

TENNESSEE DEPARTMENT OF SAFETY EMPLOYEE SURVEY

Survey Results
First Survey Administration
May 2007

TDOS Employee Survey

- Purpose of the survey:
 - ✓ To measure employee job satisfaction
 - ✓ To ascertain employee training preferences
 - ✓ To collect valuable feedback from ALL levels of employees within TDOS

TDOS Employee Survey

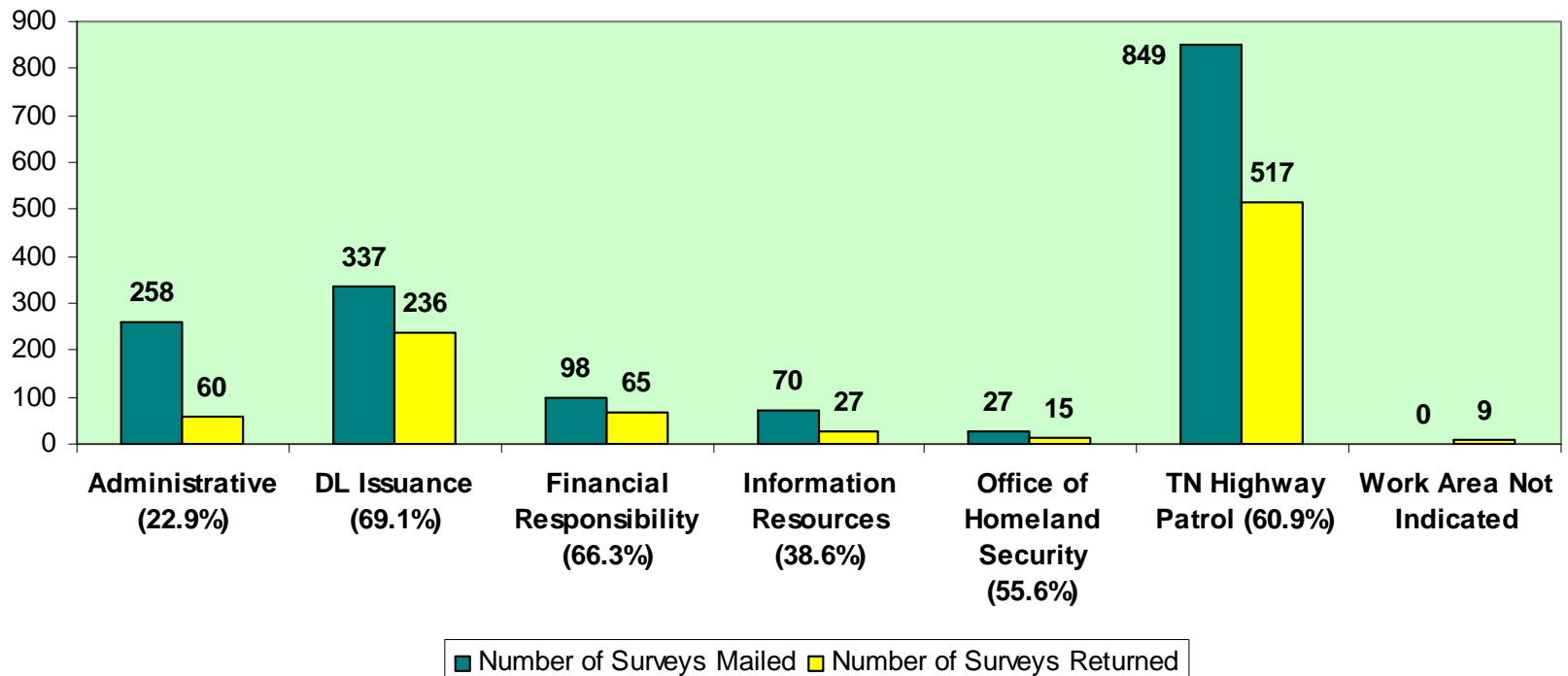
- Survey Administration
- - Office of Strategic Planning distributed surveys to all employees via inter-office mail.
- - Employees not in Nashville were provided with postage-paid envelopes for return of surveys, all others asked to return surveys via inter-office mail
- Data collection was conducted from March 19 through approximately May 7.

TDOS Employee Survey

- 1,639 surveys were distributed and 929 were returned to OSP, resulting in a 56.7% return rate

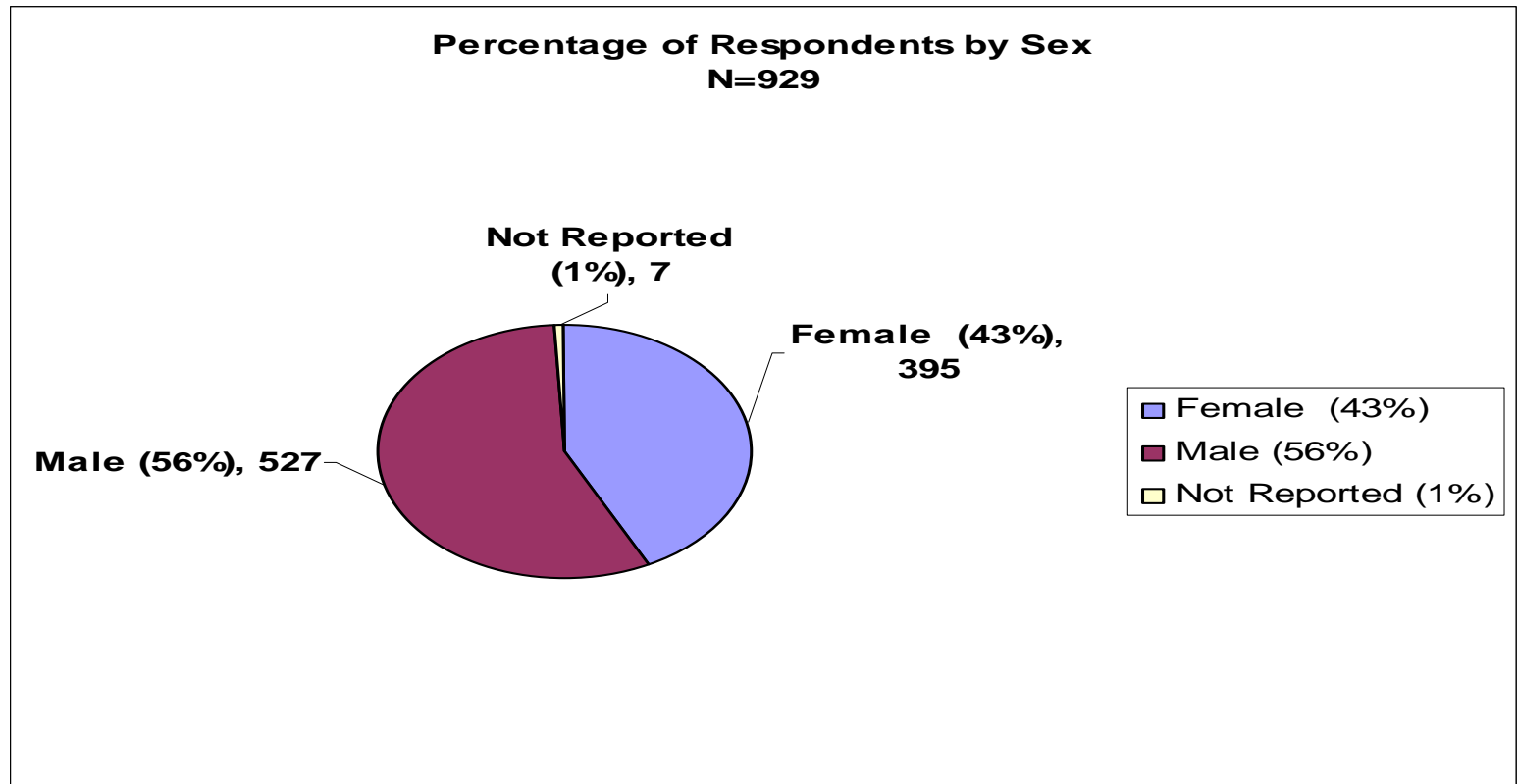
TDOS Employee Survey

TDOS Employee Survey Return Rate by Work Area



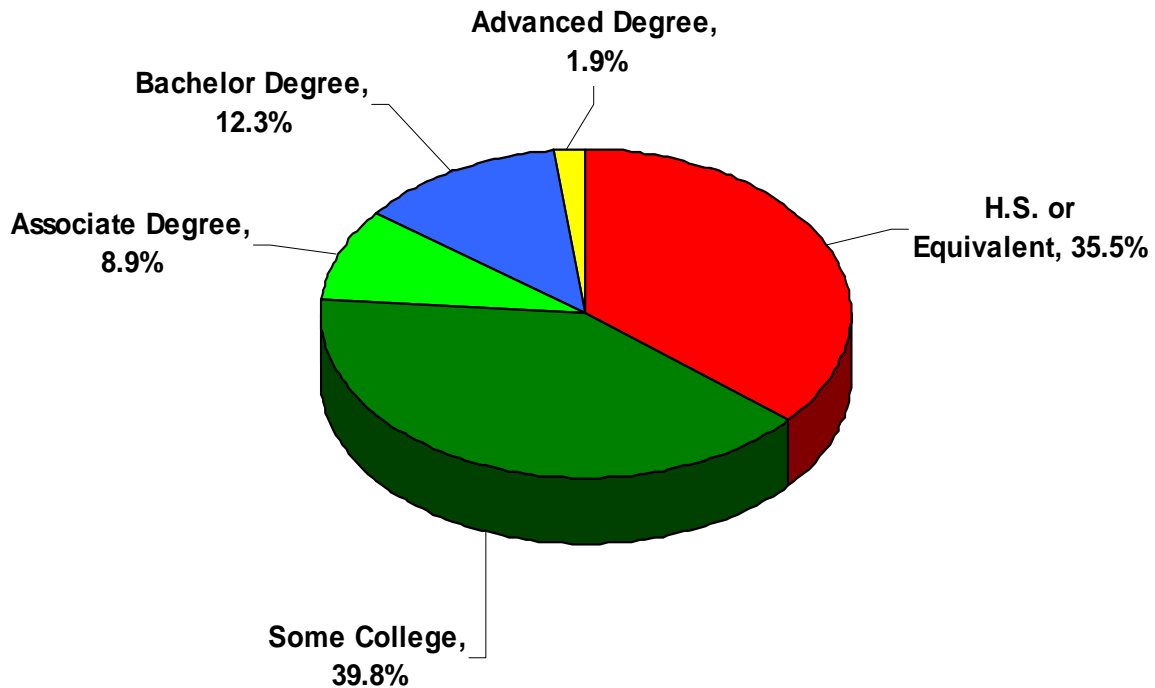
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● DEMOGRAPHICS



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Levels of Education of TDOS Employees

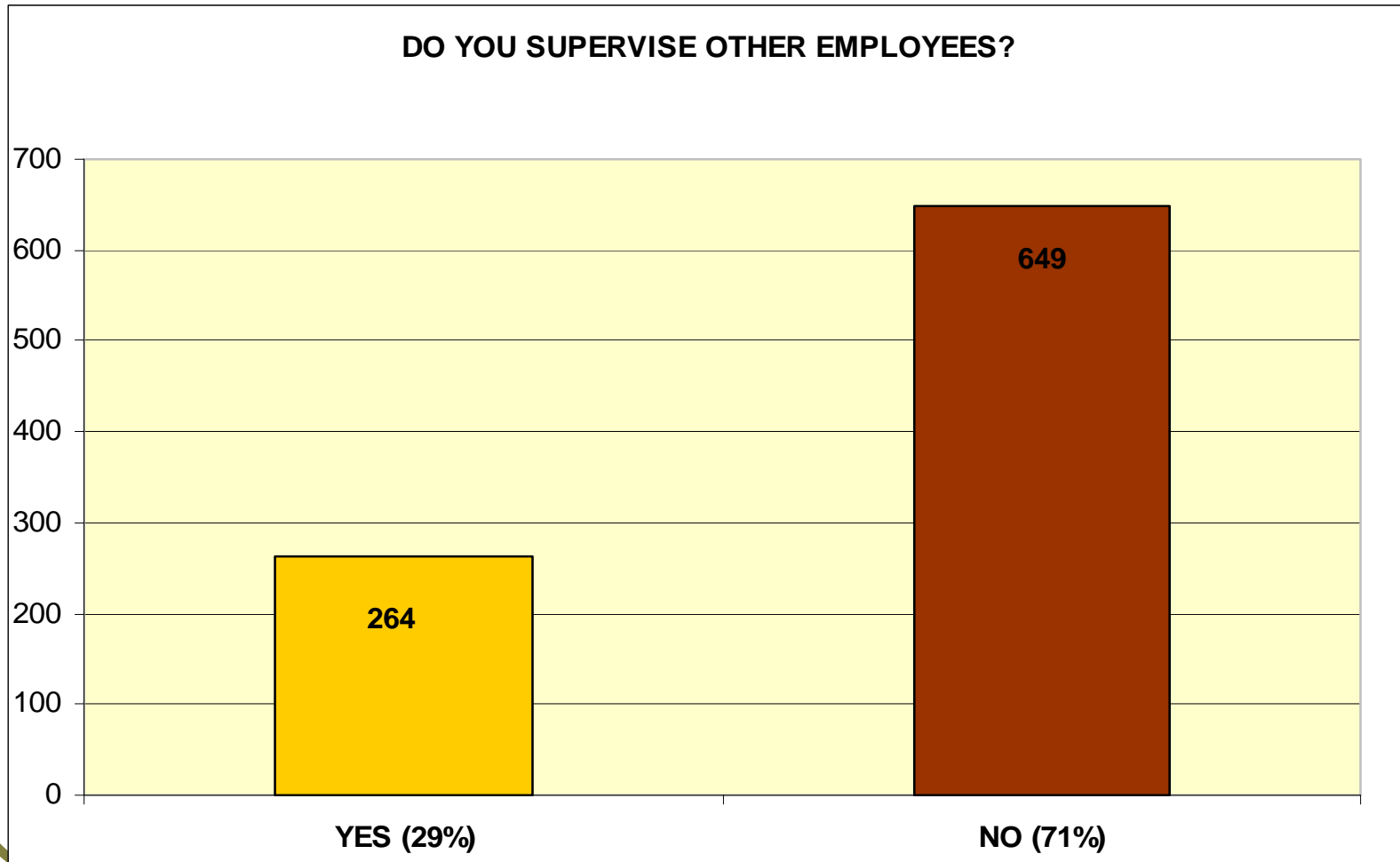


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TENURE

- Average time of service with TDOS – 11.7 years
- Average time of service with State of TN – 13.3 years

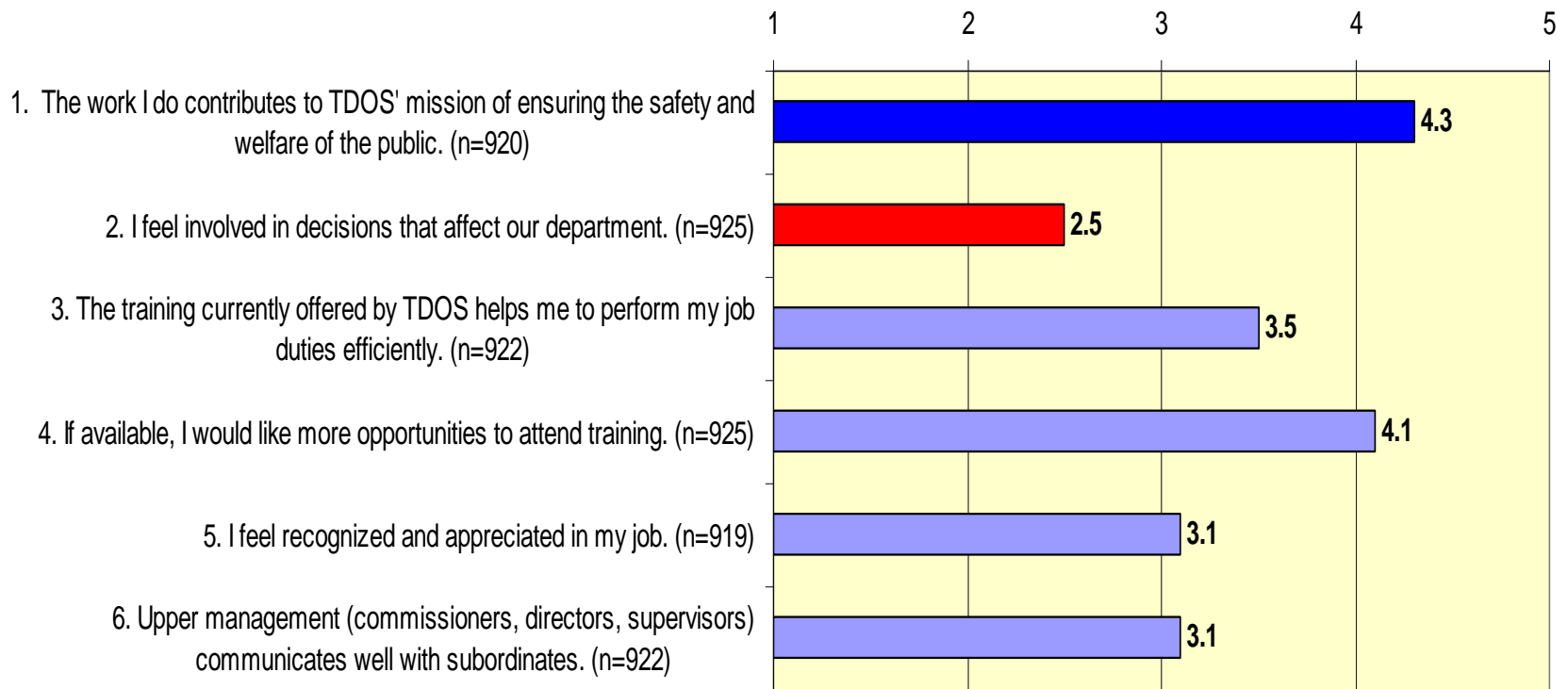
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Item Means for Items 1-6

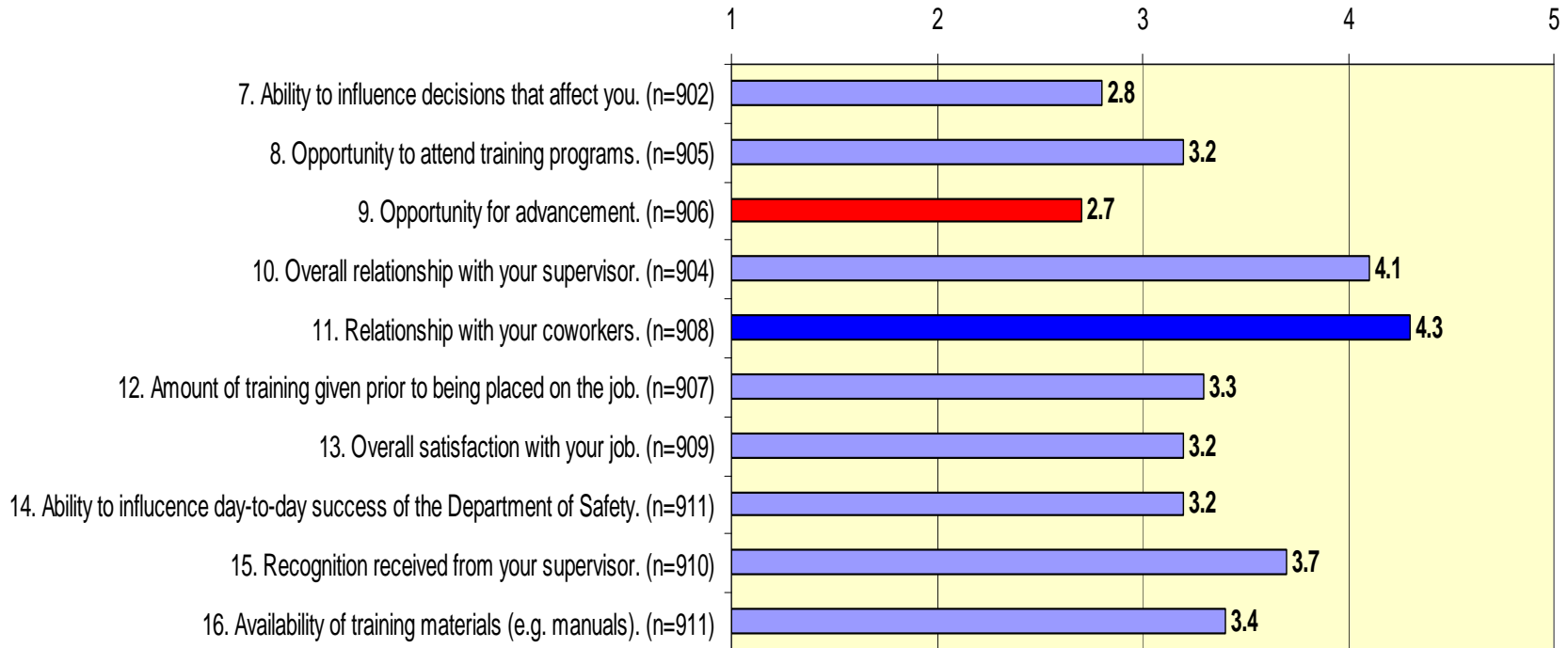
1(Strongly Disagree) to 5(Strongly Agree)



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Item Means for Items 7-16

1(Extremely Dissatisfied) to 5(Extremely Satisfied)



TDOS Employee Survey

- 2 Job Satisfaction (JS) scores were obtained from this survey:

- *Self-reported JS – Score respondents gave on Item 13 (Overall satisfaction with your job).

- *JS Scale Score – Average (mean) of respondents' scores on 13 of the 16 items (excluding Items 4, 13, and 16)

These 2 scores were then compared to determine if there was a difference. If differences were small or none, this would indicate that our items were measuring what we wanted them to measure – job satisfaction.

Respondents who failed to answer 3 or more items were excluded from the analysis of JS scores. (21 respondents)

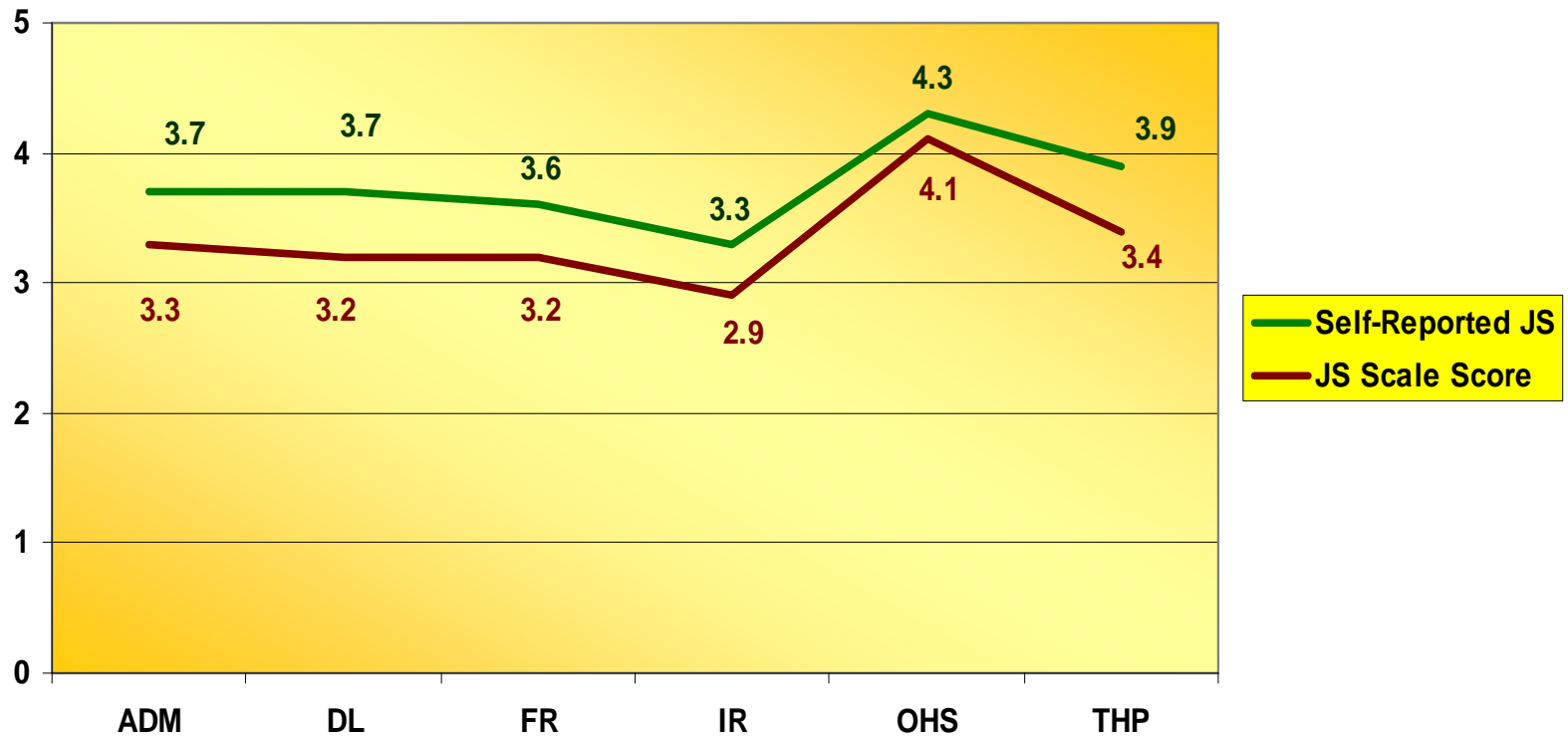
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Department-Wide Job Satisfaction Scores

	No. of Respondents	Mean Score
Self-Reported JS	905	3.8
JS Scale Score	908	3.4

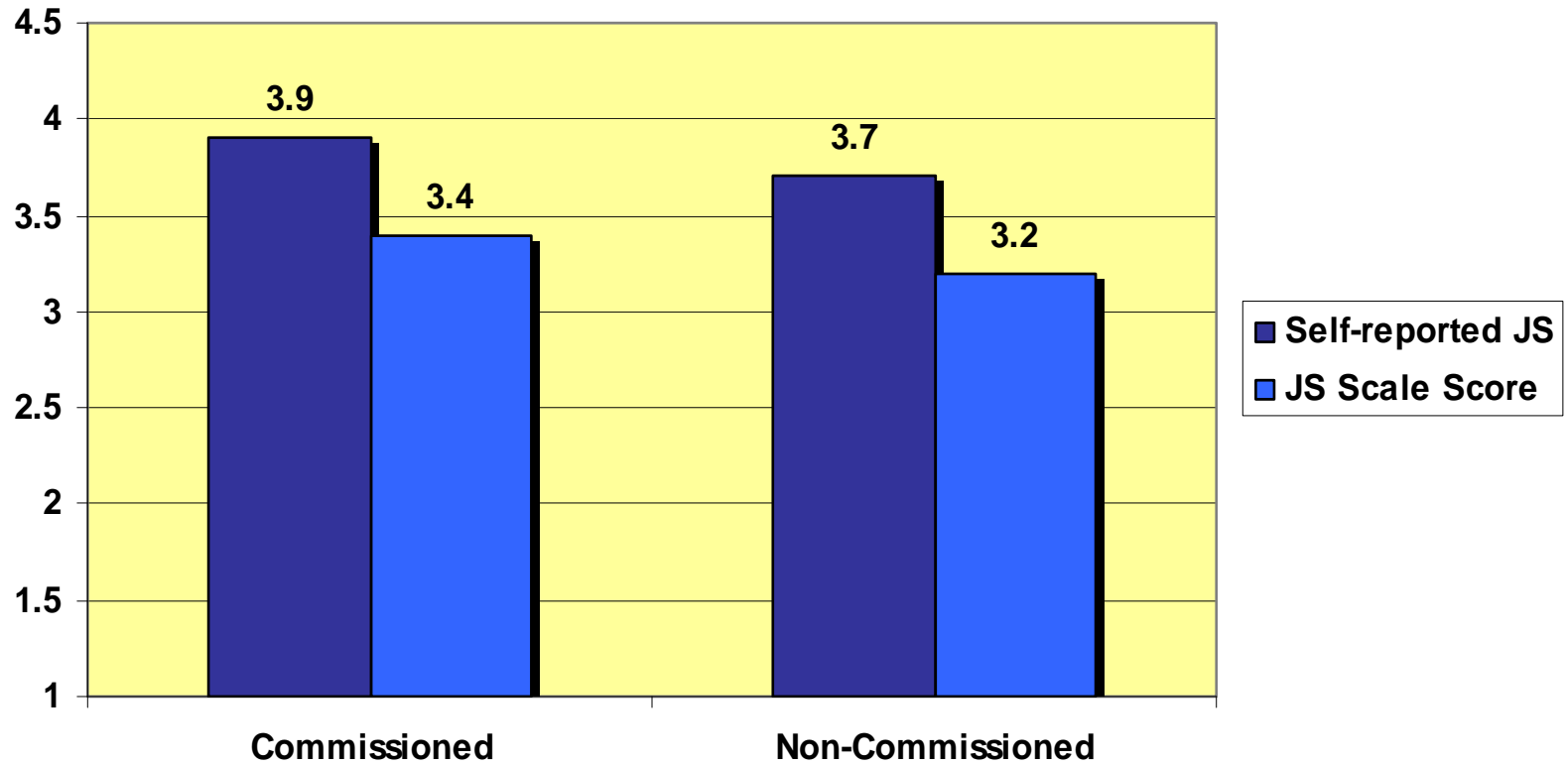
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Job Satisfaction Scores by Work Area



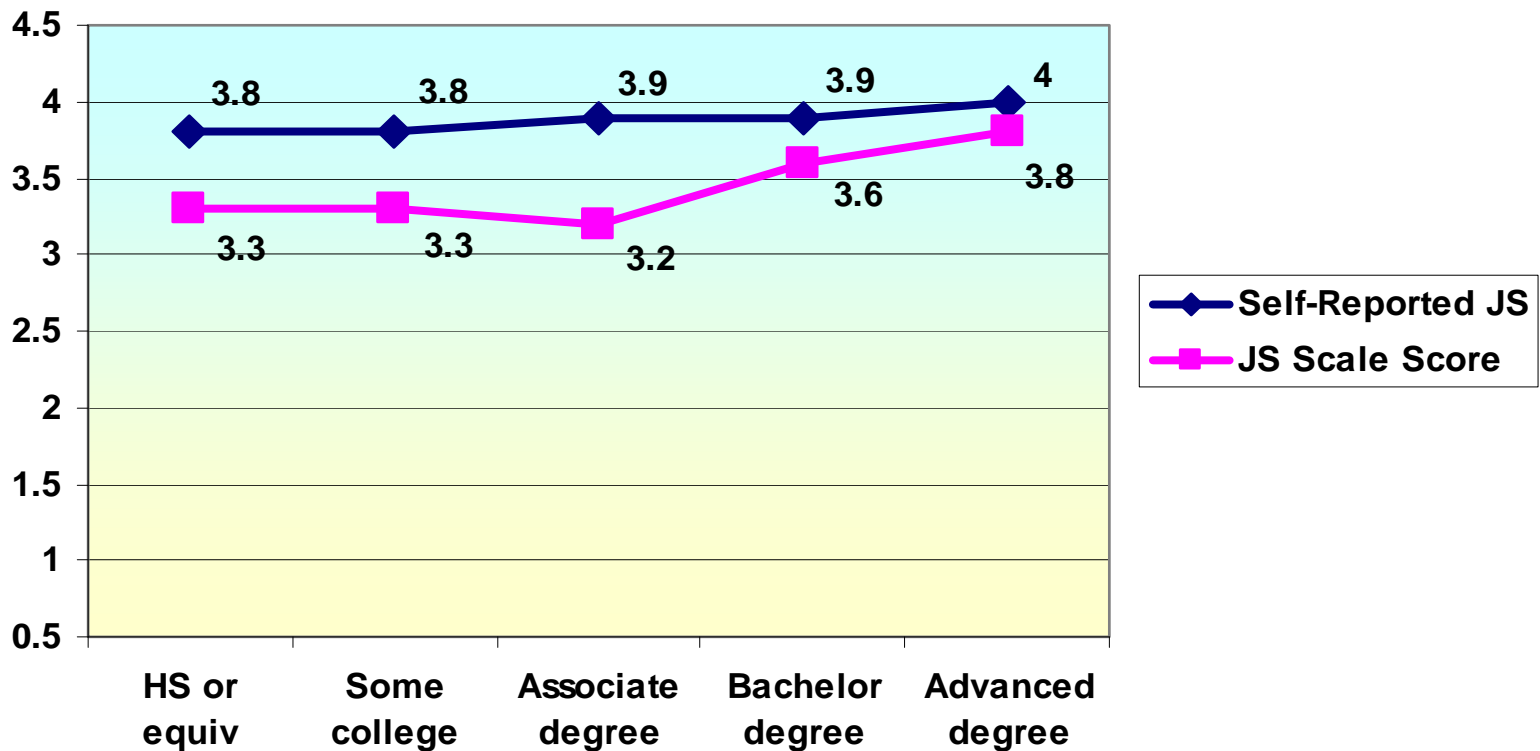
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Commissioned vs. Non-Commissioned Job Satisfaction Scores



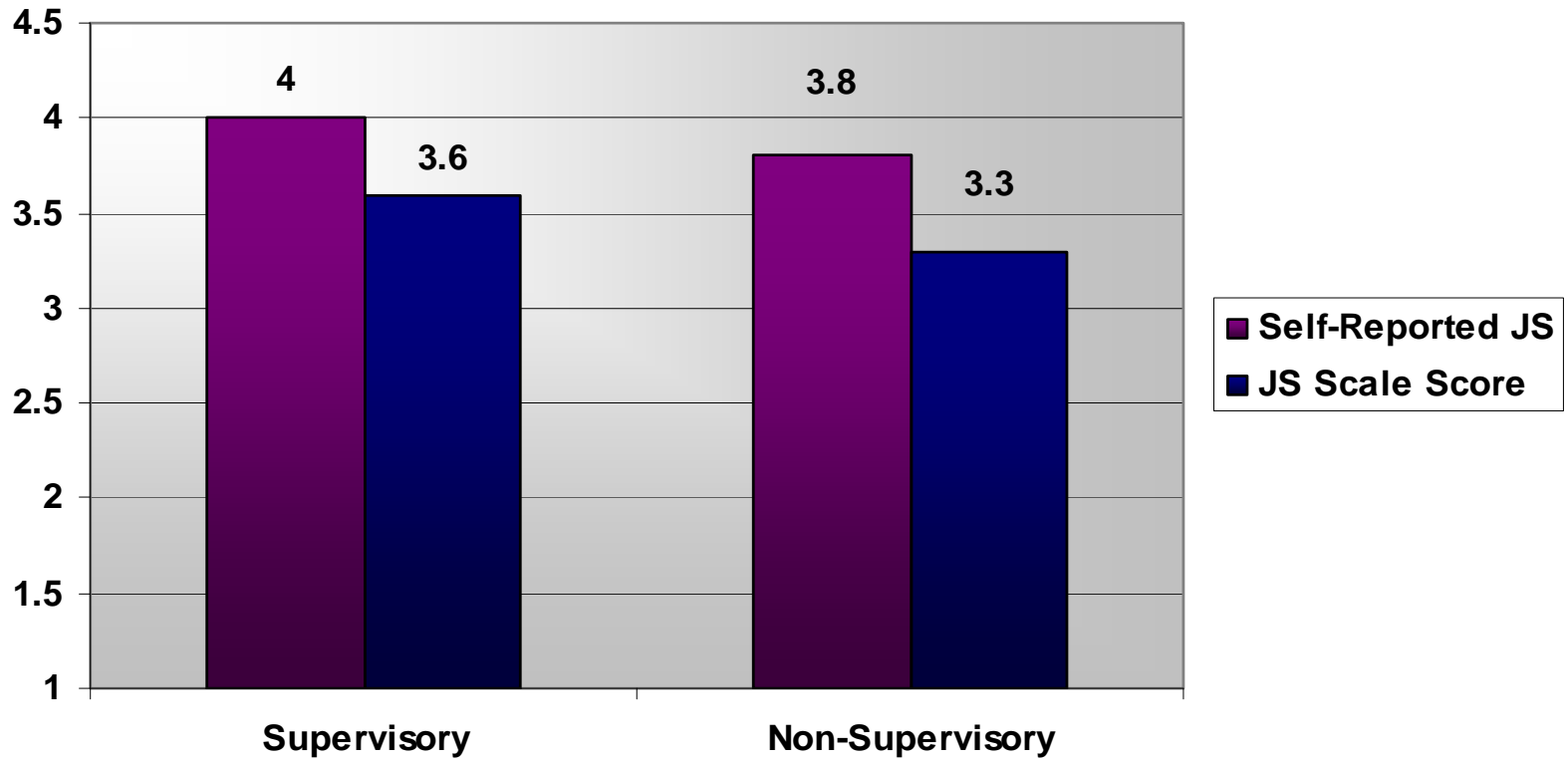
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Job Satisfaction Scores by Educational Level



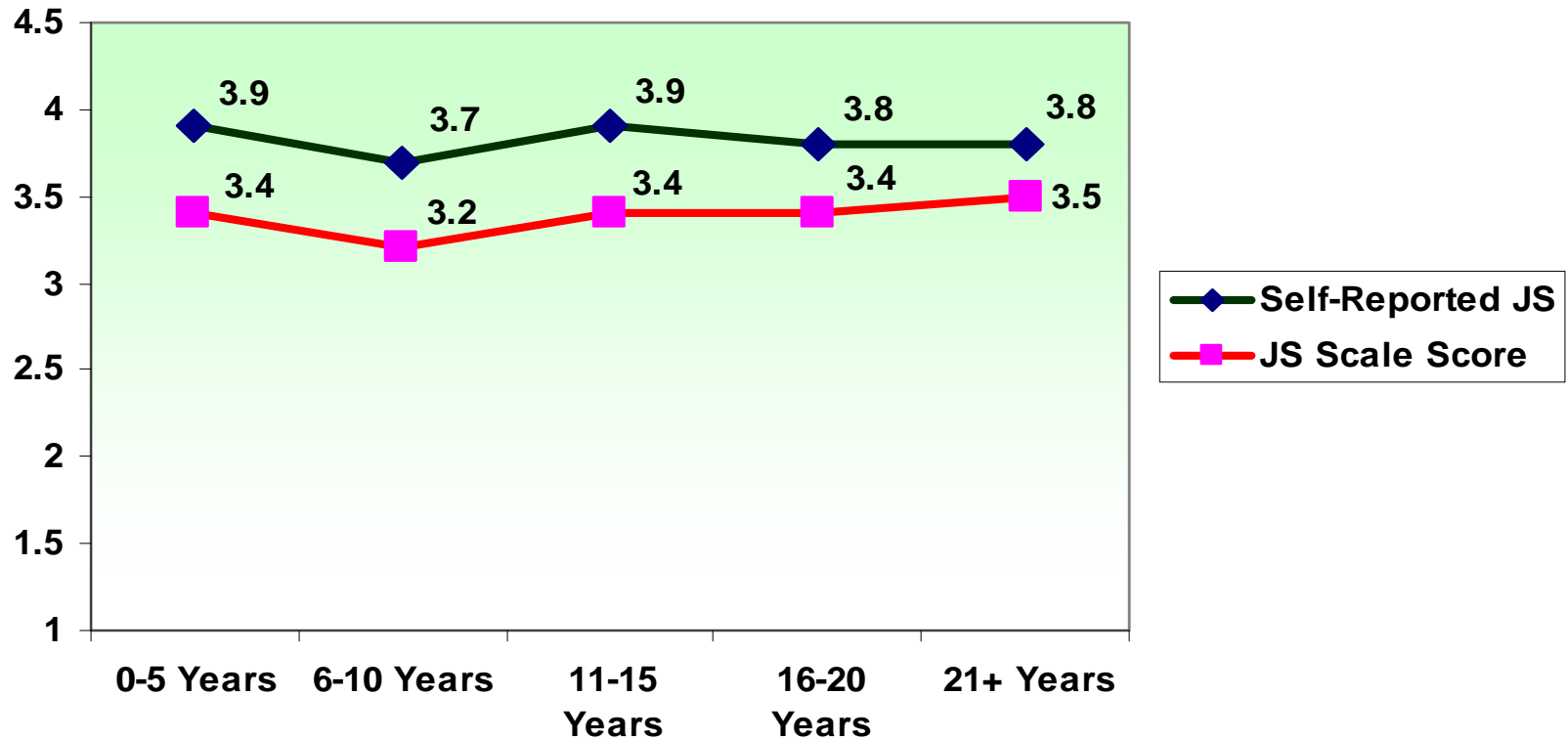
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Job Satisfaction Scores Supervisory vs Non-Supervisory



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Job Satisfaction Scores by Tenure with TDOS

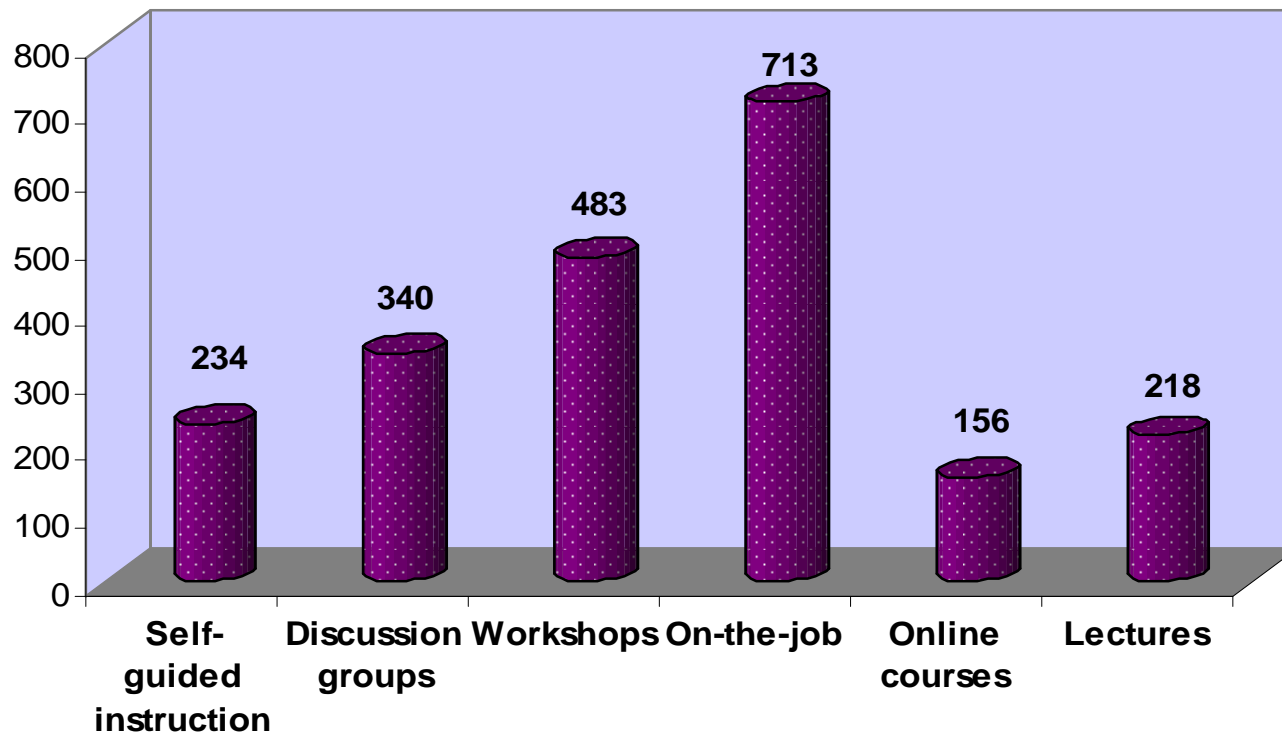


TDOS Employee Survey

- TRAINING
- In addition to job satisfaction, this survey also looked at training
- Two factors considered were 1) training preferences and 2) satisfaction with current training
- Training satisfaction was calculated using Items 3, 8, 12, and 16.

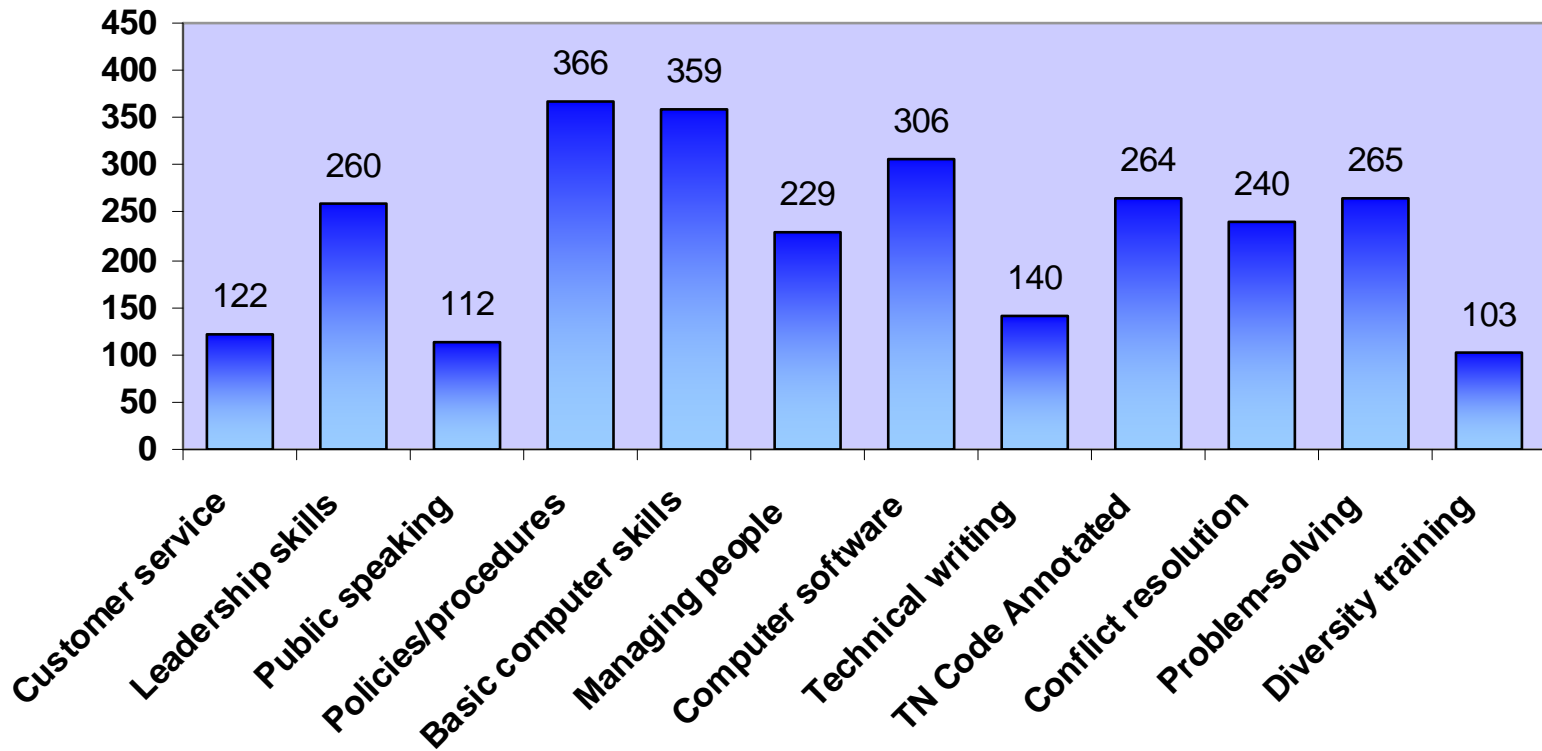
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Preferred Training Methods



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Desired Training Topics

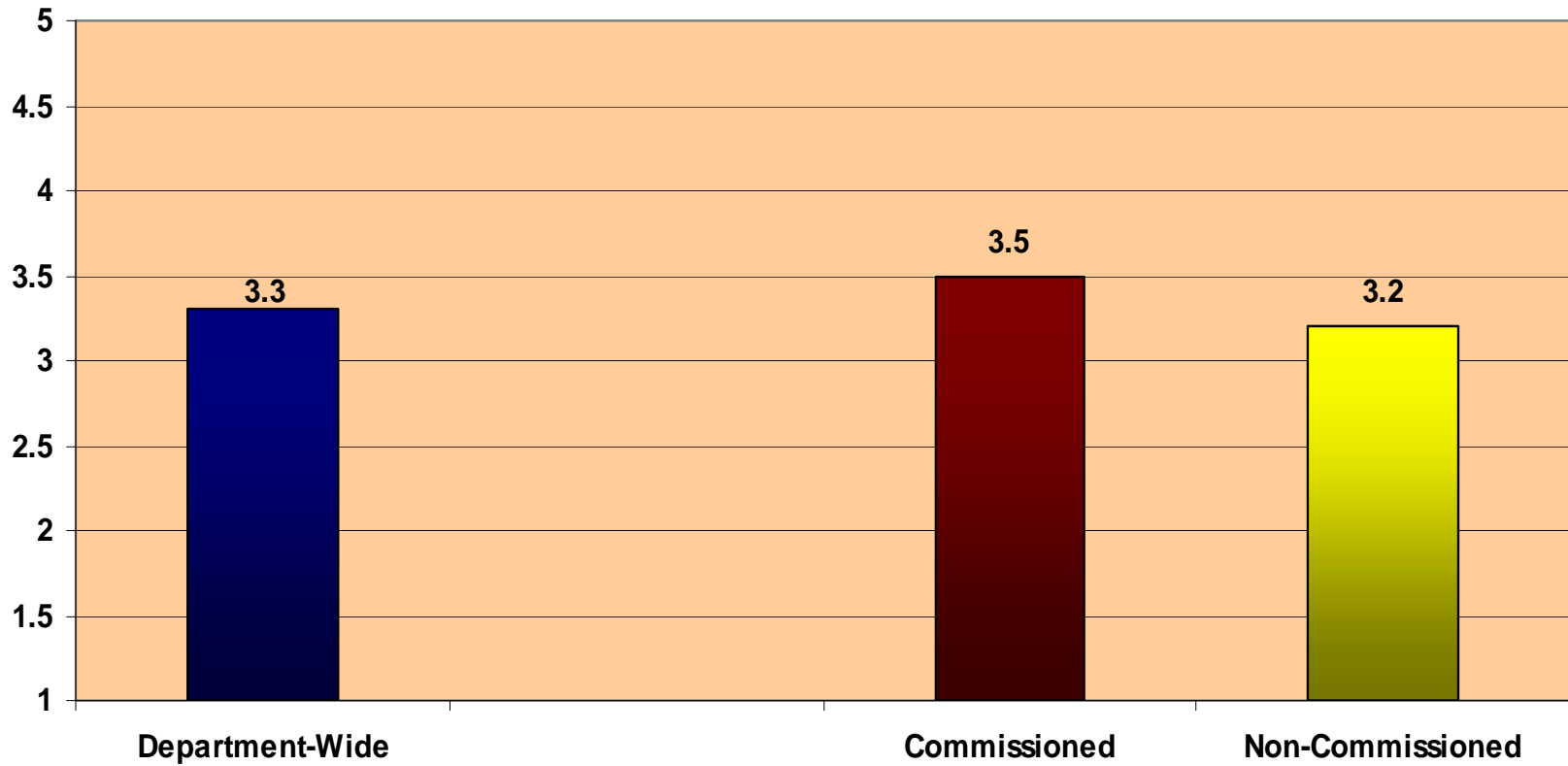


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Most Frequently Requested Training on Open-Ended Response Item			
Topic	No. of Requests	Topic	No. of Requests
Customer service Sub-topics Dealing with difficult/irate customers Phone etiquette Answering questions from the public	61	Departmental functions Sub-topics Cross-training Overview of TDOS divisions	15
Leadership skills Sub-topics New supervisor training Performance evaluation training Staff & Command training Managing people	56	Policies/procedures Sub-topics Fraudulent documents training TCA Legal presence documents Updates on policy changes	114
Computer-related Sub-topics Basic computer skills MS Office software (e.g. Word, Excel) A2G/Qmatic TRACS	150	Stress management Sub-topics Conflict resolution Stress management Dealing w/ difficult people Team building	55
Law enforcement specific Sub-topics Weapons/firearms Crash investigation/reconstruction Commercial vehicle inspections Drug/Criminal Interdiction	119	Miscellaneous Sub-topics Report/technical writing Spanish/foreign language Verbal judo Physical fitness	64

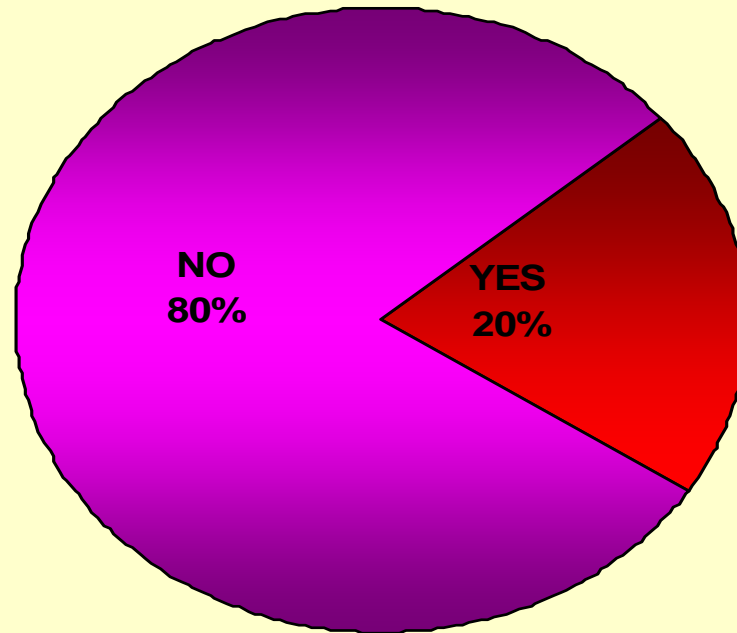
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Satisfaction with Current Training - Mean Scores



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Percentage of Eligible Employees Who Have Taken Free College Course Work



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- 26 respondents indicated that they had not utilized the free course work due to work schedule conflicts
- 15 respondents indicated that they were not familiar or had never heard of the free college course work offered by the State
- 27 respondents indicated that they either plan to utilize the free course work or would like to utilize it

TDOS Employee Survey

- SUMMARY
- With a return rate representing over half the Department of Safety, self-reported job satisfaction was 3.8, and job satisfaction scale score was 3.4. (3 = neutral, 4 = Satisfied)
- Across TDOS divisions, JS was relatively consistent, with OHS and THP scoring slightly higher than other divisions

TDOS Employee Survey

- SUMMARY (cont'd)
- JS scores indicated a slight increase as education level increased
- Staff in supervisory positions reported slightly higher levels of JS than those in non-supervisory positions
- No noticeable increase or decrease in JS was seen in correlation with tenure at TDOS

TDOS Employee Survey

- SUMMARY (cont'd)
- TDOS employees indicated a great desire to see more training opportunities made available
- Employees rated on-the job training as their #1 preferred method of training, and topics such as policies/procedures and basic computer skills as the most desired topics of training

TDOS Employee Survey

- Recommendations
- **(1) Increase opportunities for training.**
- Opportunities should include both training provided by TDOS and providing opportunities to utilize higher education through free college course work
- Research shows that factors such as opportunity for growth, access to resources & information, and high levels of self-perceived capability are linked to increased JS

TDOS Employee Survey

- Recommendations (cont'd)
- **(2) Develop better training & support for supervisors**

Research shows that the relationship between supervisors and subordinates plays an important role in both JS and worker productivity.

TDOS Employee Survey

- Recommendations (cont'd)
- **(3) Continue to develop avenues of communication between all levels of TDOS staff**
- Research indicates that access to information, as well as guidance and feedback from subordinates, peers, and supervisors is correlated with higher levels of JS and worker productivity

TDOS Employee Survey

- Recommendations (cont'd)
- **(4) Continue to work toward correcting perceived differences between commissioned and non-commissioned sides of the house**
- Employees' perceptions of fairness have been shown to be related to JS, stress levels, aggression in the workplace, and conscientiousness

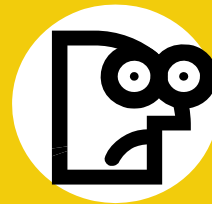
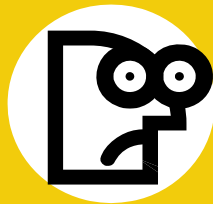
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- Recommendations (cont'd)
- **(5) Explore further avenues to allow for greater employee contribution into decision-making, both at a departmental and working level**
- Research indicates that JS can be influenced both by an employee's influence on strategic, administrative, or operating outcomes, as well as higher levels of employee autonomy in work behaviors and processes
- Team-building & further participation in the restructure process are both possible areas to aid in this area

TDOS Employee Survey

- Recommendations (cont'd)
- **(6) Continue and possibly expand Employee Recognition programs**
- Research has shown that one of the strongest theoretical arguments for a positive relationship to JS has been made for meaningfulness
- Hackman & Oldham (1980) proposed that workers who perceive their jobs to be significant & worthwhile feel higher levels of JS

TDOS Employee Survey



It's QUESTION TIME!!