
Organization Profile

Texas State Board of Pharmacy

Organizational Leadership:

ID: 515

- Gay Dodson, Exec. Director/Secretary
- W. Benjamin Fry, Board President



Benchmark Categories:

To get a better idea of how this organization compares to others like it, we provide three types of benchmark data: organizations with a similar size, similar mission, and organizations belonging to a special grouping. Visit www.survey.utexas.edu for a complete list of benchmark groups and scores.

Organization Size: Size category 2 includes organizations with 26 to 100 employees.

Mission Category: Regulatory (Mission 8)
The Regulatory category includes organizations involved in the regulation of medical, financial, and other service industries.

Special Grouping: SSATF: Small State Agency Task Force: Agencies with 100 or fewer FTEs excluding higher education and agencies headed by an elected official.

Survey Administration Profile:

Collection Period:
11/5/2007 - 11/17/2007

Collection Method:
All employees took the survey online.

Additional Items and Categories:
Organizations can add customization by creating additional items tailored to the organization and categories for employees to identify with.

Survey Liaison:
Kay Wilson (512) 305-8026
Executive Assistant
Texas State Board of Pharmacy
333 Guadalupe, Ste 3-600
Austin, TX 78701

Refer to the Appendix of the Data Report for a complete list of categories and additional items.

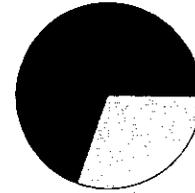
kay.wilson@tsbp.state.tx.us



Response Rates

Overall Response Rate

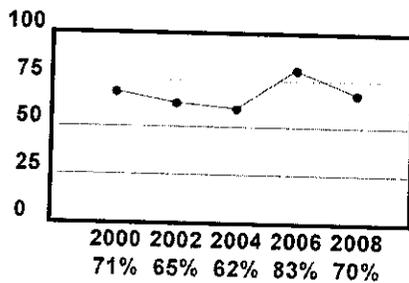
High rates mean that employees have an investment in the organization, want to see the organization improve and generally have a sense of responsibility to the organization. Low response rates can mean several things. There simply may not have been enough effort in making certain employees know the importance of completing the Survey. At a more serious level, low rates of response suggest a lack of organization focus or responsiveness. It may suggest critical levels of employee alienation, anger or indifference to organizational responsibilities.



Responded 70%
 Did Not Respond 30%

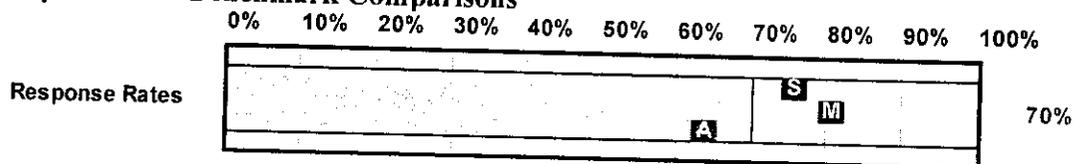
Out of the 54 employees who were invited to take the survey, 38 responded. As a general rule, rates higher than 50 percent suggest soundness. Rates lower than 30 percent may indicate serious problems. At 70%, your response rate is considered high.

Response Rate Over Time



One of the values of participating in multiple iterations of the Survey is the 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. Sharp declines in participation suggest some form of general organizational problem is developing. Your response rate is lower than it was for the previous survey.

Response Rate Benchmark Comparisons



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

Regional Distribution Map and Benchmarks

Regional Distribution Maps are available to organizations with a large number of employees working in several regions throughout the state. Regional Distribution Map (if applicable) and Regional Benchmark Map will be available in the near future.



Survey Framework and Scoring

The Survey assessment is a framework that consists of survey items, constructs, and dimensions. Each level of the framework provides insight into the workings of an organization.

Items

At the most basic level there are survey items, which provide specific feedback. For each item, employees are asked to indicate how strongly they agree or disagree that the item describes the organization. Possible responses include: (1) strongly disagree; (2) disagree; (3) feel neutral; (4) agree; (5) strongly agree; and, (not scored) don't know/not applicable. Any survey item with an average (mean) score above the neutral midpoint of "3.0" suggests that employees perceive the issue more positively than negatively. Scores of "4.0" or higher indicate areas of substantial strength for the organization. Conversely, scores below "3.0" are viewed more negatively by employees. Items that receive below a "2.0" should be a significant source of concern for the organization and should receive immediate attention.

Constructs

The survey constructs are designed to broadly profile organizational strengths and areas of concern so that interventions may be targeted appropriately. Survey constructs are developed from a group of related survey items. The construct score is calculated by averaging the related item scores together and multiplying that result by 100. Scores for the constructs range from a low of 100 to a high of 500. An item may belong to one or several constructs, however, not every item is associated with a construct.

Dimensions

The framework, at its highest level, consists of five workplace dimensions. These five dimensions capture the total work environment. Each dimension consists of several survey constructs. The dimension score also ranges from 100 to 500 and is an average of the construct scores belonging to the dimension.

Survey Dimensions and 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 Employment Development	Change Oriented Goal Oriented Holographic Strategic Quality	Internal Availability External	Job Satisfaction Time and Stress Burnout Empowerment

Over Time and Benchmark Data

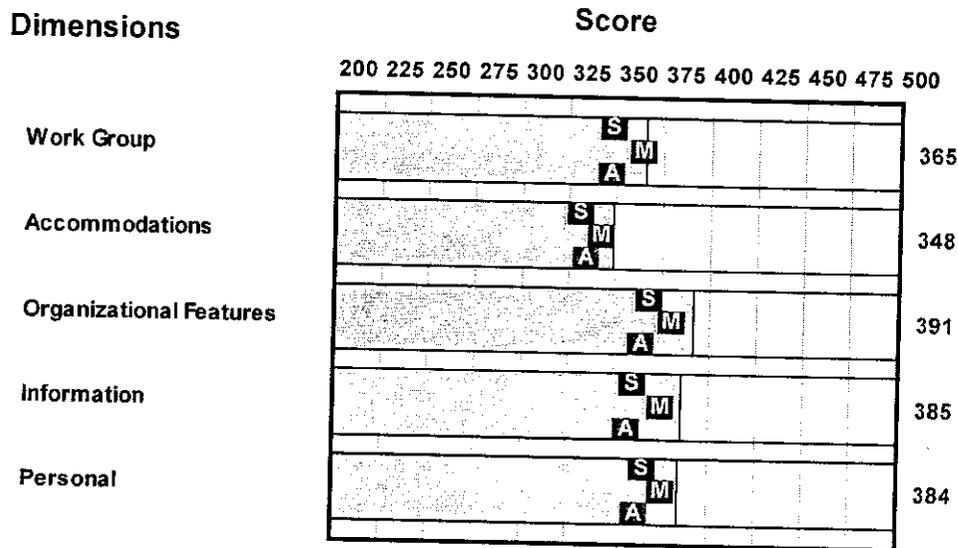
Comparison scores are provided when available. One of the benefits of continuing to participate in the survey is that over time data shows how employees' views have changed as a result of implementing efforts suggested by previous survey results. Additionally, benchmarks help to illustrate how this organization is performing relative to organizations of similar size, organizations with similar missions and to the performance of all organizations that participated in this survey.



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 multiple locations in which 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 perform similar functions. 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 the organization's scores for this iteration of the Survey and comparison data from the latest benchmark scores. The scores for the organization appear to the right.



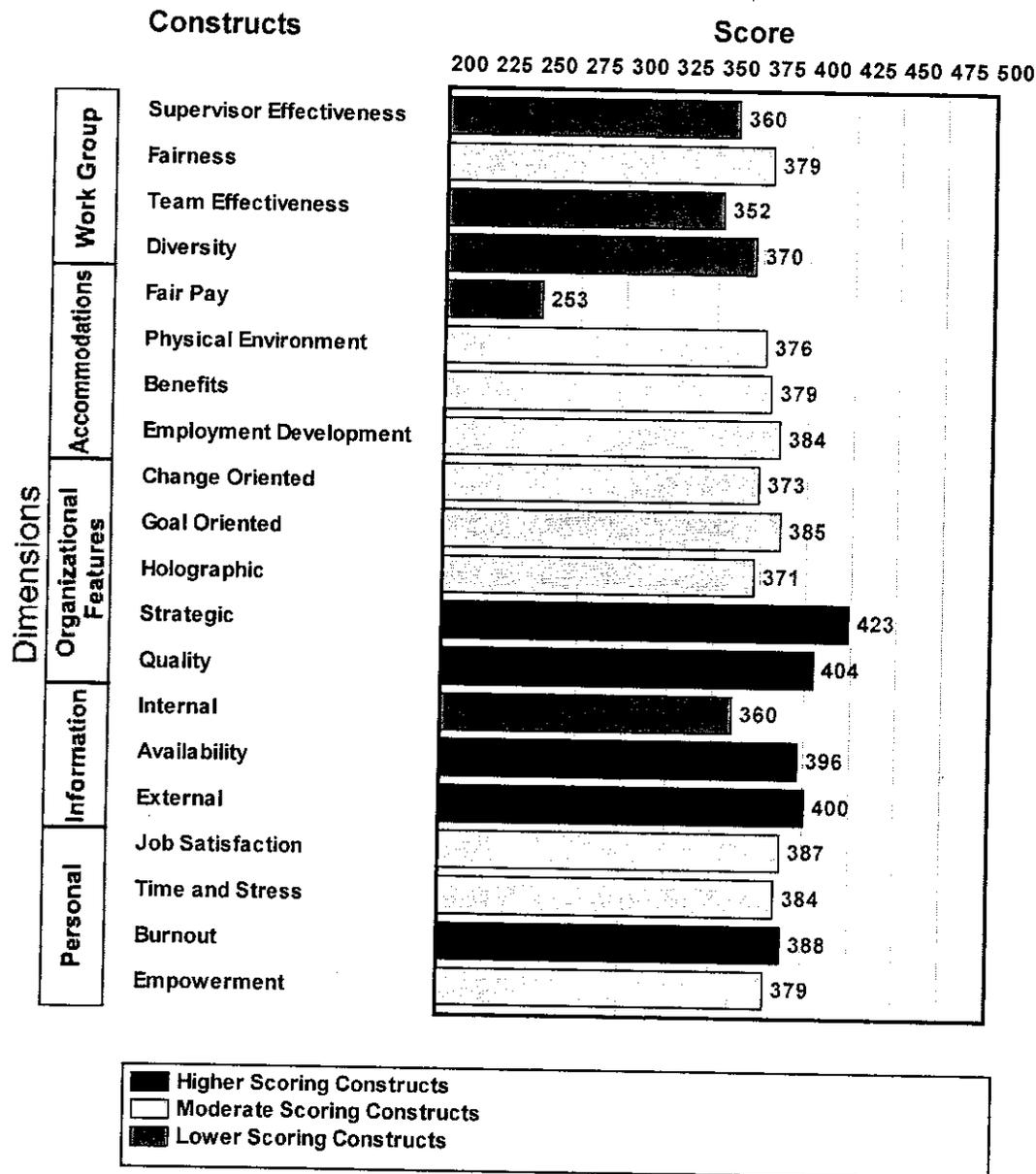
	Scores for your Organization (Numeric Score to the right in Blue)
	Size - Benchmark for similar size organizations
	Mission - Benchmark for organizations with a similar mission
	All Respondents - Benchmark for all of the survey respondents



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 this organization while the lowest scoring constructs are areas of concern. Scores above 300 suggest that employees perceive the issue more positively than negatively, and scores of 400 or higher indicate areas of substantial strength. Conversely, scores below 300 are viewed more negatively by employees, and scores below 200 should be a significant source of concern for the organization and should receive immediate attention.



Organizational Typology: Areas of Strength

The following Constructs are relative strengths for the organization:

Strategic

Score: 423

Area of Substantial Strength

General Description: The Strategic (Strategic Orientation) construct 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.

High scores indicate employees view the organization as able to quickly relate its mission and goals to environmental changes and demands. It is viewed as creating programs that advance the organization and having highly capable means of drawing information and meaning from the environment. Maintaining these high scores will require leadership to continually assess the ability of the organization and employees at all levels to test programs against need and to continue to have rapid feedback from the environment.

Quality

Score: 404

Area of Substantial Strength

General Description: The Quality construct 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.

High scores indicate that employees feel that the organization delivers at the state of the art for customers. 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.

External

Score: 400

Area of Substantial Strength

General Description: The External Communication 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.

High scores indicate that employees view that the organization communicates well with other organizations, its clients and those concerned with regulation. Maintaining these high scores will require leadership to be vigilant with change and maintain strong and responsive tools to assess the external environment.



Organizational Typology: Areas of Strength

Relative Strengths Continued:

Availability

Score: 396

General Description: The Availability of Information construct addresses the extent to which employees feel that they know where to get needed information, and when they get it, that they know how to use it.

Average scores suggest that room for improvement exists and there is significant frustration in being able to secure needed information. In general a low availability of information stems from these factors: traditional dependence on word of mouth to meet information needs, low investment in appropriate technology and possibly some persons using their control of information to control others. Remedying Availability of Information problems requires careful study to determine the correct causative factors. Have each program group list what information is needed and how they access it. Use the employee feedback sessions to make a more complete determination for the causes of low Availability scores.

Burnout

Score: 388

General Description: The Burnout construct refers to a feeling of extreme mental exhaustion that negatively impacts employees' physical health and job performance, leading to lost organizational resources and opportunities. This Construct helps organizational leaders determine the extent to which employee work demands are a critical element for employee health and organizational performance. For scoring consistency with other constructs, higher scores represent a lower level of perceived burnout.

Average scores suggest that room for improvement exists and lack of attention can lead to dropping scores. In general Burnout stems from these factors: the expectations of the individual, the characteristics of the environment and the nature the organization and supervision. Remedying Burnout requires prompt efforts early. Low levels are more amenable to change. Triangulate low scores in Burnout to scores on constructs of Team and Supervisory Effectiveness. Use the employee feedback sessions to make a more complete determination for the causes of Burnout scores.



Organizational Typology: Areas of Concern

The following Constructs are relative areas of concern for the organization:

Fair Pay

Score: 253

Source of Concern

General Description: The Fair Pay 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.

Team Effectiveness

Score: 352

General Description: The Team Effectiveness 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 Concern

Relative Areas of Concern Continued:

Supervisor Effectiveness

Score: 360

General Description: The Supervisor Effectiveness 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.

Internal

Score: 360

General Description: The Internal Communication 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 Concern

Relative Areas of Concern Continued:

Diversity

Score: 370

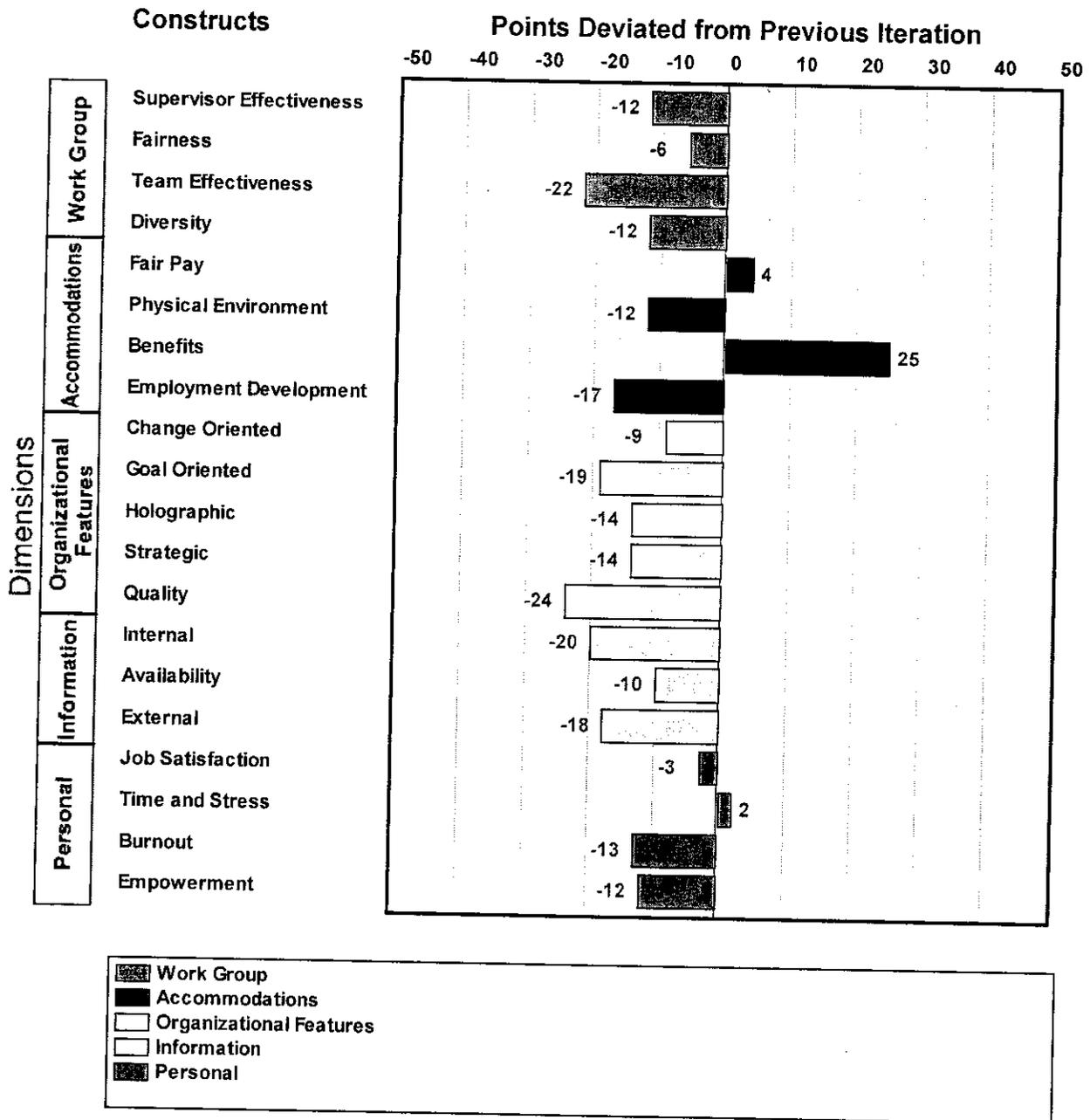
General Description: The Diversity construct addresses the extent to which employees feel that personal differences, including ethnicity, social class or lifestyle, may result in alienation from the larger organization and missed opportunities for learning or advancement. It examines the extent to which the organization understands and uses diversity in the work force to relate to a complex culture and uses creativity coming from individual differences to improve organizational effectiveness.

Average scores suggest that while there may be no feeling of unfair discrimination toward any particular group that there may be "a sameness", a cultural homogeneity that may not be in the organization's best interest. Keep in mind that these are mathematical averages and one should also check numbers that are cross tabulated by ethnic, gender, age and other categories to see if there are varying ideas in some organization groupings. Remedying Diversity problems requires careful study to determine the correct causative factors. Triangulate low scores in Diversity by reviewing the demographic numbers of the organizations as well as how representative various groups are within the hierarchy of the organization. Use the employee feedback sessions to make a more complete determination for the causes of low Diversity scores. Consider recruitment procedures and training programs for persons that are underrepresented to improve size of candidacy pools for hiring and promotion; conduct community outreach, including recruitment programs with high schools and colleges; establish mentor programs to encourage the development of opportunities for underrepresented groups.



Organizational Change: Performance Over Time

One of the benefits of continuing to participate in the survey is that over time data shows 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.



Analyzing Over Time Data

Over Time Data adds another dimension to an organization's scores. By viewing data from multiple iterations of the survey - static data suddenly is capable of tracking effectiveness of previous action plans and catching declining trends before they become critical. Identifying areas for future action plans becomes more obvious and employees can visually confirm the benefits of being proactive in their organization.

Changes

Organizational change occurs whether or not leadership plans for it. Planning for change puts the control in the hands of the organization. By using the results of the survey and employee feedback, organizations can encourage positive growth trends in their survey scores. A lack of planning can lead to haphazard fluctuations in scores over time.

This organization experienced positive growth in 3 out of the 20 constructs in comparison to the last iteration of the survey. The constructs with the most positive growth are: *Benefits, Fair Pay, Time and Stress, Job Satisfaction, and Fairness*. Together, these constructs were identified by employees as having the most significant improvement compared to the previous iteration of the survey. The constructs that showed the least amount of improvement or a decrease in score are: *Quality, Team Effectiveness, Internal, Goal Oriented, and External*. These constructs may or may not be the lowest scoring constructs, but definite attention should be given to these constructs when considering which areas to focus efforts upon improving.

Determining Causes

This is a turbulent time for many organizations, however this year will prove as an important benchmark year as the economy starts to recover. Any number of events both within and outside of leadership control can affect scores. While score changes cannot be attributed directly to one particular event, it is worthwhile to consider all possibilities and use the most likely culprits as a starting point for developing action plans and encouraging positive trends. Consider any recent events that might have affected the scores for a particular construct. Have there been changes in leadership, policy, or procedure? Has there been any restructuring or layoffs? Were any action plans put into place based on the results of the last survey?

The *Data Report* provides detailed data on each of the survey items and constructs including descriptions and item-construct relationships. Examine the over time data for the individual items that make up a construct to try to isolate contributing factors. Once you have a list of factors, hold a focus group consisting of a diverse group of employees and try to get a better feel for why the employees responded the way they did. You may find that there are many other complex factors at work, but having a pre-compiled set of possible factors will provide a sound starting point.

Continuing Trends

No matter how high a score, there is always room for improvement. Get the entire organization involved in deciding on which constructs to concentrate efforts for improvement. Brainstorm ideas on how improvements can be made and how every employee can have a chance to contribute suggestions. A questionnaire, customized online survey, or departmental meeting may prove effective for collecting ideas. Each organization is unique and has a great amount of untapped resources in its employees. Using employees to solve problems and make organizational improvements is a natural solution - who else knows the organization better?

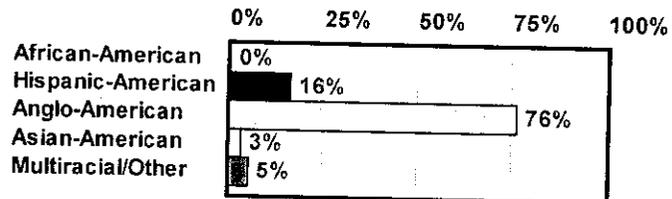


Participant Profile

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. Charts and percentages are based on valid responses. Slight variations from the Data Aggregation Report are due to respondents who chose not to answer particular demographic items.

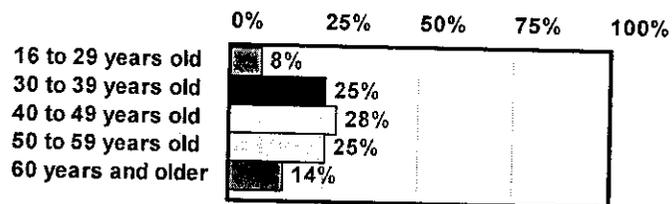
Race/Ethnic Identification

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.



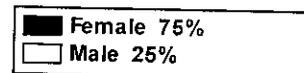
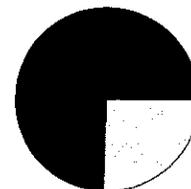
Age

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 a number of 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.



Gender

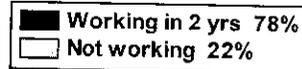
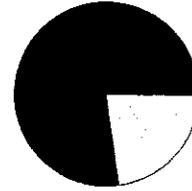
The ratio of males to females within an organization can vary among different organizations. However, extreme imbalances in the gender ratio should be a source of concern for the organization and may require immediate attention. Give consideration to the types of work being performed and be open to unintentional bias in job and employee selection as well as promotion consideration.



Participant Profile

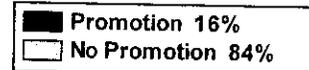
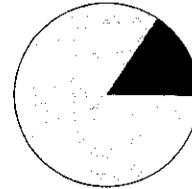
Employee Retention

The percent of employees that see themselves working for this organization in two years is a good indicator of how well the organization is doing at retaining its employees. Very low retention should be a source of concern and may require immediate attention.



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.



Merit Increase

The percentage of employees that receive a merit increase can vary between organizations. Low percentages may indicate that employers need to review expectations of current employees and those efforts that seek to increase performance.

