What do we know about staff engagement?
WHAT HAPPENED OVER THE LAST YEAR…

GREAT RESIGNATION

THE BIG QUIT

THE GREAT RESHUFFLE

THE GREAT "RECONSIDERATION"
Exempt staff: 16%
Non-Exempt: 21%
Executive staff: 10%
REASONS STAFF LEFT

*Employment in industry or other

Retirement
DO WE KNOW ANYTHING ELSE?

CFB/HR study of exited black staff (2018-2020), conducted by SWORPS:

1. Work environment (hiring/DEI/morale)
2. Relocation
3. Lack of career development (prof dev)
2021

Engagement Results

UT Knoxville
### Engagement Question Scores

<table>
<thead>
<tr>
<th>Question</th>
<th>Previous Year</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I regularly offer to help my colleagues at work.</td>
<td>89%</td>
<td>89% (+1)</td>
</tr>
<tr>
<td>I am very proud of the work I do.</td>
<td>89%</td>
<td>91% (-3)</td>
</tr>
<tr>
<td>My contributions are important to the success of my department.</td>
<td>83%</td>
<td>87% (-5)</td>
</tr>
<tr>
<td>I regularly accomplish more than what’s expected in my role because I choose to.</td>
<td>82%</td>
<td>85% (-2)</td>
</tr>
<tr>
<td>Taking everything into account, I like working at the University of Tennessee.</td>
<td>75%</td>
<td>82% (-6)</td>
</tr>
<tr>
<td>Taking everything into account, I like my job.</td>
<td>75%</td>
<td>83% (-8)</td>
</tr>
<tr>
<td>I am part of a team working towards a shared goal.</td>
<td>75%</td>
<td>76% (-1)</td>
</tr>
<tr>
<td>I am very committed to the University of Tennessee.</td>
<td>74%</td>
<td>83% (-9)</td>
</tr>
<tr>
<td>My contributions are important to the success of the University of Tennessee.</td>
<td>71%</td>
<td>80% (-9)</td>
</tr>
<tr>
<td>I am very proud of the services the University of Tennessee provides.</td>
<td>69%</td>
<td>74% (-6)</td>
</tr>
<tr>
<td>I talk about my job in a positive light with family and friends.</td>
<td>65%</td>
<td>74% (-9)</td>
</tr>
<tr>
<td>In the last year, I have made recommendations for organizational improvements.</td>
<td>63%</td>
<td>66% (-3)</td>
</tr>
<tr>
<td>I regularly choose to put in extra hours to improve my results.</td>
<td>60%</td>
<td>75% (-15)</td>
</tr>
<tr>
<td>I often look forward to coming to work.</td>
<td>57%</td>
<td>71% (-14)</td>
</tr>
</tbody>
</table>
Driver Results

Previous Year Benchmark

- Coworker Relationships: 77% (78% -1)
- Working Environment: 73% (80% -7)
- Employee Empowerment: 69% (71% -3)
- Manager Relationships: 67% (69% -2)
- Culture: 66% (71% -5)
- Company Potential: 64% (63% +1)
- Department Relationships: 62% (58% +4)
- Benefits: 57% (58% -2)
- Work Life Balance: 56% (66% -9)
- Customer Focus: 52% (69% -17)
- Learning And Development: 52% (55% -3)
- Senior Management Relationships: 48% (55% -7)
- Rewards And Recognition: 47% (52% -5)
- Compensation: 35% (49% -14)

University of Tennessee
Open Date: Sep 14, 2021
Close Date: Oct 05, 2021
# of Employees: 3452
# of Responses: 1383
Response Rate: 40%
### University of Tennessee

- **Open Date:** Sep 14, 2021
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- **Response Rate:** 40%

#### Engagement Impact

- **High Impact on Engagement:** Will impact engagement
- **Low Impact on Engagement:** Less likely to impact engagement

#### Priority Matrix

- **Impact on Engagement:**
  - **High**
  - **Low**

- **Driver Score:**
  - **High**
  - **Low**

#### Drivers

- **Job Driver**
- **Organizational Driver**
- **Retention Driver**

#### Categories

- **Senior Management Relationships**
- **Culture**
- **Employee Empowerment**
- **Company Potential**
- **Customer Focus**
- **Learning And Development**
- **Rewards And Recognition**
- **Work Life Balance**
- **Benefits**
- **Compensation**
- **Department Relationships**
- **Working Environment**
- **Coworker Relationships**
- **Manager Relationships**

#### Actions

- **IMPROVE**
- **LEVERAGE**
- **EVALUATE**
- **MAINTAIN**
DRIVER: LEARNING AND DEVELOPMENT

I am encouraged to pursue career development activities. 59%
In the last year, I have received an adequate amount of training. 57%
My direct supervisor discusses professional development with me outside of my annual performance review. 55%
In the last year, the training I have received has helped me do my job better. 50%
My department has sufficient funds to support robust professional development activities for all of its employees. 46%
2022 EMPLOYEE RETENTION SURVEY

Satisfaction With the Higher Ed Work Environment

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree/Disagree</th>
<th>Agree/Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied with job</td>
<td>21.9%</td>
<td>62.2%</td>
</tr>
<tr>
<td>Safe from violence/crime</td>
<td>5.7%</td>
<td>83.8%</td>
</tr>
<tr>
<td>Good relationship with supervisor</td>
<td>8.5%</td>
<td>81.2%</td>
</tr>
<tr>
<td>Work has purpose</td>
<td>9.9%</td>
<td>77.3%</td>
</tr>
<tr>
<td>Safe from COVID-19</td>
<td>13.8%</td>
<td>72.5%</td>
</tr>
<tr>
<td>Valued by others</td>
<td>17.3%</td>
<td>66.9%</td>
</tr>
<tr>
<td>Recommend department</td>
<td>18.4%</td>
<td>65.6%</td>
</tr>
<tr>
<td>Able to bring up problems</td>
<td>18.7%</td>
<td>65.4%</td>
</tr>
<tr>
<td>Sense of belonging</td>
<td>18.9%</td>
<td>63.6%</td>
</tr>
<tr>
<td>Recommend institution</td>
<td>20.0%</td>
<td>59.6%</td>
</tr>
<tr>
<td>Recognized for contributions</td>
<td>24.4%</td>
<td>55.1%</td>
</tr>
<tr>
<td>Paid fairly</td>
<td>45.4%</td>
<td>39.2%</td>
</tr>
<tr>
<td>Invested in career development</td>
<td>38.8%</td>
<td>36.5%</td>
</tr>
<tr>
<td>Opportunities for advancement</td>
<td>46.3%</td>
<td>29.4%</td>
</tr>
</tbody>
</table>

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WHAT CAN WE DO TO SUPPORT ENGAGEMENT?

- Solicit staff input (stay interviews)
- Staff learning-in and out of dept
- Clifton Strengths, TEF, Career Dev Podcasts, Inclusive Leadership Programs..
- De-emphasize the OPR moment
- Individual dev plans/Volunteer Time
- Coming soon: Career Development / Onboarding and Retention Coaches