



2011 Employee Engagement Survey System

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February, 2012

ModernThink

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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
- Online Survey & Paper Surveys
- Survey process overseen by UT EES Committee

Response Rates

- UT System – 61%

Benchmarks

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

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

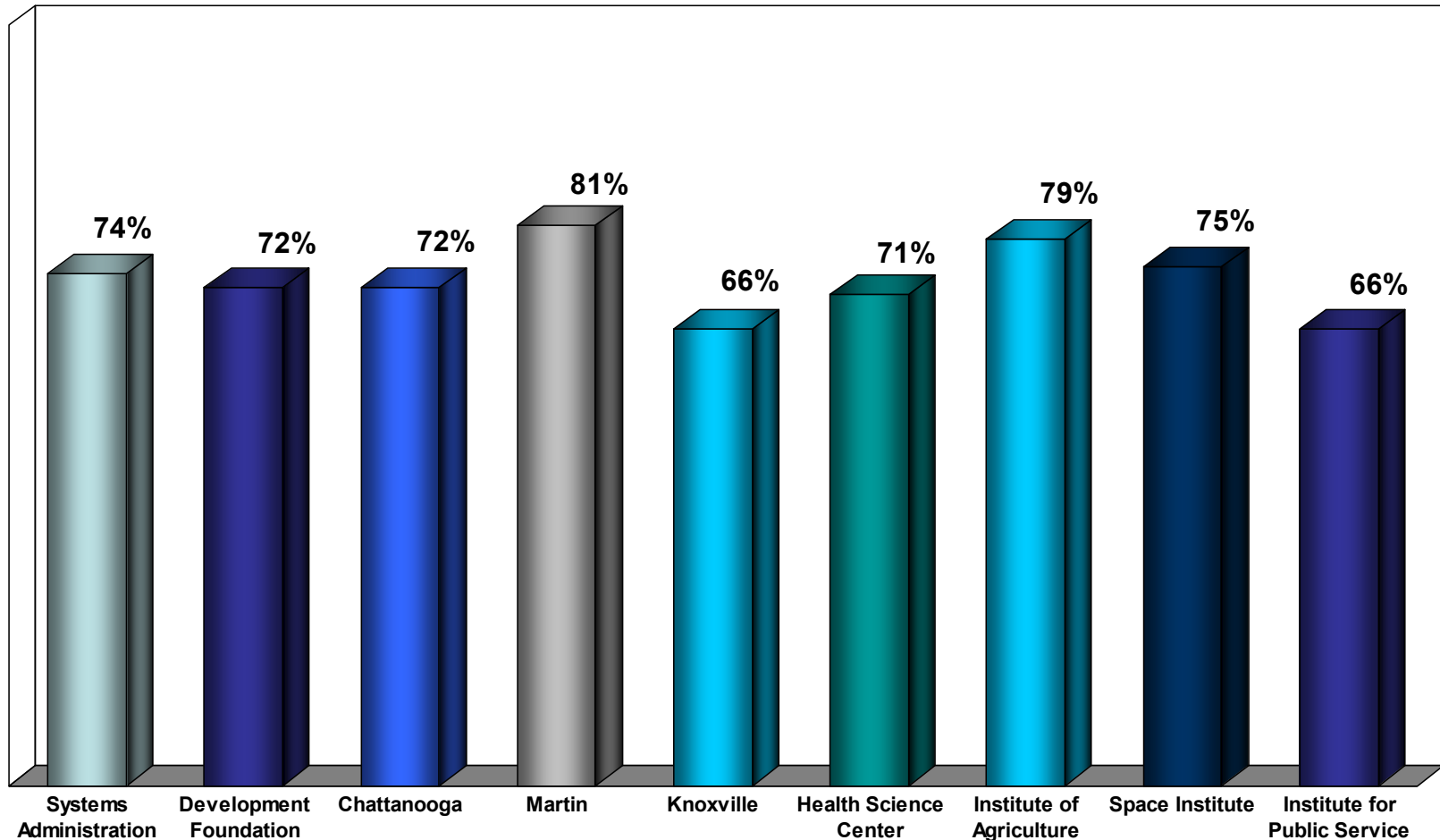
Overarching Themes

- There is a strong sense of community...characterized by the friendly, collegial environment, especially within individual departments.
- Similarly, faculty and staff express great pride in being part of the University of Tennessee.
- Faculty and staff are appreciative of the benefits and the support for work/life balance but also voice frustration with that the current compensation system/structure.
- There is acknowledgement of the focus on Diversity but mixed reaction regarding the impact and commitment.
- 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. There is a desire for more transparency regarding the rationale with which decisions are made and an interest in greater participation in those decisions which directly impact their work.

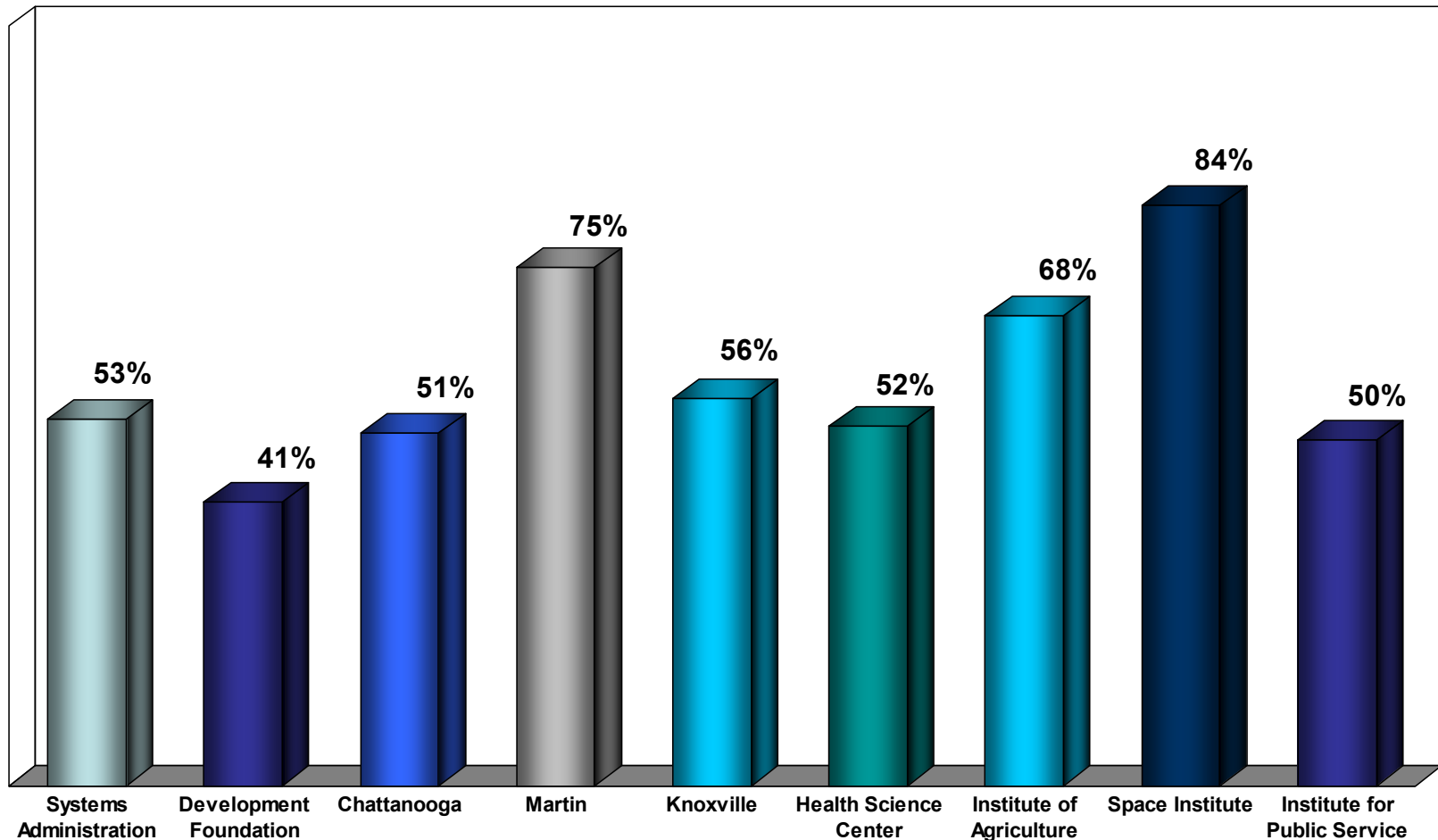
Key “Barometer” Statements

Survey Statement		UT System (Positive %)	UT System (Negative %)	Honor Roll (Positive %)
60	All things considered, this is a great place to work.	73	5	83
25	Overall, my department is a good place to work.	77	5	85
59	This institution’s culture is special-something you don’t find just anywhere.	58	13	80

60. All things considered, this is a great place to work.



59. This institution's culture is special – something you don't find just anywhere.



Top 10 Statements

Survey Statement		UT System (Positive %)	UT System (Negative %)	Honor Roll (Positive %)
5	I understand how my job contributes to this institution's mission.	89	2	91
63	I understand the performance standards that apply to my job and work.	84	4	*
2	I am given the responsibility and freedom to do my job.	82	4	87
36	I am proud to be part of this institution.	81	2	86
49	This institution actively contributes to the community.	81	3	90

Top 10 Statements

Survey Statement		UT System (Positive %)	UT System (Negative %)	Honor Roll (Positive %)
29	The institution takes reasonable steps to provide a safe and secure environment for the campus.	81	4	89
24	I have a good relationship with my supervisor/department chair.	79	5	87
1	My job makes good use of my skills and abilities.	77	5	86
25	Overall, my department is a good place to work.	77	5	85
47	My supervisor/department chair supports my efforts to balance my work and personal life.	77	8	85

Bottom 10 Statements

Survey Statement		UT System (Positive %)	UT System (Negative %)	Honor Roll (Positive %)
11	I am paid fairly for my work.	35	38	60
28	My department has adequate faculty/staff to achieve our goals.	40	31	48
58	There's a sense that we're all on the same team at this institution.	43	20	67
16	Promotions in my department are based on a person's ability.	44	26	66
22	Changes that affect me are discussed prior to being implemented.	44	22	59

Bottom 10 Statements

Survey Statement		UT System (Positive %)	UT System (Negative %)	Honor Roll (Positive %)
18	Issues of low performance are addressed in my department.	46	22	55
43	At this institution, we discuss and debate issues respectfully to get better results.	46	17	69
42	Faculty, administration and staff are meaningfully involved in institutional planning.	46	16	67
65	I understand how merit increases are determined.	47	28	*
35	Our recognition and awards programs are meaningful to me.	47	22	56

Strengths by Theme

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

Job Fit & Connection to Mission

Survey Statement	UT System (Positive %)	UT System (Negative %)	Honor Roll (Positive %)
1 My job makes good use of my skills and abilities.	77	5	86
2 I am given the responsibility and freedom to do my job.	82	4	87
5 I understand how my job contributes to this institution's mission.	89	2	91
36 I am proud to be part of this institution.	81	2	86

Benefits & Work/Life Balance

Survey Statement	UT System (Positive %)	UT System (Negative %)	Honor Roll (Positive %)
34 This institution's benefits meet my needs.	68	7	81
47 My supervisor/department chair supports my efforts to balance my work and personal life.	77	8	85
53 This institution's policies and practices give me the flexibility to manage my work and personal life.	73	6	82

Professional Development

Survey Statement		UT System (Positive %)	UT System (Negative %)	Honor Roll (Positive %)
6	I am given the opportunity to develop my skills at this institution.	72	8	82
10	I understand the necessary requirements to advance my career.	68	13	75
61	I have colleagues or peers who give me career advice or guidance when I need it.	70	11	*

Diversity & Inclusion

Survey Statement		UT System (Positive %)	UT System (Negative %)	Honor Roll (Positive %)
45	At this institution, people are supportive of their colleagues regardless of their heritage or background.	71	7	86
50	This institution places sufficient emphasis on having diverse faculty, administration and staff.	76	5	79
54	This institution has clear and effective procedures for dealing with discrimination.	75	7	84
66	This campus/institute has taken steps to enhance the climate for racial/ethnic minority administrators/administrative staff.	75	5	*
67	I would rate my campus/institute as a very good place for individuals from an underrepresented (non-majority) identity group.	73	6	*

Opportunities – Key Themes

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

Resources & Support

Survey Statement		UT System (Positive %)	UT System (Negative %)	Honor Roll (Positive %)
4	I am provided the resources I need to be effective in my job.	63	10	70
31	The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.	63	12	73
28	My department has adequate faculty/staff to achieve our goals.	40	31	48
30	Our orientation program prepares new faculty, administration and staff to be effective.	54	16	66

Communication

Survey Statement		UT System (Positive %)	UT System (Negative %)	Honor Roll (Positive %)
21	In my department, we communicate openly about issues that impact each other's work.	55	16	70
22	Changes that affect me are discussed prior to being implemented.	44	22	59
8	When I offer a new idea, I believe it will be fully considered.	57	14	71
43	At this institution, we discuss and debate issues respectfully to get better results.	46	17	69

Collaboration

Survey Statement		UT System (Positive %)	UT System (Negative %)	Honor Roll (Positive %)
20	My supervisor/department chair actively solicits my suggestions and ideas.	59	15	75
13	We have opportunities to contribute to important decisions in my department.	53	18	74
26	I can count on people to cooperate across departments.	51	11	66
58	There's a sense that we're all on the same team at this institution.	43	20	67

Shared Governance

Survey Statement		UT System (Positive %)	UT System (Negative %)	Honor Roll (Positive %)
38	The role of faculty in shared governance is clearly stated and publicized.	57	12	70
39	Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation).	66	8	80
42	Faculty, administration and staff are meaningfully involved in institutional planning.	46	16	67
55	There is regular and open communication among faculty, administration and staff.	48	16	67
46	Faculty, administration and staff work together to ensure the success of institution programs and initiatives.	62	7	78

Senior Leadership

Survey Statement		UT System (Positive %)	UT System (Negative %)	Honor Roll (Positive %)
27	Senior leadership provides a clear direction for this institution's future.	55	14	70
41	Senior leadership communicates openly about important matters.	52	14	69
56	I believe what I am told by senior leadership.	54	12	72
37	Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	57	13	75

Performance Management

Survey Statement		UT System (Positive %)	UT System (Negative %)	Honor Roll (Positive %)
40	Teaching is appropriately recognized in the evaluation and promotion process.	58	14	71
17	Our review process accurately measures my job performance.	51	20	63
16	Promotions in my department are based on a person's ability.	44	26	66
18	Issues of low performance are addressed in my department.	46	22	55

Compensation, Recognition & Appreciation

Survey Statement		UT System (Positive %)	UT System (Negative %)	Honor Roll (Positive %)
64	I understand pay policies that apply to me.	71	11	*
11	I am paid fairly for my work.	35	38	60
65	I understand how merit increases are determined.	47	28	*
35	Our recognition and awards programs are meaningful to me.	47	22	56
9	I am regularly recognized for my contributions.	52	19	64

System Support

	UT System (Positive %)	UT System (Negative %)
<p>68 I understand the UT System's role in supporting individual campuses and institutes.</p>	59	15
<p>69 The UT System communicates system-wide news and policies effectively.</p>	63	10
<p>70 The UT System provided adequate support to this campus.</p>	56	14

Additional Resources

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