Employee Engagement Goes Beyond Satisfaction

Satisfied employees feel comfortable and are generally happy that their needs are being met.

Engaged employees feel energized, passionate, and dedicated. They are highly involved with their work and the organization.

Average Performance

- Rarely help others for the betterment of the organization
- Generally keep to themselves
- Committed to the degree that their needs are met
- Meet minimum performance requirements

Optimal Performance

- Help others for the betterment of the organization
- Recommend improvement opportunities
- Stay at the organization for what they give to it
- Have a sense of purpose and pride in their work
- Consistently exceed performance requirements

Characteristics

Stay at the organization because of what they get from it
Overall Engagement Results

See the appendix in this report for more information on our engagement calculation and benchmark.

**Current Year**

<table>
<thead>
<tr>
<th>ENGAGED</th>
<th>ALMOST ENGAGED</th>
<th>INDIFFERENT</th>
<th>DISENGAGED</th>
</tr>
</thead>
<tbody>
<tr>
<td>70.3%</td>
<td>19.0%</td>
<td>5.1%</td>
<td>5.6%</td>
</tr>
<tr>
<td>Benchmark</td>
<td>60.4%</td>
<td>20.9%</td>
<td>9.8%</td>
</tr>
</tbody>
</table>

**ENGAGED**
Engaged employees consistently exceed expectations. They are energized and passionate about their work, leading them to exert discretionary effort to drive organizational performance.

**ALMOST ENGAGED**
Almost engaged employees sometimes exceed expectations and are generally passionate about their work. At times they exert discretionary effort to help achieve organizational goals.

**INDIFFERENT**
Indifferent employees are satisfied, comfortable, and generally able to meet minimum expectations. They see their work as “just a job”, prioritizing their needs before organizational goals.

**DISENGAGED**
Disengaged employees usually fail to meet minimum expectations, putting in time rather than effort. They have little interest in their job and the organization and often display negative attitudes.

Benchmark Ratio of Engaged to Disengaged
Organization's Ratio of Engaged to Disengaged
<table>
<thead>
<tr>
<th>Engagement Question</th>
<th>Previous Year</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am very proud of the work I do.</td>
<td>93%</td>
<td>91% (+2)</td>
</tr>
<tr>
<td>My contributions are important to the success of my department.</td>
<td>93%</td>
<td>87% (+6)</td>
</tr>
<tr>
<td>I regularly offer to help my colleagues at work.</td>
<td>92%</td>
<td>89% (+3)</td>
</tr>
<tr>
<td>I am very proud of the services the University of Tennessee provides.</td>
<td>90%</td>
<td>74% (+15)</td>
</tr>
<tr>
<td>I am very committed to the University of Tennessee.</td>
<td>89%</td>
<td>83% (+6)</td>
</tr>
<tr>
<td>Taking everything into account, I like working at the University of Tennessee.</td>
<td>89%</td>
<td>82% (+8)</td>
</tr>
<tr>
<td>Taking everything into account, I like my job.</td>
<td>87%</td>
<td>83% (+4)</td>
</tr>
<tr>
<td>I am part of a team working towards a shared goal.</td>
<td>86%</td>
<td>76% (+10)</td>
</tr>
<tr>
<td>I regularly accomplish more than what’s expected in my role because I choose to.</td>
<td>85%</td>
<td>85% (+1)</td>
</tr>
<tr>
<td>My contributions are important to the success of the University of Tennessee.</td>
<td>84%</td>
<td>80% (+3)</td>
</tr>
<tr>
<td>I talk about my job in a positive light with family and friends.</td>
<td>83%</td>
<td>74% (+9)</td>
</tr>
<tr>
<td>I regularly choose to put in extra hours to improve my results.</td>
<td>68%</td>
<td>75% (-7)</td>
</tr>
<tr>
<td>I often look forward to coming to work.</td>
<td>68%</td>
<td>71% (-4)</td>
</tr>
<tr>
<td>In the last year, I have made recommendations for organizational improvements.</td>
<td>65%</td>
<td>66% (-1)</td>
</tr>
</tbody>
</table>

- < 40% Low Performing
- 40%-60% Average Performing
- > 60% High Performing
Engagement Results by Additional Demographics

Open Date: Sep 14, 2021
Close Date: Oct 05, 2021
Response Rate: 71%

Engagement by Age

25-34: 13 Disengaged, 30 Indifferent, 57 Almost Engaged, 36 Engaged (Employees: 23)

35-44: 11 Disengaged, 11 Indifferent, 14 Almost Engaged, 64 Engaged (Employees: 36)

45-54: 2 Disengaged, 7 Indifferent, 20 Almost Engaged, 70 Engaged (Employees: 44)

Older than 54: 3 Disengaged, 3 Indifferent, 18 Almost Engaged, 76 Engaged (Employees: 90)

Younger than 25: Retracted (Employees: 2)
Engagement Results by Additional Demographics

Engagement by Employee Subgroup

<table>
<thead>
<tr>
<th>Non-exempt</th>
<th>Engaged: 63</th>
<th>Almost Engaged: 19</th>
<th>Indifferent: 12</th>
<th>Disengaged: 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exempt</td>
<td>Engaged: 72</td>
<td>Almost Engaged: 19</td>
<td>Indifferent: 3</td>
<td>Disengaged: 5</td>
</tr>
</tbody>
</table>

Current Year Employees:
- Non-exempt: 43
- Exempt: 152

Response Rate: 71%

Open Date: Sep 14, 2021
Close Date: Oct 05, 2021
Engagement Results by Additional Demographics

Engagement by Tenure

- **3 months to less than 6 months**
  - Disengaged: 20
  - Indifferent: 80

- **6 months to less than 1 year**
  - Disengaged: 29
  - Indifferent: 71

- **1 year to less than 3 years**
  - Disengaged: 9
  - Indifferent: 3
  - Almost Engaged: 18
  - Engaged: 71

- **3 years to less than 5 years**
  - Disengaged: 4
  - Indifferent: 4
  - Almost Engaged: 17
  - Engaged: 74

- **5 years to less than 10 years**
  - Disengaged: 6
  - Indifferent: 8
  - Almost Engaged: 21
  - Engaged: 66

- **10 years to less than 20 years**
  - Disengaged: 6
  - Indifferent: 9
  - Almost Engaged: 15
  - Engaged: 70

- **20+ years**
  - Disengaged: 5
  - Indifferent: 3
  - Almost Engaged: 19
  - Engaged: 73

- **Less than 3 months**
  - Retracted: 80

Current Year Employees:
- 5
- 7
- 34
- 23
- 53
- 33
- 37
- 3

% of Employees

- Disengaged
- Indifferent
- Almost Engaged
- Engaged
McLean Employee Experience Score

Employee Experience Question
How likely would you be to recommend the University of Tennessee to a qualified friend or a family member as a great place to work?

Employee Experience Breakdown

DETRACTORS
Answered 0-6
27 13.8%

PASSIVES
Answered 7-8
63 32.3%

SUPPORTERS
Answered 9-10
105 53.8%

Employee Experience Score

40.0%

Previous Score

N/A

Benchmark Average

6.9

Employee Experience Score = % Supporters - % Detractors
Driver Results

- Working Environment: 84%
- Coworker Relationships: 84%
- Culture: 82%
- Manager Relationships: 79%
- Company Potential: 79%
- Employee Empowerment: 78%
- Department Relationships: 74%
- Customer Focus: 72%
- Work Life Balance: 72%
- Benefits: 70%
- Senior Management Relationships: 70%
- Learning And Development: 64%
- Rewards And Recognition: 59%
- Compensation: 44%

Previous Year Benchmark:
- Working Environment: -- 80% (+4)
- Coworker Relationships: -- 78% (+6)
- Culture: -- 71% (+11)
- Manager Relationships: -- 69% (+11)
- Company Potential: -- 63% (+16)
- Employee Empowerment: -- 71% (+7)
- Department Relationships: -- 58% (+16)
- Customer Focus: -- 69% (+3)
- Work Life Balance: -- 66% (+6)
- Benefits: -- 58% (+12)
- Senior Management Relationships: -- 55% (+15)
- Learning And Development: -- 55% (+8)
- Rewards And Recognition: -- 52% (+7)
- Compensation: -- 49% (-5)

Legend:
- < 40% Low Performing
- 40%-60% Average Performing
- > 60% High Performing
Priority Matrix

University of Tennessee
# of Employees: 275
Open Date: Sep 14, 2021
# of Responses: 195
Close Date: Oct 05, 2021
Response Rate: 71%

EVALUATE

- Compensation
- Rewards And Recognition
- Work Life Balance
- Benefits

MAINTAIN

- Customer Focus
- Learning And Development
- Department Relationships
- Senior Management Relationships

LEVERAGE

- Culture
- Company Potential
- Coworker Relationships
- Working Environment
- Manager Relationships

IMPROVE

- Employee Empowerment

Job Driver
Organizational Driver
Retention Driver
**DRIVER: LEARNING AND DEVELOPMENT**

I am encouraged to pursue career development activities. 73%  
Previous Year: --  
Benchmark: 58% (+15)

In the last year, I have received an adequate amount of training. 69%  
Previous Year: --  
Benchmark: 47% (+22)

In the last year, the training I have received has helped me do my job better. 63%  
Previous Year: --  
Benchmark: 51% (+12)

My direct supervisor discusses professional development with me outside of my annual performance review. 62%  
Previous Year: --  
Benchmark: --

I can advance my career at the University of Tennessee. 57%  
Previous Year: --  
Benchmark: 45% (+12)

My department has sufficient funds to support robust professional development activities for all of its employees. 57%  
Previous Year: --  
Benchmark: --
**DRIVER: CUSTOMER FOCUS**

The vision, mission and values of the University of Tennessee are well-aligned with our customer needs. 

- Previous Year: 84% 
- Benchmark: 69% (+15)

Our staff satisfaction is important to the University of Tennessee.

- Previous Year: 66% 
- Benchmark: --

Our staff feels the University of Tennessee meets their needs.

- Previous Year: 65% 
- Benchmark: --
**DRIVER: SENIOR MANAGEMENT RELATIONSHIPS**

- The President of the University of Tennessee inspires me.
  - Previous Year: --
  - Benchmark: 56% (+24)
  - Result: 80%

- I trust my department's executive leader.
  - Previous Year: --
  - Benchmark: 63% (+15)
  - Result: 77%

- I understand the rationale behind most of the decisions made by my department's executive leader.
  - Previous Year: --
  - Benchmark: 54% (+19)
  - Result: 74%

- My department's executive leader acts on employee feedback.
  - Previous Year: --
  - Benchmark: 54% (+19)
  - Result: 73%

- I trust the members of my campus'/institute's executive leadership team.
  - Previous Year: --
  - Benchmark: 54% (+15)
  - Result: 69%

- I understand the rationale behind most of the business decisions made by the members of my campus'/institute's executive leadership team.
  - Previous Year: --
  - Benchmark: 48% (+19)
  - Result: 67%

- The Chancellor/Vice President of my campus/institute inspires me.
  - Previous Year: --
  - Benchmark: 42% (+16)
  - Result: 58%

- My campus'/institute's executive leadership team acts on employee feedback.
  - Previous Year: --
  - Benchmark: 43% (+14)
  - Result: 56%
**Driver: Rewards and Recognition**

- **I am praised when I go above and beyond the call of duty.**
  - 71% (Previous Year: 54%, Increase: +17%)

- **Promotions in my department go to those who deserve them the most.**
  - 58% (Previous Year: 48%, Increase: +11%)

- **If I exceed expectations, I receive rewards that I value.**
  - 47% (Previous Year: 34%, Increase: +13%)

Legend:
- < 40% Low Performing
- 40%-60% Average Performing
- > 60% High Performing
**DRIVER: COMPENSATION**

I will be compensated fairly if my performance exceeds expectations.

- Previous Year: 49%
- Benchmark: --
- Improvement: 36% (+13)

---

I am satisfied with the compensation I receive for the work I do.

- Previous Year: 47%
- Benchmark: --
- Improvement: 44% (+3)

---

My salary is competitive with similar jobs I might find elsewhere.

- Previous Year: 35%
- Benchmark: --
- Improvement: 48% (-13)
## DRIVER: BENEFITS

- **I am satisfied with my benefit package.**
  - 79%
  - Previous Year: --
  - Benchmark: 58% (+22)

- **My benefits are competitive with similar jobs I might find elsewhere.**
  - 72%
  - Previous Year: --
  - Benchmark: 53% (+18)

- **We have unique perks at the University of Tennessee.**
  - 67%
  - Previous Year: --
  - Benchmark: 45% (+22)

- **The University of Tennessee's benefits package has continued to improve to meet changing employee needs.**
  - 62%
  - Previous Year: --
  - Benchmark: --
**DRIVER: WORK LIFE BALANCE**

I am able to maintain a balance between my work and personal life. 77%  

I find my stress levels at work manageable. 71%  

My supervisor asks me about my work/life balance. 67%
DRIVER: EMPLOYEE EMPOWERMENT

I clearly understand what is expected of me on the job. 86% 81% (+4)

I am not afraid of trying out new ideas in my job. 83% 81% (+1)

I am empowered to make decisions about how I do my work. 79% 73% (+6)

If I make a suggestion to improve something in my department I believe it will be taken seriously. 79% 62% (+17)

I have all the tools I need to do a great job. 71% 60% (+12)

I am given the chance to fully leverage my talents through my job. 69% 61% (+9)
**DRIVER: COWORKER RELATIONSHIPS**

- I really like the people I work with: 89% (83% +6)
- I know that my co-workers will help me out when needed: 87% (78% +9)
- My co-workers don't undermine my efforts: 84% (73% +12)
- My co-workers care about me as a person: 82% (78% +4)
- I have a good friend at the University of Tennessee: 76% (76% -)

Legend:
- < 40% Low Performing
- 40%-60% Average Performing
- > 60% High Performing
**DRIVER: MANAGER RELATIONSHIPS**

<table>
<thead>
<tr>
<th>Survey Item</th>
<th>Previous Year</th>
<th>Benchmark</th>
<th>Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>My supervisor cares about me as a person.</td>
<td>--</td>
<td>75% (+12)</td>
<td></td>
</tr>
<tr>
<td>I trust my supervisor.</td>
<td>--</td>
<td>72% (+13)</td>
<td></td>
</tr>
<tr>
<td>My supervisor inspires me to improve.</td>
<td>--</td>
<td>63% (+17)</td>
<td></td>
</tr>
<tr>
<td>My departmental leader practices inclusive leadership so that everyone can be their authentic selves in the workplace.</td>
<td>--</td>
<td>--</td>
<td></td>
</tr>
<tr>
<td>My supervisor keeps me well informed about decisions that affect me.</td>
<td>--</td>
<td>67% (+12)</td>
<td></td>
</tr>
<tr>
<td>My supervisor provides me with high quality feedback.</td>
<td>--</td>
<td>61% (+17)</td>
<td></td>
</tr>
<tr>
<td>My supervisor helps me achieve better results.</td>
<td>--</td>
<td>64% (+15)</td>
<td></td>
</tr>
<tr>
<td>My departmental leader keeps me aware of the bigger picture.</td>
<td>--</td>
<td>--</td>
<td></td>
</tr>
</tbody>
</table>
**DRIVER: CULTURE**

- I am aware of the University of Tennessee's stated values. 92%
- The University of Tennessee has a very friendly atmosphere. 86%
- I identify well with the University of Tennessee's values. 86%
- The University of Tennessee supports diversity and inclusion. 81%
- My leaders model the stated values of the University of Tennessee. 78%
- The University of Tennessee has a collaborative work environment. 70%

Previous Year Benchmark

- I am aware of the University of Tennessee's stated values. --
- The University of Tennessee has a very friendly atmosphere. -- 72% (+14)
- I identify well with the University of Tennessee's values. -- 79% (+7)
- The University of Tennessee supports diversity and inclusion. --
- My leaders model the stated values of the University of Tennessee. --
- The University of Tennessee has a collaborative work environment. -- 58% (+12)
DRIVER: COMPANY POTENTIAL

The University of Tennessee has a bright future. 88%  
I believe in the University of Tennessee's overall mission, vision, and values in the system-level strategic plan. 87%  
People at the University of Tennessee are committed to doing high quality work. 78%  
I am impressed with the quality of people at the University of Tennessee. 74%  
The University of Tennessee encourages innovation. 67%  

Previous Year Benchmark

- 72% (+15)  
- 60% (+27)  
- 65% (+13)  
- 62% (+13)  
- 61% (+5)
**DRIVER: DEPARTMENT RELATIONSHIPS**

- **I have good working relationships with employees in other departments.**
  - Previous Year: 94%
  - Benchmark: --

- **I know how my work impacts the work of other departments.**
  - Previous Year: 88%
  - Benchmark: --

- **The contributions of my department are recognized by other departments.**
  - Previous Year: 68%
  - Benchmark: 50% (+18)

- **Departments work well together to get things done.**
  - Previous Year: 61%
  - Benchmark: 45% (+16)

- **I know what other departments do.**
  - Previous Year: 60%
  - Benchmark: --
**DRIVER: WORKING ENVIRONMENT**

- I am emotionally safe at work (not bullied or harassed).
  - 89%  
  - Previous Year Benchmark: 77% (+12)

- I am physically safe while at work.
  - 89%  
  - Previous Year Benchmark: 89 % (-)

- I have not been discriminated against at UT based on age, gender, sexual orientation, religion or ethnicity.
  - 85%  
  - Previous Year Benchmark: 82% (+3)

- I am comfortable being myself at the University of Tennessee.
  - 81%

- The University of Tennessee supports an inclusive environment where individual differences are valued and respected.
  - 74%

Legend:
- < 40% Low Performing
- 40%-60% Average Performing
- > 60% High Performing
My friends outside work would describe me as having a very positive attitude. - 83% (85% -2)

I see failures as learning opportunities. - 80% (75% +5)

I believe I will meet the life goals I set for myself. - 79% (80% -1)
### Organization-Wide Trending Questions

**I am more satisfied with the University of Tennessee now than I was a year ago.**

<table>
<thead>
<tr>
<th>Past Year</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>45% (+5)</td>
</tr>
</tbody>
</table>

**I am more satisfied with my job now than I was a year ago.**

<table>
<thead>
<tr>
<th>Past Year</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>51% (+4)</td>
</tr>
</tbody>
</table>

**I expect to be at the University of Tennessee a year from now.**

<table>
<thead>
<tr>
<th>Past Year</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>80% (+2)</td>
</tr>
</tbody>
</table>

**The University of Tennessee takes actions to improve employee engagement.**

<table>
<thead>
<tr>
<th>Past Year</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>54% (+8)</td>
</tr>
</tbody>
</table>

- **28**
- **< 40% Low Performing**
- **40%-60% Average Performing**
- **> 60% High Performing**
Interpreting the Results

Engagement Calculation
The survey questions were developed by subject matter experts. The reliability of the overall engagement score was calculated using Cronbach's alpha. The reliability for engagement was found to be $\alpha = 0.92$. Engagement is calculated by averaging the responses to the engagement measure questions, for each employee. Average scores correlate to our four levels of engagement.

- Average scores between 5.01 – 6.00 = Engaged
- Average scores between 4.51 – 5.00 = Almost engaged
- Average scores between 4.01 – 4.50 = Indifferent
- Average scores less than 4.00 = Disengaged

Driver Calculation
McLean & Company uses a standardized 6-point scale for data collection. Respondents are asked to indicate the extent to which they agree with each statement by choosing a number between 1 and 6 on the scale. We display the results as a top box score, or the percentage of respondents who chose 5 or 6 (agree or strongly agree).

Benchmarks
McLean & Company offers clients a general benchmark to ensure the data has enough breadth and depth to maintain its integrity. The following industries are included in McLean & Company's engagement survey benchmark: Business Services, Financial Services, Not-for-profit, Manufacturing, Construction, Retail/Wholesale, Consumer Products, Energy, Health Care, Government, Education.

Ultimately the state of engagement at every organization is shaped by its people, culture, history, and other factors. Consequently, all decisions related to engagement initiatives must be based on your organization's results and unique needs. External comparisons – including benchmarks – should be used to provide context around your results rather than to make decisions.

Priority Matrix
The prioritization grid is created by plotting the top box scores for each driver on the horizontal axis and the impact of each driver on engagement on the vertical axis. The top box scores for each driver are calculated by taking the average top box score (% of respondents selecting 5 or 6) for each of the question that relates to the corresponding driver. The impact each driver has on engagement is determined by calculating the correlation between each driver and engagement and then multiplying this correlation score by the slope between each driver and engagement.