

September 1, 2000

The Honorable Bill Ratliff  
Texas Senate  
State Capitol  
P.O. Box 12086  
Austin, Texas 78711

Dear Mr. Ratliff:

The Survey of Organizational Excellence has been used by State of Texas since 1993 with results provided to participating agencies, the Governor's Offices, the Legislative Budget Board, the State Auditor's Offices, the Sunset Commission and available as agency summaries to each legislator. This year enhanced computer programming makes it possible to examine some of these data from the perspective of each Senate and House District. This report summarizes some recent Survey of Organizational Excellence (SOE) data reflective of your district as well as corresponding demographic information. We hope you will find this information useful and welcome suggestions about the helpfulness of the material. If it is deemed useful, we will make such reports a regular part of the data analyses.

The SOE is a significant and unique tool that the State of Texas uses to promote employee accountability and involvement to increase organizational performance and quality. The Survey is offered to all state agencies and institutions of higher education every two years at the direction of the Governor<sup>1</sup>. The instrument and the data respond to recommendations made in the LBB's Strategic Planning instructions for an assessment of human resources needs in each organization<sup>2</sup>. Today, over 110 Texas state organizations gather SOE data on how employees view their total work environment and support efforts to improve quality and service responsiveness to the citizens of Texas and all agency customers.

We feel these reports will help your offices keep a finger on the pulse of how our state agencies and universities are responding to the needs of citizens. Your District Report includes the names of participating state agencies along with citations of other source documents. For any questions relating to the Survey of Organizational Excellence or this report contact me at (512) 471-9246 or via email at [mll@mail.utexas.edu](mailto:mll@mail.utexas.edu)

Sincerely,



Michael Lauderdale, PhD

## Reading Your SOE Report

Data in this report come from a variety of sources including the surveys we conduct. The types of state facilities that exist in your District influence district scores. Most districts will have some employees from the Texas Departments of Transportation, Public Safety, Health and Human Services because of the size of these organizations and roles they play in providing state services. Travis, Hayes and Williamson counties have substantial numbers of state employees as expected. Other districts that have large universities or Texas Department of Criminal Justice units will also have larger percentages of state employees.

### Part One: Selected Demographic Features

Four graphical comparisons of demographic characteristics are made to illustrate similarities and differences among all Texans, your constituency, and your district's state employees. These data are useful for a variety of reasons. One is that Texas is a large and complex state with population and cultural differences varying from region to region. The state is growing rapidly and many of these characteristics change quickly. The data assist one in identifying those differences and discerning where special needs may arise. The four characteristics are: ethnicity, income, education, and cost of living.

The ethnicity data, for example, provide on one important dimension how well those who that work for the State of Texas resemble those with whom they work. Citizens should feel a sense of "representativeness" from those who provide state services.

However, in some cases employees will differ as a requirement of the job. Education is a telling example and in most districts, the average educational level of the state employee is higher than that of the all district constituents' average. State employees cannot resemble exactly the people with whom they work, but the issue of "representativeness" is important. How much that difference is may be suggestive of special challenges that can exist for providing state services in a given district.

Income and cost of living are standard measures of economic well-being and factors important to every individual. When incomes increase, the tax base is enhanced and there is likely less of a need for some state services. Yet population growth will often call for increased public expenditures such as the requirement for more highways, schools, utilities, etc.

Cost of Living information is important to help ascertain the buying power of incomes. With Texas' dynamic economy, purchasing power has declined for some persons in many parts of the state. Housing costs, for example, have in some areas begun to be problematic. Comparative data for your district may be helpful in identifying important trends in efforts to recruit and retain valuable employees in both public and private organizations.

Educational levels and resources are growing concerns in Texas. The growth of technology in many facets of today's economy has continued to change the make-up of Texas' workforce, bringing with it an increase in jobs with good benefits. A well trained and educated workforce is attractive to many employers with growing businesses and comparative data may help increase one's understanding of the competitive viability of communities in one's district.

## Part Two: Comparative SOE Findings.

This section examines the attitudes of state employees about their employment organizations as drawn from the data of our Survey. Your district's data may indicate employees in your district who feel they are doing better or worse than the average of other state employees. This is one quick check on how well state services may be meeting the needs of your district.

Comparative SOE findings are provided on overall survey dimensions and from a selected group of items. Five survey dimensions are used to rate the overall quality of any organization. These dimensions are derived from items on the SOE. The higher the score on each dimension (scaled from 100 to 500), the better the employees perceive the organization is doing.

The five dimensions are defined as *Team* (illustrates how well employees feel they work together); *Accommodations*, (indicates what employees think of pay, benefits, and the availability of resources to do their jobs); *Organization*, (reflects the soundness and responsiveness of the organization), *Communication*, (ascertains the organization's ability to transfer information; and, *Personal* (measures the level of stress and strain employees feel from their work).

Next, a selected set of four items from the survey is presented. Two items concern how employees perceive salary and benefits. Salary and benefits are two of the largest expenditures in the state budget and with a strong economy, getting and retaining the best employees are continuing challenges. These items provide information on the all-districts' average and your district's state employees' average. A second two items focus upon how well the organization is responding to the quality of customer service. The quality of service offered to your constituents is significantly a function of how well state employees evaluate their ability to deliver such services.

# **District Report**

for

*The Honorable Bill Ratliff*

**Texas House Of Representatives  
District 1**



*Survey of Organizational Excellence*

**1999 – 2001 Biennium**

*[www.survey.utexas.edu](http://www.survey.utexas.edu)*

**SELECTED DEMOGRAPHIC FEATURES**

How does your constituency compare to that of all Texans and to that of your district's state employees?

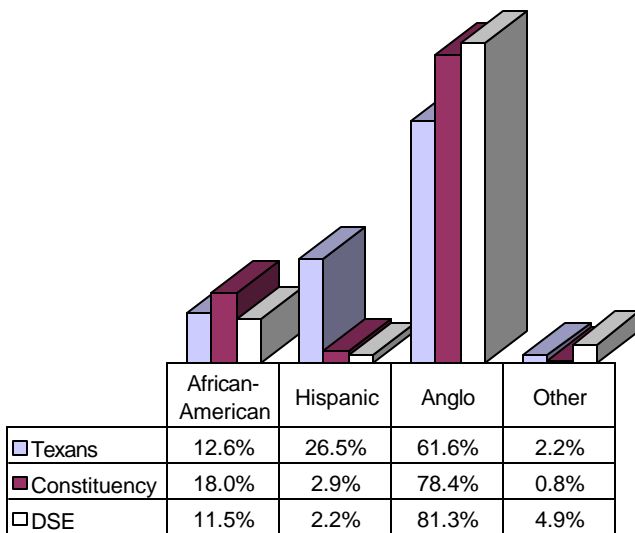
**Number of Survey Respondents** <sup>3</sup>

1129 – District's State Employees

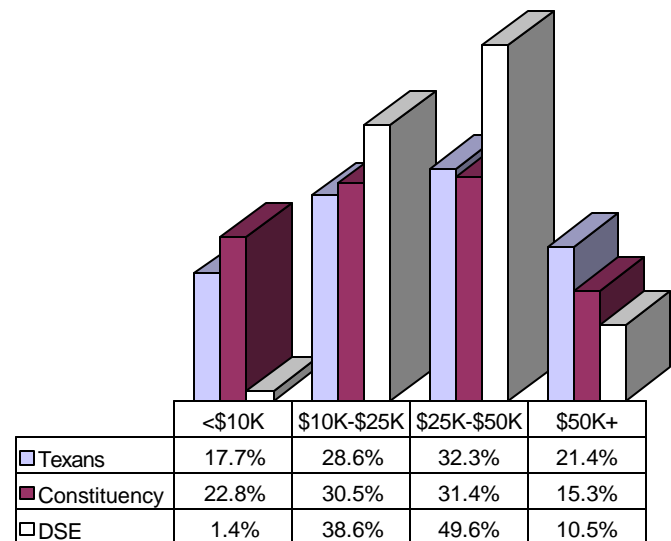
44,981 – All State Employees

■ All Texans      ■ Your Constituency      □ Your District's State Employees (DSE)

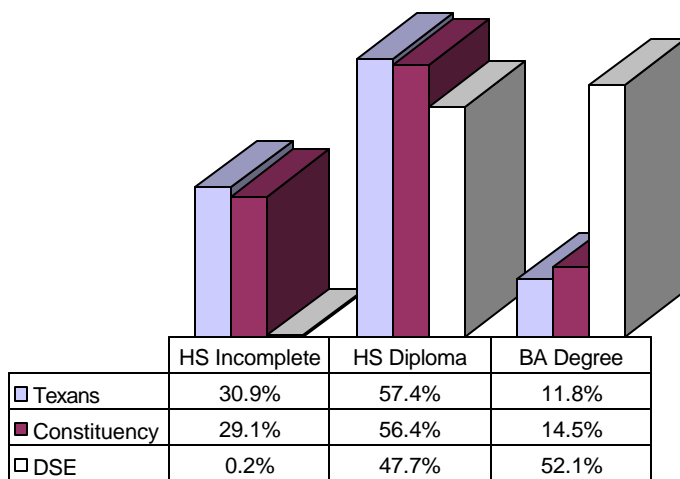
**Ethnicity** <sup>4</sup>



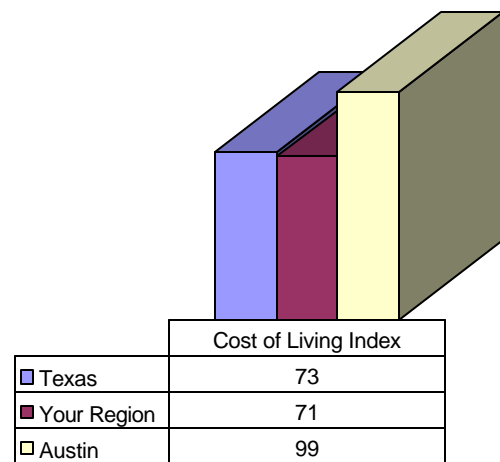
**Income Level** <sup>5</sup>



**Education Level** <sup>6</sup>



**Cost of Living Index (CLI)** <sup>7</sup>

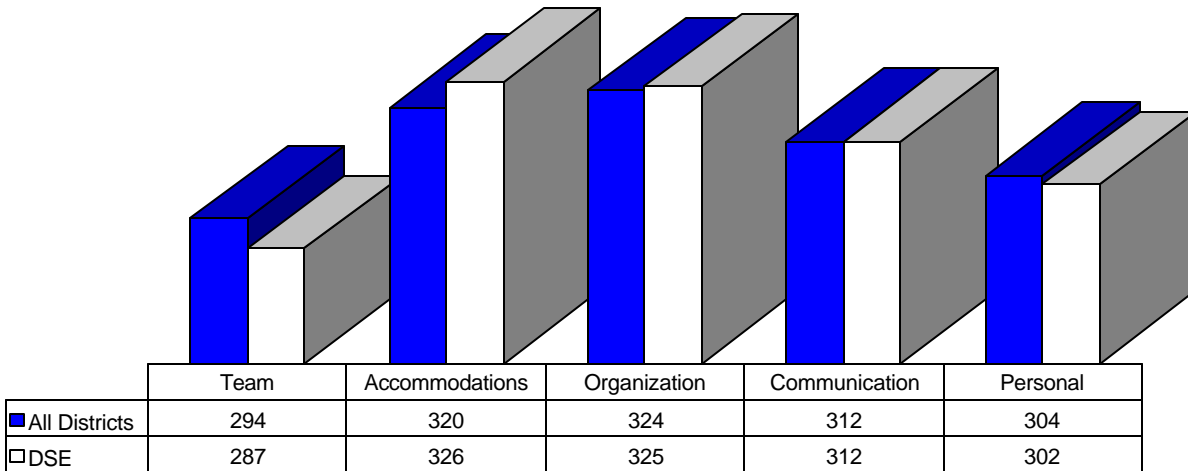


Highest CLI Texas City = 130 South Padre Island  
Lowest CLI Texas Cities = 57 Crosby and Brazoria County

### COMPARATIVE SOE FINDINGS <sup>8</sup>

How do your district's state employees' compare with all districts' state employees'?

■ All Districts Average    □ Your District's State Employees (DSE)



- Scores range from a low of 100 to a high of 500
- Difference of 5 points or greater is likely significant.

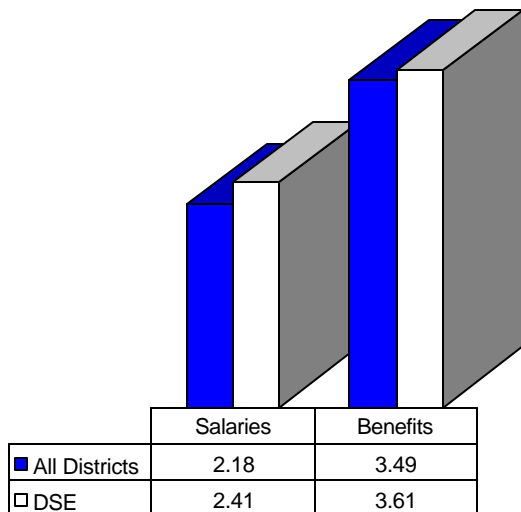
### Selected items concerning your district <sup>9</sup>

**Salaries** are competitive with similar jobs in the community.

We are known for our **customer service**.

**Benefits** are comparable to those offered in other jobs.

We produce high **quality** work that has a low rate of error.



- Scores range from a low of 1 to a high of 5
- Difference of .07 or greater is likely significant

---

### Participating Organizations in Your District

Angelo State University	Texas Department of Licensing and Regulation
Railroad Commission of Texas	Texas Department of Public Safety
Sam Houston State University	Texas Department of Transportation
State Office of Administrative Hearings	Texas Dpt. of Mental Health and Mental Retardation
Tarleton State University	Texas Engineering Extension Service
Texas A&M University at Texarkana	Texas Forest Services
Texas Agricultural Experiment Station	Texas Lottery Commission
Texas Agricultural Extension Service	Texas Manufacturing Assistance Center
Texas Alcoholic Beverage Commission	Texas Natural Resource Conservation Commission
Texas Animal Health Commission	Texas Parks and Wildlife Commission
Texas Board of Medical Examiners	Texas Rehabilitation Commission
Texas Commission on Alcohol and Drug Abuse	Texas Soil and Water Conservation Board
Texas Comptroller of Public Accounts	Texas State Technical College - Harlingen
Texas Depart. Of Protective and Regulatory Serv.	Texas State Technical College - Marshall
Texas Department of Criminal Justice	Texas Veteran's Commission
Texas Department of Health	Texas Workers' Compensation Commission
Texas Department of Human Services	Texas Workforce Commission
Texas Department of Insurance	Texas Youth Commission
	The University of Texas at Tyler

### Benchmarks

Data without reference to standards or comparisons have little meaning. The SOE maintains a number of benchmarks for participating organizations. One is the comparison of the same measures in previous years. This benchmark is helpful in gauging the effectiveness of intended improvements. Second and third benchmarks provide comparisons to organizations similar in size and function. This can spur the sharing of innovations among organizations. Since 1993, the SOE has had a formal Benchmarking Committee composed of organizational theory experts and representatives from leading business organizations. Innovation, improving quality, enhanced customer responsiveness, 24 hour and 7-day availability and now e-commerce have been important factors in changing the way business is done in Texas and the United States. Companies that have understood these factors and embraced them have become leading businesses.

During the last fifteen years, Texas has been a national leader in applying benchmarking concepts through its accountability requirements for secondary education. Now as Texas increasingly participates in national and global markets, its government must benchmark against not just local or state entities but concerns from many parts of the world. Indeed there are increased efforts, nationally by several groups to compare government much as we compare business products and services. See for example the efforts of the Governmental Accounting Standards Board ([www.gasb.org](http://www.gasb.org)), The National Center on Public Productivity ([www.andromeda.rutgers.edu/~ncpp](http://www.andromeda.rutgers.edu/~ncpp)), The American Society for Public Administration ([www.aspanet.org/index.htm](http://www.aspanet.org/index.htm)), The LBJ School ([www.utexas.edu/lbj/profdev/candt/excel/](http://www.utexas.edu/lbj/profdev/candt/excel/)), The National Partnership for Reinventing Government ([www.npr.gov/](http://www.npr.gov/)), The National Quality Program ([www.quality.nist.gov/](http://www.quality.nist.gov/)), and The JFK's School's Innovations in American Government ([www.ksg.harvard.edu/innovations/index.html](http://www.ksg.harvard.edu/innovations/index.html)) among many other efforts to compare and improve.

---

## Data Considerations

### Accuracy and Representativeness

SOE data are derived from attitude or opinion surveys offered voluntarily by members of organizations. Anonymity is ensured to each respondent and only summated categories are provided. Such procedures support truthfulness in responses and integrity in the subsequent use of the data for organizational improvement.

### Security and Integrity

Data are compiled and reduced at the University of Texas at Austin. Optically scanned forms are processed by the University's Scoring Center and paper forms are destroyed after scanning. Scanned and Internet-retrieved data are archived at multiple locations on secure platforms.

### Reduction and Analyses

Data stores are maintained with dedicated database applications, currently Access and SQL Server. Statistical analyses are performed with SPSS and Excel. Graphic output in this report was created with Excel. Both Unix cgi scripts and Microsoft's Active Server Pages are used for Internet data collection.

### Availability

Output reports and analytical routines are provided to participating organizations within days of the completion of data collection. Typically organizations using scanned forms receive their reports within 30 days of the close of data collection. Organizations that are able to participate with Internet retrieval will receive reports within 72 hours of the close of data collection. Data are returned in hard copy and computer disk format. Web servers are maintained with reports retrievable by participating organizations in Excel and Adobe's pdf file formats. Specialized data summaries are available to the Executive and Legislative Offices of the State of Texas.

### Applications and Use of the Data by Organizations

The design of the SOE is to provide data to organizations to promote quality, responsibility and innovation. Organizations use the data in a variety of ways. All use the data as part of the State-mandated requirements for developing strategic plans as part of the Biennial budget request procedures<sup>10</sup>. Most organizations return the data to employees and use the findings to initiate improvement activities. Several organizations use the data as part of supervisory and managerial assessments. SOE data and additional requests about data applications from the Governor's Offices are significant empirical measures used in identifying organizations considered for the Texas Star Award<sup>11</sup>. The Award was initiated in the fall of 1999 and is awarded at the Biennial Governor's Conference on Organizational Excellence.

### All Participating Organizations

All state organizations are invited to participate in the SOE, and are encouraged to offer 100% participation to employees. Organizations with an asterisk (\*) indicate those selecting a sample of employees. The SOE encourages the use of a full census methodology (all employees are provided a survey) rather than selecting samples. The census methodology is not as likely to promote alienation and emphasizes full accountability for every employee.

#### **General Government**

Comm. on State Emergency Comm.  
Comptroller of Public Accounts  
Dept. of Information Resources  
Employees Retirement System  
Fourteenth Court of Appeals  
General Services Comm.  
Historical Comm.  
Office of the Governor  
State Aircraft Pooling Board  
State Auditor's Office  
State Library and Archives Comm.  
State Pension Review Board  
Veteran's Comm.

#### **Public Safety and Criminal Justice**

Alcoholic Beverage Comm.  
Comm. on Fire Protection  
Comm. on Law Enf. Officers Standards & Edu.  
Dept. of Criminal Justice  
Dept. of Public Safety  
Juvenile Probation Comm.  
Military Facilities Comm.  
Youth Comm.  
Health and Human Services  
Cancer and Data Center  
Comm. for the Deaf & Hard of Hearing  
Comm. on Alcohol & Drug Abuse  
Dept. of Protective & Reg. Services  
Dept. of Health  
Dept. of Human Services  
\* Dept. of MHMR  
Dept. on Aging  
\* Health and Human Services  
Interagency Council on Early Childhood Inter.  
Rehabilitation Comm.

#### **Judiciary**

Eleventh Court of Appeals

#### **Natural Resources**

Animal Health Comm.  
TNRCC  
Parks and Wildlife Comm.  
Railroad Commission  
Soil and Water Conservation Board  
Water Development

#### **Business and Economic Devp.**

Dept. of Economic Development  
Dept. of Housing & Comun. Affairs  
\* Dept. of Transportation  
Lottery Comm.  
Workforce Comm.

#### **Education**

Angelo State University  
Texas A&M Univ. System  
Lamar State College - Orange  
Lamar State College - Port Arthur  
Lamar University  
Sam Houston State Univ.  
\* Southwest Texas State Univ.  
Sul Ross State Univ. - Alpine, Tx  
Tarleton State Univ.  
Teacher Retirement System  
Tx A&M International Univ.  
Tx A&M Univ. at Texarkana  
Tx A&M Univ.- Kingsville  
Tx Ag. Experiment Station  
Ag. Ext. Service  
Education Agency  
Engineering Experiment Station  
Engineering Extension Service  
Forest Services  
Higher Edu. Coordinating Board  
Tx State Tech. College - Harlingen  
Tx State Tech. College - Marshall  
Tx State Tech. College - Sweetwater

Tx State Tech. College - Waco  
Tx State Technical College System  
Tx State Univ. System  
Tx Tech Univ.  
Tx Transportation Institute  
Univ. of Tx at Tyler  
Univ. of Houston - Victoria  
Univ. of Tx - Brownsville  
Univ. of Tx - Pan American  
\* Univ. of Tx at Austin - selected units  
Univ. of Tx at San Antonio  
West Tx. A&M Univ.

#### **Regulatory**

Board of Nurse Examiners  
Board of Plumbing Examiners  
Public Utility Comm. of Tx  
Rch. & Oversight Council on Workers' Comp.  
State Office of Admin. Hearings  
Board of Architectural Examiners  
Board of Dental Examiners  
Board of Medical Examiners  
Board of Professional Engineers  
Board of Voc. Nurse Examiners  
Cosmetology Comm.  
Credit Union Dept.  
Dept. of Banking  
Dept. of Insurance  
Dept. of Licensing and Regulation  
Office of Consumer Credit Commissioner  
Optometry Board  
Racing Comm  
Real Estate Comm.  
Savings and Loan Dept.  
State Board of Barber Examiners  
State Board of Examiners of Psychologists  
State Board of Pharmacy  
Structural Pest Control Board  
Workers' Compensation Comm.

---

### Endnotes

- <sup>1</sup> Letters from the Governor are available on the SOE website under “Governor’s word” link ([www.utexas.edu/depts/sswork/survey/](http://www.utexas.edu/depts/sswork/survey/)).
- <sup>2</sup> Appendix K (page 91) of the Legislative Budget Board’s Preparing and Submitting Agency Strategic Plans Fiscal Year 2001-05 ([www.survey.utexas.edu/customer/review.htm](http://www.survey.utexas.edu/customer/review.htm)).
- <sup>3</sup> The number of respondents for a district; reflects those respondents residing in the district’s corresponding zip codes. A low number of respondents from a district may be a result of a state agency’s decision to conduct the SOE based on a sample of its employees rather than the whole agency.
- <sup>4</sup> The ethnic composition of Texas has changed significantly over the past decade. However, in order to provide an estimate of ethnic composition for all legislative districts the SOE used the 1990 Census data, available through the Texas Legislative Council ([www.tlc.state.tx.us/](http://www.tlc.state.tx.us/)). As the 2000 Census data becomes available, an updated profile will be compiled. Four ethnic groupings were utilized due to the comparative nature of the report. The report makes use of the term Hispanic, a frequently utilized term to refer to individuals with some level of Mexican or Latin American ancestry.
- <sup>5</sup> Income levels were compiled from 1990 Census data available through the Texas Legislative Council ([www.tlc.state.tx.us/](http://www.tlc.state.tx.us/)) and from the Survey of Organizational Excellence (SOE) 1999 – 2000 report. For the purpose of this report, the SOE income data are grouped to correlate as closely as possible to the income data provided by the Texas Legislative Council. The original 16 “annual gross salary” items on the SOE were grouped as follows: less than \$11,000; \$11,001-27,000; \$27,001-\$51,000; \$51,001 and over. The relating income data provided by the Texas Legislative Council are as follows: less than \$10,000; \$10,000-\$24,999; \$25,000-\$49,000; \$50,000 and over.
- <sup>6</sup> Education levels for Texas and for districts were compiled from 1990 Census data provided by the Texas Legislative Council ([www.tlc.state.tx.us/](http://www.tlc.state.tx.us/)). Census information includes persons 25 years and over. The three education groups include persons with: bachelor’s degree and graduate or professional degree; high school graduate (includes equivalency), some college - no degree, and associate degree; less than 9th grade, and 9th to 12th grade, no diploma.
- <sup>7</sup> Cost of living indices (CLI) were available for 56 Texas cities using values provided by VirtualRelocation.com ([www.virtualrelocation.com/](http://www.virtualrelocation.com/)). In applying a cost of living estimate for all Texas Senate and House of Representative Districts, 24 state planning regions compiled by the Texas Comptroller of Public Accounts ([www.cpa.state.tx.us/](http://www.cpa.state.tx.us/)) were utilized. Cities with CLI were matched with their respective region by counties. Four state planning regions (Concho Valley, South East Texas, Middle Rio Grande, and South Texas) did not contain cities with CLI. These four regions were grouped with neighboring regions to provide a CLI for their corresponding districts. For districts within more than one planning region an average CLI rating was compiled. In all, 57 CLI were generated for the Senate and House of Representatives. The cost of living region for your district is region # 40, East Texas/North East Texas.
- <sup>8</sup> District Averages were tabulated by taking an average of the mean scores from organizations in a given district. In every district, each organization’s mean scores were calculated by averaging the responses from the individuals identified as being from that district by zip code. Two All Districts’ Averages were calculated (Senate and House) by taking the mean of all District Average scores. The All Districts’ Average tabulation was chosen to provide a comparable measure to the individual District Averages.

---

<sup>9</sup> Survey respondents were asked to respond to items on a five point Likert Scale ranging from strongly agree to strongly disagree.

<sup>10</sup> Tex. Gov't Code Ann. § 2056 (as cited in Budget 101: A guide to the budget process in Texas, Senate Research Center, 1998).

<sup>11</sup> Under Texas Senate Bill 1563, the Texas Star Award may be awarded to organizations that provide exemplary customer service ([www.survey.utexas.edu/customer/review.htm#Senate](http://www.survey.utexas.edu/customer/review.htm#Senate) Bill 1563.Text).