

University of Tennessee- Health Science Center- Employee Engagement Survey Trends and Insights

For survey open from Sep 20, 2023 - Oct 19, 2023
Trending: Sep 14, 2022 - Oct 6, 2022

Legend:

■ < 40% Low Performing ■ 40%-60% Average Performing ■ > 60% High Performing

Key Takeaways

- The overall feedback indicates that the majority of employees enjoy their jobs and find their work experience positive. They appreciate the work environment, the people they work with, and the work-life balance provided. However, there are some concerns raised about lack of recognition, communication issues (specifically between departments), and a perceived decline in commitment to diversity and inclusion.
- By Age, there was an increasing trend in scores as the age increased for most drivers.
- By Tenure, the scores typically tended to dip either in the 6-month to less than 1-year group or the 1-year to less than 3-year group. These groups seemed to have the lowest scores across most drivers.

Overall Engagement Results

- Overall participation rate at 47%, 759/162
- Overall percentage of engaged employees at 60.8% (previous period at 60.4%)
- Overall percentage of disengaged employees at 9.5% (previous period at 8.9%)

Engagement Results by Demographic

- By Age, there is an increase in the percentage of engaged employees as the age increases from 22% to 71%, this trend is similar to the previous period.
- By Tenure, the percentage of engaged employees is at its lowest in the 6 months to less than the 1-year group at 48%, while other groups scored between 59% to 75%
- By Ethnicity, Asian employees had 10% to 13% more engaged employees compared to the other groups.

Employee Experience Score

The Employee Experience Monitor (EXM) is a one-question survey designed to help managers identify dips and spikes in their teams' level of engagement. It is based on Net Promoter Scoring used in marketing.

Definitions:

Supporters: (9 or 10 responses) are engaged, loyal enthusiasts who are excited about the organizations and would refer others, fueling growth.

Passives: (7 or 8 responses) are satisfied but unenthusiastic employees who may speak positively about the organization, but not always.

Detractors: (0 to 6 response) are unhappy employees who can damage your organization and would not recommend the organization to others.

- Overall EXM score of 35.5.
- Percentage of supporters at 51.6%, percentage of detractors at 16%
- Exempt employees saw a lower score at 29.28 compared to Non-exempt at 40.18.

2022 Driver Results

Priority Drivers

- Company Potential (Org)
- Career Advancement & Development (Job)
- Department Collaboration (Org)

2023 Initiatives UTHSC Employed to Drive Engagement

- Updated Onboarding Strategies (Departmental orientation, post hire surveys, online changes to content)
- You're PHARMtastic! Awards for COP Staff
- Holiday Decorating Contests/Ugly sweater contests
- Teambuilding Activities
- Faculty/Staff Retreats (More inclusive; designed to communicate broadly)
- COD & COP Initiated Staff Councils
- TOSHA Day (Included all faculty and staff)
- COHP Fall Carnival
- Staff/Faculty Gatherings/Potluck/Winter Pancake Breakfast
- Promoted spot bonuses
- Purchased study materials for the Certified Professional Exam (CAP)
- Designated funding and resources for staff professional development
- Travel to off-site locations at least 4-6 times per year
- College and Division Broad Communication Meetings (i.e., COD suction issues and other issues)
- Department and Division Newsletters and Communication Tactics (i.e., "The Filling") – Used this vehicle to highlight staff and provide accolades; updates and other items

2023 Driver Results

Priority Drivers

- Company Potential (Org)
- Work-Life Balance (Retention)
- Department Collaboration (Org)

2024 Planned Tactics to Address Engagement

- Train managers on the importance of informal recognition (e.g. saying thank you, sharing successes).
- Create a peer-to-peer recognition program (DASH).
- Provide reminders to employees of all the learning & development resources available to them.
- Coach managers on how to have career development conversations with employees.

- Hold regular university-wide meetings (quarterly updates) in which strategic goals and the direction of UTHSC are communicated; Be candid with communications to exhibit honesty and transparency.
- Celebrate key organizational milestones.
- Evaluate hiring practices to ensure the right people are hired for the job.
- Create opportunity for cross-collaboration work (employees from different teams work on a project together)
- Create opportunities for employees to socialize with employee from different departments (e.g. virtual coffee chats, virtual parties/hangouts, game days).
- Identify departments that are in conflict and work with department leaders to address.
- Have department leaders meet quarterly/annually to share each others department's goals and metrics.
- Share and act on engagement survey feedback.
- Evaluate how work is distributed across team members and whether adjustments need to be made.
- Send frequent reminders to employees about the wellness resources available to them.

Career Advancement & Development *(A cooperative and continuous effort to enhance an employee's skills and expertise and to meet an employee's career objectives and the organization's needs.)*

- Overall score of 62% (-1%)
- Hispanic/Latino employees scored 10% to 17% lower than other groups.
- By Tenure, there was a steep dip in the scores in the 1-year to less than 3-year group by 14% which then saw an increase of 9% in the 20+ year group.
- "I can advance my career at the University of Tennessee."
 - Exempt employees scored 13% lower than Non-exempt.

Comment Theme: (46/283)

- Employees express frustration over the lack of opportunities for growth, limited mentorship, inadequate training, and poor communication from supervisory staff.
- There is a need for more leadership and communication training, streamlined onboarding processes, and improved support for employee development.

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Company Potential *(An employee's understanding and commitment to the organization's mission, as well as the employee's excitement about the organization's mission and future.)*

- Overall score of 69% (-1%)
- There is an increasing trend in scores as the age increases from 57% to 75%
- "People at the University of Tennessee are committed to doing high-quality work."
 - Exempt employees scored 10% lower than Non-exempt employees.

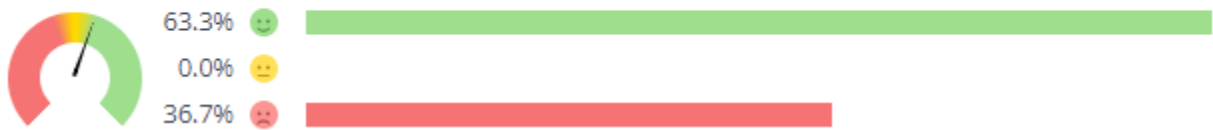
Co-worker Relationships *(The extent to which colleagues, who work together but do not report to one another, get along with and support each other.)*

- Overall score of 75%
- For all statements in this driver Exempt employees scored more than Non-exempt employees, between 2% to 8%
- “I have a good friend at the University of Tennessee.”
 - There is an increasing trend in scores as the tenure increases from 50% to 82%

Comment theme: (30/283)

- Some individuals express appreciation for their coworkers, describing them as helpful, friendly, and professional.
- However, others mention challenges such as a lack of appreciation, support, and equal workload distribution, which has led to unhappiness and frustration among employees.

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Culture *(The degree to which an employee identifies with the beliefs, values, and attitudes of the organization.)*

- Overall score of 76%
- There is an increasing trend in scores as the age increases from 69% to 81%
- “The university's stated mission, vision, and values are reflected in the day-to-day activities of the university.”
 - The Hispanic/Latino scored 39% to 31% lower than other groups.

Comment theme: (30/283)

- Some employees appreciate the good working environment, teamwork, and trust from their supervisors, while others express concerns about micromanagement, lack of trust, toxic behavior, and a decline in morale.
- There are also mentions of improved experiences after changing departments and dissatisfaction with communication, lack of support, and limited opportunities for professional growth.
- Overall, the feedback suggests a need for addressing issues related to trust, communication, and employee morale to create a positive and supportive culture.

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Department Collaboration *(The extent to which departments collaborate and work together toward a common goal.)*

- Overall score of 64%
- By Tenure, there is a steep dip in scores at the 6- 6-month mark by 13%, which then saw a gradual increase in scores as the tenure increased to 72%
- “The contributions of my department are recognized by other departments.”
 - Female employees scored 9% lower than Male employees.

Comment Theme: (103/283)

- The feedback indicates that there are issues with communication and collaboration between departments. Some employees express frustration with poor communication, lack of support, and a siloed mindset that hinders collaboration. However, there are also positive comments about enjoying working with colleagues and appreciating the teamwork and supportive environment in the department. Overall, there is a need for improvement in communication and collaboration across departments.

SENTIMENT



Department Leadership *(The degree to which an employee believes their department leader is trustworthy, transparent, and values employee feedback/input.)*

- Overall score of 67%
- By Gender there were no significant differences in scores.
- There were no significant differences by employee subgroup either.

Employee Empowerment *(The degree to which employees have accountability and control over their work in a supported environment.)*

- Overall score of 75%
- “If I make a suggestion to improve something in my department, I believe it will be taken seriously.”
 - By Age the youngest employees were poor performing for this driver at 22%, other groups were much higher between 59% to 69%
- “I am given the chance to fully leverage my talents through my job.”
 - Female employees scored 13% lower than Male employees.

Comment Theme: (16/283)

- Employees express frustration with the lack of equipment, malfunctioning tools, and insufficient space to meet expectations. They also mention a lack of communication and input from superiors.

SENTIMENT



Executive Leadership *(The degree which an employee believes executive management is trustworthy, transparent and values employee feedback/input.)*

- Overall score of 57%
- By Ethnicity, Asian employees scored 12% to 22% more than other groups.
- By Tenure, there was a steep dip in scores at the 6-month mark by 17%

Comment Theme: (29/283)

- There is a lack of contact and consideration from upper executive leadership towards employees' thoughts and day-to-day operations.
- Some individuals feel that recent leadership changes have negatively impacted their opinion.
- However, there are also positive experiences where executive leadership is making an effort, encouraging growth, and maintaining regular communication.
- It is mentioned that some executive leaders play favorites and make decisions without considering the impact on individuals. There is a need for better communication and transparency from upper management to create a more positive work environment.

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Inclusion *(The extent to which employees feel a sense of belonging, valued for their differences, and empowered to participate and contribute freely.)*

- Overall score of 78%
- By Age, there was an increasing trend in scores as the age increased from 74% to 82%
- “This university supports an inclusive environment where individual differences are valued and respected.”
 - By Ethnicity, Hispanic/Latino scored 9% to 15% lower than other groups.

Comment theme: (13/283)

- The feedback highlights concerns about age discrimination, lack of diversity and inclusion initiatives, and unequal treatment based on race and gender.
- The need for inclusive healthcare, public health, and education systems is emphasized, along with the importance of pay equity and fair promotions.
- The feedback also suggests that younger supervisors may benefit from additional training on engaging employees of different age groups.

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Manager Relationships *(The professional and personal relationship an employee has with their manager. Manager relationships depend on the trust that exists between these two individuals and the extent that a manager supports and develops the employee.)*

- Overall score of 72%
- By Tenure, there was a steep dip in scores at the 5 years to less than 10 years group by 8%
- “My supervisor effectively handles poor performance within my team.”
 - Female employees scored 9% lower than Male employees.

Comment Theme: (51/283)

- The feedback regarding direct supervisors is mixed. Some employees have positive experiences with their direct supervisors, praising their listening skills and dedication. However, there are also

concerns about supervisors neglecting their duties, being unprofessional, and lacking communication and transparency.

- The need for consistent communication, recognition, and support from supervisors is emphasized.

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Recognition (*Rewards – such as cash, cash equivalents, and tangible and intangible gifts) and recognition that employees receive as a form of acknowledgement for a job well done.*)

- Overall score of 58%
- “Promotions in my department go to those who deserve them the most.”
 - Non-exempt employees scored 10% lower than Exempt employees.
- “If I exceed expectations, I receive rewards that I value.”
 - Hispanic/Latino saw the lowest top box score at 12% compared to other groups between 40% to 59%
- “I see others receive recognition when they deserve it.”
 - Female employees scored 10% lower than Male employees.
- “My team shows appreciation for the work I do.”
 - Female employees scored 13% lower than Male employees.

Comment Theme: (15/283)

- The feedback highlights a lack of recognition within the organization, with employees feeling undervalued and unacknowledged for their efforts. This has led to burnout and a loss of talented individuals.

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Total Compensation (*Total compensation refers to the level of fairness and competitiveness an employee attributes to their pay and benefits given the work they do and what they could make elsewhere in a similar role.*)

- Overall score of 57%
- “I am satisfied with the compensation I receive for the work I do.”
 - Female employees scored 13% lower than Male employees.
- “I will be compensated fairly if my performance exceeds expectations.”
 - Exempt employees scored 11% lower than Non-exempt employees.

Comment Themes: (50/283)

- Employees express dissatisfaction with pay not keeping up with other professions and companies. There are also mentions of the need for higher compensation based on education and experience, issues with the hiring and initial compensation processes, and the desire for better benefits. Some employees feel that their job classification and efforts have not been adequately recognized with a pay increase.

- Additionally, concerns are raised about the need for premium options in dental insurance and the increasing health insurance premiums. Trust issues with HR and shift supervisors are mentioned, along with the perception that education and skill sets may be undervalued.
- The importance of competitive compensation in acquiring and retaining quality talent is emphasized, along with the need for pay equity and recognition for additional responsibilities and credentials.
- Some departments, such as campus police, are mentioned to have low pay. Lack of opportunities for growth, pay adjustments, and bonuses are also mentioned.

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Working Environment

- Overall score of 75%
- “The physical workspace is conducive to working effectively (i.e. lighting, temperature, space).”
 - Hispanic/Latino employees scored 18% to 25% lower than other groups.

Comment Theme: (16/283)

- The feedback highlights concerns regarding safety and security. Employees express fear for their safety due to a lack of security presence and suggest that more measures should be taken to ensure their well-being.
- Additionally, there are concerns about the lack of adequate space and tools for the amount of work expected. The feedback also touches on the need for a more inclusive and valued work culture, as well as improvements in remote work capabilities and overall campus maintenance.

SENTIMENT



Work-Life Balance *(The extent to which employee feel they can maintain a healthy balance between their work and personal lives.)*

- Overall score of 68%
- “I find my stress levels at work manageable.”
 - Female employees scored 8% lower than Male employees.
- “My supervisor asks me about my work/life balance.”
 - Black or African Americans scored 8% to 20% lower than other groups.

Comment Theme: (34/283)

- There is a lack of consistency in remote and hybrid work options across departments, with some feeling that there is little oversight or guidelines for remote working.
- The workload is described as heavy and overwhelming, leading to burnout and a desire to seek employment elsewhere.

- However, there are positive aspects mentioned, such as the flexibility and work-life balance provided by remote work.
- The need for more flexibility in work schedules and the potential for freeing up office space by allowing remote work are also mentioned. Overall, there is a desire for a better work-life balance and improved policies regarding remote work.

SENTIMENT



Trending Questions

- I expect to be at the University of Tennessee a year from now at 80%
- I am more satisfied with my job now than I was a year ago at 59%
- I am more satisfied with the University of Tennessee now than I was a year ago at 52%

Taking Action Questions

- The University of Tennessee takes action to improve employee engagement at 66%
- My department takes actions to improve employee engagement at 60%