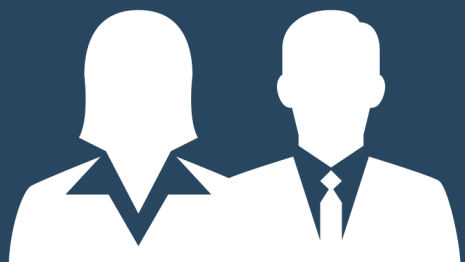


University of Tennessee

Health Science Center (Memphis)

Engagement Report



Personal Disposition

Emotional Outlook

State of Mind

Natural Tendencies

Retention Drivers

Compensation

Benefits

Work Life Balance

Working Environment

Engagement Drivers

Manager Relationships

Co-worker Relationships

Rewards and Recognition

Learning and Development

Employee Empowerment

Senior Management Relationships

Department Relationships

Company Potential

Customer Focus

Culture

Overall Engagement

Job Engagement

Organizational Engagement

SATISFIED

ENGAGED

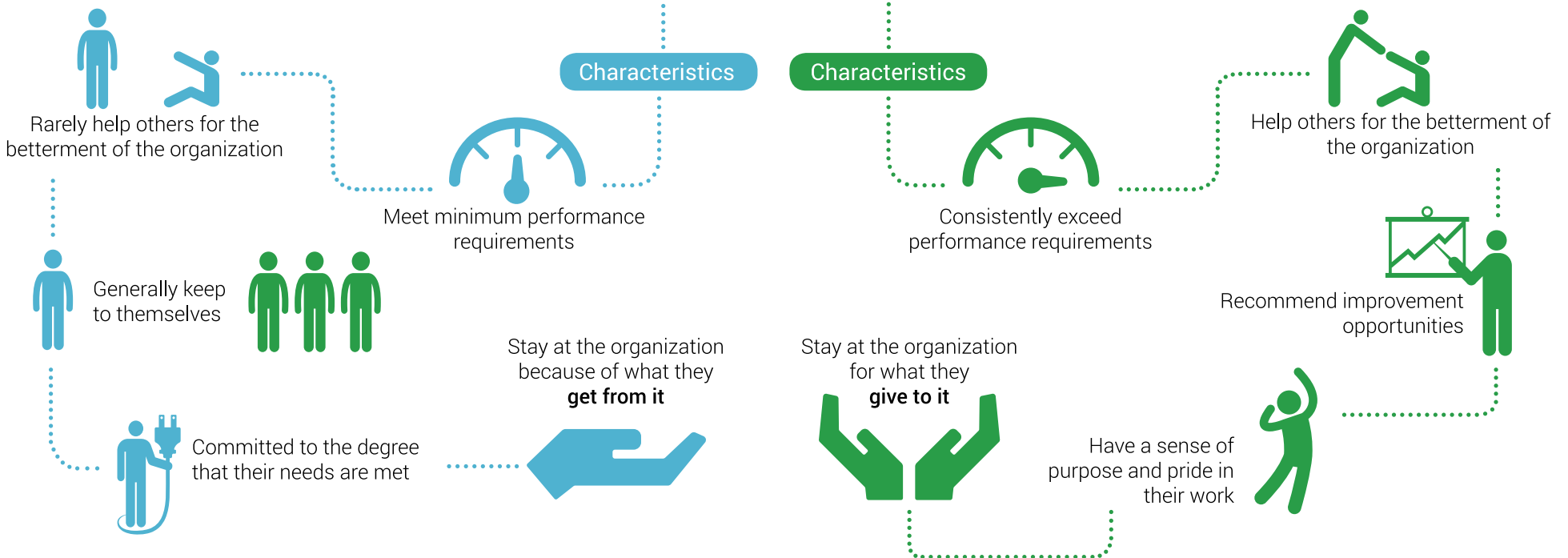
Satisfied employees feel comfortable and are generally happy that their needs are being met.

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



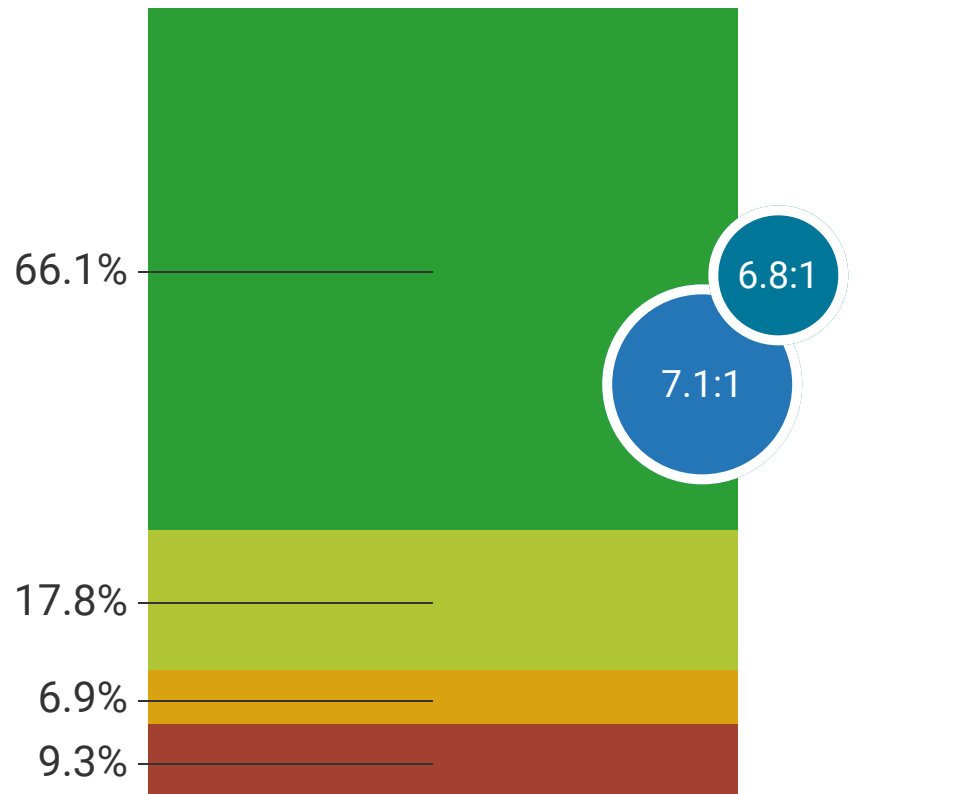
Average Performance

Optimal Performance



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	66.1%	17.8%	6.9%	9.3%
Benchmark	60.4%	20.9%	9.8%	8.9%

Engagement Question Scores

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

of Employees
 # of Responses
 Response Rate

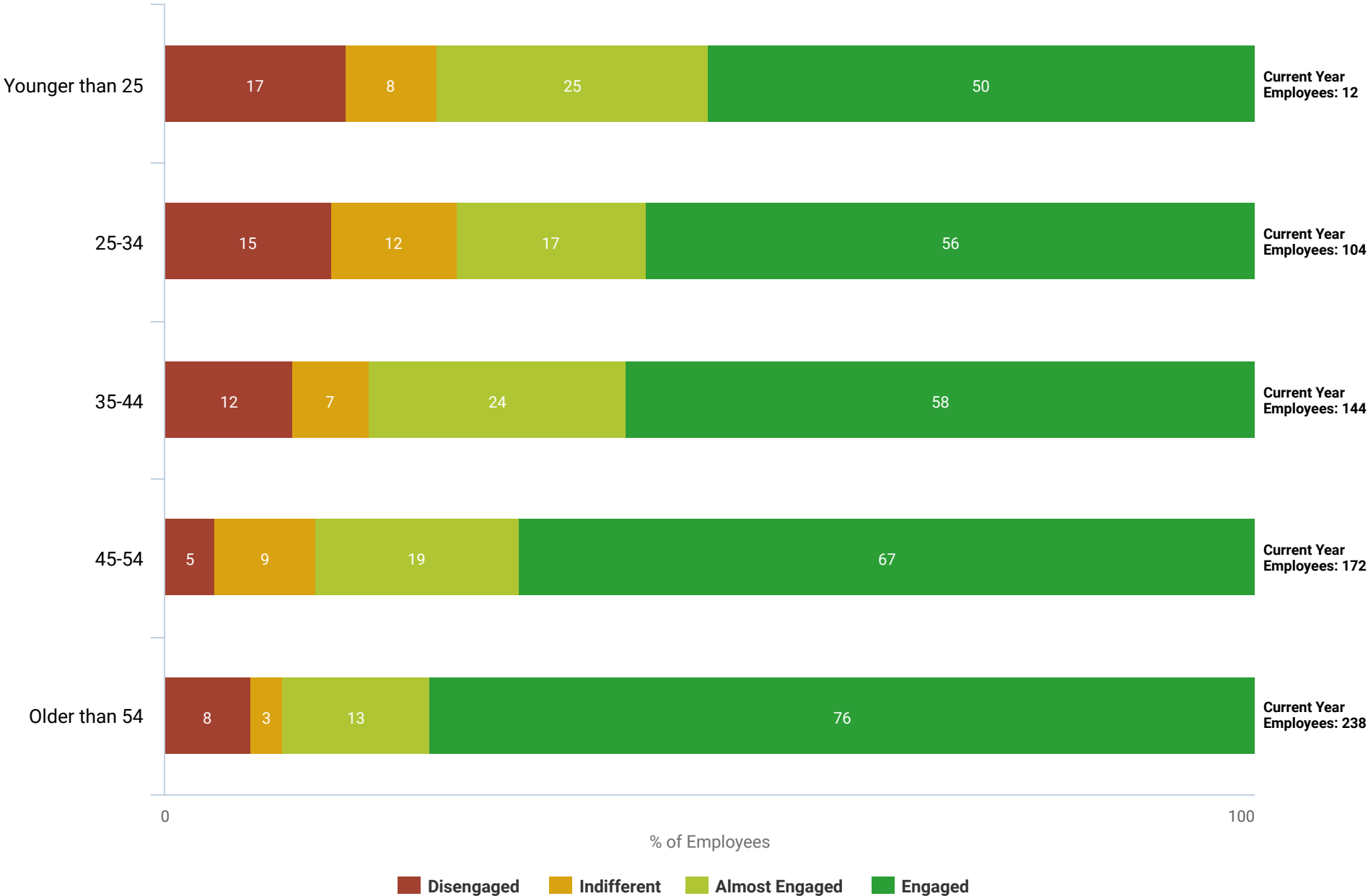
1667
 670
 40%



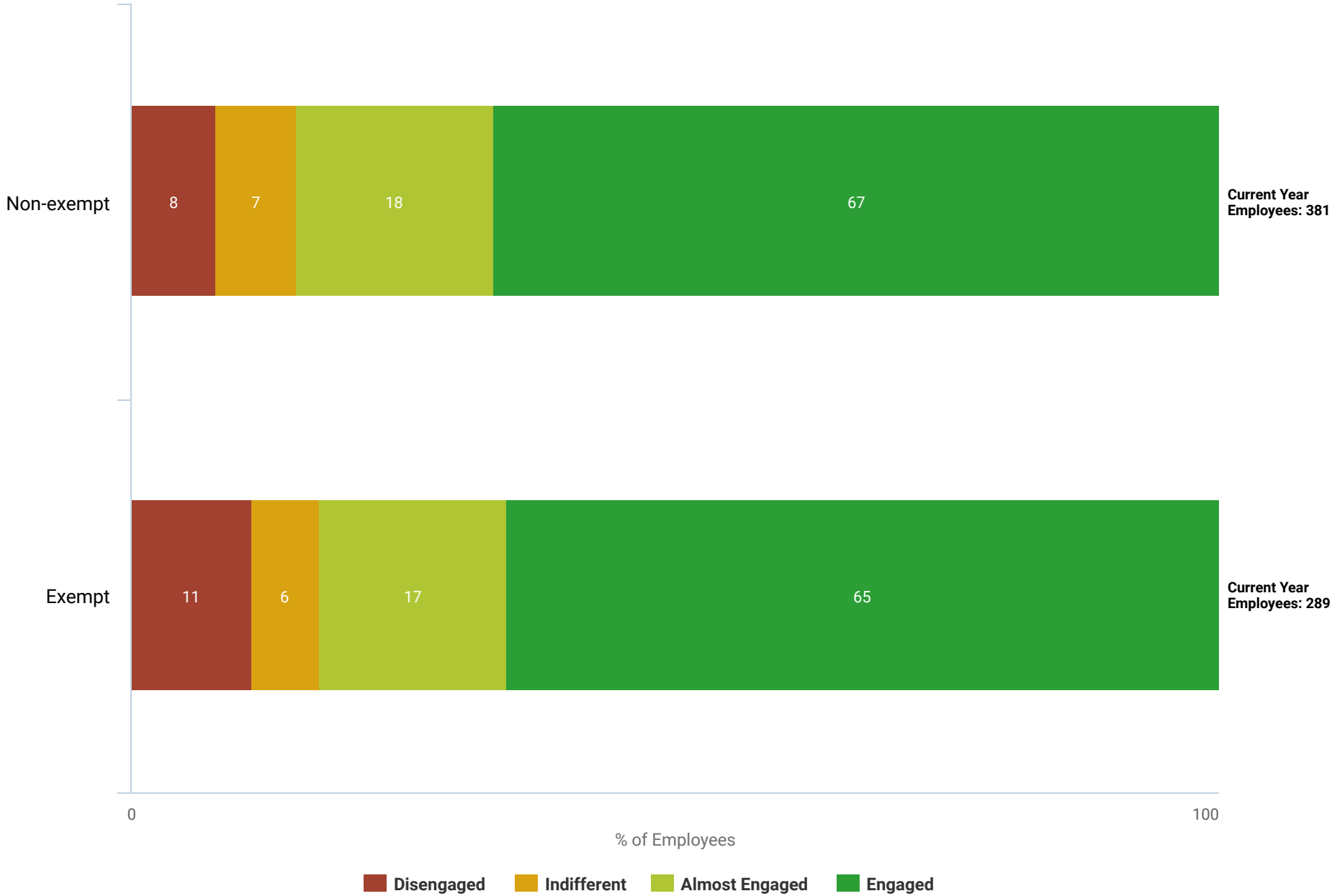
			Previous Year	Benchmark
I regularly offer to help my colleagues at work.		91%	--	89% (+3)
I am very proud of the work I do.		90%	--	91% (-1)
My contributions are important to the success of my department.		90%	--	87% (+2)
I regularly accomplish more than what's expected in my role because I choose to.		87%	--	85% (+2)
I am very committed to the University of Tennessee.		83%	--	83% (-)
Taking everything into account, I like working at the University of Tennessee.		83%	--	82% (+2)
My contributions are important to the success of the University of Tennessee.		83%	--	80% (+3)
I am very proud of the services the University of Tennessee provides.		82%	--	74% (+8)
Taking everything into account, I like my job.		81%	--	83% (-2)
I am part of a team working towards a shared goal.		79%	--	76% (+3)
I talk about my job in a positive light with family and friends.		74%	--	74% (+1)
I regularly choose to put in extra hours to improve my results.		71%	--	75% (-4)
I often look forward to coming to work.		70%	--	71% (-1)
In the last year, I have made recommendations for organizational improvements.		61%	--	66% (-5)

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

Engagement by Age



Engagement by Employee Subgroup

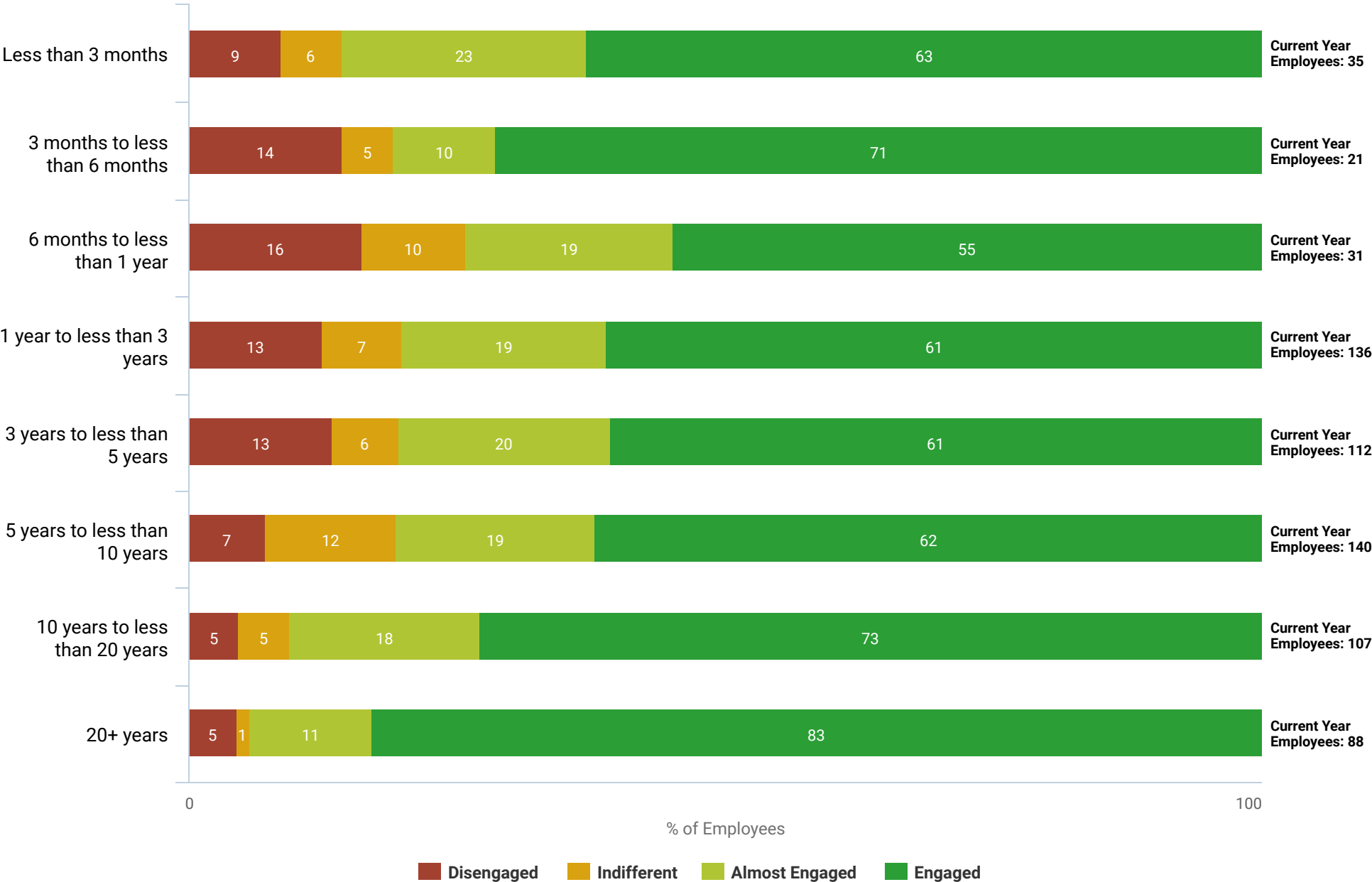


Engagement Results by Additional Demographics

University of Tennessee # of Employees 1667
 Open Date: Sep 14, 2021 # of Responses 670
 Close Date: Oct 05, 2021 Response Rate 40%



Engagement by Tenure



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
100
14.9%

PASSIVES
Answered 7-8



of Respondents
207
30.9%

SUPPORTERS
Answered 9-10



of Respondents
362
54.1%

Employee Experience Score

39.2

Previous Score

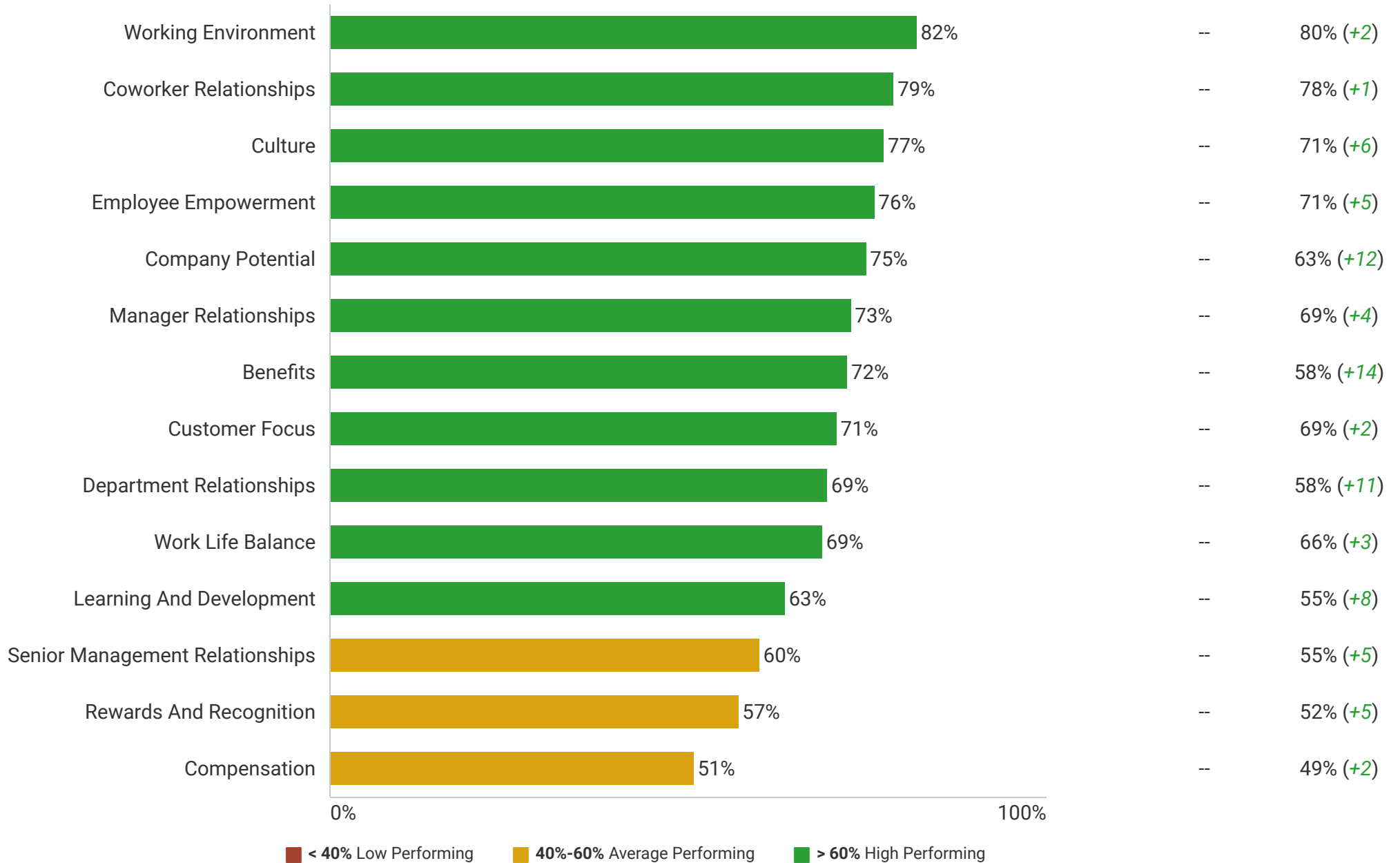
N/A

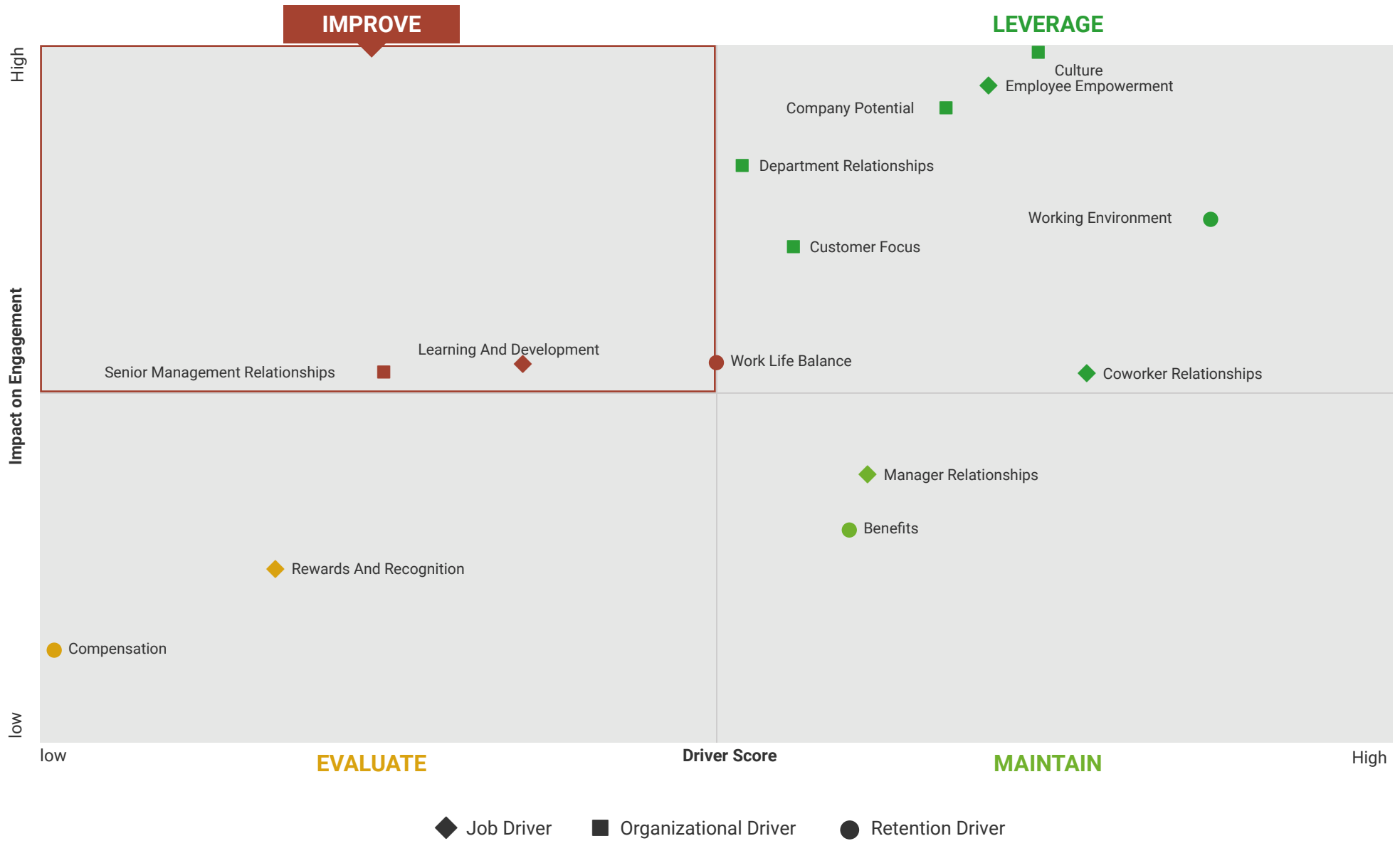
Benchmark Average

6.9

Employee Experience Score = % Supporters - % Detractors

Previous Year Benchmark

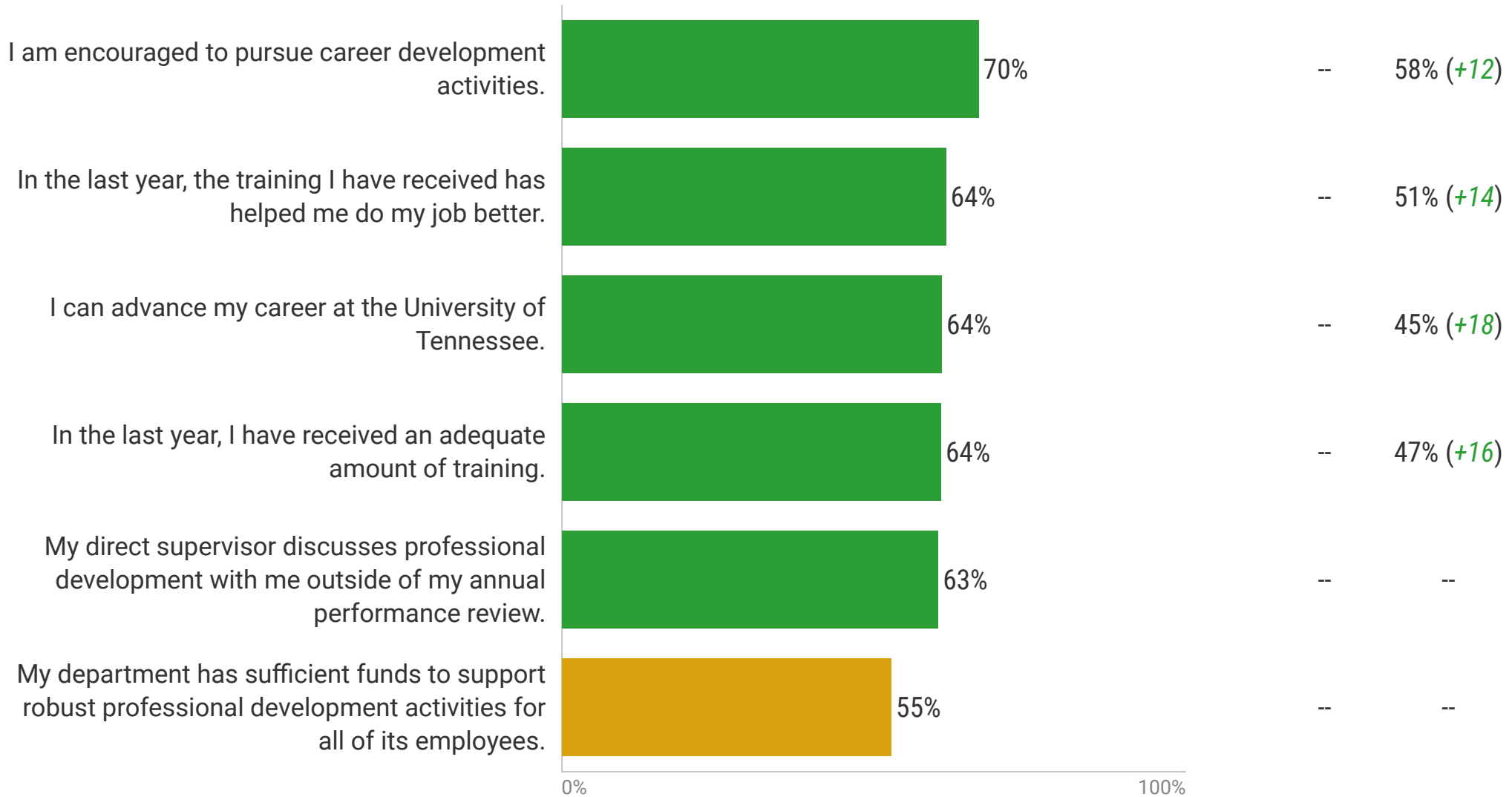




IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: LEARNING AND DEVELOPMENT

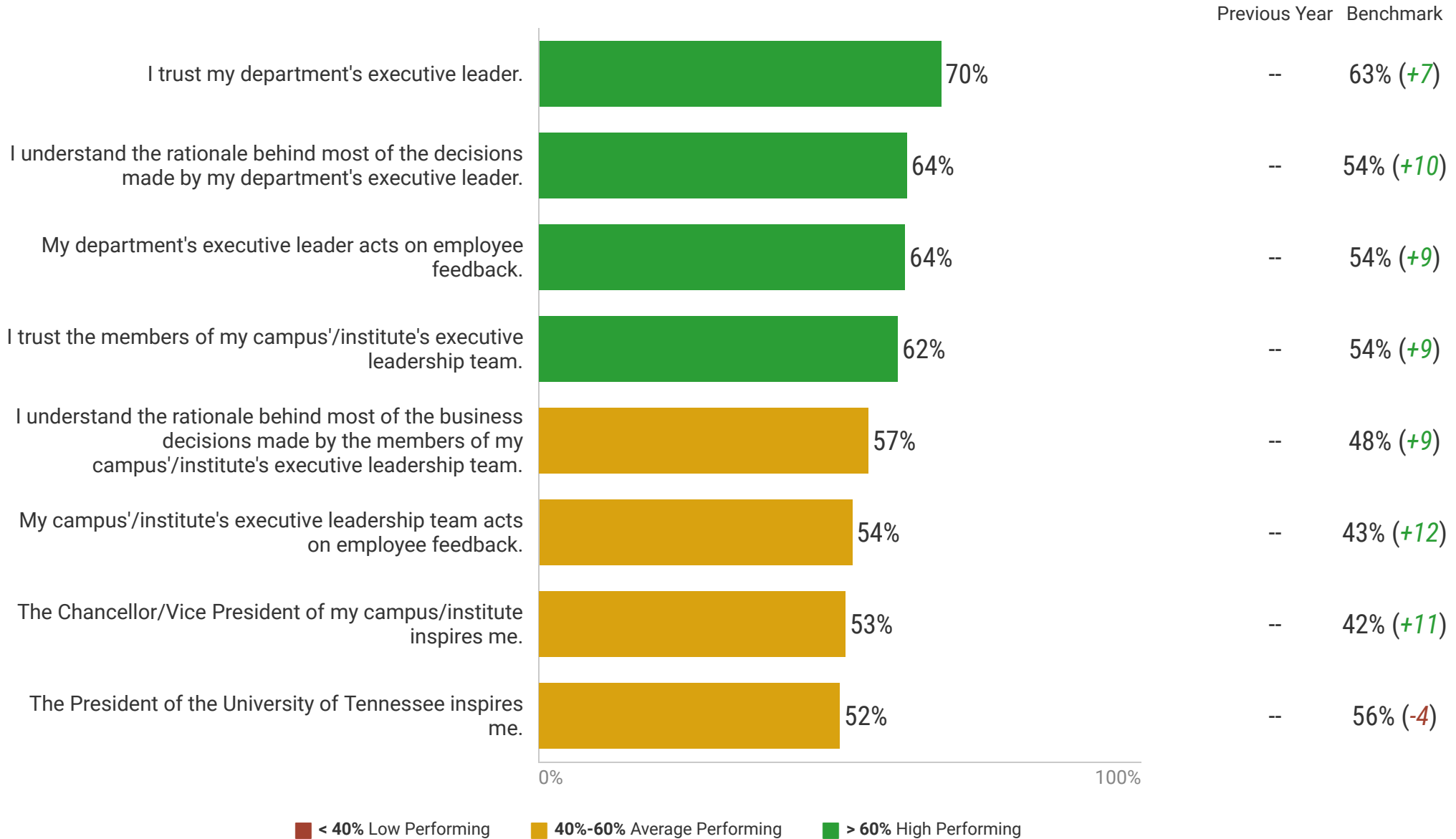
Previous Year Benchmark



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

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

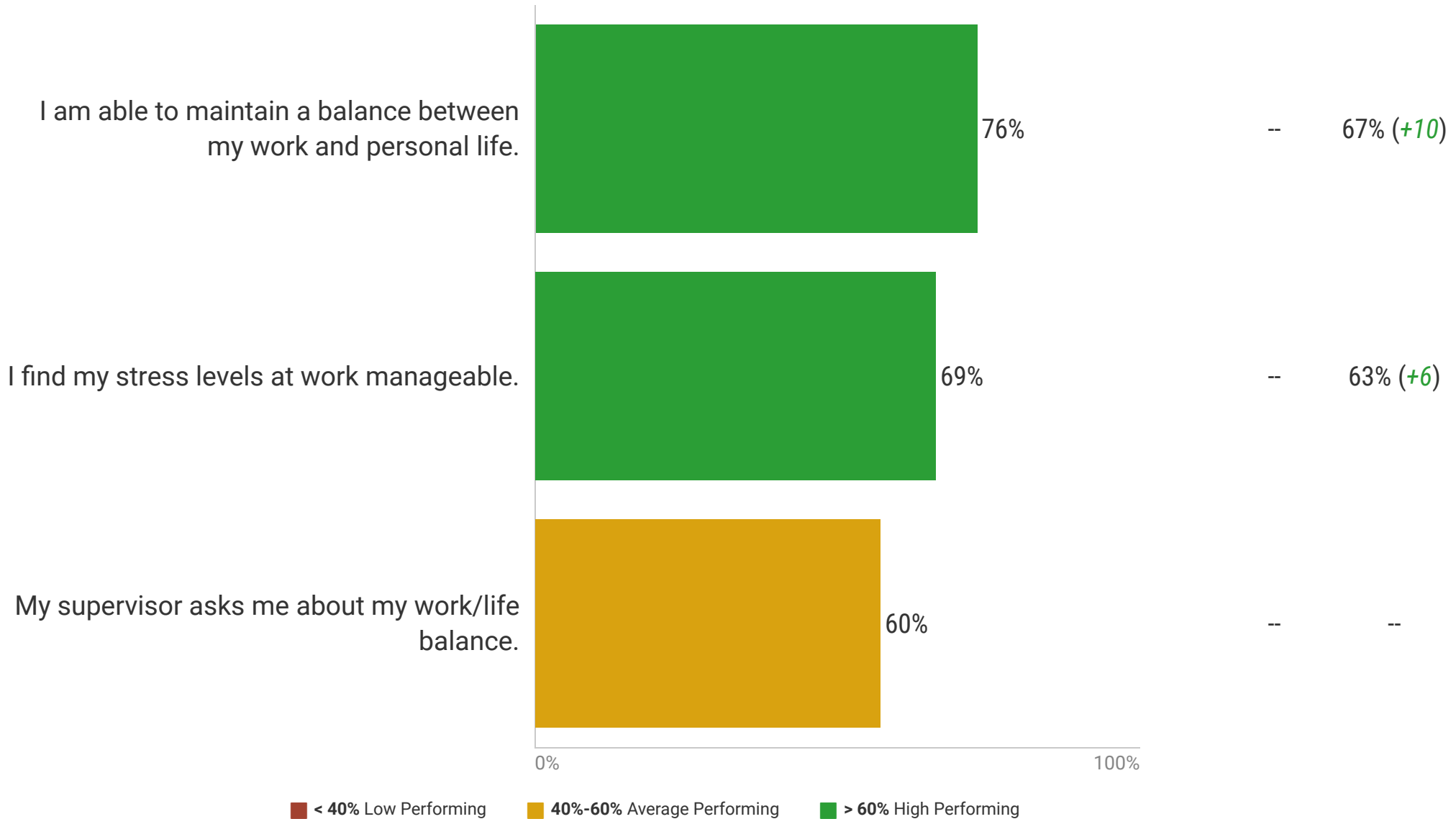
DRIVER: SENIOR MANAGEMENT RELATIONSHIPS



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: WORK LIFE BALANCE

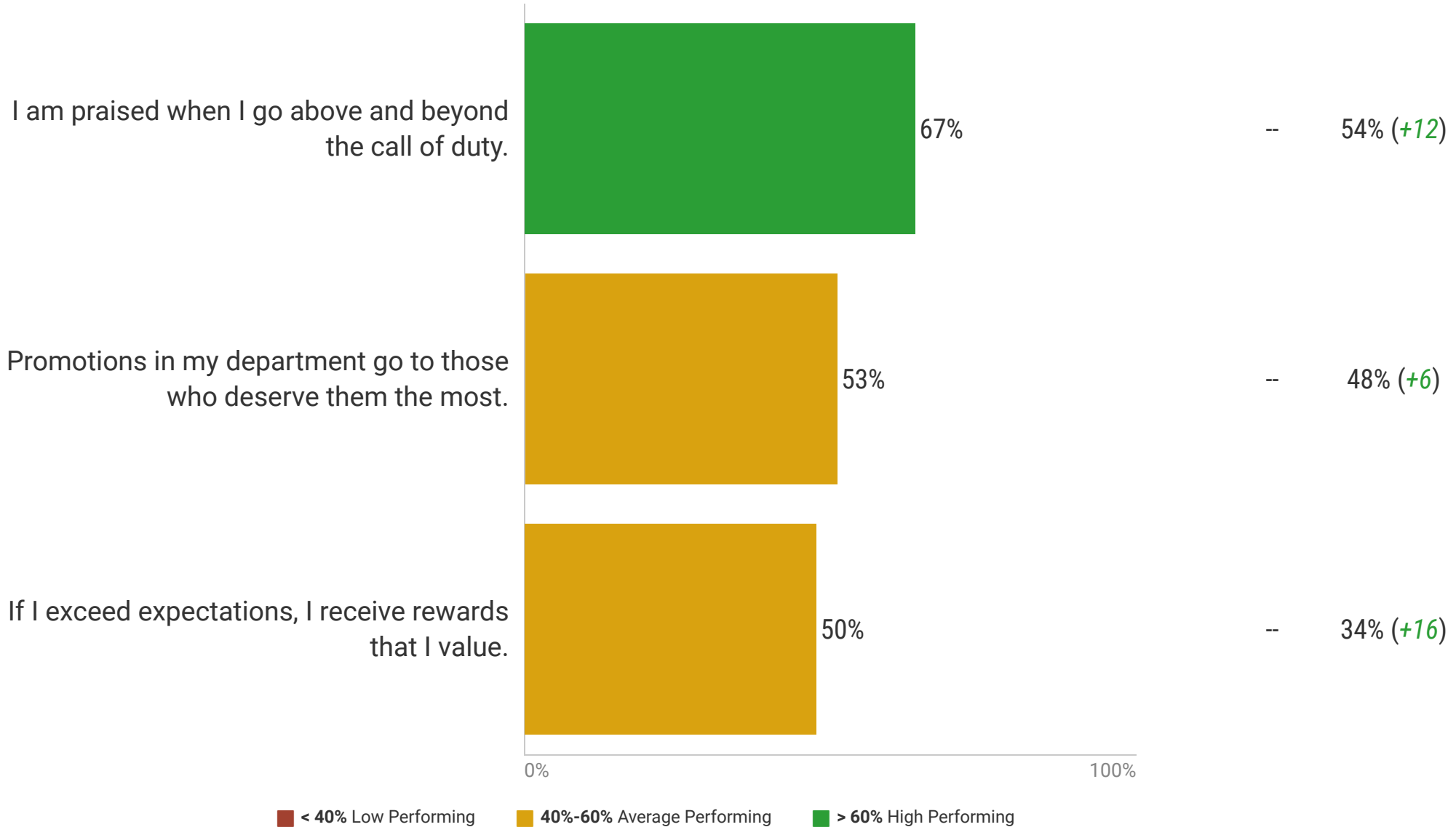
Previous Year Benchmark



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: REWARDS AND RECOGNITION

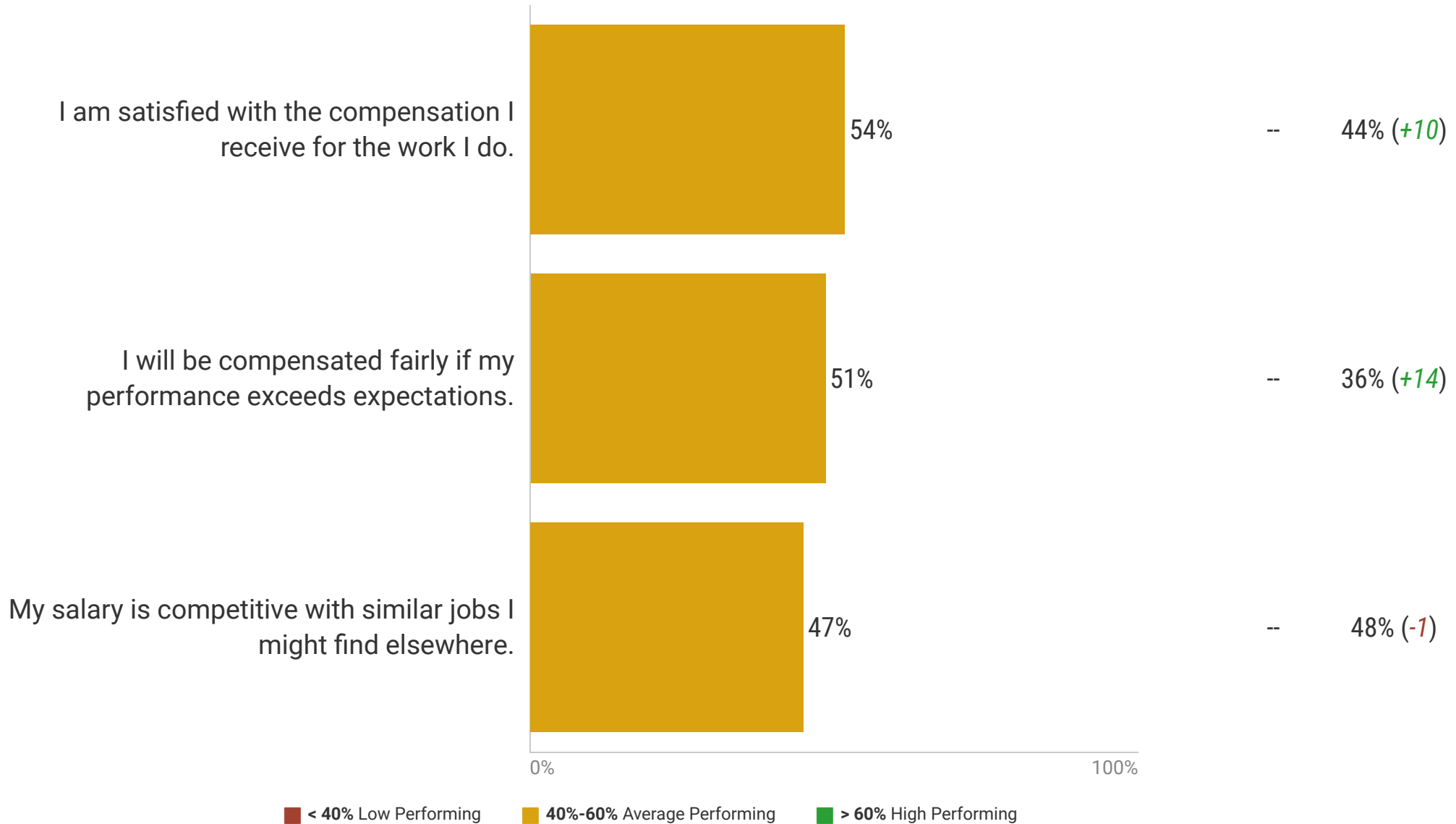
Previous Year Benchmark



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

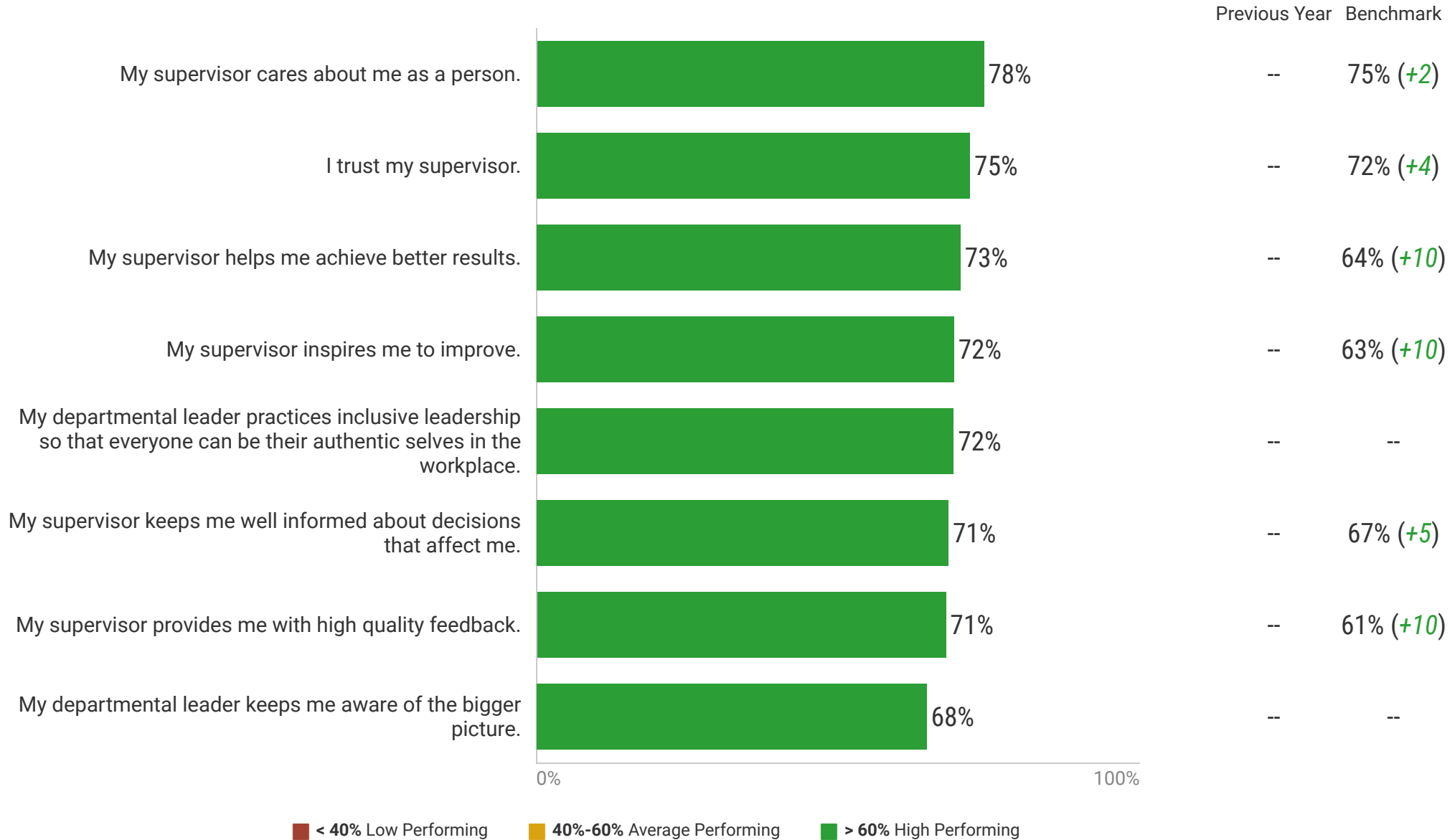
DRIVER: COMPENSATION

Previous Year Benchmark



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

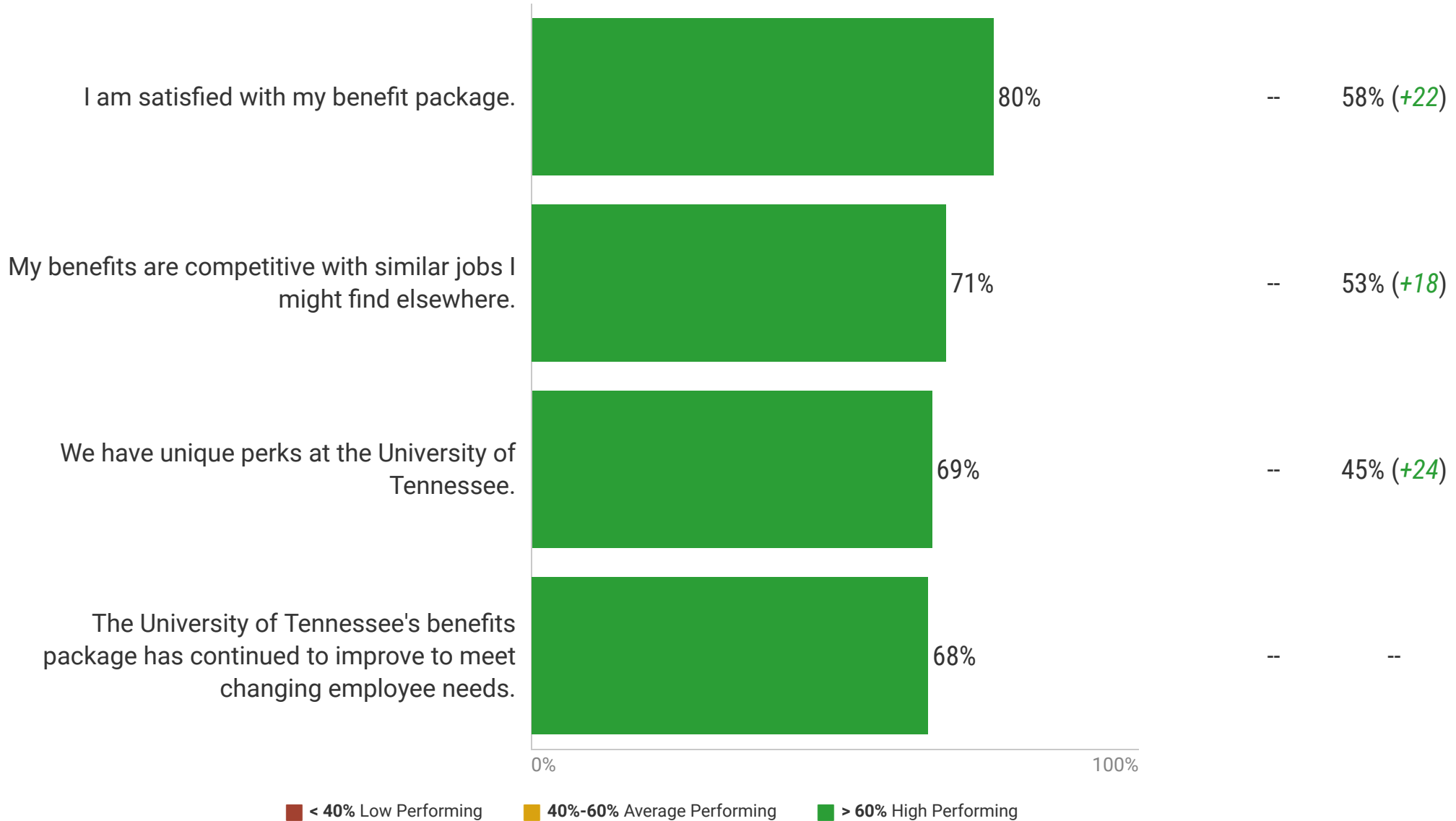
DRIVER: MANAGER RELATIONSHIPS



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

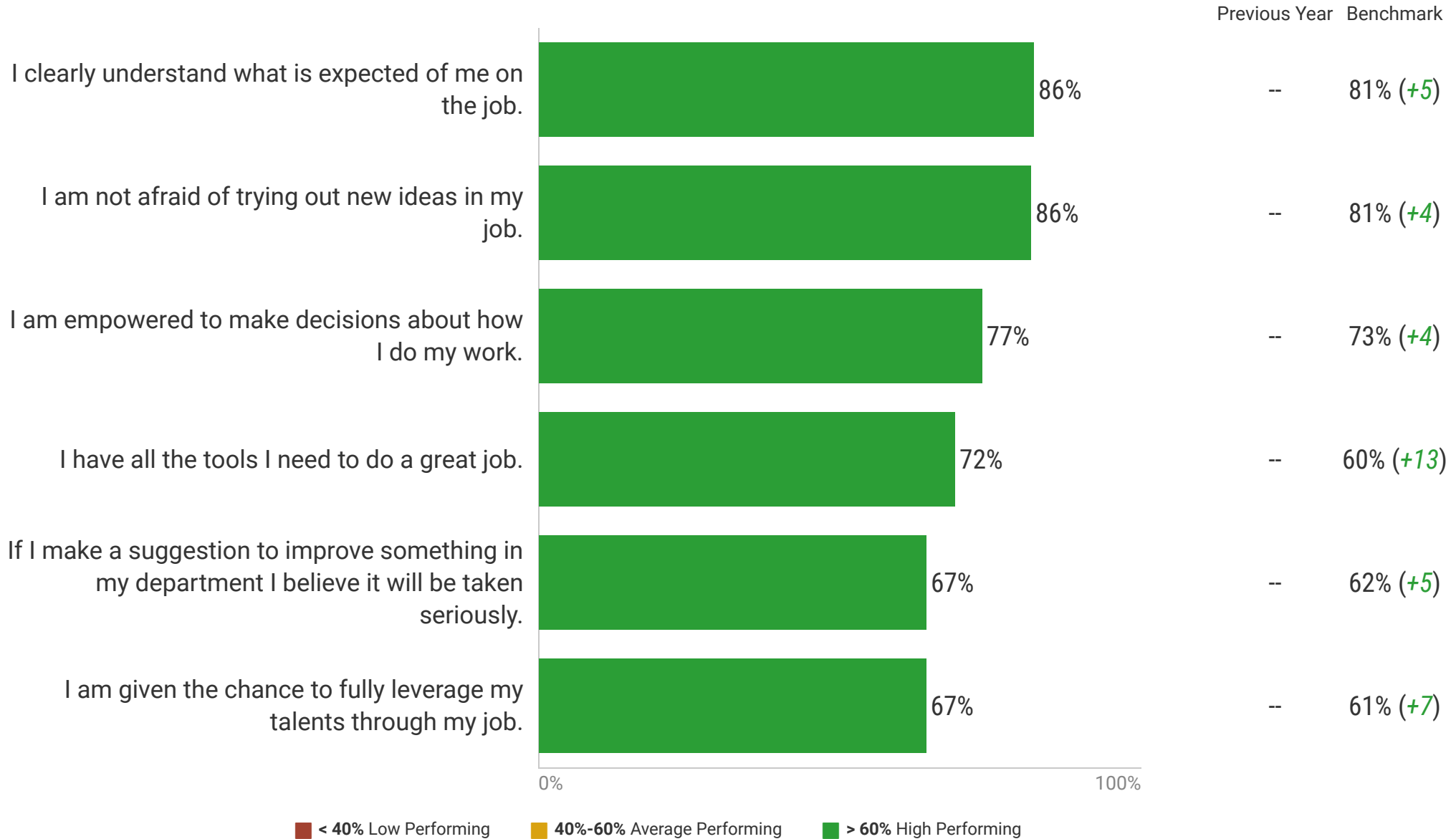
DRIVER: BENEFITS

Previous Year Benchmark



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

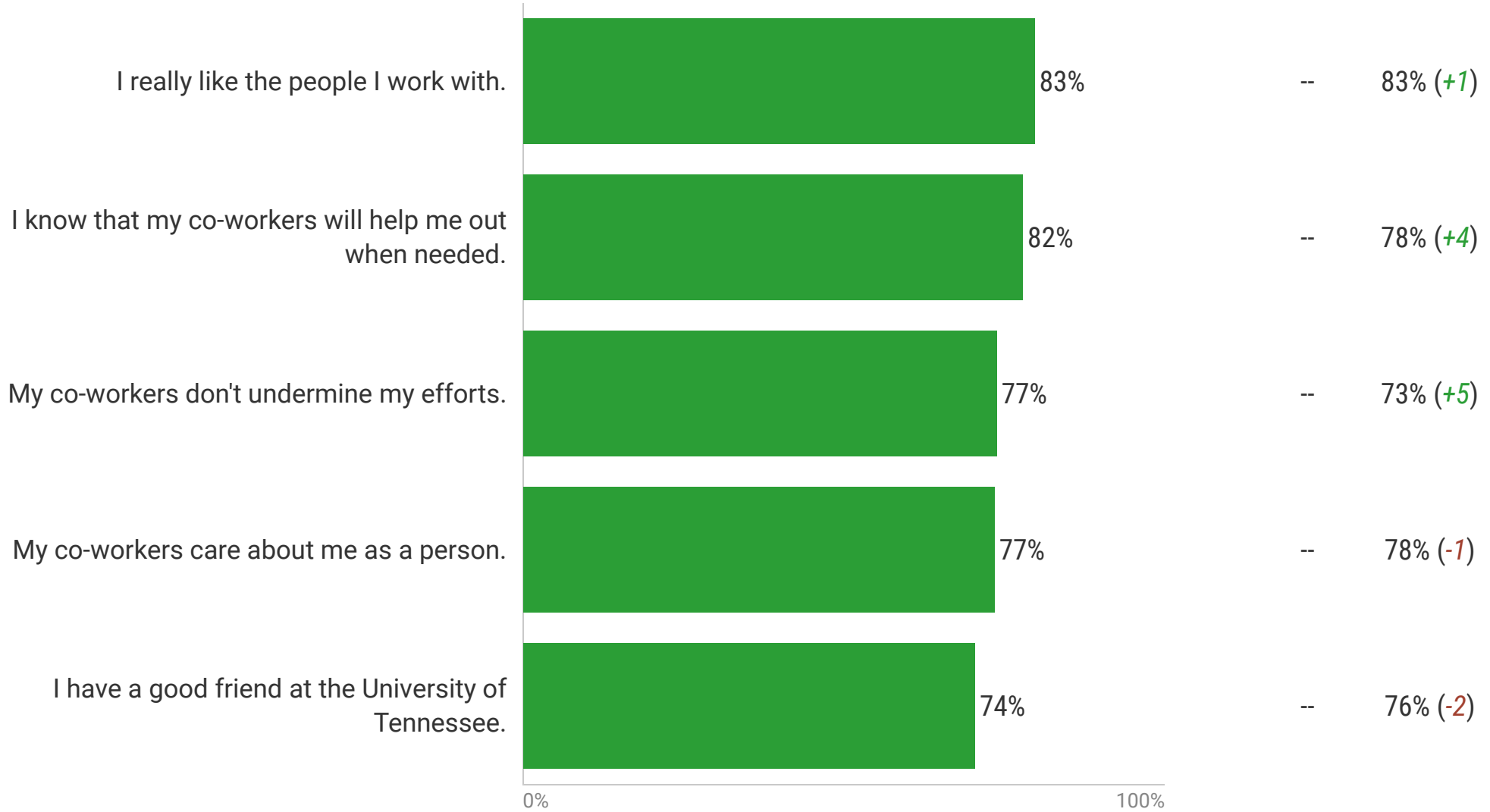
DRIVER: EMPLOYEE EMPOWERMENT



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: COWORKER RELATIONSHIPS

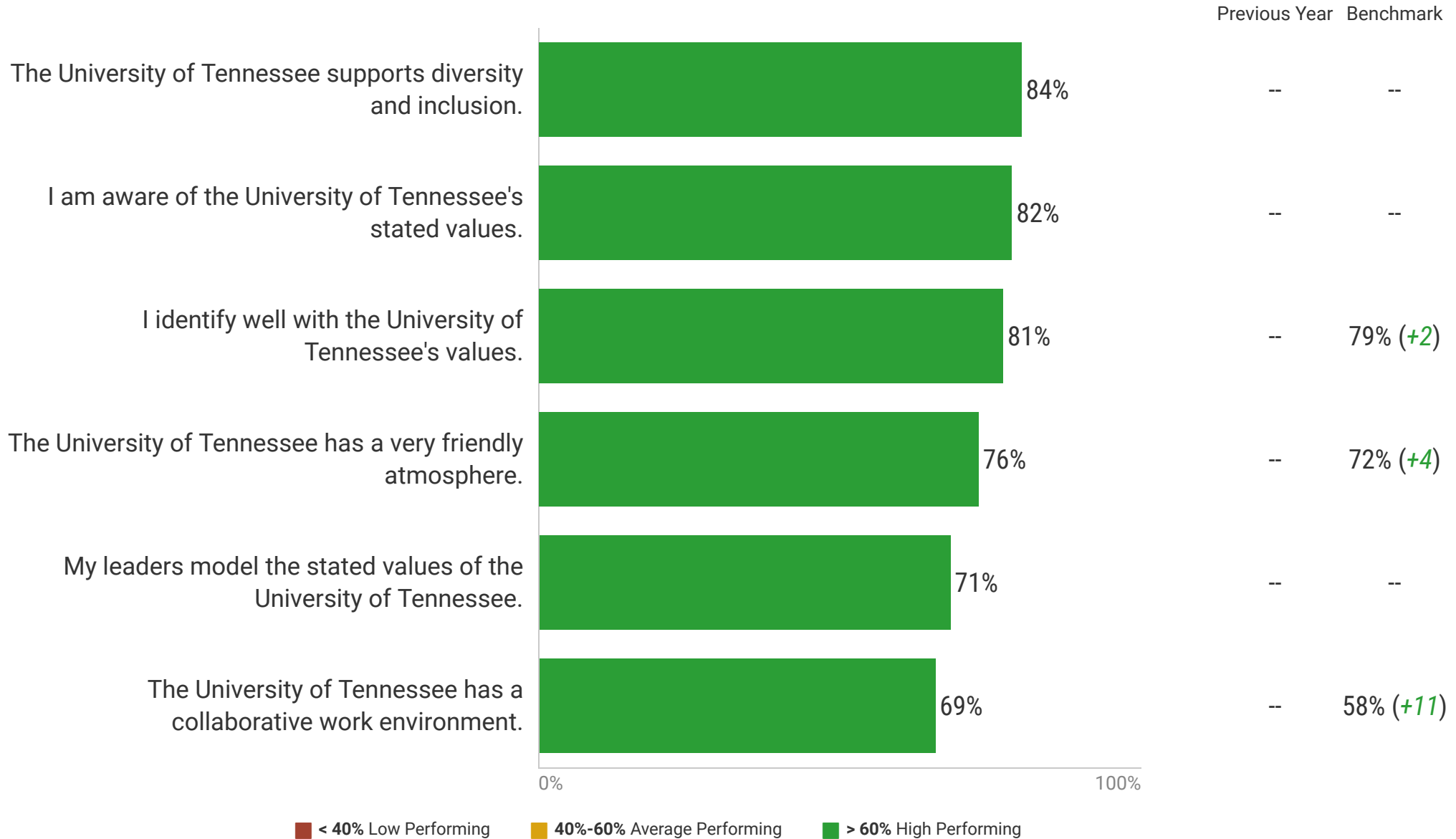
Previous Year Benchmark



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

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

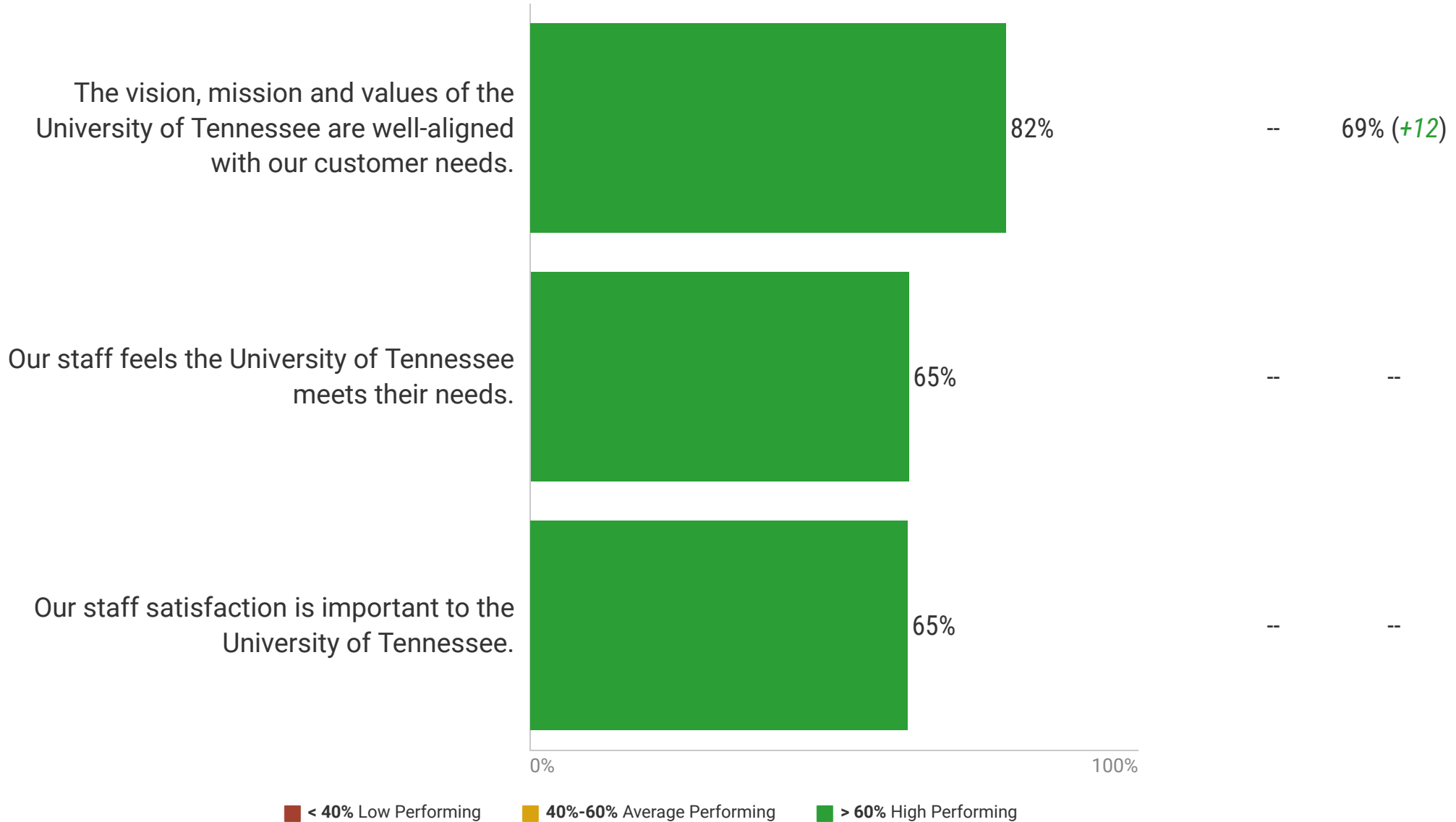
DRIVER: CULTURE



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: CUSTOMER FOCUS

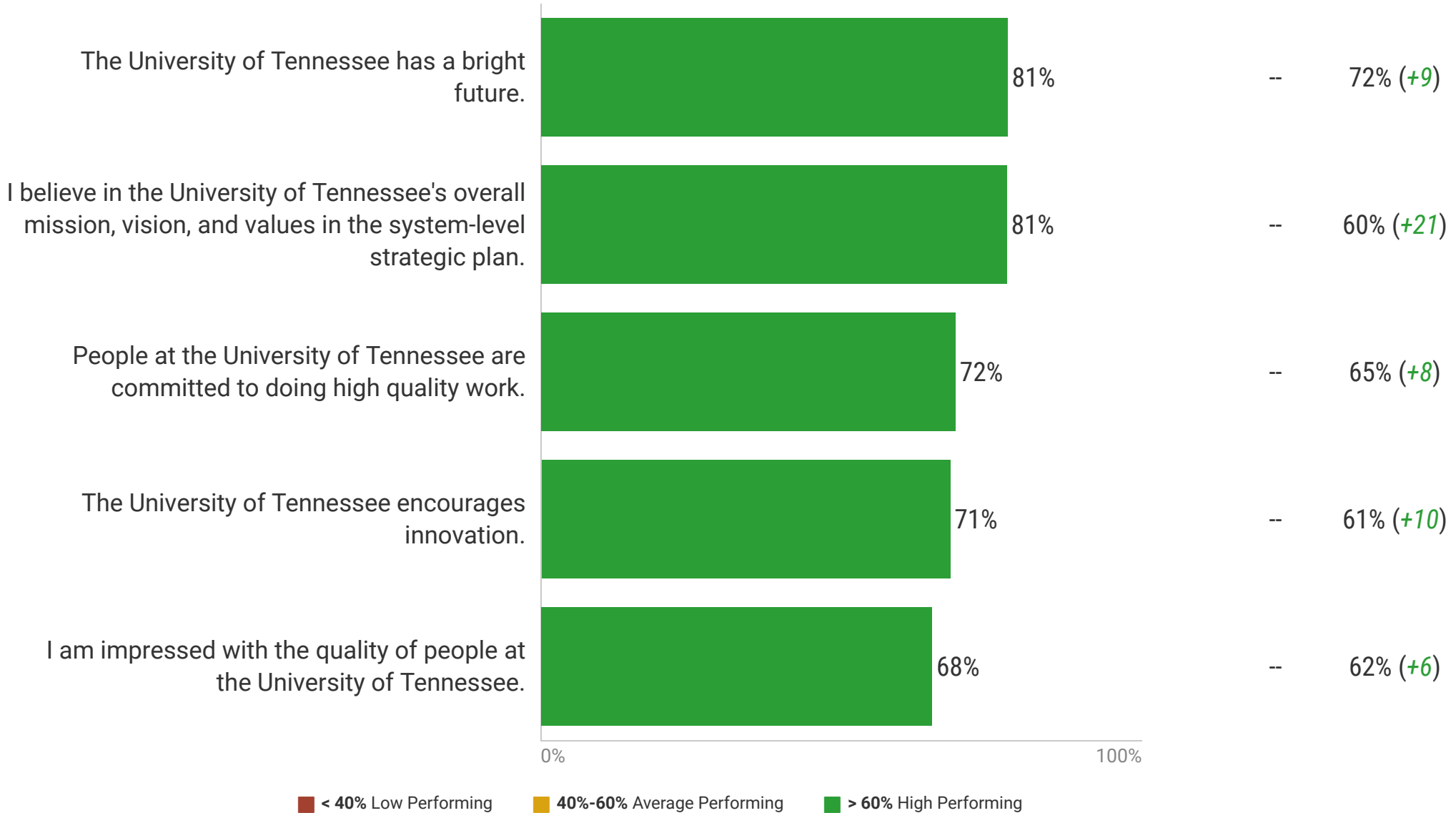
Previous Year Benchmark



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

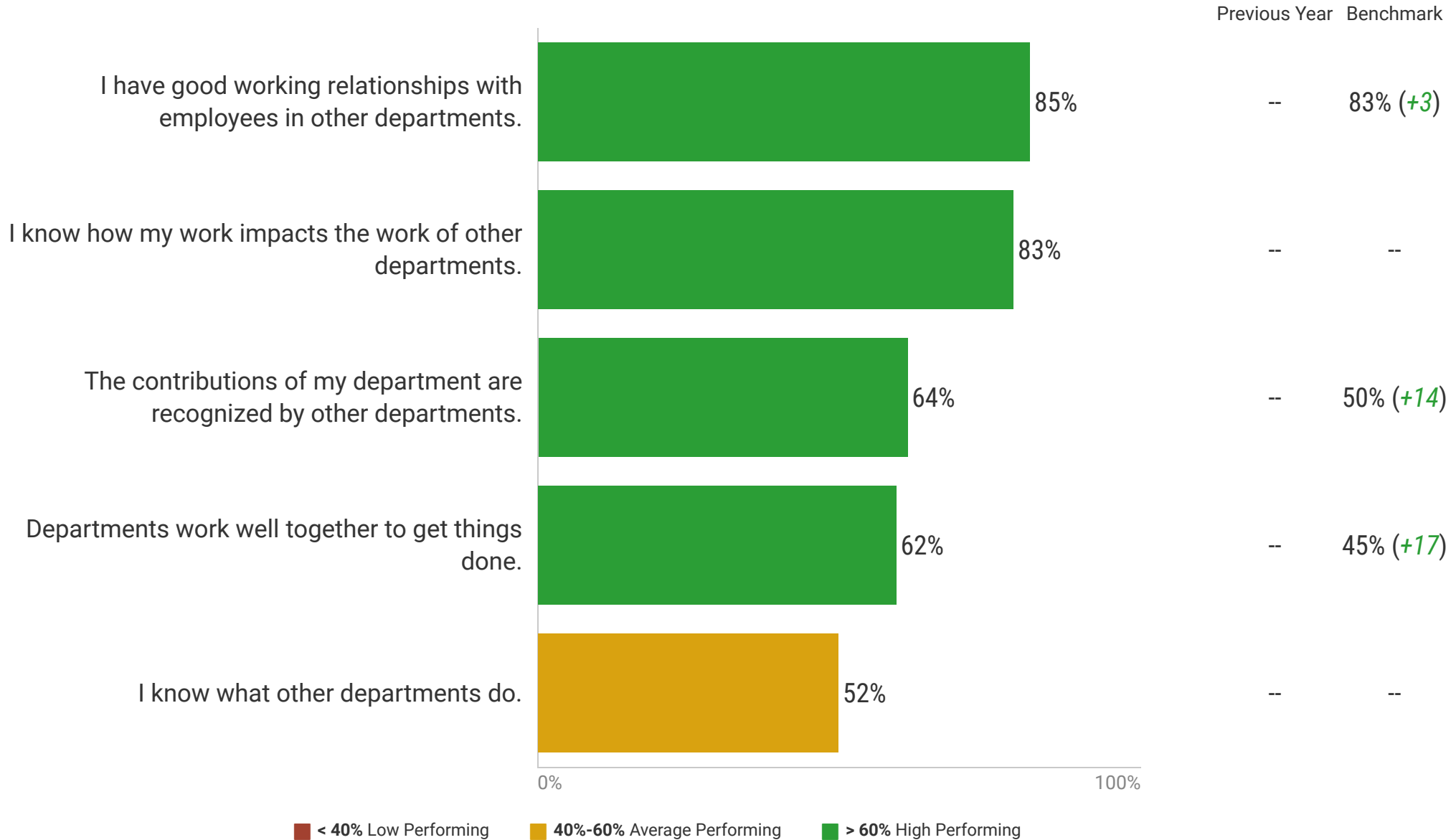
DRIVER: COMPANY POTENTIAL

Previous Year Benchmark



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

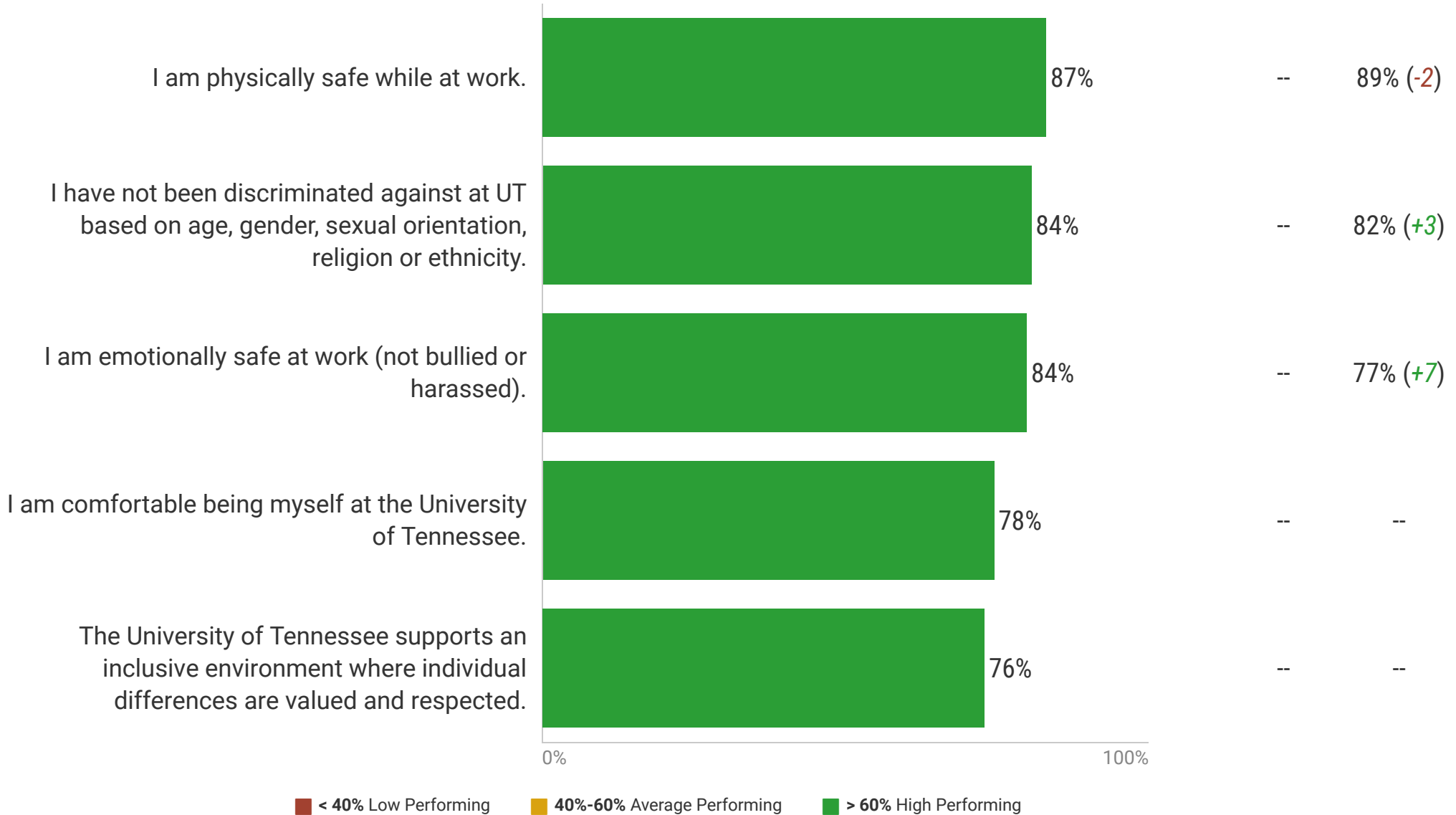
DRIVER: DEPARTMENT RELATIONSHIPS



IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: WORKING ENVIRONMENT

Previous Year Benchmark



Employee Personal Disposition

University of Tennessee

Open Date: Sep 14, 2021

Close Date: Oct 05, 2021

of Employees

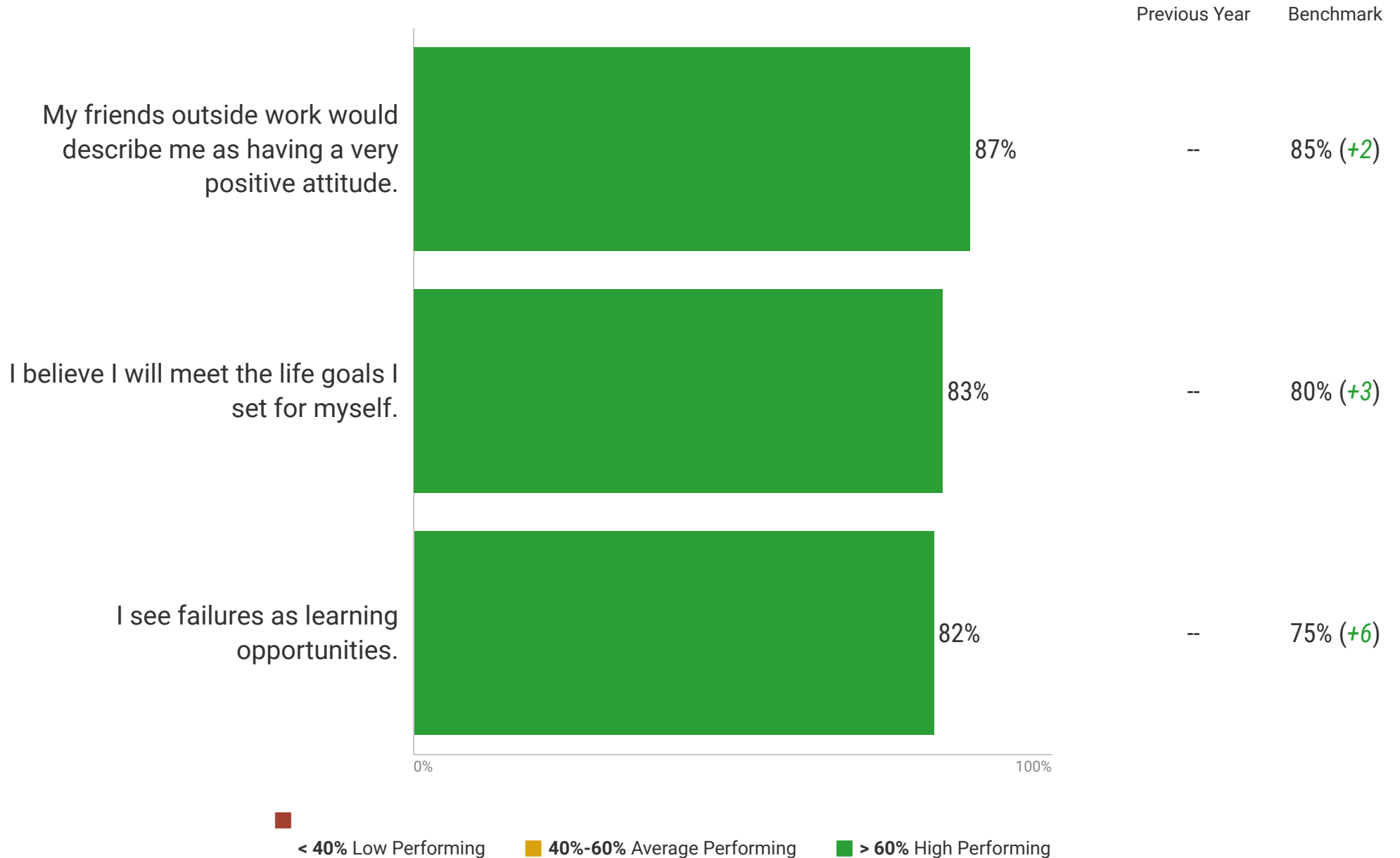
of Responses

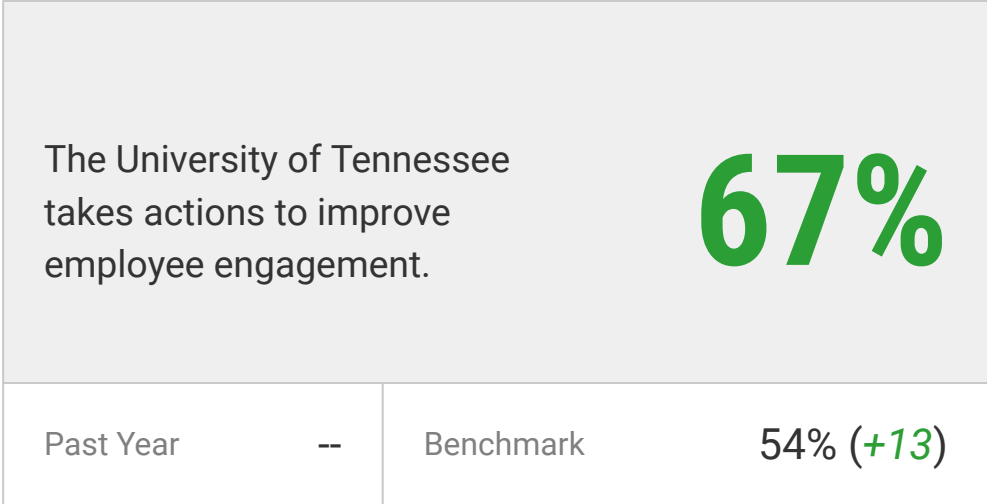
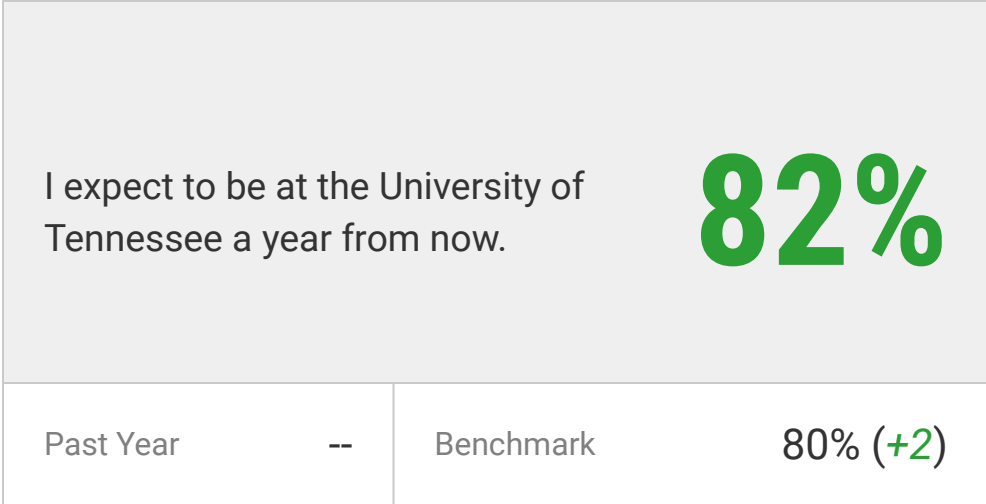
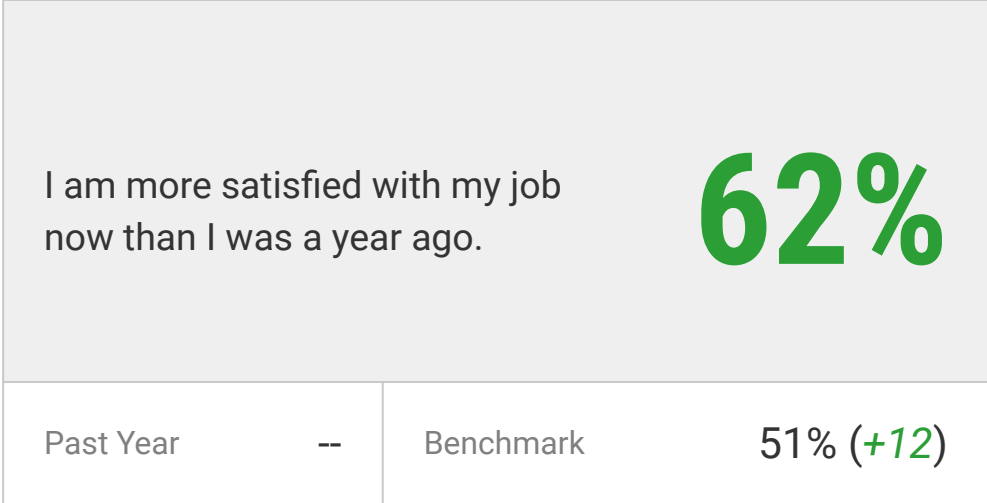
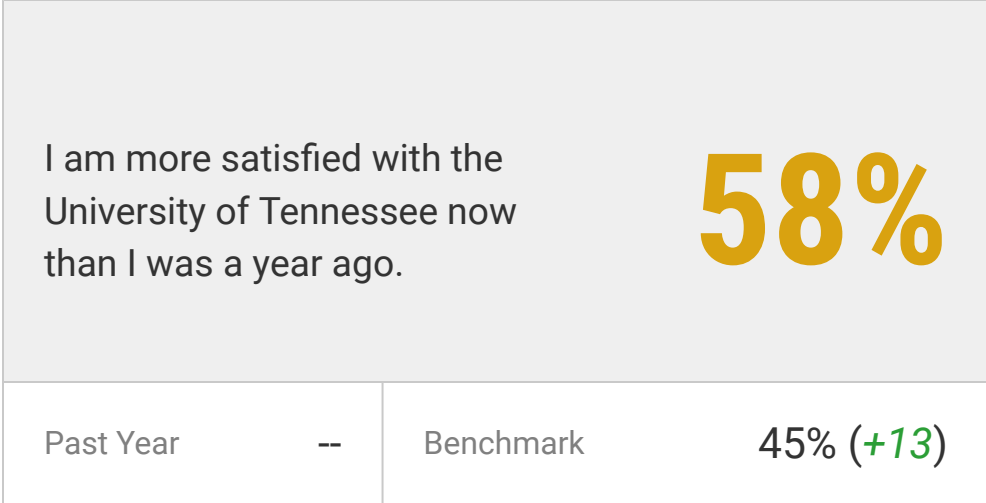
Response Rate

1667

670

40%





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

Interpreting the Results

Engagement Calculation

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

Average scores between 5.01 – 6.00 = **Engaged**

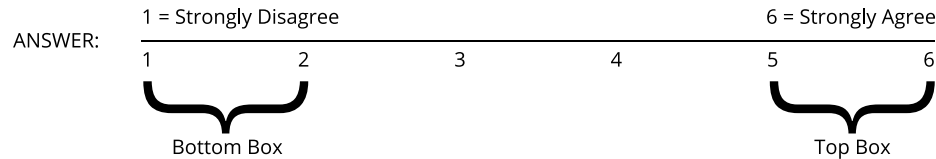
Average scores between 4.51 – 5.00 = **Almost engaged**

Average scores between 4.01 – 4.50 = **Indifferent**

Average scores less than 4.00 = **Disengaged**

Driver Calculation

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



Benchmarks

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

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

Priority Matrix

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