University of Tennessee

Chattanooga

Engagement Report

Overall Engagement

| Job Engagement | Organizational Engagement |

Engagement Drivers

Employee Empowerment	Culture
Learning and Development	Customer Focus
Rewards and Recognition	Company Potential
Co-worker Relationships	Department Relationships
Manager Relationships	Senior Management Relationships

Retention Drivers

Compensation   Benefits   Work Life Balance   Working Environment

Personal Disposition

Emotional Outlook   State of Mind   Natural Tendencies

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University of Tennessee
Open Date: Sep 14, 2021
Close Date: Oct 05, 2021

# of Employees 832
# of Responses 330
Response Rate 40%

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Employee Engagement Goes Beyond Satisfaction

SATISFIED

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

Average Performance

Characteristics

Rarely help others for the betterment of the organization

Generally keep to themselves

Meet minimum performance requirements

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

Characteristics

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

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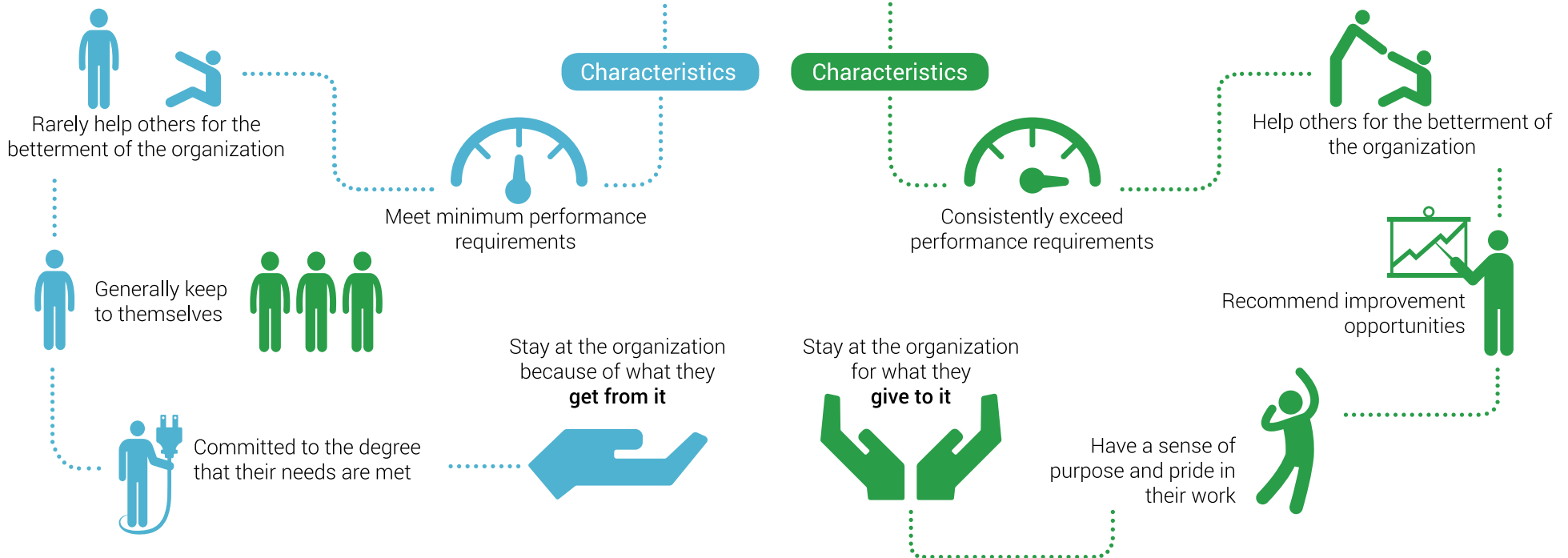
See the appendix in this report for more information on our engagement calculation and benchmark.

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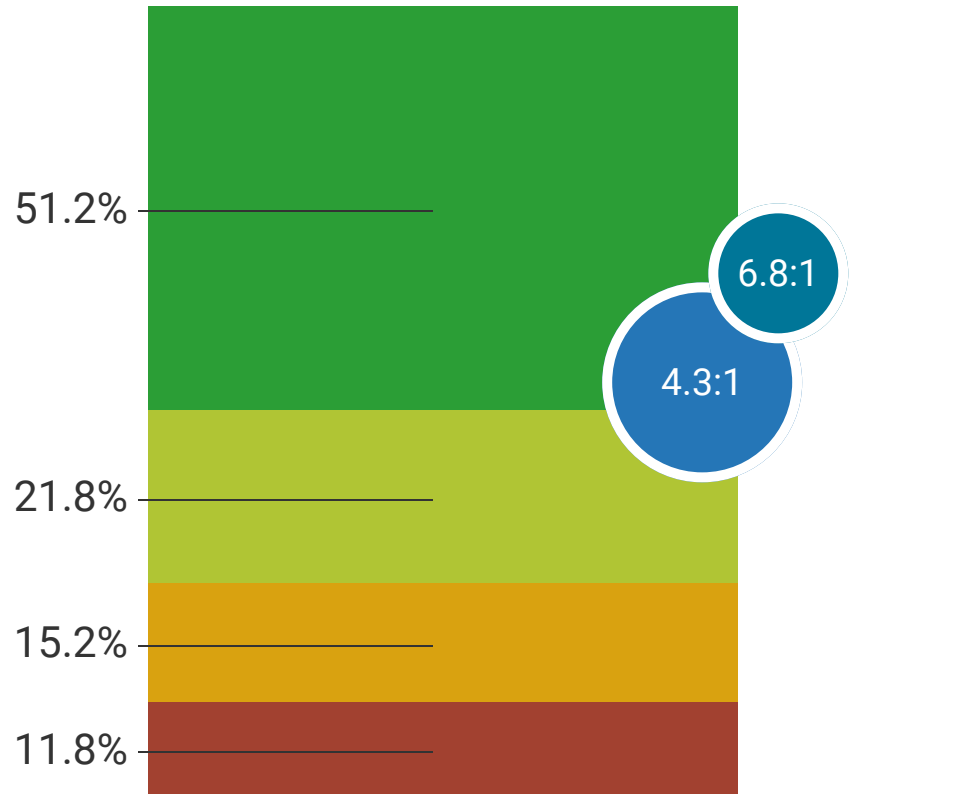
● **ENGAGED**
Engaged employees consistently exceed expectations. They are energized and passionate about their work, leading them to exert discretionary effort to drive organizational performance.

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

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

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

Benchmark Ratio of Engaged to Disengaged
Organization's Ratio of Engaged to Disengaged

	ENGAGED	ALMOST ENGAGED	INDIFFERENT	DISENGAGED
Current Year	51.2%	21.8%	15.2%	11.8%
Benchmark	60.4%	20.9%	9.8%	8.9%

Engagement Question Scores

University of Tennessee
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Question	Score	Previous Year	Benchmark
I regularly offer to help my colleagues at work.	92%	--	89% (*+3*)
I am very proud of the work I do.	88%	--	91% (*-3*)
My contributions are important to the success of my department.	85%	--	87% (*-2*)
I regularly accomplish more than what's expected in my role because I choose to.	85%	--	85% (*--*)
Taking everything into account, I like working at the University of Tennessee.	74%	--	82% (*-8*)
Taking everything into account, I like my job.	72%	--	83% (*-11*)
I am part of a team working towards a shared goal.	72%	--	76% (*-4*)
My contributions are important to the success of the University of Tennessee.	71%	--	80% (*-10*)
In the last year, I have made recommendations for organizational improvements.	68%	--	66% (*+1*)
I am very committed to the University of Tennessee.	67%	--	83% (*-16*)
I am very proud of the services the University of Tennessee provides.	66%	--	74% (*-9*)
I regularly choose to put in extra hours to improve my results.	62%	--	75% (*-12*)
I talk about my job in a positive light with family and friends.	61%	--	74% (*-13*)
I often look forward to coming to work.	54%	--	71% (*-17*)

■ < 40% Low Performing ■ 40%-60% Average Performing ■ > 60% High Performing

Engagement Results by Additional Demographics

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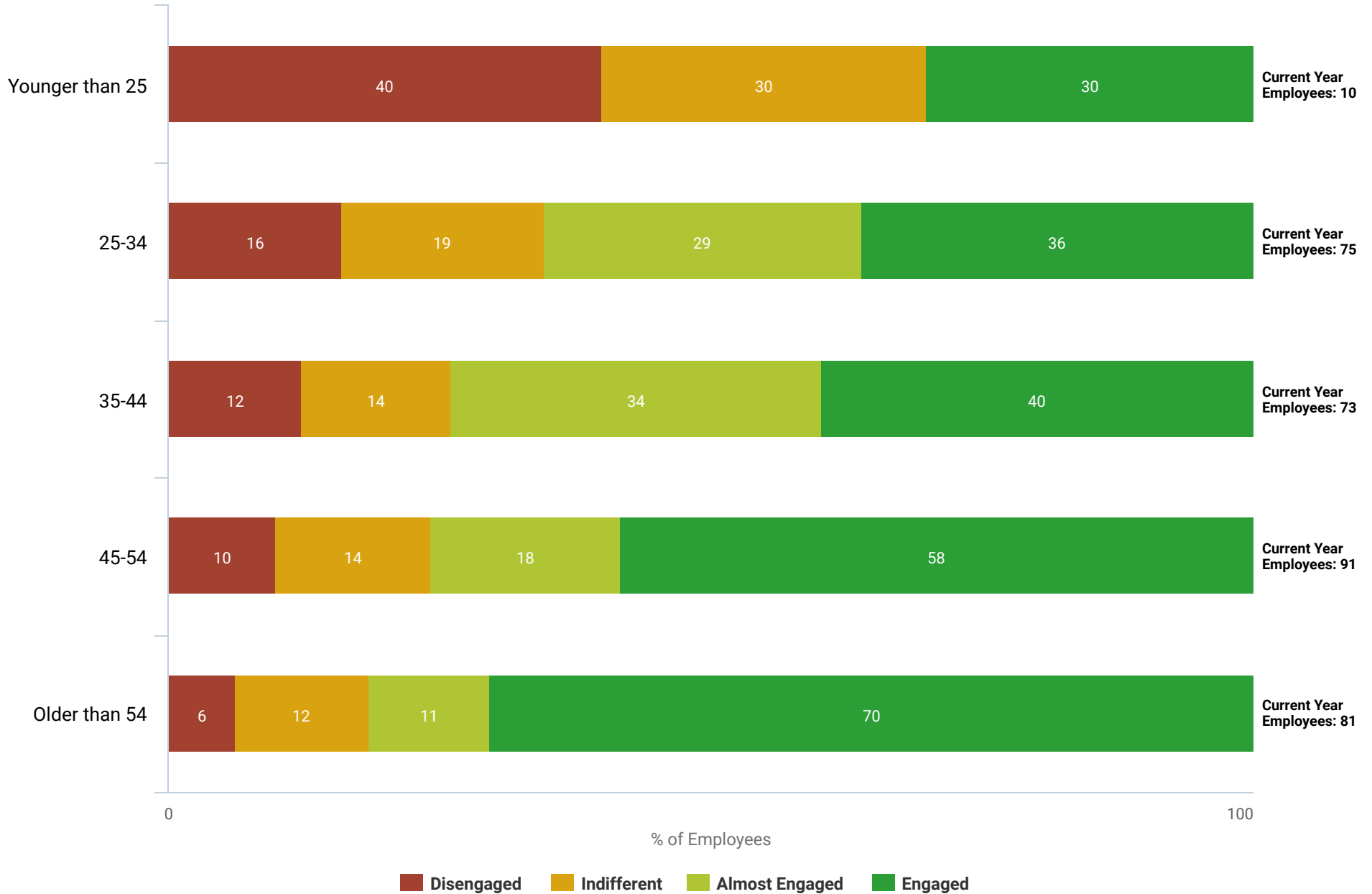
Engagement by Employee Subgroup

Non-exempt

Disengaged	Indifferent	Almost Engaged	Engaged
16	17	19	47

Current Year Employees: 129

Exempt

Disengaged	Indifferent	Almost Engaged	Engaged
9	14	23	54

Current Year Employees: 201

% of Employees

0   100

■ **Disengaged**   ■ **Indifferent**   ■ **Almost Engaged**   ■ **Engaged**

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Engagement Results by Additional Demographics

Engagement by Tenure

Less than 3 months — 14 | 14 | 71
Current Year Employees: 7

3 months to less than 6 months — 8 | 15 | 15 | 62
Current Year Employees: 13

6 months to less than 1 year — 15 | 31 | 8 | 46
Current Year Employees: 13

1 year to less than 3 years — 15 | 17 | 25 | 44
Current Year Employees: 89

3 years to less than 5 years — 9 | 18 | 16 | 58
Current Year Employees: 45

5 years to less than 10 years — 12 | 12 | 35 | 41
Current Year Employees: 74

10 years to less than 20 years — 9 | 13 | 16 | 63
Current Year Employees: 56

20+ years — 12 | 15 | 12 | 61
Current Year Employees: 33

% of Employees

0 — 100

Legend: ■ Disengaged ■ Indifferent ■ Almost Engaged ■ Engaged

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McLean Employee Experience Score

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

Employee Experience Breakdown

DETRACTORS
Answered 0-6

# of Respondents
83   25.2%

PASSIVES
Answered 7-8

# of Respondents
128   38.8%

SUPPORTERS
Answered 9-10

# of Respondents
119   36.1%

Employee Experience Score	Previous Score	Benchmark Average
10.9	**N/A**	**6.9**

Employee Experience Score = % Supporters - % Detractors

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Previous Year | Benchmark

Driver	Value	Previous Year	Benchmark
Coworker Relationships	75%	--	78% (-3)
Working Environment	73%	--	80% (-7)
Manager Relationships	67%	--	69% (-2)
Employee Empowerment	65%	--	71% (-6)
Culture	64%	--	71% (-7)
Department Relationships	64%	--	58% (+6)
Company Potential	59%	--	63% (-3)
Work Life Balance	59%	--	66% (-6)
Customer Focus	50%	--	69% (-19)
Benefits	50%	--	58% (-8)
Learning And Development	48%	--	55% (-7)
Senior Management Relationships	45%	--	55% (-9)
Rewards And Recognition	43%	--	52% (-9)
Compensation	29%	--	49% (-20)

0%   100%

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Priority Matrix

University of Tennessee | # of Employees | 832
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IMPROVE

LEVERAGE

High

Impact on Engagement

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

low

EVALUATE

Driver Score

MAINTAIN

low   High

◆ Job Driver   ■ Organizational Driver   ● Retention Driver

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| IMPROVE | LEVERAGE |
| EVALUATE | MAINTAIN |

DRIVER: LEARNING AND DEVELOPMENT

Previous Year | Benchmark

I am encouraged to pursue career development activities. — 59% — -- — 58% (*+1*)

My direct supervisor discusses professional development with me outside of my annual performance review. — 56% — -- — --

In the last year, I have received an adequate amount of training. — 48% — -- — 47% (*+1*)

In the last year, the training I have received has helped me do my job better. — 47% — -- — 51% (*-3*)

I can advance my career at the University of Tennessee. — 41% — -- — 45% (*-5*)

My department has sufficient funds to support robust professional development activities for all of its employees. — 36% — -- — --

0% — 100%

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DRIVER: **CUSTOMER FOCUS**

| IMPROVE | LEVERAGE |
| EVALUATE | MAINTAIN |

< 40% Low Performing   **40%-60%** Average Performing   **> 60%** High Performing

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IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: SENIOR MANAGEMENT RELATIONSHIPS

Previous Year   Benchmark

Question	Value	Previous Year	Benchmark
I trust my department's executive leader.	68%	--	63% (+5)
I understand the rationale behind most of the decisions made by my department's executive leader.	57%	--	54% (+3)
My department's executive leader acts on employee feedback.	53%	--	54% (-1)
I trust the members of my campus'/institute's executive leadership team.	47%	--	54% (-7)
I understand the rationale behind most of the business decisions made by the members of my campus'/institute's executive leadership team.	42%	--	48% (-6)
The Chancellor/Vice President of my campus/institute inspires me.	32%	--	42% (-10)
My campus'/institute's executive leadership team acts on employee feedback.	32%	--	43% (-11)
The President of the University of Tennessee inspires me.	30%	--	56% (-27)

0%   100%

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University of Tennessee
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# of Employees   832
# of Responses   330
Response Rate   40%

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Action Plan - Evaluate

DRIVER: COMPENSATION

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

Previous Year   Benchmark

Statement		Previous Year	Benchmark
I am satisfied with the compensation I receive for the work I do.	30%	--	44% (-14)
I will be compensated fairly if my performance exceeds expectations.	29%	--	36% (-8)
My salary is competitive with similar jobs I might find elsewhere.	28%	--	48% (-20)

0%   100%

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Action Plan - Evaluate

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| IMPROVE | LEVERAGE |
| EVALUATE | MAINTAIN |

DRIVER: BENEFITS

Previous Year | Benchmark

I am satisfied with my benefit package. — 60% — -- | 58% (*+2*)

My benefits are competitive with similar jobs I might find elsewhere. — 54% — -- | 53% (--)

We have unique perks at the University of Tennessee. — 46% — -- | 45% (*+1*)

The University of Tennessee's benefits package has continued to improve to meet changing employee needs. — 40% — -- | --

0%   100%

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Action Plan - Evaluate

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IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: WORK LIFE BALANCE

Previous Year   Benchmark

I am able to maintain a balance between my work and personal life. — 66% — 67% (*-1*)

I find my stress levels at work manageable. — 57% — 63% (*-7*)

My supervisor asks me about my work/life balance. — 55% — --

0%   100%

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Action Plan - Maintain
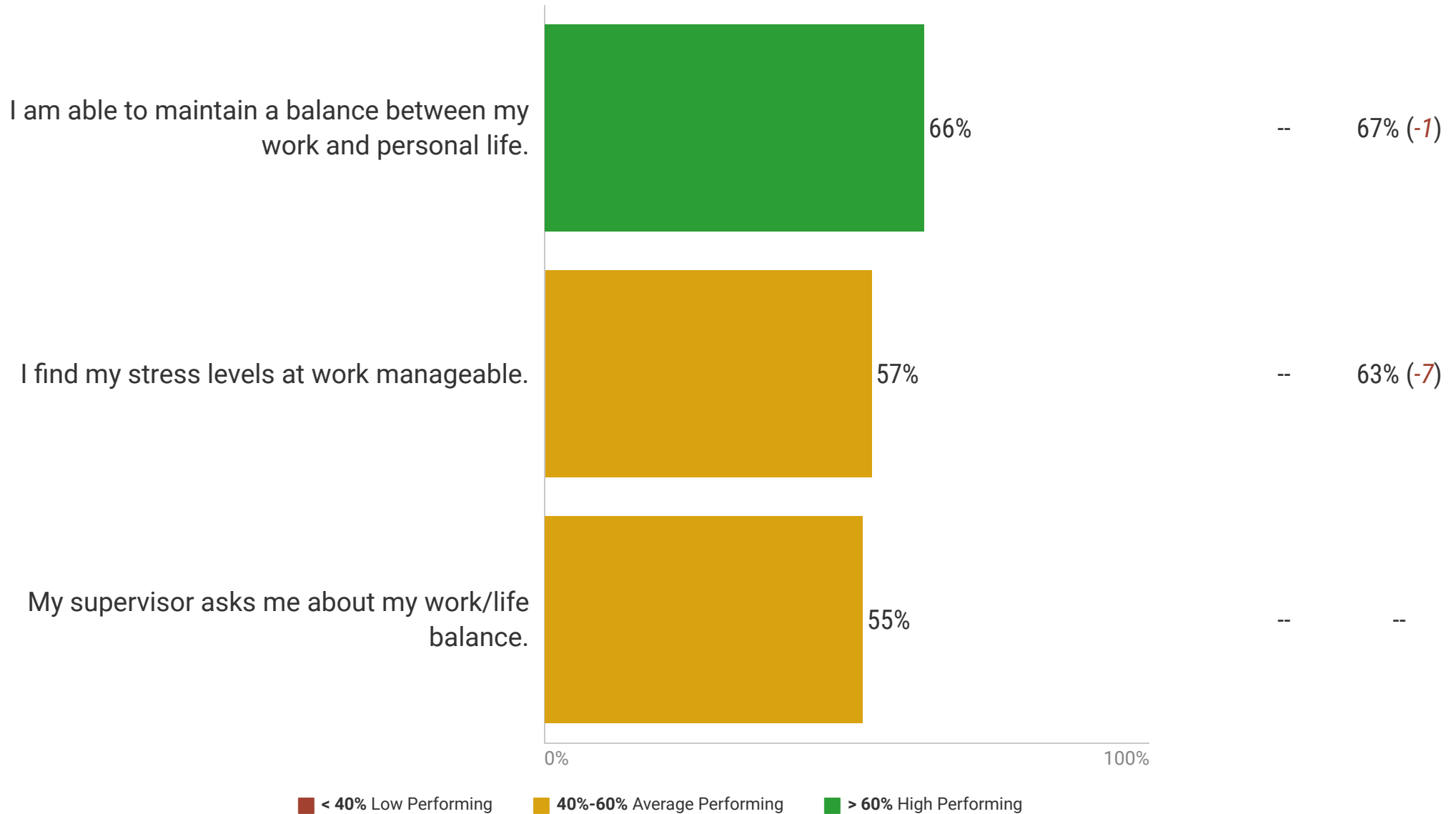
IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: MANAGER RELATIONSHIPS

Previous Year | Benchmark

Question	Score	Previous Year	Benchmark
My supervisor cares about me as a person.	73%	--	75% (-2)
I trust my supervisor.	72%	--	72% (--)
My supervisor keeps me well informed about decisions that affect me.	70%	--	67% (+3)
My departmental leader practices inclusive leadership so that everyone can be their authentic selves in the workplace.	68%	--	--
My departmental leader keeps me aware of the bigger picture.	65%	--	--
My supervisor helps me achieve better results.	64%	--	64% (--)
My supervisor provides me with high quality feedback.	63%	--	61% (+2)
My supervisor inspires me to improve.	62%	--	63% (-1)

0% 100%

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Action Plan - Leverage

| IMPROVE | **LEVERAGE** |
| EVALUATE | MAINTAIN |

DRIVER: EMPLOYEE EMPOWERMENT

Previous Year | Benchmark

I am not afraid of trying out new ideas in my job. — 79% — -- — 81% (-3)

I clearly understand what is expected of me on the job. — 76% — -- — 81% (-5)

I am empowered to make decisions about how I do my work. — 71% — -- — 73% (-2)

If I make a suggestion to improve something in my department I believe it will be taken seriously. — 60% — -- — 62% (-2)

I have all the tools I need to do a great job. — 54% — -- — 60% (-5)

I am given the chance to fully leverage my talents through my job. — 53% — -- — 61% (-8)

0% — 100%

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Action Plan - Leverage

| IMPROVE | LEVERAGE |
| EVALUATE | MAINTAIN |

DRIVER: COWORKER RELATIONSHIPS

Previous Year   Benchmark

I really like the people I work with. — 79% — -- — 83% (-3)

I know that my co-workers will help me out when needed. — 78% — -- — 78% (--)

I have a good friend at the University of Tennessee. — 74% — -- — 76% (-2)

My co-workers care about me as a person. — 72% — -- — 78% (-6)

My co-workers don't undermine my efforts. — 70% — -- — 73% (-2)

0%   100%

■ **< 40%** Low Performing   ■ **40%-60%** Average Performing   ■ **> 60%** High Performing

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IMPROVE	**LEVERAGE**
EVALUATE	MAINTAIN

DRIVER: **CULTURE**

Previous Year | Benchmark

The University of Tennessee has a very friendly atmosphere. — 71% — -- — 72% (*-1*)

I am aware of the University of Tennessee's stated values. — 69% — -- — --

I identify well with the University of Tennessee's values. — 68% — -- — 79% (*-10*)

My leaders model the stated values of the University of Tennessee. — 60% — -- — --

The University of Tennessee supports diversity and inclusion. — 59% — -- — --

The University of Tennessee has a collaborative work environment. — 59% — -- — 58% (*+1*)

0% — 100%

■ **< 40%** Low Performing   ■ **40%-60%** Average Performing   ■ **> 60%** High Performing

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Action Plan - Leverage

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IMPROVE	**LEVERAGE**	
EVALUATE	MAINTAIN	

DRIVER: **COMPANY POTENTIAL**

	Previous Year	Benchmark
The University of Tennessee has a bright future.	67%	--	72% (*-5*)
I believe in the University of Tennessee's overall mission, vision, and values in the system-level strategic plan.	67%	--	60% (*+7*)
I am impressed with the quality of people at the University of Tennessee.	57%	--	62% (*-5*)
People at the University of Tennessee are committed to doing high quality work.	56%	--	65% (*-9*)
The University of Tennessee encourages innovation.	50%	--	61% (*-12*)

0%   100%

■ **< 40%** Low Performing   ■ **40%-60%** Average Performing   ■ **> 60%** High Performing

University of Tennessee
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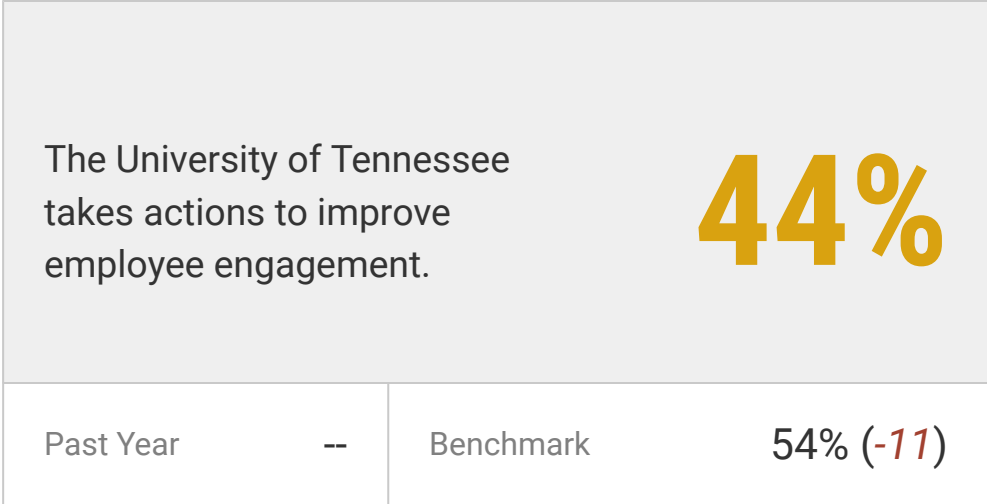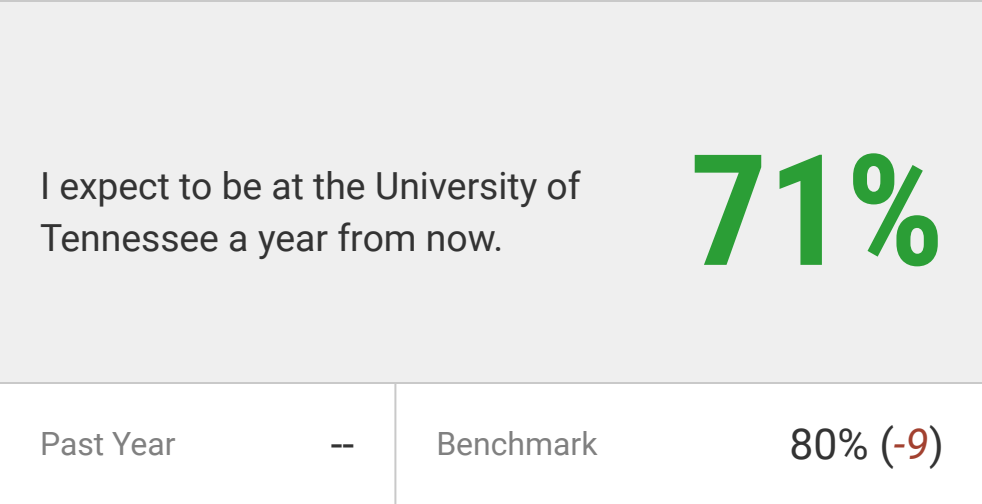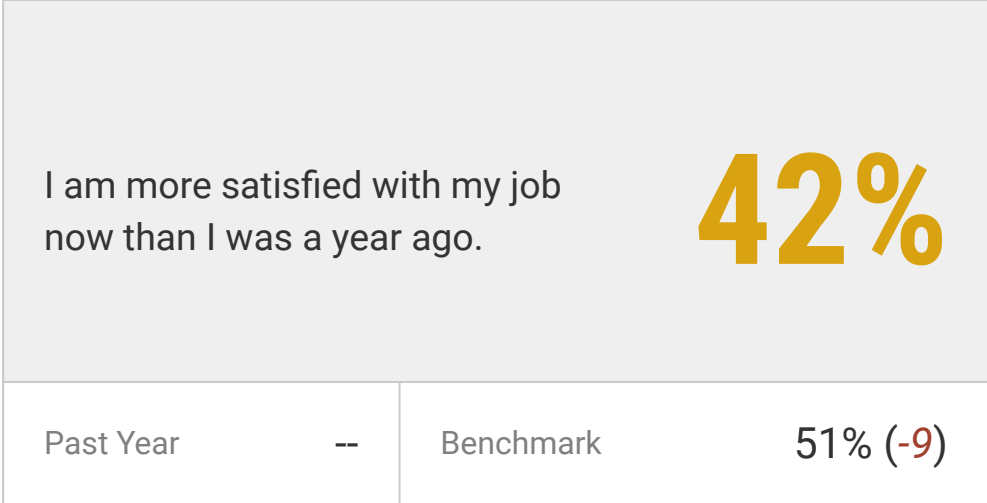Close Date: Oct 05, 2021

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Response Rate   40%

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Action Plan - Leverage

IMPROVE	**LEVERAGE**
EVALUATE	MAINTAIN

DRIVER: DEPARTMENT RELATIONSHIPS

Previous Year   Benchmark

I have good working relationships with employees in other departments. — **84%** — -- — 83% (*+2*)

I know how my work impacts the work of other departments. — **78%** — -- — --

I know what other departments do. — **57%** — -- — --

The contributions of my department are recognized by other departments. — **51%** — -- — 50% (*+1*)

Departments work well together to get things done. — **50%** — -- — 45% (*+5*)

0%   100%

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Action Plan - Leverage

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DRIVER: **WORKING ENVIRONMENT**

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

Previous Year | Benchmark

I am physically safe while at work. — 84% | -- | 89% (-5)

I am emotionally safe at work (not bullied or harassed). — 78% | -- | 77% (+1)

I have not been discriminated against at UT based on age, gender, sexual orientation, religion or ethnicity. — 75% | -- | 82% (-7)

I am comfortable being myself at the University of Tennessee. — 69% | -- | --

The University of Tennessee supports an inclusive environment where individual differences are valued and respected. — 60% | -- | --

0%   100%

■ **< 40%** Low Performing   ■ **40%-60%** Average Performing   ■ **> 60%** High Performing

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Employee Personal Disposition

	Previous Year	Benchmark
My friends outside work would describe me as having a very positive attitude. — 79%	--	85% (-6)
I see failures as learning opportunities. — 77%	--	75% (+2)
I believe I will meet the life goals I set for myself. — 75%	--	80% (-5)

0%   100%

< 40% Low Performing   **40%-60%** Average Performing   **> 60%** High Performing

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Organization-Wide Trending Questions

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

32%

| Past Year | -- | Benchmark | 45% (*-13*) |

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

42%

| Past Year | -- | Benchmark | 51% (*-9*) |

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

71%

| Past Year | -- | Benchmark | 80% (*-9*) |

The University of Tennessee takes actions to improve employee engagement.

44%

| Past Year | -- | Benchmark | 54% (*-11*) |

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Appendix

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Interpreting the Results

Engagement Calculation

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

Average scores between 5.01 – 6.00 = Engaged
Average scores between 4.51 – 5.00 = Almost engaged

Average scores between 4.01 – 4.50 = Indifferent
Average scores less than 4.00 = Disengaged

Driver Calculation

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

ANSWER:

1 = Strongly Disagree   6 = Strongly Agree

1   2   3   4   5   6

Bottom Box   Top Box
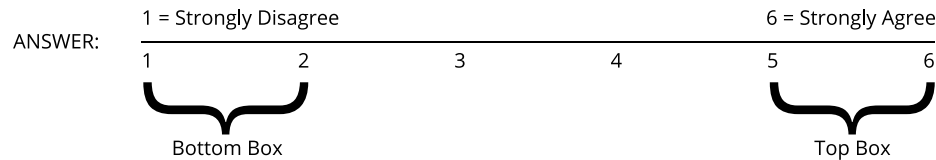
Benchmarks

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

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

Priority Matrix

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