Survey of Organizational Excellence

Data Summary Report

Prepared Especially For

Texas A&M International University

(761)

2002-2003

Executive Summary

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Executive Summary

Survey of Organizational Excellence

The Survey

Organizational improvement may generally be directed in one or more of the five Dimensions. This Summary will provide a general description of the areas of strength and areas of concern of the organization based upon the responses received from the Survey. Among the important factors to consider are how many people responded from the organization, how representative they are of the total organization as well as the information that is provided about the organization's perceived qualities.

As organizations use the Survey they enhance the ability of all members to participate in thinking about how the organization functions and what can be done to improve the organization. Such a process improves both the openness and responsibility of all the members of the organization and moves it toward being a learning organization. The process of thinking about organizational properties and working jointly to improve them builds **organizational capital**. Organizational capital refers to those norms and patterns of interaction that develop as people have experience in an organization. Organizations that have high levels of capital are organizations where there is substantial trust among members and a strong sense of mission and shared responsibility. Through building organizational capital, people's sense of loyalty and dedication increases, as does the general ability of the organization to improve, focus upon key issues and provide needed innovation and responsiveness to the environment.

Please read this Summary with a view toward looking for ways to build upon organizational strengths and detecting areas that need improvement.

Survey Constructs

Dimension I Work Group	Dimension II Accommodations	Dimension III Organizational Features	Dimension IV Information	Dimension V Personal
Supervisor Effectiveness Fairness Team Effectiveness Diversity	Fair Pay Physical Environment Benefits Employee Development	Change Oriented Goal Oriented Holographic Strategic Quality	Internal Availability External	Job Satisfaction Time and Stress Burnout Empowerment

The Survey assessment is a framework, which at its highest level, consists of five Workplace Dimensions. Taken together these five capture the total work environment. Each Workplace Dimension consists of several Survey Constructs. The Survey Constructs are designed to broadly profile organizational strengths and weaknesses so that interventions may be targeted appropriately. Survey Constructs are developed from the Primary Questions series and scores for the Constructs range from a low of 100 to a high of 500.

Organization Profile

Surveys Distributed: 474

Organization ID: 761

Survey Responses: 266

Organization Name: Texas A&M International University

Benchmark Categories:

Organization Size Category: 4

Size category 4 includes organizations with 301 to 1000 employees.

Mission Category: Education (Mission 3)

The Education category includes Universities, Colleges, Institutes and other Agencies involved with students, teachers, administrators and families throughout many areas of learning.

Response Rate

High rates mean that employees have an investment in the organization, want to see the organization improve and generally have a sense of responsibility to the organization. Low response rates can mean several things. There simply may not have been enough effort in making certain employees know the importance of completing the Survey. At a more serious level, low rates of response suggest a lack of organization focus or responsiveness. It many suggest critical levels of employee alienation, anger or indifference to organizational responsibilities. As a general rule rates higher than 50 percent suggest soundness. Rates lower than 30 percent may indicate serious problems. At 56%, your response rate is considered high.

Responded 56%
Did Not Respond 44%

Response Rate Over Time

One of the values of iterations of the Survey is an opportunity to measure organizational change over time. In general, response rates should rise from the first to the second and succeeding iterations. If organizational health is sound, rates tend to plateau above the 50 percent level. Declines in participation suggest some form of general organizational problem is developing. Your response rate is higher than it was for the previous survey.

| 1996 | 1998 | 2000 | 2002 | 2004 |
| 0% | 0% | 42% | 33% | 56% |
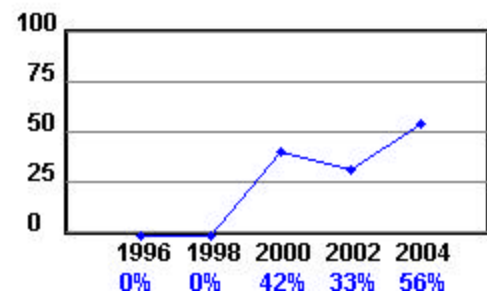
On-Line Responses vs. Hard Copy Responses

At the Survey of Organizational Excellence, we are moving towards serving all of our surveys on-line, instead of mailing out hard copies. On-line Surveys offer many advantages over the traditional hard copy survey. With this on-line version, we are able to administer the survey at a lower cost to your organization, as well as provide rapid results so that interventions can be made while the issues are still current. We hope to have every organization at the 100% on-line response level in the near future.
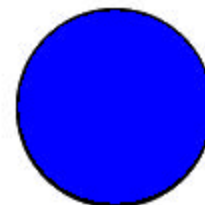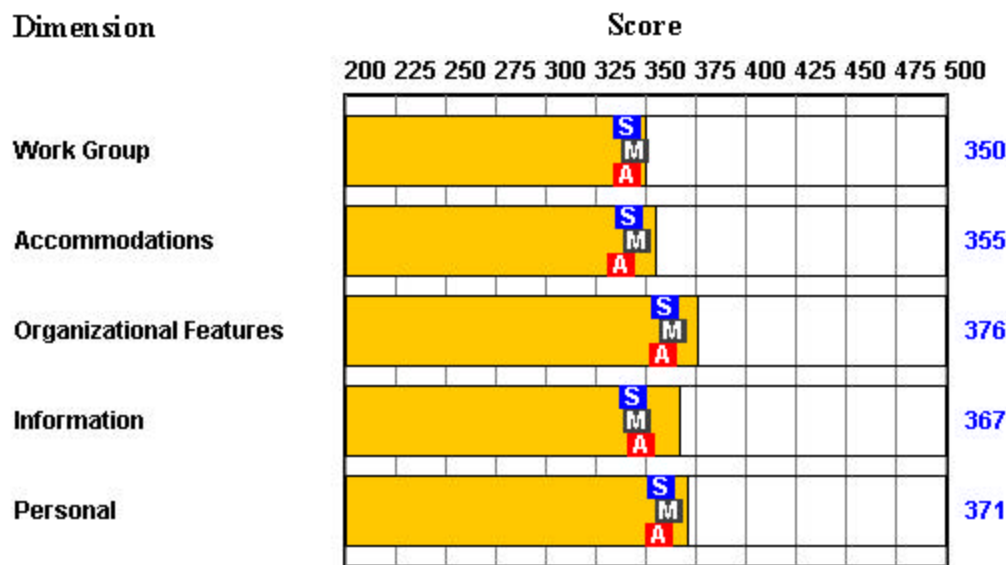

On-line 100%
Hard Copy 0%

Dimension Analysis

In order for organizations to improve there is a need to compare performance with other organizations. This comparison process is called benchmarking. The Survey provides a number of convenient and useful comparisons. The number of employees in an organization is one important characteristic of any organization. Large organizations with different locations and where any employee will know only a few of the members are different from organizations where most interaction is face-to-face and people know each other well. A second kind of benchmark focuses upon organizations that do similar things. The nature of an organization's work can have an impact on organizational features and employee experiences. Lastly, a benchmark is provided for a comparison against all other organizations that have taken the Survey in the current time frame.

The data in this table are composed of your scores for this iteration of the Survey and comparison data from the latest benchmark scores. These scores are the averages from the organizations that participated in the 2001-2002 iteration of the survey.

Benchmark data for the Dimensions is shown below. The benchmark helps to illustrate how your organization is performing relative to organizations of similar size, organizations with similar missions and to the performance of all organizations that participated in this survey. The scores for your organization appear to the right.

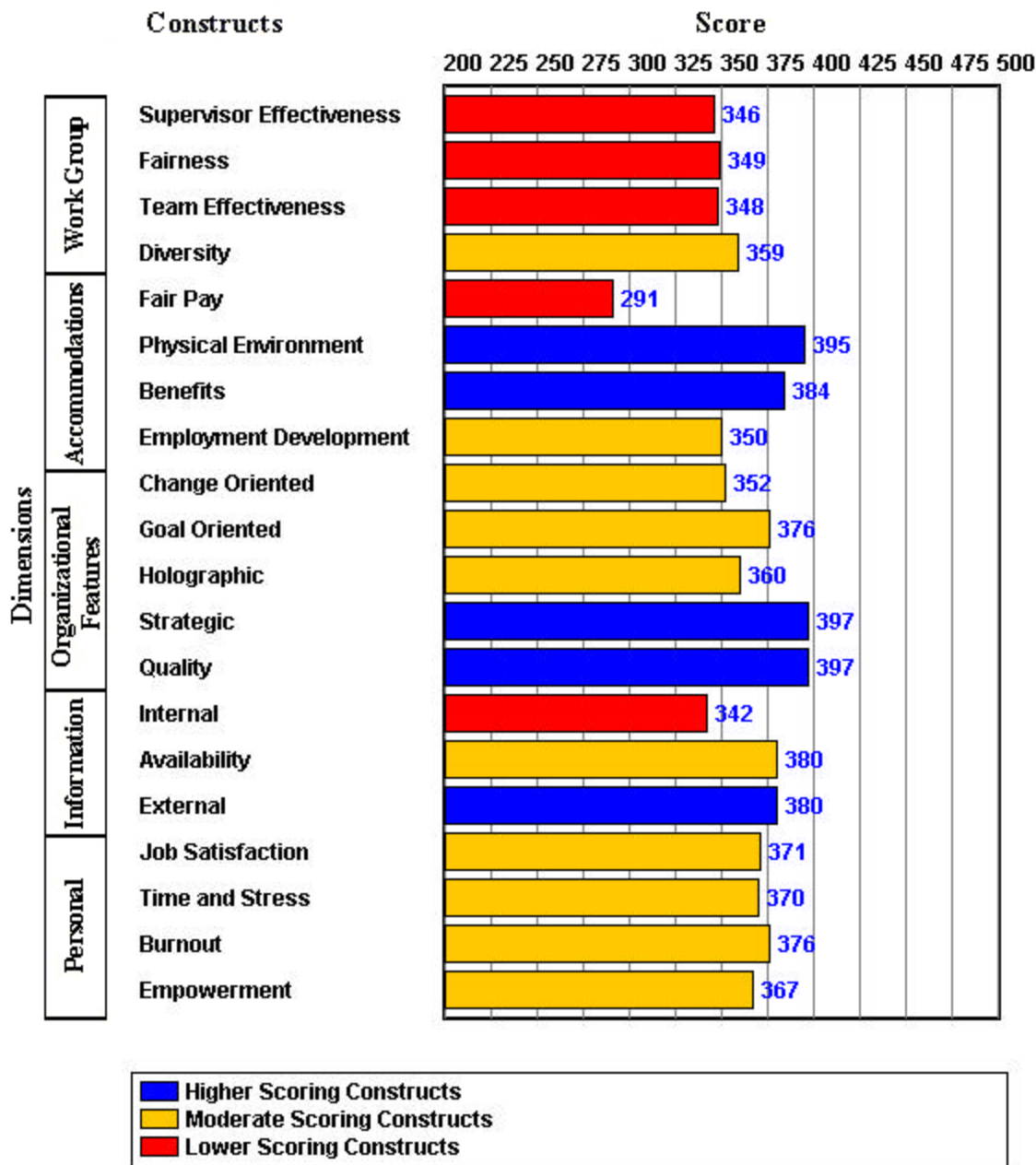| Dimension	Score
Work Group	350
Accommodations	355
Organizational Features	376
Information	367
Personal	371

Legend:
- Scores for your Organization (Numeric Score to the right in Blue)
- **S** Size - Benchmark for similar size organizations
- **M** Mission - Benchmark for organizations with a similar mission
- **A** All Respondents - Benchmark for all of the survey respondents

Construct Analysis

Constructs have been color coded to highlight the organization's areas of strength and areas of concern. The 5 highest scoring constructs are blue, the 5 lowest scoring constructs are red, and the remaining 10 constructs are yellow.

Each construct is displayed below with its corresponding score. Highest scoring constructs are areas of strength for your organization while the lowest scoring constructs are areas of concern. Scores of 400 or higher indicate areas of substantial strength. Scores above 300 suggest that employees perceive the issue more positively than negatively, while scores below 300 are viewed more negatively by employees. Scores below 200 should be a significant source of concern for the organization and should receive immediate attention.

Dimensions	Constructs	Score
Work Group	Supervisor Effectiveness	346
Work Group	Fairness	349
Work Group	Team Effectiveness	348
Work Group	Diversity	359
Accommodations	Fair Pay	291
Accommodations	Physical Environment	395
Accommodations	Benefits	384
Accommodations	Employment Development	350
Organizational Features	Change Oriented	352
Organizational Features	Goal Oriented	376
Organizational Features	Holographic	360
Organizational Features	Strategic	397
Organizational Features	Quality	397
Information	Internal	342
Information	Availability	380
Information	External	380
Personal	Job Satisfaction	371
Personal	Time and Stress	370
Personal	Burnout	376
Personal	Empowerment	367

Legend:
- Higher Scoring Constructs
- Moderate Scoring Constructs
- Lower Scoring Constructs

Organizational Typology: Areas of Strength and Areas of Concern

The following Constructs are relative strengths for your organization:

Quality   Score: 397

General Description: Focuses upon the degree to which quality principles, such as customer service and continuous improvement are a part of the organizational culture. This Construct also addresses the extent to which employees feel that they have the resources to deliver quality services.

Quality comes from attention to detail, customers and overall effort. Average scores mean that there is important room for improvement. In general quality is a result of understanding the needs of customers or clients coupled with a continuous and zealous examination of products and processes for improvement. Achieving quality requires the full and thoughtful attention of all members of the organization. Essential to maintaining high levels is clear articulation of goals, careful attention to changes in the environment that might affect resources or heightened competition and vigorous participation by all members. Leadership must maintain a clear articulation of the importance of quality and the role of everyone in achieving quality. Improvement is best addressed by developing clear standards of quality at all levels, urging employee assessment and feedback, and creating measures of quality for all work.

Strategic   Score: 397

General Description: Strategic (Strategic Orientation) reflects employees' thinking about how the organization responds to external influences that should play a role in defining the organization's mission, vision, services, and products. Implied in this construct is the ability of the organization to seek out and work with relevant external entities.

Average scores suggest that employees feel there is room for improvement in how the organization interprets and understands the environment. Likely there is a concern that some programs are less relevant than in the past and that some processes do not seem knit into an overall vision. In general problems with Strategic Orientation stem from these factors: employees having a limited grasp of the goals of the organization, high levels of "silos", organizational components that function in isolation from other organizational processes, and the nature of the specific work being performed. Remedying Strategic Orientation requires careful study to determine the correct causative factors but assessing environmental understandings is the starting point. Conduct and compile customer assessments and review findings with staff at all levels. Benchmark processes with similar and competitive organizations. Use the employee feedback sessions to make a more complete determination for the causes of low Strategic Orientation scores.

Organizational Typology: Areas of Strength and Areas of Concern

Relative Strengths Continued:

Physical Environment   Score: 395

General Description: This Construct captures employees' perceptions of the total work atmosphere and the degree to which employees believe that it is a "safe" working environment. This construct addresses the "feel" of the workplace as perceived by the employee.

Average scores suggest that room for improvement exists and lack of attention can lead to dropping scores. Attention may be needed to quality and amount of office space, equipment, parking and the location of facilities.

Benefits   Score: 384

General Description: This Construct provides a good indication of the role the benefit package plays in attracting and retaining employees in the organization. It reflects comparable benefits that employees feel exist with other organizations in the area.

Average scores suggest that room for improvement exists and lack of attention can lead to dropping scores. Benefits are often not viewed as motivators for employees but more as hygiene factors. This means employees will become restless, upset and dissatisfied when benefits are perceived as less than needed or fair. Part of the follow up to the Survey when data are returned is to discuss the results with employees and secure more elaborate explanations of important issues. In general concerns about benefits stem from these factors: level and type of benefits available, the cost and employees being able to understand and use the benefits package. Remedying concerns about benefits requires data collection from employees and competitive organizations to determine the correct causative factors. Use the employee feedback sessions to make a more complete determination for the causes of low Benefits scores.

Organizational Typology: Areas of Strength and Areas of Concern

Relative Strengths Continued:

External   **Score: 380**

General Description: This Construct looks at how information flows into the organization from external sources, and conversely, how information flows from inside the organization to external constituents. It addresses the ability of organizational members to synthesize and apply external information to work performed by the organization.

Average scores suggest that immediate consideration needs to be made to improve tools and process for external communication. In general External Communication is a function of these factors: nature of the organization's services or products and those who use the products, types of technology deployed for communication and knowledge of the organization of the needs of those who use its services. Remedying External Communication requires careful study to determine the correct causative factors. Carefully examine the customer base, operating hours of the organization, location of offices and knowledge of contact personnel with customer needs.

Organizational Typology: Areas of Strength and Areas of Concern

The following Constructs are relative weaknesses for your organization:

Fair Pay   **Score: 291**

Source of Concern

General Description: This Construct addresses perceptions of the 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.

Low scores can come from many causes and may suggest a number of remedies. Part of the follow up to the Survey when data are returned is to discuss the results with employees and secure more elaborate explanations of important issues. Failure to successfully remedy Fair Pay problems is one of the more serious mistakes that leadership can make. These scores suggest that pay is a central concern or reason for satisfaction or discontent. Problems with pay can come from two or three causes and may suggest a number of remedies. In some situations pay does not meet comparables in similar organizations. In other cases individuals may perceive that pay levels are not appropriately set to work demands, experience and ability. At some times cost of living increases may cause sharp drops in purchasing power and employees will view pay levels as unfair. Remedying Fair Pay problems requires a determination of which of the above factors are serving to create the concerns. Triangulate low scores in Fair Pay by reviewing comparable positions in other organizations and cost of living information. Use the employee feedback sessions to make a more complete determination for the causes of low Fair Pay scores.

Internal   **Score: 342**

General Description: This Construct captures the flow of communication within the organization from the top-down, bottom-up, and across divisions or departments. It addresses the extent to which communication exchanges are open and candid and move the organization toward goal achievement.

Average scores suggest that room for improvement exists and lack of attention can lead to dropping scores. Employees feel that information does not arrive in a timely fashion and often it is difficult to find needed facts. In general Internal Information problems stem from these factors: an organization that has outgrown an older verbal culture based upon a few people knowing "how to work the system", lack of investment and training in modern communication technology and, perhaps, vested interests that seek to control needed information. Remedying Internal Communication requires careful study to determine the correct causative factors. Triangulate low scores in Internal Communication by reviewing existing policy and procedural manuals to determine their availability. Assess how well telephone systems are articulated and if e mail, faxing and Internet modalities are developed and in full use. Use the employee feedback sessions to make a more complete determination for the causes of low Internal Communication scores.

Organizational Typology: Areas of Strength and Areas of Concern

Relative Weaknesses Continued:

Supervisor Effectiveness   Score: 346

General Description: This Construct provides insight into the nature of supervisory relationships in the organization, including the quality of communication, leadership, thoroughness and fairness that employees perceive exists between supervisors and them. This Construct helps organizational leaders determine the extent to which supervisory relationships are a positive element of the organization.

Average scores suggest that room for improvement exists and lack of attention can lead to dropping scores. No area in an organization is more important and often more resistant to change than the middle areas of the organization. Problems with supervision can come from many causes and may suggest a number of remedies. Part of the follow up to the Survey when data are returned is to discuss the results with employees and secure more elaborate explanations of important issues. In general supervisory effectiveness stems from these factors: the selection, support and training of supervisors, the maturity and experience of employees and the nature of the specific work being performed. A frequent problem with supervisors is that those tasks a person may be successful with are not the same tasks that are required when one is promoted to supervision. Remedying Supervisory Effectiveness requires careful study to determine the correct causative factors. Triangulate low scores in Supervisory Effectiveness by reviewing how supervisors are selected and their training. Use the employee feedback sessions to make a more complete determination for the causes of low Supervisory Effectiveness scores.

Team Effectiveness   Score: 348

General Description: This Construct captures employees' perceptions of the people within the organization that they work with on a daily basis to accomplish their jobs (the work group or team). This construct gathers data about how effective employees think their work group is as well as the extent to which the organizational environment supports cooperation among employees.

Average scores suggest that room for improvement exists and lack of attention can lead to dropping scores. Much and often most work in organizations require regular collaboration with others, the work team. Problems with Team Effectiveness can come from many causes and may suggest a number of remedies. In general team effectiveness stems from these factors: team membership, the selection, support and training of supervisors, the maturity and experience of employees and the nature of the specific work being performed. Remedying Team Effectiveness requires careful study to determine the correct causative factors. Triangulate low scores in Team Effectiveness with Supervisory Effectiveness by reviewing how supervisors are selected and their training. Use the employee feedback sessions to make a more complete determination for the causes of low Team Effectiveness scores.

Organizational Typology: Areas of Strength and Areas of Concern

Relative Weaknesses Continued:

Fairness   **Score: 349**
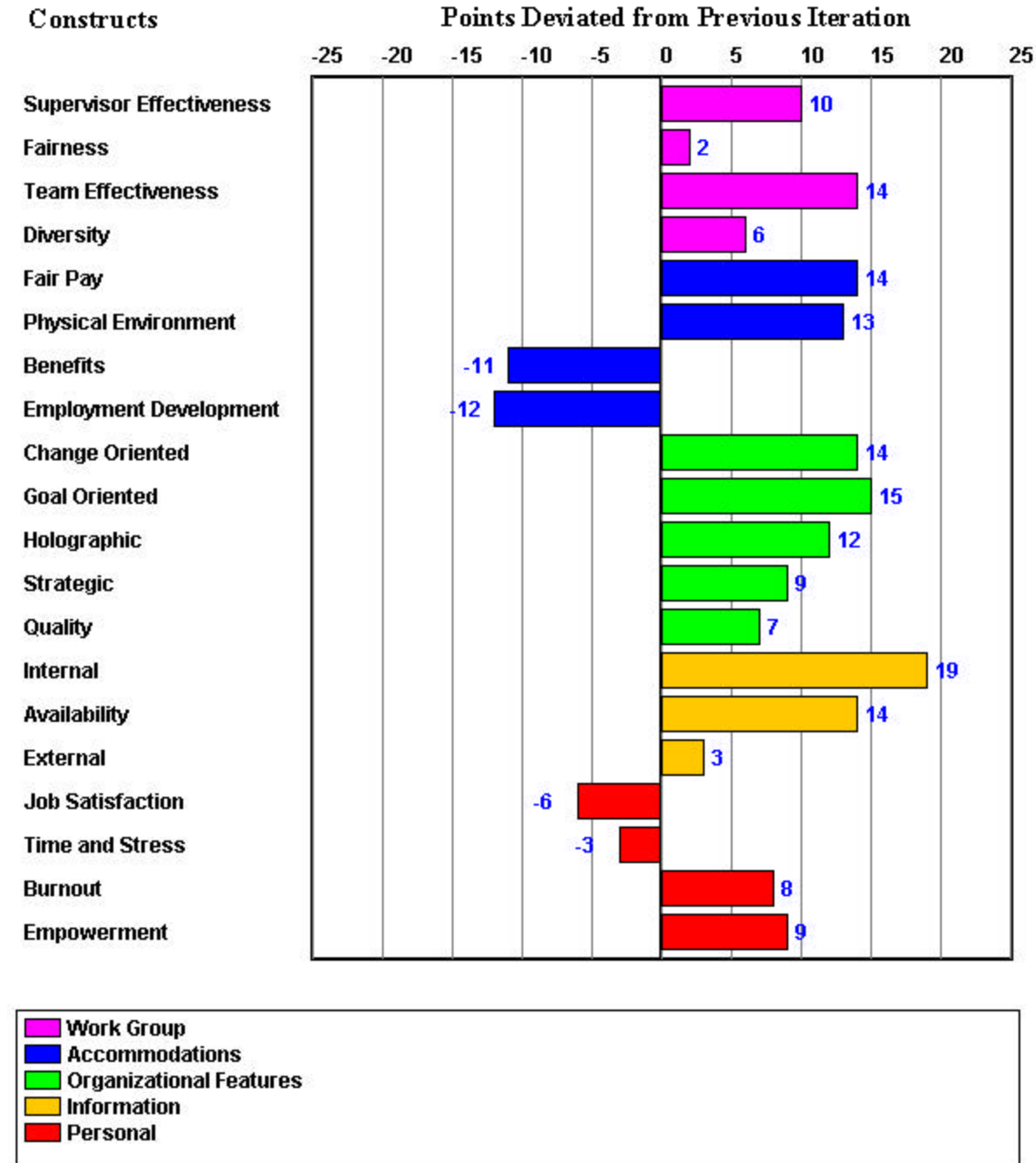
General Description: This Construct measures the extent to which employees perceive that a level playing field exists for all members of the organization and that judgment of performance is based on fair, open, and job-based criteria. This Construct helps organizational leaders determine the extent to which employees perceive their general experience in the organization as positive.

Average scores suggest that room for improvement exists and lack of attention can lead to dropping scores. No area in an organization is more important and often more resistant to change than the middle areas of the organization. Problems with fairness can come from many causes and may suggest a number of remedies. Part of the follow up to the Survey when data are returned is to discuss the results with employees and secure more elaborate explanations of important issues. In general Fairness perception stems from these factors: hiring, work assignment, promotions, the selection, support and training of supervisors, the maturity and experience of employees and the nature of the specific work being performed. Remedying Fairness requires careful study to determine the correct causative factors. Triangulate low scores in Fairness with Supervisory Effectiveness by reviewing how supervisors are selected and their training. Use the employee feedback sessions to make a more complete determination for the causes of low Fairness scores.

Organizational Change: Performance Over Time

One of the benefits of continuing to participate in the survey is that over time you get to see 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 adequately 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 50 points and having 10 or more negative construct changes should be a source of concern for the organization and should receive immediate attention.

Constructs — **Points Deviated from Previous Iteration**

Construct	Points Deviated
Supervisor Effectiveness	10
Fairness	2
Team Effectiveness	14
Diversity	6
Fair Pay	14
Physical Environment	13
Benefits	-11
Employment Development	-12
Change Oriented	14
Goal Oriented	15
Holographic	12
Strategic	9
Quality	7
Internal	19
Availability	14
External	3
Job Satisfaction	-6
Time and Stress	-3
Burnout	8
Empowerment	9

Legend:
- Work Group
- Accommodations
- Organizational Features
- Information
- Personal

Areas of Most and Least Change

Your organization has improved across many areas compared to the last survey.

These constructs showed a significant improvement:

Internal Communication captures the nature of communication exchanges within the organization. It addresses the extent to which employees view information exchanges as open and productive and the degree to which computerized information is efficiently exchanged across the entire organization. Employees feel that this is one of most significant improvements compared to the last survey.

Goal Oriented addresses the organization's ability to include all its members in focusing resources towards goal accomplishment. Employees feel that this is one of most significant improvements compared to the last survey.

Availability of Information provides insight into whether employees know where to get needed information and whether they have the ability to access it in a timely manner. Employees feel that this is one of most significant improvements compared to the last survey.

Team Effectiveness captures employees' perceptions of the effectiveness of their work group and the extent to which the organizational environment supports teamwork among employees. Employees feel that this is one of most significant improvements compared to the last survey.

Fair Pay is an evaluation from the viewpoint of employees of the competitiveness of the total compensation package. It addresses how well the package 'holds up' when employees compare it to similar jobs in their own communities. Employees feel that this is one of most significant improvements compared to the last survey.

Areas of Most and Least Change

These constructs showed the least significant improvement or a decrease in score:

Employment Development captures perceptions of the priority given to the career and personal development of employees by the organization. Employees feel supervisor effectiveness is one of the organization's strongest areas. Employees feel that this is one of least significant improvements compared to the last survey.

Benefits provides an indication of the role that the employment benefit package plays in attracting and retaining employees. Employees feel that this is one of least significant improvements compared to the last survey.

Job Satisfaction addresses employees' satisfaction with their overall work situation. Weighed heavily in this construct are issues concerning employees' evaluation of the availability of time and resources needed to perform jobs effectively. Employees feel that this is one of least significant improvements compared to the last survey.

Time and Stress Management looks how realistic job demands are given time and resource constraints, and also captures employees' feelings about their ability to balance home and work demands. (Standard scoring methodology is maintained; therefore, the higher the score the less likely that employees perceive time and stress management to be problematic.) Employees feel that this is one of least significant improvements compared to the last survey.
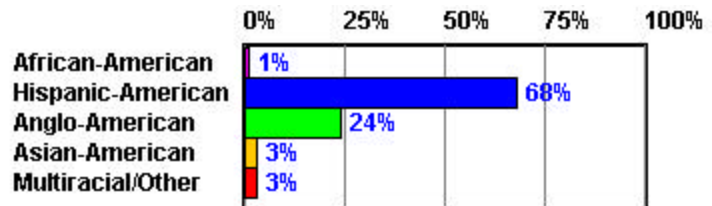
Fairness measures the extent to which employees believe that equal opportunity exists for all members of the organization. Employees feel that this is one of least significant improvements compared to the last survey.

Demographics

Demography data help one to see if the Survey response rate matches the general features of all employees in the organization. It is also an important factor in being able to determine the level of consensus and shared viewpoints across the organization. It may also help to indicate the extent to which the membership of the organization is representative of the local community and those persons that use the services and products of the organization.
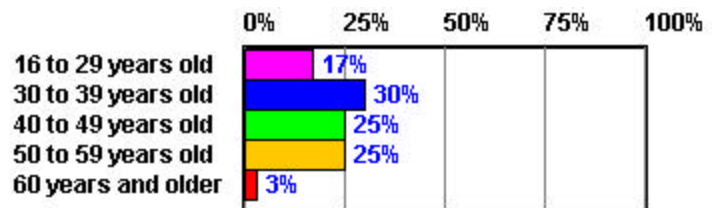
Race/Ethnic Identification

Diversity within the workplace provides resources for innovation. A diverse workforce helps insure that different ideas are understood, and that the community sees the organization as representative of the community. * There were 7 employees who chose not to respond to this item.

|	
African-American	1%
Hispanic-American	68%
Anglo-American	24%
Asian-American	3%
Multiracial/Other	3%

Age

Age Diversity contributes to having a well-balanced workplace. Different age groups bring different experiences and perspectives to the organization. Large percentages of older individuals may be a cause of concern if many of your key employees are nearing retirement age. Seek ways to preserve the culture and experiences these individuals have brought to the organization. Be mindful that people have different challenges and resources at various age levels and should see that leadership incorporates these understandings. * There were 5 employees who chose not to respond to this item.

|	
16 to 29 years old	17%
30 to 39 years old	30%
40 to 49 years old	25%
50 to 59 years old	25%
60 years and older	3%

Gender

The ratio of males to females within an organization can vary among different organizations. However, extreme imbalances in the gender ratio should be a source of concern for the organization and may require immediate attention. Give consideration to the types of work being performed and be open to unintentional bias in job and employee selection as well as promotion consideration. * There were 6 employees who chose not to respond to this item.

Female 62%
Male 38%
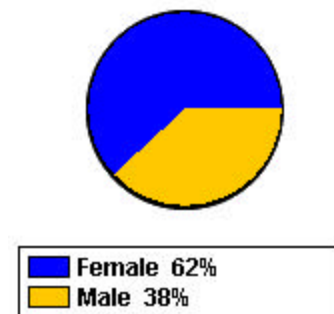
Demographics

Employee Retention

The percent of employees that see themselves working for your organization in two years is a good indicator of how well your organization is doing at retaining its employees. Very low retention should be a source of concern and may require immediate attention. You have a higher than average number of employees who expect to be working for your organization in two years. * There were 6 employees who chose not to respond to this item.

Working in 2 yrs 84%
Not working 16%
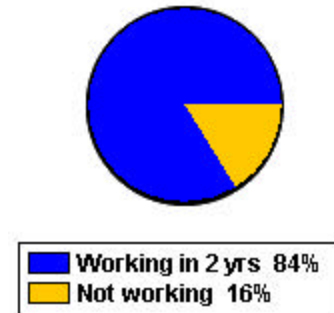
Promotion

The percentage of employees that receive a promotion can vary among organizations. While organizational growth may increase the likelihood of promotional opportunities, organizations should not simply wait for growth. Low percentages may indicate that current employees do not compete well for promotional opportunities. This would urge study of the Employee Development Construct to gauge the level of employee interest. * There were 8 employees who chose not to respond to this item.

Promotion 21%
No Promotion 79%

Merit Increase

The percentage of employees that receive a merit increase can vary between organizations. Low percentages may indicate that employees need to review expectations of current employees and those efforts that seek to increase performance. * There were 8 employees who chose not to respond to this item.

Merit Increase 65%
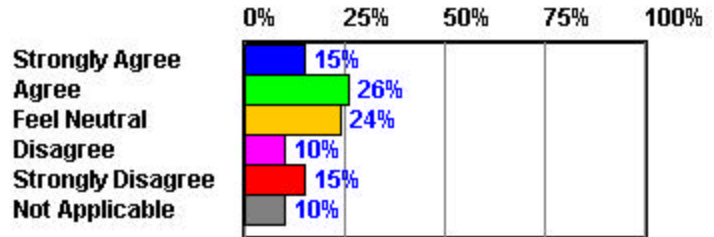**No Merit Increase 35%**
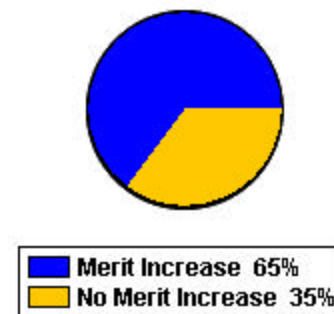
*Charts and percentages are based on valid responses. Slight variations from the Data Aggregation Report are due so respondents who chose not to answer particular demographic items. The number of people who chose not to respond is noted for each demographic item.

Special Items

Certain survey items should be discussed no matter how the organization scores. Low performance in any of these areas should be reason to take immediate action to resolve any issues. Statewide averages are provided to help determine how your organization compares to all other organizations.
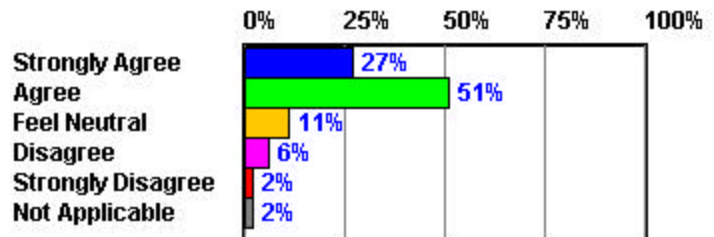
55. I am satisfied with the opportunities I have to evaluate my supervisor's performance.

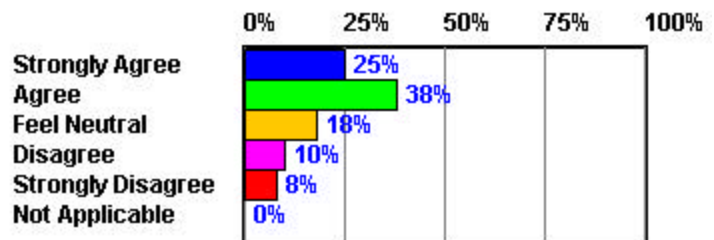Your Score: 3.17
Statewide: 3.07

Strongly Agree	15%
Agree	26%
Feel Neutral	24%
Disagree	10%
Strongly Disagree	15%
Not Applicable	10%

57. We use feedback from those we serve to improve our performance.

Your Score: 3.98
Statewide: 3.73

Strongly Agree	27%
Agree	51%
Feel Neutral	11%
Disagree	6%
Strongly Disagree	2%
Not Applicable	2%

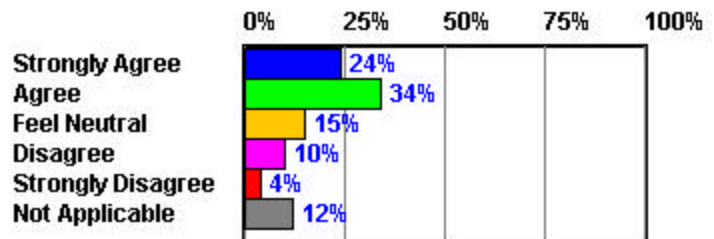### 58. I believe we will use the information from this survey to improve our performance.

Your Score: 3.63
Statewide: 3.43

Strongly Agree	25%
Agree	38%
Feel Neutral	18%
Disagree	10%
Strongly Disagree	8%
Not Applicable	0%

59. I have regular involvement (once a month or more) in community activities or groups.

Your Score: 3.73
Statewide: 3.67

|	
Strongly Agree	24%
Agree	34%
Feel Neutral	15%
Disagree	10%
Strongly Disagree	4%
Not Applicable	12%

Now That I Have The Survey Data, What Do I Do?

Congratulations. Now that you have the Survey Data and the Executive Summary, you are ready to take the next steps of using data to build a stronger organization. Keep in mind that the Survey is predicated upon acquiring and making data available to all members to assess strengths and weaknesses to support a continuous cycle of improvement. Survey data are used to build organizational capital, a social norm within the organization that stresses continuous improvement, pride in the organization and a vigorous attitude of acknowledging the strengths of the organizations while searching for areas of improvement. The strongest of organizations have all members committed to the pursuit of excellence.

You must now make some decisions for your organization. You have made the first intervention step by taking the Survey. People have been asked to think about the organization, their work and make some decisions by completing the Survey. By seeking participation and engaging people on how the organization functions, you have taken a specific step in increasing organizational capital. High organizational capital means high trust among employees and a greater likelihood of improved efforts and good working relationships with clients and customers.

These Survey Data now provide a unique perspective, which is the average view of all that took the Survey. It is important to examine these findings and take them back to the employees for interpretation and to select areas for priority for improvement. This also provides an opportunity for the organization to recognize and celebrate areas that members have judged to be areas of relative strength.

Building a Cycle of Improvement

The use of the Survey helps to create an organization focused upon awareness of effort, a thinking or learning organization. This is the Cycle:

Survey Cycle

Participation

Intervention   Preparation

Interpretation   Administration
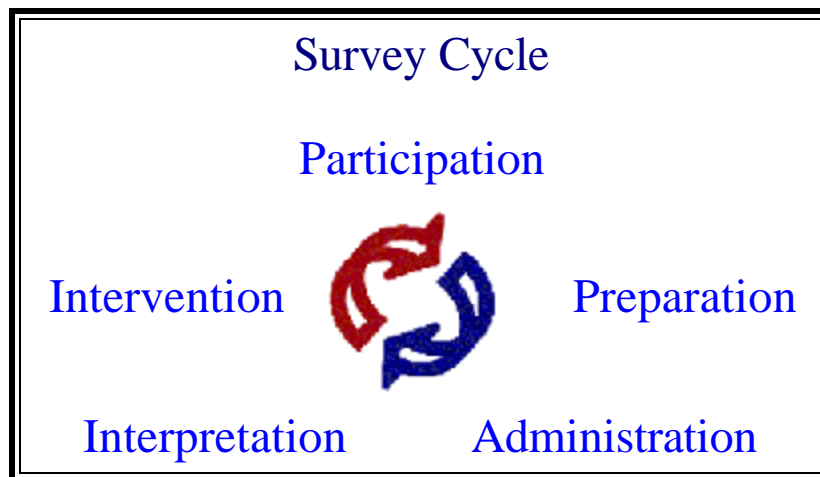
The Survey also has a best practices resources site that provides information on the methods used by a variety of organizations to use the data for improvement : http://www.utexas.edu/research/cswr/survey/

Patterns of Organization Growth and Decline

In general think of your organization as falling somewhere in the following taxonomy. Targets for change are selected to move the organization to the upper part of the chart.

Patterns of Organization Growth and Decline

Work Group	Accommodations	Organization	Information	Personal
Innovative and Self Managed	Outstanding and Appealing	Best of the Breed	Outstanding Internal And External Communications	Superb Balance of Challenge, Expectations and Creativity
Advanced Teamwork	High Quality	Strong and Vigorous	Sophisticated	Outstanding Balance of Work and Human Resources
Initial Teamwork Level	Adequate	Solid But Not Inspired	Adequate	Good Balance of Work Demands
Compliant	Marginal	In A Preservation Mode	Bureaucratically Controlled	Challenging Environment
In-Group Solidarity	Inadequate	Starting to Slip	Impoverished	Growing Problems
Defensive Interactions In Teams	Highly Inadequate	In Clear Decline	Defensive	Highly Serious
Marginal Teamwork	Clear Signs Of Disintegration	Rigid And Reactive	Mechanical And Undependable	Critical

Maintain Effort

Organizations like people do not stand still. They either improve or deteriorate. Organizational change and improvement come from making attention to quality and excellence an embedded aspect of the general culture of the organization. In time every member will be vigilant, positive and eager to improve the organization. This is the essence of high levels of organizational capital. When organizations have high levels of capital, members have pride in what they do and continually strive for improvements. Trust among all, line and leadership, is a characteristic as are high rates of quality and innovation.

The Survey is a basic tool, an instrument to help keep some of the important data in front of all members to build trust and thus organizational capital.

Rolling the Survey Data Back to All

 The following steps are used to facilitate rolling the data back to everyone in the organization and developing the change strategies from the Survey Data. Now the effort is to set a direction for change and to get everyone engaged in building the organization. Here is the general flow of the work for getting the Survey Data back to all employees.

> 1. ***Establish the Overall Plan with Executive Staff***
>
> 2. ***Designate the Organization-Wide Change Team***
>
> 3. ***Create Groups in Each Work Unit***
>
> 4. ***Select Top Priority Change Topic/s***

Rolling The Data Back Step 1 – Establish the Overall Plan with Executive Staff

1. Review Survey data including the Executive Summary with executive staff.
2. Develop plans for circulating all the data sequentially and provide interpretations for all staff. Do this with 3 to 4 weekly or monthly reports or organization newsletters. Report a portion of the Constructs and Questions, providing the data along with illustrations pertinent to the given organization.
3. Designate the Change Team that will guide the effort.
4. Identify the Work Unit Groups to ensure all employees get an opportunity to see and review the data.
5. Establish Procedures for recording the deliberations of the Work Unit Group and returning those data to the Change Team so that the Team can decide upon the Top Priority Change Topic and Methods necessary for making the change. Web-based Discussion Groups are a convenient technology.
6. First change effort begins.

> ***Repeat for the next change target.***

Survey Checklist 2– Designate the Organization's Change Team

Names

Executive Staff Member	
Member 2	
Member 3	
Member 4	
Member 5	
Member 6	
Member 7	
Member 8	

Remember that it is best to have the Change Team composed of a diagonal slice across the organization. This provides for multiple viewpoints of the organization. Groups larger than eight persons tend to become unwieldy and fraction into subgroups. Keep the Change Team small.

Survey Checklist 3–Create Work Unit Groups Throughout The Organization

Step One

Select a time to have <u>every employee</u> participate in a work unit group to review the reports as they are distributed to all staff, with one group leader assigned to every group. The size of the groups should be limited to about a dozen people at a time. A time limit should be set not to exceed two hours.

Step Two

Build the Groups around actual organizational work units and start each meeting by reviewing strengths as indicated in the data report. Brainstorm on how to best address weaknesses.

Names of Work Group Members

Survey Checklist 4–Select Top Priority Change Topic

List the topic for Top Priority Change and describe method/s for addressing the item. Return this form from each Work Unit Group to the Change Team.

Top One or Two Topics for Change

Suggested Methods

Preparing The Strategic Plan

The State of Texas requires that each state organization that seeks funding from the Texas Legislature must prepare a strategic plan. Instructions are issued from the Governor's Office of Budget and Planning and the Legislative Budget Board in years preceding a Legislative Session. The February 2000 Instructions state these as the reasons for the plan:

The ultimate goal of strategic planning is to anticipate and accommodate the future by identifying issues, opportunities, and problems. Strategic planning for Texas state government serves a number of distinct, though interrelated, purposes:

> · to establish statewide direction in key policy or functional areas to move away from crisis driven decision making;
>
> · to provide a basis for aligning resources in a rational manner to address the critical issues facing the state now and in the future;
>
> · to make state government more responsive to the needs of Texans by placing greater emphasis on benefits and results than on simply service efforts and workload;
>
> · to bring focused issues to policymakers for review and debate;
>
> · to provide a context to link the budget process and other legislative processes with priority issues, and to improve accountability for the use of state resources;
>
> · to establish a means of coordinating the policy concerns of public officials with implementation efforts and to build interagency, intergovernmental, and public/private/nonprofit partnerships; and
>
> · to provide a forum for communication between service providers and the constituents they serve

The Survey's data provides a requisite element in the creation of the Strategic Plan and that is the internal assessment of the organization's strengths and weaknesses and the organizational plan for addressing weaknesses in the coming budget cycle.

Preparing For The Governor's Conference on Organizational Excellence

Every two years at the start of a new State Biennium all state agencies and universities executive directors and board chairs join with the Governor and his Offices to review plans and opportunities for the new Biennium. This is the critical time for each organization to start the process of reviewing its charge from the Legislature and the Governor for the coming two years as well as examining broad changes that may be underway in the state. The Conference serves as the single opportunity for all organizations of the state to acquaint each other with their leadership and align efforts for statewide priorities.

Follow-up to the Governor's Conference

Based upon the charges that come out of each Conference state organizations will be asked to provide information about changes or responses that come from the charges. This website provides contemporary information on required follow-up efforts. www.survey.utexas.edu/governor