2016
Survey of Employee Engagement
Work Group Results
2016 Survey of Employee Engagement - Work Group Results

The Survey of Employee Engagement (SEE) is conducted every two years at Texas A&M University – Corpus Christi (TAMU-CC). All full time, benefits eligible staff members are invited to complete the online survey. This survey is normally done in the fall semester of odd years. Because of revamping the categories of work groups the fall 2015 administration was delayed until January 2016. Additionally, many changes were made to the questions on this year’s survey. Therefore, comparisons to previous years are not available.

Please refer to the TAMU-CC Planning and Institutional Research website at http://pir.tamucc.edu/survey_results/Survey%20index.html for the overall Executive Summary and Data Report prepared by UT’s Institute for Organizational Excellence (IOE). This document breaks down the data in greater detail and groups it by Work Group category as compared to the UT report that gives results overall.

This report is organized into the following sections:

1. Demographics
2. Survey Design
3. Key Findings
4. Workgroup scores by Construct
5. Employee Engagement
6. Climate
7. Local Items

All Work Groups are listed on the following page. The four areas below did not have enough respondents (minimum of 5) to receive a report. The count that follows the work group name is the number of surveys sent to that work group.

1. Business 11
2. College of Nursing 10
3. AVP, Development, Advancement Services, Scholarships 17
4. Human Resources 7

1. Demographics

Number of Respondents – by Year – with Response Rate:

<table>
<thead>
<tr>
<th>Year</th>
<th>Invited</th>
<th>Responses</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>746</td>
<td>406</td>
<td>54.4%</td>
</tr>
<tr>
<td>2013</td>
<td>685</td>
<td>312</td>
<td>46%</td>
</tr>
<tr>
<td>2011</td>
<td>712</td>
<td>300</td>
<td>42%</td>
</tr>
</tbody>
</table>

Our response rate is considered high. Per IOE, 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.
### Work Group composition

*(the highlighted groups are not included on graphs due to low response)*

<table>
<thead>
<tr>
<th>Label on the graph</th>
<th>Areas Included (alphabetical by Executive Group)</th>
</tr>
</thead>
<tbody>
<tr>
<td>AA</td>
<td>Acad svcs: Athletic compliance &amp; academic services, McNair, SOAR, STEM, Trio</td>
</tr>
<tr>
<td>AA</td>
<td>Advising: Academic Advising &amp; Islander Transition</td>
</tr>
<tr>
<td>AA</td>
<td>Art Muse: Art Museum</td>
</tr>
<tr>
<td>AA</td>
<td>Blucher: Blucher &amp; Coastal Studies Ctr</td>
</tr>
<tr>
<td>AA</td>
<td>CASA: CASA</td>
</tr>
<tr>
<td>AA</td>
<td>COB: Business</td>
</tr>
<tr>
<td>AA</td>
<td>COEHD: Education</td>
</tr>
<tr>
<td>AA</td>
<td>CONH: Nursing</td>
</tr>
<tr>
<td>AA</td>
<td>COLA: Liberal Arts</td>
</tr>
<tr>
<td>AA</td>
<td>COSE: Science &amp; Engineering</td>
</tr>
<tr>
<td>AA</td>
<td>Dean Stdnts: AVP, Dean of Students, Career, Disability, Health, Counseling</td>
</tr>
<tr>
<td>AA</td>
<td>Grad Study: Graduate Studies</td>
</tr>
<tr>
<td>AA</td>
<td>Library: Library</td>
</tr>
<tr>
<td>AA</td>
<td>Provost: Provost &amp; Academic VP</td>
</tr>
<tr>
<td>AA</td>
<td>Registrar: Registrar, Admissions, Financial Aid, Enrollment, Veteran's, Recruitment, Testing</td>
</tr>
<tr>
<td>AA</td>
<td>Various: Vice Provost, International, Academic Affairs Assoc VP + Assessment, Distance, Faculty Exc &amp; Senate, Core</td>
</tr>
<tr>
<td>DE</td>
<td>Advance: Institutional Advancement</td>
</tr>
<tr>
<td>DE</td>
<td>Athletic P: Athletic Programs</td>
</tr>
<tr>
<td>DE</td>
<td>Commun: Communications</td>
</tr>
<tr>
<td>DE</td>
<td>Develop: AVP, Development, Advancement Services, Scholarships</td>
</tr>
<tr>
<td>FA</td>
<td>Bursar: Bursar, Comptroller, Accounting, Payroll</td>
</tr>
<tr>
<td>FA</td>
<td>Finance: Finance, Budget, Contracts, Employee Dev, Admin Services</td>
</tr>
<tr>
<td>FA</td>
<td>HR: Human Resources</td>
</tr>
<tr>
<td>FA</td>
<td>IT: IT</td>
</tr>
<tr>
<td>FA</td>
<td>Police: Police</td>
</tr>
<tr>
<td>FA</td>
<td>Safe-Procure: Procurement &amp; Safety</td>
</tr>
<tr>
<td>FA</td>
<td>U Services: Postal &amp; University Services</td>
</tr>
<tr>
<td>PR</td>
<td>President: President &amp; PIR</td>
</tr>
<tr>
<td>RC</td>
<td>Harte: Harte Research</td>
</tr>
<tr>
<td>RC</td>
<td>RCO-Comm: RCO &amp; Community</td>
</tr>
<tr>
<td>SA</td>
<td>Stu Engage: i-Adapt, Student Engagement &amp; Success</td>
</tr>
<tr>
<td>SA</td>
<td>UC-Rec Sports: UC, Rec Sports, Student Activities</td>
</tr>
</tbody>
</table>

Please keep in mind that groups are very different in their makeup. For instance, both the Advancement and Communications work group had only 5 members respond, while IT had 44. Further, in some groups nearly everyone responded, while in others less than half the members responded. This is shown below.
Graphs of the number of members in the work group and the number of responses received.

**Number of Responses Received from the Work Group**

**Work Group Population**
2. Survey Design

- This survey is administered throughout Texas by the Institute for Organizational Excellence.
- Full time, benefits eligible staff members received an email invitation to participate in the survey. The email contained a link taking respondents directly to the survey. Reminders were posted on Campus Announcements and sent by email. The survey was open from January 18 to February 12, 2016.
- Questions on the survey are about workplace satisfaction and employee engagement, such as pay, training, communication, and information sharing.
- TAMU-CC had the opportunity to provide 20 local survey items chosen by the Staff Council.

Survey of Employee Engagement Framework:

3. Key Findings

Our top three construct scores:

- Supervision: Score: 414
- Strategic: Score: 408
- Employee Engagement: Score: 408

Our bottom three construct scores:

- Pay: Score: 269
- Internal Communication: Score: 375
- Benefits: Score: 384
**Scoring:**

*What is a good score?*

Scores range from 100 to 500. They range from areas of strength to areas of concern. In general, most scores are between 325 and 375 which indicate average/acceptable performance. Scores above 350 are desirable.

Scores below a 325 are of concern because they indicate general dissatisfaction. Scores above 375 indicate positive perceptions.

**3. Workgroup scores by Construct**

There are twelve constructs that capture the concepts that give a sense of organizational performance and engagement. Each of the twelve constructs is shown separately with the scores from each work group (as listed on page 2). All construct graphs are shown in the 200 – 500 score range, except for the Pay construct as the scores started lower than 200.

*Workgroup*

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.
Strategic

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.
**Supervision**

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.
**Workplace**

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.
Community

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.
**Information Systems**

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.
**Internal Communication**

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.
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.
Benefits

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.
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.
Job Satisfaction

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.
5. **Employee Engagement**

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.

Our overall score was 388. Scores above 350 are desirable. Below is the score of each work group. Overall percentages of engagement of our staff are to the right.
Please note – the scale on the climate items below ranges from 0-16 to 0-45 for ease of visualizing comparisons.

6. Climate

The climate in which employees work, to a large extent, determines the efficiency and effectiveness of an organization. It is a combination of a safe, non-harassing environment and 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.

Climate scores are the percentages of employees who marked disagree or strongly disagree for each of the 6 climate items.

Feel that upper management should communicate better
Believe the information from this survey will go unused

Feel there aren't enough opportunities to give supervisor feedback
Feel workplace harassment is not adequately addressed

Feel they are not treated fairly in the workplace.
Feel there are issues with ethics in the workplace

Please note – the scale on the local items below changes from 0-35 to 0-120 for ease of visualizing comparisons.

7. Local Items

Twenty local questions were provided by the TAMU-CC Staff Advisory Council and the President’s cabinet to acquire information regarding timely issues on campus. The questions were designed within the parameters provided by the Institute of Organizational Excellence.

The scores are the percentage of respondents who either agree or strongly agree with the statement.
1. I am satisfied with the Employee Betterment Program for tuition assistance.

2. My supervisor uses approved university policies and procedures when performing employee evaluations.
3. It is clear to me that my adjustment in salary is directly related to my employee evaluation.

4. The complaint and grievance procedure is fair and equitable to all employees.
5. Staff Council events, such as employee appreciation luncheons, staff excellence awards, and the employee book scholarships have helped improve my morale.

6. Teamwork is encouraged and practiced by my supervisor.
7. The university provides employees with the training necessary to perform their jobs effectively.

8. The university supports my activities in the larger community even if they are not directly associated with my position on campus.
9. I have a good understanding of the Employee Wellness Program.

10. I understand how my presence and activities in the community are direct reflections of my role as an employee of the university.
11. Employee performance evaluations are fair and it allows me to improve my job.

12. I try to promote pride in the university in my interactions in the larger community.
13. I understand that I represent the university whenever I speak or make a presentation in the larger community at meetings or conferences.

14. The University administration should provide additional permanent funding to expand the Employee Wellness Program which currently includes 20 employees a semester.
15. My workload and job responsibilities are manageable.

16. Promotion policies in my department are clearly outlined and attainable.
17. Overall, I believe that the communication between management and employees has improved over the past 2 years.

18. I regularly read the Staff Council Newsletter.
19. I would participate in Staff Council if I had more support from my supervisor.

![Bar chart showing participation levels across different departments]

20. I understand the importance of the Staff Council in representing my needs to administration on the campus.

![Bar chart showing understanding levels across different departments]