



2011 Employee Engagement Survey Knoxville

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YOUR UTK.**



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
- 12 demographic questions
- 3 open-ended questions

Methodology

- Survey Period
 - November 1-18, 2011
 - March 29-April 12, 2011

Response Rates

- UT System – 61%
- Knoxville Fall Survey – 57%
- Knoxville Spring Survey – 43%

Benchmarks

- 2011 Great Colleges to Work – Honor Roll (4YR, Enrollment 10,000+)

Spring 2011 Profile Excerpt

Gender n=1235	Male	595	48%
	Female	541	43%
	Decline to answer	99	8%
Sexual Orientation n=1222	Heterosexual	945	77%
	Bi-sexual	7	0%
	Gay	15	1%
	Lesbian	25	2%
	Transgendered	0	0%
	If none of the above applies, please specify	2	0%
	Decline to answer	228	18%
Age n=1227	< 25	6	0%
	25-29	51	4%
	30-34	102	8%
	35-39	135	11%
	40-44	137	11%
	45-49	130	10%
	50-54 Years	167	13%
	55-59	159	12%
	60-64	122	9%
	65+	74	6%
	Decline to answer	144	11%
Relationship Status n=1230	Married	818	66%
	Partnered	54	4%
	Single	137	11%
	Divorced/Widowed	66	5%
	Decline to answer	155	12%

Spring 2011 Profile Excerpt

Ethnicity n=1183	Hispanic or Latino	21	1%
	Not Hispanic or Latino	1001	84%
	Decline to answer	161	13%
Race n=1224	American Indian or Alaska Native	11	0%
	Asian	39	3%
	Black or African American	41	3%
	Native Hawaiian or Other Pacific Islander	3	0%
	White	953	77%
	Decline to answer	195	15%
Religious Affiliation n=1224	Protestant	491	40%
	Catholic	121	9%
	Jewish	19	1%
	Muslim/Islamic	2	0%
	Hindu	6	0%
	Mormon	1	0%
	No Affiliation	162	13%
	Atheist/Agnostic	119	9%
	Other	54	4%
Decline to answer	249	20%	
Disability n=1211	Mobility Impairment	21	1%
	Visual Impairment/Blindness	5	0%
	Hearing Impairment	7	0%
	Attention Deficit Hyperactivity Disorder (ADD/ADHD)	4	0%
	Psychological Disability	3	0%
	Chronic Illness/Medical Disability	7	0%
	Traumatic Brain Injury or Acquired Brain Injury	1	0%
	Learning Disability	2	0%
	Other	9	0%
	No Disability	992	81%
	Decline to answer	160	13%

Fall 2011 Profile Excerpt

Gender n=1338	Male	558	41%
	Female	735	54%
	Decline to answer	45	3%
Age n=1335	< 25	47	3%
	25-29	87	6%
	30-34	100	7%
	35-39	97	7%
	40-44	145	10%
	45-49	197	14%
	50-54	212	15%
	55-59	197	14%
	60-64	125	9%
	65+	52	3%
	Decline to answer	76	5%
Ethnicity n=1247	Hispanic or Latino	29	2%
	Not Hispanic or Latino	1128	90%
	Decline to answer	90	7%
Race n=1328	American Indian or Alaska Native	29	2%
	Asian	12	0%
	Black or African American	124	9%
	Native Hawaiian or Other Pacific Islander	1	0%
	White	1085	81%
	Decline to answer	99	7%

Fall 2011 Profile Excerpt

Supervisory Status n=1334	Yes	211	15%
	No	1123	84%
Years in Job Role n=1346	Less than 2 years	365	27%
	2-4 years	243	18%
	5-7 years	200	14%
	8-10 years	152	11%
	11-15 years	151	11%
	16-20 years	91	6%
	21-25 years	64	4%
	More than 25 years	63	4%
	Decline to answer	17	1%
Tenure Status n=1291	Tenured	90	6%
	Tenure Track/Untenured	39	3%
	Not Tenure Track	71	5%
	Not Applicable	1044	80%
	Decline to answer	47	3%
Expect to Stay n=1339	Less than 1 year	28	2%
	1 - 2 years	56	4%
	3 - 5 years	137	10%
	6 - 9 years	88	6%
	10 - 15 years	132	9%
	Indefinitely	499	37%
	I don't know	399	29%

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

Overarching Themes

- There is a strong sense of community...characterized by the friendly, collegial environment, especially within individual departments.
- There is acknowledgement of the focus on Diversity and Civility but a belief there is still important work to be done.
- Faculty and staff are appreciative of the benefits and the support for work/life balance but some believe that the current compensation system/structure is not commensurate with being a Top 25 school.
- There is a sense of optimism regarding the University's goal of being a Top 25 school. However, faculty and staff report some frustration with this ambitious goal given the challenging economic environment and existing resources.
- Faculty and staff report having strong relationships with their supervisors but also a need for greater consistency and enhanced managerial/leadership skills, specifically those regarding performance management and accountability.
- Both faculty and staff express a need for improved communications...for more transparency greater participation in those decisions which directly impact their work.

Key “Barometer” Statements

Survey Statement	Knoxville Fall Fall (Positive %)	Knoxville Fall Fall (Negative %)	Honor Roll Roll (Positive %)
59 This campus’ s culture is special – something you don’ t find just anywhere.	56	14	80
25 Overall, my department is a good place to work.	72	6	85
60 All things considered, this is a great place to work.	66	5	83

Strengths by Theme

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

Job Fit & Connection to Mission

Survey Statement	Knoxville Fall (Positive %)	Knoxville Fall (Negative %)	Knoxville Spring (Positive %)	Knoxville Spring (Negative %)	Honor Roll (Positive %)
1 My job makes good use of my skills and abilities.	71	8	79	4	86
2 I am given the responsibility and freedom to do my job.	77	7	81	4	87
5 I understand how my job contributes to this campus's mission.	87	3	87	3	91
36 I am proud to be part of this campus.	77	2	71	6	86
49 This campus actively contributes to the community.	73	6	75	6	90

Benefits & Work/Life Balance

Survey Statement	Knoxville Fall (Positive %)	Knoxville Fall (Negative %)	Knoxville Spring (Positive %)	Knoxville Spring (Negative %)	Honor Roll (Positive %)
34 This campus' s benefits meet my needs.	57	12	65	11	81
47 My supervisor/department chair supports my efforts to balance my work and personal life.	71	11	75	9	85
53 This campus' s policies and practices give me the flexibility to manage my work and personal life.	66	8	71	9	82

Diversity & Inclusion

	Survey Statement	Knoxville Fall (Positive %)	Knoxville Fall (Negative %)	Knoxville Spring (Positive %)	Knoxville Spring (Negative %)	Honor Roll (Positive %)
50	This campus places sufficient emphasis on having diverse faculty, administration and staff.	70	8	68	12	79
54	This campus has clear and effective procedures for dealing with discrimination.	68	9	68	9	84
66	This campus has taken steps to enhance the climate for racial/ethnic minority administrators/administrative staff.	71	7	*	*	*
67	I would rate my campus as a very good place for individuals from an underrepresented (non-majority identity group).	66	7	*	*	*

Opportunities by Theme

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

Resources & Support

Survey Statement	Knoxville Fall (Positive %)	Knoxville Fall (Negative %)	Knoxville Spring (Positive %)	Knoxville Spring (Negative %)	Honor Roll (Positive %)
4 I am provided the resources I need to be effective in my job.	64	10	53	14	70
31 The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.	60	12	47	23	73
28 My department has adequate faculty/staff to achieve our goals.	45	26	29	45	48
30 Our orientation program prepares new faculty, administration and staff to be effective.	56	15	46	22	66

Supervisory Competencies

Survey Statement	Knoxville Fall (Positive %)	Knoxville Fall (Negative %)	Knoxville Spring (Positive %)	Knoxville Spring (Negative %)	Honor Roll (Positive %)
24 I have a good relationship with my supervisor/department chair.	75	6	81	5	87
3 My supervisor/department chair makes his/her expectations clear.	69	10	71	11	75
7 I receive feedback from my supervisor/department chair that helps me.	61	14	63	14	70
12 I believe what I am told by my supervisor/department chair.	60	11	70	10	79
19 My supervisor/department chair is consistent and fair.	58	17	69	12	77

Communication

Survey Statement		Knoxville Fall (Positive %)	Knoxville Fall (Negative %)	Knoxville Spring (Positive %)	Knoxville Spring (Negative %)	Honor Roll (Positive %)
21	In my department, we communicate openly about issues that impact each other's work.	50	20	57	15	70
22	Changes that affect me are discussed prior to being implemented.	38	27	45	22	59
8	When I offer a new idea, I believe it will be fully considered.	52	20	59	13	71
43	At this campus, we discuss and debate issues respectfully to get better results.	39	20	44	16	69

Collaboration

Survey Statement		Knoxville Fall (Positive %)	Knoxville Fall (Negative %)	Knoxville Spring (Positive %)	Knoxville Spring (Negative %)	Honor Roll (Positive %)
20	My supervisor/department chair actively solicits my suggestions and ideas.	50	20	66	13	75
13	We have opportunities to contribute to important decisions in my department.	42	27	62	14	74
26	I can count on people to cooperate across departments.	46	15	50	12	66
58	There's a sense that we're all on the same team at this campus.	33	27	33	29	67

Shared Governance

Survey Statement	Knoxville Fall (Positive %)	Knoxville Fall (Negative %)	Knoxville Spring (Positive %)	Knoxville Spring (Negative %)	Honor Roll (Positive %)
38 The role of faculty in shared governance is clearly stated and publicized.	54	13	53	16	70
39 Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation).	59	8	63	11	80
42 Faculty, administration and staff are meaningfully involved in campus planning.	37	21	39	21	67

Shared Governance

Survey Statement	Knoxville Fall (Positive %)	Knoxville Fall (Negative %)	Knoxville Spring (Positive %)	Knoxville Spring (Negative %)	Honor Roll (Positive %)
55 There is regular and open communication among faculty, administration and staff.	39	21	42	20	67
46 Faculty, administration and staff work together to ensure the success of campus programs and initiatives.	54	9	54	10	78

Senior Leadership

Survey Statement	Knoxville Fall (Positive %)	Knoxville Fall (Negative %)	Knoxville Spring (Positive %)	Knoxville Spring (Negative %)	Honor Roll (Positive %)
27 Senior leadership provides a clear direction for this campus' s future.	51	16	44	21	70
41 Senior leadership communicates openly about important matters.	46	18	51	14	69
56 I believe what I am told by senior leadership.	45	16	45	17	72
37 Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	48	17	44	20	75

Performance Management

Survey Statement	Knoxville Fall (Positive %)	Knoxville Fall (Negative %)	Knoxville Spring (Positive %)	Knoxville Spring (Negative %)	Honor Roll (Positive %)
40 Teaching is appropriately recognized in the evaluation and promotion process.	51	14	47	24	71
17 Our review process accurately measures my job performance.	48	22	50	19	63
16 Promotions in my department are based on a person's ability.	36	34	52	21	66
18 Issues of low performance are addressed in my department.	43	26	44	22	55

Compensation, Recognition & Appreciation

Survey Statement		Knoxville Fall (Positive %)	Knoxville Fall (Negative %)	Knoxville Spring (Positive %)	Knoxville Spring (Negative %)	Honor Roll (Positive %)
64	I understand pay policies that apply to me.	67	12	*	*	*
11	I am paid fairly for my work.	29	42	38	41	60
65	I understand how merit increases are determined.	46	20	*	*	*
35	Our recognition and awards programs are meaningful to me.	44	25	37	32	56
9	I am regularly recognized for my contributions.	48	22	50	22	64

System Support

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

Additional Resources

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