Institute for
Public Sector
Employee Engagement™

BY CPS HR CONSULTING

2018 Employee Engagement Survey Results

Texas Municipal Retirement System

03/29/2019

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Background

◆ 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.

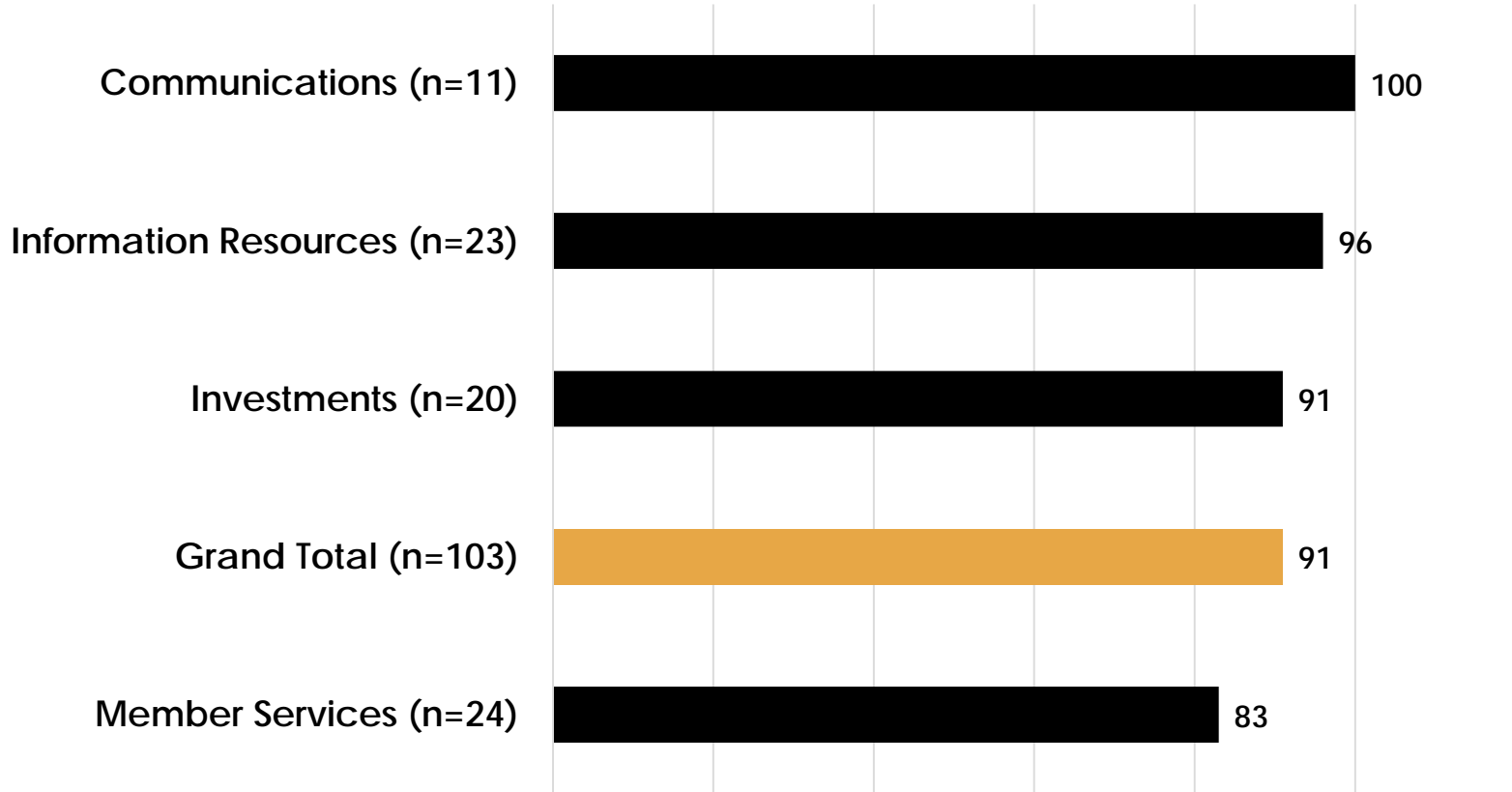◆ 91 percent (103) of TMRS employees responded to the survey.

Institute for Public Sector Employee Engagement Model

1. Plan & Set Goals → 2. Survey Employees → 3. Analyze & Share Results → 4. Take Action → 5. Evaluate Actions & Sustain Engagement

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

✓ Calculating Engagement Scores

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

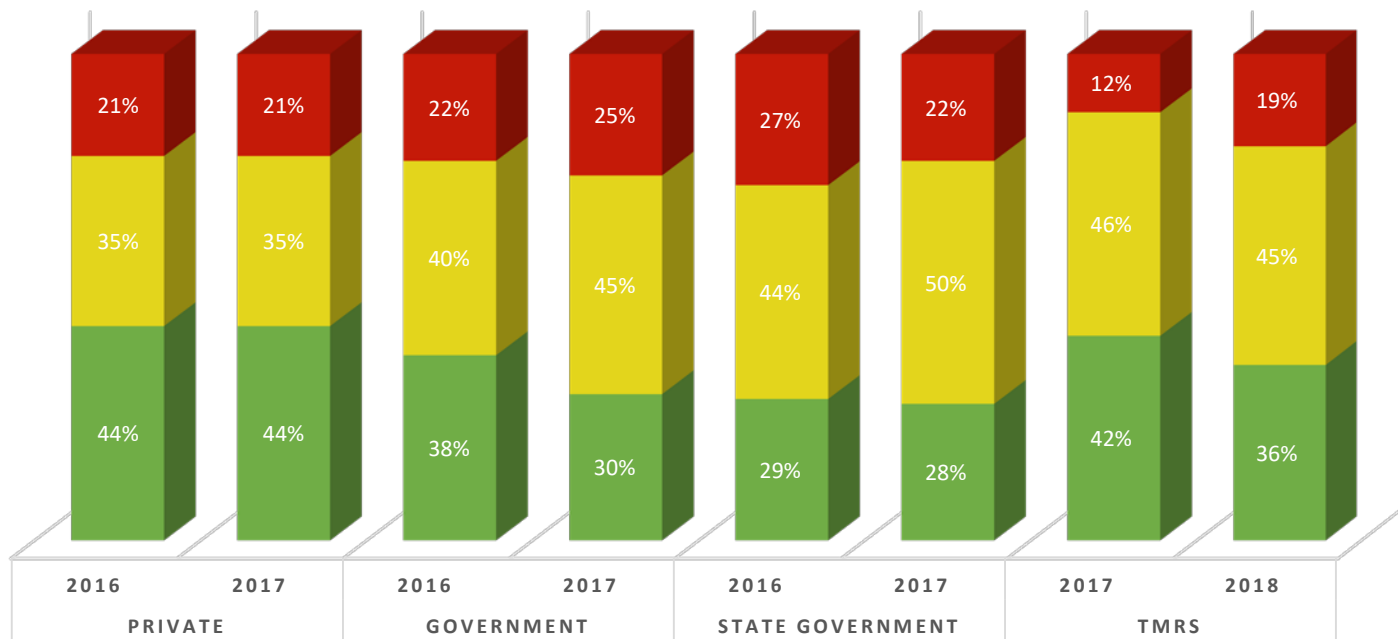Mean score between 3 and 4 on the six engagement questions

Not Engaged

Mean score 3 or below on the six engagement questions

Overall Engagement Levels

OVERALL ENGAGEMENT LEVELS

■ Fully Engaged ■ Somewhat Engaged ■ Not Engaged

	PRIVATE		GOVERNMENT		STATE GOVERNMENT		TMRS	
	2016	2017	2016	2017	2016	2017	2017	2018
Not Engaged	21%	21%	22%	25%	27%	22%	12%	19%
Somewhat Engaged	35%	35%	40%	45%	44%	50%	46%	45%
Fully Engaged	44%	44%	38%	30%	29%	28%	42%	36%

The TMRS percentage of fully-engaged employees is down 6 percentage points from 2017, but is still above the government and state government benchmarks.
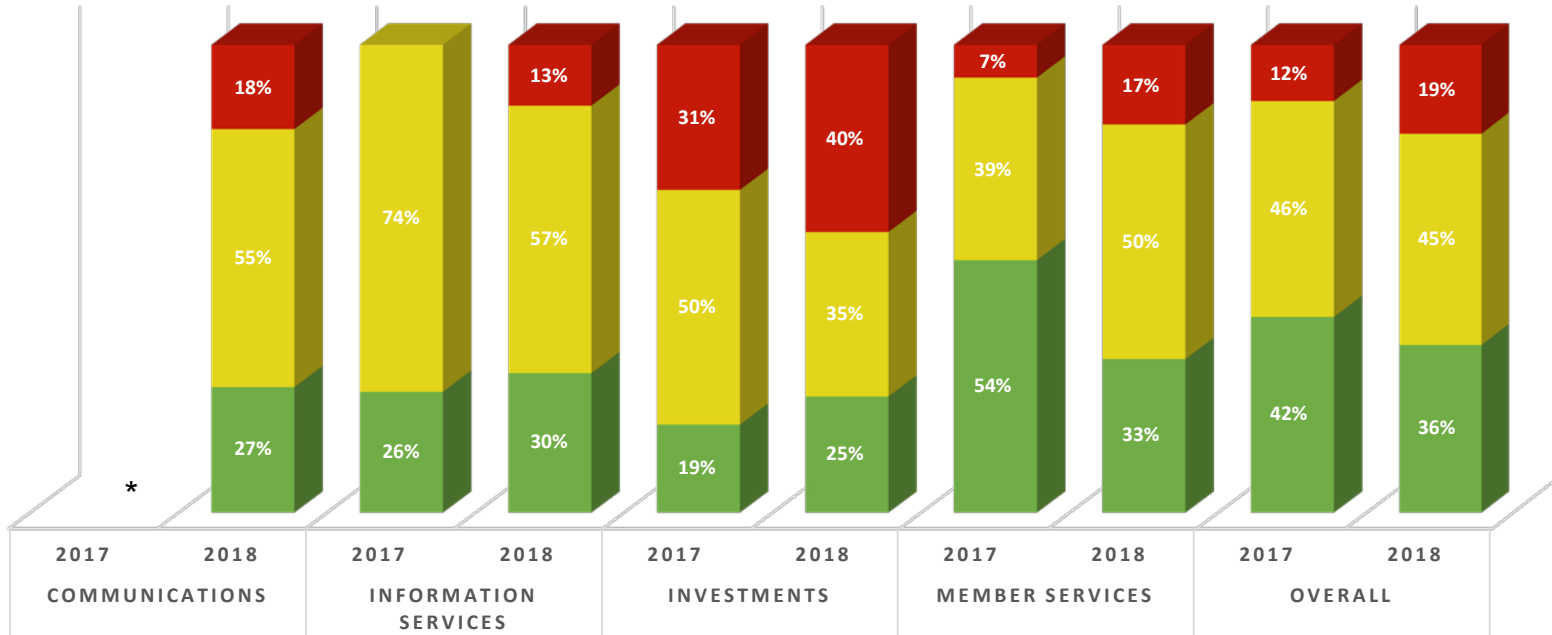
Engagement Levels by Department

ENGAGEMENT LEVELS BY DEPARTMENT
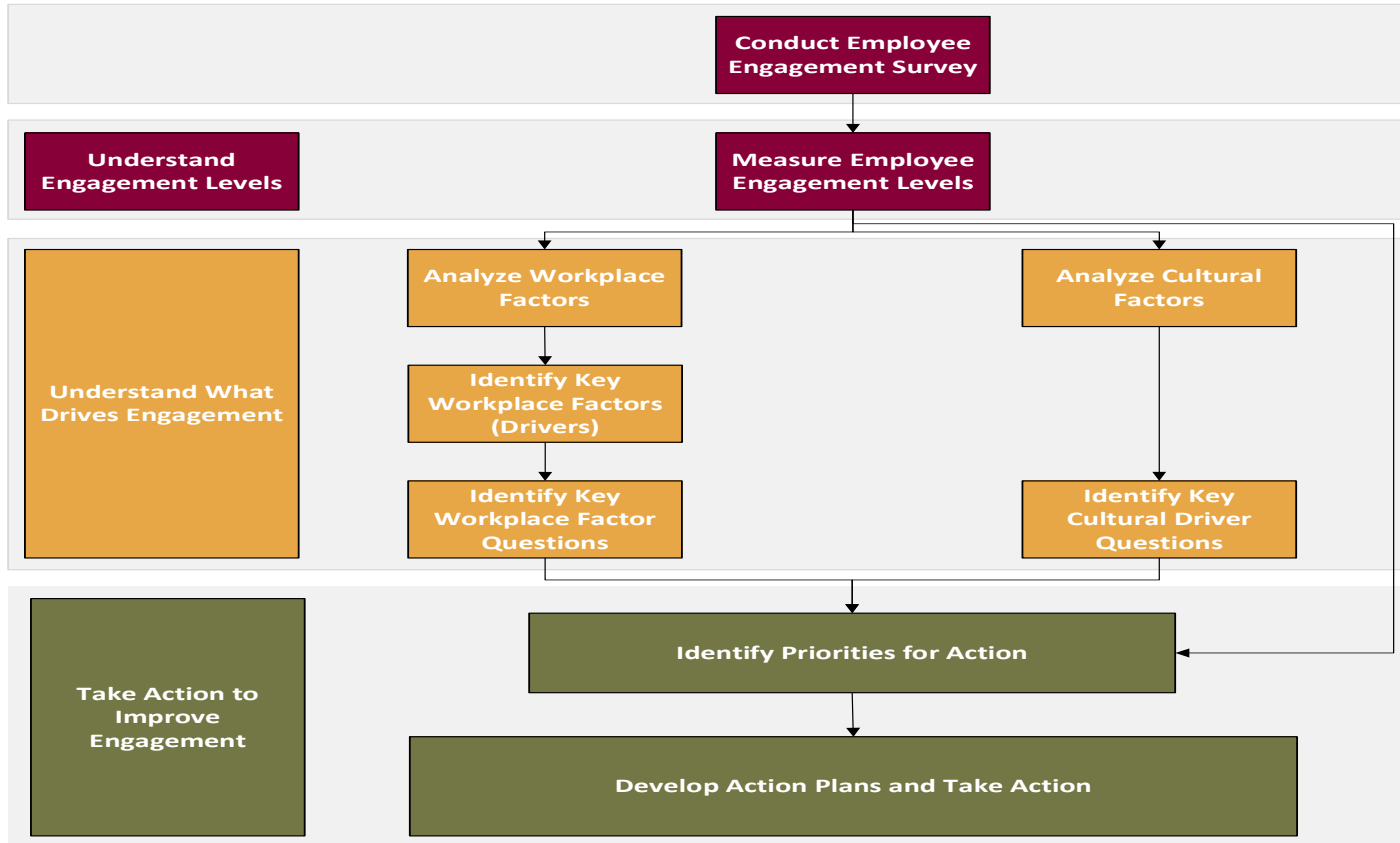
■ Fully Engaged   ■ Somewhat Engaged   ■ Not Engaged

	COMMUNICATIONS		INFORMATION SERVICES		INVESTMENTS		MEMBER SERVICES		OVERALL	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Not Engaged	* 18%	13%		31%	40%	7%	17%	12%	19%	
Somewhat Engaged	55%	74%	57%	50%	35%	39%	50%	46%	45%	
Fully Engaged	27%	26%	30%	19%	25%	54%	33%	42%	36%	

*We require 10 or more respondents for department reporting

Drivers of Engagement – Workplace Factors

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Analytical Model

Conduct Employee Engagement Survey

Understand Engagement Levels

Measure Employee Engagement Levels

Understand What Drives Engagement

Analyze Workplace Factors

Analyze Cultural Factors

Identify Key Workplace Factors (Drivers)

Identify Key Workplace Factor Questions

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.
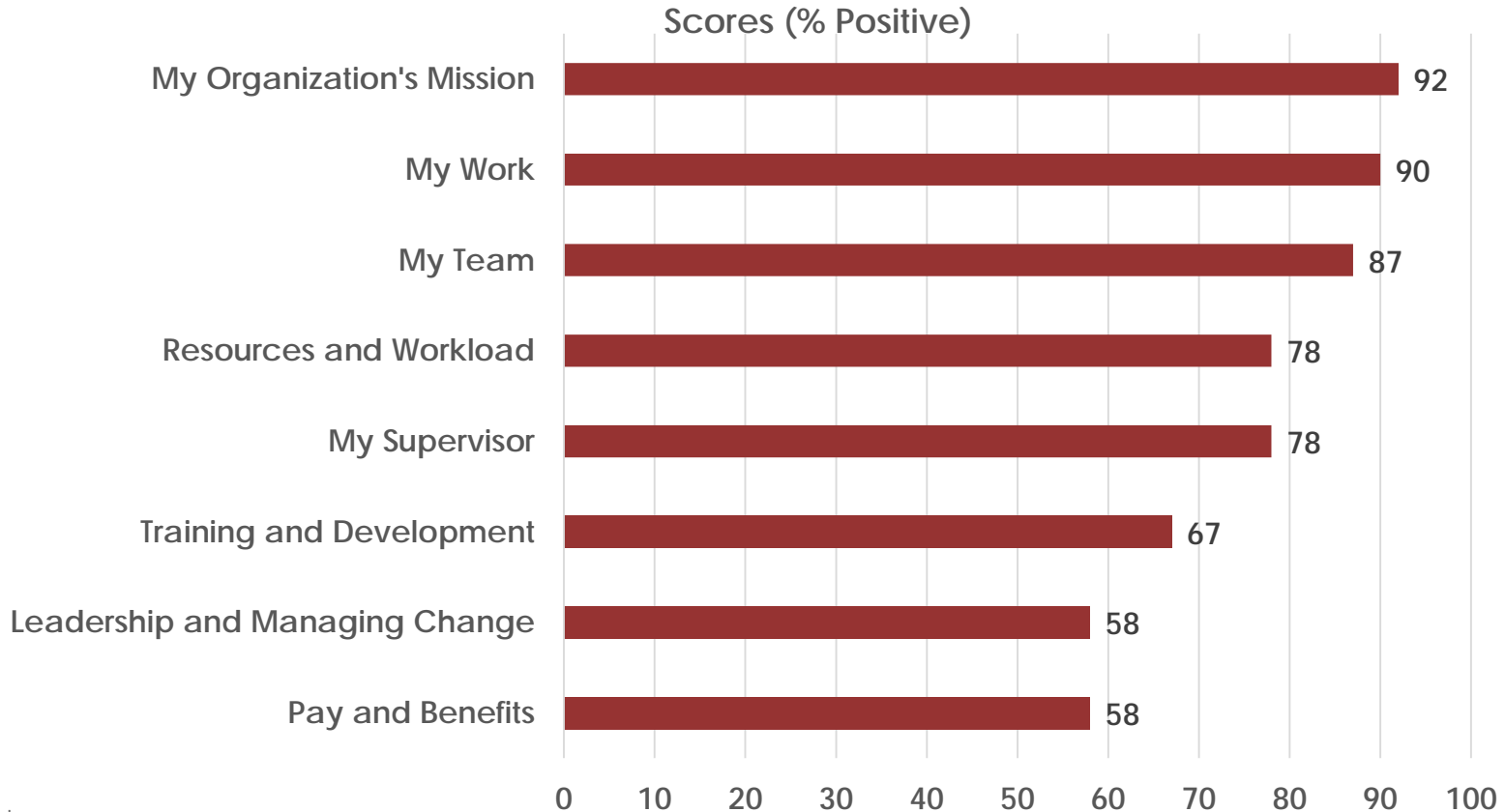
Drivers of Engagement – Workplace Factors

Relative Weights (0-100%)

Factor	Value
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

Drivers of Engagement – Workplace Factors

Scores (% Positive)

Factor	Score
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
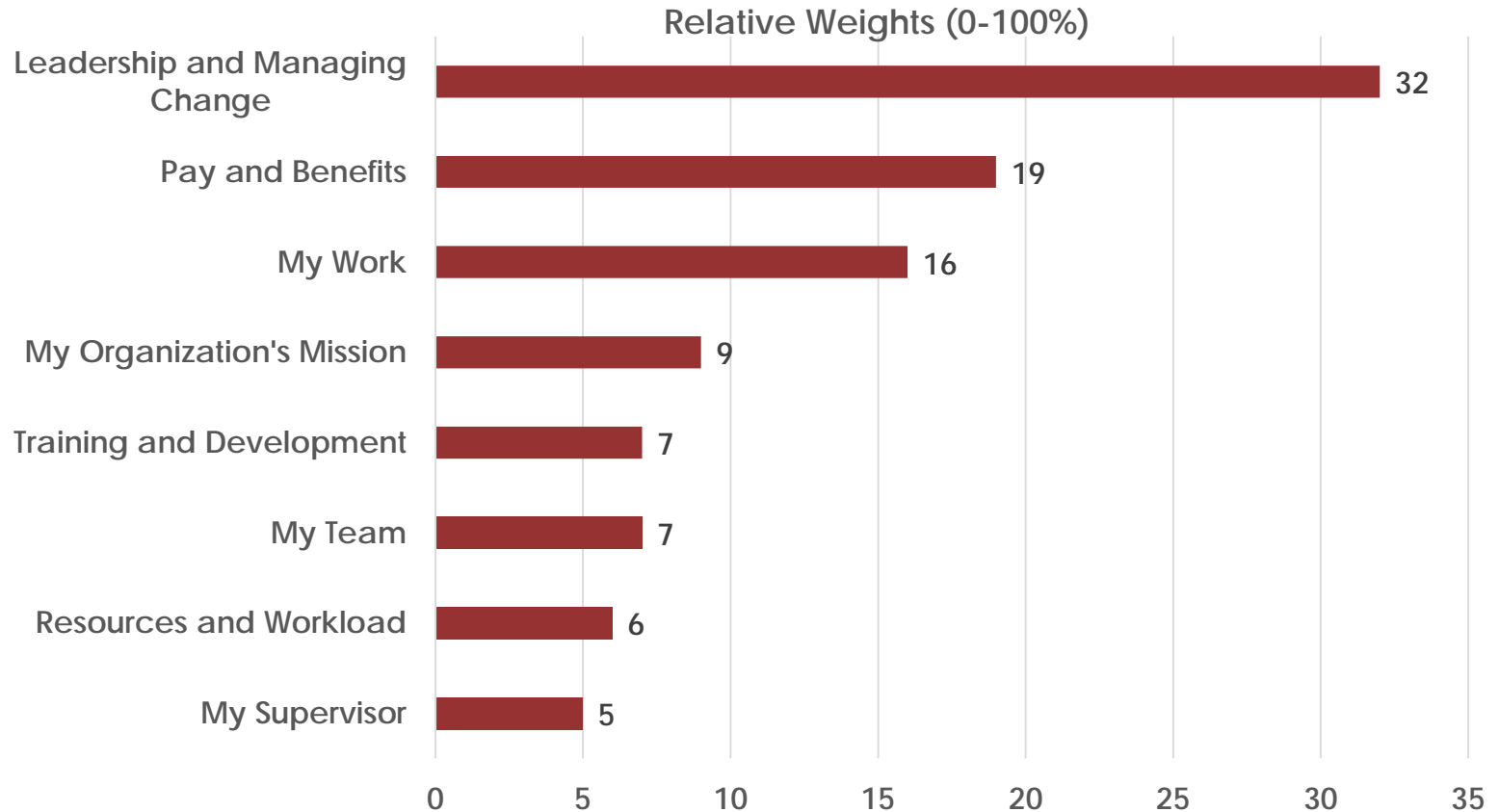
Summary of Key Drivers – Areas to Improve

◆ 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

◆ 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

◆ 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)

Category	Question	TMRS	Gap vs. State Govt
My Work	I like the kind of work I do	97%	14
My Supervisor	My supervisor is considerate of my life outside work	97%	19
My Work	The work I do is important	95%	7
My Organization's Mission	I have a clear understanding of my organization's mission	95%	9
My Organization's Mission	My organization's mission is important to me	94%	18
My Organization's Mission	I know how my work supports my organization's mission	93%	9
My Supervisor	My supervisor listens to what I have to say	93%	15
My Supervisor	My supervisor has good technical skills	92%	26
Resources and Workload	I have clear work objectives	92%	9
My Supervisor	My supervisor is available when I need him or her	91%	16

Lowest-Scoring Questions (% Positive)

Category	Question	TMRS	Gap vs. State Govt
Leadership and Managing Change - Overall	Overall, I have confidence in the decisions made by my organization's senior leaders	53%	2
Leadership and Managing Change	I feel that my organization as a whole is managed well	51%	0
Leadership and Managing Change - Taking Action	I believe that senior leaders in my organization will take action on the results from this survey	49%	0
Organizational Culture	I think it is safe to challenge the way things are done in my organization	49%	0
My Supervisor	In my team, differences in performance are recognized in a meaningful way	48%	2
Pay and Benefits	I am paid fairly for the work that I do	46%	-7
Training and Development	There are opportunities for me to develop my career in my organization	44%	-13
Pay and Benefits	I feel that my pay adequately reflects my performance	42%	4
Leadership and Managing Change	I feel that change is managed well in my organization	39%	1
Pay and Benefits	Compared to people doing a similar job in other organizations, I feel my pay is reasonable	37%	-14

Most-Improved Questions (% Positive)

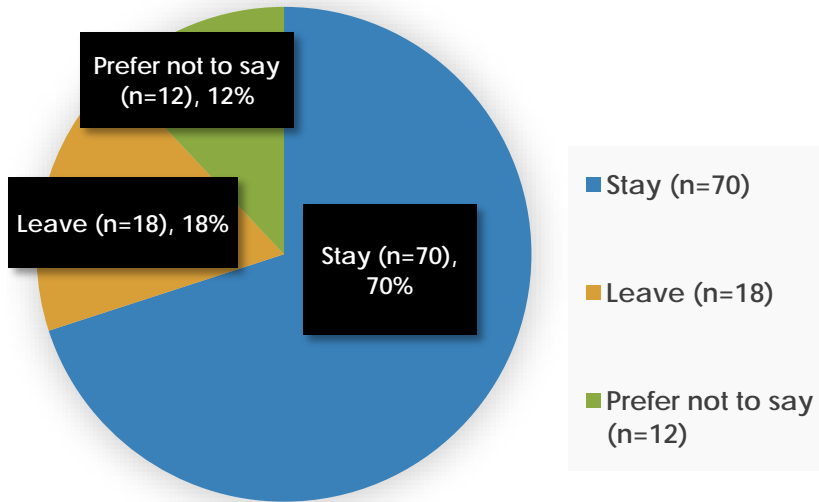| Category	Question	TMRS	Gap vs. TMRS 2017
Pay and Benefits	I am satisfied with my employment conditions (e.g., vacation or leave options, flexible work arrangements)	89%	18
Leadership and Managing Change	I believe the actions of senior leaders are consistent with TMRS' values (Accountability, Excellence, Integrity, Respect, and Teamwork)	59%	11
My Work	The work I do is meaningful to me	91%	5
Resources and Workload	I have the tools (e.g., systems, software) I need to do my job well	83%	5
My Supervisor	My supervisor has good technical skills	92%	4
Pay and Benefits	I am satisfied with my total benefits package (e.g., retirement, health insurance)	74%	4
Organizational Culture	I think that my organization respects individual differences (e.g., cultures, working styles, backgrounds, ideas)	87%	4
My Supervisor	I think that my performance is evaluated fairly	79%	3
Leadership and Managing Change	Senior leaders in my organization are sufficiently visible (e.g., can be seen in action)	63%	3

Most-Decreased Questions (% Positive)

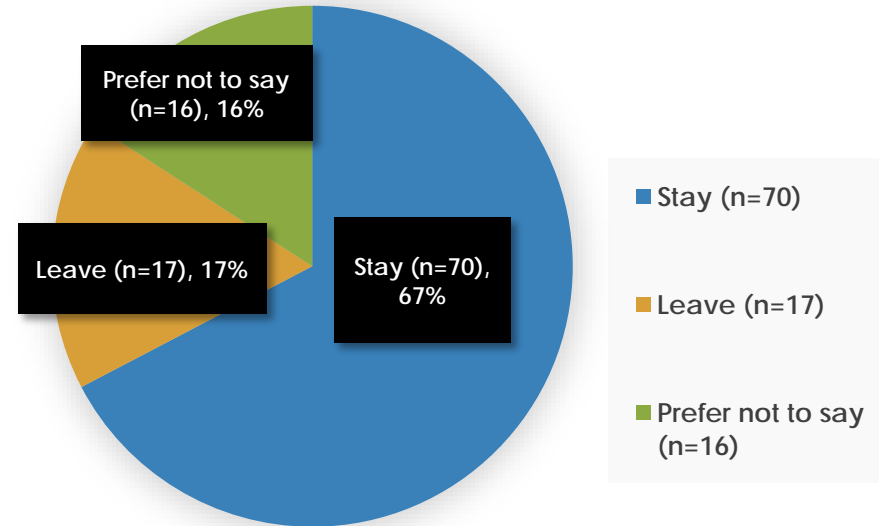| Category	Question	TMRS	Gap vs. TMRS 2017
Training and Development	There are opportunities for me to develop my career in my organization	44%	-17
Leadership and Managing Change	I feel that my organization as a whole is managed well	51%	-15
Leadership and Managing Change - Overall	Overall, I have confidence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

*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

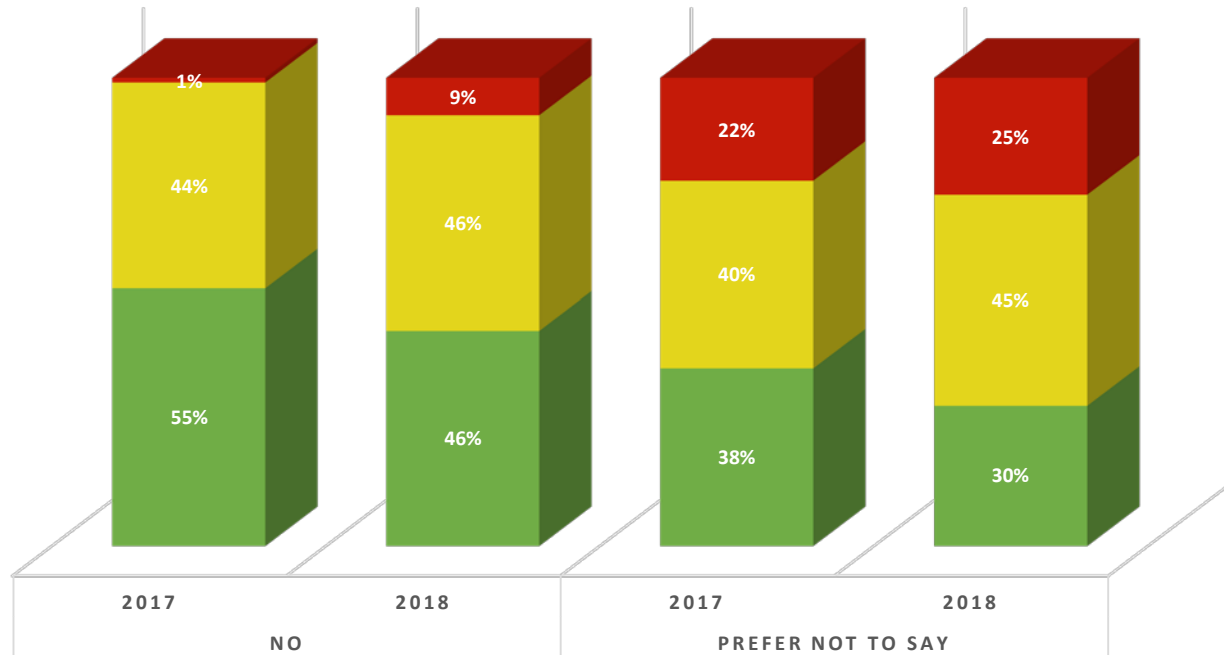Are you considering leaving your current position within the next year, and if so, why?

2017

Prefer not to say (n=12), 12%

Leave (n=18), 18%

Stay (n=70), 70%

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

2018

Prefer not to say (n=16), 16%

Leave (n=17), 17%

Stay (n=70), 67%

- Stay (n=70)
- Leave (n=17)
- Prefer not to say (n=16)

Engagement Levels by Intent to Leave

ENGAGEMENT LEVELS BY INTENT TO LEAVE

■ Fully Engaged ■ Somewhat Engaged ■ Not Engaged

	NO		PREFER NOT TO SAY	
	2017	2018	2017	2018
Not Engaged	1%	9%	22%	25%
Somewhat Engaged	44%	46%	40%	45%
Fully Engaged	55%	46%	38%	30%

Question: Are you considering leaving your current position within the next year?

Results by
Demographic Segments

Engagement Levels by Gender

ENGAGEMENT LEVELS BY GENDER
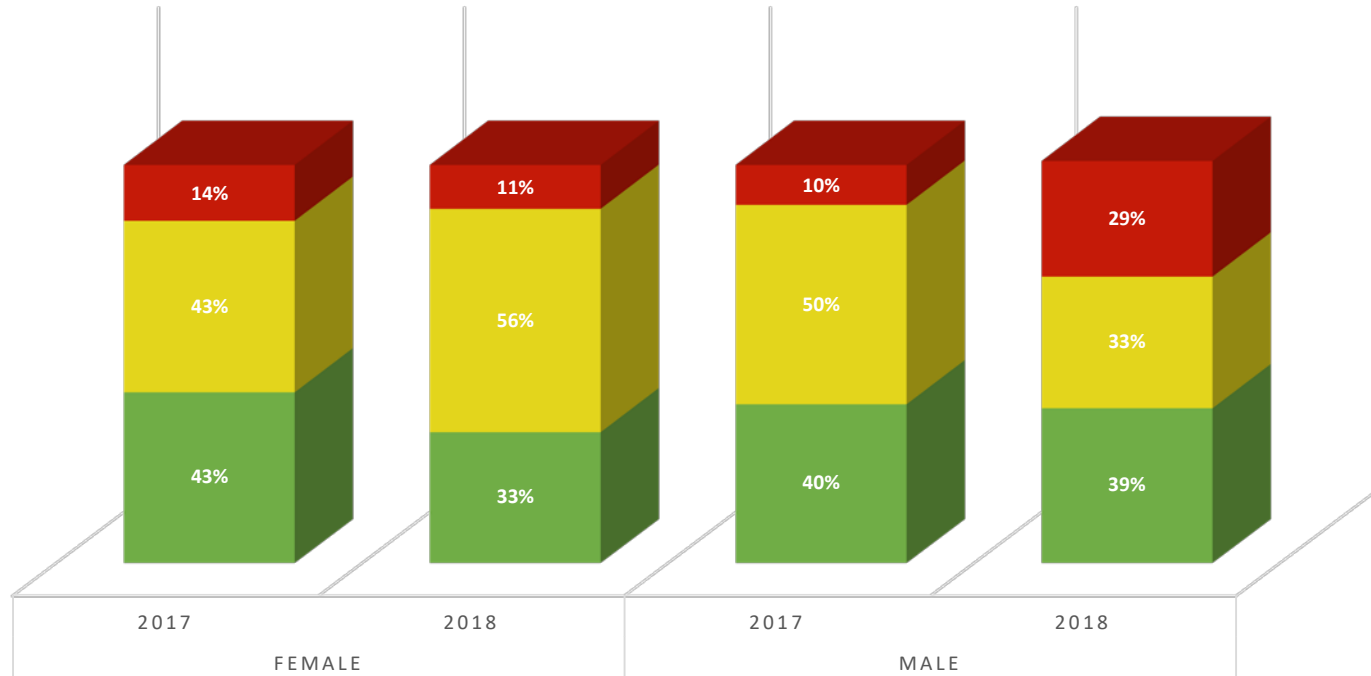
Engagement Levels by Age Group

ENGAGEMENT LEVELS BY AGE GROUP
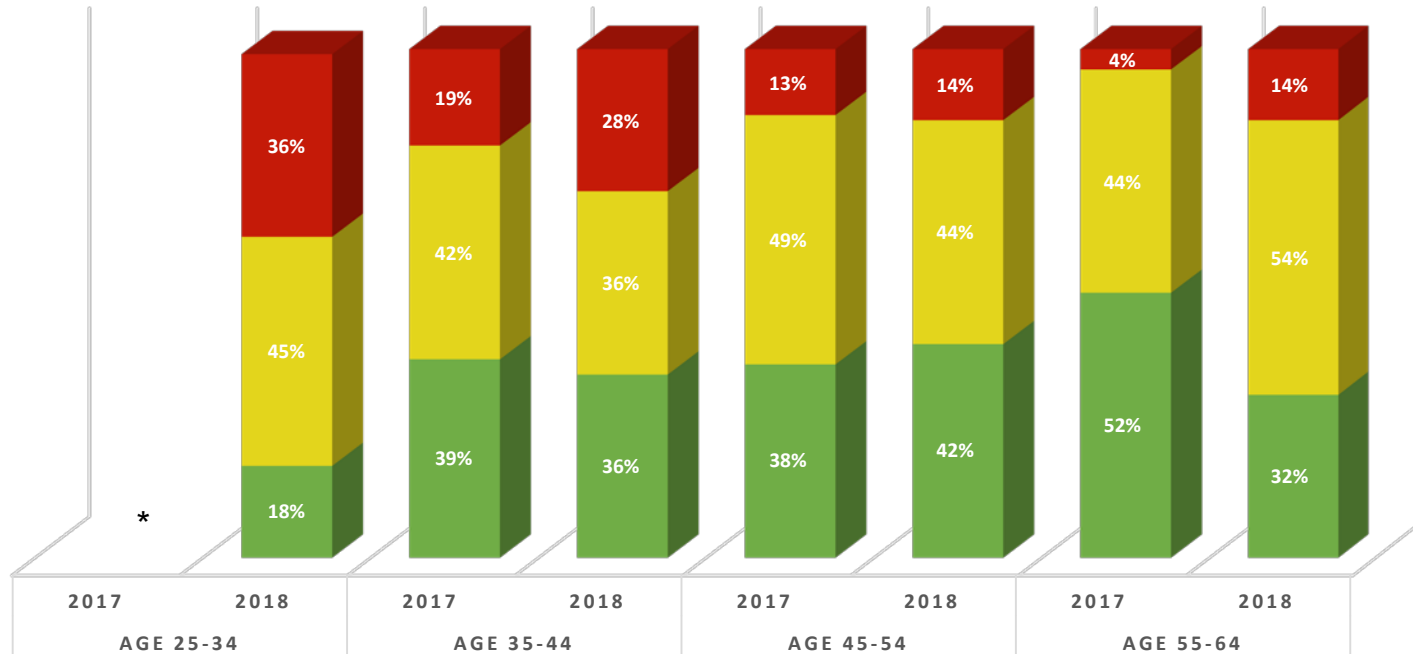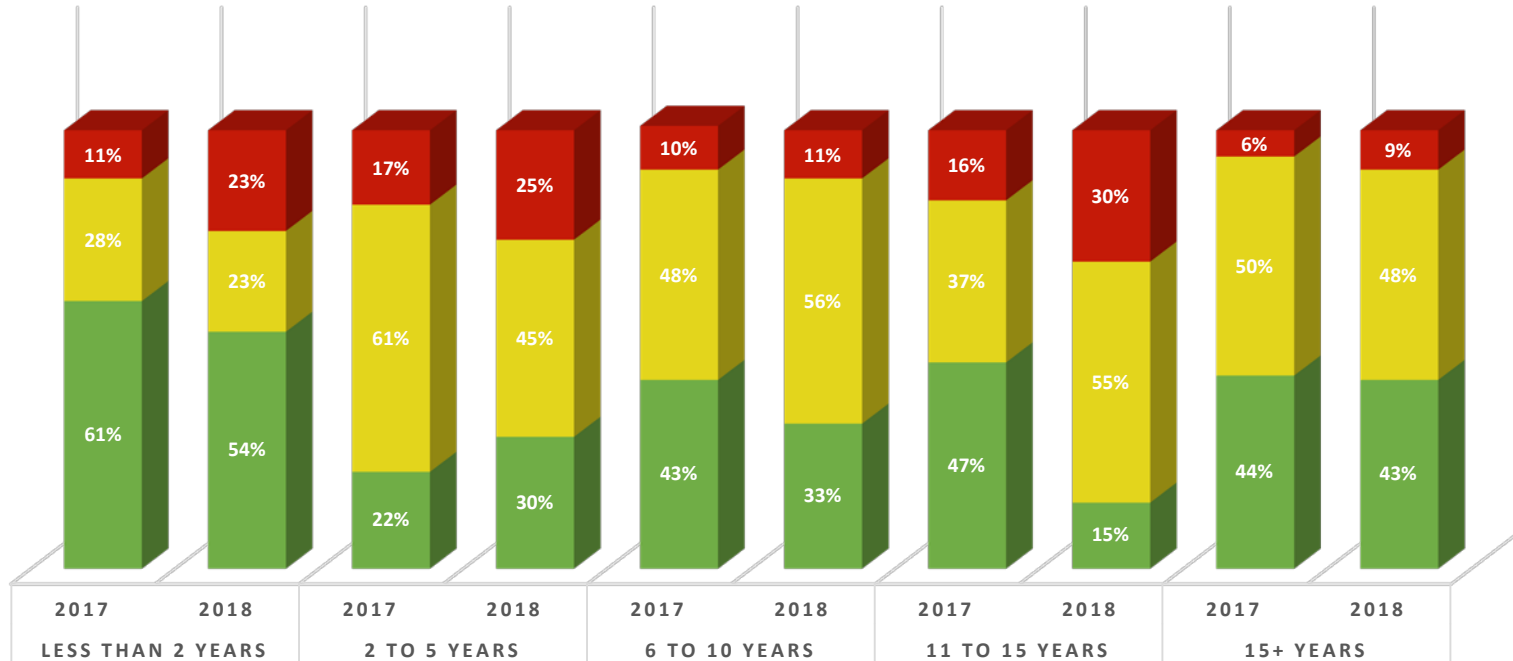
* We require 10 or more respondents for age group reporting

Engagement Levels by Tenure

ENGAGEMENT LEVELS BY TENURE

Fully Engaged   Somewhat Engaged   Not Engaged
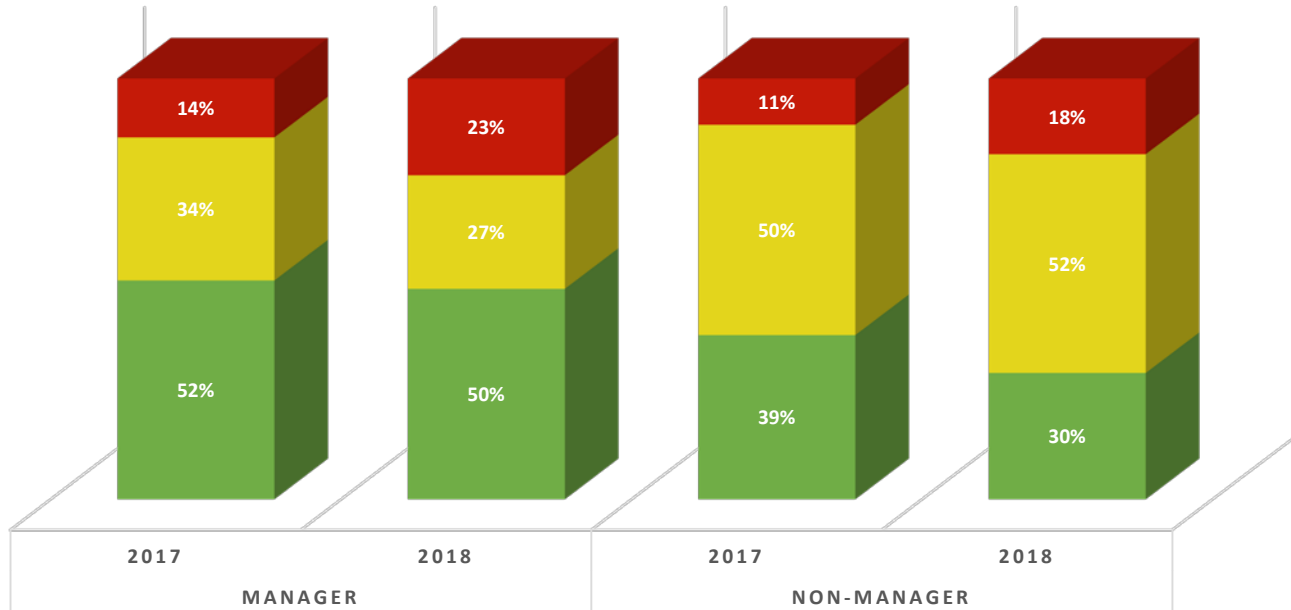
Engagement Levels – Manager or Not

ENGAGEMENT LEVELS - MANAGER OR NOT

■ Fully Engaged   ■ Somewhat Engaged   ■ Not Engaged

Contact Information

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