2018 Employee Engagement Survey Results

Texas Municipal Retirement System

03/29/2019
This report summarizes the overall results from the Texas Municipal Retirement System employee engagement survey.

The survey was conducted by the Institute for Public Sector Employee Engagement, a division of CPS HR Consulting, an independent government agency.

The survey included 81 questions in 10 categories, 1 demographic question, 1 question asking if the employee plans to stay or leave in the next year, 4 open-ended questions, and customer service ratings questions for departments.

CPS HR administered the survey from 10/8/18 - 10/19/18, online.

91 percent (103) of TMRS employees responded to the survey.
Institute for Public Sector Employee Engagement Model


Adapted from Engaging Government Employees (American Management Association) by Bob Lavigna
Response Rates (%) - Overall and Departments

- Communications (n=11): 100%
- Information Resources (n=23): 96%
- Investments (n=20): 91%
- Grand Total (n=103): 91%
- Member Services (n=24): 83%
Levels of Engagement
Survey respondents rated their level of agreement with 6 engagement statements, using the following scale:

1 = strongly disagree
2 = disagree
3 = neither agree or disagree
4 = agree
5 = strongly agree

Based on the responses to these statements, we then calculated a mean engagement score for each employee.

We require a rating on at least 4 questions for a score.

Engagement Statements
1. I recommend my organization as a good place to work
2. I am proud when I tell others I am part of my organization
3. I feel a strong personal attachment to my organization
4. I feel comfortable being myself at work
5. My organization inspires me to do the best in my job
6. My organization motivates me to help achieve its objectives
Calculating Engagement Levels

We then calculated the percentage of employees at each engagement level:

- **Fully Engaged**: Mean score 4 or above on the six engagement questions
- **Somewhat Engaged**: Mean score between 3 and 4 on the six engagement questions
- **Not Engaged**: Mean score 3 or below on the six engagement questions
The TMRS percentage of fully-engaged employees is down 6 percentage points from 2017, but is still above the government and state government benchmarks.
**Engagement Levels by Department**

**Engagement Levels by Department**

- **Communications:**
  - 2017: Fully Engaged 18%, Somewhat Engaged 55%, Not Engaged 27%
  - 2018: Fully Engaged 13%, Somewhat Engaged 30%, Not Engaged 26%

- **Information Services:**
  - 2017: Fully Engaged 74%, Somewhat Engaged 57%, Not Engaged 26%
  - 2018: Fully Engaged 31%, Somewhat Engaged 50%, Not Engaged 19%

- **Investments:**
  - 2017: Fully Engaged 19%, Somewhat Engaged 35%, Not Engaged 40%
  - 2018: Fully Engaged 39%, Somewhat Engaged 50%, Not Engaged 31%

- **Member Services:**
  - 2017: Fully Engaged 7%, Somewhat Engaged 33%, Not Engaged 60%
  - 2018: Fully Engaged 17%, Somewhat Engaged 50%, Not Engaged 33%

- **Overall:**
  - 2017: Fully Engaged 12%, Somewhat Engaged 42%, Not Engaged 46%
  - 2018: Fully Engaged 19%, Somewhat Engaged 45%, Not Engaged 36%

*We require 10 or more respondents for department reporting.*
Drivers of Engagement - Workplace Factors
Analytical Model

**Understand Engagement Levels**

- Conduct Employee Engagement Survey

**Measure Employee Engagement Levels**

- Analyze Workplace Factors
- Identify Key Workplace Factors (Drivers)
- Identify Key Workplace Factor Questions

**Understand What Drives Engagement**

- Analyze Cultural Factors
- Identify Key Cultural Driver Questions

**Take Action to Improve Engagement**

- Identify Priorities for Action
- Develop Action Plans and Take Action
Drivers of Engagement - Workplace Factors

Workplace Factors
Previous research has found that these eight factors, or drivers, are related to employee engagement.

- My Work
- My Organization’s Mission
- My Team
- My Supervisor
- Leadership and Managing Change
- Training and Development
- Resources and Workload
- Pay and Benefits

We also analyzed Organizational Culture Factors.

Calculating Factor Scores
For each factor, we calculated an average score on a scale of 0-100 (i.e., percent positive responses).

Calculating the Drivers
We performed statistical analysis to determine the extent to which each workplace factor and culture question influences (drives) the overall engagement score, on a scale of 0-100 percent.
Drivers of Engagement - Workplace Factors

Leadership and Managing Change: 32%
Pay and Benefits: 19%
My Work: 16%
My Organization's Mission: 9%
Training and Development: 7%
My Team: 7%
Resources and Workload: 6%
My Supervisor: 5%

Relative Weights (0-100%)
Drivers of Engagement - Workplace Factors

Scores (% Positive)

- My Organization's Mission: 92%
- My Work: 90%
- My Team: 87%
- Resources and Workload: 78%
- My Supervisor: 78%
- Training and Development: 67%
- Leadership and Managing Change: 58%
- Pay and Benefits: 58%
Summary of Key Drivers - Areas to Improve

◆ Leadership and managing change
  • My organization is headed in a positive direction
  • I have a high level of respect for my organization’s senior leaders
  • I feel that my organization as a whole is managed well
  • I believe that the actions of senior leaders are consistent with TMRS’ values
  • When changes are made in my organization, they are usually for the better

◆ Pay and benefits
  • Compared to people doing a similar job in other organizations, I feel my pay is reasonable
  • I feel that my pay adequately reflects my performance

◆ Culture
  • I think it is safe to challenge the way things are done in my organization
Summary of Key Drivers - Areas to Maintain (1 of 2)

- Leadership and managing change
  - My organization keeps me informed about matters that affect me

- Pay and benefits
  - I am satisfied with my total benefits package

- My work
  - I know what is expected of me on the job
  - I am sufficiently challenged by my work
  - I like the kind of work I do
  - I have opportunities to provide input on decisions that affect my work
  - My job makes good use of my skills and abilities
Summary of Key Drivers - Areas to Maintain (2 of 2)

◆ My organization’s mission
  • I feel I can make a difference by working here
  • I have a clear understanding of my organization's mission

◆ Culture
  • I think my organization respects individual differences
  • My organization has policies, programs and practices that support a diverse workplace
  • I feel valued for the work I do
  • I am treated fairly at work
  • I have some really good friendships at work
Additional Question-Level Analysis
# Highest-Scoring Questions (% Positive)

<table>
<thead>
<tr>
<th>Category</th>
<th>Question</th>
<th>TMRS</th>
<th>Gap vs. State Govt</th>
</tr>
</thead>
<tbody>
<tr>
<td>My Work</td>
<td>I like the kind of work I do</td>
<td>97%</td>
<td>14</td>
</tr>
<tr>
<td>My Supervisor</td>
<td>My supervisor is considerate of my life outside work</td>
<td>97%</td>
<td>19</td>
</tr>
<tr>
<td>My Work</td>
<td>The work I do is important</td>
<td>95%</td>
<td>7</td>
</tr>
<tr>
<td>My Organization's Mission</td>
<td>I have a clear understanding of my organization's mission</td>
<td>95%</td>
<td>9</td>
</tr>
<tr>
<td>My Organization's Mission</td>
<td>My organization's mission is important to me</td>
<td>94%</td>
<td>18</td>
</tr>
<tr>
<td>My Organization's Mission</td>
<td>I know how my work supports my organization's mission</td>
<td>93%</td>
<td>9</td>
</tr>
<tr>
<td>My Supervisor</td>
<td>My supervisor listens to what I have to say</td>
<td>93%</td>
<td>15</td>
</tr>
<tr>
<td>My Supervisor</td>
<td>My supervisor has good technical skills</td>
<td>92%</td>
<td>26</td>
</tr>
<tr>
<td>Resources and Workload</td>
<td>I have clear work objectives</td>
<td>92%</td>
<td>9</td>
</tr>
<tr>
<td>My Supervisor</td>
<td>My supervisor is available when I need him or her</td>
<td>91%</td>
<td>16</td>
</tr>
<tr>
<td>Category</td>
<td>Question</td>
<td>TMRS</td>
<td>Gap vs. State Govt</td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Leadership and Managing Change - Overall</td>
<td>Overall, I have confidence in the decisions made by my organization's senior leaders</td>
<td>53%</td>
<td>2</td>
</tr>
<tr>
<td>Leadership and Managing Change</td>
<td>I feel that my organization as a whole is managed well</td>
<td>51%</td>
<td>0</td>
</tr>
<tr>
<td>Leadership and Managing Change - Taking Action</td>
<td>I believe that senior leaders in my organization will take action on the results from this survey</td>
<td>49%</td>
<td>0</td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>I think it is safe to challenge the way things are done in my organization</td>
<td>49%</td>
<td>0</td>
</tr>
<tr>
<td>My Supervisor</td>
<td>In my team, differences in performance are recognized in a meaningful way</td>
<td>48%</td>
<td>2</td>
</tr>
<tr>
<td>Pay and Benefits</td>
<td>I am paid fairly for the work that I do</td>
<td>46%</td>
<td>-7</td>
</tr>
<tr>
<td>Training and Development</td>
<td>There are opportunities for me to develop my career in my organization</td>
<td>44%</td>
<td>-13</td>
</tr>
<tr>
<td>Pay and Benefits</td>
<td>I feel that my pay adequately reflects my performance</td>
<td>42%</td>
<td>4</td>
</tr>
<tr>
<td>Leadership and Managing Change</td>
<td>I feel that change is managed well in my organization</td>
<td>39%</td>
<td>1</td>
</tr>
<tr>
<td>Pay and Benefits</td>
<td>Compared to people doing a similar job in other organizations, I feel my pay is reasonable</td>
<td>37%</td>
<td>-14</td>
</tr>
<tr>
<td>Category</td>
<td>Question</td>
<td>TMRS</td>
<td>Gap vs. TMRS 2017</td>
</tr>
<tr>
<td>----------------------------------</td>
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<td>------</td>
<td>------------------</td>
</tr>
<tr>
<td>Pay and Benefits</td>
<td>I am satisfied with my employment conditions (e.g., vacation or leave options, flexible work arrangements)</td>
<td>89%</td>
<td>18</td>
</tr>
<tr>
<td>Leadership and Managing Change</td>
<td>I believe the actions of senior leaders are consistent with TMRS' values (Accountability, Excellence, Integrity, Respect, and Teamwork)</td>
<td>59%</td>
<td>11</td>
</tr>
<tr>
<td>My Work</td>
<td>The work I do is meaningful to me</td>
<td>91%</td>
<td>5</td>
</tr>
<tr>
<td>Resources and Workload</td>
<td>I have the tools (e.g., systems, software) I need to do my job well</td>
<td>83%</td>
<td>5</td>
</tr>
<tr>
<td>My Supervisor</td>
<td>My supervisor has good technical skills</td>
<td>92%</td>
<td>4</td>
</tr>
<tr>
<td>Pay and Benefits</td>
<td>I am satisfied with my total benefits package (e.g., retirement, health insurance)</td>
<td>74%</td>
<td>4</td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>I think that my organization respects individual differences (e.g., cultures, working styles, backgrounds, ideas)</td>
<td>87%</td>
<td>4</td>
</tr>
<tr>
<td>My Supervisor</td>
<td>I think that my performance is evaluated fairly</td>
<td>79%</td>
<td>3</td>
</tr>
<tr>
<td>Leadership and Managing Change</td>
<td>Senior leaders in my organization are sufficiently visible (e.g., can be seen in action)</td>
<td>63%</td>
<td>3</td>
</tr>
</tbody>
</table>
## Most-Decreased Questions (% Positive)

<table>
<thead>
<tr>
<th>Category</th>
<th>Question</th>
<th>TMRS</th>
<th>Gap vs. TMRS 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training and Development</td>
<td>There are opportunities for me to develop my career in my organization</td>
<td>44%</td>
<td>-17</td>
</tr>
<tr>
<td>Leadership and Managing Change</td>
<td>I feel that my organization as a whole is managed well</td>
<td>51%</td>
<td>-15</td>
</tr>
<tr>
<td>Leadership and Managing Change - Overall</td>
<td>Overall, I have confidence in the decisions made by my organization's senior leaders</td>
<td>53%</td>
<td>-13</td>
</tr>
<tr>
<td>Training and Development</td>
<td>Training and development activities I have completed in the past 12 months have helped to improve my performance</td>
<td>56%</td>
<td>-13</td>
</tr>
<tr>
<td>My Supervisor</td>
<td>In my team, differences in performance are recognized in a meaningful way</td>
<td>43%*</td>
<td>-13*</td>
</tr>
<tr>
<td>Training and Development</td>
<td>Training and development activities I have completed while working for my organization are helping me to develop in my career</td>
<td>66%</td>
<td>-9</td>
</tr>
<tr>
<td>My Supervisor</td>
<td>I receive frequent feedback on my performance</td>
<td>55%</td>
<td>-8</td>
</tr>
<tr>
<td>Leadership and Managing Change</td>
<td>I believe that senior leaders in my organization will take action on the results from this survey</td>
<td>49%</td>
<td>-8</td>
</tr>
</tbody>
</table>

*A high percentage of employees responded “Don’t Know” to this question in 2017 (14%) and 2018 (11%). The chart above shows the results of the percentage positive including the Don’t Know responses both years. All other questions exclude the Don’t Know responses.*
Intent to Leave or Stay

Are you considering leaving your current position within the next year, and if so, why?

2017

- Stay (n=70), 70%
- Leave (n=18), 18%
- Prefer not to say (n=12), 12%

2018

- Stay (n=70), 67%
- Leave (n=17), 17%
- Prefer not to say (n=16), 16%
Engagement Levels by Intent to Leave

**ENGAGEMENT LEVELS BY INTENT TO LEAVE**

- **Fully Engaged**
- **Somewhat Engaged**
- **Not Engaged**

<table>
<thead>
<tr>
<th>Year</th>
<th>NO</th>
<th>PREFER NOT TO SAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>1%</td>
<td>25%</td>
</tr>
<tr>
<td>2018</td>
<td>9%</td>
<td>45%</td>
</tr>
</tbody>
</table>

Question: Are you considering leaving your current position within the next year?
Results by Demographic Segments
Engagement Levels by Age Group

**ENGAGEMENT LEVELS BY AGE GROUP**

- **Fully Engaged**
- **Somewhat Engaged**
- **Not Engaged**

<table>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>25-34</td>
<td>36%</td>
<td>18%</td>
<td>19%</td>
<td>39%</td>
<td>28%</td>
<td>36%</td>
<td>13%</td>
<td>42%</td>
</tr>
<tr>
<td>35-44</td>
<td>42%</td>
<td>36%</td>
<td>42%</td>
<td>36%</td>
<td>49%</td>
<td>42%</td>
<td>44%</td>
<td>44%</td>
</tr>
<tr>
<td>45-54</td>
<td>49%</td>
<td>38%</td>
<td>49%</td>
<td>42%</td>
<td>52%</td>
<td>42%</td>
<td>54%</td>
<td>44%</td>
</tr>
<tr>
<td>55-64</td>
<td>13%</td>
<td>4%</td>
<td>4%</td>
<td>14%</td>
<td>52%</td>
<td>14%</td>
<td>54%</td>
<td>54%</td>
</tr>
</tbody>
</table>

*We require 10 or more respondents for age group reporting.*
Engagement Levels by Tenure

ENGAGEMENT LEVELS BY TENURE

- Fully Engaged
- Somewhat Engaged
- Not Engaged

<table>
<thead>
<tr>
<th>Tenure</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>LESS THAN 2 YEARS</td>
<td>11%</td>
<td>22%</td>
</tr>
<tr>
<td>2 TO 5 YEARS</td>
<td>23%</td>
<td>25%</td>
</tr>
<tr>
<td>6 TO 10 YEARS</td>
<td>61%</td>
<td>45%</td>
</tr>
<tr>
<td>11 TO 15 YEARS</td>
<td>10%</td>
<td>48%</td>
</tr>
<tr>
<td>15+ YEARS</td>
<td>11%</td>
<td>30%</td>
</tr>
</tbody>
</table>

2017: 11% Fully Engaged, 23% Somewhat Engaged, 61% Not Engaged
2018: 22% Fully Engaged, 25% Somewhat Engaged, 45% Not Engaged

<table>
<thead>
<tr>
<th>Tenure</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 TO 10 YEARS</td>
<td>43%</td>
<td>30%</td>
</tr>
<tr>
<td>11 TO 15 YEARS</td>
<td>33%</td>
<td>47%</td>
</tr>
<tr>
<td>15+ YEARS</td>
<td>15%</td>
<td>55%</td>
</tr>
</tbody>
</table>

2017: 43% Fully Engaged, 33% Somewhat Engaged, 47% Not Engaged
2018: 30% Fully Engaged, 47% Somewhat Engaged, 55% Not Engaged

<table>
<thead>
<tr>
<th>Tenure</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 TO 15 YEARS</td>
<td>47%</td>
<td>30%</td>
</tr>
<tr>
<td>15+ YEARS</td>
<td>30%</td>
<td>48%</td>
</tr>
</tbody>
</table>

2017: 47% Fully Engaged, 30% Somewhat Engaged, 30% Not Engaged
2018: 30% Fully Engaged, 43% Somewhat Engaged, 48% Not Engaged

<table>
<thead>
<tr>
<th>Tenure</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>15+ YEARS</td>
<td>6%</td>
<td>9%</td>
</tr>
</tbody>
</table>

2017: 6% Fully Engaged, 9% Somewhat Engaged, 9% Not Engaged
2018: 9% Fully Engaged, 48% Somewhat Engaged, 48% Not Engaged
Engagement Levels - Manager or Not

Engagement Levels - Manager or Not

Fully Engaged | Somewhat Engaged | Not Engaged

2017 Manager:
- Fully Engaged: 52%
- Somewhat Engaged: 27%
- Not Engaged: 21%

2018 Manager:
- Fully Engaged: 50%
- Somewhat Engaged: 39%
- Not Engaged: 11%

2017 Non-Manager:
- Fully Engaged: 14%
- Somewhat Engaged: 23%
- Not Engaged: 63%

2018 Non-Manager:
- Fully Engaged: 18%
- Somewhat Engaged: 52%
- Not Engaged: 30%
Contact Information

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