Engagement Report

University of Tennessee
System Administration

Current period:
Sep 20, 2023 - Oct 19, 2023

# of employees: 294
# of responses: 226
Response rate: 77%

Previous period:
Sep 14, 2022 - Oct 6, 2022
McLean & Company Engagement Model

University of Tennessee
Open Date: Sep 20, 2023
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ENGAGEMENT DRIVERS

ORGANIZATIONAL DRIVERS
Culture
Company Potential
Department Collaboration
Department Leadership
Executive Leadership
Inclusion

JOB DRIVERS
Career Advancement & Development
Coworker Relationships
Employee Empowerment
Manager Relationships
Recognition

INDIVIDUAL DRIVERS
Total Compensation
Working Environment
Work Life Balance

OVERALL ENGAGEMENT
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.

**Satisfied**

- Less likely to 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
- Stay at the organization because of what they get from it

**Engaged**

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

**Average Performance**

- Meet minimum performance requirements
- Generally keep to themselves
- Committed to the degree that their needs are met

**Optimal Performance**

- Consistently exceed performance requirements
- 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
Overall Engagement Results

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

<table>
<thead>
<tr>
<th>Current Survey</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>69.9%</td>
<td>64.4%</td>
<td>59.4%</td>
</tr>
<tr>
<td>17.7%</td>
<td>23.7%</td>
<td>19.2%</td>
</tr>
<tr>
<td>7.1%</td>
<td>6.8%</td>
<td>9.8%</td>
</tr>
<tr>
<td>5.3%</td>
<td>5.0%</td>
<td>11.6%</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.
Engagement by Age

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% of Employees

- **Disengaged**
- **Indifferent**
- **Almost Engaged**
- **Engaged**

### Younger than 25
- **Sep 20, 2023:** 7 Disengaged
- **Sep 14, 2022:** 8 Disengaged
- **Sep 20, 2023:** 24 Almost Engaged
- **Sep 14, 2022:** 30 Engaged

### 25-34
- **Sep 20, 2023:** 24 Disengaged
- **Sep 14, 2022:** 30 Disengaged
- **Sep 20, 2023:** 59 Almost Engaged
- **Sep 14, 2022:** 55 Almost Engaged

### 35-44
- **Sep 20, 2023:** 59 Disengaged
- **Sep 14, 2022:** 55 Disengaged
- **Sep 20, 2023:** 66 Almost Engaged
- **Sep 14, 2022:** 51 Engaged

### 45-54
- **Sep 20, 2023:** 70 Disengaged
- **Sep 14, 2022:** 75 Disengaged
- **Sep 20, 2023:** 73 Almost Engaged
- **Sep 14, 2022:** 66 Almost Engaged

### Older than 54
- **Sep 20, 2023:** 75 Disengaged
- **Sep 14, 2022:** 75 Disengaged
- **Sep 20, 2023:** 87 Almost Engaged
- **Sep 14, 2022:** 70 Almost Engaged
Engagement by Employee Subgroup

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Non-exempt
- Disengaged: 5
- Indifferent: 19
- Almost Engaged: 24
- Engaged: 52

Sept 20, 2023: 42
Sept 14, 2022: 43

Exempt
- Disengaged: 5
- Indifferent: 4
- Almost Engaged: 16
- Engaged: 74

Sept 20, 2023: 184
Sept 14, 2022: 176
Engagement by Gender

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Male
- Disengaged: 3
- Indifferent: 5
- Almost Engaged: 8
- Engaged: 84

Female
- Disengaged: 7
- Indifferent: 8
- Almost Engaged: 24
- Engaged: 61
McLean Employee Experience Score

EMPLOYEE EXPERIENCE
How likely would you be to recommend University of Tennessee to a qualified friend or a family member as a great place to work?

EMPLOYEE EXPERIENCE SCORE
(% of Supporters - % of Detractors)

CURRENT SCORE
56.9

AVERAGE RESPONSE
9

PREVIOUS SCORE
45.2

BENCHMARK
3.2

SCORE BREAKDOWN

- DETRACTORS: 8.9%
- PASSIVES: 25.3%
- SUPPORTERS: 65.8%

PREVIOUS SURVEY
- DETRACTORS: 13.2%
- PASSIVES: 28.3%
- SUPPORTERS: 58.4%

RESPONSE DISTRIBUTION

- DETRACTORS
- PASSIVES
- SUPPORTERS
Driver Results

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<table>
<thead>
<tr>
<th>Category</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inclusion</td>
<td>85% (+4)</td>
<td>81% (+4)</td>
</tr>
<tr>
<td>Culture</td>
<td>84% (+4)</td>
<td>80% (+4)</td>
</tr>
<tr>
<td>Coworker Relationships</td>
<td>84% (+2)</td>
<td>82% (+2)</td>
</tr>
<tr>
<td>Manager Relationships</td>
<td>81% (+3)</td>
<td>78% (+3)</td>
</tr>
<tr>
<td>Employee Empowerment</td>
<td>81% (+3)</td>
<td>78% (+3)</td>
</tr>
<tr>
<td>Company Potential</td>
<td>81% (+6)</td>
<td>75% (+6)</td>
</tr>
<tr>
<td>Department Leadership</td>
<td>80% (+3)</td>
<td>77% (+3)</td>
</tr>
<tr>
<td>Working Environment</td>
<td>78% (+5)</td>
<td>73% (+5)</td>
</tr>
<tr>
<td>Work Life Balance</td>
<td>75% (+4)</td>
<td>71% (+4)</td>
</tr>
<tr>
<td>Executive Leadership</td>
<td>73% (+7)</td>
<td>66% (+7)</td>
</tr>
<tr>
<td>Recognition</td>
<td>72% (+9)</td>
<td>63% (+9)</td>
</tr>
<tr>
<td>Department Collaboration</td>
<td>70% (+3)</td>
<td>67% (+3)</td>
</tr>
<tr>
<td>Career Advancement &amp; Development</td>
<td>68% (+4)</td>
<td>64% (+4)</td>
</tr>
<tr>
<td>Total Compensation</td>
<td>63% (+6)</td>
<td>57% (+6)</td>
</tr>
</tbody>
</table>

* See appendix for an explanation of the Benchmark.
Priority Matrix

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IMPRESS LEVERAGE

EVALUATE MAINTAIN

Department Collaboration
Career Advancement & Development
Recognition
Working Environment
Executive Leadership
Total Compensation
Company Potential
Employee Empowerment
Culture
Department Leadership
Coworker Relationships
Inclusion
Manager Relationships
Work Life Balance

Previous Survey Improve Drivers
- Department Collaboration
- Executive Leadership
- Working Environment
- Job Driver
- Organizational Driver
- Retention Driver
**DRIVER: Career Advancement & Development**

**OVERALL DRIVER AVERAGE SCORE: 68%**

- I am encouraged to pursue career development activities.
  - 73%
  - Previous Survey: 72% (+1)
  - Benchmark: —

- In the last year, I have received an adequate amount of training.
  - 72%
  - Previous Survey: 71% (+1)
  - Benchmark: 54% (+18)

- In the last year, the training I have received has helped me do my job better.
  - 71%
  - Previous Survey: 63% (+8)
  - Benchmark: 51% (+20)

- My direct supervisor discusses professional development with me outside of my a...
  - 70%
  - Previous Survey: 68% (+2)
  - Benchmark: —

- Support is available if I choose to pursue career advancement opportunities.
  - 69%
  - Previous Survey: 67% (+2)
  - Benchmark: 49% (+20)

- I can advance my career at the University of Tennessee.
  - 61%
  - Previous Survey: 54% (+7)
  - Benchmark: 46% (+15)

- My department has sufficient funds to support robust professional development a...
  - 58%
  - Previous Survey: 53% (+5)
  - Benchmark: —

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**Previous Survey**

<table>
<thead>
<tr>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>—</td>
</tr>
</tbody>
</table>

**Benchmark**

- 72% (+1)
- 54% (+18)
- 63% (+8)
- 67% (+2)
- 60% (+5)
DRIVER: Company Potential

OVERALL DRIVER AVERAGE SCORE: 81%

The University of Tennessee has a bright future. 92% 88% (+4) 67% (+25)
The vision, mission and values of the University of Tennessee are well-aligned 87% 80% (+7) 66% (+21)
I believe in the University of Tennessee’s overall mission, vision, and values ... 86% 85% (+1) 63% (+23)
The University of Tennessee encourages innovation. 82% 71% (+11) 55% (+27)
People at the University of Tennessee are committed to doing high quality work. 80% 76% (+4) —
I am impressed with the quality of people at the University of Tennessee. 78% 76% (+2) —
Our staff satisfaction is important to the University of Tennessee. 71% 61% (+10) —
Our staff feels the University of Tennessee meets their needs. 70% 63% (+7) —
**DRIVER: Coworker Relationships**

**OVERALL DRIVER AVERAGE SCORE: 84%**

<table>
<thead>
<tr>
<th>Statement</th>
<th>% Score</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I really like the people I work with.</td>
<td>90%</td>
<td>89% (+1)</td>
<td>—</td>
</tr>
<tr>
<td>I know that my co-workers will help me out when needed.</td>
<td>88%</td>
<td>89% (-1)</td>
<td>81% (+7)</td>
</tr>
<tr>
<td>My co-workers care about me as a person.</td>
<td>85%</td>
<td>79% (+6)</td>
<td>77% (+8)</td>
</tr>
<tr>
<td>I have a good friend at the University of Tennessee.</td>
<td>82%</td>
<td>78% (+4)</td>
<td>—</td>
</tr>
<tr>
<td>My coworkers take accountability for meeting their job expectations.</td>
<td>81%</td>
<td>78% (+3)</td>
<td>63% (+18)</td>
</tr>
<tr>
<td>My co-workers don't undermine my efforts.</td>
<td>78%</td>
<td>80% (-2)</td>
<td>—</td>
</tr>
</tbody>
</table>

**Legend:**
- < 40% Low Performing
- 40% - 59% Average Performing
- ≥ 60% High Performing

**University of Tennessee**
- Open Date: Sep 20, 2023
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### DRIVER: Culture

**OVERALL DRIVER AVERAGE SCORE:** 84%

<table>
<thead>
<tr>
<th>Statement</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I identify well with the organization's mission, vision, and values.</td>
<td>89%</td>
<td>85% (+4)</td>
</tr>
<tr>
<td>I identify well with the University of Tennessee's values.</td>
<td>89%</td>
<td>82% (+7)</td>
</tr>
<tr>
<td>The University of Tennessee has a very friendly atmosphere.</td>
<td>85%</td>
<td>84% (+1)</td>
</tr>
<tr>
<td>My leaders model the stated values of the University of Tennessee.</td>
<td>85%</td>
<td>80% (+5)</td>
</tr>
<tr>
<td>The University of Tennessee supports diversity and inclusion.</td>
<td>81%</td>
<td>79% (+2)</td>
</tr>
<tr>
<td>The university's stated mission, vision and values are reflected in the day-to-...</td>
<td>78%</td>
<td>71% (+7)</td>
</tr>
</tbody>
</table>

- **< 40% Low Performing**
- **40% - 59% Average Performing**
- **≥ 60% High Performing**
**OVERALL DRIVER AVERAGE SCORE: 70%**

- **I know how my work impacts the work of other departments.**
  - Current: 88%
  - Previous: 87%
  - Benchmark: 87%

- **I have good working relationships with employees in other departments.**
  - Current: 87%
  - Previous: 90%
  - Benchmark: 90%

- **The University of Tennessee has a collaborative work environment.**
  - Current: 79%
  - Previous: 75%
  - Benchmark: 59%

- **The contributions of my department are recognized by other departments.**
  - Current: 67%
  - Previous: 60%
  - Benchmark: 60%

- **I know what other departments do.**
  - Current: 65%
  - Previous: 61%
  - Benchmark: 61%

- **Departments work well together to get things done.**
  - Current: 59%
  - Previous: 54%
  - Benchmark: 46%

- **Departments communicate effectively with each other.**
  - Current: 46%
  - Previous: 39%
  - Benchmark: 39%

**Improvement Strategy:**

- **Improve:**
  - I know how my work impacts the work of other departments.
  - Departments work well together to get things done.

- **Leverage:**
  - I have good working relationships with employees in other departments.
  - The University of Tennessee has a collaborative work environment.

- **Maintain:**
  - The contributions of my department are recognized by other departments.
  - I know what other departments do.
  - Departments communicate effectively with each other.
OVERALL DRIVER AVERAGE SCORE: 80%

- Work processes in my department align with the university's values: 86% (80% (+6) 66% (+20))
- I trust my department's executive leader: 83% (83% (0) 65% (+18))
- I understand the rationale behind most of the decisions made by my department's...: 80% (70% (+10) 57% (+23))
- My departmental leader keeps me aware of the bigger picture: 79% (78% (+1) —)
- My department's executive leader acts on employee feedback: 74% (71% (+3) 55% (+19))
**DRIVER: Employee Empowerment**

**OVERALL DRIVER AVERAGE SCORE:** 81%

**OVERALL BENCHMARK AVERAGE SCORE:** 68%

<table>
<thead>
<tr>
<th>Statement</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am not afraid of trying out new ideas in my job.</td>
<td>87%</td>
<td>88% (-1)</td>
</tr>
<tr>
<td>I clearly understand what is expected of me on the job.</td>
<td>87%</td>
<td>82% (+5)</td>
</tr>
<tr>
<td>I am empowered to make decisions about how I do my work.</td>
<td>85%</td>
<td>82% (+3)</td>
</tr>
<tr>
<td>I am satisfied with the workplace flexibility offered by the university.</td>
<td>81%</td>
<td>76% (+5)</td>
</tr>
<tr>
<td>I have all the tools I need to do a great job.</td>
<td>78%</td>
<td>69% (+9)</td>
</tr>
<tr>
<td>If I make a suggestion to improve something in my department I believe it will ...</td>
<td>77%</td>
<td>77% (0)</td>
</tr>
<tr>
<td>I am given the chance to fully leverage my talents through my job.</td>
<td>75%</td>
<td>73% (+2)</td>
</tr>
</tbody>
</table>
OVERALL DRIVER AVERAGE SCORE: 73%

- The executive leadership team models the university values. 82% [82%] 75% (+7) -
- The President of the University of Tennessee inspires me. 81% [81%] 75% (+6) -
- The executive leadership team speaks to the mission, vision, and values in a way that... 74% [74%] 71% (+3) 48% (+26)
- I trust the members of my campus'/institute's executive leadership team. 73% [73%] 67% (+6) 49% (+24)
- The Chancellor/Vice President of my campus/institute inspires me. 69% [69%] 60% (+9) -
- I understand the rationale behind most of the business decisions made by the me... 66% [66%] 60% (+6) 43% (+23)
- My campus'/institute's executive leadership team acts on employee feedback. 64% [64%] 54% (+10) 39% (+25)
OVERALL DRIVER AVERAGE SCORE: 85%

I am emotionally safe at work (not bullied or harassed).

90% (+3)

87% (90%)

I have not been discriminated against at UT based on age, gender, sexual orient...

87% (+2)

85% (87%)

My departmental leader practices inclusive leadership so that everyone can be t...

86% (+4)

82% (86%)

This university supports an inclusive environment where individual differences...

82% (+9)

73% (82%)

I am comfortable being myself at this university.

80% (+2)

78% (80%)

<table>
<thead>
<tr>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>90% (+3)</td>
<td>87% (+3)</td>
</tr>
<tr>
<td>87% (+2)</td>
<td>85% (+2)</td>
</tr>
<tr>
<td>86% (+4)</td>
<td>82% (+4)</td>
</tr>
<tr>
<td>82% (+9)</td>
<td>73% (+9)</td>
</tr>
<tr>
<td>80% (+2)</td>
<td>78% (+2)</td>
</tr>
</tbody>
</table>

- < 40% Low Performing
- 40% - 59% Average Performing
- ≥ 60% High Performing
## Manager Relationships

**Overall Driver Average Score:** 81%

<table>
<thead>
<tr>
<th>Question</th>
<th>Previous Survey</th>
<th>Benchmark</th>
<th>Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>I trust my supervisor.</td>
<td>88% (+1)</td>
<td>73% (+15)</td>
<td></td>
</tr>
<tr>
<td>My supervisor shows appreciation for the work I do.</td>
<td>85% (-2)</td>
<td>70% (+15)</td>
<td></td>
</tr>
<tr>
<td>My supervisor helps me achieve better results.</td>
<td>83% (+4)</td>
<td>66% (+17)</td>
<td></td>
</tr>
<tr>
<td>My supervisor responds constructively when I share job-related concerns.</td>
<td>83% (+4)</td>
<td>68% (+15)</td>
<td></td>
</tr>
<tr>
<td>My supervisor keeps me well informed about decisions that affect me.</td>
<td>81% (+3)</td>
<td>66% (+15)</td>
<td></td>
</tr>
<tr>
<td>My supervisor helps me understand how my work contributes to university goals.</td>
<td>80% (+4)</td>
<td>64% (+16)</td>
<td></td>
</tr>
<tr>
<td>My supervisor provides me with high quality feedback.</td>
<td>80% (+6)</td>
<td>52% (+19)</td>
<td></td>
</tr>
<tr>
<td>My supervisor effectively handles poor performance within my team.</td>
<td>71% (+6)</td>
<td>65% (+19)</td>
<td></td>
</tr>
</tbody>
</table>

- **< 40% Low Performing**
- **40% - 59% Average Performing**
- **≥ 60% High Performing**
**DRIVER: Recognition**

**OVERALL DRIVER AVERAGE SCORE: 72%**

- **My team shows appreciation for the work I do.**
  - Previous Survey: 82%
  - Benchmark: 80% (+2)
  - My team shows appreciation for the work I do.

- **I am praised when I go above and beyond the call of duty.**
  - Previous Survey: 77%
  - Benchmark: 72% (+5)
  - I am praised when I go above and beyond the call of duty.

- **I see others receive recognition when they deserve it.**
  - Previous Survey: 75%
  - Benchmark: 67% (+8)
  - I see others receive recognition when they deserve it.

- **Promotions in my department go to those who deserve them the most.**
  - Previous Survey: 69%
  - Benchmark: 51% (+18)
  - Promotions in my department go to those who deserve them the most.

- **If I exceed expectations, I receive rewards that I value.**
  - Previous Survey: 55%
  - Benchmark: 46% (+9)
  - If I exceed expectations, I receive rewards that I value.

**IMPROVE LEVERAGE EVALUATE MAINTAIN**
**DRIVER: Total Compensation**

**OVERALL DRIVER AVERAGE SCORE: 63%**

- I am satisfied with my benefit package: 79% (78% (+1), 55% (+24))
- My benefits are competitive with similar jobs I might find elsewhere: 78% (72% (+6), —)
- We have unique perks at the University of Tennessee: 74% (68% (+6), —)
- The University of Tennessee's benefits package has continued to improve to meet...: 65% (61% (+4), —)
- I am satisfied with the compensation I receive for the work I do: 55% (44% (+11), 41% (+14))
- I will be compensated fairly if my performance exceeds expectations: 50% (44% (+6), —)
- My salary is competitive with similar jobs I might find elsewhere: 43% (36% (+7), —)

---

**Previous Survey**

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<thead>
<tr>
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<th>Previous</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with my benefit package</td>
<td>78%</td>
<td>55%</td>
</tr>
<tr>
<td>My benefits are competitive with similar jobs I might find elsewhere</td>
<td>72%</td>
<td>—</td>
</tr>
<tr>
<td>We have unique perks at the University of Tennessee</td>
<td>68%</td>
<td>—</td>
</tr>
<tr>
<td>The University of Tennessee’s benefits package has continued to improve</td>
<td>61%</td>
<td>—</td>
</tr>
<tr>
<td>I am satisfied with the compensation I receive for the work I do</td>
<td>44%</td>
<td>41%</td>
</tr>
<tr>
<td>I will be compensated fairly if my performance exceeds expectations</td>
<td>44%</td>
<td>—</td>
</tr>
<tr>
<td>My salary is competitive with similar jobs I might find elsewhere</td>
<td>36%</td>
<td>—</td>
</tr>
</tbody>
</table>

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**Improvement Scale**

- < 40% Low Performing
- 40% - 59% Average Performing
- ≥ 60% High Performing

---

**Source:** University of Tennessee

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### University of Tennessee

**# of employees:** 294  
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---

**DRIVER: Working Environment**

**OVERALL DRIVER AVERAGE SCORE: 78%**

<table>
<thead>
<tr>
<th>Question</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am physically safe while at work.</td>
<td>94% (90% +4)</td>
<td>84% (+10)</td>
</tr>
<tr>
<td>This organization takes action to maintain the health and safety of employees.</td>
<td>85% (76% +9)</td>
<td>63% (+22)</td>
</tr>
<tr>
<td>I am comfortable being myself at the University of Tennessee.</td>
<td>80% (74% +6)</td>
<td>—</td>
</tr>
<tr>
<td>The University of Tennessee supports an inclusive environment where individual ...</td>
<td>78% (73% +5)</td>
<td>—</td>
</tr>
<tr>
<td>The physical work space is conducive to working effectively (i.e. lighting, temperature...)</td>
<td>54% (54% 0)</td>
<td>59% (-5)</td>
</tr>
</tbody>
</table>

---

*Improvement Levels:*
- **< 40% Low Performing**
- **40% - 59% Average Performing**
- **≥ 60% High Performing**
**DRIVER: Work Life Balance**

**OVERALL DRIVER AVERAGE SCORE: 75%**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generally, I find my workload reasonable.</td>
<td>77%</td>
<td>69% (+8)</td>
<td>56% (+21)</td>
</tr>
<tr>
<td>I am able to maintain a balance between my work and personal life.</td>
<td>76%</td>
<td>78% (-2)</td>
<td>62% (+14)</td>
</tr>
<tr>
<td>My supervisor asks me about my work/life balance.</td>
<td>73%</td>
<td>71% (+2)</td>
<td>—</td>
</tr>
<tr>
<td>I find my stress levels at work manageable.</td>
<td>72%</td>
<td>68% (+4)</td>
<td>54% (+18)</td>
</tr>
</tbody>
</table>

Legend:
- **< 40% Low Performing**
- **40% - 59% Average Performing**
- **≥ 60% High Performing**
Trending Questions

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

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

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

<table>
<thead>
<tr>
<th></th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I expect to be at the University of Tennessee a year from now.</td>
<td>86%</td>
<td>84% (+2) 75% (+11)</td>
</tr>
<tr>
<td>I am more satisfied with the University of Tennessee now than I was a year ago.</td>
<td>63%</td>
<td>52% (+11) —</td>
</tr>
<tr>
<td>I am more satisfied with my job now than I was a year ago.</td>
<td>63%</td>
<td>60% (+3) 47% (+16)</td>
</tr>
</tbody>
</table>
Taking Action Questions

- My department takes actions to improve employee engagement. 73%✓
- The University of Tennessee takes actions to improve employee engagement. 70%✓

Previous Survey | Benchmark
--- | ---
64% (+9) | —
56% (+14) | 41% (+29)

Legend:
- < 40% Low Performing
- 40% - 59% Average Performing
- ≥ 60% High Performing
### Overall Results Distribution

#### ENGAGEMENT, TAKING ACTION, & TRENDING QUESTIONS

<table>
<thead>
<tr>
<th>ENGAGEMENT MEASURE QUESTIONS</th>
<th># of employees: 294</th>
<th># of responses: 226</th>
<th>Response Rate: 77%</th>
</tr>
</thead>
<tbody>
<tr>
<td>I regularly offer to help my colleagues at work.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6% Bottom Box</td>
<td>94% Top Box</td>
<td>93% Previous Survey</td>
</tr>
<tr>
<td>I am very proud of the work I do.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1% Bottom Box</td>
<td>92% Top Box</td>
<td>93% Previous Survey</td>
</tr>
<tr>
<td>I regularly accomplish more than what’s expected in my role because I choose to.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>10% Bottom Box</td>
<td>90% Top Box</td>
<td>90% Previous Survey</td>
</tr>
<tr>
<td>My contributions are important to the success of my department.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1% Bottom Box</td>
<td>89% Top Box</td>
<td>93% Previous Survey</td>
</tr>
<tr>
<td>I am very proud of the services the University of Tennessee provides.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1% Bottom Box</td>
<td>89% Top Box</td>
<td>84% Previous Survey</td>
</tr>
<tr>
<td>Taking everything into account, I like working at the University of Tennessee.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1% Bottom Box</td>
<td>88% Top Box</td>
<td>89% Previous Survey</td>
</tr>
<tr>
<td>I am very committed to the University of Tennessee.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3% Bottom Box</td>
<td>86% Top Box</td>
<td>84% Previous Survey</td>
</tr>
<tr>
<td>Taking everything into account, I like my job.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3% Bottom Box</td>
<td>84% Top Box</td>
<td>88% Previous Survey</td>
</tr>
<tr>
<td>I am part of a team working towards a shared goal.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4% Bottom Box</td>
<td>84% Top Box</td>
<td>86% Previous Survey</td>
</tr>
<tr>
<td>I talk about my job in a positive light with family and friends.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3% Bottom Box</td>
<td>82% Top Box</td>
<td>84% Previous Survey</td>
</tr>
</tbody>
</table>
### Overall Results Distribution

**University of Tennessee**  
Open Date: Sep 20, 2023  
Close Date: Oct 19, 2023  
Response Rate: 77%

<table>
<thead>
<tr>
<th>ENGAGEMENT MEASURE QUESTIONS</th>
<th>Previous Survey</th>
<th>Benchmark</th>
<th>ENGAGEMENT MEASURE QUESTIONS</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>My contributions are important to the success of the University of Tennessee.</td>
<td>2% 16%</td>
<td>81%</td>
<td>85% 79%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I regularly choose to put in extra hours to improve my results.</td>
<td>7% 22%</td>
<td>71%</td>
<td>68%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I often look forward to coming to work.</td>
<td>5% 27%</td>
<td>68%</td>
<td>67% 63%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>In the last year, I have made recommendations for University improvements.</td>
<td>8% 26%</td>
<td>66%</td>
<td>66%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TAKING ACTION QUESTIONS</th>
<th>Previous Survey</th>
<th>Benchmark</th>
<th>TAKING ACTION QUESTIONS</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>My department takes actions to improve employee engagement.</td>
<td>8% 20%</td>
<td>73%</td>
<td>64%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The University of Tennessee takes actions to improve employee engagement.</td>
<td>4% 26%</td>
<td>70%</td>
<td>56% 41%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TRENDING QUESTIONS</th>
<th>Previous Survey</th>
<th>Benchmark</th>
<th>TRENDING QUESTIONS</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I expect to be at the University of Tennessee a year from now.</td>
<td>3% 11%</td>
<td>86%</td>
<td>84% 75%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am more satisfied with the University of Tennessee now than I was a year ago.</td>
<td>10% 26%</td>
<td>63%</td>
<td>52%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am more satisfied with my job now than I was a year ago.</td>
<td>11% 26%</td>
<td>63%</td>
<td>60% 47%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Overall Results Distribution

### COMPANY POTENTIAL

<table>
<thead>
<tr>
<th>Question</th>
<th>Previous Survey</th>
<th>Benchmark</th>
<th>UT 2023</th>
<th>Benchmark 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>The University of Tennessee has a bright future.</td>
<td>7%</td>
<td>92%</td>
<td>88%</td>
<td>67%</td>
</tr>
<tr>
<td>The vision, mission and values of the University of Tennessee are well-aligned with our customer needs.</td>
<td>2% 11%</td>
<td>87%</td>
<td>80%</td>
<td>66%</td>
</tr>
<tr>
<td>I believe in the University of Tennessee's overall mission, vision, and values in the system-level strategic plan.</td>
<td>2% 12%</td>
<td>86%</td>
<td>85%</td>
<td>63%</td>
</tr>
<tr>
<td>The University of Tennessee encourages innovation.</td>
<td>4% 14%</td>
<td>82%</td>
<td>71%</td>
<td>55%</td>
</tr>
<tr>
<td>People at the University of Tennessee are committed to doing high quality work.</td>
<td>2% 17%</td>
<td>80%</td>
<td>76%</td>
<td>—</td>
</tr>
<tr>
<td>I am impressed with the quality of people at the University of Tennessee.</td>
<td>2% 20%</td>
<td>78%</td>
<td>76%</td>
<td>—</td>
</tr>
<tr>
<td>Our staff satisfaction is important to the University of Tennessee.</td>
<td>7% 22%</td>
<td>71%</td>
<td>61%</td>
<td>—</td>
</tr>
<tr>
<td>Our staff feels the University of Tennessee meets their needs.</td>
<td>4% 26%</td>
<td>70%</td>
<td>63%</td>
<td>—</td>
</tr>
</tbody>
</table>

### INCLUSION

<table>
<thead>
<tr>
<th>Question</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am emotionally safe at work (not bullied or harassed).</td>
<td>3% 8%</td>
<td>90%</td>
</tr>
<tr>
<td>I have not been discriminated against at UT based on age, gender, sexual orientation, religion or ethnicity.</td>
<td>4% 9%</td>
<td>87%</td>
</tr>
</tbody>
</table>
### Overall Results Distribution

**INCLUSION**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>My departmental leader practices inclusive leadership so that everyone can be their authentic selves in the workplace.</td>
<td>4%, 10%</td>
<td>86%</td>
</tr>
<tr>
<td>This university supports an inclusive environment where individual differences are valued and respected.</td>
<td>3%, 15%</td>
<td>82%</td>
</tr>
<tr>
<td>I am comfortable being myself at this university.</td>
<td>2%, 17%</td>
<td>80%</td>
</tr>
</tbody>
</table>

**CULTURE**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I identify well with the organization's mission, vision, and values.</td>
<td>3%, 8%</td>
<td>89%</td>
</tr>
<tr>
<td>I identify well with the University of Tennessee's values.</td>
<td>1%, 10%</td>
<td>89%</td>
</tr>
<tr>
<td>The University of Tennessee has a very friendly atmosphere.</td>
<td>1%, 13%</td>
<td>85%</td>
</tr>
<tr>
<td>My leaders model the stated values of the University of Tennessee.</td>
<td>4%, 12%</td>
<td>85%</td>
</tr>
<tr>
<td>The University of Tennessee supports diversity and inclusion.</td>
<td>3%, 16%</td>
<td>81%</td>
</tr>
<tr>
<td>The university's stated mission, vision and values are reflected in the day-to-day activities of the university.</td>
<td>5%, 18%</td>
<td>78%</td>
</tr>
</tbody>
</table>

**DEPARTMENT COLLABORATION**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I know how my work impacts the work of other departments.</td>
<td>1%, 10%</td>
<td>88%</td>
</tr>
</tbody>
</table>
## Overall Results Distribution

### DEPARTMENT COLLABORATION

<table>
<thead>
<tr>
<th>Statement</th>
<th>Previous Survey</th>
<th>Benchmark</th>
<th>Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have good working relationships with employees in other departments.</td>
<td>2% 12%</td>
<td>87%</td>
<td>90%</td>
<td>—</td>
</tr>
<tr>
<td>The University of Tennessee has a collaborative work environment.</td>
<td>4% 18%</td>
<td>79%</td>
<td>75%</td>
<td>59%</td>
</tr>
<tr>
<td>The contributions of my department are recognized by other departments.</td>
<td>8% 26%</td>
<td>67%</td>
<td>60%</td>
<td>—</td>
</tr>
<tr>
<td>I know what other departments do.</td>
<td>4% 32%</td>
<td>65%</td>
<td>61%</td>
<td>—</td>
</tr>
<tr>
<td>Departments work well together to get things done.</td>
<td>5% 36%</td>
<td>59%</td>
<td>54%</td>
<td>46%</td>
</tr>
<tr>
<td>Departments communicate effectively with each other.</td>
<td>10% 45%</td>
<td>46%</td>
<td>39%</td>
<td>—</td>
</tr>
</tbody>
</table>

### DEPARTMENT LEADERSHIP

<table>
<thead>
<tr>
<th>Statement</th>
<th>Previous Survey</th>
<th>Benchmark</th>
<th>Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work processes in my department align with the university's values.</td>
<td>3% 11%</td>
<td>86%</td>
<td>80%</td>
<td>66%</td>
</tr>
<tr>
<td>I trust my department's executive leader.</td>
<td>5% 12%</td>
<td>83%</td>
<td>83%</td>
<td>65%</td>
</tr>
<tr>
<td>I understand the rationale behind most of the decisions made by my department's executive leader.</td>
<td>7% 13%</td>
<td>80%</td>
<td>70%</td>
<td>57%</td>
</tr>
<tr>
<td>My departmental leader keeps me aware of the bigger picture.</td>
<td>7% 15%</td>
<td>79%</td>
<td>78%</td>
<td>—</td>
</tr>
</tbody>
</table>
## Overall Results Distribution

### DEPARTMENT LEADERSHIP

- **My department’s executive leader acts on employee feedback.**
  - **Current:** 8% **(Bottom Box)**, 18% **(Middle Box)**, 74% **(Top Box)**
  - **Previous Benchmark:** 71% **(Top Box)**
  - **Benchmark:** 55%

### EXECUTIVE LEADERSHIP

- **The executive leadership team models the university values.**
  - **Current:** 5% **(Bottom Box)**, 13% **(Middle Box)**, 82% **(Top Box)**
  - **Previous Benchmark:** 75% **(Top Box)**
  - **Benchmark:** –

- **The President of the University of Tennessee inspires me.**
  - **Current:** 2% **(Bottom Box)**, 18% **(Middle Box)**, 81% **(Top Box)**
  - **Previous Benchmark:** 75% **(Top Box)**
  - **Benchmark:** –

- **The executive leadership team speaks to the mission, vision, and values in a way that is inspiring.**
  - **Current:** 6% **(Bottom Box)**, 20% **(Middle Box)**, 74% **(Top Box)**
  - **Previous Benchmark:** 71% **(Top Box)**
  - **Benchmark:** 48%

- **I trust the members of my campus'/institute's executive leadership team.**
  - **Current:** 6% **(Bottom Box)**, 21% **(Middle Box)**, 73% **(Top Box)**
  - **Previous Benchmark:** 67% **(Top Box)**
  - **Benchmark:** 49%

- **The Chancellor/Vice President of my campus/institute inspires me.**
  - **Current:** 6% **(Bottom Box)**, 25% **(Middle Box)**, 69% **(Top Box)**
  - **Previous Benchmark:** 60% **(Top Box)**
  - **Benchmark:** –

- **I understand the rationale behind most of the business decisions made by the members of my campus'/institute's executive leadership team.**
  - **Current:** 9% **(Bottom Box)**, 25% **(Middle Box)**, 66% **(Top Box)**
  - **Previous Benchmark:** 60% **(Top Box)**
  - **Benchmark:** 43%

- **My campus'/institute's executive leadership team acts on employee feedback.**
  - **Current:** 9% **(Bottom Box)**, 26% **(Middle Box)**, 64% **(Top Box)**
  - **Previous Benchmark:** 54% **(Top Box)**
  - **Benchmark:** 39%
## Overall Results Distribution

### University of Tennessee

- **No. of employees:** 294
- **Open Date:** Sep 20, 2023
- **Close Date:** Oct 19, 2023
- **No. of responses:** 226
- **Response Rate:** 77%

### JOB DRIVER QUESTIONS

#### COWORKER RELATIONSHIPS

<table>
<thead>
<tr>
<th>Question</th>
<th>Previous Survey</th>
<th>Benchmark</th>
<th>Bottom Box</th>
<th>Middle Box</th>
<th>Top Box</th>
</tr>
</thead>
<tbody>
<tr>
<td>I really like the people I work with.</td>
<td></td>
<td>89%</td>
<td>1%</td>
<td>9%</td>
<td>90%</td>
</tr>
<tr>
<td>I know that my co-workers will help me out when needed.</td>
<td></td>
<td>89%</td>
<td>1%</td>
<td>10%</td>
<td>88%</td>
</tr>
<tr>
<td>My co-workers care about me as a person.</td>
<td></td>
<td>79%</td>
<td>3%</td>
<td>12%</td>
<td>85%</td>
</tr>
<tr>
<td>I have a good friend at the University of Tennessee.</td>
<td></td>
<td>78%</td>
<td>6%</td>
<td>12%</td>
<td>82%</td>
</tr>
<tr>
<td>My coworkers take accountability for meeting their job expectations.</td>
<td></td>
<td>78%</td>
<td>3%</td>
<td>17%</td>
<td>81%</td>
</tr>
<tr>
<td>My co-workers don't undermine my efforts.</td>
<td></td>
<td>80%</td>
<td>7%</td>
<td>15%</td>
<td>78%</td>
</tr>
</tbody>
</table>

#### MANAGER RELATIONSHIPS

<table>
<thead>
<tr>
<th>Question</th>
<th>Previous Survey</th>
<th>Benchmark</th>
<th>Bottom Box</th>
<th>Middle Box</th>
<th>Top Box</th>
</tr>
</thead>
<tbody>
<tr>
<td>I trust my supervisor.</td>
<td></td>
<td>87%</td>
<td>4%</td>
<td>8%</td>
<td>88%</td>
</tr>
<tr>
<td>My supervisor shows appreciation for the work I do.</td>
<td></td>
<td>87%</td>
<td>3%</td>
<td>12%</td>
<td>85%</td>
</tr>
<tr>
<td>My supervisor helps me achieve better results.</td>
<td></td>
<td>79%</td>
<td>5%</td>
<td>12%</td>
<td>83%</td>
</tr>
<tr>
<td>My supervisor responds constructively when I share job-related concerns.</td>
<td></td>
<td>79%</td>
<td>4%</td>
<td>13%</td>
<td>83%</td>
</tr>
</tbody>
</table>
## Overall Results Distribution

### MANAGER RELATIONSHIPS

<table>
<thead>
<tr>
<th>Statement</th>
<th>Bottom Box</th>
<th>Middle Box</th>
<th>Top Box</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>My supervisor keeps me well informed about decisions that affect me.</td>
<td>7%</td>
<td>12%</td>
<td>81%</td>
<td>78%</td>
<td>66%</td>
</tr>
<tr>
<td>My supervisor helps me understand how my work contributes to university goals.</td>
<td>7%</td>
<td>13%</td>
<td>80%</td>
<td>76%</td>
<td>—</td>
</tr>
<tr>
<td>My supervisor provides me with high quality feedback.</td>
<td>8%</td>
<td>13%</td>
<td>80%</td>
<td>76%</td>
<td>64%</td>
</tr>
<tr>
<td>My supervisor effectively handles poor performance within my team.</td>
<td>9%</td>
<td>19%</td>
<td>71%</td>
<td>65%</td>
<td>52%</td>
</tr>
</tbody>
</table>

### EMPLOYEE EMPOWERMENT

<table>
<thead>
<tr>
<th>Statement</th>
<th>Bottom Box</th>
<th>Middle Box</th>
<th>Top Box</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am not afraid of trying out new ideas in my job.</td>
<td>3%</td>
<td>11%</td>
<td>87%</td>
<td>88%</td>
<td>77%</td>
</tr>
<tr>
<td>I clearly understand what is expected of me on the job.</td>
<td>3%</td>
<td>11%</td>
<td>87%</td>
<td>82%</td>
<td>79%</td>
</tr>
<tr>
<td>I am empowered to make decisions about how I do my work.</td>
<td>3%</td>
<td>12%</td>
<td>85%</td>
<td>82%</td>
<td>73%</td>
</tr>
<tr>
<td>I am satisfied with the workplace flexibility offered by the university.</td>
<td>4%</td>
<td>15%</td>
<td>81%</td>
<td>76%</td>
<td>68%</td>
</tr>
<tr>
<td>I have all the tools I need to do a great job.</td>
<td>4%</td>
<td>18%</td>
<td>78%</td>
<td>69%</td>
<td>56%</td>
</tr>
<tr>
<td>If I make a suggestion to improve something in my department I believe it will be taken seriously.</td>
<td>5%</td>
<td>18%</td>
<td>77%</td>
<td>77%</td>
<td>60%</td>
</tr>
<tr>
<td>Overall Results Distribution</td>
<td>EMPLOYEE EMPOWERMENT</td>
<td>RECOGNITION</td>
<td>CAREER ADVANCEMENT &amp; DEVELOPMENT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------</td>
<td>----------------------</td>
<td>-------------</td>
<td>----------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am given the chance to fully leverage my talents through my job.</td>
<td>8% 17% 75%</td>
<td>3% 15% 82%</td>
<td>7% 20% 69%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My team shows appreciation for the work I do.</td>
<td>7% 16% 77%</td>
<td>10% 20% 69%</td>
<td>15% 30% 55%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am praised when I go above and beyond the call of duty.</td>
<td>7% 16% 77%</td>
<td>4% 20% 75%</td>
<td>10% 20% 72%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I see others receive recognition when they deserve it.</td>
<td>4% 20% 75%</td>
<td>2% 20% 73%</td>
<td>3% 20% 70%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotions in my department go to those who deserve them the most.</td>
<td>10% 20% 69%</td>
<td>15% 30% 55%</td>
<td>8% 21% 71%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If I exceed expectations, I receive rewards that I value.</td>
<td>15% 30% 55%</td>
<td>2% 20% 73%</td>
<td>9% 21% 70%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Previous Survey** **Benchmark**

- **EMPLOYEE EMPOWERMENT**
  - I am given the chance to fully leverage my talents through my job.
    - Previous: 73%, Benchmark: 59%
  - My team shows appreciation for the work I do.
    - Previous: 80%, Benchmark: 71%
  - I am praised when I go above and beyond the call of duty.
    - Previous: 72%, Benchmark: 53%
  - I see others receive recognition when they deserve it.
    - Previous: 67%, Benchmark: 53%
  - Promotions in my department go to those who deserve them the most.
    - Previous: 51%, Benchmark: -
  - If I exceed expectations, I receive rewards that I value.
    - Previous: 46%, Benchmark: -

- **CAREER ADVANCEMENT & DEVELOPMENT**
  - I am encouraged to pursue career development activities.
    - Previous: 72%, Benchmark: -
  - In the last year, I have received an adequate amount of training.
    - Previous: 71%, Benchmark: 54%
  - In the last year, the training I have received has helped me do my job better.
    - Previous: 63%, Benchmark: 51%
  - My direct supervisor discusses professional development with me outside of my annual performance review.
    - Previous: 68%, Benchmark: -
# Overall Results Distribution

**CAREER ADVANCEMENT & DEVELOPMENT**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support is available if I choose to pursue career advancement opportunities.</td>
<td>9% 22% 69%</td>
<td>67% 49%</td>
</tr>
<tr>
<td>I can advance my career at the University of Tennessee.</td>
<td>10% 28% 61%</td>
<td>54% 46%</td>
</tr>
<tr>
<td>My department has sufficient funds to support robust professional development activities for all of its employees.</td>
<td>10% 32% 58%</td>
<td>53% –</td>
</tr>
</tbody>
</table>
## Overall Results Distribution

### RETENTION DRIVER QUESTIONS

#### WORKING ENVIRONMENT

<table>
<thead>
<tr>
<th>Question</th>
<th>Previous Survey</th>
<th>Benchmark</th>
<th>University of Tennessee Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am physically safe while at work.</td>
<td>3%</td>
<td>90%</td>
<td>94%</td>
<td>84%</td>
</tr>
<tr>
<td>This organization takes action to maintain the health and safety of employees.</td>
<td>3% 12%</td>
<td>76% 63%</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td>I am comfortable being myself at the University of Tennessee.</td>
<td>4% 16%</td>
<td>74% 73%</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>The University of Tennessee supports an inclusive environment where individual differences are valued and respected.</td>
<td>3% 19%</td>
<td>54% 59%</td>
<td>78%</td>
<td></td>
</tr>
<tr>
<td>The physical work space is conducive to working effectively (i.e. lighting, temperature, space).</td>
<td>22% 25%</td>
<td>54% 59%</td>
<td>54%</td>
<td></td>
</tr>
</tbody>
</table>

#### TOTAL COMPENSATION

<table>
<thead>
<tr>
<th>Question</th>
<th>Previous Survey</th>
<th>Benchmark</th>
<th>University of Tennessee Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with my benefit package.</td>
<td>4% 18%</td>
<td>72% 74%</td>
<td>78%</td>
<td>55%</td>
</tr>
<tr>
<td>My benefits are competitive with similar jobs I might find elsewhere.</td>
<td>4% 18%</td>
<td>78%</td>
<td>78%</td>
<td>55%</td>
</tr>
<tr>
<td>We have unique perks at the University of Tennessee.</td>
<td>4% 22%</td>
<td>68%</td>
<td>74%</td>
<td></td>
</tr>
<tr>
<td>The University of Tennessee's benefits package has continued to improve to meet changing employee needs.</td>
<td>6% 29%</td>
<td>61%</td>
<td>65%</td>
<td></td>
</tr>
<tr>
<td>I am satisfied with the compensation I receive for the work I do.</td>
<td>15% 30%</td>
<td>44%</td>
<td>55%</td>
<td>41%</td>
</tr>
</tbody>
</table>
### Overall Results Distribution

**University of Tennessee**

*Open Date: Sep 20, 2023*

*Close Date: Oct 19, 2023*

**# of employees: 294**

**# of responses: 226**

**Response Rate: 77%**

#### TOTAL COMPENSATION

<table>
<thead>
<tr>
<th>Item</th>
<th>Bottom Box</th>
<th>Middle Box</th>
<th>Top Box</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I will be compensated fairly if my performance exceeds expectations.</td>
<td>19%</td>
<td>31%</td>
<td>50%</td>
<td>44%</td>
<td>—</td>
</tr>
<tr>
<td>My salary is competitive with similar jobs I might find elsewhere.</td>
<td>21%</td>
<td>36%</td>
<td>43%</td>
<td>36%</td>
<td>—</td>
</tr>
</tbody>
</table>

#### WORK LIFE BALANCE

<table>
<thead>
<tr>
<th>Item</th>
<th>Bottom Box</th>
<th>Middle Box</th>
<th>Top Box</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generally, I find my workload reasonable.</td>
<td>4%</td>
<td>19%</td>
<td>77%</td>
<td>69%</td>
<td>56%</td>
</tr>
<tr>
<td>I am able to maintain a balance between my work and personal life.</td>
<td>4%</td>
<td>20%</td>
<td>76%</td>
<td>78%</td>
<td>62%</td>
</tr>
<tr>
<td>My supervisor asks me about my work/life balance.</td>
<td>10%</td>
<td>18%</td>
<td>73%</td>
<td>71%</td>
<td>—</td>
</tr>
<tr>
<td>I find my stress levels at work manageable.</td>
<td>4%</td>
<td>25%</td>
<td>72%</td>
<td>68%</td>
<td>54%</td>
</tr>
</tbody>
</table>
Demographic Filters

Personnel Area

• System Administration
Appendix

Interpreting the Results

Engagement Calculation

Each survey respondent is classified into one of four engagement levels based on their average response to the engagement measure questions.

*The classification is as follows:*

- Average response to the engagement measure questions is greater than 5 = Engaged
- Average response to the engagement measure questions is greater than 4.5 but less than or equal to 5 = Almost Engaged
- Average response to the engagement measure questions is greater than 4 but less than or equal to 4.5 = Indifferent
- Average response to the engagement measure questions is less than or equal to 4 = Disengaged

The percentage of respondents in each engagement level type is then included within the reports.

Question and Driver Calculations

McLean & Company uses a 1 to 6-point agreement scale for data collection, with the additional option to respond not applicable (N/A) when participants deem that the question does not apply to them. Respondents are asked to indicate the extent to which they agree with each statement by choosing a whole number between 1 and 6 on the scale. The question results are displayed as bottom, middle, and top box results, which correspond to the percentage of respondents who selected 1 or 2, 3 or 4, and 5 or 6, respectively. Not applicable (N/A) responses are not included in any results calculations.

The top box scores for each driver are calculated by averaging the top box results for all survey questions assigned to that driver.

---

1=Strongly Disagree

1  2  3  4  5  6

Bottom Box  Middle Box  Top Box

continued on next page ...
Benchmarks
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 the organization's results and unique needs. External comparisons – including benchmarks – should be used to provide context around your results rather than to make decisions.

McLean & Company offers clients a generic or industry specific benchmark. The generic benchmark is comprised of all standard engagement surveys completed by McLean & Company clients. Industry specific benchmarks are comprised of McLean & Company clients sorted into industry designations as specified by the North American Industry Classification System (NAICS). Industry specific benchmarks are only available for industries which have a large enough data set.

* Driver-level benchmarking has not been provided due to the addition of custom question(s). Please refer to the driver slides for question-level benchmarks where applicable.

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 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. An iterative algorithm places the quadrants such that 3 drivers are positioned in the top left-hand quadrant, the "Improve" quadrant. These "Improve" quadrant drivers have lower top-box scores and higher impact scores relative to the other drivers.

The priority matrix is an informative tool in analyzing results and determining where future engagement efforts and actions could take place. It, however, is simply a part of the analysis and additional information must be considered before making final decisions.