



2014 Overview of Employee Surveys Health Science Center

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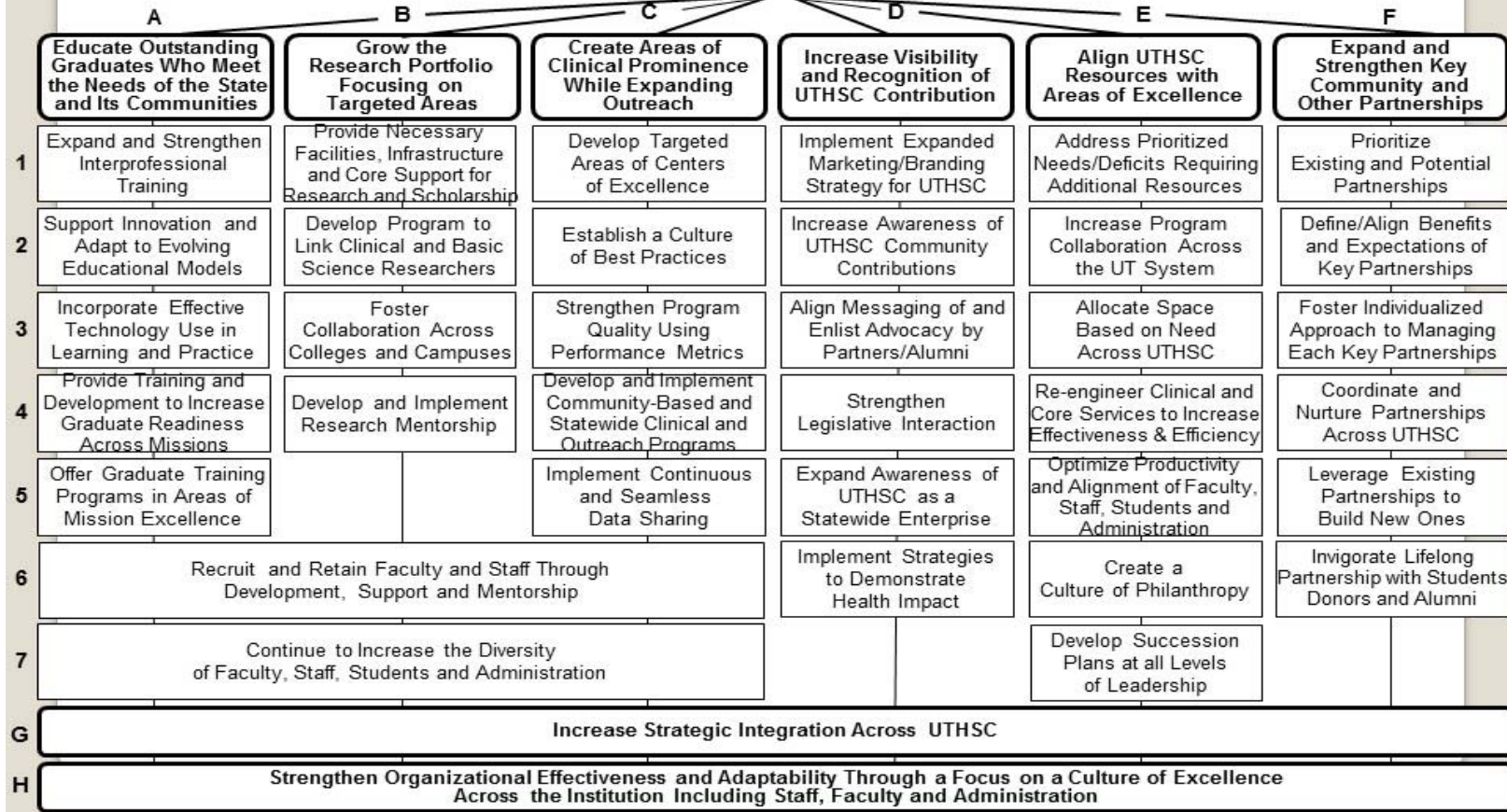
ModernThink



University of Tennessee Health Science Center Strategic Map: 2014-2018

Position UTHSC as a National Leader in Targeted Areas of Excellence Across Missions, Campuses and Colleges

Approved, 01/09/14
Pending Final Board of Trustees Approval



The University of Tennessee Health Science Center



FACULTY MARKET ASSESSMENT RESULTS

December 18, 2014

ModernThink

 **Workplace
Dynamics**

Overview of Surveys

ModernThink

- Survey Dates: Nov 2014
- Participation = 39% (1103/2851)
- Surveyed Faculty, Staff, Excluded Residents
- Higher Ed Focused
- 70 core statements
- UT System Generated

ModernThink

 **Workplace
Dynamics**

- Survey Dates: Sept 2014
- Participation = 45% (1553/3449)
- Surveyed Faculty, Staff, Included Residents
- Industry Focused
- 22 core statements
- Commercial Appeal

 **Workplace
Dynamics**

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

- Health Science Center– 39%
- UT System – 60%
- Faculty and Staff (1103/2851)

Benchmarks

- 2011 Health Science Center 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

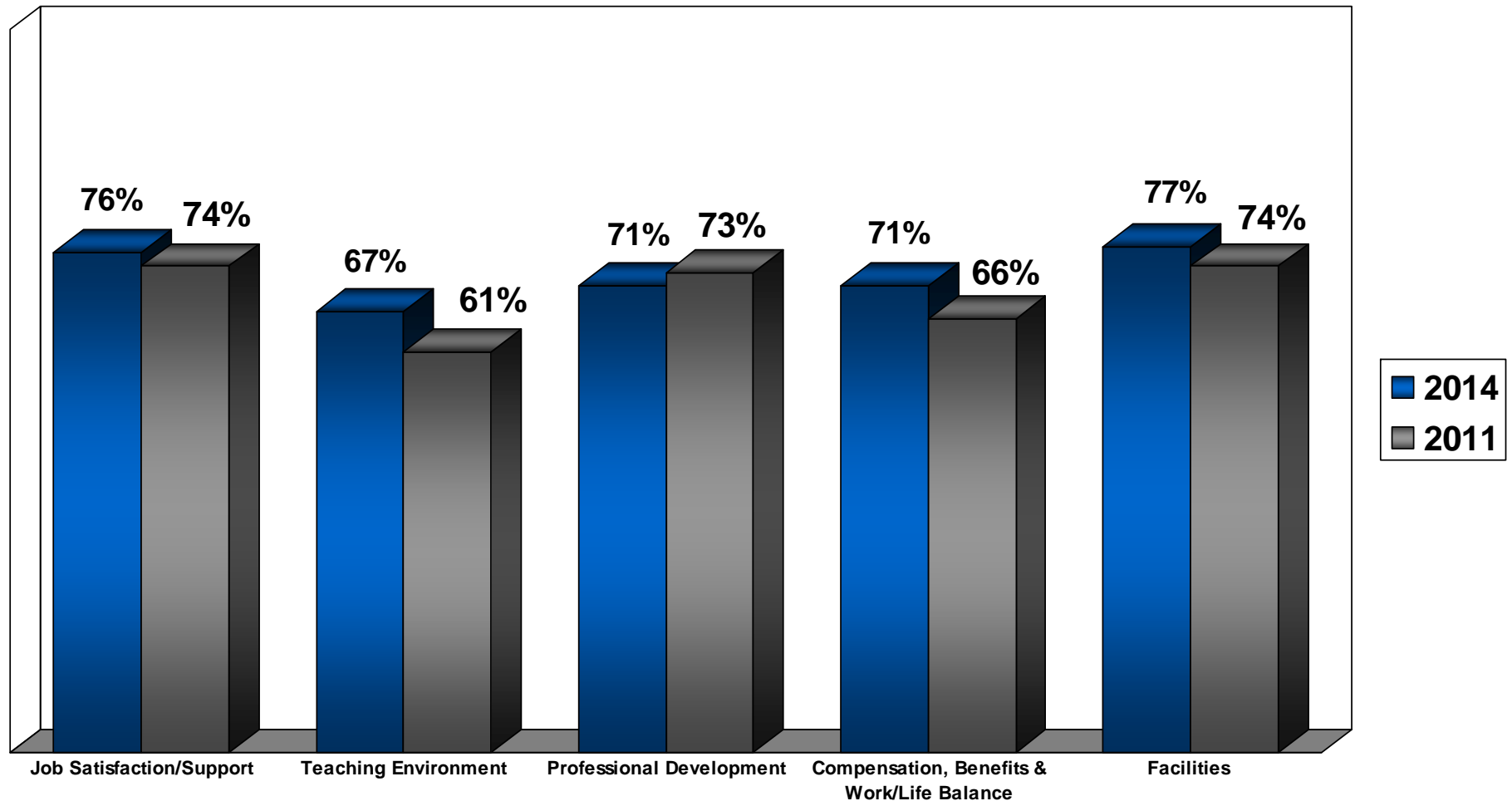
Areas of Improvement

- Communication
- Senior Leadership
- Shared Governance
- Resources
- UT System Support

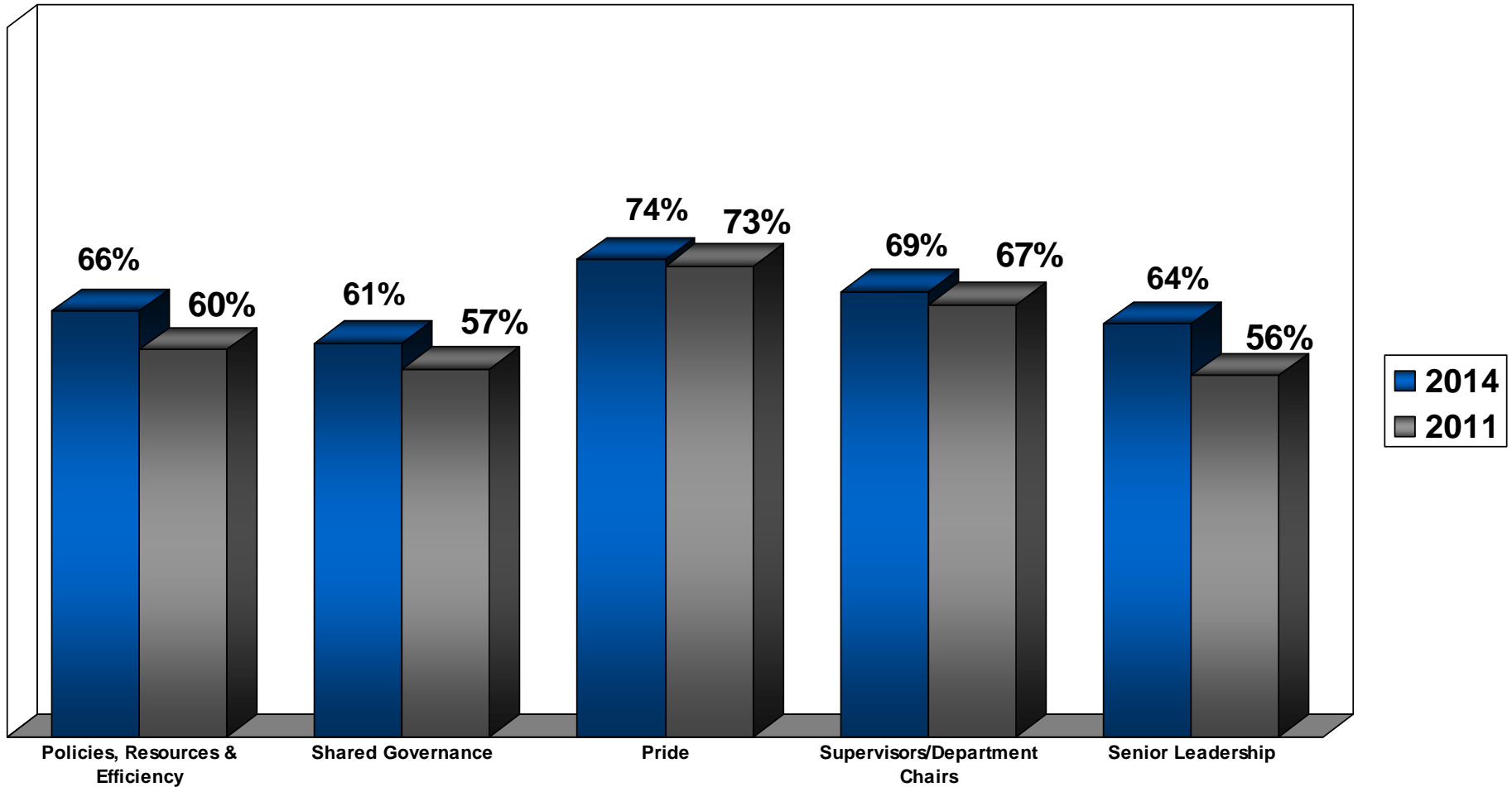
Continuing Opportunities

- Supervisory Competencies
- Communication
- Shared Governance
- Senior Leadership
- Performance Management
- Compensation, Recognition & Appreciation

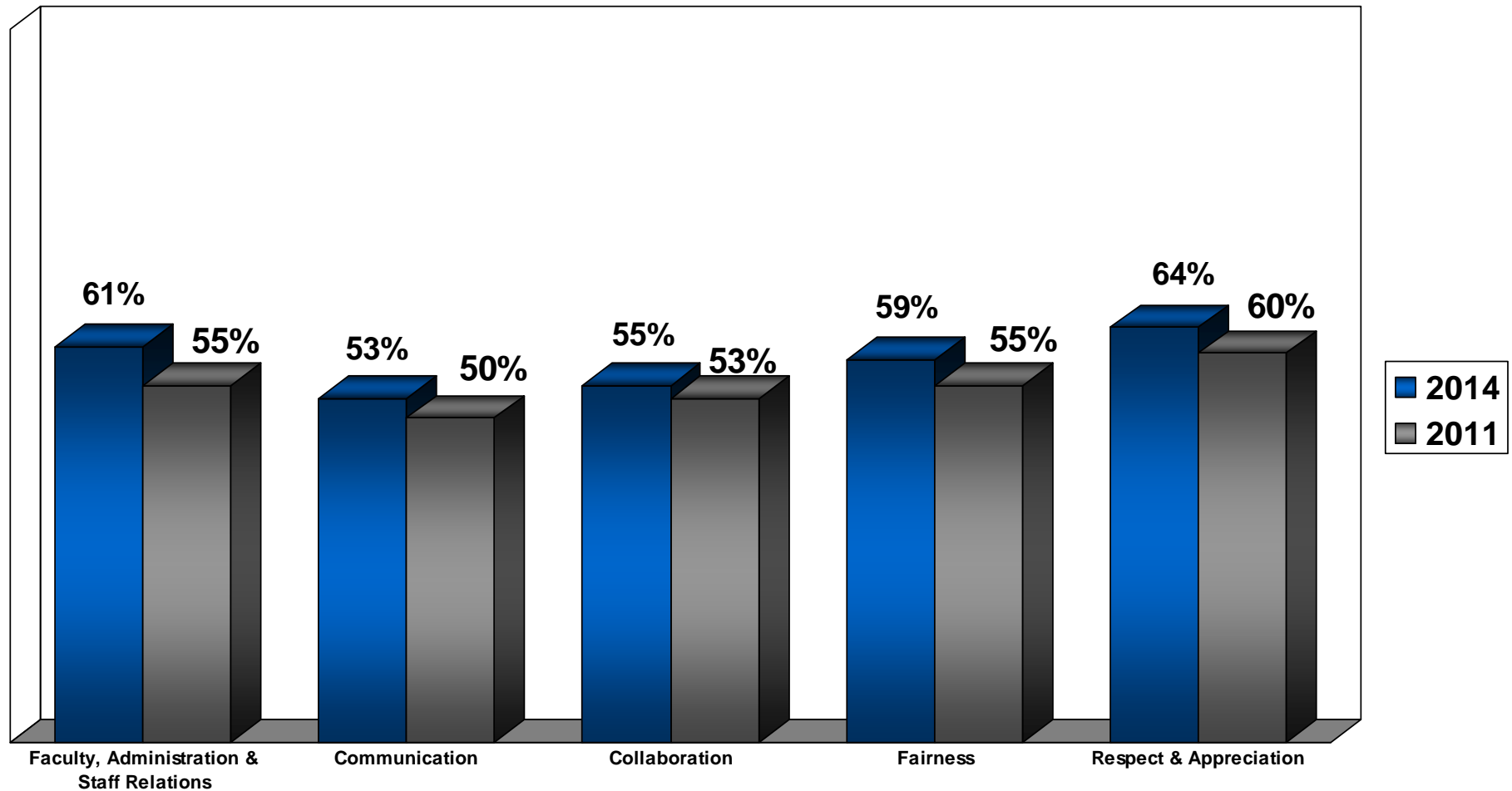
Dimensions (Overall % Positive)



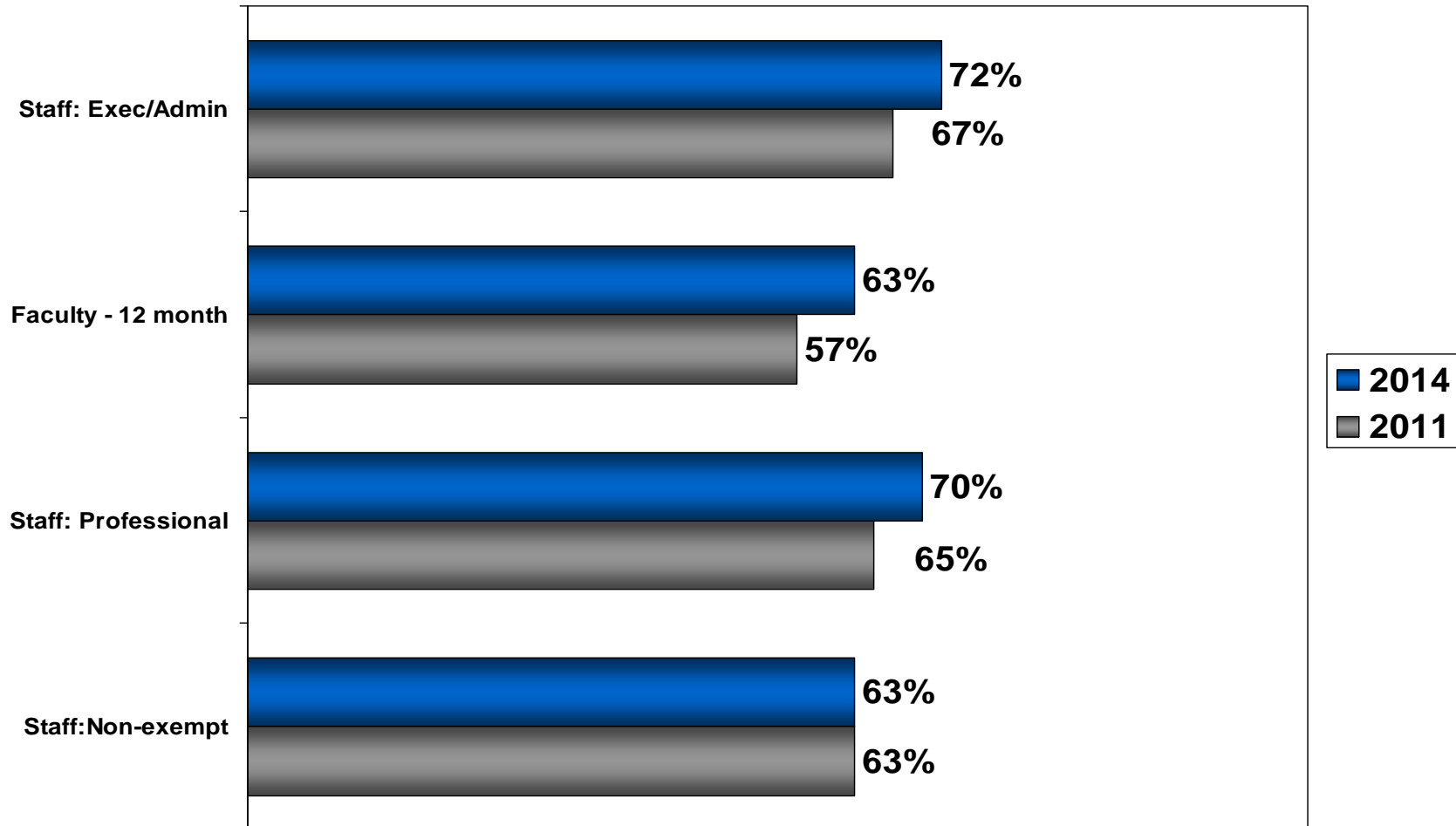
Dimensions (Overall % Positive)



Dimensions (Overall % Positive)



Employee Subgroup (Overall % Positive)



Statements – Change Over Time (+)

Survey Statement		2014 UTHSC (Positive %)	2014 UTHSC (Negative %)	2011 UTHSC (Positive %)	2011 UTHSC (Negative %)
70	The UT System provides adequate support to this campus.	65	12	54	18
65	I understand how merit increases are determined.	57	20	48	28
28	My department has adequate faculty/staff to achieve our goals.	49	22	42	32
57	This campus is well run.	62	10	51	14
35	Our recognition and awards programs are meaningful to me.	57	16	49	23

Statements – Change Over Time (+)

Survey Statement		2014 UTHSC (Positive %)	2014 UTHSC (Negative %)	2011 UTHSC (Positive %)	2011 UTHSC (Negative %)
30	Our orientation program prepares new faculty, administration and staff to be effective.	67	8	58	13
27	Senior leadership provides a clear direction for this campus's future.	63	12	54	16
56	I believe what I am told by senior leadership.	60	11	50	14
42	Faculty, administration and staff are meaningfully involved in campus planning.	54	14	46	19
43	At this campus, we discuss and debate issues respectfully to get better results.	50	16	43	21

Top 10 Statements

Survey Statement		2014 UTHSC (Positive %)	2014 UTHSC (Negative %)	2011 UTHSC (Positive %)	2011 UTHSC (Negative %)
5	I understand how my job contributes to this campus's mission.	91	2	90	2
63	I understand the performance standards that apply to my job and work.	87	3	86	3
49	This campus actively contributes to the community.	83	3	82	3
2	I am given the responsibility and freedom to do my job.	82	4	82	4
29	The campus takes reasonable steps to provide a safe and secure environment for the campus.	82	3	82	5

Top 10 Statements

Survey Statement		2014 UTHSC (Positive %)	2014 UTHSC (Negative %)	2011 UTHSC (Positive %)	2011 UTHSC (Negative %)
34	This campus's benefits meet my needs.	82	3	74	5
36	I am proud to be part of this campus.	80	3	79	3
47	My supervisor/department chair supports my efforts to balance my work and personal life.	80	5	77	8
50	This campus places sufficient emphasis on having diverse faculty, administration and staff.	80	4	78	5
24	I have a good relationship with my supervisor/department chair.	79	5	79	5

Strengths by Theme

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

Job Fit & Connection to Mission

Survey Statement		2014 UTHSC (Positive %)	2014 UTHSC (Negative %)	2011 UTHSC (Positive %)	2011 UTHSC (Negative %)
1	My job makes good use of my skills and abilities.	77	6	78	4
2	I am given the responsibility and freedom to do my job.	82	4	82	4
5	I understand how my job contributes to this campus's mission.	91	2	90	2
36	I am proud to be a part of this campus.	80	3	79	3

Benefits & Work/Life Balance

Survey Statement		2014 UTHSC (Positive %)	2014 UTHSC (Negative %)	2011 UTHSC (Positive %)	2011 UTHSC (Negative %)
34	This campus's benefits meet my needs.	82	3	74	5
47	My supervisor/department chair supports my efforts to balance my work and personal life.	80	5	77	8
53	This campus's policies and practices give me the flexibility to manage my work and personal life.	78	4	75	6

Professional Development

Survey Statement		2014 UTHSC (Positive %)	2014 UTHSC (Negative %)	2011 UTHSC (Positive %)	2011 UTHSC (Negative %)
6	I am given the opportunity to develop my skills at this campus.	71	9	73	9
10	I understand the necessary requirements to advance my career.	71	12	73	11
61	I have colleagues or peers who give me career advice or guidance when I need it.	69	12	72	10

Diversity & Inclusion

Survey Statement		2014 UTHSC (Positive %)	2014 UTHSC (Negative %)	2011 UTHSC (Positive %)	2011 UTHSC (Negative %)
45	At this campus, people are supportive of their colleagues regardless of their heritage or background.	74	6	70	8
50	This campus places sufficient emphasis on having diverse faculty, administration and staff.	80	4	78	5
54	This campus has clear and effective procedures for dealing with discrimination.	77	6	76	6
66	This campus has taken steps to enhance the climate for racial/ethnic minority administrators/administrative staff.	79	4	76	5
67	I would rate my campus as a very good place for individuals from an underrepresented (non-majority) identity group.	79	4	75	5

Bottom 10 Statements

Survey Statement		2014 UTHSC (Positive %)	2014 UTHSC (Negative %)	2011 UTHSC (Positive %)	2011 UTHSC (Negative %)
11	I am paid fairly for my work.	44	31	39	36
22	Changes that affect me are discussed prior to being implemented.	45	22	45	22
28	My department has adequate faculty/staff to achieve our goals.	49	22	42	32
16	Promotions in my department are based on a person's ability.	49	24	45	26
58	There's a sense that we're all on the same team at this campus.	50	18	42	22

Bottom 10 Statements

Survey Statement		2014 UTHSC (Positive %)	2014 UTHSC (Negative %)	2011 UTHSC (Positive %)	2011 UTHSC (Negative %)
43	At this campus, we discuss and debate issues respectfully to get better results.	50	16	43	21
26	I can count on people to cooperate across departments.	52	12	53	12
9	I am regularly recognized for my contributions.	52	18	51	20
59	This campus's culture is special something you don't find just anywhere.	54	15	52	18
42	Faculty, administration and staff are meaningfully involved in campus planning.	54	14	46	19

Opportunities by Theme

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

Resources & Support

Survey Statement		2014 UTHSC (Positive %)	2014 UTHSC (Negative %)	2011 UTHSC (Positive %)	2011 UTHSC (Negative %)
4	I am provided the resources I need to be effective in my job.	69	8	62	11
31	The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.	72	9	66	11
28	My department has adequate faculty/staff to achieve our goals.	49	22	42	32
30	Our orientation program prepares new faculty, administration and staff to be effective.	67	8	58	13

Supervisory Competencies

Survey Statement		2014 UTHSC (Positive %)	2014 UTHSC (Negative %)	2011 UTHSC (Positive %)	2011 UTHSC (Negative %)
24	I have a good relationship with my supervisor/department chair.	79	5	79	5
3	My supervisor/department chair makes his/her expectations clear.	74	7	73	9
7	I receive feedback from my supervisor/department chair that helps me.	68	11	66	11
12	I believe what I am told by my supervisor/department chair.	66	9	64	10
19	My supervisor/department chair is consistent and fair.	66	12	63	12

Communication

Survey Statement		2014 UTHSC (Positive %)	2014 UTHSC (Negative %)	2011 UTHSC (Positive %)	2011 UTHSC (Negative %)
21	In my department, we communicate openly about issues that impact each other's work.	59	15	56	17
22	Changes that affect me are discussed prior to being implemented.	45	22	45	22
8	When I offer a new idea, I believe it will be fully considered.	59	14	56	14
43	At this campus, we discuss and debate issues respectfully to get better results.	50	16	43	21

Collaboration

Survey Statement		2014 UTHSC (Positive %)	2014 UTHSC (Negative %)	2011 UTHSC (Positive %)	2011 UTHSC (Negative %)
20	My supervisor/department chair actively solicits my suggestions and ideas.	62	14	60	16
13	We have opportunities to contribute to important decisions in my department.	57	19	54	18
26	I can count on people to cooperate across departments.	52	12	53	12
58	There's a sense that we're all on the same team at this campus.	50	18	42	22

Shared Governance

Survey Statement		2014 UTHSC (Positive %)	2014 UTHSC (Negative %)	2011 UTHSC (Positive %)	2011 UTHSC (Negative %)
38	The role of faculty in shared governance is clearly stated and publicized.	59	13	56	16
39	Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation).	71	7	70	8
42	Faculty, administration and staff are meaningfully involved in campus planning.	54	14	46	19
55	There is regular and open communication among faculty, administration and staff.	56	16	48	17
46	Faculty, administration and staff work together to ensure the success of campus programs and initiatives.	67	6	62	9

Senior Leadership

Survey Statement		2014 UTHSC (Positive %)	2014 UTHSC (Negative %)	2011 UTHSC (Positive %)	2011 UTHSC (Negative %)
27	Senior leadership provides a clear direction for this campus's future.	63	12	54	16
41	Senior leadership communicates openly about important matters.	61	12	53	14
56	I believe what I am told by senior leadership.	60	11	50	14
37	Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	61	12	54	15

Performance Management

Survey Statement		2014 UTHSC (Positive %)	2014 UTHSC (Negative %)	2011 UTHSC (Positive %)	2011 UTHSC (Negative %)
63	I understand the performance standards that apply to my job and work.	87	3	86	3
40	Teaching is appropriately recognized in the evaluation and promotion process.	60	16	56	18
17	Our review process accurately measures my job performance.	58	19	54	19
16	Promotions in my department are based on a person's ability.	49	24	45	26
18	Issues of low performance are addressed in my department.	55	19	50	20

Compensation, Recognition & Appreciation

Survey Statement		2014 UTHSC (Positive %)	2014 UTHSC (Negative %)	2011 UTHSC (Positive %)	2011 UTHSC (Negative %)
11	I am paid fairly for my work.	44	31	39	36
65	I understand how merit increases are determined.	57	20	48	28
51	There is appropriate recognition of innovative and high quality teaching.	67	11	61	13
35	Our recognition and awards programs are meaningful to me.	57	16	49	23
9	I am regularly recognized for my contributions.	52	18	51	20

System Support

Survey Statement		2014 UTHSC (Positive %)	2014 UTHSC (Negative %)	2011 UTHSC (Positive %)	2011 UTHSC (Negative %)
68	I understand the UT System's role in supporting individual campuses and institutes.	66	13	59	17
69	The UT System communicates system-wide news and policies effectively.	72	6	69	7
70	The UT System provides adequate support to this campus.	65	12	54	18

Key “Barometer” Statements

Survey Statement		2014 UTHSC (Positive %)	2014 UTHSC (Negative %)	2011 UTHSC (Positive %)	2011 UTHSC (Negative %)
25	Overall, my department is a good place to work.	75	4	77	5
59	This institute’s culture is special – something you don’t find just anywhere.	54	15	52	18
60	All things considered, this is a great place to work.	74	5	71	7

Recommendations

1. Continue efforts to improve communication 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. across UTHSC senior leadership and 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 UTHSC as well as the UT System as a whole

Workplace Dynamics Survey Overview

Survey Instrument

- 22 core belief statements focusing on workplace quality, pay benefits and managerial/organizational competencies
- 4 demographic questions
- 3 free text comments

Methodology

- Survey Period – August 27 – September 22, 2014
- Online Survey
- Survey process overseen by Workplace Dynamics

Response Rate

- Health Science Center– 45%
- Faculty, Staff & Residents (1553/3449)

Two Parts of the Workplace Measured



OrgHealth™ evaluates whether your company is likely to succeed in the long term: having a clear sense of direction, executing brilliantly, innovating and making employees feel valued.

We see that employees, above everything else, want to work at companies with high levels of OrgHealth™.



Direction



Execution



Connection



My Job

My Job measures how employees feel about their day-to-day job: their managers, compensation, work/life balance and opportunities for career development.

These are important to provide but are not areas that make people feel passionate about the organization.



My Work



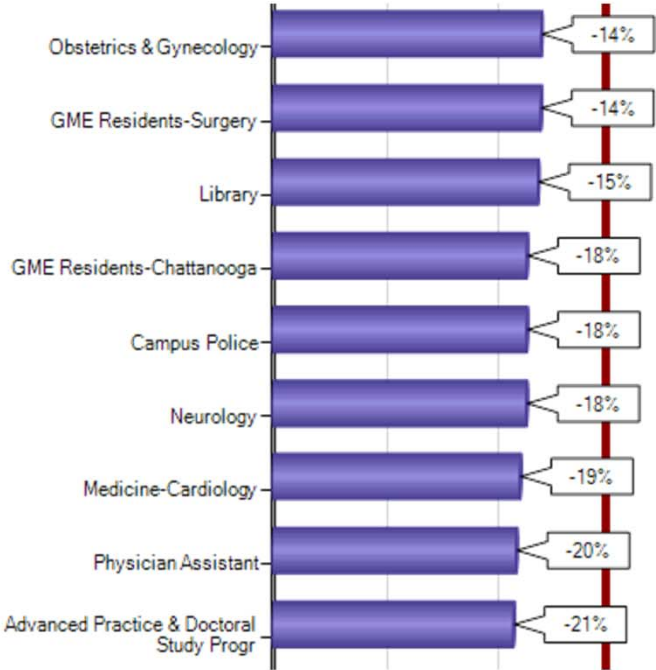
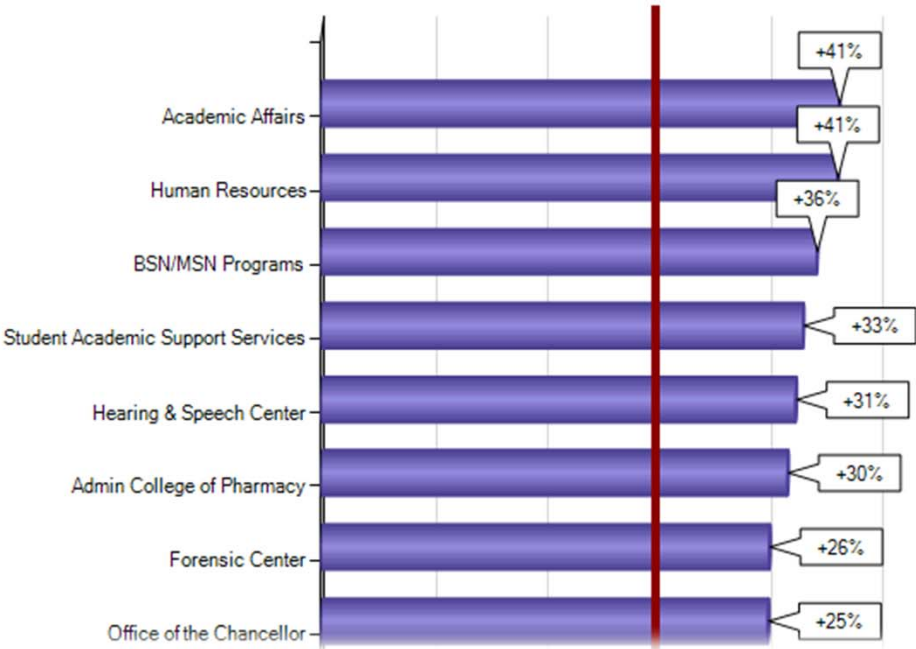
My Manager



My Pay & Benefits

Overall Workplace Climate

Workplace
Average Scores of Departments - September 2014

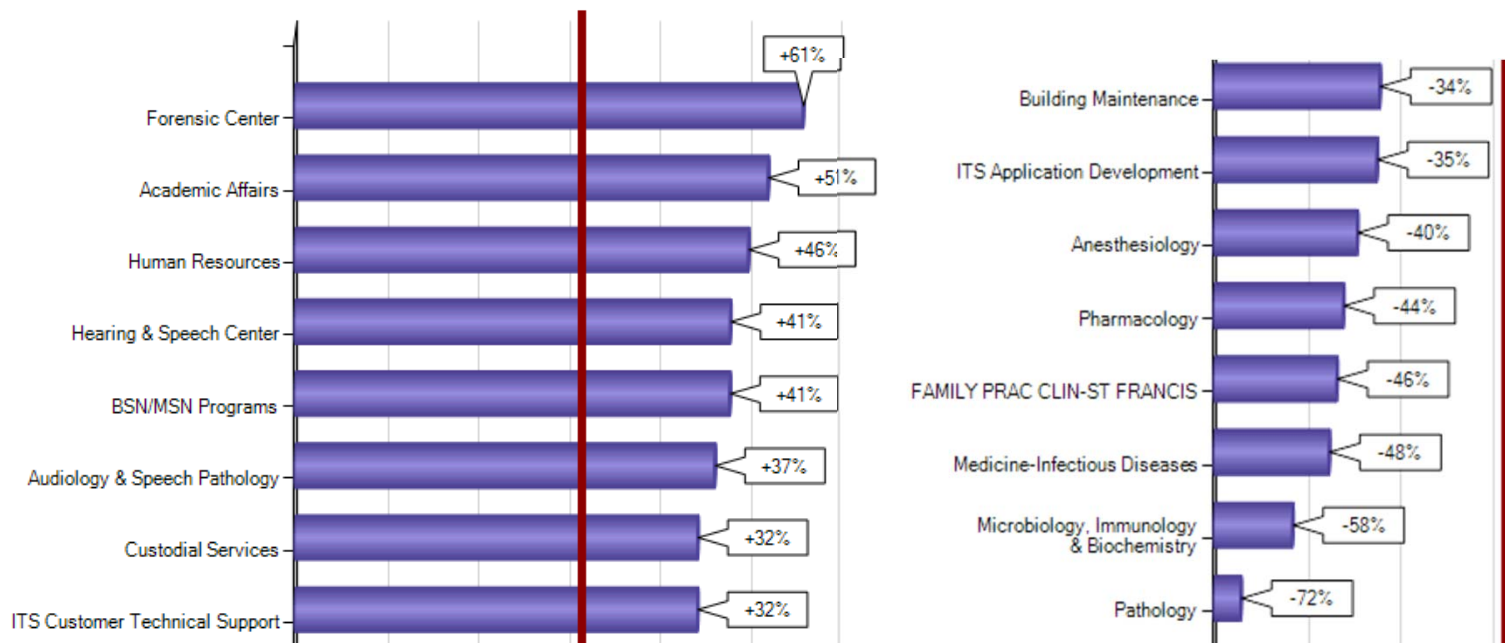


DIRECTION



- The UTHSC operates by strong values and ethics
- I have confidence in the leader of the UTHSC
- I believe the UTHSC is going in the right direction

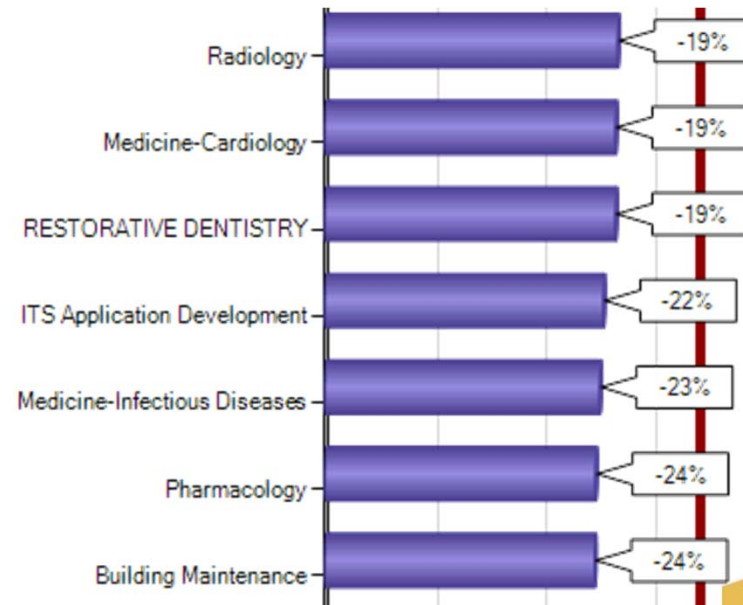
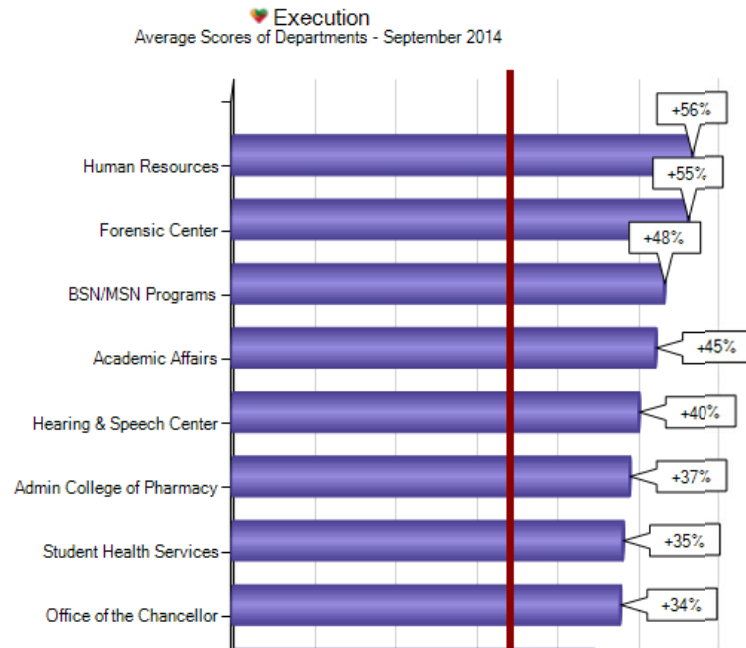
Direction
Average Scores of Departments - September 2014



EXECUTION



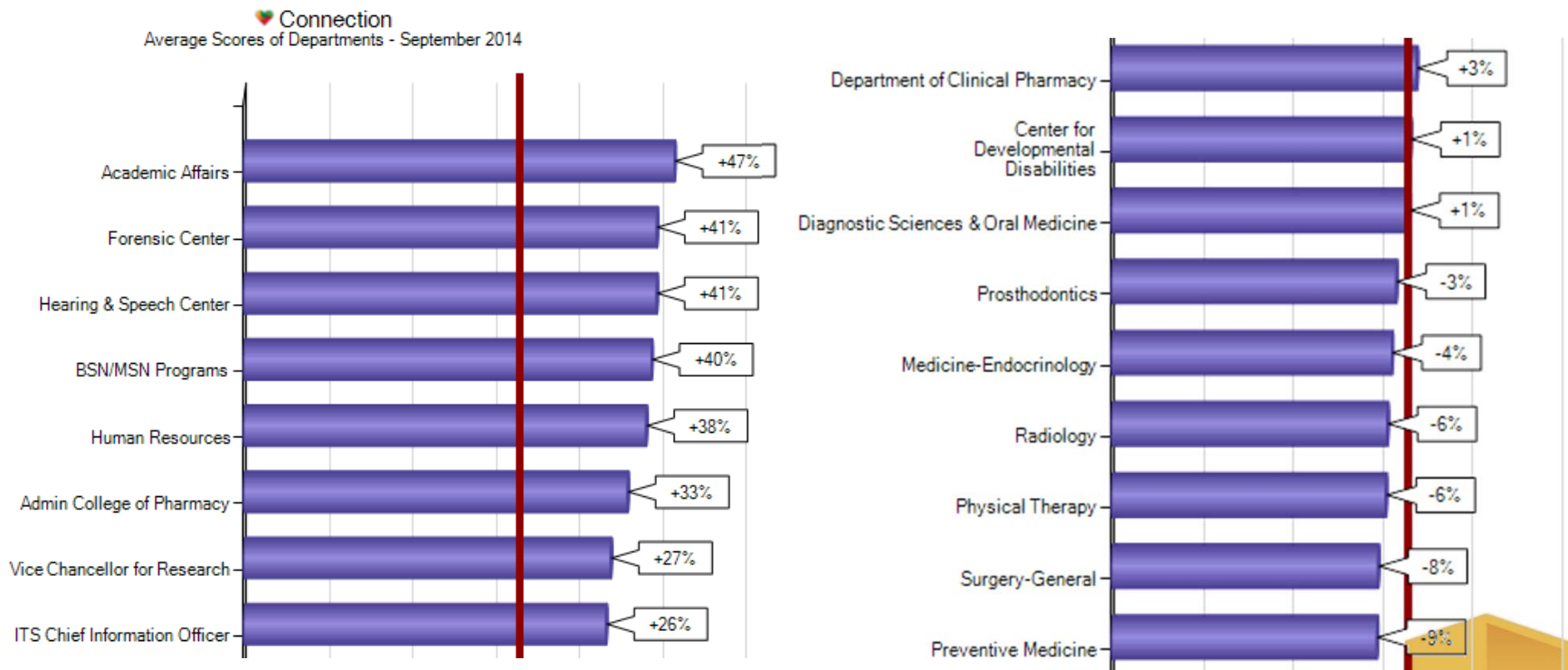
- Sr. managers understand what is really happening at UTHSC
- New ideas are encouraged at UTHSC
- At UTHSC, we do things efficiently and well
- I feel well-informed about important decisions at UTHSC



CONNECTION



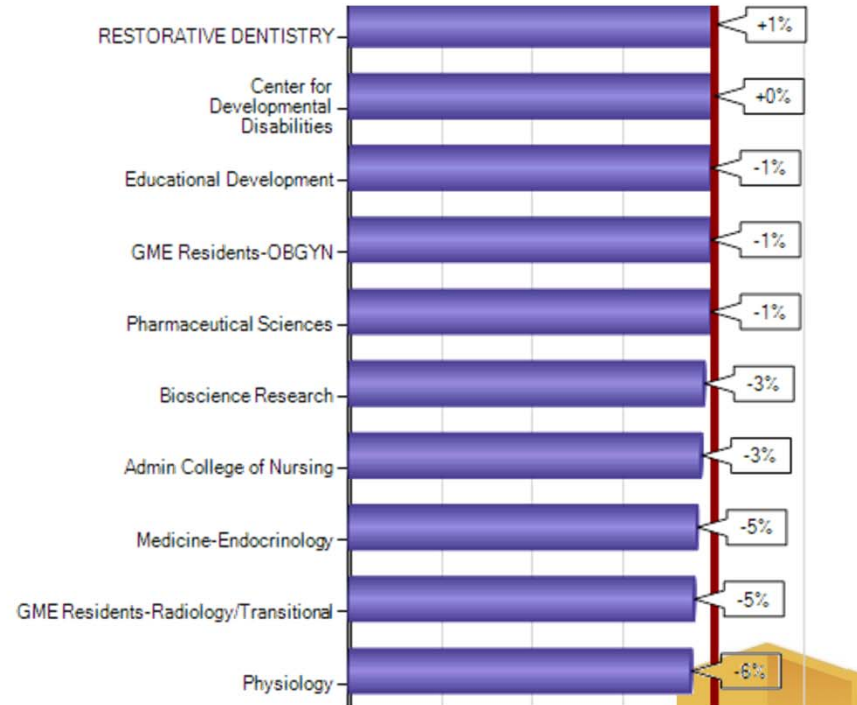
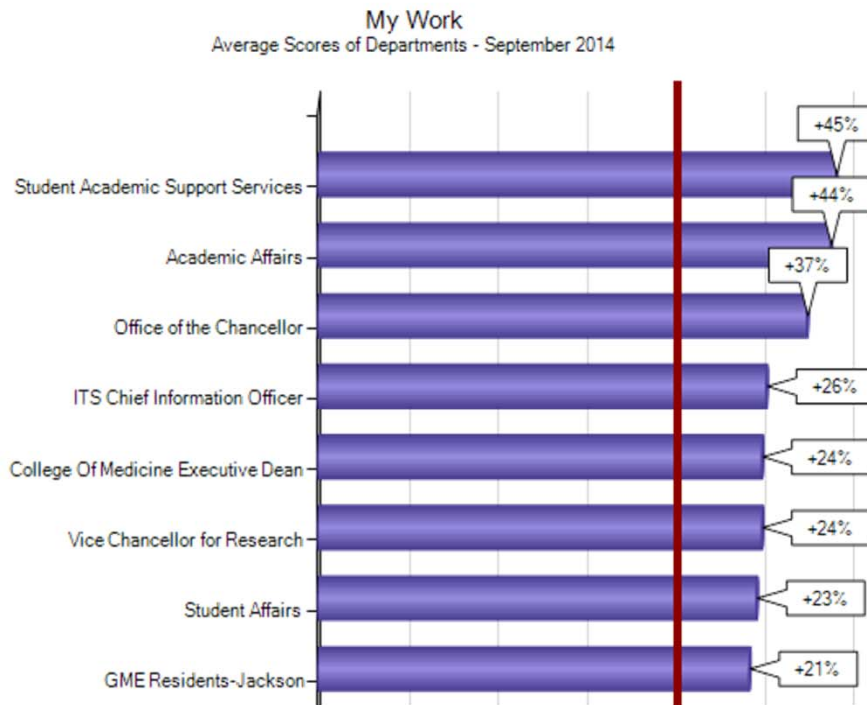
- I am confident about my future at UTHSC
- My job makes me feel like I am a part of something meaningful
- I feel genuinely appreciated at UTHSC



MY WORK



- I get the formal training I want for my career
- This job has met or exceeded the expectations I had when I started
- There is not a lot of negativity at my workplace
- I have the flexibility I need to balance my work and personal life

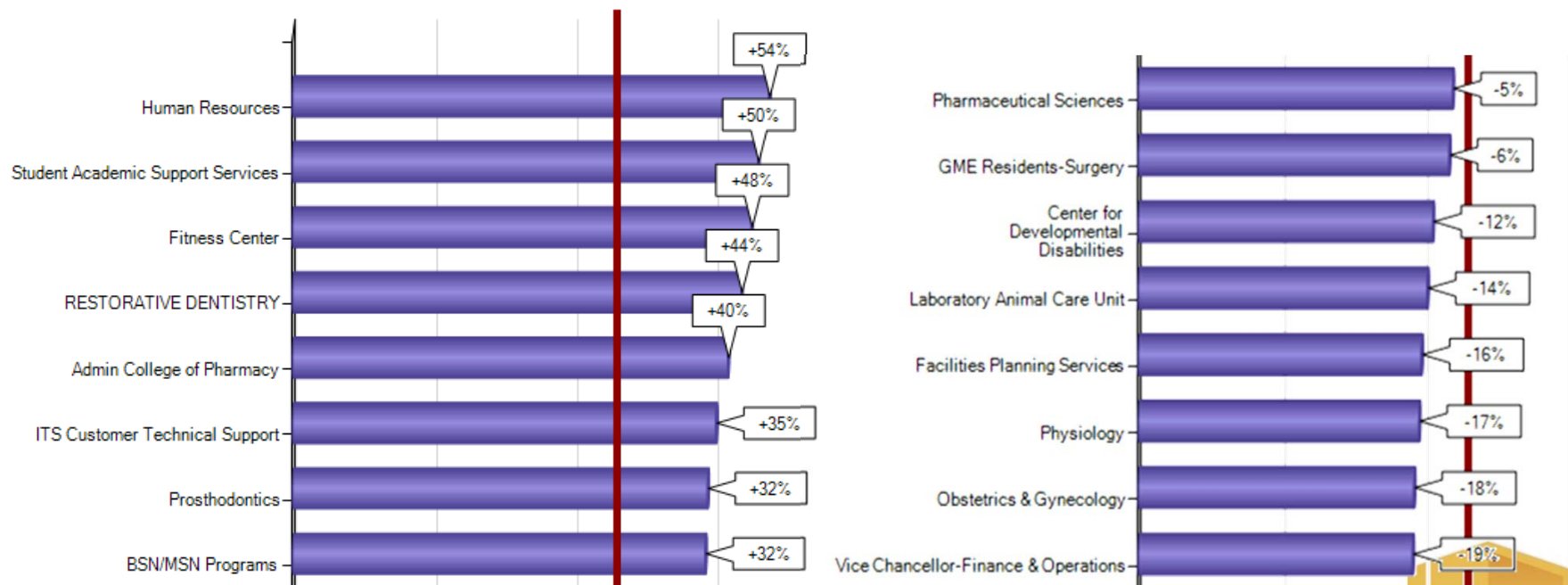


MY MANAGER

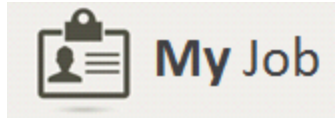


- My manager helps me learn and grow
- My manager cares about my concerns
- My manager makes it easier to do my job

My Manager
Average Scores of Departments - September 2014

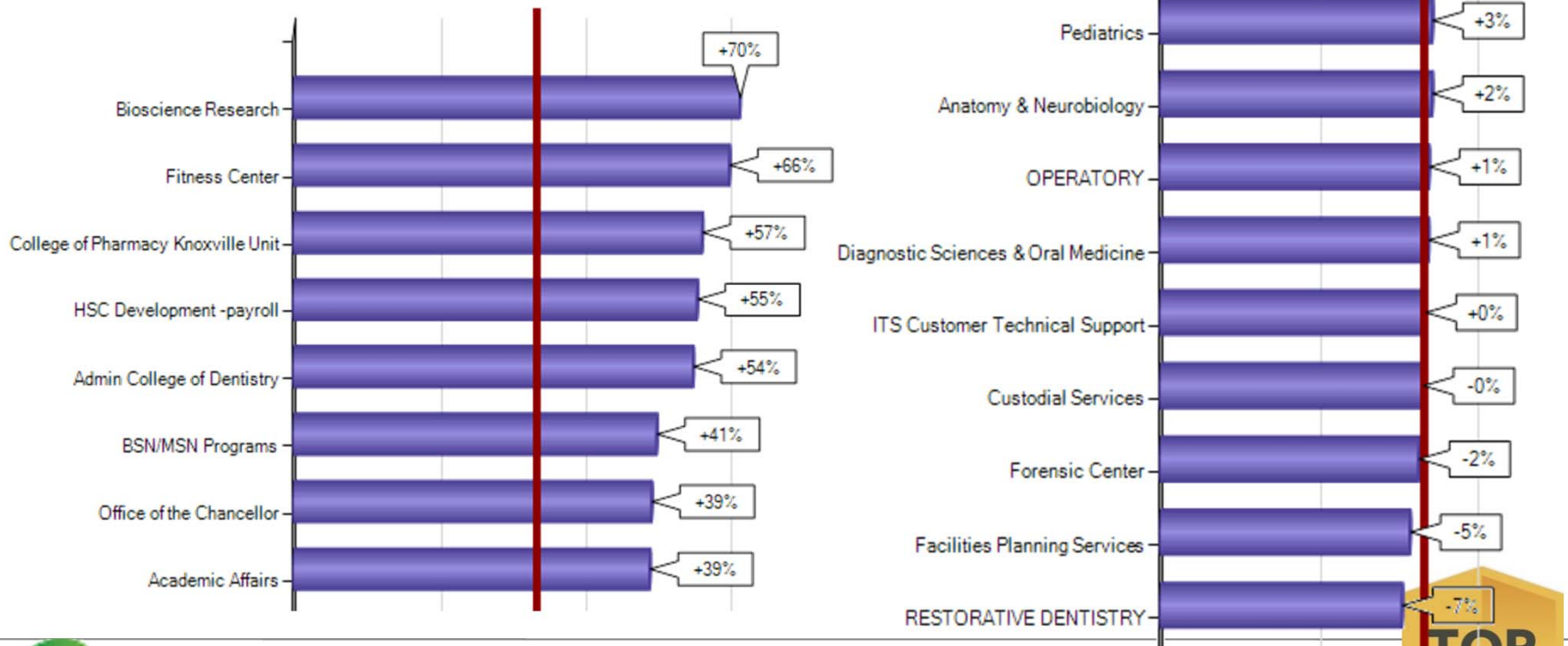


MY PAY & BENEFITS



- My pay is fair for the work I do
- My benefits package is good compared to others in this industry

My Pay & Benefits
Average Scores of Departments - September 2014



Workplace Dynamics Comments

What excites you about the direction University Of Tennessee Health Science Center is taking?

“The new construction makes me feel that UTHSC is committing the \$ to grow the University. New buildings going up makes me feel that we are on the cusp of doing something great.” – Survey Respondent

“There is a new emphasis on clinical research and an effort for more collaboration between clinicians and basic scientists.” – Survey Respondent

Workplace Dynamics Comments

What changes in direction would you like University Of Tennessee Health Science Center to make?

“Our image as national leaders has become a bit tarnished. We are recognized more for our past than our present. Sometimes it seems we are just resting on our laurels.” – Survey Respondent

“Abandon growing only hospital based medicine interventions; realistically approach changing healthcare delivery models to develop strong teams of professionals; serve the wider community of healthcare professionals.” – Survey Respondent

Workplace Dynamics Comments

What impresses you most about the values and ethics of University Of Tennessee Health Science Center?

“Values and ethics are routine at UTHSC, so I just expect the work environment to mirror those values.” – Survey Respondent

“The drive to do the “right thing” in spite of what it costs financially, time, or workwise.” – Survey Respondent

Workplace Dynamics Comments

How could University Of Tennessee Health Science Center operate more ethically?

“By sticking to the policies and procedures and not treating people differently. Going by the rules will always make it easier to determine what decision has to be made.” – Survey Respondent

“I think we are ethical. I just think we would benefit from culture training. Also, to avoid negativity. We need a lot of work in this direction. We do a lot of amazing things and we should support each other and be proud! The same rules should apply to everyone.” – Survey Respondent

Workplace Dynamics Comments

What impresses you most about senior managers at University Of Tennessee Health Science Center?

“I love how involved the chancellors are in progressing the university. Coming from the Knoxville campus it is a drastic change in seeing how the administration is very hands on and communicates with the faculty and staff.”

“They demonstrate excellent leadership skills and make you feel appreciated as a team member. They communicate well and are very supportive of the people under them.”

Workplace Dynamics Comments

What is happening at University Of Tennessee Health Science Center that senior managers do not understand?

“People do not feel appreciated or rewarded for going the extra step.” – Survey Respondent

“I believe that Senior Managers are accurately informed through the Meetings that are held on and off Campus; However I feel that sometimes this knowledge may not always be relayed promptly by the Senior Managers, to the employees that they manage.” – Survey Respondent

“There still is uncertainty about the UTMG transition and its many ramifications.” – Survey Respondent

Workplace Dynamics Comments

What would make you feel more appreciated at University Of Tennessee Health Science Center?

“It would make me feel appreciated if I receive an increase in pay based on my work performance, knowledge and my commitment and devotion to the university.” – Survey Respondent

“Receiving occasional positive comments and feedback about having good job performance.” – Survey Respondent

Recommendations and Next Steps

- Review survey results with Deans, Vice Chancellors and Department Heads
- Solicit recommendations from leadership bodies: Employee Relations Council (ERC); Exempt Staff Council (ESC) and Faculty Senate
- Communicate and implement recommendations

Recommendations and Next Steps

- Participate in the Workplace Dynamics Survey annually
- Participate in the Employee Engagement Survey every three years (next survey in 2017)
- Increase survey participation

Questions or Comments?

