in its ability to recruit a qualified workforce.

TxDMV's average employee headcount decreased from 733.75 in Fiscal Year 2016 to 718.25 in Fiscal Year 2017<sup>5</sup>. This decrease is related to the statewide hiring freeze in place during Fiscal Year 2017.

The average headcount is calculated by using the average number of classified employees who worked at any time during each quarter of the fiscal year, divided by four.



*Source: State Auditor's Office E-Class System*

<sup>4</sup> Source: Bureau of Labor Statistics

<sup>5</sup> Source: State Auditor's Office (SAO) E-Class System, Fiscal Year 2017

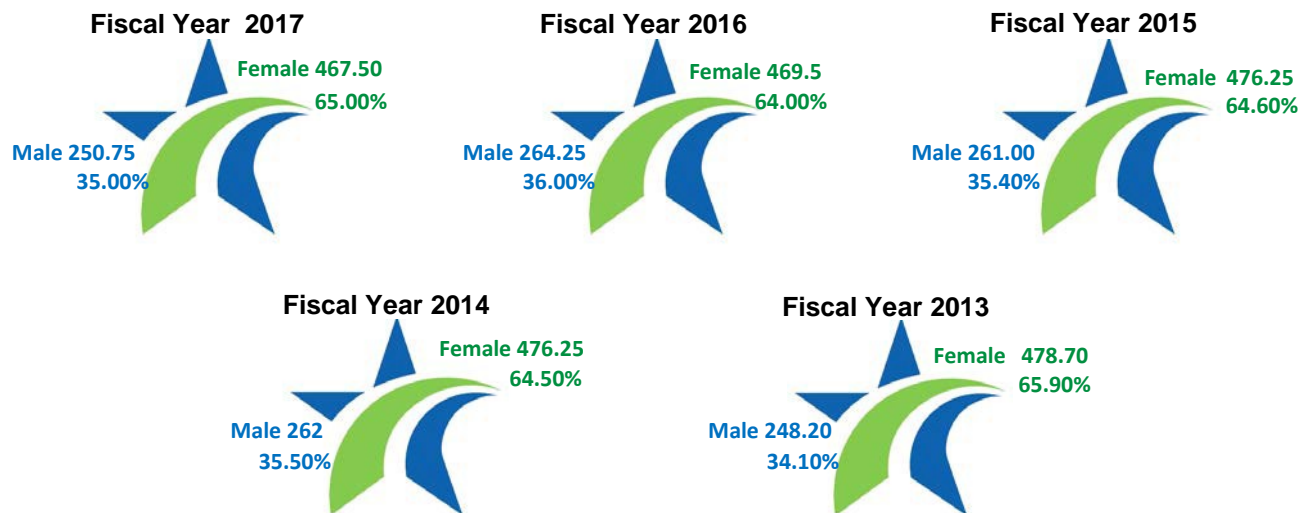


## Workforce Age and Gender

TxDMV's hiring policies and procedures support the department in attracting, hiring and retaining well-qualified workers regardless of age or gender. During Fiscal Year 2017, 78% of department employees were over 40<sup>6</sup>.

Average Headcount by Age Range	
Age Range	Average Headcount
16 to 29	27.50
30 to 39	130.50
40 to 49	215.50
50 to 59	227.25
60 to 69	110.50
70 or Older	7.00
Total	718.25

Source: State Auditor's Office E-Class, Fiscal Year 2017



In Fiscal Year 2017, the department employed an average of 467.50 females (65%) and 250.75 males (35%)<sup>7</sup>.

<sup>6</sup> Source: State Auditor's Office (SAO) E-Class System, Fiscal Year 2017<sup>9</sup>

<sup>7</sup> Source: State Auditor's Office (SAO) E-Class System, Fiscal Year 2017

## State Service Tenure

TxDMV employees' average length of state service during Fiscal Year 2017 was 12.47<sup>8</sup> years.

Length of State Service	Employee Headcount	Percent
Less than 2 Years	86.00	11.97%
02 to 4.99 Years	114.25	15.91%
05 to 9.99 Years	144.25	20.10%
10 to 14.99 Years	102.00	14.20%
15 to 19.99 Years	104.50	14.55%
20 to 24.99 Years	86.00	11.97%
25 to 29.99 Years	46.75	6.50%
30 to 34.99 Years	21.25	2.96%
Greater than 35 Years	13.25	1.84%
<b>Total</b>	<b>718.25</b>	<b>100%</b>

*Source: State Auditor's Office E-Class System, Fiscal Year 2017*

## Turnover and Separations

The statewide turnover rate for all types of separations was 33.5% compared to TxDMV's turnover rate for all types of separations of 11.8% in Fiscal Year 2017.

The statewide voluntary turnover rate was 26% compared to TxDMV's voluntary turnover rate of 6.8% in Fiscal Year 2017, excluding involuntary separations and retirements<sup>9</sup>.

The statewide turnover rate for retirements was 3% compared to TxDMV's retirement turnover rate of 3.9%.

The statewide involuntary turnover rate was 4.3% compared to TxDMV's involuntary turnover rate of 1.0 %. Note: The statewide involuntary turnover rate includes employee separations due to dismissals for cause, reductions in force, resignations in lieu of involuntary separation, and terminations at will. TxDMV involuntary turnover rate includes employee separations due to dismissals for cause.

The statewide turnover rate due to employee death was 0.1% and TxDMV's rate was 0.1%.

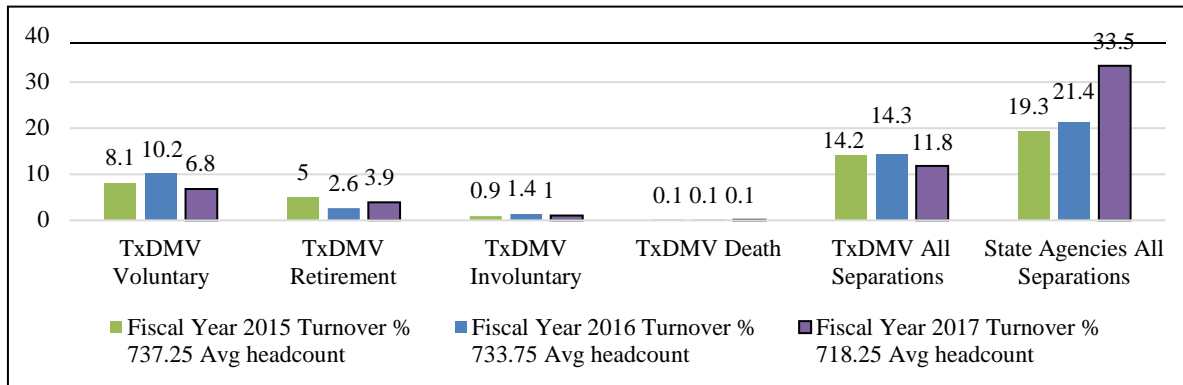
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<sup>8</sup> Source: State Auditor's Office (SAO) E-Class System, Fiscal Year 2017

<sup>9</sup> Source: State Auditor's Office (SAO) E-Class System, Fiscal Year 2017

The highest turnover rate, 4.0% (29 employees), occurred in Customer Service Representative positions.

### Turnover Fiscal Years 2015-2017



Source: State Auditor's Office (SAO) E-Class System Fiscal Year 2015-2017

The department had an average of 15 less employees in Fiscal Year 2017 than in Fiscal Year 2016.

TxDMV had 85 total separations in Fiscal Year 2017. The following lists categories of separation and includes the number of employees. The Fiscal Year 2017 percentage of separation is calculated by dividing the number of employees in a separation category by the total average headcount of 718.25.

Voluntary	49 employees	(6.8%)
Retirement	28 employees	(3.9%)
Involuntary	7 employees	(1.0%)
Death	1 employee	(0.1%)

The top two reasons for leaving the department cited in the State Auditor's Office (SAO's) voluntary survey for employees separating from TxDMV were:

Retirement	42.2%
Better pay/benefits	15.6%

TxDMV separating employees (61.4%) indicated they would work for the department again in the future.

### Retirement Eligibility

In January 2018, 71<sup>10</sup> employees met the Employees' Retirement System (ERS) eligibility rule of 80 (years of age plus years of state service); representing 10.15% of TxDMV's workforce. By January 2023, an additional 115 TxDMV employees or 16.44% will meet the ERS retirement eligibility rule of 80.

<sup>10</sup> Source: Centralized Accounting and Payroll/Personnel System (CAPPS)

## Projection

TxDMV currently possesses the human resources necessary for providing premier customer service to the motoring public. Areas of concern during the next five years include turnover within Customer Service Representative positions (comprising a significant portion of the department's workforce) and employees who are eligible for retirement.

## Demand Analysis and Future Workforce Skills Needed

As the department matures, the future workforce skills needed continually evolve. TxDMV has identified two specific areas with a high future demand: information technology staff and customer service staff. TxDMV will focus on recruiting its future workers who possess the following skills and abilities:

### ***Technology***

To develop, maintain and operate and teach others to utilize new software programs and systems, including social media

### ***Project Management***

To plan and execute individual, group and organizational projects

### ***Change Management***

To embrace change and facilitate the creation of positive change to meet the demands of the motoring public

### ***Customer Service***

To effectively communicate and solve problems for walk-in, telephone and email customers

### ***Language***

To read, write and speak proficiently in languages other than English

## Anticipated Increase/Decrease in Full-Time Equivalents (FTEs)

TxDMV is currently in the process of developing its exceptional item requests which could include a request for additional FTEs.

## Strategy Development

TxDMV focuses on recruiting, developing and retaining a diverse and qualified workforce. The department utilizes a wide range of strategies as described below.

### ***Recruiting***

- Continue recruiting a diverse and well-qualified applicant pool by announcing job postings on the department's website, Facebook page, Twitter account, Texas Workforce Commission's website, various internet job boards and industry specific publications



- Continue encouraging managers to recruit veterans and veterans to apply to meet the department's goal of employing a workforce comprised of 20% veterans
- Provide candidates interested in department career opportunities the ability to register for automated email notifications of job postings
- Target college students and recent college graduates by providing paid internships

### ***Developing***

- Offer tuition assistance to support employee's educational activities aligned with department needs
- Provide department-wide training and development activities in both online and instructor-led formats
- Develop and provide custom-designed training and development activities for program and division-specific groups
- Encourage employee participation in Wellness programs geared to develop healthier life styles

### ***Retaining***

- Foster employee engagement by encouraging participation in the Survey of Employee Engagement designed to gather feedback on employee satisfaction regarding various aspects of TxDMV
- Allocate merit dollars to reward outstanding performance
- Provide paid leave to reward outstanding performance
- Allow alternative work schedules and telecommuting opportunities supporting the needs of department employees
- Administer Sick Leave Pool allowing employees to remain in paid leave status when the employee has exhausted all available leave balances and the employee or employee's immediate family member suffers a catastrophic illness or injury
- Offer an Employee Assistance Program for both employees and immediate family members
- Recognize an employee's total service to the state through the State Service Award program

## Conclusion

The TxDMV Board has adopted a strategic goal of being customer centric. The department recognizes that recruiting, developing and retaining a qualified workforce is imperative to achieving this goal. TxDMV continues to recruit a diverse workforce, support the development of its employees through various activities and initiatives and provide a wide array of benefits to retain its employees.

TxDmv is acutely aware that it is in a highly competitive job market and that it needs to focus on new and innovative approaches to recruit and retain the best and the brightest to meet its future workforce needs, especially in the areas of technology and customer service.

Included below is the *Survey of Employee Engagement Texas Department of Motor Vehicles Executive Summary 2018*.



SEE

# SURVEY OF EMPLOYEE ENGAGEMENT

Texas Department of Motor Vehicles

Executive Summary

**2018**



# Executive Summary

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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 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



**Texas Department of Motor Vehicles**

**Organizational Leadership:**

Whitney Brewster, Executive Director

**Benchmark Categories:**

Size 4: Organizations with 301 to 1000 employees

Mission 7 : Business and Economic Development

**Survey Administration**

Collection Period:  
01/30/2018 through 03/02/2018

Survey Liaison:  
Jeannie Weaver  
Org. Development Consultant  
4000 Jackson Ave. BLDG 1  
Austin, TX 78731

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# Introduction

**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



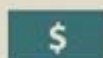
Community



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.

**46 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 46 breakout categories.

**20 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 20 additional items.



## Employee Engagement

# 81%

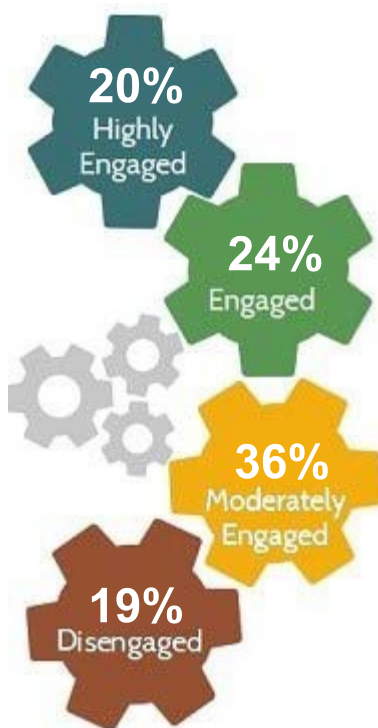
Up 2.9%

### Response Rate

The response rate to the survey is your first indication of the level of employee engagement in your organization. Of the 707 employees invited to take the survey, 573 responded for a response rate of 81%. As a general rule, rates higher than 50% suggest soundness, while rates lower than 30% may indicate problems. At 81%, 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. **Your Overall Score from last time was 361.**



### Levels of Employee Engagement

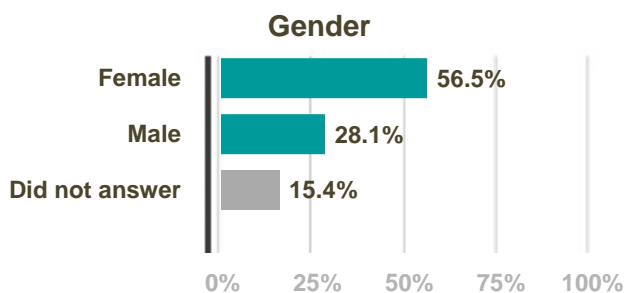
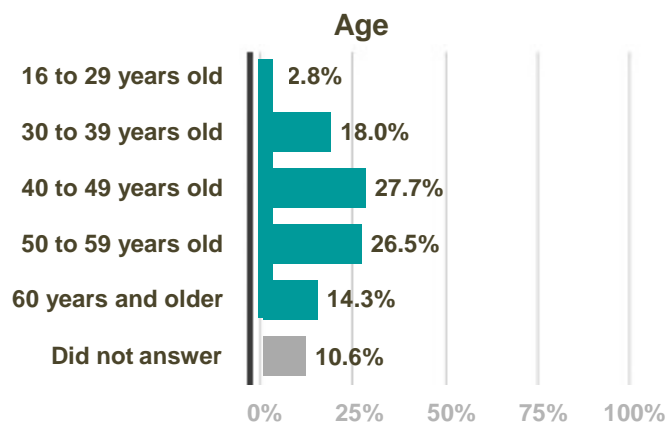
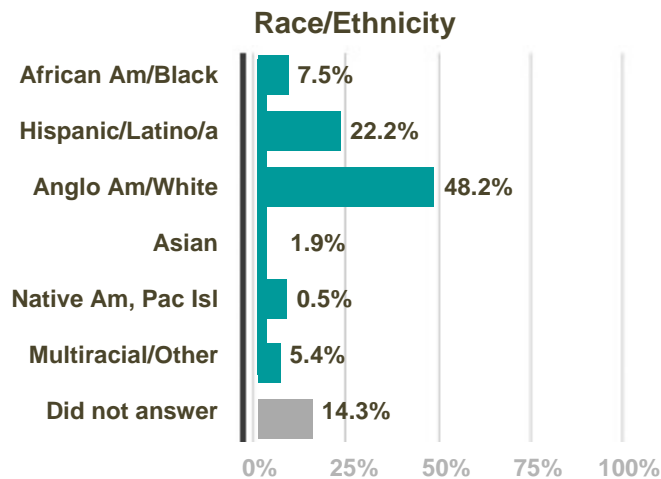
Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this organization, 20% of employees are Highly Engaged, 24% are Engaged, 36% are Moderately Engaged, and 19% are Disengaged.

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.



### YEARS OF SERVICE With this Organization



22% New Hires (0-2 years)  
41% Experienced (3-10 years)  
31% Very Experienced (11+ years)  
7% Did Not Answer

*Each figure represents about 6.4 employees.*

### FOCUS FORWARD >>>

## 9% 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

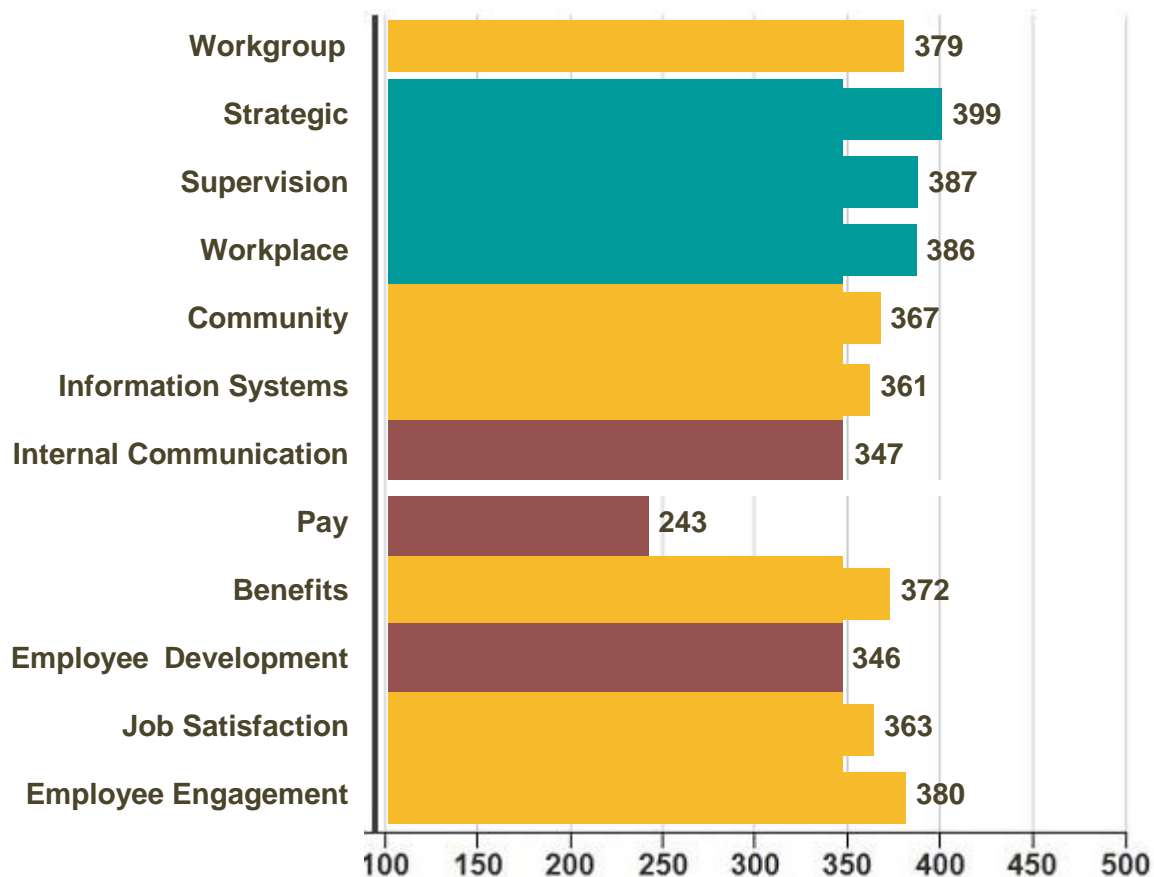
Similar items are grouped together and their scores are averaged and multiplied by 100 to produce 12 construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

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.

### Construct Scores



## Constructs Over Time

One of the benefits of continuing to participate in the survey is that over time data shows how employees' views have changed as a result of implementing efforts suggested by previous survey results.

Positive changes indicate that employees perceive the issue as having improved since the previous survey.

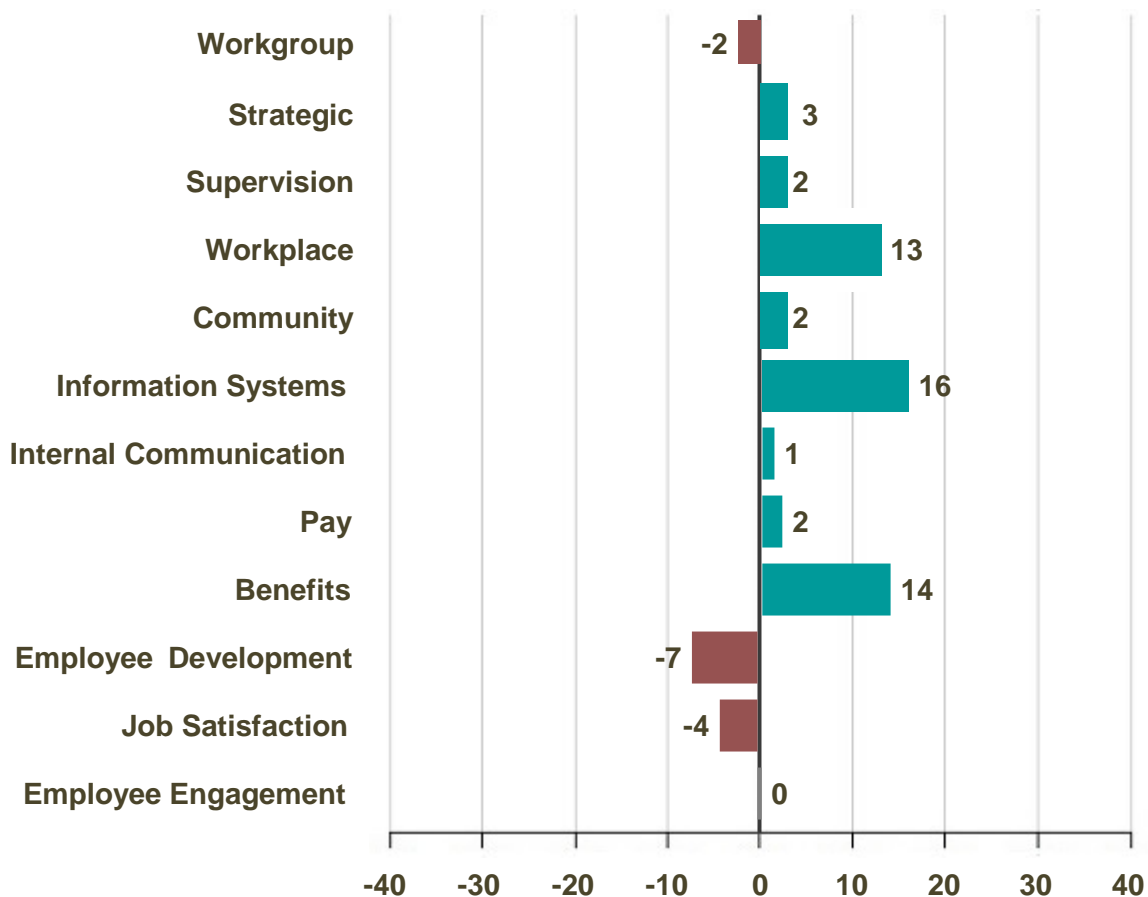
Negative changes indicate that the employees perceive that the issue has worsened since the previous survey. Negative changes of greater than 40 points and having 8 or more negative construct changes should be a source of concern for the organization and should be discussed with employees and organizational leadership.

## Has Change Occured?

Variation in scores from year to year is normal, even when nothing has changed. Analyzing trend data requires a bringing patterns into focus, digging deeper into data, and asking questions about issues surrounding the workplace.

Pay close attention to changes of more than 15 points in either direction. Were there any new policies or organizational changes that might have affected the scores? Were these areas a point of focus for your change initiatives?

### Constructs Scores Over Time



## Areas of Strength and Concern

### Areas of Strength



#### Strategic

**Score: 399**

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.



#### Supervision

**Score: 387**

The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. Higher scores suggest that employees view their supervisors as fair, helpful and critical to the flow of work.



#### Workplace

**Score: 386**

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.

### Areas of Concern



#### Pay

**Score: 243**

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.



#### Employee Development

**Score: 346**

The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. Lower scores suggest that employees feel stymied in their education and growth in job competence.



#### Internal Communication

**Score: 347**

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.

## Areas of Strength and Concern

### About 9% of your employees intend to leave in 1 year.

High rates of employee turnover are disruptive for any organization, so keeping employees engaged and productive should be a key concern for everyone's benefit. This survey captures the unique factors that rate as top influencers between employees who intend to leave your organization versus those who intend to stay. Listed below are five retention strategies tailored to your organization's needs. If you have additional concerns, consider conducting an exit survey to capture specific reasons why employees are leaving.

# 1

#### **Offer job training.**

A learning organization is one that benefits from its employees continually expanding their knowledge and capacity. Offer and encourage training opportunities at every level, and formalize employee development plans with a mind towards promoting from within. Build opportunities for team learning, and make sure all supervisors are included in leadership training.

# 2

#### **Allow opportunities for feedback on supervisor performance.**

Great leaders are open to feedback, and opportunities should be made for employees to assess their supervisor's performance. Create avenues for open and honest communication, where employees feel comfortable giving feedback to help increase their supervisor's effectiveness and identify areas that need development. Consider a 360 Degree evaluation approach to cover all perspectives.

# 3

#### **Encourage open and honest communication.**

An effective work environment has open communication up, down, and across the organization. Start by establishing an open-door policy so employees feel comfortable and safe expressing their ideas. Critiques of work should be constructive, and mistakes should be viewed as learning opportunities when applicable. Bridge communication gaps through team-building exercises.

# 4

#### **Offer salaries that are competitive with similar jobs.**

The cost of turnover for each employee can amount to thousands of dollars lost to hiring, onboard training, and inefficiencies due to vacant roles. Research what other organizations offer for similar jobs to increase your chances of attracting and retaining talent. Higher salaries won't solve turnover issues alone, so thoroughly examine the other retention areas as well.

# 5

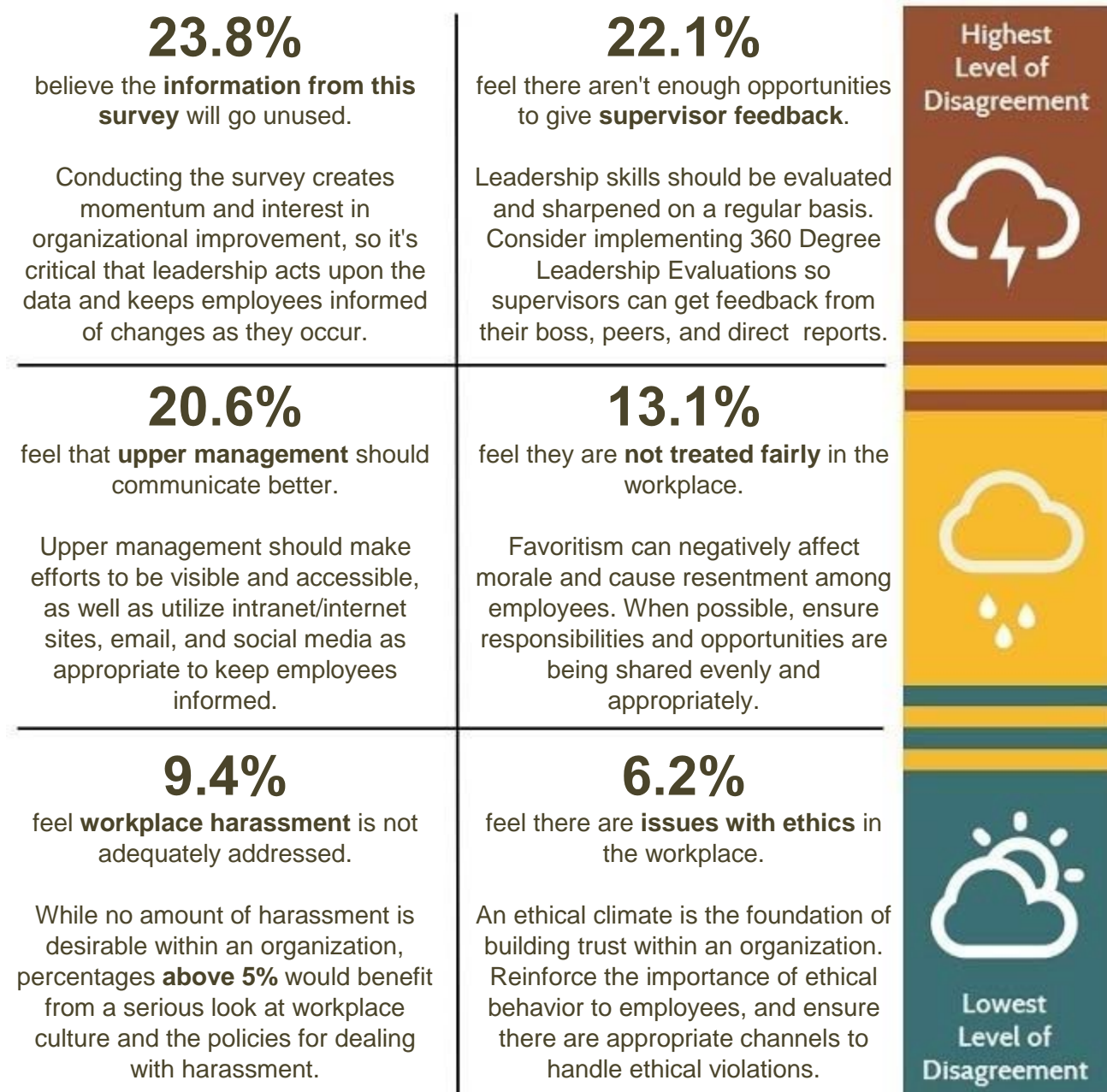
#### **Treat employees fairly and without favoritism.**

Maintaining fairness in the workplace will help make employees feel like they're working together on an even playing field. Set and communicate clear rules on policies and define clear career paths so that everyone is familiar with your expectations. Be open and honest about why certain employees are assigned tasks, and praise all employees when they're successful.



## 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.



## 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.

### 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.



**APR**  
2018

**MAY**  
2018



### 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.



**JUN**  
2018

**JUL**  
2018



### 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.



**SEP**  
2018

**NOV**  
2018



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

### Resurvey

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



**JAN**  
2020



## Demographic Items

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Survey respondent information reports the response rate and frequency information for all demographic variables that were asked of participants. Response Rate is a good indicator of employees' willingness to engage in efforts to improve the organization. Scope of Participation is a gauge to see whether or not employees by demographic characteristics participated in the survey.

### Response Rate

Your response rate is the percentage of surveys distributed divided by the number of valid surveys received. For category reports, we only report the response rate for the organization as a whole.

### What is a good response rate?

If your organization sampled employees, the answer must take into consideration size, sampling strategy, variance, and error tolerance. When all employees are surveyed (census), a general rule for organizations of at least 500, is that a 30% rate is a low, but an acceptable level of response. In general, response rates of greater than 50% (regardless of number of employees) indicate a strong level of participation.

### What about non-respondents?

First, you should review the scope of participation discussed in the following paragraph. Second, you need to ascertain whether or not a more focused effort is needed to determine why some groups did not respond.

### Scope of Participation

Respondent information is used as a gauge of the scope of participation. For example, the percentages of male and female respondents should roughly mirror your organization's gender composition. This should be true for the other demographic categories. If not, consider whether or not additional efforts need to be made to engage those low participating categories. It is important to note the following:

- If less than five respondents selected a demographic variable, "Less Than Five" and "Not Available" is reported to protect the respondents' anonymity.
- Participants have the option to skip items or select prefer not to answer. Both of these non-responses are combined to give a total "Prefer not to answer" count.

## Demographic Items

Total Respondents: 573  
 Surveys Distributed: 707  
 Response Rate: 81.05%

**Number  
of Survey  
Respondents**

**Percent  
of Survey  
Respondents**

### My highest education level

Did not finish high school:	Less than 5	Not Available
High school diploma (or GED):	70	12.22%
Some college:	189	32.98%
Associate's Degree:	54	9.42%
Bachelor's Degree:	153	26.70%
Master's Degree:	50	8.73%
Doctoral Degree:	24	4.19%
Prefer not to answer:	32	5.58%

### I am

Female:	324	56.54%
Male:	161	28.10%
Prefer not to answer:	88	15.36%

### My annual salary (before taxes)

Less than \$15,000:	Less than 5	Not Available
\$15,000-\$25,000:	6	1.05%
\$25,001-\$35,000:	97	16.93%
\$35,001-\$45,000:	142	24.78%
\$45,001-\$50,000:	46	8.03%
\$50,001-\$60,000:	63	10.99%
\$60,001-\$75,000:	77	13.44%
More than \$75,000:	74	12.91%
Prefer not to answer:	65	11.34%

### My age (in years)

16-29:	16	2.79%
30-39:	103	17.98%
40-49:	159	27.75%
50-59:	152	26.53%
60+:	82	14.31%
Prefer not to answer:	61	10.65%

## Demographic Items

Total Respondents: 573  
 Surveys Distributed: 707  
 Response Rate: 81.05%

**Number  
of Survey  
Respondents**

**Percent  
of Survey  
Respondents**

### Years of service with this organization

Less than 1:	40	6.98%
1-2:	85	14.83%
3-5:	111	19.37%
6-10:	123	21.47%
11-15:	47	8.20%
16+:	128	22.34%
Prefer not to answer:	39	6.81%

### My race/ethnic identification

African-American or Black:	43	7.50%
Hispanic or Latino/a:	127	22.16%
Anglo-American or White:	276	48.17%
Asian:	11	1.92%
American Indian or Pacific Islander:	Less than 5	Not Available
Multiracial or Other:	31	5.41%
Prefer not to answer:	82	14.31%

### I am currently in a supervisory role.

Yes:	86	15.01%
No:	446	77.84%
Prefer not to answer:	41	7.16%

### I received a promotion during the past two years.

Yes:	77	13.44%
No:	462	80.63%
Prefer not to answer:	34	5.93%

### I received a merit increase during the past two years.

Yes:	264	46.07%
No:	268	46.77%
Prefer not to answer:	41	7.16%

## Demographic Items

Total Respondents: 573  
 Surveys Distributed: 707  
 Response Rate: 81.05%

**Number  
of Survey  
Respondents**

**Percent  
of Survey  
Respondents**

### I plan to be working for this organization in one year.

Yes:	428	74.69%
No:	52	9.08%
Prefer not to answer:	93	16.23%

### I am eligible for retirement within the next two years.

Yes:	94	16.40%
No:	426	74.35%
Prefer not to answer:	53	9.25%



## Primary Items

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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.

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

- **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.
- **Organizational Categories** are benchmarked against the organization as a whole.

### 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 3.00 and 4.00. 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



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

83% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	212	264	48	30	11	7
Percentage:	37.06%	46.15%	8.39%	5.24%	1.92%	1.22%

83% Agreement

<b>SCORE:</b>	<b>4.13</b>
Std. Dev.:	0.91
Total Respondents:	572
<b>BENCHMARKS</b>	
Past Score:	4.16
Similar Mission:	4.15
Similar Size:	4.21
All Orgs:	4.18



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

70% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	165	236	86	44	33	8
Percentage:	28.85%	41.26%	15.03%	7.69%	5.77%	1.40%

70% Agreement

<b>SCORE:</b>	<b>3.81</b>
Std. Dev.:	1.12
Total Respondents:	572
<b>BENCHMARKS</b>	
Past Score:	3.89
Similar Mission:	3.59
Similar Size:	3.67
All Orgs:	3.70

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

55% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	115	202	119	81	33	22
Percentage:	20.10%	35.31%	20.80%	14.16%	5.77%	3.85%

55% Agreement

<b>SCORE:</b>	<b>3.52</b>
Std. Dev.:	1.15
Total Respondents:	572
<b>BENCHMARKS</b>	
Past Score:	3.50
Similar Mission:	3.58
Similar Size:	3.57
All Orgs:	3.60



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

66% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	150	224	91	63	39	4
Percentage:	26.27%	39.23%	15.94%	11.03%	6.83%	0.70%

66% Agreement

<b>SCORE:</b>	<b>3.68</b>
Std. Dev.:	1.18
Total Respondents:	571
<b>BENCHMARKS</b>	
Past Score:	3.70
Similar Mission:	3.76
Similar Size:	3.86
All Orgs:	3.82





## Primary Items



5. Our organization is known for the quality of work we provide.

71% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	165	242	102	38	15	10
Percentage:	28.85%	42.31%	17.83%	6.64%	2.62%	1.75%

71% Agreement

<b>SCORE:</b>	<b>3.90</b>
Std. Dev.:	0.99
Total Respondents:	572
<b>BENCHMARKS</b>	
Past Score:	3.87
Similar Mission:	3.91
Similar Size:	3.99
All Orgs:	3.93



6. I know how my work impacts others in the organization.

85% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	235	253	49	25	4	5
Percentage:	41.16%	44.31%	8.58%	4.38%	0.70%	0.88%

85% Agreement

<b>SCORE:</b>	<b>4.22</b>
Std. Dev.:	0.83
Total Respondents:	571
<b>BENCHMARKS</b>	
Past Score:	4.18
Similar Mission:	4.10
Similar Size:	4.09
All Orgs:	4.12

7. My organization develops services to match the needs of our customers/clients.

72% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	155	255	92	41	18	10
Percentage:	27.15%	44.66%	16.11%	7.18%	3.15%	1.75%

72% Agreement

<b>SCORE:</b>	<b>3.87</b>
Std. Dev.:	1.00
Total Respondents:	571
<b>BENCHMARKS</b>	
Past Score:	3.87
Similar Mission:	3.94
Similar Size:	3.98
All Orgs:	3.97



8. Our organization communicates effectively with the public.

69% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	123	271	96	47	20	11
Percentage:	21.65%	47.71%	16.90%	8.27%	3.52%	1.94%

69% Agreement

<b>SCORE:</b>	<b>3.77</b>
Std. Dev.:	1.00
Total Respondents:	568
<b>BENCHMARKS</b>	
Past Score:	3.77
Similar Mission:	3.87
Similar Size:	3.91
All Orgs:	3.97



## Primary Items

9. I have a good understanding of our mission, vision, and strategic plan.

86% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	221	268	47	21	9	3
Percentage:	38.84%	47.10%	8.26%	3.69%	1.58%	0.53%

86% Agreement

<b>SCORE:</b>	<b>4.19</b>
Std. Dev.:	0.86
Total Respondents:	569
<b>BENCHMARKS</b>	
Past Score:	4.09
Similar Mission:	4.07
Similar Size:	4.07
All Orgs:	4.13



10. My supervisor provides me with a clear understanding of my work responsibilities.

78% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	206	238	64	37	22	5
Percentage:	36.01%	41.61%	11.19%	6.47%	3.85%	0.87%

78% Agreement

<b>SCORE:</b>	<b>4.00</b>
Std. Dev.:	1.04
Total Respondents:	572
<b>BENCHMARKS</b>	
Past Score:	3.95
Similar Mission:	4.04
Similar Size:	4.04
All Orgs:	4.10



11. My supervisor recognizes outstanding work.

71% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	184	222	83	50	24	7
Percentage:	32.28%	38.95%	14.56%	8.77%	4.21%	1.23%

71% Agreement

<b>SCORE:</b>	<b>3.87</b>
Std. Dev.:	1.10
Total Respondents:	570
<b>BENCHMARKS</b>	
Past Score:	3.80
Similar Mission:	3.88
Similar Size:	3.95
All Orgs:	3.95



12. I am given the opportunity to do my best work.

71% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	196	212	79	52	28	4
Percentage:	34.33%	37.13%	13.84%	9.11%	4.90%	0.70%

71% Agreement

<b>SCORE:</b>	<b>3.87</b>
Std. Dev.:	1.13
Total Respondents:	571
<b>BENCHMARKS</b>	
Past Score:	3.92
Similar Mission:	4.01
Similar Size:	4.07
All Orgs:	4.09

## Primary Items



13. My supervisor is consistent when administering policies concerning employees.

63% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	165	192	89	75	39	8
Percentage:	29.05%	33.80%	15.67%	13.20%	6.87%	1.41%

63% Agreement

<b>SCORE:</b>	<b>3.66</b>
Std. Dev.:	1.23
Total Respondents:	568
<b>BENCHMARKS</b>	
Past Score:	3.67
Similar Mission:	3.77
Similar Size:	3.85
All Orgs:	3.85



14. My supervisor evaluates my performance fairly.

75% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	191	232	68	39	21	15
Percentage:	33.75%	40.99%	12.01%	6.89%	3.71%	2.65%

75% Agreement

<b>SCORE:</b>	<b>3.97</b>
Std. Dev.:	1.05
Total Respondents:	566
<b>BENCHMARKS</b>	
Past Score:	3.93
Similar Mission:	3.73
Similar Size:	3.85
All Orgs:	3.86



15. Given the type of work I do, my physical workplace meets my needs.

82% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	185	283	54	33	11	3
Percentage:	32.51%	49.74%	9.49%	5.80%	1.93%	0.53%

82% Agreement

<b>SCORE:</b>	<b>4.06</b>
Std. Dev.:	0.91
Total Respondents:	569
<b>BENCHMARKS</b>	
Past Score:	3.92
Similar Mission:	3.92
Similar Size:	3.97
All Orgs:	3.98



16. My workplace is well maintained.

68% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	124	264	98	67	15	3
Percentage:	21.72%	46.23%	17.16%	11.73%	2.63%	0.53%

68% Agreement

<b>SCORE:</b>	<b>3.73</b>
Std. Dev.:	1.02
Total Respondents:	571
<b>BENCHMARKS</b>	
Past Score:	3.59
Similar Mission:	3.77
Similar Size:	3.84
All Orgs:	3.82



## Primary Items



17. There are sufficient procedures to ensure the safety of employees in the workplace.

73% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	129	287	79	41	26	7
Percentage:	22.67%	50.44%	13.88%	7.21%	4.57%	1.23%

73% Agreement

<b>SCORE:</b>	<b>3.80</b>
Std. Dev.:	1.02
Total Respondents:	569
<b>BENCHMARKS</b>	
Past Score:	3.65
Similar Mission:	4.01
Similar Size:	4.01
All Orgs:	4.02



18. I have adequate resources and equipment to do my job.

75% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	139	287	67	54	18	5
Percentage:	24.39%	50.35%	11.75%	9.47%	3.16%	0.88%

75% Agreement

<b>SCORE:</b>	<b>3.84</b>
Std. Dev.:	1.01
Total Respondents:	570
<b>BENCHMARKS</b>	
Past Score:	3.76
Similar Mission:	3.85
Similar Size:	3.85
All Orgs:	3.91



19. The people I work with treat each other with respect.

73% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	150	265	79	46	28	3
Percentage:	26.27%	46.41%	13.84%	8.06%	4.90%	0.53%

73% Agreement

<b>SCORE:</b>	<b>3.82</b>
Std. Dev.:	1.07
Total Respondents:	571
<b>BENCHMARKS</b>	
Past Score:	3.74
Similar Mission:	3.81
Similar Size:	3.93
All Orgs:	3.87



20. My organization works to attract, develop, and retain people with diverse backgrounds.

55% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	108	204	137	49	53	19
Percentage:	18.95%	35.79%	24.04%	8.60%	9.30%	3.33%

55% Agreement

<b>SCORE:</b>	<b>3.48</b>
Std. Dev.:	1.18
Total Respondents:	570
<b>BENCHMARKS</b>	
Past Score:	3.44
Similar Mission:	3.65
Similar Size:	3.71
All Orgs:	3.76



## Primary Items



21. The people I work with care about my personal well-being.

71% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	140	260	95	50	16	6
Percentage:	24.69%	45.86%	16.75%	8.82%	2.82%	1.06%

71% Agreement

<b>SCORE:</b>	<b>3.82</b>
Std. Dev.:	1.00
Total Respondents:	567
<b>BENCHMARKS</b>	
Past Score:	3.84
Similar Mission:	3.93
Similar Size:	3.99
All Orgs:	3.98



22. I trust the people in my workplace.

59% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	110	224	141	54	35	5
Percentage:	19.33%	39.37%	24.78%	9.49%	6.15%	0.88%

59% Agreement

<b>SCORE:</b>	<b>3.57</b>
Std. Dev.:	1.10
Total Respondents:	569
<b>BENCHMARKS</b>	
Past Score:	3.59
Similar Mission:	None
Similar Size:	None
All Orgs:	None

23. My work group uses the latest technologies to communicate and interact.

59% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	77	259	106	99	19	9
Percentage:	13.53%	45.52%	18.63%	17.40%	3.34%	1.58%

59% Agreement

<b>SCORE:</b>	<b>3.49</b>
Std. Dev.:	1.04
Total Respondents:	569
<b>BENCHMARKS</b>	
Past Score:	3.42
Similar Mission:	3.53
Similar Size:	3.58
All Orgs:	3.58



24. Our computer systems provide reliable information.

71% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	77	328	90	45	20	7
Percentage:	13.58%	57.85%	15.87%	7.94%	3.53%	1.23%

71% Agreement

<b>SCORE:</b>	<b>3.71</b>
Std. Dev.:	0.93
Total Respondents:	567
<b>BENCHMARKS</b>	
Past Score:	3.53
Similar Mission:	3.72
Similar Size:	3.75
All Orgs:	3.80



## Primary Items



25. Support is available for the technologies we use.

65% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	82	285	112	62	21	5
Percentage:	14.46%	50.26%	19.75%	10.93%	3.70%	0.88%

65% Agreement

<b>SCORE:</b>	<b>3.61</b>
Std. Dev.:	0.99
Total Respondents:	567
<b>BENCHMARKS</b>	
Past Score:	3.49
Similar Mission:	None
Similar Size:	None
All Orgs:	None

26. Our computer systems enable me to quickly find the information I need.

67% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	78	302	103	57	21	6
Percentage:	13.76%	53.26%	18.17%	10.05%	3.70%	1.06%

67% Agreement

<b>SCORE:</b>	<b>3.64</b>
Std. Dev.:	0.97
Total Respondents:	567
<b>BENCHMARKS</b>	
Past Score:	3.37
Similar Mission:	3.53
Similar Size:	3.51
All Orgs:	3.61

27. The communication channels I must go through at work are reasonable.

63% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	82	274	100	74	34	5
Percentage:	14.41%	48.15%	17.57%	13.01%	5.98%	0.88%

63% Agreement

<b>SCORE:</b>	<b>3.52</b>
Std. Dev.:	1.08
Total Respondents:	569
<b>BENCHMARKS</b>	
Past Score:	3.49
Similar Mission:	3.58
Similar Size:	3.61
All Orgs:	3.70



28. My work atmosphere encourages open and honest communication.

58% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	101	231	96	76	61	3
Percentage:	17.78%	40.67%	16.90%	13.38%	10.74%	0.53%

58% Agreement

<b>SCORE:</b>	<b>3.42</b>
Std. Dev.:	1.23
Total Respondents:	568
<b>BENCHMARKS</b>	
Past Score:	3.43
Similar Mission:	3.50
Similar Size:	3.57
All Orgs:	3.57



## Primary Items



29. The communications I receive at work are timely and informative.

58% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	86	246	120	74	37	5
Percentage:	15.14%	43.31%	21.13%	13.03%	6.51%	0.88%

58% Agreement

<b>SCORE:</b>	<b>3.48</b>
Std. Dev.:	1.10
Total Respondents:	568
<b>BENCHMARKS</b>	
Past Score:	3.47
Similar Mission:	None
Similar Size:	None
All Orgs:	None



30. My pay keeps pace with the cost of living.

17% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	16	80	103	167	199	5
Percentage:	2.81%	14.04%	18.07%	29.30%	34.91%	0.88%

17% Agreement

<b>SCORE:</b>	<b>2.20</b>
Std. Dev.:	1.15
Total Respondents:	570
<b>BENCHMARKS</b>	
Past Score:	2.18
Similar Mission:	2.49
Similar Size:	2.52
All Orgs:	2.50



31. Salaries are competitive with similar jobs in the community.

20% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	18	98	147	153	139	15
Percentage:	3.16%	17.19%	25.79%	26.84%	24.39%	2.63%

20% Agreement

<b>SCORE:</b>	<b>2.46</b>
Std. Dev.:	1.14
Total Respondents:	570
<b>BENCHMARKS</b>	
Past Score:	2.41
Similar Mission:	2.63
Similar Size:	2.58
All Orgs:	2.56



32. I feel I am paid fairly for the work I do.

28% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	21	138	128	172	106	4
Percentage:	3.69%	24.25%	22.50%	30.23%	18.63%	0.70%

28% Agreement

<b>SCORE:</b>	<b>2.64</b>
Std. Dev.:	1.15
Total Respondents:	569
<b>BENCHMARKS</b>	
Past Score:	2.63
Similar Mission:	2.84
Similar Size:	2.88
All Orgs:	2.81





## Primary Items



33. Retirement benefits are competitive with similar jobs in the community.

64% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	74	289	122	40	22	20
Percentage:	13.05%	50.97%	21.52%	7.05%	3.88%	3.53%

64% Agreement

<b>SCORE:</b>	<b>3.65</b>
Std. Dev.:	0.94
Total Respondents:	567
<b>BENCHMARKS</b>	
Past Score:	3.56
Similar Mission:	3.71
Similar Size:	3.78
All Orgs:	3.78



34. Health insurance benefits are competitive with similar jobs in the community.

71% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	107	297	105	26	22	11
Percentage:	18.84%	52.29%	18.49%	4.58%	3.87%	1.94%

71% Agreement

<b>SCORE:</b>	<b>3.79</b>
Std. Dev.:	0.94
Total Respondents:	568
<b>BENCHMARKS</b>	
Past Score:	3.56
Similar Mission:	4.01
Similar Size:	4.05
All Orgs:	4.03



35. Benefits can be selected to meet individual needs.

69% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	83	311	107	41	15	10
Percentage:	14.64%	54.85%	18.87%	7.23%	2.65%	1.76%

69% Agreement

<b>SCORE:</b>	<b>3.73</b>
Std. Dev.:	0.90
Total Respondents:	567
<b>BENCHMARKS</b>	
Past Score:	3.62
Similar Mission:	3.86
Similar Size:	3.92
All Orgs:	3.92



36. I believe I have a career with this organization.

61% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	117	233	127	52	33	8
Percentage:	20.53%	40.88%	22.28%	9.12%	5.79%	1.40%

61% Agreement

<b>SCORE:</b>	<b>3.62</b>
Std. Dev.:	1.09
Total Respondents:	570
<b>BENCHMARKS</b>	
Past Score:	3.68
Similar Mission:	3.86
Similar Size:	3.88
All Orgs:	3.89





## Primary Items



37. Training is made available to me so that I can do my job better.

56% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	101	219	117	89	41	3
Percentage:	17.72%	38.42%	20.53%	15.61%	7.19%	0.53%

56% Agreement

<b>SCORE:</b>	<b>3.44</b>
Std. Dev.:	1.16
Total Respondents:	570
<b>BENCHMARKS</b>	
Past Score:	3.57
Similar Mission:	3.79
Similar Size:	3.77
All Orgs:	3.83



38. Training is made available to me for personal growth and development.

50% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	98	188	128	96	53	4
Percentage:	17.28%	33.16%	22.57%	16.93%	9.35%	0.71%

50% Agreement

<b>SCORE:</b>	<b>3.32</b>
Std. Dev.:	1.22
Total Respondents:	567
<b>BENCHMARKS</b>	
Past Score:	3.34
Similar Mission:	3.63
Similar Size:	3.61
All Orgs:	3.66



39. My work environment supports a balance between work and personal life.

66% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	114	259	94	61	35	5
Percentage:	20.07%	45.60%	16.55%	10.74%	6.16%	0.88%

66% Agreement

<b>SCORE:</b>	<b>3.63</b>
Std. Dev.:	1.11
Total Respondents:	568
<b>BENCHMARKS</b>	
Past Score:	3.68
Similar Mission:	3.91
Similar Size:	3.90
All Orgs:	3.88



40. I feel free to be myself at work.

60% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	106	238	109	66	47	4
Percentage:	18.60%	41.75%	19.12%	11.58%	8.25%	0.70%

60% Agreement

<b>SCORE:</b>	<b>3.51</b>
Std. Dev.:	1.17
Total Respondents:	570
<b>BENCHMARKS</b>	
Past Score:	3.62
Similar Mission:	None
Similar Size:	None
All Orgs:	None



## Primary Items



41. The amount of work I am asked to do is reasonable.

64% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	92	271	95	78	25	4
Percentage:	16.28%	47.96%	16.81%	13.81%	4.42%	0.71%

64% Agreement

<b>SCORE:</b>	<b>3.58</b>
Std. Dev.:	1.06
Total Respondents:	565
<b>BENCHMARKS</b>	
Past Score:	3.60
Similar Mission:	3.75
Similar Size:	3.77
All Orgs:	3.71



42. I am proud to tell people that I work for this organization.

66% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	157	214	120	50	15	5
Percentage:	27.99%	38.15%	21.39%	8.91%	2.67%	0.89%

66% Agreement

<b>SCORE:</b>	<b>3.81</b>
Std. Dev.:	1.03
Total Respondents:	561
<b>BENCHMARKS</b>	
Past Score:	3.79
Similar Mission:	3.84
Similar Size:	3.99
All Orgs:	3.97



43. Harassment is not tolerated at my workplace.

78% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	212	230	61	34	19	8
Percentage:	37.59%	40.78%	10.82%	6.03%	3.37%	1.42%

78% Agreement

<b>SCORE:</b>	<b>4.05</b>
Std. Dev.:	1.02
Total Respondents:	564
<b>BENCHMARKS</b>	
Past Score:	3.95
Similar Mission:	4.08
Similar Size:	4.15
All Orgs:	4.15



44. Employees are generally ethical in my workplace.

80% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	166	286	68	22	13	8
Percentage:	29.48%	50.80%	12.08%	3.91%	2.31%	1.42%

80% Agreement

<b>SCORE:</b>	<b>4.03</b>
Std. Dev.:	0.89
Total Respondents:	563
<b>BENCHMARKS</b>	
Past Score:	3.96
Similar Mission:	3.98
Similar Size:	4.07
All Orgs:	4.06



## Primary Items



45. I believe we will use the information from this survey to improve our workplace.

52% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	104	192	126	66	68	8
Percentage:	18.44%	34.04%	22.34%	11.70%	12.06%	1.42%

52% Agreement

<b>SCORE:</b>	<b>3.36</b>
Std. Dev.:	1.26
Total Respondents:	564
<b>BENCHMARKS</b>	
Past Score:	3.21
Similar Mission:	3.43
Similar Size:	3.50
All Orgs:	3.57



46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.

58% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	118	208	99	75	50	16
Percentage:	20.85%	36.75%	17.49%	13.25%	8.83%	2.83%

58% Agreement

<b>SCORE:</b>	<b>3.49</b>
Std. Dev.:	1.23
Total Respondents:	566
<b>BENCHMARKS</b>	
Past Score:	3.48
Similar Mission:	3.46
Similar Size:	3.44
All Orgs:	3.47



47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.

58% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	109	220	109	68	48	9
Percentage:	19.36%	39.08%	19.36%	12.08%	8.53%	1.60%

58% Agreement

<b>SCORE:</b>	<b>3.49</b>
Std. Dev.:	1.19
Total Respondents:	563
<b>BENCHMARKS</b>	
Past Score:	3.47
Similar Mission:	3.61
Similar Size:	3.56
All Orgs:	3.68



48. I am treated fairly in my workplace.

69% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	132	255	97	50	24	5
Percentage:	23.45%	45.29%	17.23%	8.88%	4.26%	0.89%

69% Agreement

<b>SCORE:</b>	<b>3.75</b>
Std. Dev.:	1.05
Total Respondents:	563
<b>BENCHMARKS</b>	
Past Score:	3.75
Similar Mission:	None
Similar Size:	None
All Orgs:	None



## Primary Items

49. My agency does a good job at keeping us up-to-date on cybersecurity (email and internet threats) policies and procedures.

86% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	178	307	52	10	9	8
Percentage:	31.56%	54.43%	9.22%	1.77%	1.60%	1.42%

86% Agreement

<b>SCORE:</b>	<b>4.14</b>
Std. Dev.:	0.78
Total Respondents:	564
<b>BENCHMARKS</b>	
Past Score:	None
Similar Mission:	None
Similar Size:	None
All Orgs:	None

50. We receive regular and useful updates on how to keep our computer and sensitive information secure from cyber-attack.

81% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	153	305	76	18	4	8
Percentage:	27.13%	54.08%	13.48%	3.19%	0.71%	1.42%

81% Agreement

<b>SCORE:</b>	<b>4.05</b>
Std. Dev.:	0.78
Total Respondents:	564
<b>BENCHMARKS</b>	
Past Score:	None
Similar Mission:	None
Similar Size:	None
All Orgs:	None

## Additional Items

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Organizations participating in the Survey are invited to submit up to 20 additional items for inclusion in the Survey. These items are included at the end of the online survey or are printed on an insert and included in each employee's survey packet. Please refer to the survey customization sheet that has been included later in this report for more information on additional items submitted by this organization.

\*Additional Items are not included if none were submitted.

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

### Response Data

- **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

Benchmark and over time data are not available for Additional Items.

### 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 3.00 and 4.00. 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.

## Additional Items

## 1. TxDMV is a good steward of state resources.

71% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	134	271	99	44	18	6
Percentage:	23.43%	47.38%	17.31%	7.69%	3.15%	1.05%

71% Agreement

**SCORE:** 3.81  
 Std. Dev.: 0.99  
 Total Respondents: 572

## 2. I am evaluated on how I am contributing to the strategic goals of the agency.

62% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	112	239	125	58	15	19
Percentage:	19.72%	42.08%	22.01%	10.21%	2.64%	3.35%

62% Agreement

**SCORE:** 3.68  
 Std. Dev.: 1.00  
 Total Respondents: 568

## 3. At TxDMV, we strive for continuous improvement.

67% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	125	255	107	51	22	6
Percentage:	22.08%	45.05%	18.90%	9.01%	3.89%	1.06%

67% Agreement

**SCORE:** 3.73  
 Std. Dev.: 1.03  
 Total Respondents: 566

## 4. I have the knowledge, skills, abilities and educational credentials to perform a higher classification position.

83% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	222	251	69	14	4	8
Percentage:	39.08%	44.19%	12.15%	2.46%	0.70%	1.41%

83% Agreement

**SCORE:** 4.20  
 Std. Dev.: 0.80  
 Total Respondents: 568

## Additional Items

## 5. My division management communicates to all division employees.

63% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	133	224	115	60	30	7
Percentage:	23.37%	39.37%	20.21%	10.54%	5.27%	1.23%

63% Agreement

**SCORE:** 3.66  
 Std. Dev.: 1.11  
 Total Respondents: 569

## 6. At TxDMV, we put our customers and partners at the center of everything we do.

72% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	161	249	84	47	21	6
Percentage:	28.35%	43.84%	14.79%	8.27%	3.70%	1.06%

72% Agreement

**SCORE:** 3.86  
 Std. Dev.: 1.04  
 Total Respondents: 568

## 7. In my division, I am notified of policies and procedures in a timely manner.

69% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	136	256	93	52	26	6
Percentage:	23.90%	44.99%	16.34%	9.14%	4.57%	1.05%

69% Agreement

**SCORE:** 3.75  
 Std. Dev.: 1.06  
 Total Respondents: 569

## 8. TxDMV employees behave in an ethical and honest manner.

76% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	131	302	89	25	13	7
Percentage:	23.10%	53.26%	15.70%	4.41%	2.29%	1.23%

76% Agreement

**SCORE:** 3.92  
 Std. Dev.: 0.88  
 Total Respondents: 567

## Additional Items

9. In my division, decisions are made in a timely manner.

56% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	98	223	125	83	36	6
Percentage:	17.16%	39.05%	21.89%	14.54%	6.30%	1.05%

56% Agreement

**SCORE:** 3.47  
 Std. Dev.: 1.13  
 Total Respondents: 571

10. Employees in my division exhibit personal responsibility.

68% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	116	275	107	44	21	8
Percentage:	20.32%	48.16%	18.74%	7.71%	3.68%	1.40%

68% Agreement

**SCORE:** 3.75  
 Std. Dev.: 0.99  
 Total Respondents: 571

11. At TxDMV, we are performance driven.

68% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	139	243	105	53	18	7
Percentage:	24.60%	43.01%	18.58%	9.38%	3.19%	1.24%

68% Agreement

**SCORE:** 3.77  
 Std. Dev.: 1.03  
 Total Respondents: 565

12. My division management encourages others to express their views, even ones that challenge the status quo.

56% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	105	208	95	83	61	12
Percentage:	18.62%	36.88%	16.84%	14.72%	10.82%	2.13%

56% Agreement

**SCORE:** 3.39  
 Std. Dev.: 1.26  
 Total Respondents: 564



## Additional Items

13. At TxDMV, employees are accountable for their behavior.

62% Agreement

62% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	113	241	114	61	34	6
Percentage:	19.86%	42.36%	20.04%	10.72%	5.98%	1.05%

**SCORE:** 3.60  
 Std. Dev.: 1.11  
 Total Respondents: 569

14. My division management ensures an environment free of prejudice and intolerant behavior.

72% Agreement

72% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	173	234	79	42	31	8
Percentage:	30.51%	41.27%	13.93%	7.41%	5.47%	1.41%

**SCORE:** 3.85  
 Std. Dev.: 1.11  
 Total Respondents: 567

15. In my division, our processes and the information we provide the public are easily understood.

65% Agreement

65% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	98	269	115	65	15	6
Percentage:	17.25%	47.36%	20.25%	11.44%	2.64%	1.06%

**SCORE:** 3.66  
 Std. Dev.: 0.98  
 Total Respondents: 568

16. I understand the core functions of the agency.

93% Agreement

93% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	197	330	33	3	2	3
Percentage:	34.68%	58.10%	5.81%	0.53%	0.35%	0.53%

**SCORE:** 4.27  
 Std. Dev.: 0.62  
 Total Respondents: 568

## Additional Items

17. In my division, managers speak effectively in front of a group.

76% Agreement

76% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	171	263	74	36	15	10
Percentage:	30.05%	46.22%	13.01%	6.33%	2.64%	1.76%

**SCORE:** 3.96  
 Std. Dev.: 0.97  
 Total Respondents: 569

18. I can easily get the information I need to to do my job well.

66% Agreement

66% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	122	254	111	59	17	4
Percentage:	21.52%	44.80%	19.58%	10.41%	3.00%	0.71%

**SCORE:** 3.72  
 Std. Dev.: 1.01  
 Total Respondents: 567

19. At TxDMV, we optimize services and innovation.

62% Agreement

62% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	104	252	121	58	26	9
Percentage:	18.25%	44.21%	21.23%	10.18%	4.56%	1.58%

**SCORE:** 3.62  
 Std. Dev.: 1.05  
 Total Respondents: 570

20. In my division, I have opportunities to participate in continuous improvement projects.

54% Agreement

54% Agreement

	Strongly				Strongly	Don't
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA
Respondents:	109	197	107	87	48	19
Percentage:	19.22%	34.74%	18.87%	15.34%	8.47%	3.35%

**SCORE:** 3.42  
 Std. Dev.: 1.22  
 Total Respondents: 567

## Engagement Items

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Employee Engagement items span several constructs, and capture the degree to which employees are willing to go above and beyond, feel committed to the organization and are present while working. This construct measures the degree to which employees feel that their ideas count, their work impacts the organization and their well being and development is valued.

Each engagement 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

- **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 3.00 and 4.00. 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.

## Engagement Items



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

70% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	165	236	86	44	33	8
Percentage:	28.85%	41.26%	15.03%	7.69%	5.77%	1.40%

70% Agreement

<b>SCORE:</b>	<b>3.81</b>
Std. Dev.:	1.12
Total Respondents:	572
<b>BENCHMARKS</b>	
Past Score:	3.89
Similar Mission:	3.59
Similar Size:	3.67
All Orgs:	3.70



5. Our organization is known for the quality of work we provide.

71% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	165	242	102	38	15	10
Percentage:	28.85%	42.31%	17.83%	6.64%	2.62%	1.75%

71% Agreement

<b>SCORE:</b>	<b>3.90</b>
Std. Dev.:	0.99
Total Respondents:	572
<b>BENCHMARKS</b>	
Past Score:	3.87
Similar Mission:	3.91
Similar Size:	3.99
All Orgs:	3.93



6. I know how my work impacts others in the organization.

85% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	235	253	49	25	4	5
Percentage:	41.16%	44.31%	8.58%	4.38%	0.70%	0.88%

85% Agreement

<b>SCORE:</b>	<b>4.22</b>
Std. Dev.:	0.83
Total Respondents:	571
<b>BENCHMARKS</b>	
Past Score:	4.18
Similar Mission:	4.10
Similar Size:	4.09
All Orgs:	4.12



10. My supervisor provides me with a clear understanding of my work responsibilities.

78% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	206	238	64	37	22	5
Percentage:	36.01%	41.61%	11.19%	6.47%	3.85%	0.87%

78% Agreement

<b>SCORE:</b>	<b>4.00</b>
Std. Dev.:	1.04
Total Respondents:	572
<b>BENCHMARKS</b>	
Past Score:	3.95
Similar Mission:	4.04
Similar Size:	4.04
All Orgs:	4.10



## Engagement Items



11. My supervisor recognizes outstanding work.

71% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	184	222	83	50	24	7
Percentage:	32.28%	38.95%	14.56%	8.77%	4.21%	1.23%

71% Agreement

<b>SCORE:</b>	<b>3.87</b>
Std. Dev.:	1.10
Total Respondents:	570
<b>BENCHMARKS</b>	
Past Score:	3.80
Similar Mission:	3.88
Similar Size:	3.95
All Orgs:	3.95



12. I am given the opportunity to do my best work.

71% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	196	212	79	52	28	4
Percentage:	34.33%	37.13%	13.84%	9.11%	4.90%	0.70%

71% Agreement

<b>SCORE:</b>	<b>3.87</b>
Std. Dev.:	1.13
Total Respondents:	571
<b>BENCHMARKS</b>	
Past Score:	3.92
Similar Mission:	4.01
Similar Size:	4.07
All Orgs:	4.09



14. My supervisor evaluates my performance fairly.

75% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	191	232	68	39	21	15
Percentage:	33.75%	40.99%	12.01%	6.89%	3.71%	2.65%

75% Agreement

<b>SCORE:</b>	<b>3.97</b>
Std. Dev.:	1.05
Total Respondents:	566
<b>BENCHMARKS</b>	
Past Score:	3.93
Similar Mission:	3.73
Similar Size:	3.85
All Orgs:	3.86



18. I have adequate resources and equipment to do my job.

75% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	139	287	67	54	18	5
Percentage:	24.39%	50.35%	11.75%	9.47%	3.16%	0.88%

75% Agreement

<b>SCORE:</b>	<b>3.84</b>
Std. Dev.:	1.01
Total Respondents:	570
<b>BENCHMARKS</b>	
Past Score:	3.76
Similar Mission:	3.85
Similar Size:	3.85
All Orgs:	3.91

## Engagement Items



21. The people I work with care about my personal well-being.

71% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	140	260	95	50	16	6
Percentage:	24.69%	45.86%	16.75%	8.82%	2.82%	1.06%

71% Agreement

<b>SCORE:</b>	<b>3.82</b>
Std. Dev.:	1.00
Total Respondents:	567
<b>BENCHMARKS</b>	
Past Score:	3.84
Similar Mission:	3.93
Similar Size:	3.99
All Orgs:	3.98



22. I trust the people in my workplace.

59% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	110	224	141	54	35	5
Percentage:	19.33%	39.37%	24.78%	9.49%	6.15%	0.88%

59% Agreement

<b>SCORE:</b>	<b>3.57</b>
Std. Dev.:	1.10
Total Respondents:	569
<b>BENCHMARKS</b>	
Past Score:	3.59
Similar Mission:	None
Similar Size:	None
All Orgs:	None



37. Training is made available to me so that I can do my job better.

56% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	101	219	117	89	41	3
Percentage:	17.72%	38.42%	20.53%	15.61%	7.19%	0.53%

56% Agreement

<b>SCORE:</b>	<b>3.44</b>
Std. Dev.:	1.16
Total Respondents:	570
<b>BENCHMARKS</b>	
Past Score:	3.57
Similar Mission:	3.79
Similar Size:	3.77
All Orgs:	3.83



38. Training is made available to me for personal growth and development.

50% Agreement

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Response:						
Respondents:	98	188	128	96	53	4
Percentage:	17.28%	33.16%	22.57%	16.93%	9.35%	0.71%

50% Agreement

<b>SCORE:</b>	<b>3.32</b>
Std. Dev.:	1.22
Total Respondents:	567
<b>BENCHMARKS</b>	
Past Score:	3.34
Similar Mission:	3.63
Similar Size:	3.61
All Orgs:	3.66



## Constructs and Related Items

The Survey of Employee Engagement framework is composed of twelve Survey Constructs designed to broadly profile areas of strength and concern so that interventions may be targeted appropriately. Survey Constructs are developed from the Primary Items (numbered 1-48). This Appendix contains a summary of the Survey Constructs and the related Primary Items. Constructs are scored differently from items to denote them as a separate measure. Using this scoring convention, construct scores can range from a low of 100 to a high of 500.

### Your Data

Current Score is calculated by averaging the mean score of the related primary items and then multiplying by 100. For example if the construct score is 389, then the average of the related primary items is 3.89.

### Benchmark Data

- **Past Score** is your organization's score reported from the previous iteration. "None" is reported if there is no past score, if the construct is new or consists of new items, or if no comparative data is available.
- **All Respondents** is the average score from all participants from all organizations.
- **Size Category** is the average score from organizations that are similar size to your organization.
- **Mission** is the average score from organizations of similar mission to your organization.
- **Organizational Categories** are benchmarked against the organization as a whole.

### What is a good score?

Any interpretation of data must be done in context of the organizational setting and environmental factors impacting the organization. In general, most scores are between 300 and 400. Scores below a 325 are of concern because they indicate general dissatisfaction. Scores above 375 indicate positive perceptions.





## Constructs and Related Items



### Workgroup

Construct Score: 379

The workgroup construct captures employees' perceptions of the people they work with on a daily basis and how effective they are. This construct measures the degree to which employees view their workgroup as effective, cohesive and open to the opinions of all members.

	Score	Std. Dev.
1. My work group cooperates to get the job done.	4.13	0.91
2. In my work group, my opinions and ideas count.	3.81	1.12
3. My work group regularly uses performance data to improve the quality of our work.	3.52	1.15
4. In my work group, there is a real feeling of teamwork.	3.68	1.18



### Strategic

Construct Score: 399

The strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. This construct measures the degree to which employees understand their role in the organization and consider the organization's reputation to be positive.

	Score	Std. Dev.
5. Our organization is known for the quality of work we provide.	3.90	0.99
6. I know how my work impacts others in the organization.	4.22	0.83
7. My organization develops services to match the needs of our customers/clients.	3.87	1.00
8. Our organization communicates effectively with the public.	3.77	1.00
9. I have a good understanding of our mission, vision, and strategic plan.	4.19	0.86



### Supervision

Construct Score: 387

The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. This construct measures the degree to which employees view their supervisors as fair, helpful and critical to the workflow.

	Score	Std. Dev.
10. My supervisor provides me with a clear understanding of my work responsibilities.	4.00	1.04
11. My supervisor recognizes outstanding work.	3.87	1.10
12. I am given the opportunity to do my best work.	3.87	1.13
13. My supervisor is consistent when administering policies concerning employees.	3.66	1.23
14. My supervisor evaluates my performance fairly.	3.97	1.05



### Workplace

Construct Score: 386

The workplace construct captures employees' perceptions of the total work atmosphere, workplace safety, and the overall feel. This construct measures the degree to which employees see the setting as satisfactory, safe and that adequate tools and resources are available.

	Score	Std. Dev.
15. Given the type of work I do, my physical workplace meets my needs.	4.06	0.91
16. My workplace is well maintained.	3.73	1.02
17. There are sufficient procedures to ensure the safety of employees in the workplace.	3.80	1.02
18. I have adequate resources and equipment to do my job.	3.84	1.01





## Constructs and Related Items



### Community

Construct Score: 367

The community construct captures employees' perceptions of the relationships between employees in the workplace, including trust, respect, care, and diversity among colleagues. This construct measures the degree to which employees feel respected, cared for, and have established trust with their colleagues.	Score	Std. Dev.
19. The people I work with treat each other with respect.	3.82	1.07
20. My organization works to attract, develop, and retain people with diverse backgrounds.	3.48	1.18
21. The people I work with care about my personal well-being.	3.82	1.00
22. I trust the people in my workplace.	3.57	1.10



### Information Systems

Construct Score: 361

The information systems construct captures employees' perceptions of whether computer and communication systems prove accessible, accurate, and clear information. This construct measures the degree to which employees view the availability and utility of information positively.	Score	Std. Dev.
23. My work group uses the latest technologies to communicate and interact.	3.49	1.04
24. Our computer systems provide reliable information.	3.71	0.93
25. Support is available for the technologies we use.	3.61	0.99
26. Our computer systems enable me to quickly find the information I need.	3.64	0.97



### Internal Communication

Construct Score: 347

The internal communication construct captures employees' perceptions of whether communication in the organization is reasonable, candid and helpful. This construct measures the degree to which employees view communication with peers, supervisors and other parts of the organization as functional and effective.	Score	Std. Dev.
27. The communication channels I must go through at work are reasonable.	3.52	1.08
28. My work atmosphere encourages open and honest communication.	3.42	1.23
29. The communications I receive at work are timely and informative.	3.48	1.10



### Pay

Construct Score: 243

The pay construct captures employees' perceptions of how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. This construct measures the degree to which employees view pay as well valued relative to the type of work, work demands and comparable positions.	Score	Std. Dev.
30. My pay keeps pace with the cost of living.	2.20	1.15
31. Salaries are competitive with similar jobs in the community.	2.46	1.14
32. I feel I am paid fairly for the work I do.	2.64	1.15



## Constructs and Related Items



### Benefits

Construct Score: 372

The benefits construct captures employees' perceptions of how the benefits package compares to packages at similar organizations and how flexible it is. This construct measures the degree to which employees see health insurance and retirement benefits as competitive with similar jobs in the community.

	Score	Std. Dev.
33. Retirement benefits are competitive with similar jobs in the community.	3.65	0.94
34. Health insurance benefits are competitive with similar jobs in the community.	3.79	0.94
35. Benefits can be selected to meet individual needs.	3.73	0.90



### Employee Development

Construct Score: 346

The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. This construct measures the degree to which employees feel the organization provides opportunities for growth in organizational responsibilities and personal needs in their careers.

	Score	Std. Dev.
36. I believe I have a career with this organization.	3.62	1.09
37. Training is made available to me so that I can do my job better.	3.44	1.16
38. Training is made available to me for personal growth and development.	3.32	1.22



### Job Satisfaction

Construct Score: 363

The job satisfaction construct captures employees' perceptions about the overall work situation and ability to maintain work-life balance. This construct measures the degree to which employees are pleased with working conditions and their workload.

	Score	Std. Dev.
39. My work environment supports a balance between work and personal life.	3.63	1.11
40. I feel free to be myself at work.	3.51	1.17
41. The amount of work I am asked to do is reasonable.	3.58	1.06
42. I am proud to tell people that I work for this organization.	3.81	1.03



### Climate

While not scored as a construct, the following six items assess the climate in which employees work. 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.

	Score	Std. Dev.
43. Harassment is not tolerated at my workplace.	4.05	1.02
44. Employees are generally ethical in my workplace.	4.03	0.89
45. I believe we will use the information from this survey to improve our workplace.	3.36	1.26
46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.	3.49	1.23
47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.	3.49	1.19
48. I am treated fairly in my workplace.	3.75	1.05



## Constructs and Related Items



### Cybersecurity

While not scored as a construct, the following two items assess the cybersecurity in which employees work.	Score	Std. Dev.
49. My agency does a good job at keeping us up-to-date on cybersecurity (email and internet threats) policies and procedures.	4.14	0.78
50. We receive regular and useful updates on how to keep our computer and sensitive information secure from cyber-attack.	4.05	0.78

## Constructs and Related Items



### Employee Engagement

Construct Score: 380

Twelve items spanning several constructs were selected to get a more focused look at 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. This construct measures the degree to which employees feel that their ideas count, their work impacts the organization and their well being and development is valued at the organization.

	Score	Std. Dev.
2. In my work group, my opinions and ideas count.	3.81	1.12
5. Our organization is known for the quality of work we provide.	3.90	0.99
6. I know how my work impacts others in the organization.	4.22	0.83
10. My supervisor provides me with a clear understanding of my work responsibilities.	4.00	1.04
11. My supervisor recognizes outstanding work.	3.87	1.10
12. I am given the opportunity to do my best work.	3.87	1.13
14. My supervisor evaluates my performance fairly.	3.97	1.05
18. I have adequate resources and equipment to do my job.	3.84	1.01
21. The people I work with care about my personal well-being.	3.82	1.00
22. I trust the people in my workplace.	3.57	1.10
37. Training is made available to me so that I can do my job better.	3.44	1.16
38. Training is made available to me for personal growth and development.	3.32	1.22



# Survey Customization Sheet

## Organizational Category Codes: Category 1

101 - Headquarters

102 - Regions

## Organizational Category Codes: Category 2

201 - Board Reports

202 - Executive Team

203 - Enterprise Project Management Office

204 - Office of General Counsel

205 - Government and Strategic Communications Division

206 - Human Resources Division

207 - Compliance and Investigations Division

208 - Consumer Relations Division

209 - Enforcement Division

210 - Finance and Administrative Services Division

211 - Information Technology Services Division

212 - Motor Carrier Division

213 - Motor Vehicle Division

214 - Vehicle Titles and Registration Division

## Organizational Category Codes: Category 3

301 - ENF Supervisors

302 - ENF Headquarters

303 - ENF Region Investigators

304 - FAS Financial Services

305 - FAS Administrative Operations

306 - ITSD Support Services

307 - ITSD Applications Services

308 - ITSD Infrastructure Services

309 - ITSD Security Management Services

310 - MCD Management

311 - MCD Program Coordination and Support

312 - MCD OSOW Permits

313 - MCD Commercial Fleet Services

314 - MCD Credentialing

315 - MVD Licensing

316 - MVD Administration

317 - MVD Management and Legal

320 - VTR Headquarters Management

321 - VTR Region Management

322 - VTR Data Management and Special Plates

323 - VTR Registration Policy and Procedure

324 - VTR Title Control Systems

325 - VTR Title Policy and Procedure

326 - VTR Regions North

327 - VTR Regions South

## Organizational Category Codes: Category 4

401 - FAS CFO

402 - FAS AP &amp; Purchasing

403 - FAS GL &amp; Revenue

404 - FAS Support Services

405 - FAS Imaging &amp; Inventory

## Additional Items

1. TxDMV is a good steward of state resources.
2. I am evaluated on how I am contributing to the strategic goals of the agency.
3. At TxDMV, we strive for continuous improvement.
4. I have the knowledge, skills, abilities and educational credentials to perform a higher classification position.
5. My division management communicates to all division employees.
6. At TxDMV, we put our customers and partners at the center of everything we do.
7. In my division, I am notified of policies and procedures in a timely manner.
8. TxDMV employees behave in an ethical and honest manner.
9. In my division, decisions are made in a timely manner.
10. Employees in my division exhibit personal responsibility.
11. At TxDMV, we are performance driven.
12. My division management encourages others to express their views, even ones that challenge the status quo.
13. At TxDMV, employees are accountable for their behavior.
14. My division management ensures an environment free of prejudice and intolerant behavior.
15. In my division, our processes and the information we provide the public are easily understood.
16. I understand the core functions of the agency.

17. In my division, managers speak effectively in front of a group.
18. I can easily get the information I need to to do my job well.
19. At TxDMV, we optimize services and innovation.
20. In my division, I have opportunities to participate in continuous improvement projects.