Engagement Report

University of Tennessee

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

# of employees: 8898
# of responses: 4239
Response rate: 48%

Previous period:
Sep 14, 2022 - Oct 6, 2022

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McLean & Company Engagement Model

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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**

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

**Average Performance**
- Less likely to help others for the betterment of the organization
- Meet minimum performance requirements
- Generally keep to themselves
- Committed to the degree that their needs are met
- Stay at the organization because of what they get from it

**Engaged**

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

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

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Overall Engagement Results

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

<table>
<thead>
<tr>
<th></th>
<th>Current Survey</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENGAGED</td>
<td>58.9%</td>
<td>57.7%</td>
<td>59.4%</td>
</tr>
<tr>
<td>ALMOST ENGAGED</td>
<td>20.9%</td>
<td>20.5%</td>
<td>19.2%</td>
</tr>
<tr>
<td>INDIFFERENT</td>
<td>9.7%</td>
<td>10.9%</td>
<td>9.8%</td>
</tr>
<tr>
<td>DISENGAGED</td>
<td>10.5%</td>
<td>10.9%</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.
<table>
<thead>
<tr>
<th>Engagement Measure Question Scores</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I regularly offer to help my colleagues at work.</td>
<td>92%</td>
<td>91% (+1)</td>
</tr>
<tr>
<td>I am very proud of the work I do.</td>
<td>90%</td>
<td>90% (0)</td>
</tr>
<tr>
<td>My contributions are important to the success of my department.</td>
<td>86%</td>
<td>86% (0)</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% (0)</td>
</tr>
<tr>
<td>Taking everything into account, I like working at the University of Tennessee.</td>
<td>81%</td>
<td>79% (+2)</td>
</tr>
<tr>
<td>Taking everything into account, I like my job.</td>
<td>79%</td>
<td>79% (0)</td>
</tr>
<tr>
<td>I am very committed to the University of Tennessee.</td>
<td>79%</td>
<td>78% (+1)</td>
</tr>
<tr>
<td>I am very proud of the services the University of Tennessee provides.</td>
<td>78%</td>
<td>77% (+1)</td>
</tr>
<tr>
<td>I am part of a team working towards a shared goal.</td>
<td>77%</td>
<td>77% (0)</td>
</tr>
<tr>
<td>My contributions are important to the success of the University of Tennessee.</td>
<td>75%</td>
<td>75% (0)</td>
</tr>
<tr>
<td>I talk about my job in a positive light with family and friends.</td>
<td>71%</td>
<td>70% (+1)</td>
</tr>
<tr>
<td>I regularly choose to put in extra hours to improve my results.</td>
<td>65%</td>
<td>65% (0)</td>
</tr>
<tr>
<td>I often look forward to coming to work.</td>
<td>64%</td>
<td>62% (+2)</td>
</tr>
<tr>
<td>In the last year, I have made recommendations for University improvements.</td>
<td>56%</td>
<td>55% (+1)</td>
</tr>
</tbody>
</table>
Engagement by Age

University of Tennessee
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Disengaged | Indifferent | Almost Engaged | Engaged
---|---|---|---
Younger than 25:
- Sep 20, 2023: 20% Disengaged, 18% Indifferent, 23% Almost Engaged, 39% Engaged
- Sep 14, 2022: 24% Disengaged, 17% Indifferent, 17% Almost Engaged, 41% Engaged

25-34:
- Sep 20, 2023: 17% Disengaged, 13% Indifferent, 23% Almost Engaged, 47% Engaged
- Sep 14, 2022: 17% Disengaged, 13% Indifferent, 22% Almost Engaged, 43% Engaged

35-44:
- Sep 20, 2023: 12% Disengaged, 10% Indifferent, 24% Almost Engaged, 54% Engaged
- Sep 14, 2022: 12% Disengaged, 13% Indifferent, 22% Almost Engaged, 54% Engaged

45-54:
- Sep 20, 2023: 9% Disengaged, 9% Indifferent, 21% Almost Engaged, 63% Engaged
- Sep 14, 2022: 9% Disengaged, 9% Indifferent, 20% Almost Engaged, 62% Engaged

Older than 54:
- Sep 20, 2023: 7% Disengaged, 8% Indifferent, 18% Almost Engaged, 67% Engaged
- Sep 14, 2022: 7% Disengaged, 8% Indifferent, 19% Almost Engaged, 66% Engaged

% of Employees

Disengaged | Indifferent | Almost Engaged | Engaged
---|---|---|---
Sep 20, 2023: 100 | 94 | 756 | 965
Sep 14, 2022: 1358 | 959 | 1067 | 1050

McLEAN & COMPANY
Engagement by Employee Subgroup

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<table>
<thead>
<tr>
<th></th>
<th>Disengaged</th>
<th>Indifferent</th>
<th>Almost Engaged</th>
<th>Engaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-exempt</td>
<td>13%</td>
<td>11%</td>
<td>22%</td>
<td>54%</td>
</tr>
<tr>
<td>Exempt</td>
<td>9%</td>
<td>9%</td>
<td>20%</td>
<td>62%</td>
</tr>
</tbody>
</table>

Sep 20, 2023: 1753
Sep 14, 2022: 1795
Sep 20, 2023: 2478
Sep 14, 2022: 2396
Engagement by Gender

- **Male**
  - Disengaged: 10
  - Indifferent: 9
  - Almost Engaged: 21
  - Engaged: 60

- **Female**
  - Disengaged: 12
  - Indifferent: 10
  - Almost Engaged: 21
  - Engaged: 59

- **Overall**
  - Disengaged: 22
  - Indifferent: 19
  - Almost Engaged: 42
  - Engaged: 119

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% of Employees

- **Disengaged**
- **Indifferent**
- **Almost Engaged**
- **Engaged**
## Engagement by Tenure

<table>
<thead>
<tr>
<th>Tenure Duration</th>
<th>Disengaged</th>
<th>Indifferent</th>
<th>Almost Engaged</th>
<th>Engaged</th>
<th>% of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 months to less than 6 months</td>
<td>5%</td>
<td>10%</td>
<td>18%</td>
<td>71%</td>
<td>Sep 20, 2023: 167</td>
</tr>
<tr>
<td>6 months to less than 1 year</td>
<td>11%</td>
<td>11%</td>
<td>22%</td>
<td>56%</td>
<td>Sep 14, 2022: 207</td>
</tr>
<tr>
<td>1 year to less than 3 years</td>
<td>12%</td>
<td>13%</td>
<td>21%</td>
<td>55%</td>
<td>Sep 20, 2023: 368</td>
</tr>
<tr>
<td>3 years to less than 5 years</td>
<td>13%</td>
<td>12%</td>
<td>21%</td>
<td>55%</td>
<td>Sep 14, 2022: 361</td>
</tr>
<tr>
<td>5 years to less than 10 years</td>
<td>11%</td>
<td>9%</td>
<td>21%</td>
<td>59%</td>
<td>Sep 20, 2023: 993</td>
</tr>
<tr>
<td>10 years to less than 20 years</td>
<td>11%</td>
<td>10%</td>
<td>21%</td>
<td>58%</td>
<td>Sep 14, 2022: 717</td>
</tr>
<tr>
<td>20+ years</td>
<td>7%</td>
<td>8%</td>
<td>18%</td>
<td>68%</td>
<td>Sep 20, 2023: 4239</td>
</tr>
</tbody>
</table>

### Additional Information
- **University of Tennessee**
- **# of employees:** 8898
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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
33.0

AVERAGE RESPONSE
8

PREVIOUS SCORE
26.3

BENCHMARK
3.2

SCORE BREAKDOWN

DETRACTORS: 15.9%
PASSIVES: 35.2%
SUPPORTERS: 48.9%

PREVIOUS SURVEY
18.9% 35.9% 45.2%

RESPONSE DISTRIBUTION
Driver Results

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

Previous Survey | Benchmark
---|---
76% | 76% (0) N/A*
75% | 74% (+1) N/A*
74% | 72% (+2) N/A*
72% | 71% (+1) 68%(+4)
72% | 71% (+1) N/A*
69% | 67% (+2) —
68% | 66% ( +2) N/A*
66% | 65% (+1) N/A*
64% | 62% (+2) N/A*
62% | 61% (+1) N/A*
59% | 58% (+1) N/A*
58% | 56% (+2) N/A*
56% | 54% (+2) N/A*
54% | 52% (+2) N/A*

* See appendix for an explanation of the Benchmark.
OVERALL DRIVER AVERAGE SCORE: 59%

- I am encouraged to pursue career development activities: 67%
- In the last year, I have received an adequate amount of training: 62%
- My direct supervisor discusses professional development with me outside of my a...: 62%
- Support is available if I choose to pursue career advancement opportunities: 62%
- In the last year, the training I have received has helped me do my job better: 60%
- I can advance my career at the University of Tennessee: 55%
- My department has sufficient funds to support robust professional development a...: 48%

Previous Survey Benchmark

- I am encouraged to pursue career development activities: 65% (+2)  —
- In the last year, I have received an adequate amount of training: 61% (+1)  54% (+8)
- My direct supervisor discusses professional development with me outside of my a...: 59% (+3)  —
- Support is available if I choose to pursue career advancement opportunities: 60% (+2)  49% (+13)
- In the last year, the training I have received has helped me do my job better: 58% (+2)  51% (+9)
- I can advance my career at the University of Tennessee: 51% (+4)  46% (+9)
- My department has sufficient funds to support robust professional development a...: 48% (0)  —

Legend:
- < 40% Low Performing
- 40% - 59% Average Performing
- ≥ 60% High Performing
OVERALL DRIVER AVERAGE SCORE: 68%

The University of Tennessee has a bright future. 81% 79% (+2) 67% (+14)

I believe in the University of Tennessee’s overall mission, vision, and values ... 74% 73% (+1) 63% (+11)

The vision, mission and values of the University of Tennessee are well-aligned ... 74% 72% (+2) 66% (+8)

People at the University of Tennessee are committed to doing high quality work. 71% 70% (+1) —

The University of Tennessee encourages innovation. 69% 66% (+3) 55% (+14)

I am impressed with the quality of people at the University of Tennessee. 68% 67% (+1) —

Our staff satisfaction is important to the University of Tennessee. 56% 54% (+2) —

Our staff feels the University of Tennessee meets their needs. 52% 51% (+1) —
**DRIVER: Coworker Relationships**

**OVERALL DRIVER AVERAGE SCORE:** 76%

<table>
<thead>
<tr>
<th>Statement</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I really like the people I work with.</td>
<td>83%</td>
<td>83% (0)</td>
</tr>
<tr>
<td>I know that my co-workers will help me out when needed.</td>
<td>81%</td>
<td>80% (+1)</td>
</tr>
<tr>
<td>My co-workers care about me as a person.</td>
<td>77%</td>
<td>77% (0)</td>
</tr>
<tr>
<td>I have a good friend at the University of Tennessee.</td>
<td>74%</td>
<td>75% (-1)</td>
</tr>
<tr>
<td>My co-workers don't undermine my efforts.</td>
<td>73%</td>
<td>74% (-1)</td>
</tr>
<tr>
<td>My coworkers take accountability for meeting their job expectations.</td>
<td>68%</td>
<td>67% (+1)</td>
</tr>
</tbody>
</table>

**Performance Levels**

- **< 40% Low Performing**
- **40% - 59% Average Performing**
- **≥ 60% High Performing**
OVERALL DRIVER AVERAGE SCORE: 74%

- I identify well with the organization's mission, vision, and values. 78%
- I identify well with the University of Tennessee's values. 77%
- The University of Tennessee has a very friendly atmosphere. 75%
- The University of Tennessee supports diversity and inclusion. 74%
- My leaders model the stated values of the University of Tennessee. 70%
- The university's stated mission, vision and values are reflected in the day-to-day operations. 67%

Prepared by: McLean & Company
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Previous Survey
Benchmark
78% (+2) 76% (+2) 77% (+1)
74% (+3) 74% (0) —
75% 75% (0) —
74% (0) —
68% (+2) 64% (+3) 52% (+15)
**OVERALL DRIVER AVERAGE SCORE: 62%**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have good working relationships with employees in other departments.</td>
<td>84% (0)</td>
<td>—</td>
</tr>
<tr>
<td>I know how my work impacts the work of other departments.</td>
<td>78% (0)</td>
<td>—</td>
</tr>
<tr>
<td>The University of Tennessee has a collaborative work environment.</td>
<td>64% (+2)</td>
<td>59% (+7)</td>
</tr>
<tr>
<td>I know what other departments do.</td>
<td>55% (+1)</td>
<td>—</td>
</tr>
<tr>
<td>Departments work well together to get things done.</td>
<td>54% (+2)</td>
<td>46% (+10)</td>
</tr>
<tr>
<td>The contributions of my department are recognized by other departments.</td>
<td>54% (+1)</td>
<td>—</td>
</tr>
<tr>
<td>Departments communicate effectively with each other.</td>
<td>39% (+1)</td>
<td>—</td>
</tr>
</tbody>
</table>

- **< 40% Low Performing**
- **40% - 59% Average Performing**
- **≥ 60% High Performing**
OVERALL DRIVER AVERAGE SCORE: 66%

- Work processes in my department align with the university's values.
  - 76% (75% (+1) 66% (+10))

- I trust my department's executive leader.
  - 68% (68% (0) 65% (+3))

- My departmental leader keeps me aware of the bigger picture.
  - 67% (65% (+2) —)

- I understand the rationale behind most of the decisions made by my department's...
  - 61% (60% (+1) 57% (+4))

- My department's executive leader acts on employee feedback.
  - 60% (58% (+2) 55% (+5))

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

**OVERALL DRIVER AVERAGE SCORE: 72%**

**OVERALL BENCHMARK AVERAGE SCORE: 68%**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I clearly understand what is expected of me on the job.</td>
<td>82%</td>
<td>81% (+1)</td>
</tr>
<tr>
<td>I am not afraid of trying out new ideas in my job.</td>
<td>80%</td>
<td>79% (+1)</td>
</tr>
<tr>
<td>I am empowered to make decisions about how I do my work.</td>
<td>78%</td>
<td>76% (+2)</td>
</tr>
<tr>
<td>I am satisfied with the workplace flexibility offered by the university.</td>
<td>73%</td>
<td>70% (+3)</td>
</tr>
<tr>
<td>I have all the tools I need to do a great job.</td>
<td>67%</td>
<td>64% (+3)</td>
</tr>
<tr>
<td>I am given the chance to fully leverage my talents through my job.</td>
<td>65%</td>
<td>64% (+1)</td>
</tr>
<tr>
<td>If I make a suggestion to improve something in my department I believe it will …</td>
<td>64%</td>
<td>63% (+1)</td>
</tr>
</tbody>
</table>
The executive leadership team models the university values. 66%

The executive leadership team speaks to the mission, vision, and values in a way... 59%

I trust the members of my campus'/institute's executive leadership team. 58%

The Chancellor/Vice President of my campus/institute inspires me. 55%

The President of the University of Tennessee inspires me. 52%

I understand the rationale behind most of the business decisions made by the me... 51%

My campus'/institute's executive leadership team acts on employee feedback. 49%

Overall Driver Average Score: 56%

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Previous Survey: 64% (+2) —
Benchmark: 64% (+2)

Previous Survey: 57% (+2) 48% (+11)
Benchmark: 57% (+2) 48% (+11)

Previous Survey: 57% (+1) 49% (+9)
Benchmark: 57% (+1) 49% (+9)

Previous Survey: 52% (+3) —
Benchmark: 52% (+3) —

Previous Survey: 50% (+2) —
Benchmark: 50% (+2) —

Previous Survey: 50% (+1) 43% (+8)
Benchmark: 50% (+1) 43% (+8)

Previous Survey: 47% (+2) 39% (+10)
Benchmark: 47% (+2) 39% (+10)
DRIVER: Inclusion

OVERALL DRIVER AVERAGE SCORE: 75%

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

83%

Previous Survey: 83% (0) Benchmark: 79% (+4)

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

81%

Previous Survey: 79% (+2) Benchmark: 81% (0)

I am comfortable being myself at this university.

72%

Previous Survey: 72% (0) Benchmark: 75% (-3)

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

72%

Previous Survey: 72% (0) Benchmark: —

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

68%

Previous Survey: 66% (+2) Benchmark: 67% (+1)

< 40% Low Performing  40% - 59% Average Performing  ≥ 60% High Performing
OVERALL DRIVER AVERAGE SCORE: 69%

- I trust my supervisor: 76% (+1)
- My supervisor shows appreciation for the work I do: 75% (+3)
- My supervisor responds constructively when I share job-related concerns: 72% (+2)
- My supervisor helps me achieve better results: 69% (+1)
- My supervisor keeps me well informed about decisions that affect me: 69% (+2)
- My supervisor provides me with high quality feedback: 68% (+2)
- My supervisor helps me understand how my work contributes to university goals: 66% (+1)
- My supervisor effectively handles poor performance within my team: 57% (+3)

Previous Survey | Benchmark
--- | ---
75% (+1) | 73% (+3)
74% (+1) | 70% (+5)
70% (+2) | 68% (+4)
68% (+1) | 66% (+3)
67% (+2) | 66% (+3)
66% (+2) | 64% (+4)
65% (+1) | —
54% (+3) | 52% (+5)

---

**DRIVER:** Manager Relationships

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**DRIVER: Recognition**

**OVERALL DRIVER AVERAGE SCORE: 58%**

- **My team shows appreciation for the work I do.**
  - Current: 73%
  - Previous Survey: 72% (+1)
  - Benchmark: 71% (+2)

- **I see others receive recognition when they deserve it.**
  - Current: 62%
  - Previous Survey: 60% (+2)
  - Benchmark: 53% (+9)

- **I am praised when I go above and beyond the call of duty.**
  - Current: 62%
  - Previous Survey: 60% (+2)
  - Benchmark: 53% (+9)

- **Promotions in my department go to those who deserve them the most.**
  - Current: 51%
  - Previous Survey: 47% (+4)
  - Benchmark: —

- **If I exceed expectations, I receive rewards that I value.**
  - Current: 42%
  - Previous Survey: —
  - Benchmark: 39% (+3)

- **IMPROVE LEVERAGE EVALUATE MAINTAIN**

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

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**DRIVER: Total Compensation**

**OVERALL DRIVER AVERAGE SCORE: 54%**

- I am satisfied with my benefit package. 69%
- My benefits are competitive with similar jobs I might find elsewhere. 68%
- We have unique perks at the University of Tennessee. 62%
- The University of Tennessee’s benefits package has continued to improve to meet... 58%
- I am satisfied with the compensation I receive for the work I do. 44%
- I will be compensated fairly if my performance exceeds expectations. 41%
- My salary is competitive with similar jobs I might find elsewhere. 39%

**Previous Survey**

- 66% (+3)
- 65% (+3)
- 61% (+1)
- 56% (+2)
- 41% (+3)
- 38% (+3)
- 34% (+5)

**Benchmark**

- 55% (+14)
- —
- —
- —
- 41% (+3)
- —
- —

**Response Rate:** 48%
OVERALL DRIVER AVERAGE SCORE: **72%**

- **I am physically safe while at work.**
  - **86%**
  - Previous Survey: **86%** (0), Benchmark: **84%** (+2)

- **This organization takes action to maintain the health and safety of employees.**
  - **73%**
  - Previous Survey: **72%** (+1), Benchmark: **63%** (+10)

- **I am comfortable being myself at the University of Tennessee.**
  - **71%**
  - Previous Survey: **71%** (0), Benchmark: —

- **The University of Tennessee supports an inclusive environment where individual ...**
  - **67%**
  - Previous Survey: **66%** (+1), Benchmark: —

- **The physical work space is conducive to working effectively (i.e. lighting, tem...**
  - **63%**
  - Previous Survey: **63%** (0), Benchmark: **59%** (+4)
OVERALL DRIVER AVERAGE SCORE: **64%**

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

- **68%**
- Previous Survey: 65% (+3)
- Benchmark: 62% (+6)

**Generally, I find my workload reasonable.**

- **66%**
- Previous Survey: 63% (+3)
- Benchmark: 56% (+10)

**My supervisor asks me about my work/life balance.**

- **61%**
- Previous Survey: 59% (+2)
- Benchmark: —

**I find my stress levels at work manageable.**

- **61%**
- Previous Survey: 59% (+2)
- Benchmark: 54% (+7)

- < 40% Low Performing
- 40% - 59% Average Performing
- ≥ 60% High Performing
<table>
<thead>
<tr>
<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>80%</td>
<td>79% (+1)</td>
</tr>
<tr>
<td>I am more satisfied with my job now than I was a year ago.</td>
<td>57%</td>
<td>53% (+4)</td>
</tr>
<tr>
<td>I am more satisfied with the University of Tennessee now than I was a year ago.</td>
<td>51%</td>
<td>47% (+4)</td>
</tr>
</tbody>
</table>

- **< 40% Low Performing**
- **40% - 59% Average Performing**
- **≥ 60% High Performing**
Taking Action Questions

University of Tennessee
Open Date: Sep 20, 2023
Close Date: Oct 19, 2023
# of employees: 8898
# of responses: 4239
Response Rate: 48%

Previous Survey Benchmark

My department takes actions to improve employee engagement.

- 59%  

The University of Tennessee takes actions to improve employee engagement.

- 56%  

Previous Survey Benchmark

57% (+2) —
53% (+3) 41% (+15)
### ENGAGEMENT MEASURE QUESTIONS

<table>
<thead>
<tr>
<th>Question</th>
<th>Previous</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I regularly offer to help my colleagues at work.</td>
<td>1%</td>
<td>91%</td>
</tr>
<tr>
<td>I am very proud of the work I do.</td>
<td>1%</td>
<td>90%</td>
</tr>
<tr>
<td>My contributions are important to the success of my department.</td>
<td>2%</td>
<td>86%</td>
</tr>
<tr>
<td>I regularly accomplish more than what’s expected in my role because I choose to.</td>
<td>1%</td>
<td>85%</td>
</tr>
<tr>
<td>Taking everything into account, I like working at the University of Tennessee.</td>
<td>3%</td>
<td>79%</td>
</tr>
<tr>
<td>Taking everything into account, I like my job.</td>
<td>4%</td>
<td>79%</td>
</tr>
<tr>
<td>I am very committed to the University of Tennessee.</td>
<td>4%</td>
<td>78%</td>
</tr>
<tr>
<td>I am very proud of the services the University of Tennessee provides.</td>
<td>2%</td>
<td>77%</td>
</tr>
<tr>
<td>I am part of a team working towards a shared goal.</td>
<td>6%</td>
<td>77%</td>
</tr>
<tr>
<td>My contributions are important to the success of the University of Tennessee.</td>
<td>4%</td>
<td>75%</td>
</tr>
</tbody>
</table>
### Overall Results Distribution

#### ENGAGEMENT MEASURE QUESTIONS

<table>
<thead>
<tr>
<th>Question</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I talk about my job in a positive light with family and friends.</td>
<td>6%</td>
<td>71%</td>
</tr>
<tr>
<td>I regularly choose to put in extra hours to improve my results.</td>
<td>10%</td>
<td>65%</td>
</tr>
<tr>
<td>I often look forward to coming to work.</td>
<td>9%</td>
<td>64%</td>
</tr>
<tr>
<td>In the last year, I have made recommendations for University improvements.</td>
<td>13%</td>
<td>56%</td>
</tr>
</tbody>
</table>

#### TAKING ACTION QUESTIONS

<table>
<thead>
<tr>
<th>Question</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>My department takes actions to improve employee engagement.</td>
<td>11%</td>
<td>57%</td>
</tr>
<tr>
<td>The University of Tennessee takes actions to improve employee engagement.</td>
<td>9%</td>
<td>53%</td>
</tr>
</tbody>
</table>

#### TRENDING QUESTIONS

<table>
<thead>
<tr>
<th>Question</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>6%</td>
<td>80%</td>
</tr>
<tr>
<td>I am more satisfied with my job now than I was a year ago.</td>
<td>14%</td>
<td>57%</td>
</tr>
<tr>
<td>I am more satisfied with the University of Tennessee now than I was a year ago.</td>
<td>14%</td>
<td>51%</td>
</tr>
</tbody>
</table>
### Overall Results Distribution

**University of Tennessee**
- # of employees: 8898
- Open Date: Sep 20, 2023
- Close Date: Oct 19, 2023
- # of responses: 4239
- Response Rate: 48%

#### ORGANIZATION DRIVER QUESTIONS

**DEPARTMENT COLLABORATION**

<table>
<thead>
<tr>
<th>Question</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 have good working relationships with employees in other departments.</td>
<td>2%</td>
<td>14%</td>
<td>84%</td>
<td>84%</td>
<td>—</td>
</tr>
<tr>
<td>I know how my work impacts the work of other departments.</td>
<td>4%</td>
<td>18%</td>
<td>78%</td>
<td>78%</td>
<td>—</td>
</tr>
<tr>
<td>The University of Tennessee has a collaborative work environment.</td>
<td>5%</td>
<td>29%</td>
<td>66%</td>
<td>64%</td>
<td>59%</td>
</tr>
<tr>
<td>I know what other departments do.</td>
<td>7%</td>
<td>36%</td>
<td>56%</td>
<td>55%</td>
<td>—</td>
</tr>
<tr>
<td>Departments work well together to get things done.</td>
<td>9%</td>
<td>36%</td>
<td>56%</td>
<td>54%</td>
<td>46%</td>
</tr>
<tr>
<td>The contributions of my department are recognized by other departments.</td>
<td>12%</td>
<td>33%</td>
<td>55%</td>
<td>54%</td>
<td>—</td>
</tr>
<tr>
<td>Departments communicate effectively with each other.</td>
<td>14%</td>
<td>45%</td>
<td>40%</td>
<td>39%</td>
<td>—</td>
</tr>
</tbody>
</table>

**INCLUSION**

<table>
<thead>
<tr>
<th>Question</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 emotionally safe at work (not bullied or harassed).</td>
<td>5%</td>
<td>11%</td>
<td>83%</td>
<td>83%</td>
<td>79%</td>
</tr>
<tr>
<td>I have not been discriminated against at UT based on age, gender, sexual orientation, religion or ethnicity.</td>
<td>7%</td>
<td>12%</td>
<td>81%</td>
<td>79%</td>
<td>81%</td>
</tr>
<tr>
<td>I am comfortable being myself at this university.</td>
<td>6%</td>
<td>21%</td>
<td>72%</td>
<td>72%</td>
<td>75%</td>
</tr>
</tbody>
</table>
**Overall Results Distribution**

**INCLUSION**
- My departmental leader practices inclusive leadership so that everyone can be their authentic selves in the workplace.
  - 9% Bottom Box, 20% Middle Box, 72% Top Box
  - Previous Survey: 72%, Benchmark: -

- This university supports an inclusive environment where individual differences are valued and respected.
  - 6% Bottom Box, 26% Middle Box, 68% Top Box
  - Previous Survey: 66%, Benchmark: 67%

**COMPANY POTENTIAL**
- The University of Tennessee has a bright future.
  - 2% Bottom Box, 17% Middle Box, 81% Top Box
  - Previous Survey: 79%, Benchmark: 67%

- I believe in the University of Tennessee's overall mission, vision, and values in the system-level strategic plan.
  - 3% Bottom Box, 23% Middle Box, 74% Top Box
  - Previous Survey: 73%, Benchmark: 63%

- The vision, mission and values of the University of Tennessee are well-aligned with our customer needs.
  - 3% Bottom Box, 23% Middle Box, 74% Top Box
  - Previous Survey: 72%, Benchmark: 66%

- People at the University of Tennessee are committed to doing high quality work.
  - 4% Bottom Box, 25% Middle Box, 71% Top Box
  - Previous Survey: 70%, Benchmark: -

- The University of Tennessee encourages innovation.
  - 5% Bottom Box, 25% Middle Box, 69% Top Box
  - Previous Survey: 66%, Benchmark: 55%

- I am impressed with the quality of people at the University of Tennessee.
  - 4% Bottom Box, 28% Middle Box, 68% Top Box
  - Previous Survey: 67%, Benchmark: -

- Our staff satisfaction is important to the University of Tennessee.
  - 12% Bottom Box, 32% Middle Box, 56% Top Box
  - Previous Survey: 54%, Benchmark: -

- Our staff feels the University of Tennessee meets their needs.
  - 10% Bottom Box, 38% Middle Box, 52% Top Box
  - Previous Survey: 51%, Benchmark: -
## Overall Results Distribution

### 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>2%</td>
<td>20%</td>
</tr>
<tr>
<td>I identify well with the University of Tennessee's values.</td>
<td>2%</td>
<td>21%</td>
</tr>
<tr>
<td>The University of Tennessee has a very friendly atmosphere.</td>
<td>3%</td>
<td>21%</td>
</tr>
<tr>
<td>The University of Tennessee supports diversity and inclusion.</td>
<td>5%</td>
<td>21%</td>
</tr>
<tr>
<td>My leaders model the stated values of the University of Tennessee.</td>
<td>7%</td>
<td>23%</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%</td>
<td>28%</td>
</tr>
</tbody>
</table>

### DEPARTMENT LEADERSHIP

<table>
<thead>
<tr>
<th>Statement</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work processes in my department align with the university's values.</td>
<td>4%</td>
<td>20%</td>
</tr>
<tr>
<td>I trust my department's executive leader.</td>
<td>10%</td>
<td>22%</td>
</tr>
<tr>
<td>My departmental leader keeps me aware of the bigger picture.</td>
<td>11%</td>
<td>22%</td>
</tr>
<tr>
<td>I understand the rationale behind most of the decisions made by my department's executive leader.</td>
<td>11%</td>
<td>27%</td>
</tr>
</tbody>
</table>
### Overall Results Distribution

#### DEPARTMENT LEADERSHIP

<table>
<thead>
<tr>
<th>Statement</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>My department's executive leader acts on employee feedback.</td>
<td>13%</td>
<td>60%</td>
</tr>
<tr>
<td></td>
<td>27%</td>
<td>58%</td>
</tr>
<tr>
<td></td>
<td>60%</td>
<td>55%</td>
</tr>
</tbody>
</table>

#### EXECUTIVE LEADERSHIP

<table>
<thead>
<tr>
<th>Statement</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>The executive leadership team models the university values.</td>
<td>7%</td>
<td>66%</td>
</tr>
<tr>
<td></td>
<td>27%</td>
<td>64%</td>
</tr>
<tr>
<td></td>
<td>66%</td>
<td>—</td>
</tr>
<tr>
<td>The executive leadership team speaks to the mission, vision, and values in a way that is inspiring.</td>
<td>10%</td>
<td>59%</td>
</tr>
<tr>
<td></td>
<td>32%</td>
<td>57%</td>
</tr>
<tr>
<td></td>
<td>59%</td>
<td>48%</td>
</tr>
<tr>
<td>I trust the members of my campus'/institute's executive leadership team.</td>
<td>11%</td>
<td>58%</td>
</tr>
<tr>
<td></td>
<td>31%</td>
<td>57%</td>
</tr>
<tr>
<td></td>
<td>58%</td>
<td>49%</td>
</tr>
<tr>
<td>The Chancellor/Vice President of my campus/institute inspires me.</td>
<td>13%</td>
<td>55%</td>
</tr>
<tr>
<td></td>
<td>33%</td>
<td>52%</td>
</tr>
<tr>
<td></td>
<td>55%</td>
<td>—</td>
</tr>
<tr>
<td>The President of the University of Tennessee inspires me.</td>
<td>14%</td>
<td>52%</td>
</tr>
<tr>
<td></td>
<td>34%</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>52%</td>
<td>—</td>
</tr>
<tr>
<td>I understand the rationale behind most of the business decisions made by the members of my campus'/institute's executive leadership team.</td>
<td>14%</td>
<td>51%</td>
</tr>
<tr>
<td></td>
<td>35%</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>51%</td>
<td>43%</td>
</tr>
<tr>
<td>My campus'/institute's executive leadership team acts on employee feedback.</td>
<td>15%</td>
<td>49%</td>
</tr>
<tr>
<td></td>
<td>36%</td>
<td>47%</td>
</tr>
<tr>
<td></td>
<td>49%</td>
<td>39%</td>
</tr>
</tbody>
</table>
## JOB DRIVER QUESTIONS

### COWORKER RELATIONSHIPS

<table>
<thead>
<tr>
<th>Question</th>
<th>Previous</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I really like the people I work with.</td>
<td>2%</td>
<td>83%</td>
</tr>
<tr>
<td>I know that my co-workers will help me out when needed.</td>
<td>3%</td>
<td>80%</td>
</tr>
<tr>
<td>My co-workers care about me as a person.</td>
<td>4%</td>
<td>77%</td>
</tr>
<tr>
<td>I have a good friend at the University of Tennessee.</td>
<td>8%</td>
<td>75%</td>
</tr>
<tr>
<td>My co-workers don't undermine my efforts.</td>
<td>7%</td>
<td>74%</td>
</tr>
<tr>
<td>My coworkers take accountability for meeting their job expectations.</td>
<td>7%</td>
<td>73%</td>
</tr>
</tbody>
</table>

### EMPLOYEE EMPOWERMENT

<table>
<thead>
<tr>
<th>Question</th>
<th>Previous</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I clearly understand what is expected of me on the job.</td>
<td>3%</td>
<td>82%</td>
</tr>
<tr>
<td>I am not afraid of trying out new ideas in my job.</td>
<td>4%</td>
<td>80%</td>
</tr>
<tr>
<td>I am empowered to make decisions about how I do my work.</td>
<td>5%</td>
<td>78%</td>
</tr>
<tr>
<td>I am satisfied with the workplace flexibility offered by the university.</td>
<td>8%</td>
<td>73%</td>
</tr>
</tbody>
</table>
### Overall Results Distribution

<table>
<thead>
<tr>
<th>EMPLOYEE EMPOWERMENT</th>
<th>Current Year</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have all the tools I need to do a great job.</td>
<td>8% Bottom Box</td>
<td>9% Bottom Box</td>
<td>67% Top Box</td>
</tr>
<tr>
<td>I am given the chance to fully leverage my talents through my job.</td>
<td>9% Bottom Box</td>
<td>12% Bottom Box</td>
<td>65% Top Box</td>
</tr>
<tr>
<td>If I make a suggestion to improve something in my department I believe it will be taken seriously.</td>
<td>12% Bottom Box</td>
<td>24% Bottom Box</td>
<td>64% Top Box</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MANAGER RELATIONSHIPS</th>
<th>Current Year</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I trust my supervisor.</td>
<td>9% Bottom Box</td>
<td>14% Bottom Box</td>
<td>76% Top Box</td>
</tr>
<tr>
<td>My supervisor shows appreciation for the work I do.</td>
<td>9% Bottom Box</td>
<td>17% Bottom Box</td>
<td>75% Top Box</td>
</tr>
<tr>
<td>My supervisor responds constructively when I share job-related concerns.</td>
<td>9% Bottom Box</td>
<td>19% Bottom Box</td>
<td>72% Top Box</td>
</tr>
<tr>
<td>My supervisor helps me achieve better results.</td>
<td>10% Bottom Box</td>
<td>20% Bottom Box</td>
<td>69% Top Box</td>
</tr>
<tr>
<td>My supervisor keeps me well informed about decisions that affect me.</td>
<td>11% Bottom Box</td>
<td>20% Bottom Box</td>
<td>69% Top Box</td>
</tr>
<tr>
<td>My supervisor provides me with high quality feedback.</td>
<td>12% Bottom Box</td>
<td>20% Bottom Box</td>
<td>68% Top Box</td>
</tr>
<tr>
<td>My supervisor helps me understand how my work contributes to university goals.</td>
<td>10% Bottom Box</td>
<td>23% Bottom Box</td>
<td>66% Top Box</td>
</tr>
</tbody>
</table>

- **Bottom Box** | **Middle Box** | **Top Box**

---

University of Tennessee
Open Date: Sep 20, 2023
Close Date: Oct 19, 2023
# of employees: 8898
# of responses: 4239
Response Rate: 48%
### Overall Results Distribution

**Manager Relationships**
- My supervisor effectively handles poor performance within my team.
  - Previous Survey: 16%
  - Benchmark: 54%
  - Response Rate: 48%

**Recognition**
- My team shows appreciation for the work I do.
  - Previous Survey: 6%
  - Benchmark: 72%
  - Response Rate: 48%
- I see others receive recognition when they deserve it.
  - Previous Survey: 9%
  - Benchmark: 60%
  - Response Rate: 48%
- I am praised when I go above and beyond the call of duty.
  - Previous Survey: 13%
  - Benchmark: 60%
  - Response Rate: 48%
- Promotions in my department go to those who deserve them the most.
  - Previous Survey: 18%
  - Benchmark: 47%
  - Response Rate: 48%
- If I exceed expectations, I receive rewards that I value.
  - Previous Survey: 24%
  - Benchmark: 39%
  - Response Rate: 48%

**Career Advancement & Development**
- I am encouraged to pursue career development activities.
  - Previous Survey: 10%
  - Benchmark: 65%
  - Response Rate: 48%
- In the last year, I have received an adequate amount of training.
  - Previous Survey: 10%
  - Benchmark: 61%
  - Response Rate: 48%
- My direct supervisor discusses professional development with me outside of my annual performance review.
  - Previous Survey: 15%
  - Benchmark: 59%
  - Response Rate: 48%
- Support is available if I choose to pursue career advancement opportunities.
  - Previous Survey: 11%
  - Benchmark: 60%
  - Response Rate: 48%
# Overall Results Distribution

**CAREER ADVANCEMENT & DEVELOPMENT**

<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>In the last year, the training I have received has helped me do my job better.</td>
<td>10%</td>
<td>30%</td>
<td>60%</td>
<td>58%</td>
<td>51%</td>
</tr>
<tr>
<td>I can advance my career at the University of Tennessee.</td>
<td>16%</td>
<td>30%</td>
<td>55%</td>
<td>51%</td>
<td>46%</td>
</tr>
<tr>
<td>My department has sufficient funds to support robust professional development activities for all of its employees.</td>
<td>18%</td>
<td>34%</td>
<td>48%</td>
<td>48%</td>
<td>—</td>
</tr>
</tbody>
</table>

*University of Tennessee*

Open Date: Sep 20, 2023
Close Date: Oct 19, 2023

# of employees: 8898
# of responses: 4239
Response Rate: 48%
### Overall Results Distribution

**University of Tennessee**
- Open Date: Sep 20, 2023
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**Retention Driver Questions**

#### Working Environment

<table>
<thead>
<tr>
<th>Question</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 physically safe while at work.</td>
<td>2%</td>
<td>12%</td>
<td>86%</td>
<td>86%</td>
<td>84%</td>
</tr>
<tr>
<td>This organization takes action to maintain the health and safety of employees.</td>
<td>5%</td>
<td>22%</td>
<td>73%</td>
<td>72%</td>
<td>63%</td>
</tr>
<tr>
<td>I am comfortable being myself at the University of Tennessee.</td>
<td>7%</td>
<td>22%</td>
<td>71%</td>
<td>71%</td>
<td>—</td>
</tr>
<tr>
<td>The University of Tennessee supports an inclusive environment where individual differences are valued and respected.</td>
<td>6%</td>
<td>27%</td>
<td>67%</td>
<td>66%</td>
<td>—</td>
</tr>
<tr>
<td>The physical work space is conducive to working effectively (i.e. lighting, temperature, space).</td>
<td>12%</td>
<td>25%</td>
<td>63%</td>
<td>63%</td>
<td>59%</td>
</tr>
</tbody>
</table>

#### Total Compensation

<table>
<thead>
<tr>
<th>Question</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 satisfied with my benefit package.</td>
<td>6%</td>
<td>25%</td>
<td>69%</td>
<td>66%</td>
<td>55%</td>
</tr>
<tr>
<td>My benefits are competitive with similar jobs I might find elsewhere.</td>
<td>8%</td>
<td>24%</td>
<td>68%</td>
<td>65%</td>
<td>—</td>
</tr>
<tr>
<td>We have unique perks at the University of Tennessee.</td>
<td>8%</td>
<td>30%</td>
<td>62%</td>
<td>61%</td>
<td>—</td>
</tr>
<tr>
<td>The University of Tennessee's benefits package has continued to improve to meet changing employee needs.</td>
<td>9%</td>
<td>34%</td>
<td>58%</td>
<td>56%</td>
<td>—</td>
</tr>
<tr>
<td>I am satisfied with the compensation I receive for the work I do.</td>
<td>21%</td>
<td>34%</td>
<td>44%</td>
<td>41%</td>
<td>41%</td>
</tr>
</tbody>
</table>

Bottom Box | Middle Box | Top Box
## Overall Results Distribution

**TOTAL COMPENSATION**

<table>
<thead>
<tr>
<th>Statement</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>25%</td>
<td>38%</td>
</tr>
<tr>
<td>My salary is competitive with similar jobs I might find elsewhere.</td>
<td>25%</td>
<td>34%</td>
</tr>
</tbody>
</table>

**WORK LIFE BALANCE**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Previous Survey</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am able to maintain a balance between my work and personal life.</td>
<td>7%</td>
<td>65%</td>
</tr>
<tr>
<td>Generally, I find my workload reasonable.</td>
<td>8%</td>
<td>63%</td>
</tr>
<tr>
<td>My supervisor asks me about my work/life balance.</td>
<td>16%</td>
<td>59%</td>
</tr>
<tr>
<td>I find my stress levels at work manageable.</td>
<td>9%</td>
<td>59%</td>
</tr>
</tbody>
</table>
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.

![Answer Scale](image)

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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.