

Appendix F

Survey of Employee Engagement Results

The Texas Department of Public Safety contracted with UT Austin's Institute for Organizational Excellence to conduct and to assist in the agency's assessment and collection of data in fulfillment of the Texas Customer Service Standards Act which is to be included in this strategic plan.

RESULTS AND UTILIZATION PLANS

The Department of Public Safety participated in the 2009-2010 Survey of Employee Engagement. Seventy-three percent of DPS employees responded, which is a significant increase over the previous 2008 survey which was 33%. This high response rate demonstrates that the employees have an investment in the organization, want to see the organization improve, and generally have a sense of responsibility to the organization. With this level of engagement, employees have high expectations from leadership to act on the survey results. Current management feels that previous responses to the survey results were not adequately disseminated at all levels of the organization to develop specific strategies for correcting any deficiencies noted from the survey results. A thorough analysis and implementation of viable corrective action plans was not demonstrated in previous reports because of the short time span between the administration of the survey to employees and the release of the results for review. The agency corrected this inadequate process by conducting a thorough review of the 2009-2010 survey results to identify deficiencies and develop corrective actions. Management recognizes low performing areas indicate a critical need for immediate action. The executive management team has met with each organization within DPS and reviewed the results to assist in the creation of both short-term and long-term strategies. The executive staff will participate in focus groups and discussions with employees to further gather employee feedback. This feedback will help DPS leaders implement effective strategies. It is imperative to the success of the organization that employees and management at all levels work together as a team to fulfill the agency's mission.

The survey results showed the relative strengths for the organization to be in the areas of Supervision, Strategic, and Employee Development. The High Supervision scores indicate that employees view their supervisors as fair, helpful, and critical to the flow of work. DPS will seek to maintain these high scores through improved supervisory and leadership training and to maintain high standards in the selection of new supervisors. High Strategic scores reflect that DPS employees think the organization responds well to external influences that should play a role in defining the organization's mission, vision, services, and products. The high scores in Employee Development reflect that the culture of the organization holds human resources as the most important resource. These scores further reflect the degree to which the organization is seeking to maximize gains from investment in employees through their personal and job growth needs.

The results pointed to a few items that are of immediate concern. Pay remains the number one concern by employees, as indicated in previous survey results. The Pay construct addresses

perceptions of overall compensation package offered by the organization. It describes how well the compensation package 'holds up' when employees compare it to similar jobs in other organizations. The low scores here also suggest concern or reason for satisfaction or discontent. The organization received low division scores in Internal Communication. These low scores indicate employees in those divisions feel information does not arrive in a timely fashion. DPS is currently finding new ways to improve the quality of information and improve the speed information flows throughout the organization.

DPS also feels that the Survey of employee engagement should be augmented by a thorough review of comments captured from employee exit interviews. Management feels that these comments contain valuable information and may help identify agency weaknesses that have driven employees to leave the Department. Currently 2007 thru 2009 exit interview comments have been compiled, consolidated and distributed to executive managers, who will review the comments pertaining to their specific areas of responsibility. Action plans and corrective actions will be generated and monitored to demonstrate improvements made in the areas identified as deficient. An analysis of these exit surveys becomes strategically valuable in how we prioritize deficiencies and the results of our immediate actions can be measured by increased employee retention.

The current management of DPS recognizes the importance of our employees and their opinions, and we recognize that our actions to correct any deficiency should be actions that are meaningful, measurable, and provide a positive outcome. DPS leadership will also seek to remedy many of the areas of moderate and high concern by involving DPS employees, at all levels, to be active participants in creating well thought out effective solutions. Providing action plans that are rushed and meaningless will generate the same results as previous years.