

Survey of Employee Engagement City of Schertz, TX 2026

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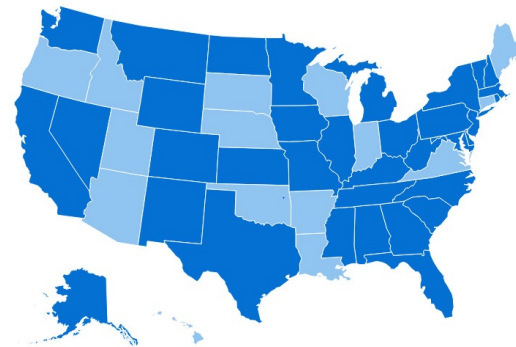
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THE UNIVERSITY OF TEXAS AT AUSTIN



INSTITUTE FOR ORGANIZATIONAL EXCELLENCE

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- Working in this area for over 40 years
- Relationship to Texas State Government
- Research Work in 35 States
- Multiple Benchmark Groupings
- “Soft Measures” to Hard Numbers
- Annually:



SURVEY OF EMPLOYEE ENGAGEMENT

- Employee Engagement (1/4 Million employees)



CUSTOMER SERVICE

- Customer Surveys (1.6 Million customers of services)



LEADERSHIP

- Leadership Excellence (360, Collaboration, Supervision)



CUSTOM PROJECTS

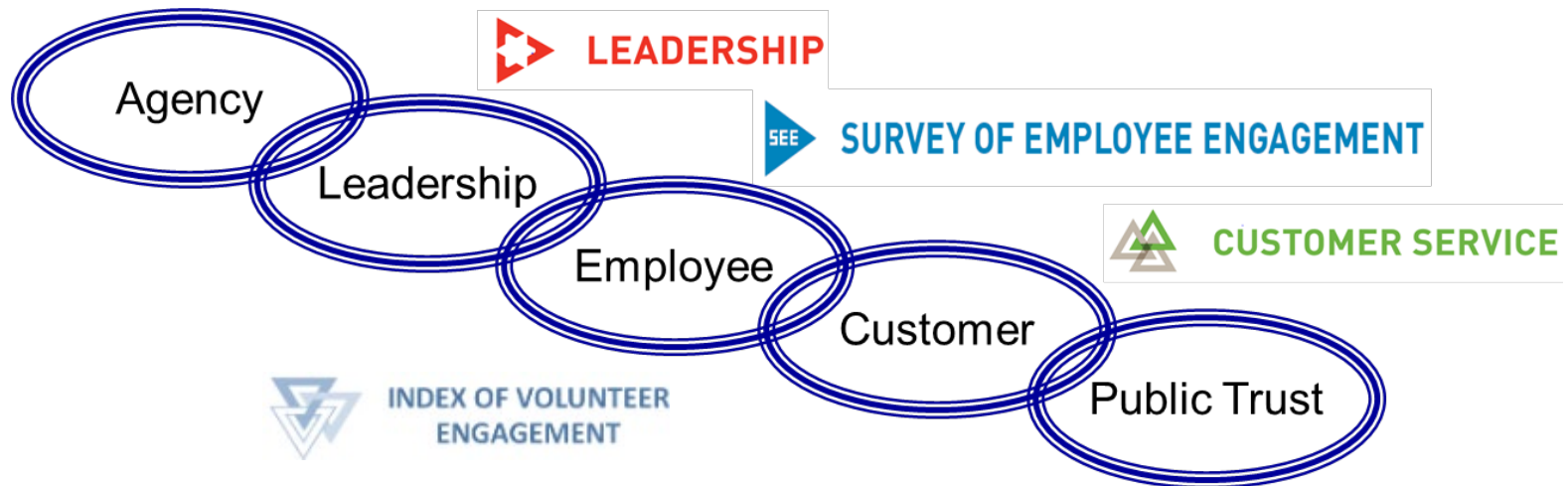
- Custom Projects (Exit , Volunteers, Market, Evaluation, Opinion)



INDEX OF VOLUNTEER ENGAGEMENT

- Index of Volunteer Engagement (over 200 organizations)

Organizational Value Chain



Heintzman and Marson (2006) People, Service and Trust: Links in the Public Service Chain.
International Review of Administrative Sciences.



City of Schertz

Organizational Leadership:
Steve Williams, City Manager

Benchmark Categories:

Size 4: Organizations with 301 to 1000 employees
Mission 1/10 : General Government

Survey Administration

Collection Period:
06/15/2026 through 06/30/2026

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21 Breakout Categories

Organizations can use breakout categories to get a cross-sectional look at specific functional or geographic areas. Your organization had a total of 21 breakout categories.

5 Additional Items

Organizations can customize their survey with additional items. These items can target issues specific to the organization. Your organization added 5 additional items.



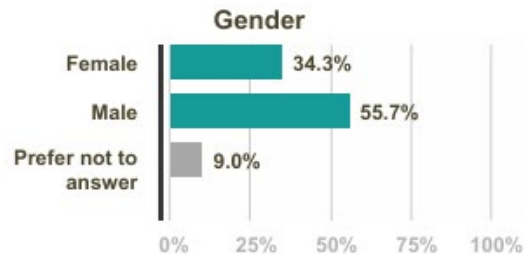
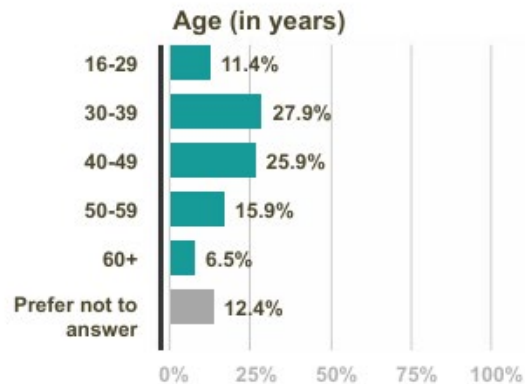
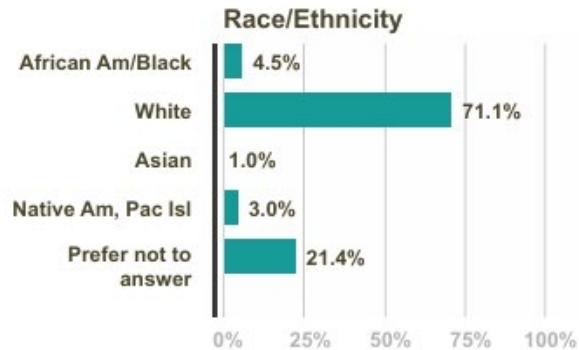
Response Rate

43.1%



Down 6.6%

Demographics



YEARS OF SERVICE With this Organization



25% New Hires (0-2 years)
41% Experienced (3-10 years)
24% Very Experienced (11+ years)
9% Prefer not to answer

Each figure represents about 2.2 employees.

FOCUS FORWARD >>>

3% INTEND TO LEAVE

Understand why people are leaving your organization by examining retention factors such as working conditions, market competitiveness, or upcoming retirement.

18% CAN RETIRE

This percentage of respondents indicated that they are or will be eligible for retirement within two years.

Framework

48
Primary
Items

Primary Items

The Survey of Employee Engagement (SEE) consists of a series of 48 primary items used to assess essential and fundamental aspects of how the organization functions. The items are on a 5-point scale from Strongly Disagree (1) to Strongly Agree (5).

Demographic Items

Also included on the SEE instrument are a series of items to ascertain the demography of the respondents.

Constructs

Similar items are grouped together, and their scores are averaged to produce twelve construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

12
Constructs



Workgroup



Strategic



Supervision



Workplace



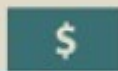
Community



Information
Systems



Internal
Communication



Pay



Benefits



Employee
Development



Job
Satisfaction



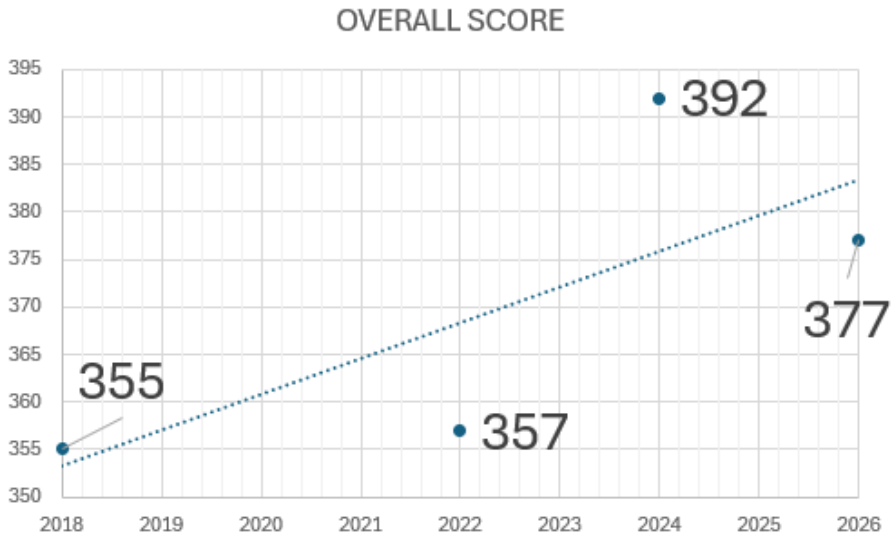
Employee
Engagement



Overall Score



Overall Score: 377



Employee Engagement



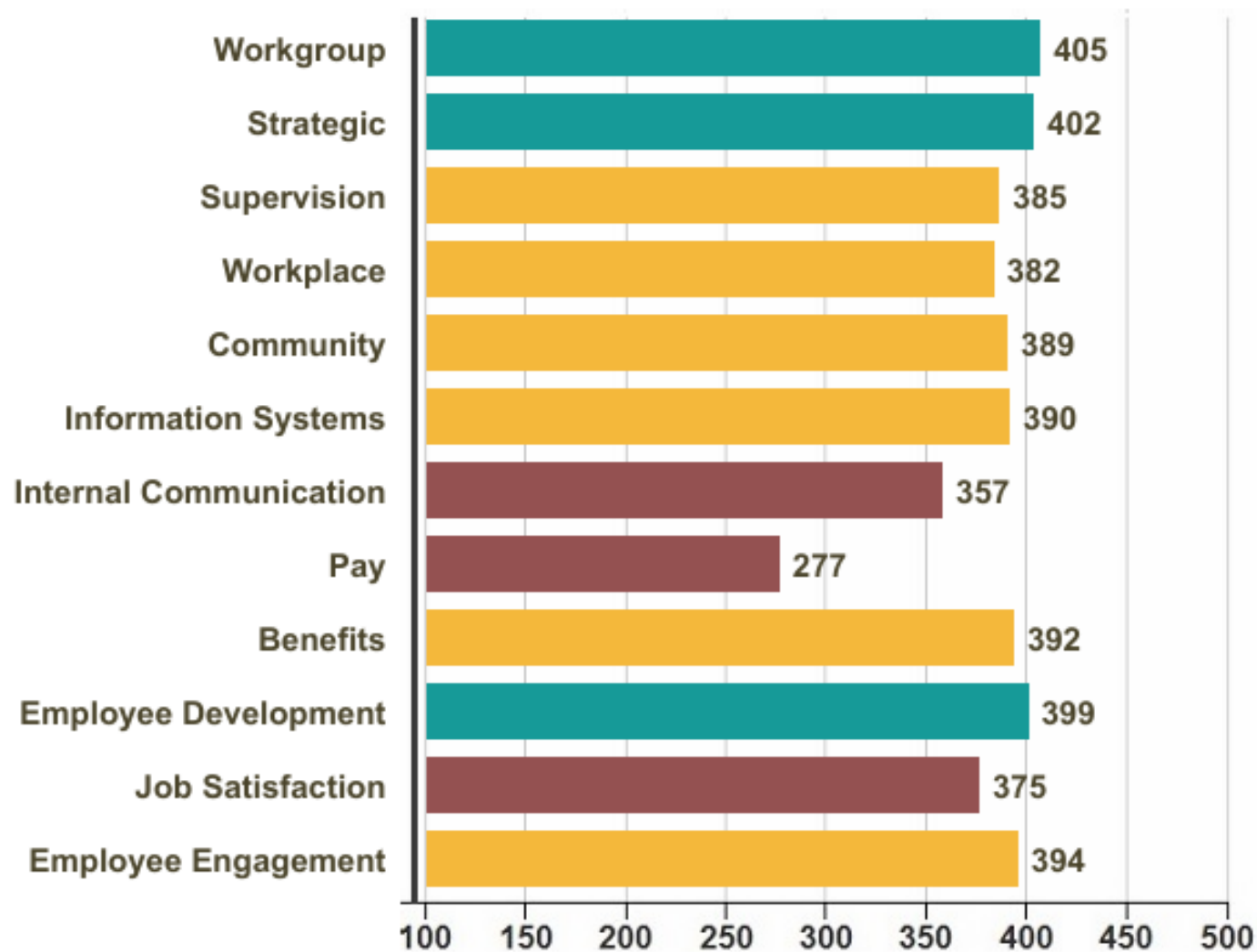
2024



2022



Construct Scores





Workgroup

Construct Score: 405

The workgroup construct captures employees' perceptions of the people they work with on a daily basis and how effective they are. This construct measures the degree to which employees view their workgroup as effective, cohesive and open to the opinions of all members.

	Score	Std. Dev.
1. My work group cooperates to get the job done.	4.20	0.86
2. In my work group I can share my opinions and ideas.	4.12	0.92
3. In my workgroup, we encourage each other to learn from our mistakes.	4.12	0.90
4. In my work group, there is a real feeling of teamwork.	3.74	1.03



Strategic

Construct Score: 402

The strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. This construct measures the degree to which employees understand their role in the organization and consider the organization's reputation to be positive.

	Score	Std. Dev.
5. Our organization is known for the quality of work we provide.	4.04	0.90
6. I know how my work impacts others in the organization.	4.29	0.77
7. My organization develops services to match the needs of our customers/clients.	3.93	0.90
8. Our organization communicates effectively with the public.	3.93	0.82
9. I have a good understanding of our mission, vision, and strategic plan.	3.93	1.01



Employee Development

Construct Score: 399

The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. This construct measures the degree to which employees feel the organization provides opportunities for growth in organizational responsibilities and personal needs in their careers.

	Score	Std. Dev.
36. I believe I have a career with this organization.	4.05	0.87
37. Training is made available to me so that I can do my job better.	3.99	0.91
38. Training is made available to me for personal growth and development.	3.92	1.02



Internal Communication

Construct Score: 357

The internal communication construct captures employees' perceptions of whether communication in the organization is reasonable, candid and helpful. This construct measures the degree to which employees view communication with peers, supervisors and other parts of the organization as functional and effective.	Score	Std. Dev.
27. The communication channels I must go through at work are reasonable.	3.72	0.96
28. My work atmosphere encourages open and honest communication.	3.52	1.12
29. The communications I receive at work are timely and informative.	3.47	1.05



Pay

Construct Score: 277

The pay construct captures employees' perceptions of how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. This construct measures the degree to which employees view pay as well valued relative to the type of work, work demands and comparable positions.	Score	Std. Dev.
30. My pay keeps pace with the cost of living.	2.49	1.21
31. Salaries are competitive with similar jobs in the community.	2.93	1.20
32. I feel I am paid fairly for the work I do.	2.89	1.19



Job Satisfaction

Construct Score: 375

The job satisfaction construct captures employees' perceptions about the overall work situation and ability to maintain work-life balance. This construct measures the degree to which employees are pleased with working conditions and their workload.	Score	Std. Dev.
39. My work environment supports a balance between work and personal life.	3.60	1.11
40. I feel free to be myself at work.	3.71	0.97
41. The pace of work enables employees to effectively perform their job.	3.54	0.94
42. I am proud to tell people that I work for this organization.	4.14	0.73

29.2%

believe the **information from this survey** will go unused.

Conducting the survey creates momentum and interest in organizational improvement, so it's critical that leadership acts upon the data and keeps employees informed of changes as they occur.

25.5%

feel that **upper management** should communicate better.

Upper management should make efforts to be visible and accessible, as well as utilize intranet/internet sites, email, and social media as appropriate to keep employees informed.

Highest
Level of
Disagreement



24.6%

feel there aren't enough opportunities to give **supervisor feedback**.

Leadership skills should be evaluated and sharpened on a regular basis. Consider implementing 360 Degree Leadership Evaluations so supervisors can get feedback from their boss, peers, and direct reports.

9.6%

feel they are **not treated fairly** in the workplace.

Favoritism can negatively affect morale and cause resentment among employees. When possible, ensure responsibilities and opportunities are being shared evenly and appropriately.



5.5%

feel there are **issues with ethics** in the workplace.

An ethical climate is the foundation of building trust within an organization. Reinforce the importance of ethical behavior to employees, and ensure there are appropriate channels to handle ethical violations.

5.5%

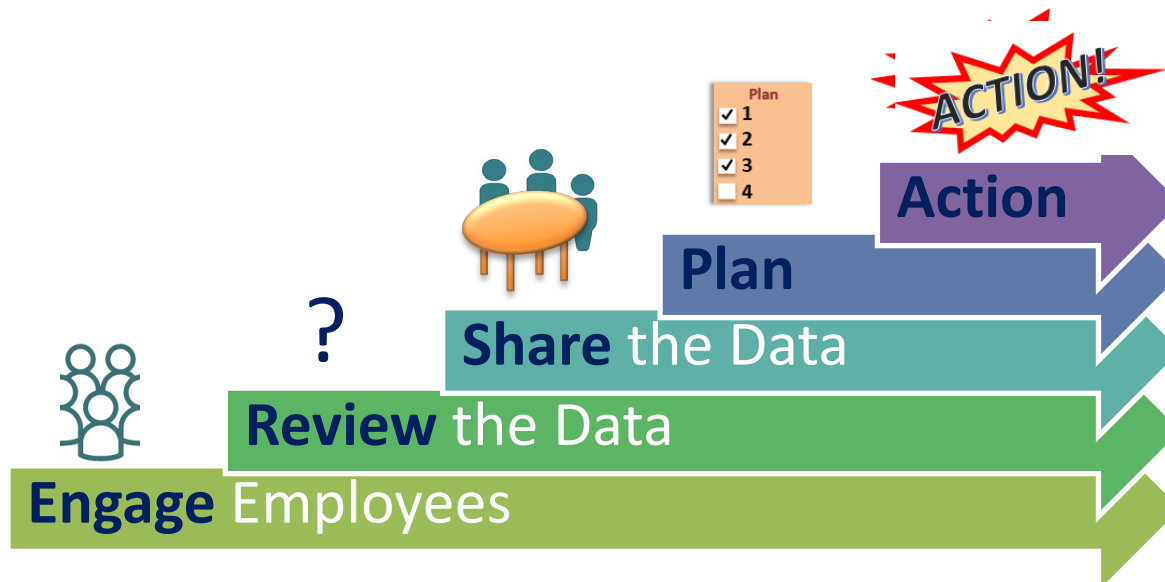
feel **workplace harassment** is not adequately addressed.

While no amount of harassment is desirable within an organization, percentages **above 5%** would benefit from a serious look at workplace culture and the policies for dealing with harassment.



Lowest
Level of
Disagreement

Next Steps





Engagement Activities





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