



2014 Employee Engagement Survey Knoxville

Richard Boyer
March 24, 2015

ModernThink



Survey Overview

Survey Instrument

- 60 core belief statements focusing on workplace quality and managerial/organizational competencies
- 10 additional statements with a focus on UT System support, Diversity & Compensation
- 34 Item Benefit Satisfaction component
- 16 demographic questions
- 3 open-ended questions

Methodology

- Survey Period – November 3 - 21, 2014
- Online Survey & Paper Surveys
- Survey process overseen by UT EES Committee

Response Rates

- Knoxville – 62%
- UT System – 60%

Benchmarks

- 2011 UTK Employee Engagement Survey

Guidelines for Positive Responses

Guideline Score	Description
75%+	Exceptional
65% - 74%	Good – Very Good
55% - 64%	Fair
45% - 54%	Yellow Flag
< 45%	Red Flag

Response Scale:

Strongly Agree; Agree; Sometimes Agree/Sometimes Disagree; Disagree; Strongly Disagree; Not Applicable

Positive Response: Strongly Agree & Agree

Guidelines for Negative Responses

Guideline Score	Description
<10%	Excellent - Very Good
10% - 14%	Fair - Great
15% - 19%	Yellow Flag
20% - 29%	Red Flag
30%+	Acute

Response Scale:

Strongly Agree; Agree; Sometimes Agree/Sometimes Disagree; Disagree; Strongly Disagree; Not Applicable

Negative Response: Strongly Disagree & Disagree

Key Highlights

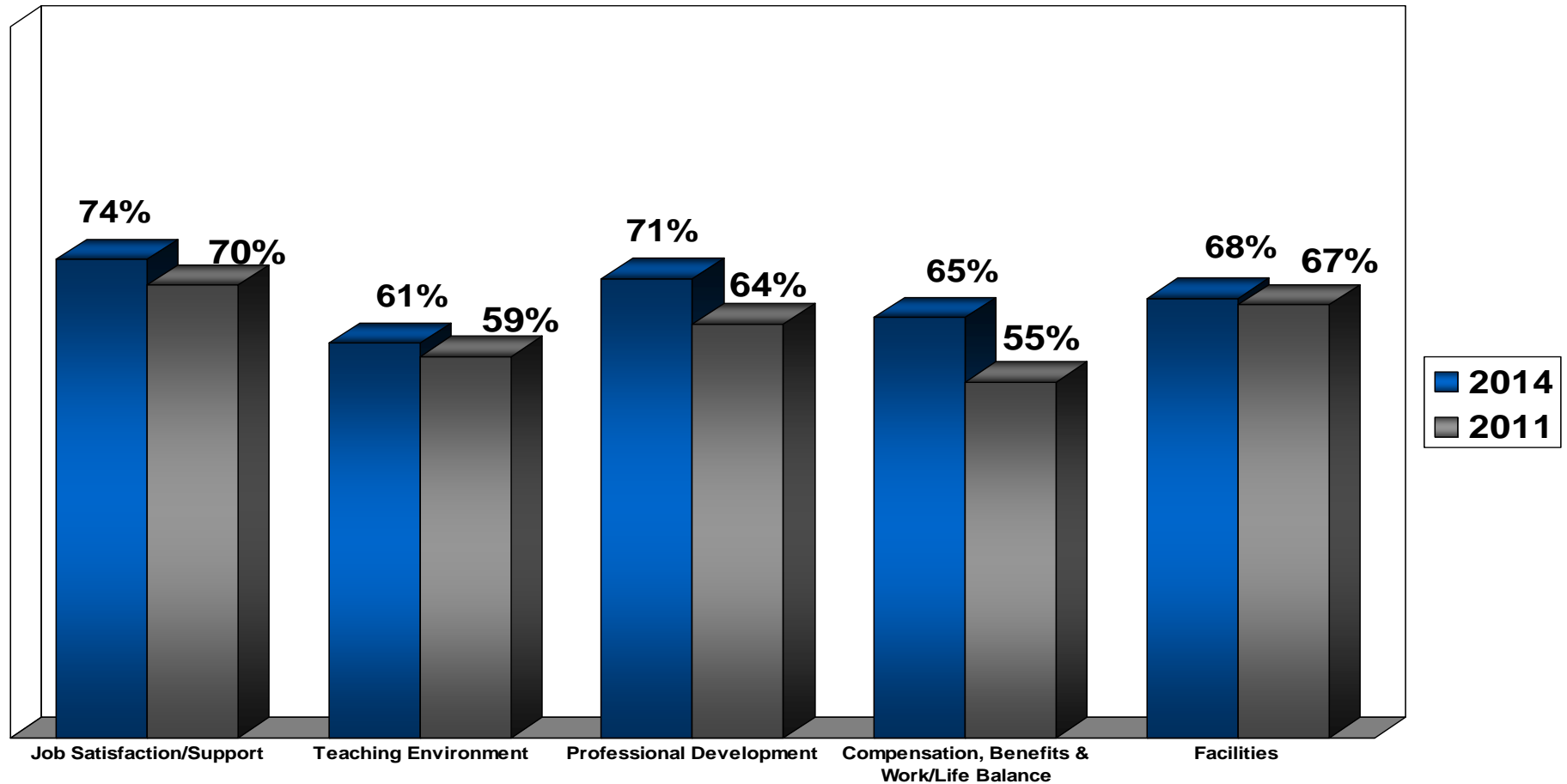
Areas of Improvement

- Compensation & Benefits
- Supervisory Competencies
- Performance Management & Accountability
- Professional Development
- Confidence in Senior Leadership

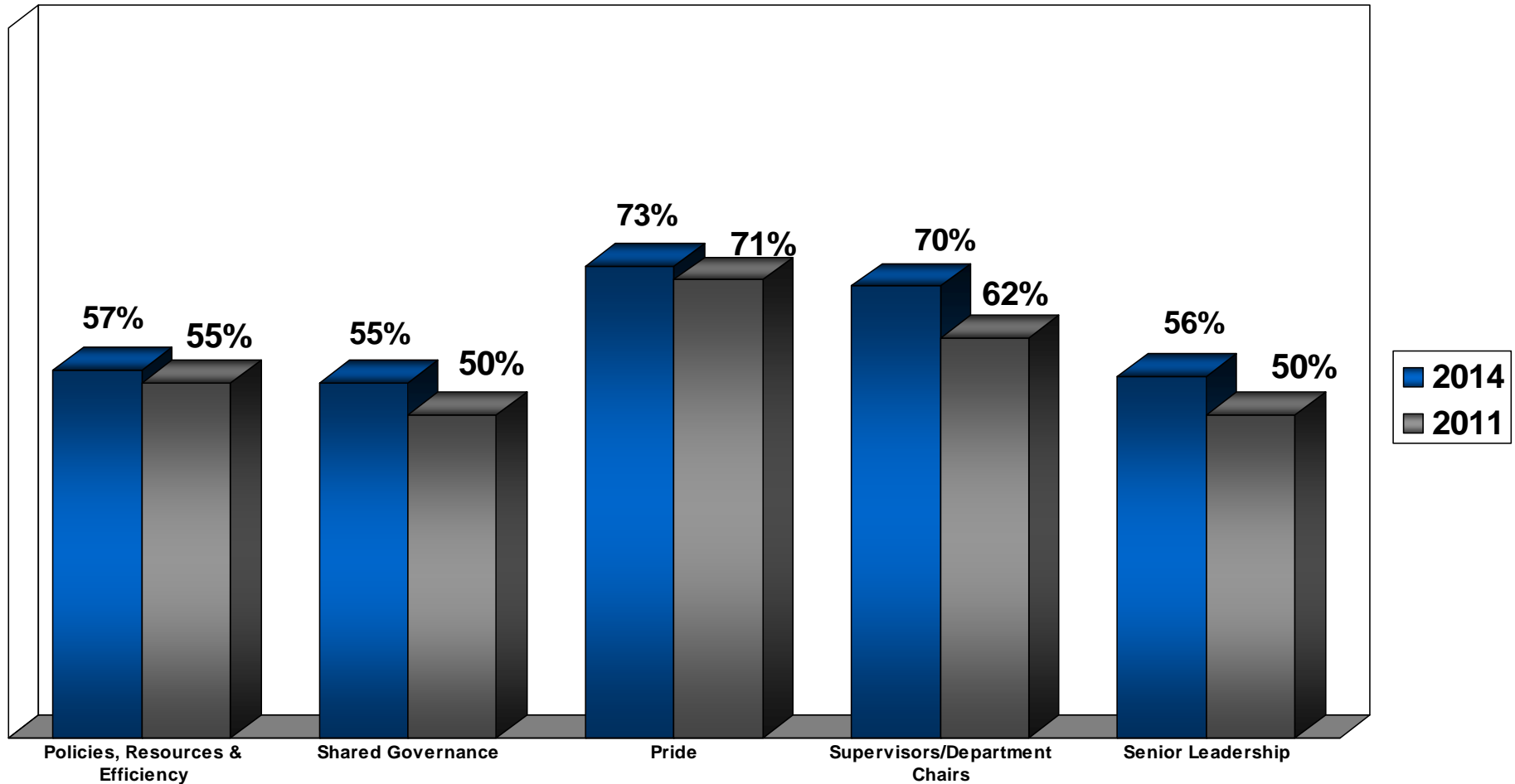
Continuing Opportunities

- Communication & Collaboration
- Staffing & Resources
- Diversity & Inclusion
- Shared Governance
- System Support

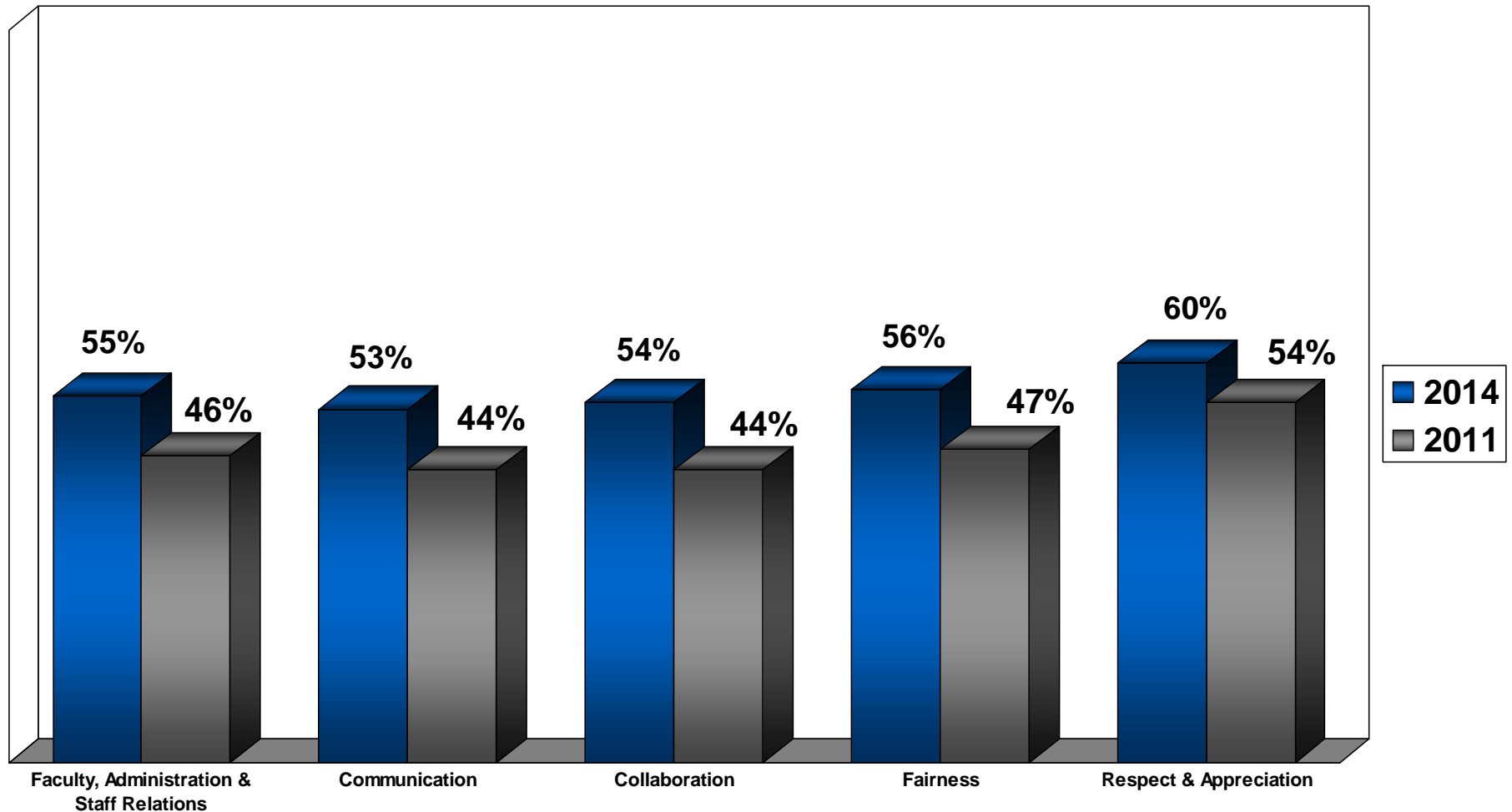
Dimensions (Overall % Positive)



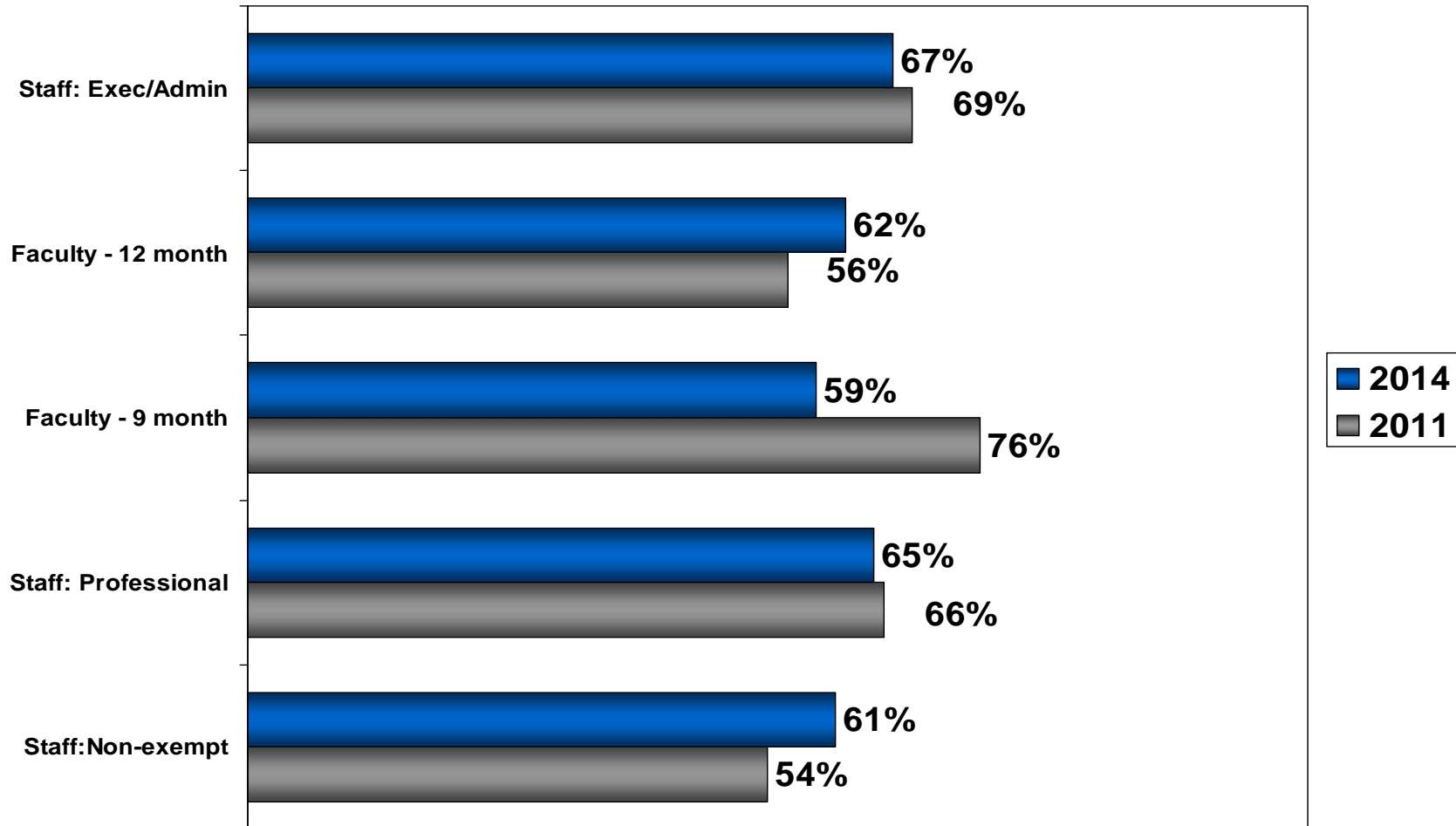
Dimensions (Overall % Positive)



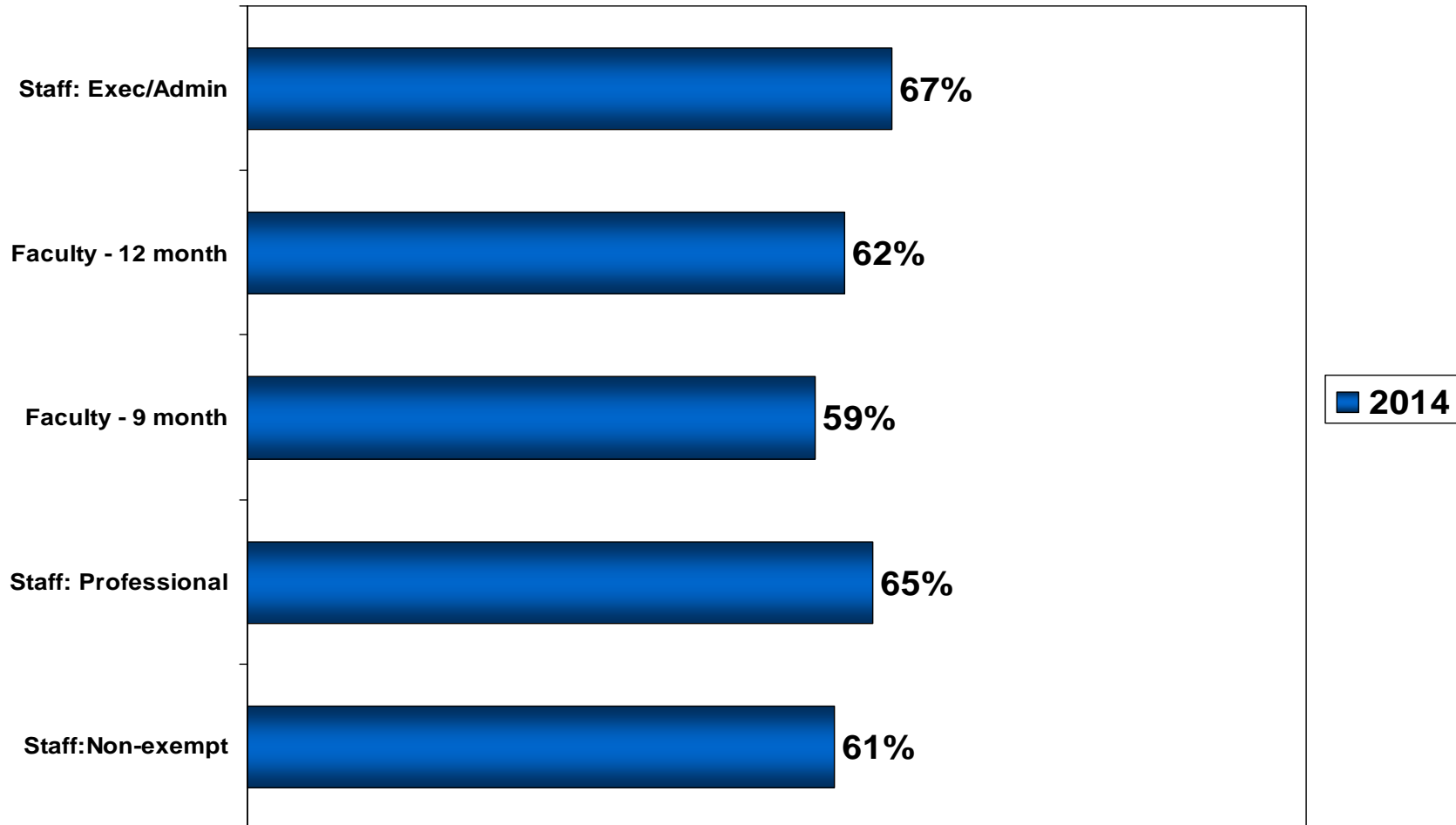
Dimensions (Overall % Positive)



Employee Subgroup (Overall % Positive)



Employee Subgroup (Overall % Positive)



Key “Barometer” Statements

Survey Statement		2014 Knoxville (Positive %)	2014 Knoxville (Negative %)	2011 Knoxville (Positive %)	2011 Knoxville (Negative %)
25	Overall, my department is a good place to work.	78	5	72	6
60	All things considered, this is a great place to work.	72	5	66	5
59	This campus's culture is special something you don't find just anywhere.	52	17	56	14

Statements – Change Over Time (+)

Survey Statement		2014 Knoxville (Positive %)	2014 Knoxville (Negative %)	2011 Knoxville (Positive %)	2011 Knoxville (Negative %)
16	Promotions in my department are based on a person's ability.	52	20	36	34
11	I am paid fairly for my work.	44	28	29	42
13	We have opportunities to contribute to important decisions in my department.	58	15	42	27
34	This campus's benefits meet my needs.	72	6	57	12
20	My supervisor/department chair actively solicits my suggestions and ideas.	63	14	50	20

Statements – Change Over Time (+)

Survey Statement		2014 Knoxville (Positive %)	2014 Knoxville (Negative %)	2011 Knoxville (Positive %)	2011 Knoxville (Negative %)
58	There's a sense that we're all on the same team at this campus.	43	19	33	27
61	I have colleagues or peers who give me career advice or guidance when I need it.	71	11	59	17
65	I understand how merit increases are determined.	55	21	46	30
22	Changes that affect me are discussed prior to being implemented.	48	20	38	27
43	At this campus, we discuss and debate issues respectfully to get better results.	49	13	39	20

Top 10 Statements

Survey Statement		2014 Knoxville (Positive %)	2014 Knoxville (Negative %)	2011 Knoxville (Positive %)	2011 Knoxville (Negative %)
5	I understand how my job contributes to this campus's mission.	88	2	87	3
63	I understand the performance standards that apply to my job and work.	82	5	83	4
2	I am given the responsibility and freedom to do my job.	81	4	77	7
24	I have a good relationship with my supervisor/department chair.	81	6	75	6
36	I am proud to be part of this campus.	78	3	77	2

Top 10 Statements

Survey Statement		2014 Knoxville (Positive %)	2014 Knoxville (Negative %)	2011 Knoxville (Positive %)	2011 Knoxville (Negative %)
1	My job makes good use of my skills and abilities.	78	5	71	8
25	Overall, my department is a good place to work.	78	5	72	6
29	The campus takes reasonable steps to provide a safe and secure environment for the campus.	77	4	74	5
49	This campus actively contributes to the community.	76	4	73	6
47	My supervisor/department chair supports my efforts to balance my work and personal life.	75	9	71	11

Strengths by Theme

- Job Fit & Connection to Mission
- Benefits & Work/Life Balance
- Supervisory Competencies
- Diversity & Inclusion

Job Fit & Connection to Mission

Survey Statement		2014 Knoxville (Positive %)	2014 Knoxville (Negative %)	2011 Knoxville (Positive %)	2011 Knoxville (Negative %)
1	My job makes good use of my skills and abilities.	78	5	71	8
2	I am given the responsibility and freedom to do my job.	81	4	77	7
5	I understand how my job contributes to this campus's mission.	88	2	87	3
36	I am proud to be part of this campus.	78	3	77	2
49	This campus actively contributes to the community.	76	4	73	6

Benefits & Work/Life Balance

Survey Statement		2014 Knoxville (Positive %)	2014 Knoxville (Negative %)	2011 Knoxville (Positive %)	2011 Knoxville (Negative %)
34	This campus' s benefits meet my needs.	72	6	57	12
47	My supervisor/department chair supports my efforts to balance my work and personal life.	75	9	71	11
53	This campus' s policies and practices give me the flexibility to manage my work and personal life.	71	7	66	8

Supervisory Competencies

Survey Statement		2014 Knoxville (Positive %)	2014 Knoxville (Negative %)	2011 Knoxville (Positive %)	2011 Knoxville (Negative %)
24	I have a good relationship with my supervisor/department chair.	81	6	75	6
3	My supervisor/department chair makes his/her expectations clear.	74	9	69	10
7	I receive feedback from my supervisor/department chair that helps me.	68	11	61	14
12	I believe what I am told by my supervisor/department chair.	69	8	60	11
19	My supervisor/department chair is consistent and fair.	68	12	58	17

Diversity & Inclusion

Survey Statement		2014 Knoxville (Positive %)	2014 Knoxville (Negative %)	2011 Knoxville (Positive %)	2011 Knoxville (Negative %)
50	This campus places sufficient emphasis on having diverse faculty, administration and staff.	69	10	70	8
54	This campus has clear and effective procedures for dealing with discrimination.	70	9	68	9
66	This campus has taken steps to enhance the climate for racial/ethnic minority administrators/administrative staff.	72	6	71	7
67	I would rate my campus as a very good place for individuals from an underrepresented (non-majority identity group).	62	11	66	7

Statements – Change Over Time (-)

Survey Statement		2014 Knoxville (Positive %)	2014 Knoxville (Negative %)	2011 Knoxville (Positive %)	2011 Knoxville (Negative %)
28	My department has adequate faculty/staff to achieve our goals.	41	31	45	26
67	I would rate my campus as a very good place for individuals from an underrepresented (non-majority) identity group.	62	11	66	7
59	This campus's culture is special something you don't find just anywhere.	52	17	56	14
70	The UT System provides adequate support to this campus.	60	9	63	8
68	I understand the UT System's role in supporting individual campuses and institutes.	54	20	55	17

Bottom 10 Statements

Survey Statement		2014 Knoxville (Positive %)	2014 Knoxville (Negative %)	2011 Knoxville (Positive %)	2011 Knoxville (Negative %)
28	My department has adequate faculty/staff to achieve our goals.	41	31	45	26
58	There's a sense that we're all on the same team at this campus.	43	19	33	27
11	I am paid fairly for my work.	44	28	29	42
42	Faculty, administration and staff are meaningfully involved in campus planning.	44	17	37	21
35	Our recognition and awards programs are meaningful to me.	48	20	44	25

Bottom 10 Statements

Survey Statement		2014 Knoxville (Positive %)	2014 Knoxville (Negative %)	2011 Knoxville (Positive %)	2011 Knoxville (Negative %)
22	Changes that affect me are discussed prior to being implemented.	48	20	38	27
57	This campus is well run.	48	12	41	18
43	At this campus, we discuss and debate issues respectfully to get better results.	49	13	39	20
18	Issues of low performance are addressed in my department.	50	19	43	26
56	I believe what I am told by senior leadership.	51	13	45	16

Opportunities by Theme

- Resources & Support
- Communication
- Collaboration
- Shared Governance
- Senior Leadership
- Performance Management
- Compensation, Recognition & Appreciation
- System Support

Resources & Support

Survey Statement		2014 Knoxville (Positive %)	2014 Knoxville (Negative %)	2011 Knoxville (Positive %)	2011 Knoxville (Negative %)
4	I am provided the resources I need to be effective in my job.	65	8	64	10
31	The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.	60	12	60	12
28	My department has adequate faculty/staff to achieve our goals.	41	31	45	26
30	Our orientation program prepares new faculty, administration and staff to be effective.	56	14	56	15

Communication

Survey Statement		2014 Knoxville (Positive %)	2014 Knoxville (Negative %)	2011 Knoxville (Positive %)	2011 Knoxville (Negative %)
21	In my department, we communicate openly about issues that impact each other's work.	57	14	50	20
22	Changes that affect me are discussed prior to being implemented.	48	20	38	27
8	When I offer a new idea, I believe it will be fully considered.	61	13	52	20
43	At this campus, we discuss and debate issues respectfully to get better results.	49	13	39	20

Collaboration

Survey Statement		2014 Knoxville (Positive %)	2014 Knoxville (Negative %)	2011 Knoxville (Positive %)	2011 Knoxville (Negative %)
20	My supervisor/department chair actively solicits my suggestions and ideas.	63	14	50	20
13	We have opportunities to contribute to important decisions in my department.	58	15	42	27
26	I can count on people to cooperate across departments.	55	10	46	15
58	There's a sense that we're all on the same team at this campus.	43	19	33	27

Shared Governance

Survey Statement		2014 Knoxville (Positive %)	2014 Knoxville (Negative %)	2011 Knoxville (Positive %)	2011 Knoxville (Negative %)
38	The role of faculty in shared governance is clearly stated and publicized.	55	13	54	13
39	Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation).	66	8	59	8
42	Faculty, administration and staff are meaningfully involved in campus planning.	44	17	37	21
55	There is regular and open communication among faculty, administration and staff.	48	15	39	21
46	Faculty, administration and staff work together to ensure the success of campus programs and initiatives.	62	6	54	9

Senior Leadership

Survey Statement		2014 Knoxville (Positive %)	2014 Knoxville (Negative %)	2011 Knoxville (Positive %)	2011 Knoxville (Negative %)
27	Senior leadership provides a clear direction for this campus' s future.	55	14	51	16
41	Senior leadership communicates openly about important matters.	51	14	46	18
56	I believe what I am told by senior leadership.	51	13	45	16
37	Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	54	14	48	17

Performance Management

Survey Statement		2014 Knoxville (Positive %)	2014 Knoxville (Negative %)	2011 Knoxville (Positive %)	2011 Knoxville (Negative %)
40	Teaching is appropriately recognized in the evaluation and promotion process.	56	15	51	14
17	Our review process accurately measures my job performance.	55	17	48	22
16	Promotions in my department are based on a person's ability.	52	20	36	34
18	Issues of low performance are addressed in my department.	50	19	43	26

Compensation, Recognition & Appreciation

Survey Statement		2014 Knoxville (Positive %)	2014 Knoxville (Negative %)	2011 Knoxville (Positive %)	2011 Knoxville (Negative %)
64	I understand pay policies that apply to me.	73	9	67	12
11	I am paid fairly for my work.	44	28	29	42
65	I understand how merit increases are determined.	55	21	46	30
35	Our recognition and awards programs are meaningful to me.	48	20	44	25
9	I am regularly recognized for my contributions.	55	16	48	22

System Support

Survey Statement		2014 Knoxville (Positive %)	2014 Knoxville (Negative %)	2011 Knoxville (Positive %)	2011 Knoxville (Negative %)
68	I understand the UT System's role in supporting individual campuses and institutes.	54	20	55	17
69	The UT System communicates system-wide news and policies effectively.	59	10	59	11
70	The UT System provides adequate support to this campus.	60	9	63	8

Recommendations

1. Continue efforts to improve communications with an emphasis on:
 - A. transparency and candid/forthright exchange
 - B. interactive processes and opportunities for dialogue
2. Continue developmental opportunities to ensure supervisors/managers have the necessary training and skills to perform effectively and provide day-to-day leadership especially as related to:
 - A. fair treatment/accountability
 - B. coaching behaviors (e.g. providing constructive & positive feedback)
3. Consider introducing formal mechanisms and/or processes to enhance collaboration and create a greater sense of alignment:
 - A. within workgroups and across departments
 - B. with the UT System
4. Capitalize on existing Employer of Choice and Strategic Planning efforts to more specifically define and articulate the unique value proposition (employment brand) of the HSC as well as the UT System as a whole

Next Steps

Communicate the 2014 Employee Engagement Survey Results

A. Town Hall Meetings – Week of March 23 (UTK March 24 at 9:30 a.m. / Shiloh Room)

B. Work Culture Improvement Teams (UTK Recommendations to Cabinet by July 1)

C. Vice Chancellors to receive detailed results for their areas (TBD-after Town Halls)

D. Deans/Vice Chancellors share and discuss their group's results with their respective leadership teams (TBD)

E. Deans/Vice Chancellors share their survey results with faculty/staff in their group(s) (TBD)

F. Deans/Vice Chancellors submit Action Plans to campus leadership detailing the areas they intend to focus (TBD)

Additional Resources

Mary Lucal
mlucal@utk.edu
865-974-1909

Richard Boyer
rboyer@modernthink.com
302.764.4477