



TEXAS STATE BOARD OF PODIATRIC MEDICAL EXAMINERS

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[HTTP://WWW.FOOT.STATE.TX.US](http://www.foot.state.tx.us)



"Ensuring Quality Podiatric Medicine For The Citizens Of Texas"

REPORT ON CUSTOMER SERVICE

JUNE 1, 2006

I. REQUISITE CUSTOMER SERVICE

The Texas State Board of Podiatric Medical Examiners is in a constant process of self-evaluation in order to improve our level of customer service. Each year, we focus our annual Customer Satisfaction Survey on a different area of service currently provided by us to our licensees/stakeholders (customers).

Beginning in 1999, pursuant to Texas Government Code Chapter 2114, the Texas Legislature required all state agencies to gather information from the agency's external customers regarding the quality of service delivered by the agency.

Texas Government Code § 2114.002 "CUSTOMER SERVICE INPUT" provides:

- (a) A state agency shall create an inventory of external customers for each budget strategy listed in the General Appropriations Act for that agency.**
- (b) Each agency shall gather information from customers using survey or focus groups or other appropriate methods approved by the Governor's Office of Budget and Planning and the Legislative Budget Board regarding the quality of service delivered by that agency. The information requested shall be as specified by the Governor's Office of Budget and Planning and the Legislative Budget Board and may include evaluations of an agency's:**
 - (1) facilities, including the customer's ability to access that agency, the office location, signs, and cleanliness;**
 - (2) staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability;**
 - (3) communications, including toll-free telephone access, the average time a customer spends on hold, call transfers, access to a live person, letters, and electronic mail;**
 - (4) Internet site, including the ease of use of the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain;**
 - (4) complaint handling process, including whether it is easy to file a complaint and whether responses are timely;**
 - (6) ability to timely serve its customers, including the amount of time a customer waits for service in person, by phone, by letter, or at a website; and**
 - (7) brochures or other printed information, including the accuracy of that information.**
- (c) Not later than June 1 of each even-numbered year, an agency shall report on the information gathered under Subsection (b) to the Legislative Budget Board and the Governor's Office of Budget and Planning.**

II. COMPACT WITH TEXANS

Construed in accordance with Texas Government Code §2114.006, the Board's September 1, 2001 "Compact With Texans" is as follows and available at <http://www.foot.state.tx.us>:

The Texas State Board of Podiatric Medical Examiners (T.S.B.P.M.E.) is charged by the State Legislature with licensing and regulating podiatric medicine in Texas. For over eighty-three years, we have ensured quality podiatric medicine for the citizens of Texas. We have accomplished this goal by means of a fair, aggressive and comprehensive testing, licensing and enforcement program that guarantees that only qualified professionals are granted licensure and can practice podiatric medicine in Texas.

A podiatric physician is a health care professional who has at minimum, graduated from an accredited four-year college, has graduated from an accredited four-year podiatric medical college, has completed a minimum one-year podiatric residency program and has passed:

- National Podiatric Boards (Part I and Part II, & Part III)
- T.S.B.P.M.E. Jurisprudence Examination

In addition, many podiatrists have completed an additional one to three year residency program, beyond the Board's one-year minimum residency requirement, and may also have attained certification by one or more podiatric certification boards. Podiatric physicians must also complete a minimum of thirty hours of Continuing Medical Education Units every two years, in order to renew their license to practice in Texas.

If you have occasion to contact our agency, you can expect to be treated in a courteous and professional manner. Although only four in staff, we are eager to assist you. Our office hours are from 8:00 A.M. to 5:00 P.M. Central Time, Monday through Friday. Our phones are answered by real people. You may expect to have your phone call answered by the fifth ring. Should we be busy with another phone call, causing you to be transferred to voice mail, you can expect to receive a return phone call from us by the end of the same business day. Written requests for information are responded to within two working days.

If you should have occasion to file a complaint with us against a podiatric physician, you will be reasonably notified of the status of our investigation into your allegations. You will also be notified, in writing of the final resolution of your complaint, which should range from "no violation found" to "suspension" or "revocation" of the podiatric physician's license to practice in Texas.

We are committed to providing you with excellent customer service. Should you have questions, comments, concerns, or if you just need to talk about an issue, our agency's Customer Relations Representative is:

Hemant Makan
Executive Director
P.O. Box 12216
Austin TX 78711-2216
(512) 305-7000
Hemant.Makan@foot.state.tx.us

III. STRATEGIES & INVENTORY OF EXTERNAL CUSTOMERS

"Strategy A.1.1. – Licensure and Enforcement. Protect Citizens of Texas from Incompetent and Unethical Podiatrists" by Providing Exams and Continuing Education & Investigate Violations of Act. The customers served by Strategy A.1.1. are the podiatric physicians that we examine and license. This Strategy was NOT surveyed for FY 2006.

“Strategy A.1.2. – Texas OnLine. Protect Citizens of Texas from Incompetent and Unethical Podiatrists” by adequately processing License Renewals. The customers served by Strategy A.1.2. are the podiatric physicians that we examine and license. This Strategy was NOT surveyed for FY 2006.

“Strategy A.1.3. – Indirect Administration. Protect Citizens of Texas from Incompetent and Unethical Podiatrists” by Indirect Administration as it relates to Texas Government Code §2114.002(b). Without the capable indirect “customer” services of the Board’s Staff Services Officer and Executive Director, the Board would not be able to effectively make available and process requests for public information to businesses who request the same for their endeavors. In addition to the public and podiatric physicians we examine and license, the customers served by Strategy A.1.3. also include a group of 29 “Businesses Who Order Database Lists” (printed information) for license verifications, pharmaceutical/product/educational distribution and other public service purposes such as credentialing. This Strategy WAS surveyed for FY 2006.

IV. SURVEY GROUP EXPLANATION

March 2006 “Agency Strategic Plan Instructions” (page 13) provide that: “When direct recipients of any agency’s or institution’s services are broad classes of Texans (e.g., all citizens), and/or when evaluation customer service quality may require expensive and extensive means, agencies may use alternative approaches to assess customer satisfaction... Agencies may also make reasonable choices to limit the number of customer groups contacted to focus on priority populations of customers, to limit the frequency and degree of customer-information gathering, and to otherwise exercise discretion in implementing the statutory provisions to ensure meaningful but cost-effective data collection. Agencies should weigh the cost of addressing a customer category using any particular method against the potential benefits of the information. Major customer classes involved in significant agency activities/services should be included. Smaller classes or those requiring expensive data collection methods should be given a lower priority.”

As allowed above, for Fiscal Year 2006, the Board has elected to use an alternative approach by reasonably selecting a customer group of 29 “Businesses Who Order Database Lists” (printed information) to assess customer satisfaction within “Strategy A.1.3 Indirect Administration” (Appropriated Receipts) as it relates to Texas Government Code §2114.002(b). Without the capable indirect “customer” services of the Board’s Staff Services Officer and Executive Director, the Board would not be able to effectively make available and process requests for public information to businesses who request the same for their endeavors.

The Texas State Board of Podiatric Medical Examiners has experienced a substantial increase in the volume of license verification requests received by our agency’s staff, both via telephone and in writing over the past several years. As a result of the negative impact that immediate servicing of multiple license requestors has had on our ability to address other agency business and telephone calls, the following revised policy was effective September 4, 2001 and posted on the Board’s website at <http://www.foot.state.tx.us> (with downloadable forms):

Written License Verification Requests (Policy):
Payment must accompany requests for “Verifications” and “Certifications,”
or the *Request will not be honored.* A stamped, self-addressed envelope must

also be enclosed. Exact payment must be submitted, overpayments will not be treated as credit for future requests.

1. License Verifications (written, on any form)...\$5.00 per name
2. License Certifications (on any form)...\$25.00

If the above verification policy does not appropriately address a requesting entity's needs, they may obtain the verification information they require in the following formats:

1. Floppy Disc of all registered podiatric physicians (statewide).....\$200.00
2. Printed List of all registered podiatric physicians (statewide).....\$200.00
3. Breakdown of any one city/county/zip code/etc., provided via Floppy Disc or Printed List (for each individual breakdown)..... \$75.00

For Fiscal Year 2005, the Board obtained \$11,120.00 of Appropriated Receipts for publication or sale of records and proceeds from additional sales of printed materials. These fees are important to the Board's overall Method of Financing to ensure agency functions. For Fiscal Year 2006, as of May 30, 2006, the Board has obtained \$7,200.00. The Board must return \$3,200.00 to the General Revenue Fund with the balance applied to execute the remainder of the Board's functions.

V. PRIOR T.S.BP.M.E SURVEY HISTORY OVERVIEW (FY 2001 – FY 2005):

As a part of our continuing efforts to provide quality service to our customers, our agency began surveying all of our podiatric physicians in FY '98. A new survey was mailed out each year with the licensees renewal notice. In FY 2001 our survey topic was on the Statute and Rules. FY 2002 was geared toward the level of staff knowledge, staff professionalism and courtesy, and the promptness of our communication. For FY 2003, the survey consisted of rating the Board's overall regulation of podiatric medicine and the website. FY 2004 was a survey on our Continuing Medical Education Credit (CME) program. For FY 2005, the focus was on licensee demographics and issues affecting the profession (limited Medicaid coverage, benefit of a Texas Podiatry College/School and related Statute/Rules to better regulate and assist the industry). The FY 2005 survey was posted on the Board's website at <http://www.foot.state.tx.us> with only two responses received as of May 30, 2006. The dual responses were not scientifically quantifiable and therefore of no benefit. All other past returned responses (FY '01 – '04) were collated and appeared in charts pursuant to prior survey submissions as part of the Strategic Planning process.

In the FY '01 survey, it became clear to the Board that the licensees were not reading their Statute and Rules. This determination led us to change our examination process to a Jurisprudence exam that was implemented in July 2002. Seventy-one percent of the surveys mailed out were returned to us.

The FY '02 survey results indicated that the agency staff was doing a very good job in providing assistance and prompt and courteous service to those individuals surveyed. Eighty-two percent of the surveys mailed out were returned to us.

Our FY '03 survey was geared toward the Board's ability to keep current with the drafting of new rules, preventing unsafe or unqualified podiatric physicians from obtaining a license to practice. We also inquired about the regulation duties and enforcement of the Statute and Rules. Lastly, we asked them to rate the agency's website. We had a seventy-five percent return rate with the majority of the ratings being excellent or good.

In our FY '04 survey we asked customers to rate our CME program. Overall, the podiatric physicians felt that the current CME program was excellent to good. Ninety-four percent felt that the current number of hours required was sufficient. Of the 6% that felt otherwise, it was determined that the average increase in the number of hours should be twenty-eight. In 2001, we implemented random CME audits in lieu of everyone sending their hours in annually. Eighty-three percent felt that system was excellent to good. And lastly, eighty-six percent of those returning their survey felt it would be helpful to move the due dates for CME to coincide with their renewal date. As a result of that, the rules were changed and that is now in effect.

Unfortunately, for FY '05, the on-line survey located on the Board's website did not yield any scientifically quantifiable results with only 2 responses. That customer survey sought licensee demographics and their position on issues affecting the podiatric profession (i.e. limited Medicaid coverage, managed healthcare, residency quality, whether or not Texas would benefit from its own podiatry school/college; Board's Rules/Statutes responsive to proper regulation of the industry, etc.).

With the inception of Texas Online, the Board continues to research how we want to conduct our surveys in the future. Since we now mail postcards instead of renewal notices, we aren't able to include physical surveys in the renewal packets. The on-line surveys on the Board's website appeared promising at the beginning, but with little interest in return by the customers or lack of awareness of its presence. Therefore, beginning in May 2006, the Board is considering utilizing the services of the Organizational Excellence Group at the University of Texas (<http://www.survey.utexas.edu>) to further this mandate. The Group currently conducts surveys for other state agencies including the Texas Department of Public Safety. Any Board involvement with this endeavor is subject to the availability of funds and its fiscal impact on the agency's functions (decision pending).

VI. FY 2006 SURVEY RESULTS: "BUSINESSES WHO ORDER DATABASE LISTS"

This survey was mailed to 29 businesses, located throughout the United States, who routinely order database lists from the Board (based on orders since September 1, 2004). Due to the nature and costs of these requests/services, agency staff is familiar with the requestors and attentive to their needs.

The businesses surveyed were:

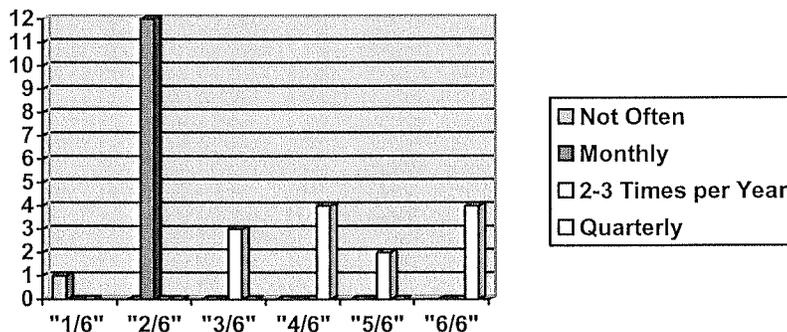
Company	City	State	Attn:
1. Choicepoint	Alpharetta	GA	Sherry Jones
2. Integrated Pharma Technologies	Morristown	NJ	Geoffrey Mitchem
3. Wish List	New Braunfels	TX	Carolyn
4. Health Market Science	King of Prussia	PA	Kristi Fujii
5. Haelan Medical, Inc.	Sugar Land	TX	Craig Jones
6. Verif Point	Laguna Hills	CA	Maria Peralta
7. Enclarity, Inc.	Golden Valley	MN	Mary Georgens

Company	City	State	Attn:
8. Seisint/A Lexis Nexis Co.	Boca Raton	FL	Data Library
9. Medical Edge Healthcare	Dallas	TX	Sally Cavenaugh
10. IMS Health	Plymouth Meeting	PA	Tammy Fallon
11. Phoenix An Express Scripts Co.	Lincoln Park	NJ	Cheryl Laird
12. MedPro Systems	Mr. Arlington	NJ	Laura Kienle
13. Oasis Medical Group	Grand Prairie	TX	Cliff Bassett
14. PRS Medical Managers of Texas, Inc.	Katy	TX	Tara Ward
15. Choicepoint	Boca Raton	FL	Stephanie Merisca
16. UTHSC-SA	San Antonio	TX	-----
17. Baptist Health System	San Antonio	TX	Sue Mullen
18. Health Drive	Newton	MA	Gina Mariona
19. RAMS	Jacksonville	FL	Pauline Aldridge
20. Ortho Pro	Austin	TX	Neeca Leitau
21. New Cardiovascular Horizons	Lafayette	LA	Kelley Price
22. Jerome Schoffler, DPM	Flower Mound	TX	Sharla Fannin
23. Memorial Hermann Healthcare	Houston	TX	Jeff Stiffler
24. The List Store	Austin	TX	Steve Roberts
25. Henry S. Miller Commercial	Dallas	TX	Matt Anding
26. PSCS	Katy	TX	Alice Colehower
27. Hyperbaric Medicine Consultants, PA	Austin	TX	Gary M. Mailman, MD
28. First Health	West Sacramento	CA	Vicky Lowe
29. Sole Supports, Inc.	Lyles	TN	Misty Shelby

We received 6 survey forms out of the 29 we mailed out. This translates to a 21% response from our customers. Please note that some customers chose not to respond to all of the questions on the survey form so the response numbers won't always add up to the total number of survey responses we received. The survey allowed our customers (1/6; 2/6; 3/6; 4/6; 5/6; 6/6) to answer the following 12 questions as charted:

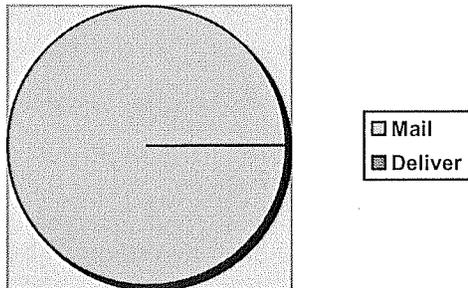
Q1. How often do you order lists from us?

- 1/6: Not often
- 2/6: Monthly
- 3/6: 2-3 times per year
- 4/6: Quarterly
- 5/6: 2 times a year (June/December)
- 6/6: Every 3 months



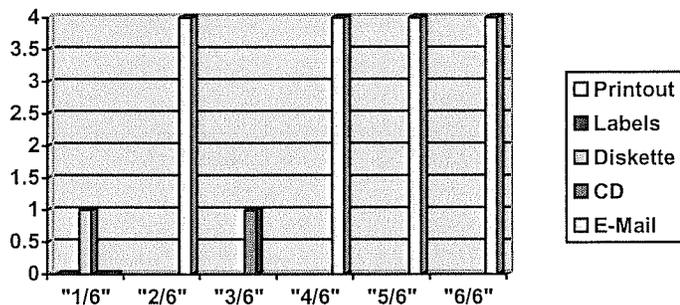
Q2. Do you mail your request to us or deliver it in person?

- 1/6: Mail
- 2/6: Mail
- 3/6: Mail
- 4/6: Mail
- 5/6: Mail
- 6/6: Mail



Q3. How do you receive your data? _ printout _ labels _ diskette _ cd _ e-mail

- 1/6: Diskette
- 2/6: E-Mail
- 3/6: CD
- 4/6: E-Mail
- 5/6: E-Mail
- 6/6: E-Mail



Q4. If you deliver it in person, was the office convenient to get to?

- 1/6: N/A
- 2/6: Blank
- 3/6: N/A
- 4/6: Blank
- 5/6: Blank
- 6/6: Blank

Q5. Was the staff knowledgeable and helpful?

- 1/6: Yes
- 2/6: Yes
- 3/6: N/A
- 4/6: Blank
- 5/6: Yes, it is always a pleasure to work with Janie
- 6/6: Yes

Q6. Did you receive the information you requested?

1/6: Yes

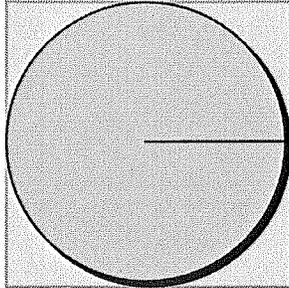
2/6: Yes

3/6: Yes

4/6: Yes

5/6: Yes

6/6: Yes



Yes
 No

Q7. Did you obtain information about ordering the requested data from our website?

1/6: Yes

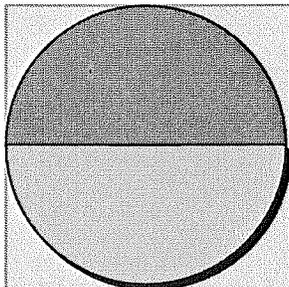
2/6: No

3/6: Yes

4/6: Yes

5/6: No

6/6: No



Yes
 No

Q8. If yes, was the website easy to use and well organized?

1/6: Yes

2/6: Blank

3/6: Yes

4/6: The order form is not easy to find

5/6: Blank

6/6: Where is the information on the website?

Q9. If no, how did you obtain your information?

1/6: N/A

2/6: Called Board

3/6: Blank

4/6: Blank

5/6: I have been ordering for years using an order form.

6/6: In writing with payments

Q10. Did you feel your request was processed in a timely manner?

1/6: Yes

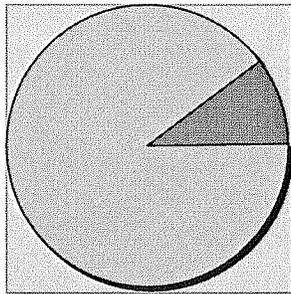
2/6: Yes

3/6: No

4/6: Yes

5/6: Yes

6/6: Yes



Q11. Was the information you received clear and understandable?

1/6: Yes

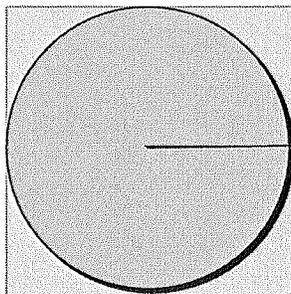
2/6: Yes

3/6: Yes

4/6: Yes

5/6: Yes

6/6: Yes



Q12. If no, did you complain to agency staff and was staff responsive to you?

1/6: N/A

2/6: Blank

3/6: Blank

4/6: Blank

5/6: Blank

6/6: Blank

VII. ANALYSIS

Overall, the responses to this “**Businesses Who Order Database Lists**” survey was favorable and informative. This was evidenced by Customer “5/6’s” response in Question #5, who stated that it was a pleasure to work with a specific member of agency staff. In direct response to the results of Question #8, the website has been changed to make the order form more readily/visibly available on the “License Verifications” page.

Again, with the inception of Texas Online, the Board continues to research how we want to conduct our surveys in the future. Since we now mail postcards instead of renewal notices, we aren’t able to include physical surveys in the renewal packets. The on-line surveys on the Board’s website appeared promising at the beginning, but with little interest in return by the customers or lack of awareness of its presence. **Therefore, beginning in May 2006, the Board is considering utilizing the services of the Organizational Excellence Group at the University of Texas (<http://www.survey.utexas.edu>) to further this mandate.** The Group currently conducts surveys for other state agencies including the Texas Department of Public Safety. Any Board involvement with this endeavor is subject to the availability of funds and its fiscal impact on the agency’s functions (DECISION PENDING; ALSO SEE LETTER ADRESSED TO UT-AUSTIN).

VIII. PERFORMANCE MEASURE INFORMATION RELATED TO CUSTOMER SERVICE STANDARDS AND CUSTOMER SATISFACTION

Outcome Measures

- **Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received**

Short Definition: Total number of surveyed customer respondents who expressed an overall satisfaction with Texas State Board of Podiatric Medical Examiners services, divided by the total number of surveyed customer respondents (during the reporting period).

Purpose/Importance: This measure will determine the percentage of customers who are satisfied with the agency’s customer service.

Source/Collection of Data: The agency develops/mailed/distributes a survey to agency customers. Customers may or may not return the survey to the agency. The agency enters the results into the computer for subsequent computation.

Method of Calculation: The total number of surveys that are returned from satisfied agency customers (numerator) is divided by the total number of surveys that are returned from agency customers (denominator). This number is multiplied by 100 to achieve a percentage.

Data limitation: The agency has no control over how many agency customers will return the survey. The term “satisfaction” is very subjective; however, the Texas legislature has dictated numerous specific areas that should be covered by the survey. Because the survey will be conducted annually, this performance measure does not lend itself to a quarterly report.

Calculation Type: Non-cumulative.

New Measure: No

Desired Performance: Higher than Target.

- **Percentage of surveyed Customer Respondents Identifying Ways to Improve Service Delivery**

Short Definition: Total number of surveyed customer respondents who have identified ways to improve service delivery, divided by the total number of surveyed customer respondents during the reporting period.

Purpose/Importance: This measure will identify possible improvements to the agency's customer service delivery.

Source/Collection of Data: The agency develops/emails/distributes a survey to agency customers. Customers may or may not return the survey to the agency.

Method of Calculation: The total number of agency customers who write a comment on the survey or respond verbally to identify a way to improve service delivery (numerator) will be divided by the total number of surveys that are returned from agency customers (denominator). The numerator and the denominator will be calculated manually by evaluating each survey and comment. This number will be multiplied by 100 to achieve a percentage.

Data Limitation: The agency has no control over how many agency customers will return the survey. It has also been noted that customers may and can comment inappropriately on issues that they do not have a base of information on, i.e. investigation when they have never been the subject of an investigation.

Calculation Type: Non-cumulative.

New Measure: No

Desired Performance: Lower than target, based upon the assumption that more suggestions indicate poor customer service; however, since the assumption may or may not be true, higher than target might be indicated.

Output Measures

- **Number of Customers Surveyed**

Short Definition: Total number of Texas State Board of Podiatric Medical Examiners customers surveyed in a reporting period.

Purpose/Importance: This measure is an indication of the agency's efforts to collect information from the public about the agency's customer service.

Source/Collection of Data: The Texas State Board of Podiatric Medical Examiners develop/emails/distributes a survey to its customers, based on the type of information being surveyed. Most often, surveys are sent to all customers, but on occasion, smaller focus groups are more appropriate to obtain the necessary data.

Method of Calculation: The agency maintains the number of surveys mailed and distributed during the report period.

Data Limitation: Not every agency customer is surveyed, due to the expense of surveying all members of a large population. The agency has no control over the number of customers who will want agency services. The agency will conduct a survey of customer service annually; therefore, this performance measure does not lend itself to a quarterly report.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than target.

- **Number of Customers Served**

Short Definition: Total number of Texas State Board of Podiatric Medical Examiners customers identified in a reporting period.

Purpose/Importance: This measure is a n indication of the agency's workload.

Source/Collection of Data: The number of customers served is the actual number of customers identified in major groups, including but not limited to the number of podiatric physicians/licenseses, applicants for licensure, complainants, members of the general public requesting information, attorneys, third party companies, universities, and associations.

Method of Calculation: The agency manually calculates the approximate number of customers served during a reporting period.

Data Limitation: The agency has no control over the number of customers who will want agency services. By nature of enabling legislation, the types and groups of customers are specific to the profession of podiatric medicine. It is the agency's intention to conduct an annual survey of customer service; therefore, this performance measure does not lend itself to a quarterly report.

Calculation Type: Non-cumulative.

New Measure: No

Desired Performance: Higher than target.

Efficiency Measures

- **Cost Per Customer Surveyed**

Short Definition: Total funds expended (including those encumbered) for the cost to survey the agency's customers, including costs of printing, mailing, personnel time to develop the customer service survey and to evaluate the data collected. This total cost (numerator) is divided by the number of customers surveyed (denominator) which is the same number as the performance entitled "number of customers surveyed".

Purpose/Importance: This measure reflects the cost to the agency to conduct a customer service survey.

Source/Collection of Data: Funds expended would include all direct costs attributable to the agency's customer service survey. These costs will include: percent of exempt and classified salaries according to the estimated time spent in this function, consumable supplies, postage, computer expenses, training and education, capitalized equipment, travel and other operating expenses.

Method of Calculation: The Staff Services Officer will keep manual record of costs.

Data Limitation: the agency has no control over the number of customers who will want agency services. By nature of enabling legislation, the types and groups of customers are specific to the profession of podiatric medicine. It is the agency's intention to conduct a yearly survey of customer service; therefore, this performance measure does not lend itself to a quarterly report.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than target.

Explanatory Measures

- **Number of Customers Identified:**

This explanatory measure is the same as the Output Measure entitled "Number of Customers Served."

- **Number of Customer Groups Inventoried**

Short Definition: Total number of customer groups identified in a reporting period.

Purpose/Importance: This measure reflects the diversity of agency customers and gives an indication of the agency's workload.

Source/Collection of Data: The number of customer groups is determined by reviewing the external customer groups that might exist as listed in the agency's Strategic Plan.

Method of Calculation: The agency keeps a manual list of its customer groups.

Data Limitation: The agency has no control over the number of customers who will want agency services. By nature of enabling legislation, the types and groups of customers are specific to the profession of podiatric medicine. It is the agency's intention to conduct a yearly survey of customer service; therefore, this performance measure does not lend itself to a quarterly report.

Calculation Type: Non-cumulative.

New Measure: No

Desired Performance: Higher than target.

IX. MORE ABOUT THE ORGANIZATIONAL EXCELLENCE GROUP AT THE UNIVERSITY OF TEXAS AT AUSTIN & BOARD'S FUTURE ASSESSMENTS

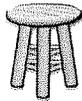
After review of Item VIII above, relative to the Board's overall Strategic Planning process, it appears that those measures are better served, assessed and quantified through valid, sound, scientific, academic data collection methods executed by the University of Texas to remain within the spirit and letter of Texas Government Code Chapter 2114. This scenario will be pursued for future Board surveys after Fiscal Year 2006.

The Organizational Excellence Group specializes in:

(<http://www.utexas.edu/research/cswr/survey/site/series/index.html>)

- ◆ Human Resource Assessment
- ◆ Leadership Tools
- ◆ Customer Satisfaction Data Collection
- ◆ Customized Survey Research

The Group provides expert service and valued benchmark resources in the areas of organizational climate and human resource assessment, evaluation of customer service needs, and customized survey research tailored to meet an agency's individual needs. The Group utilizes the latest data collection and data processing systems to rapidly and accurately return needed data.



The Three-Legged Stool

A way to understand organizations is to think of a three-legged stool. The seat of the stool is the organization and it rests on three legs. One leg is leadership. Leadership consists of the vision that originally created the organization and the leadership that maintains the organization today. A second leg is external data. What are the goals and activities of the organization? What does it require from the environment and what does it provide to secure its continued existence? How do customers of the organization view the organization? Who are the competitors and what are their characteristics? The third leg is internal data. What are the motivations and commitments of the people that work in the organization? How creative are they? How thorough do they perform their tasks? Do they innovate? Are they dedicated? How well are the resources of time, money, people and opportunity used?

Survey of Organizational Excellence

The Survey assists organizational leadership by providing information about work force issues that impact the quality of service ultimately delivered to all customers. The data provide

information not only about employees' perceptions of the effectiveness of their own organization, but also about employees' satisfaction with their employer.

Customer Surveys

This site provides information and addresses questions regarding the customer assessment of services provided by the organization. The Group's objective is to develop both customer service assessment tools and corresponding data collection procedures that assist agencies towards delivering outstanding customer service and promoting excellence throughout the organization.

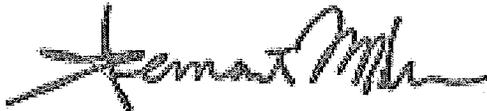
Leadership Tools

The development of leadership is a continuous process as an individual gains experiences, assumes greater levels of responsibility, and faces a growing complexity of organizational problem solving demands.

Benchmarking Committee

The Survey of Organizational Excellence has created the Benchmarking Committee as a response to the necessarily monopolistic functions that must characterize many governmental services. The Committee membership, chosen from fields and organizations where high levels of competition, innovation and excellence exist, examines dimensions of state agencies against comparable dimensions found in their fields.

Respectfully Submitted,



Hemant Makan, Executive Director

05/31/2006

Date