What Do They Think?
Measuring Employee Attitudes

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Why Survey Employees?

• What is your district’s goal?
• What do you want to know?

Why Survey Employees?

• Measure perceptions and attitudes
• Separate fact from rumor
• Identify opportunities

When Should You Survey?

• Change in leadership
  – Snapshot
  – Baseline to measure change
  – Management tool
• After stress
  – Take a pulse
  – Give employees a chance to vent
  – Rebuild employee engagement
When Should You Survey?

- Special circumstances
  - Work-life balance
  - Customer service

Types of Surveys

- Employee opinion/climate survey
  - Data collected and reported at a single point in time
  - Measures employee satisfaction and engagement
  - Measures change and identifies opportunities

Types of Surveys

- Exit survey
  - Measures why employees leave
  - Identifies opportunities and helps develop recruiting and retention strategies
  - Ongoing data collection—reported annually (DC [LOCAL])
  - Employees who voluntarily leave the district
Types of Surveys

- Customer service survey
  - Measures employee support from district services
  - Identifies opportunities
- Special purpose survey
  - Work-life balance
  - Program satisfaction

How Do HR Professionals Use Employee Survey Data?

- Check on the wellbeing of the workforce
- Identify opportunities and patterns
- Manage change

What to Look For...

- Engagement
  - “Highly engaged employees are twice as likely to be more productive.” — Watson Wyatt, 2007-08
  - “Organizations in the top quartile on engagement had 49 percent fewer safety incidents than those in the bottom quartile on engagement.” — Gallup, 2011
**Employee Engagement**

**They’re Disengaged**

Industries With the Most "Disengaged" Employees

- Retail: 40%
- Real Estate: 38%
- Public Administration: 38%
- Education: 32%
- Manufacturing: 31%

GfK U.S. Employee Engagement Benchmark 2011
GfK Custom Research North America

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**What to Look For...**

- **Engagement indicators**
  - Connection with the district’s strategies
  - Understanding of objectives
  - Ability to get the job done effectively
  - Tools and resources needed
  - Simple, non-bureaucratic processes

- **Connection with coworkers**

- **Relationship with manager**
  - Communication—articulates goals
  - High integrity—fairness
  - Opportunity for growth

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**What to Look For...**

- **Response patterns**
- **Opportunities**
- **Comments v. data**
Other Issues

• Survey bias
  – Timing is everything.
  – Employees who have a complaint are more likely to comment.
  – The boss is the most visible target and the most likely to get hit.
  – Everyone would like a pay raise.

Other Issues

• Validity
  – Clear, positively phrased questions
  – Questions employees can answer
  – Adequate response/confidence interval

• Confidentiality

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