

# Engagement Report

## University of Tennessee

Health Science Center

Current period:

Sep 20, 2023 - Oct 19, 2023

---

# of employees: **1632**

# of responses: **759**

Response rate: **47%**

---

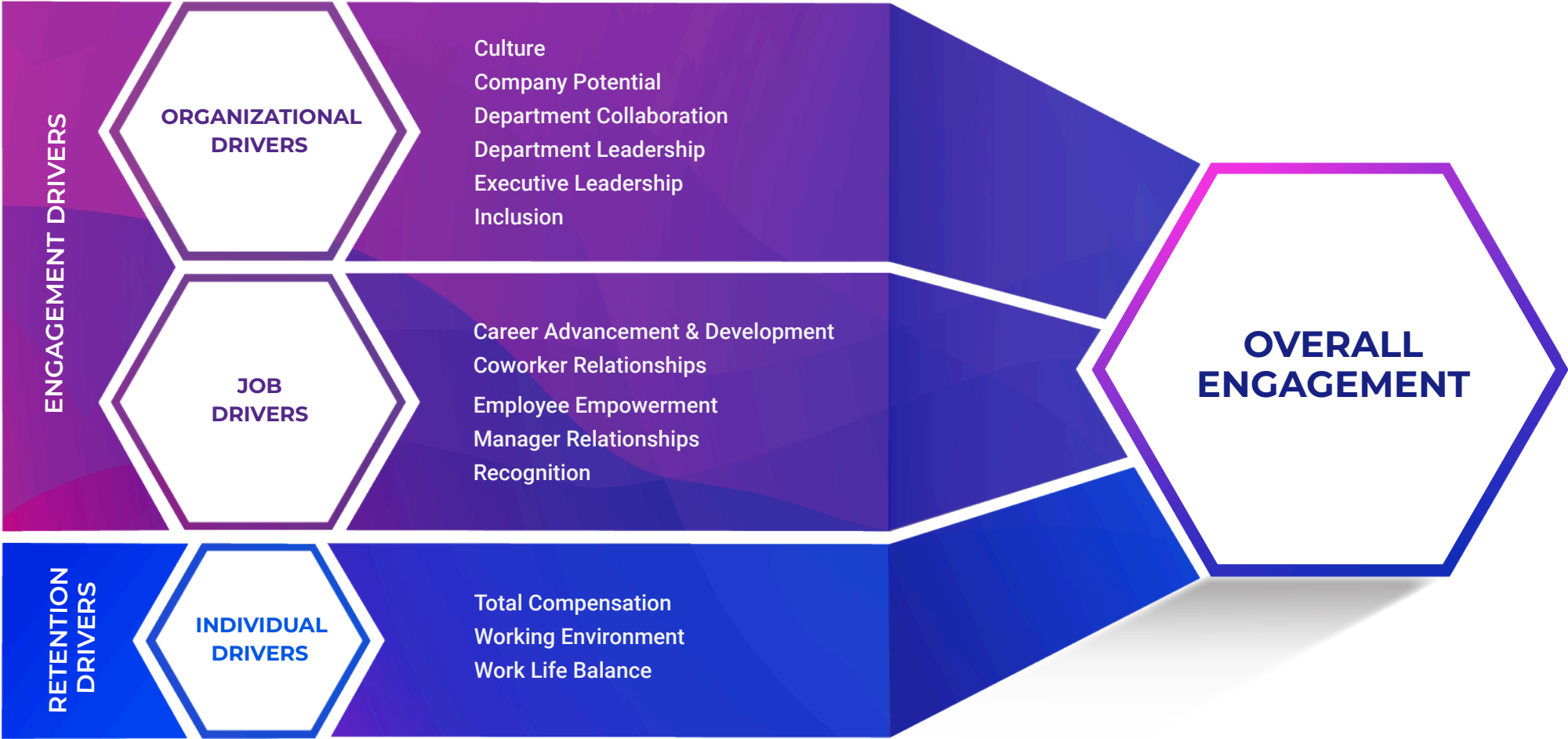
Previous period:

Sep 14, 2022 - Oct 6, 2022

# McLean & Company Engagement Model

University of Tennessee  
Open Date: Sep 20, 2023  
Close Date: Oct 19, 2023

# of employees: 1632  
# of responses: 759  
Response Rate: 47%



# Employee Engagement Goes Beyond Satisfaction

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



## 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

Characteristics

Characteristics

Less likely to help others for the betterment of the organization

Help others for the betterment of the organization

Meet minimum performance requirements

Consistently exceed performance requirements

Generally keep to themselves

Recommend improvement opportunities

Stay at the organization because of what they **get from it**

Stay at the organization for what they **give to it**

Committed to the degree that their needs are met

Have a sense of purpose and pride in their work

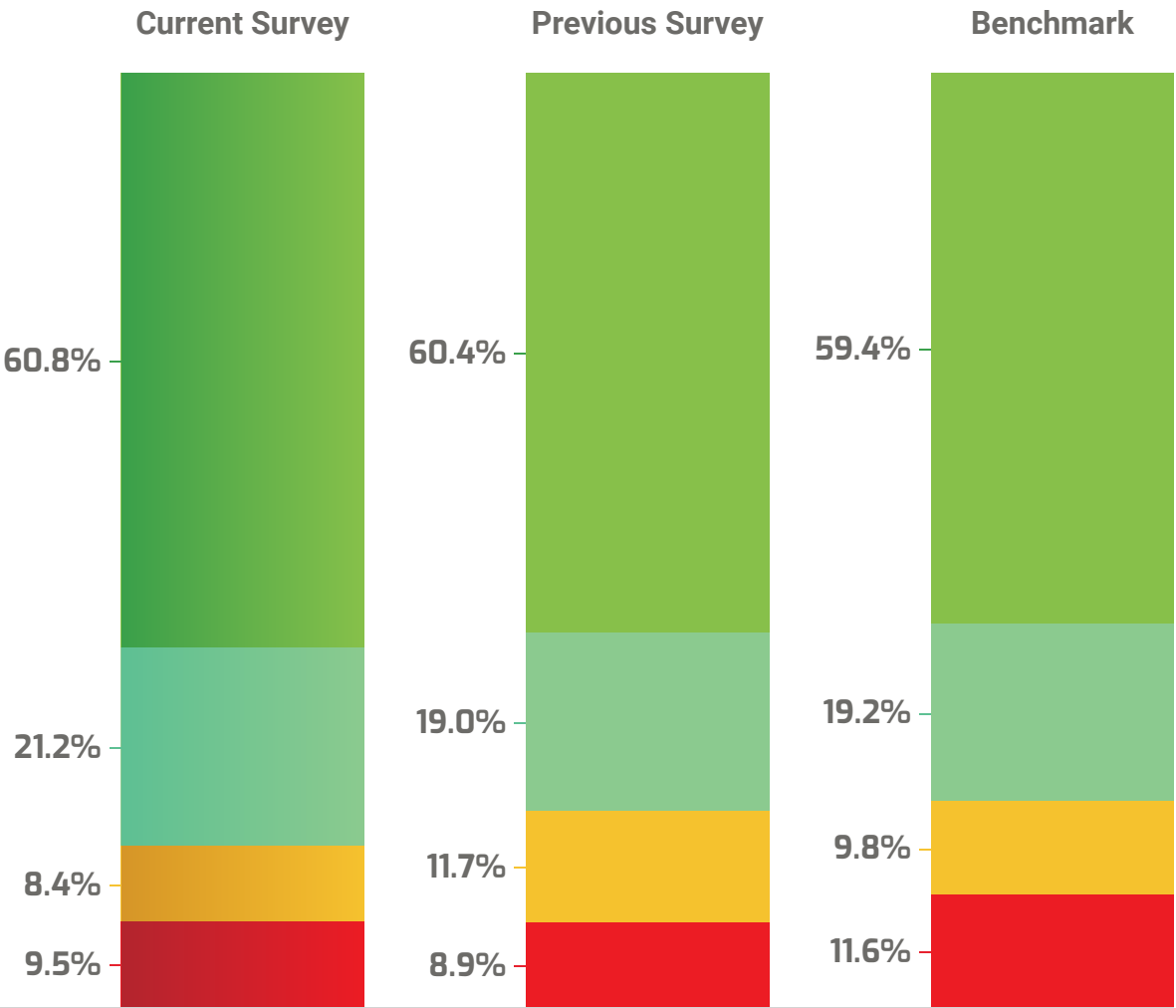
# Overall Engagement Results

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



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



## 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.

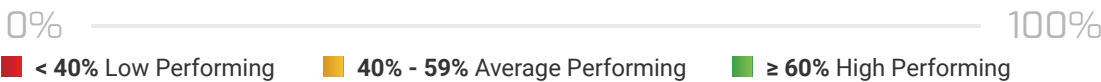
# Engagement Measure Question Scores

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



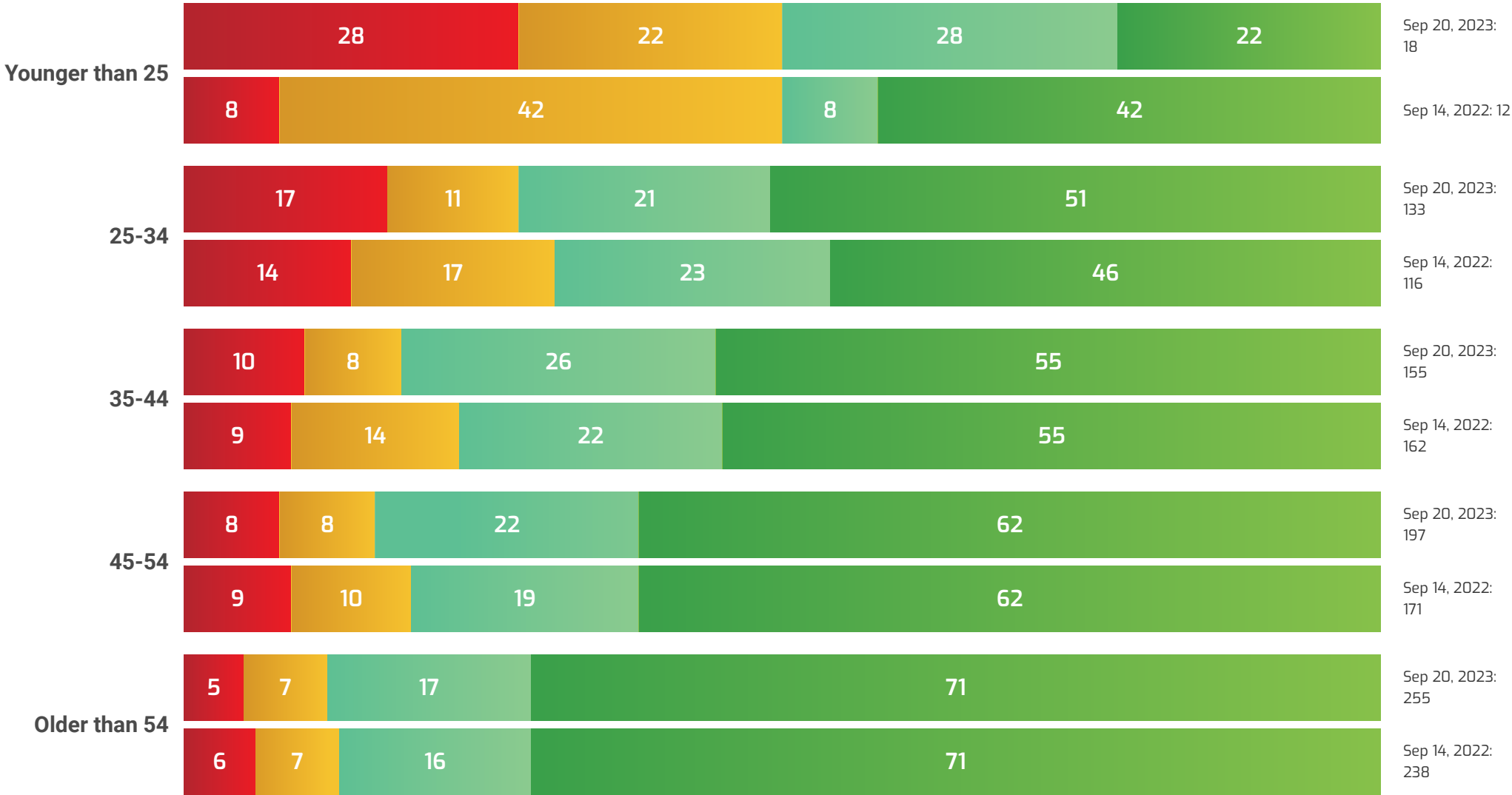
			Previous Survey	Benchmark
I regularly offer to help my colleagues at work.	93%		90% (+3)	89% (+4)
I am very proud of the work I do.	91%		90% (+1)	88% (+3)
I regularly accomplish more than what's expected in my role because I choose to.	88%		87% (+1)	85% (+3)
My contributions are important to the success of my department.	86%		86% (0)	85% (+1)
Taking everything into account, I like working at the University of Tennessee.	81%		80% (+1)	74% (+7)
I am very committed to the University of Tennessee.	80%		80% (0)	76% (+4)
Taking everything into account, I like my job.	80%		79% (+1)	78% (+2)
I am very proud of the services the University of Tennessee provides.	79%		80% (-1)	—
I am part of a team working towards a shared goal.	78%		77% (+1)	72% (+6)
My contributions are important to the success of the University of Tennessee.	77%		79% (-2)	79% (-2)
I talk about my job in a positive light with family and friends.	73%		73% (0)	66% (+7)
I regularly choose to put in extra hours to improve my results.	67%		68% (-1)	—
I often look forward to coming to work.	66%		66% (0)	63% (+3)
In the last year, I have made recommendations for University improvements.	50%		47% (+3)	—



# Engagement by Age

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



% of Employees

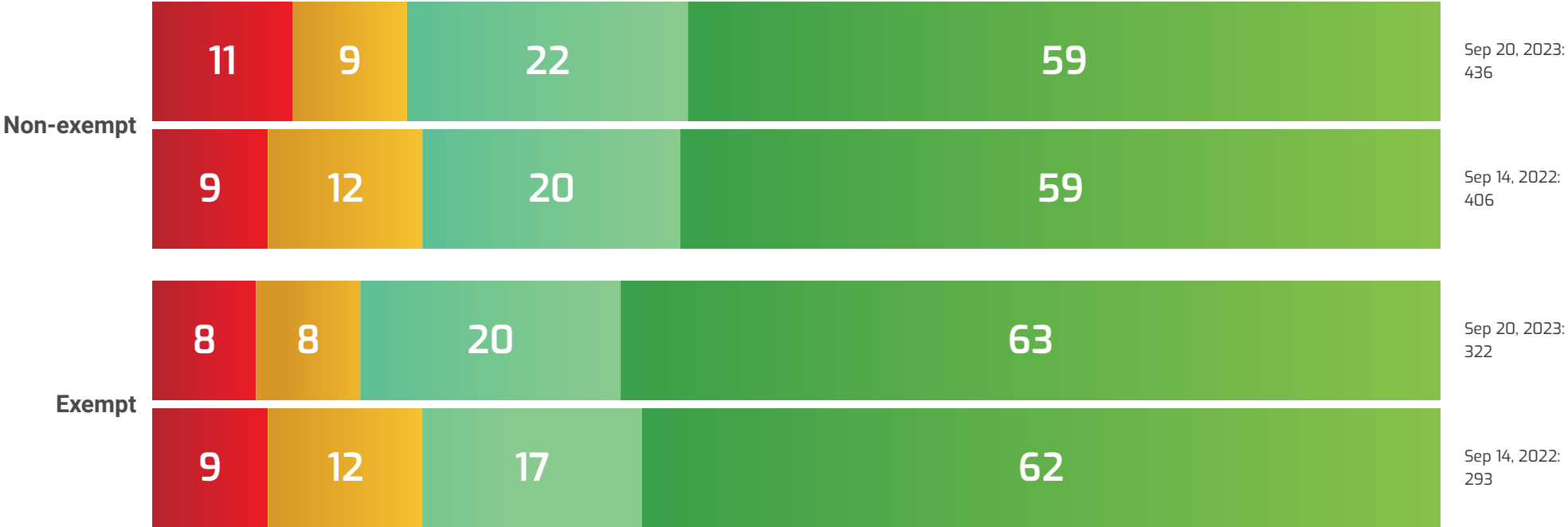
■ Disengaged     
 ■ Indifferent     
 ■ Almost Engaged     
 ■ Engaged



# Engagement by Employee Subgroup

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



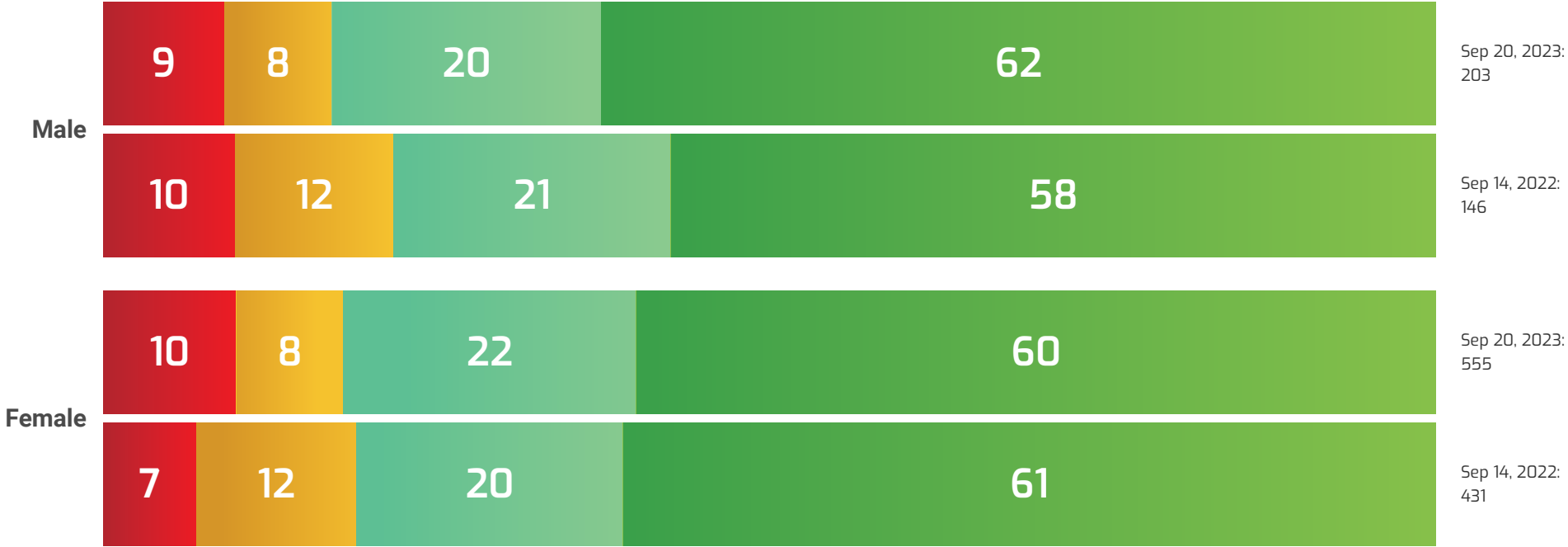
% of Employees

- Disengaged
- Indifferent
- Almost Engaged
- Engaged

# Engagement by Gender

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



% of Employees

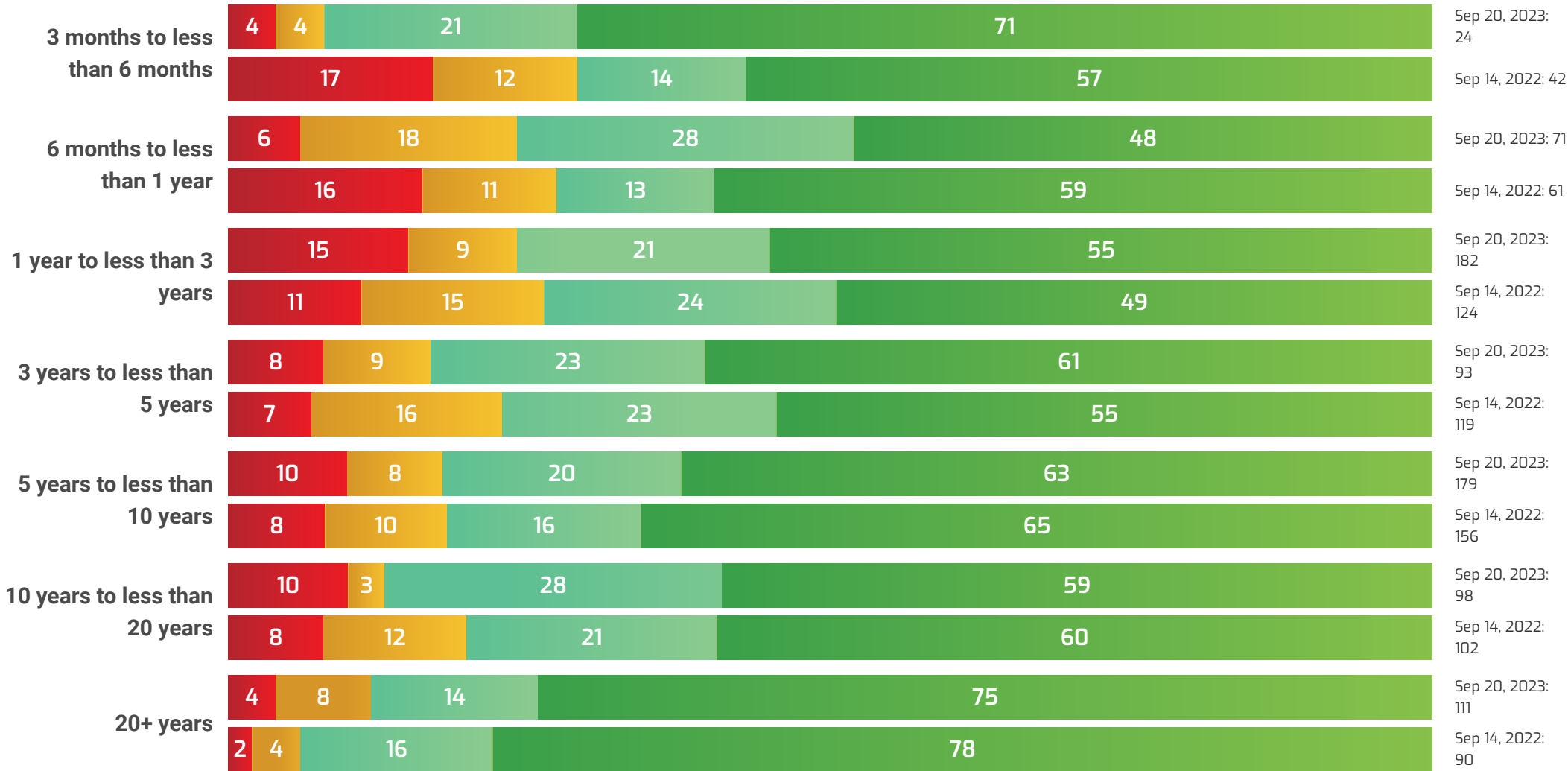
■ Disengaged     
 ■ Indifferent     
 ■ Almost Engaged     
 ■ Engaged



# Engagement by Tenure

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



% of Employees

■ Disengaged     
 ■ Indifferent     
 ■ Almost Engaged     
 ■ Engaged

# McLean Employee Experience Score

University of Tennessee  
Open Date: Sep 20, 2023  
Close Date: Oct 19, 2023

# of employees: 1632  
# of responses: 759  
Response Rate: 47%

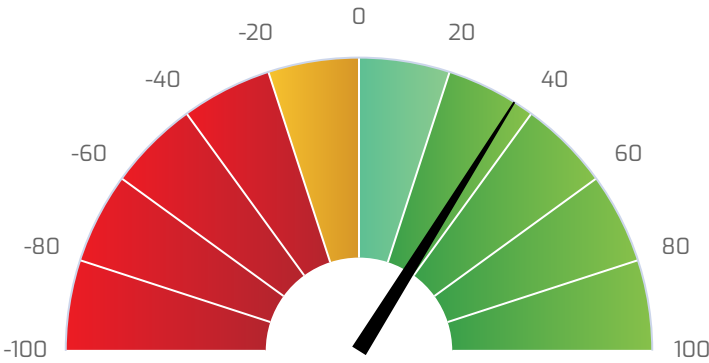


## EMPLOYEE EXPERIENCE

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

**35.5**

AVERAGE RESPONSE

**8**

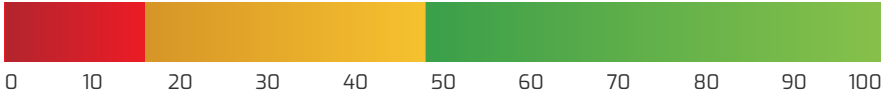
PREVIOUS SCORE

**33.2**

BENCHMARK

**3.2**

### SCORE BREAKDOWN



**DETRACTORS: 16.0%**   **PASSIVES: 32.4%**   **SUPPORTERS: 51.6%**

Answered 0-6

Answered 7-8

Answered 9-10

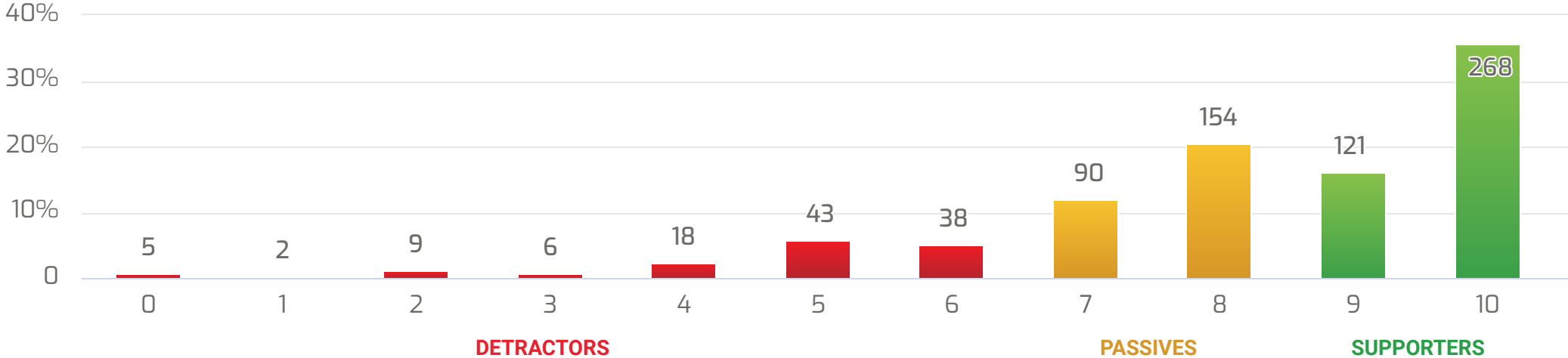
PREVIOUS SURVEY

**18.1%**

**30.6%**

**51.3%**

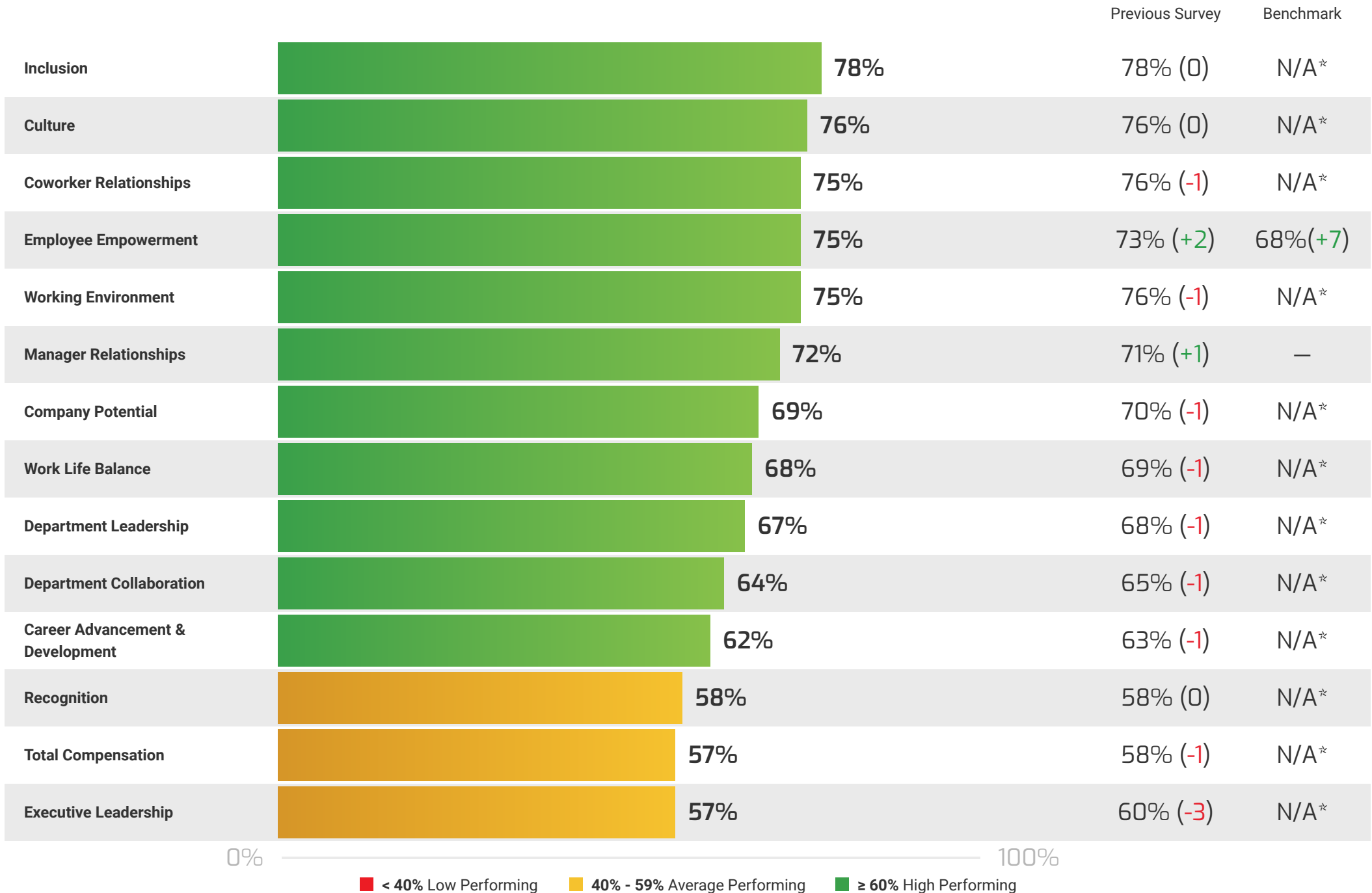
## RESPONSE DISTRIBUTION



# Driver Results

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%

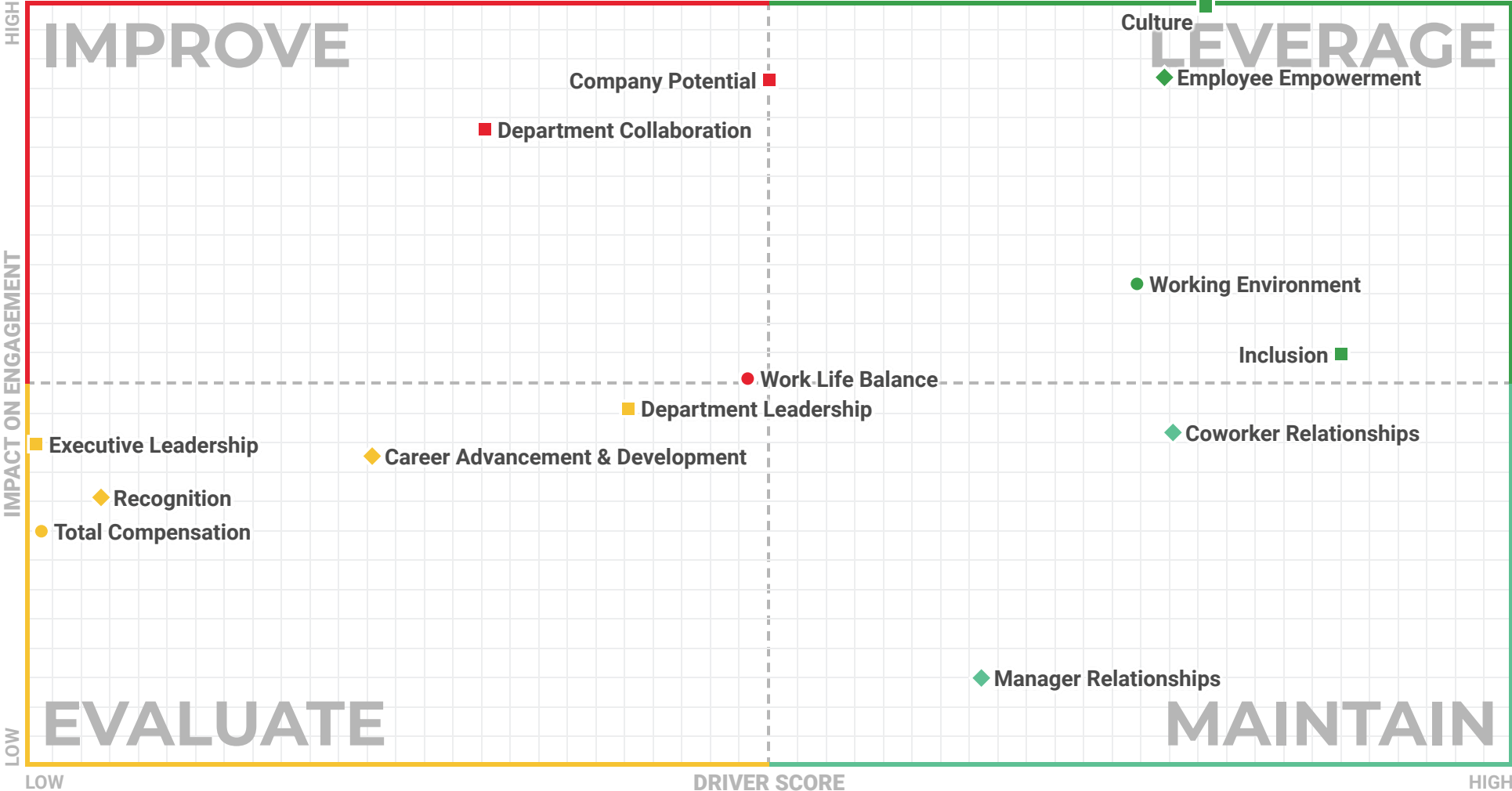


\* See appendix for an explanation of the Benchmark.

# Priority Matrix

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



## Previous Survey Improve Drivers

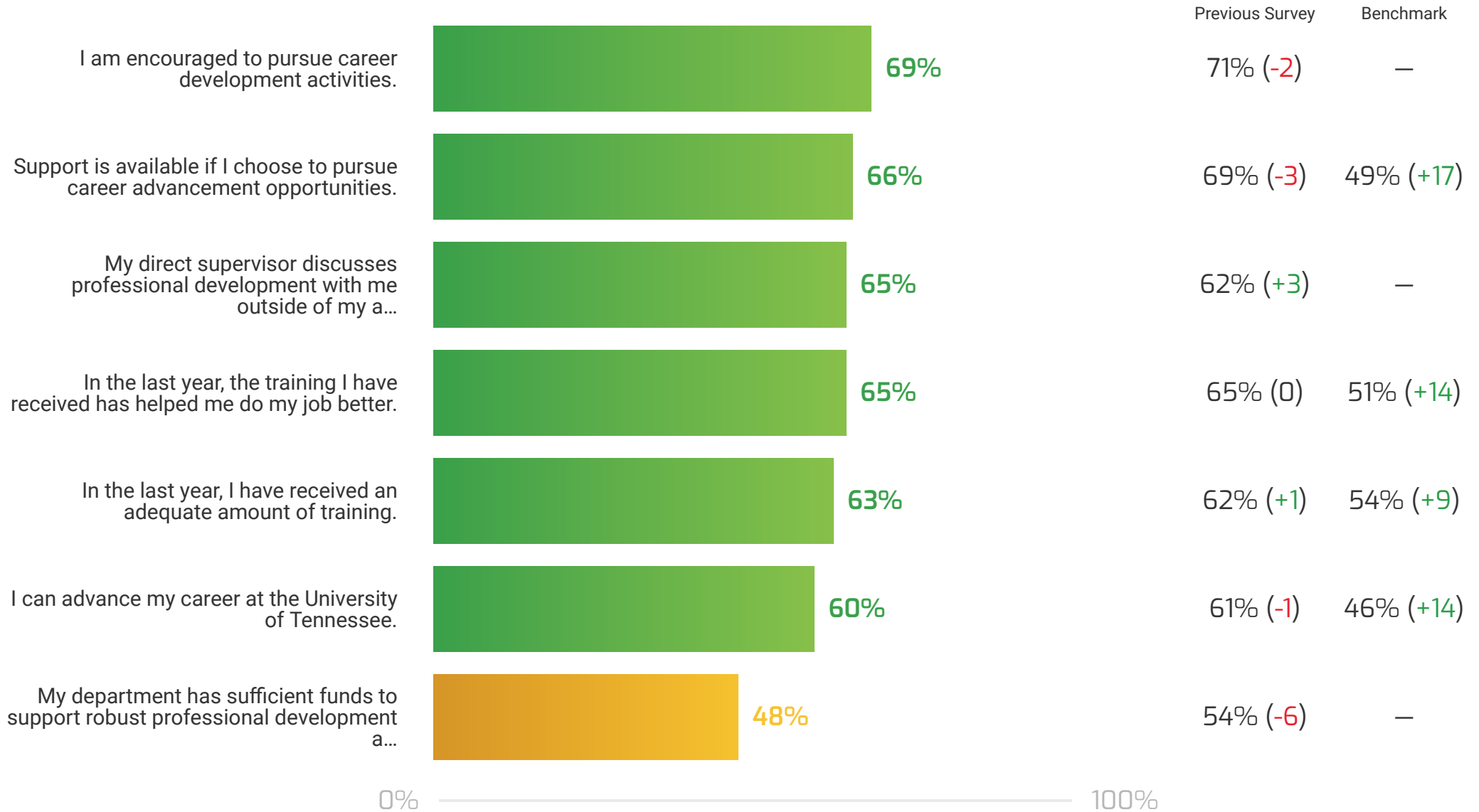
- ◆ Career Advancement & Development
- Company Potential
- Department Collaboration
- ◆ Job Driver
- Organizational Driver
- Retention Driver

# DRIVER: Career Advancement & Development

OVERALL DRIVER AVERAGE SCORE: 62%

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



0% ————— 100%

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

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

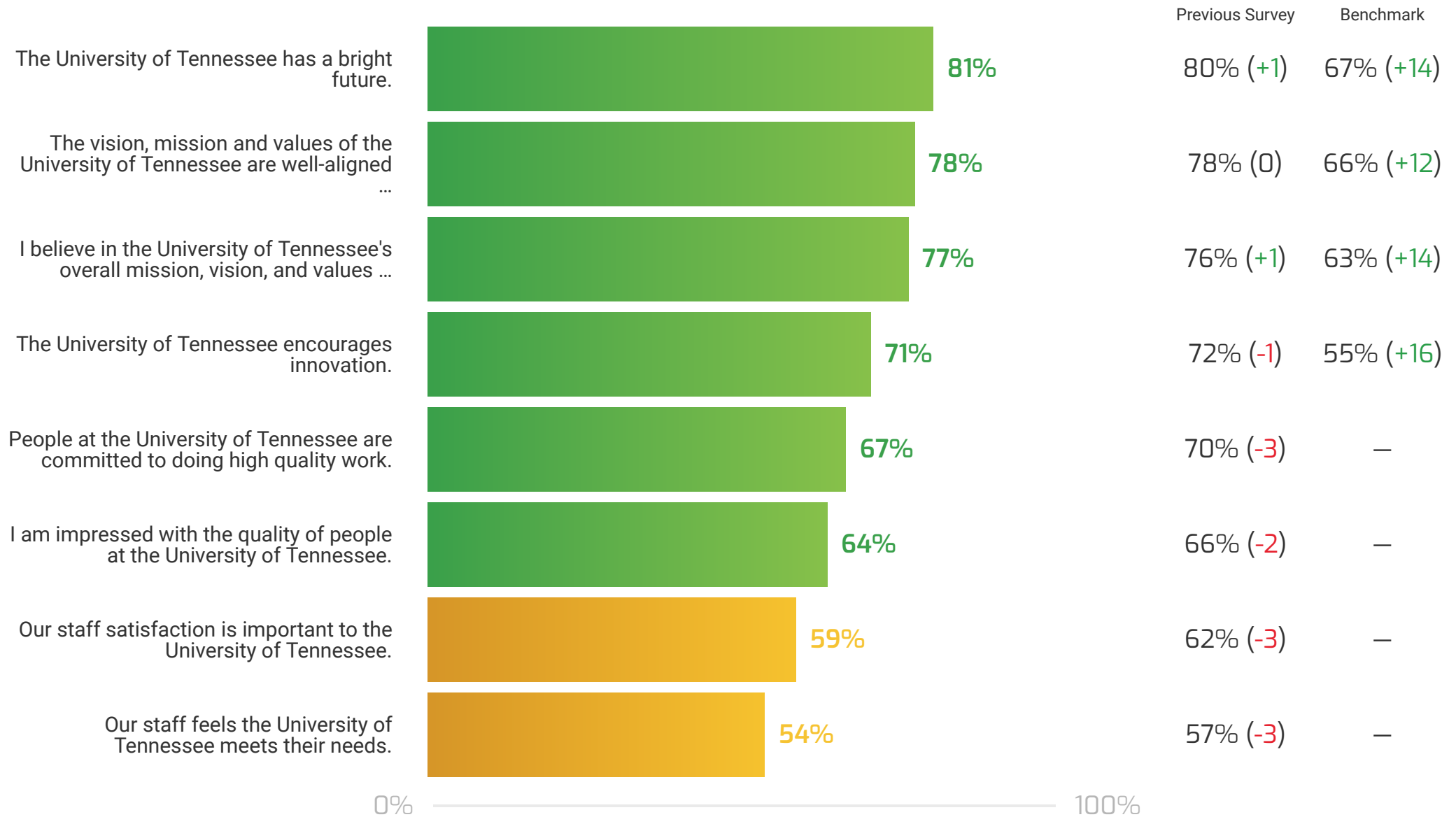
# DRIVER: Company Potential

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



OVERALL DRIVER AVERAGE SCORE: **69%**



0% ————— 100%

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

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

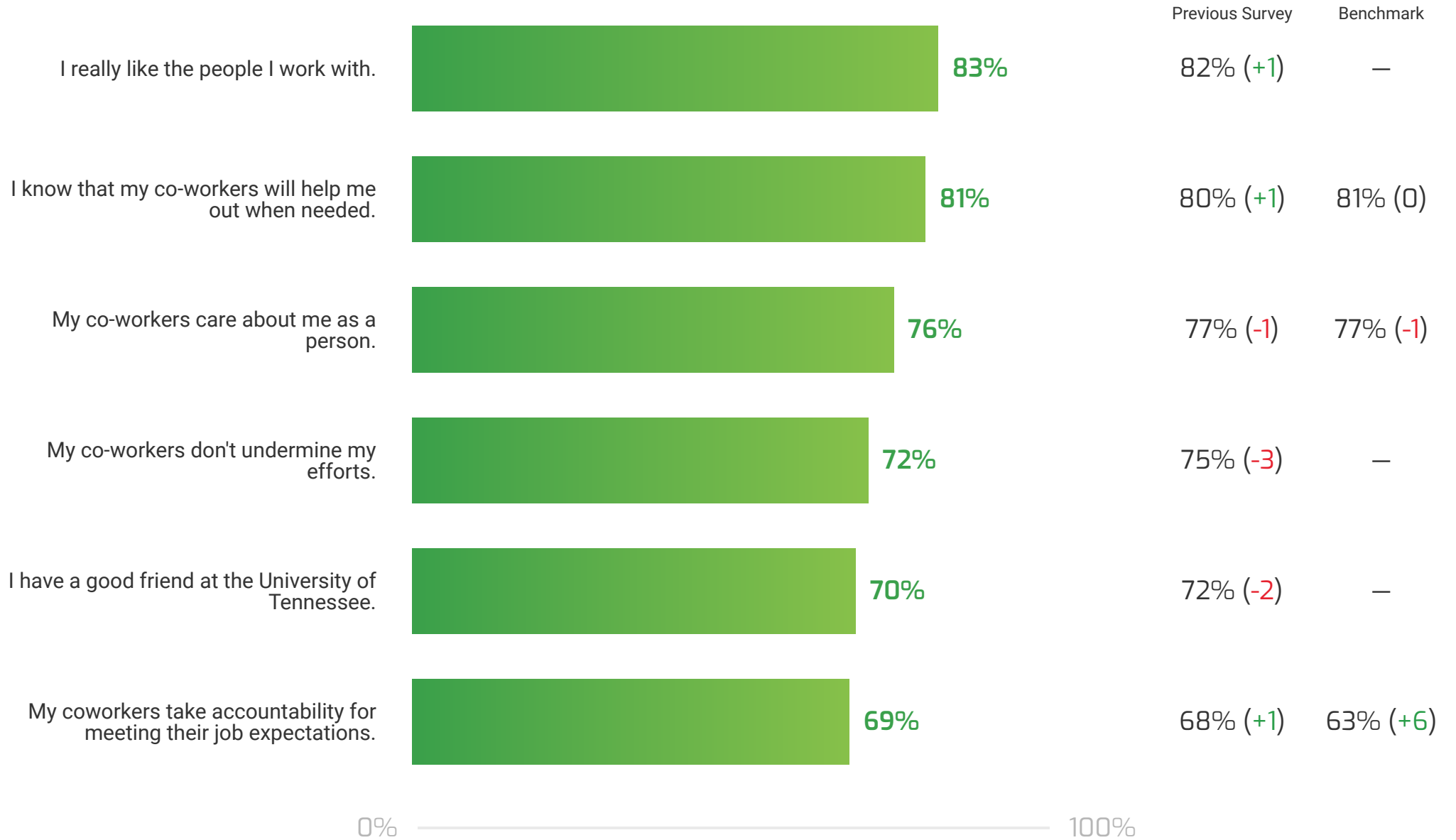
# DRIVER: Coworker Relationships

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



OVERALL DRIVER AVERAGE SCORE: **75%**



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

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN



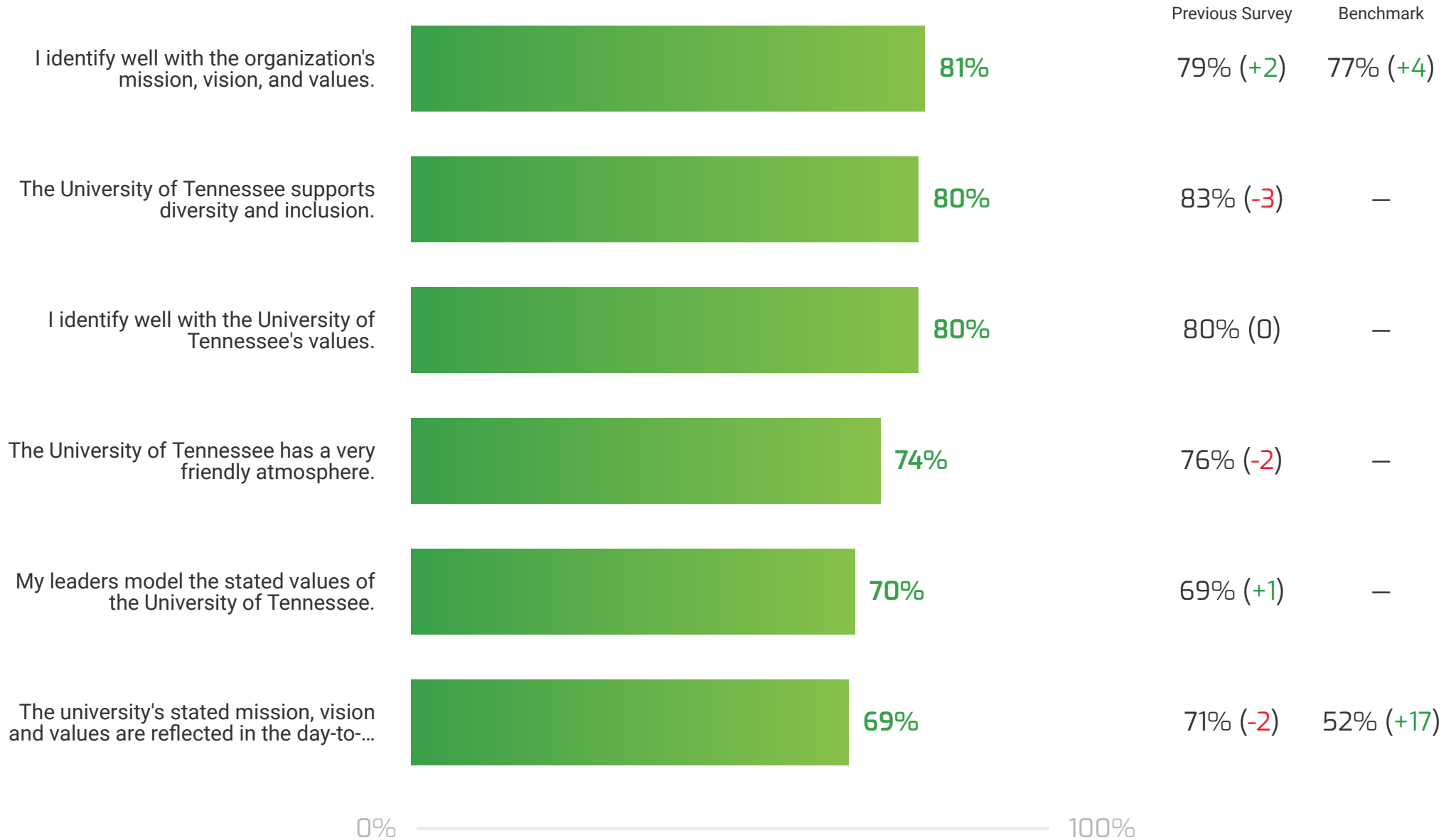
# DRIVER: Culture

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



OVERALL DRIVER AVERAGE SCORE: **76%**



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

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

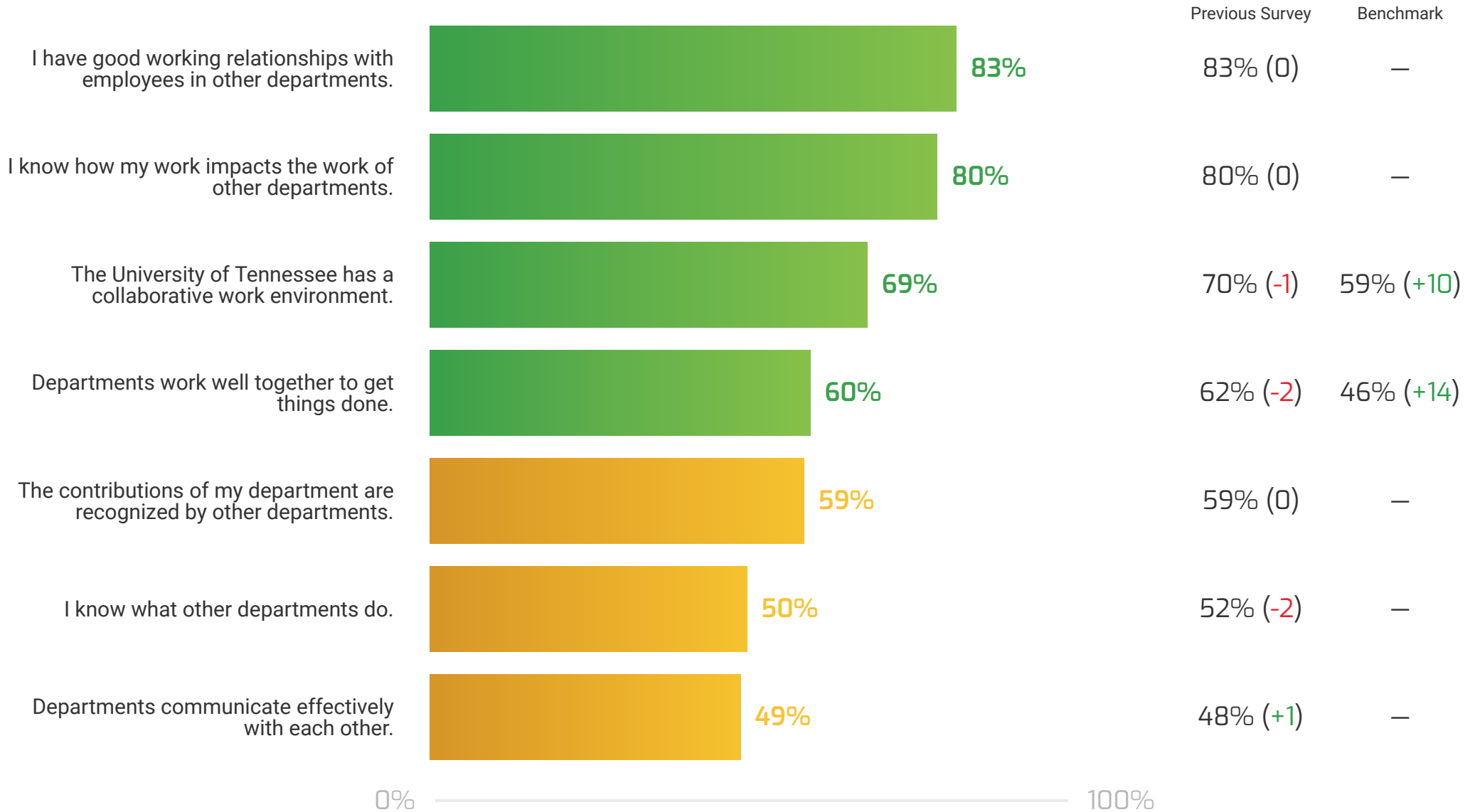
# DRIVER: Department Collaboration

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



OVERALL DRIVER AVERAGE SCORE: **64%**



0% ————— 100%

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

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

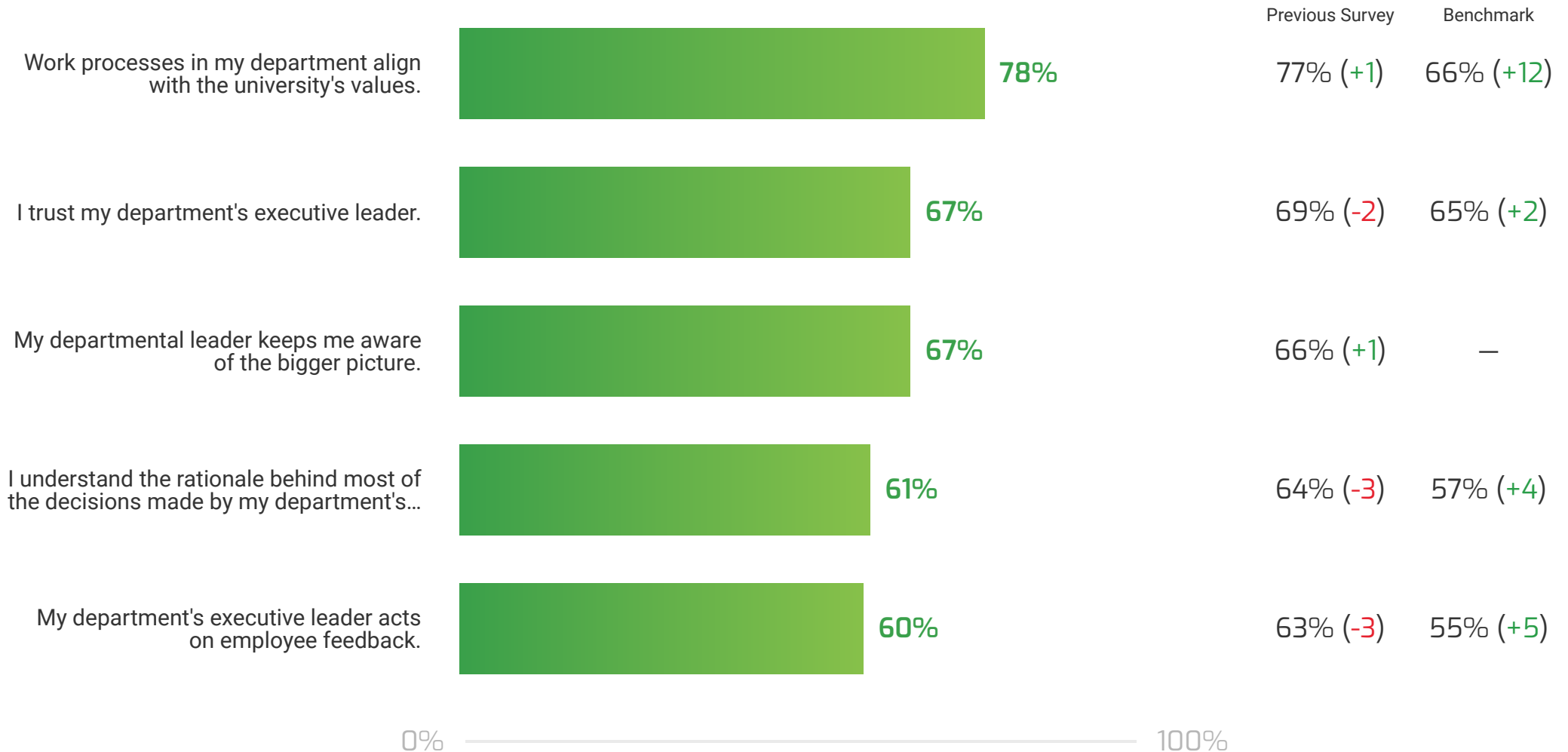
# DRIVER: Department Leadership

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



OVERALL DRIVER AVERAGE SCORE: **67%**



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

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

# DRIVER: Employee Empowerment

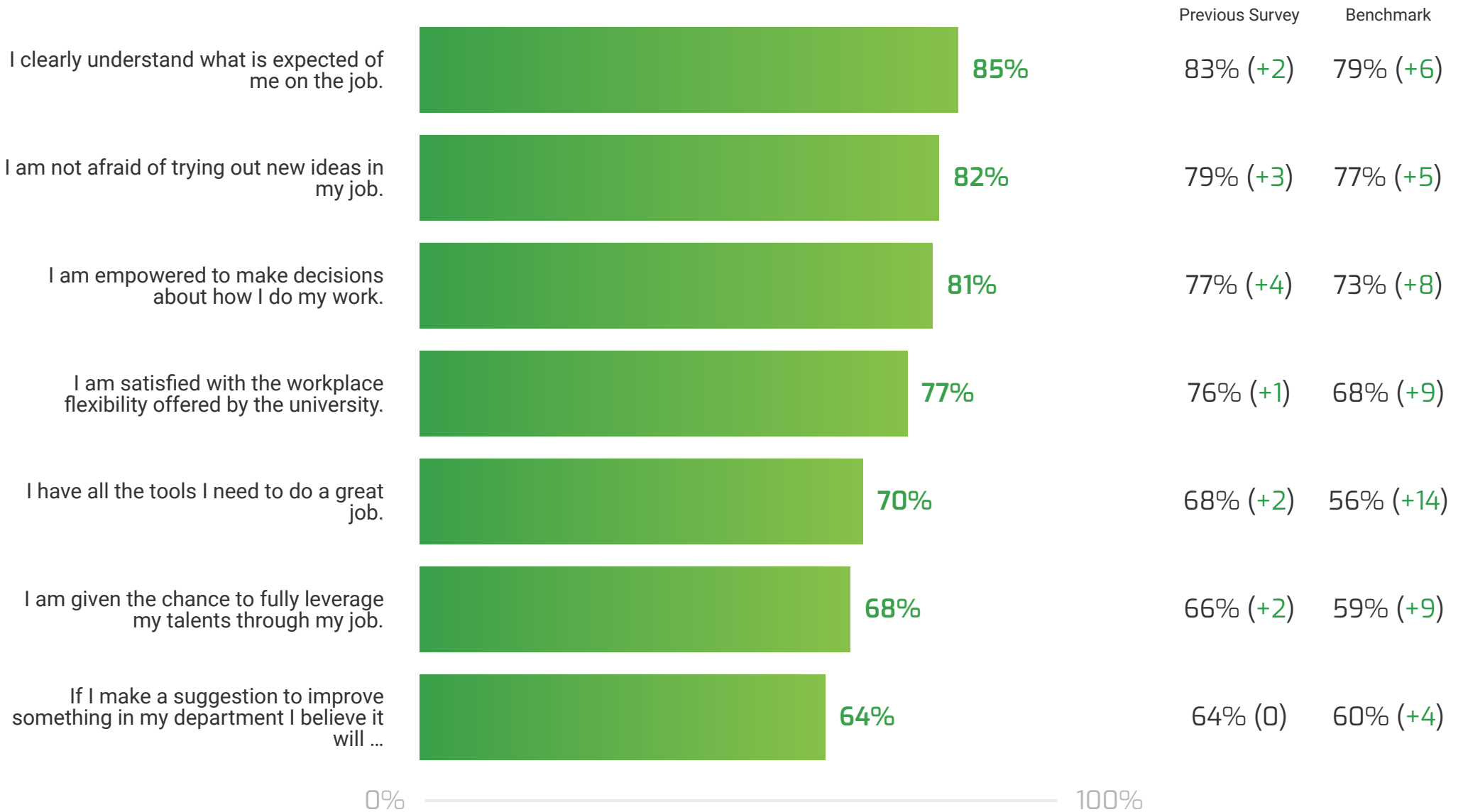
University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



OVERALL DRIVER AVERAGE SCORE: **75%**

OVERALL BENCHMARK AVERAGE SCORE: **68%**



0% ————— 100%

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

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

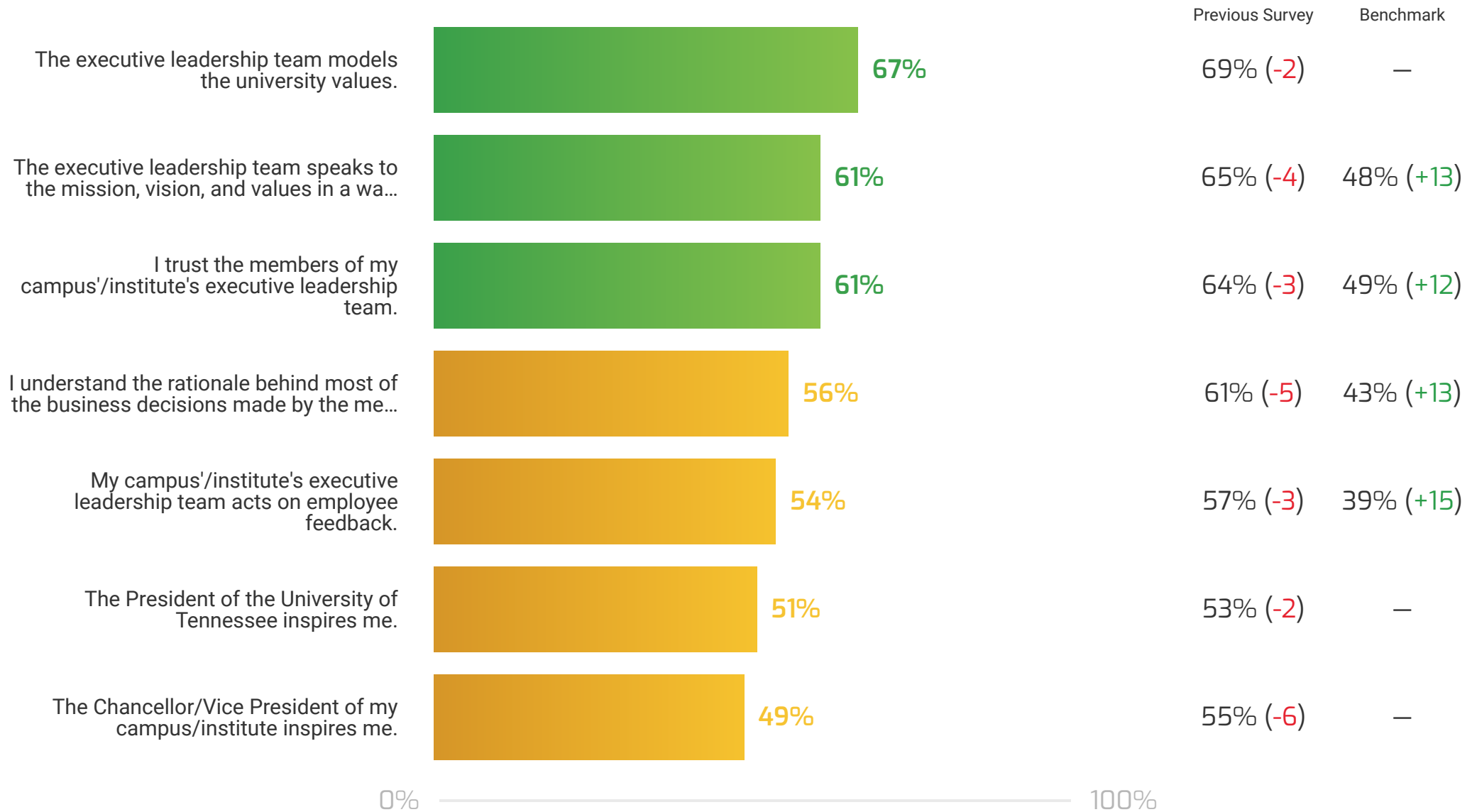
# DRIVER: Executive Leadership

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



OVERALL DRIVER AVERAGE SCORE: **57%**



0% ————— 100%

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

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

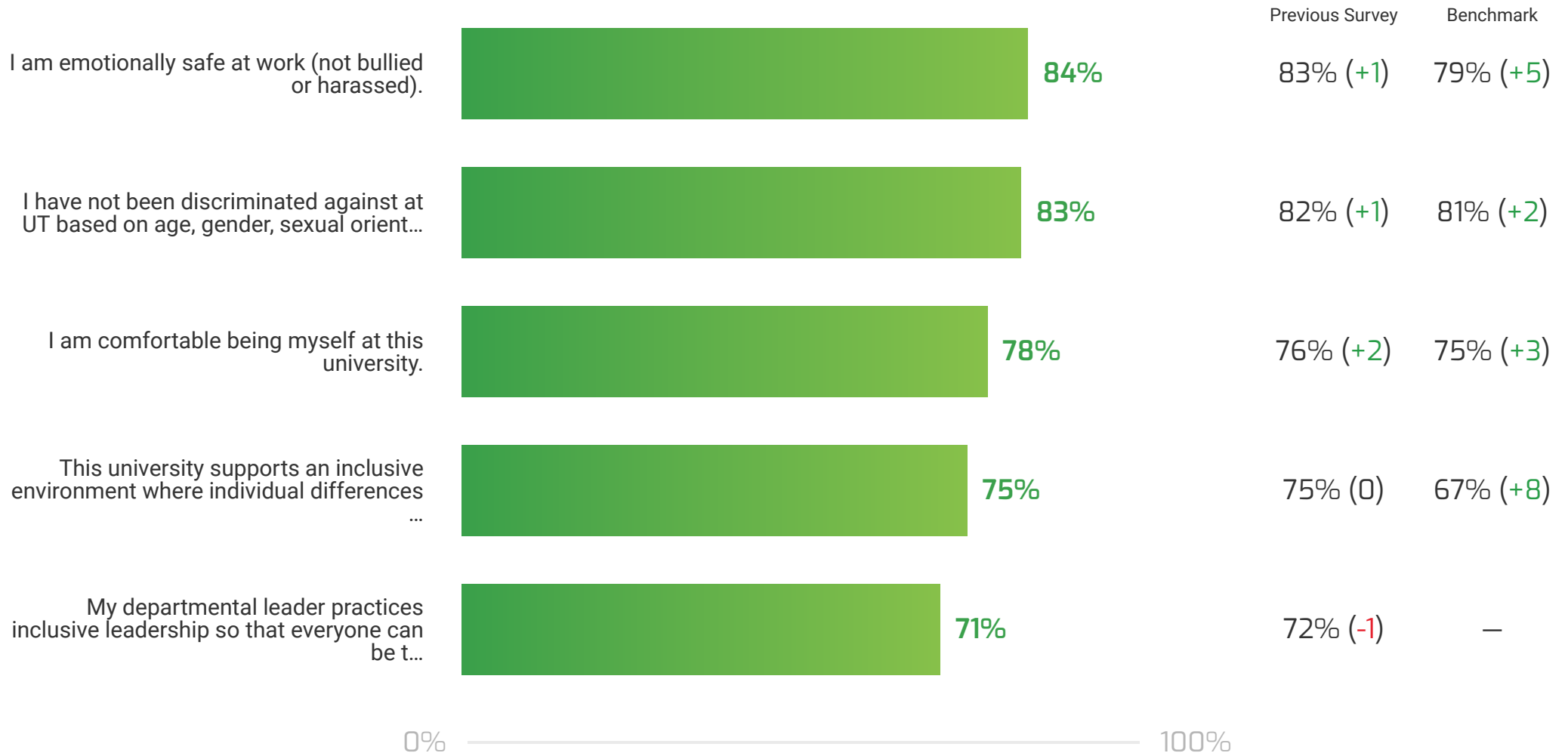
# DRIVER: Inclusion

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



OVERALL DRIVER AVERAGE SCORE: **78%**



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

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

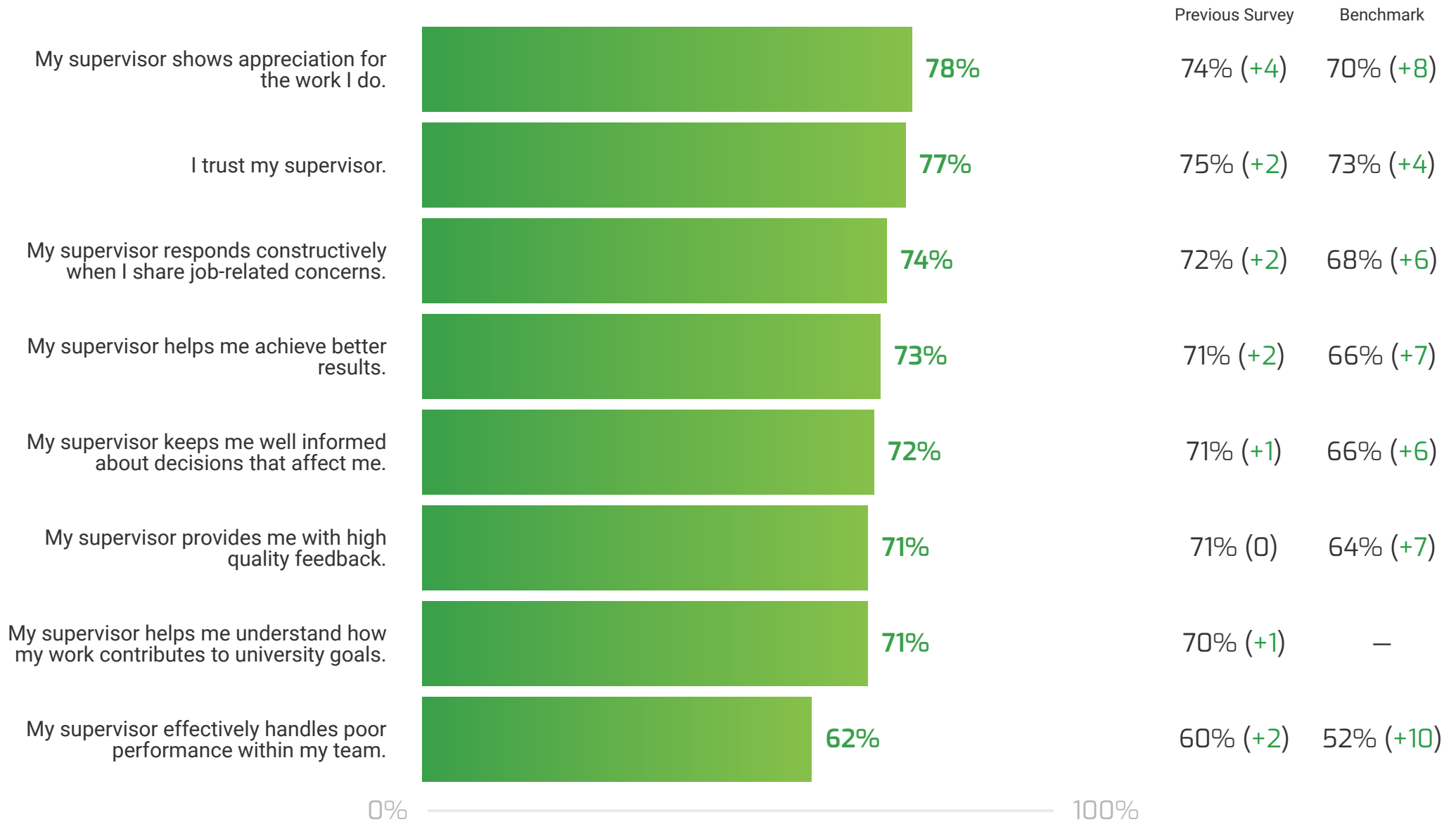
# DRIVER: Manager Relationships

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



OVERALL DRIVER AVERAGE SCORE: **72%**



0% ————— 100%

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

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN



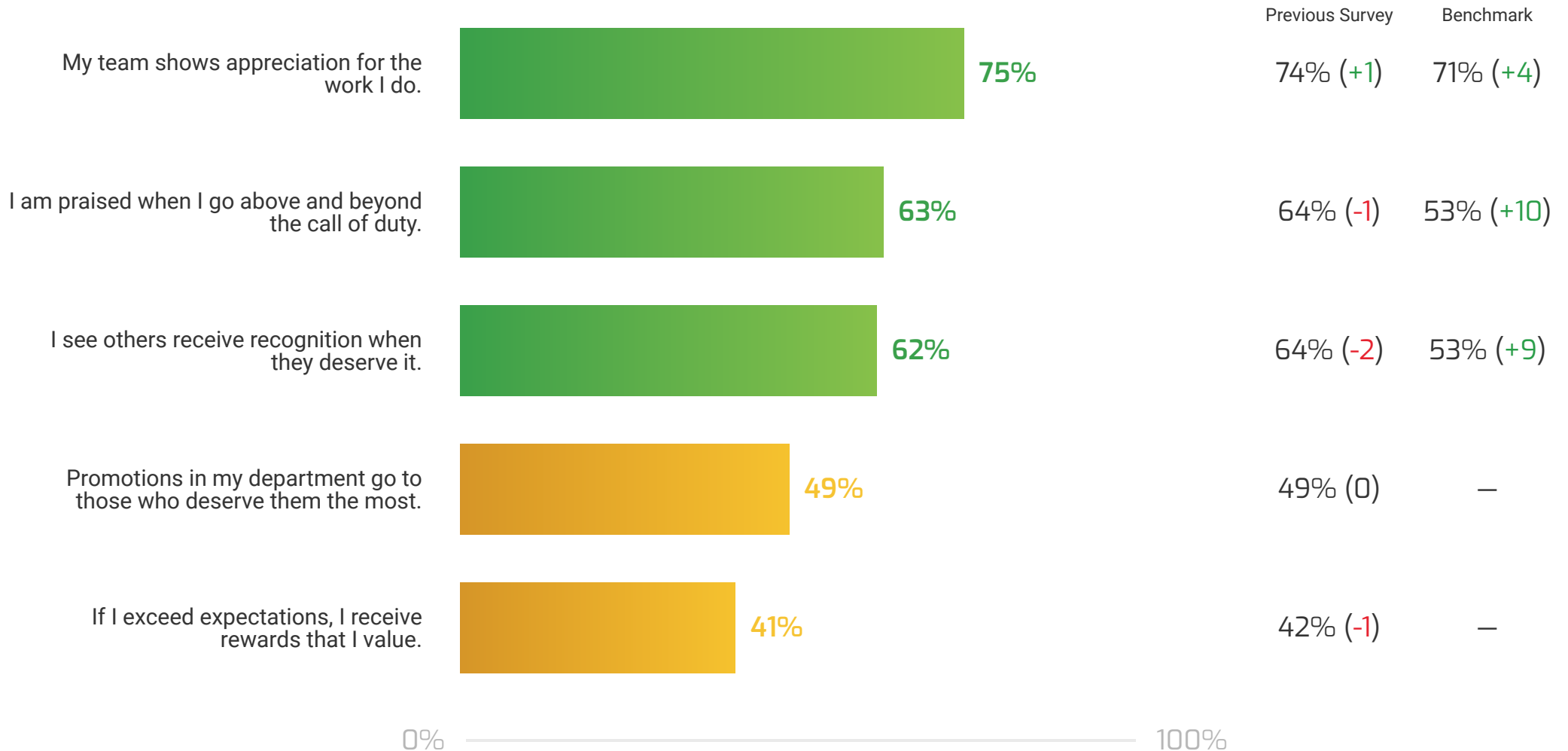
# DRIVER: Recognition

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



OVERALL DRIVER AVERAGE SCORE: **58%**



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

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

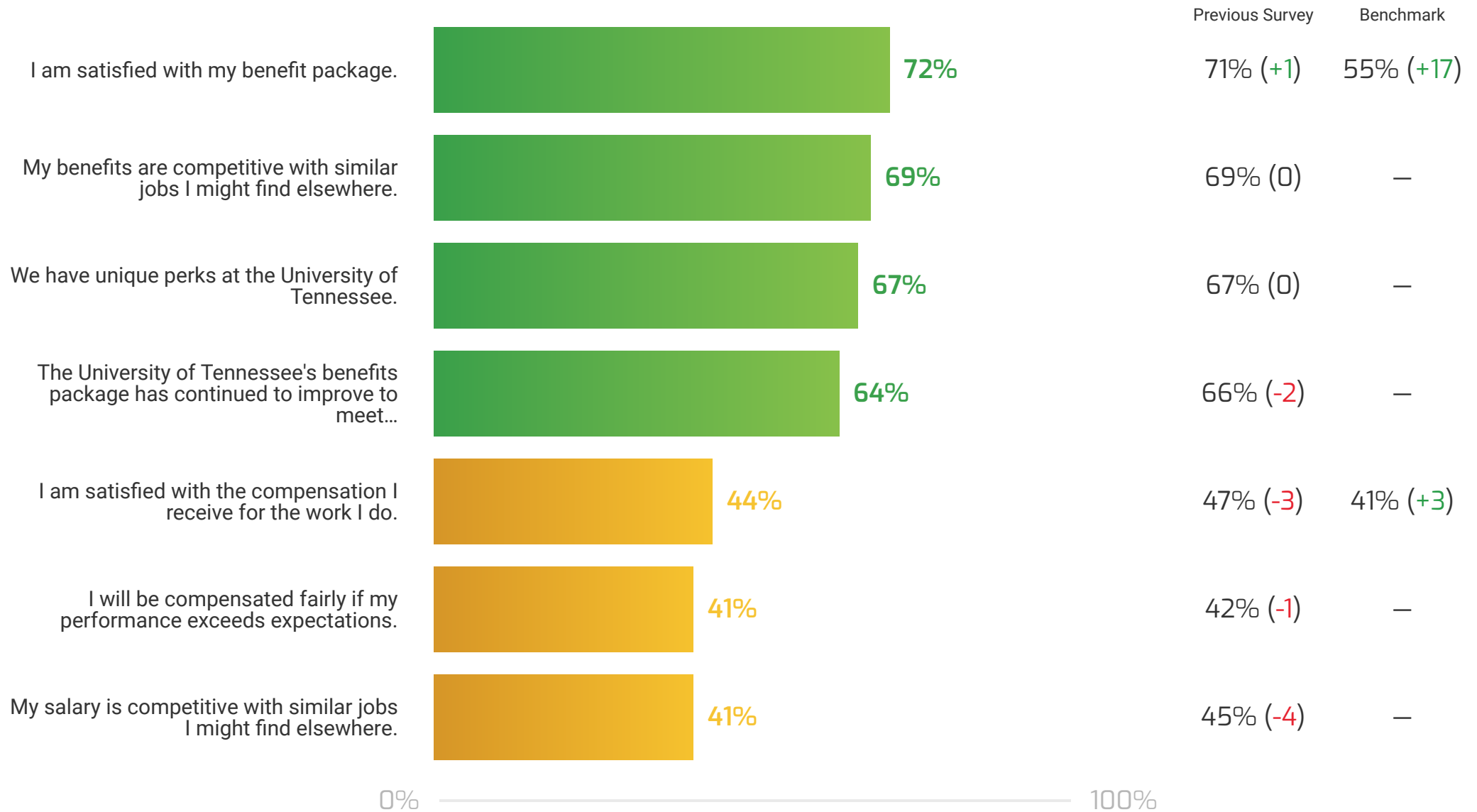
# DRIVER: Total Compensation

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



OVERALL DRIVER AVERAGE SCORE: **57%**



0% ————— 100%

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

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

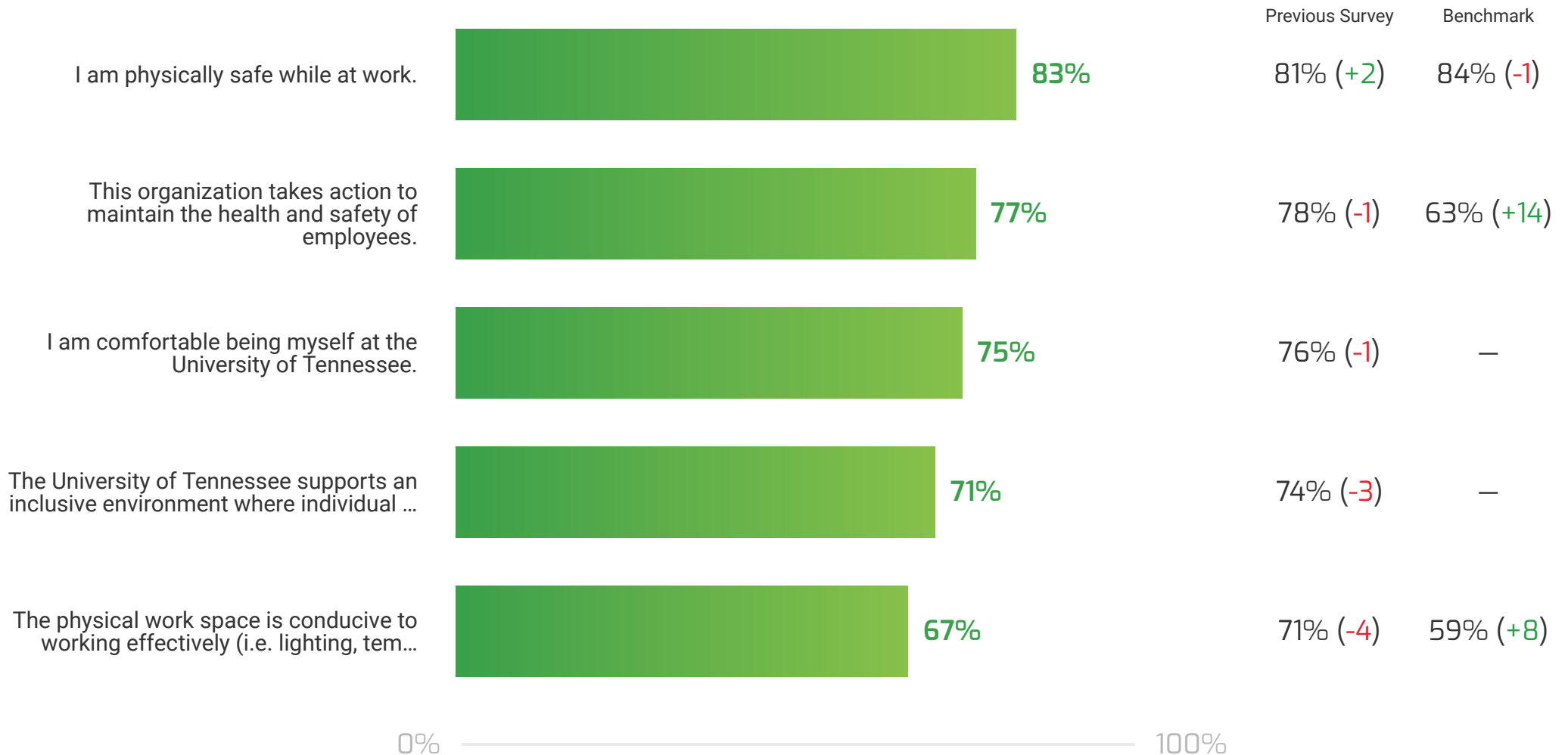
# DRIVER: Working Environment

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



OVERALL DRIVER AVERAGE SCORE: **75%**



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

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

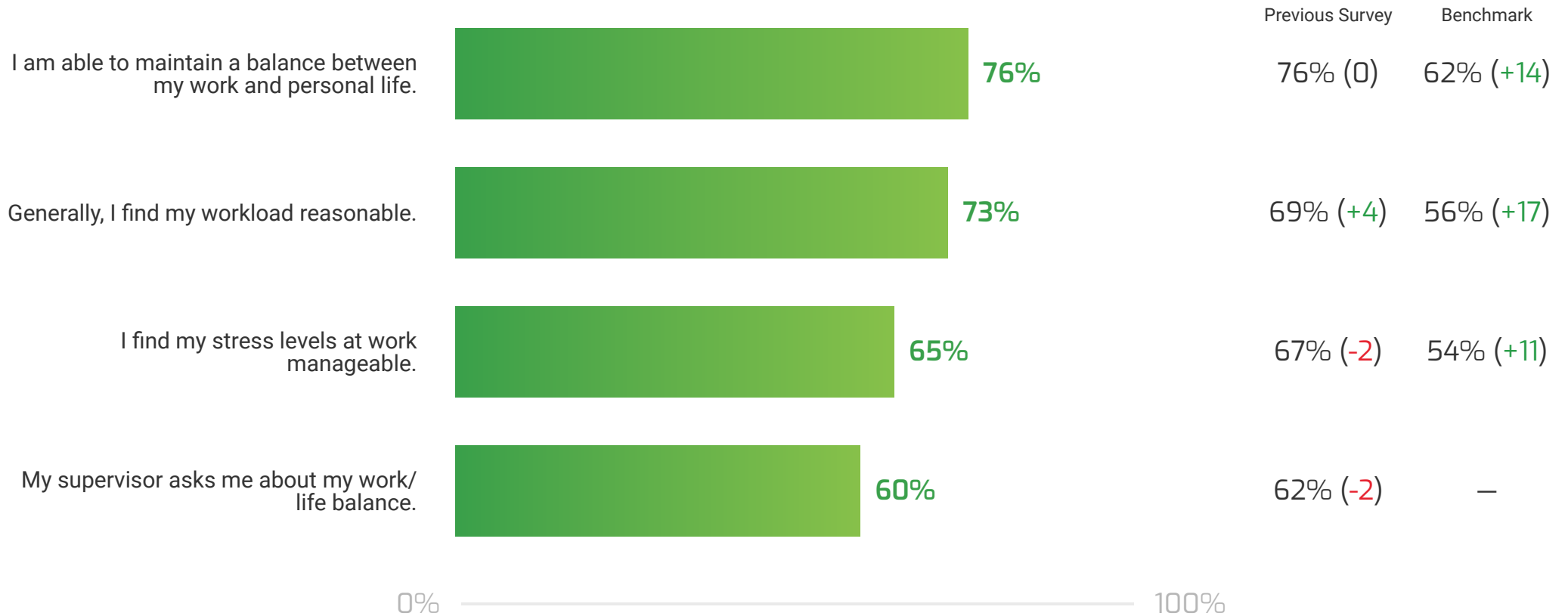
# DRIVER: Work Life Balance

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



OVERALL DRIVER AVERAGE SCORE: **68%**



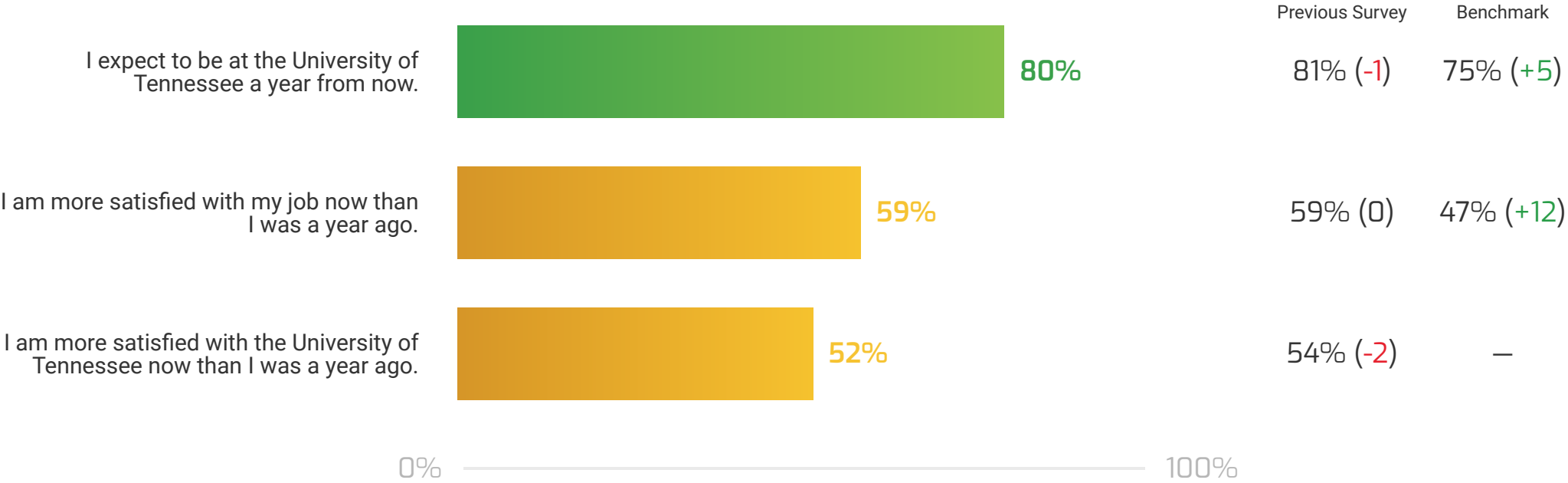
■ < 40% Low Performing    
 ■ 40% - 59% Average Performing    
 ■ ≥ 60% High Performing

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

# Trending Questions

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%

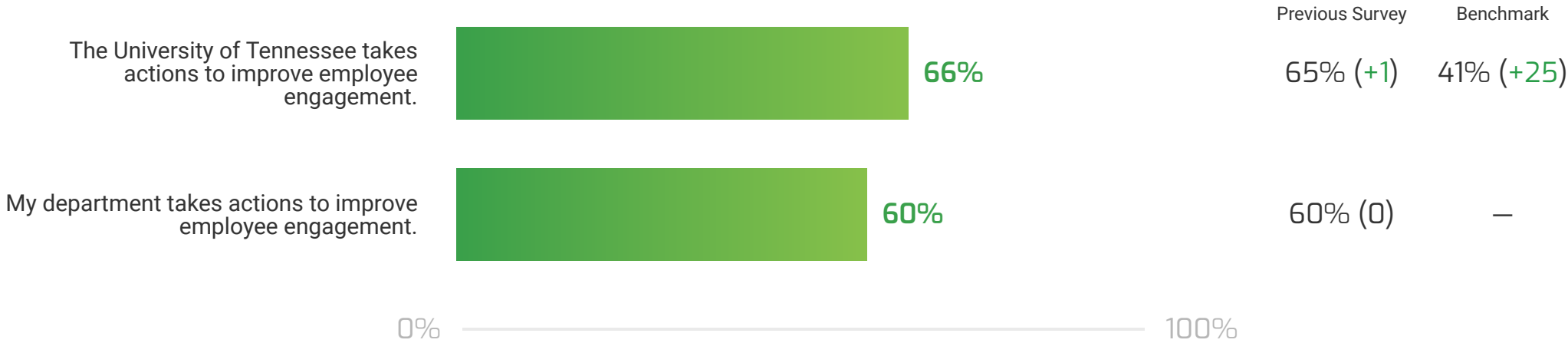


■ < 40% Low Performing    
 ■ 40% - 59% Average Performing    
 ■ ≥ 60% High Performing

# Taking Action Questions

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



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

# Overall Results Distribution

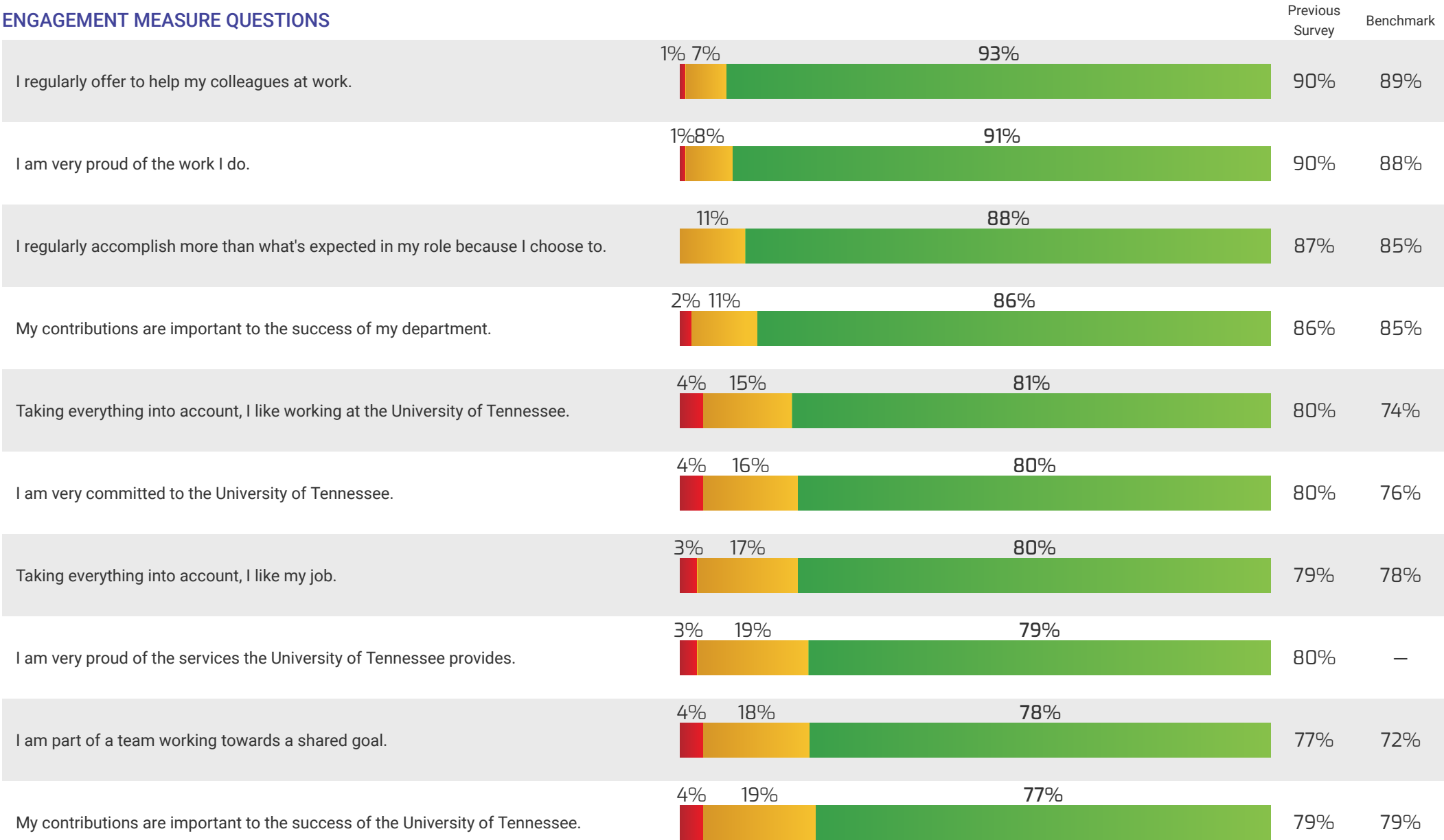
University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



## ENGAGEMENT, TAKING ACTION, & TRENDING QUESTIONS

### ENGAGEMENT MEASURE QUESTIONS



■ Bottom Box     
 ■ Middle Box     
 ■ Top Box



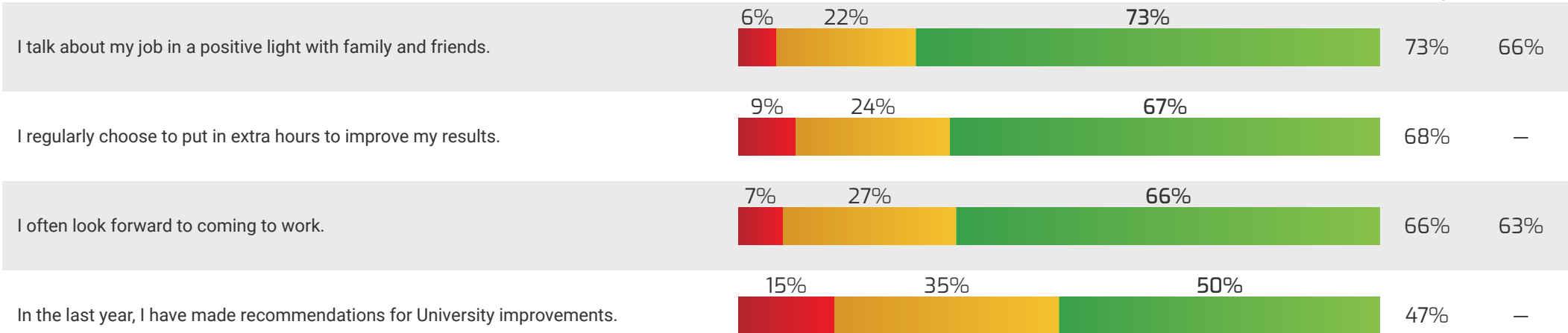
# Overall Results Distribution

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

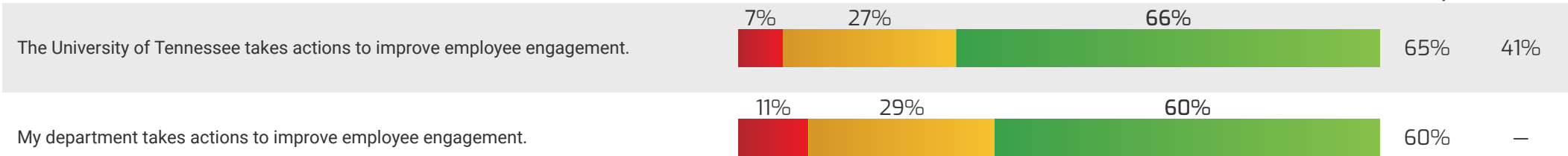
# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



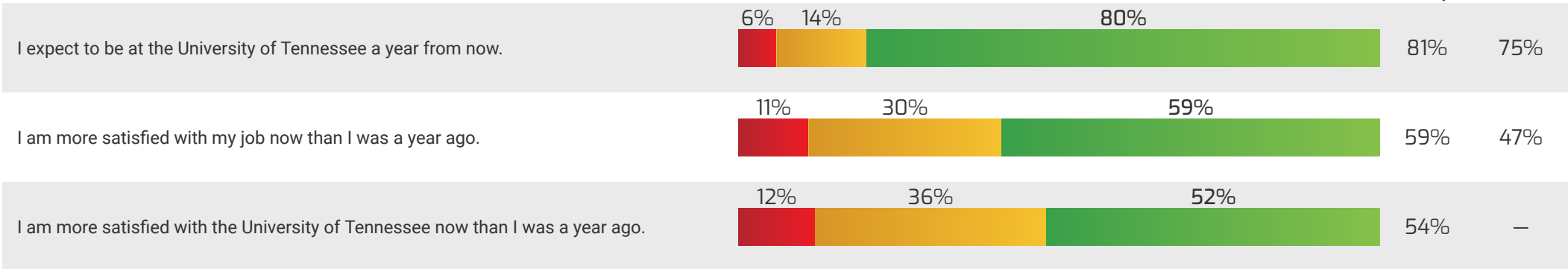
## ENGAGEMENT MEASURE QUESTIONS



## TAKING ACTION QUESTIONS



## TRENDING QUESTIONS



■ Bottom Box     
 ■ Middle Box     
 ■ Top Box

# Overall Results Distribution

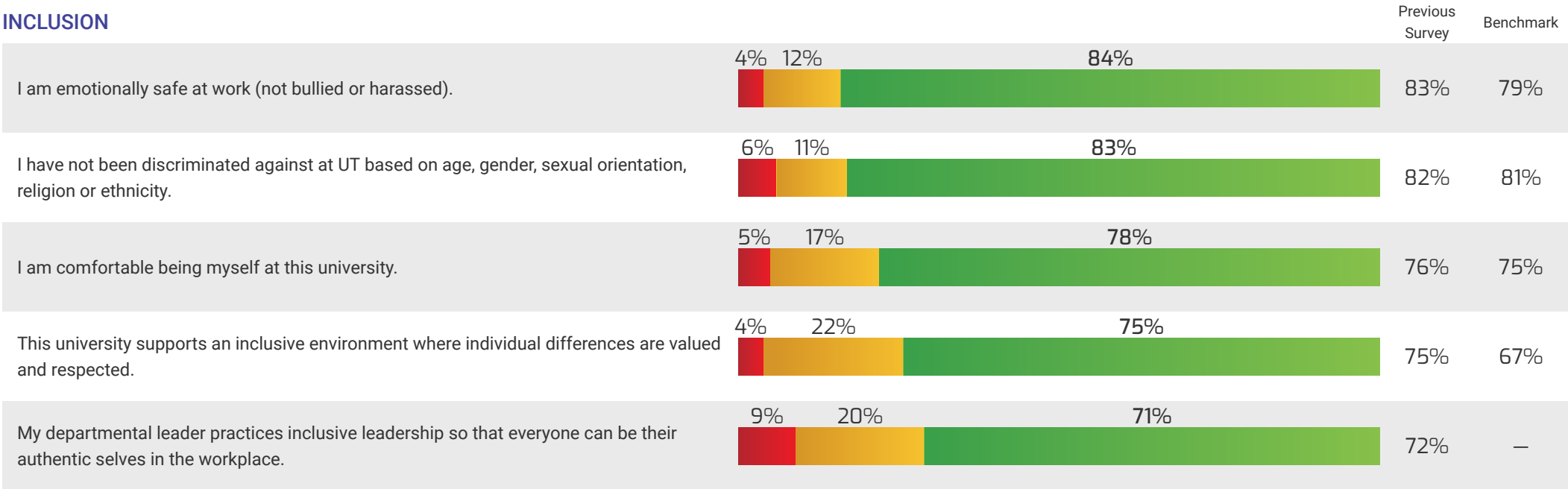
University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%

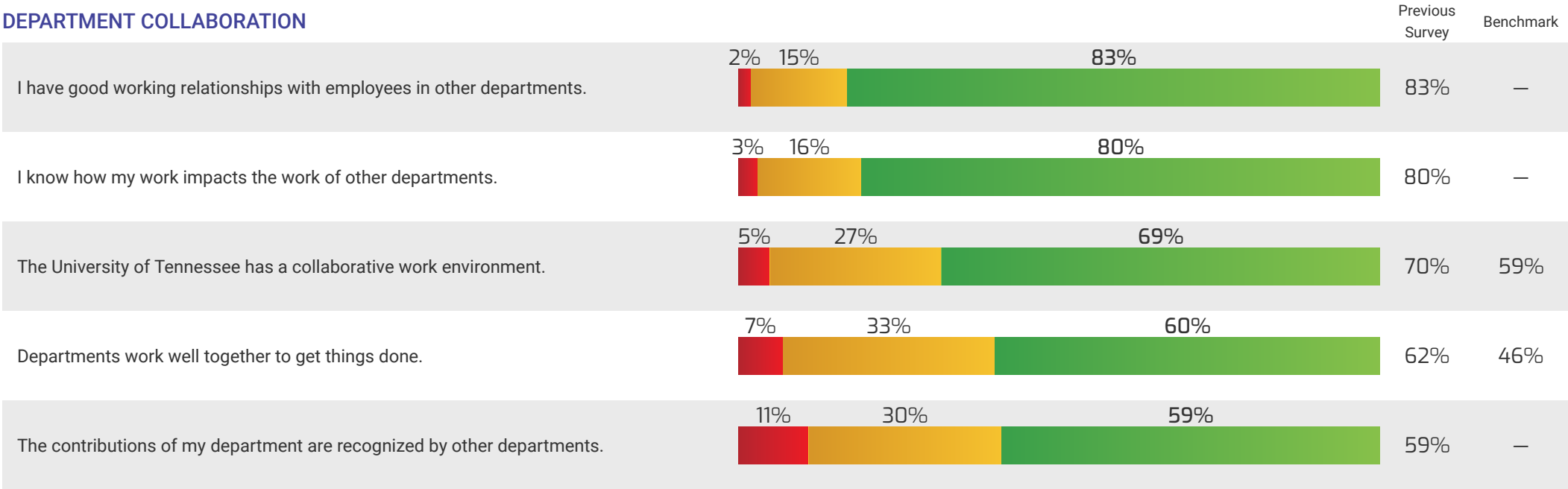


## ORGANIZATION DRIVER QUESTIONS

### INCLUSION



### DEPARTMENT COLLABORATION



■ Bottom Box     
 ■ Middle Box     
 ■ Top Box

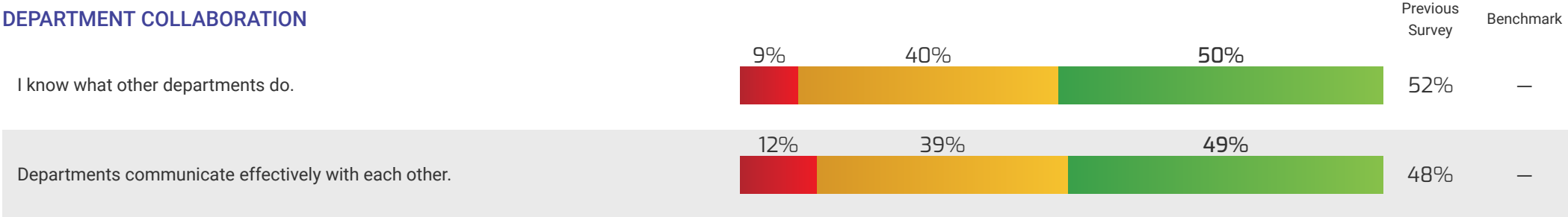
# Overall Results Distribution

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

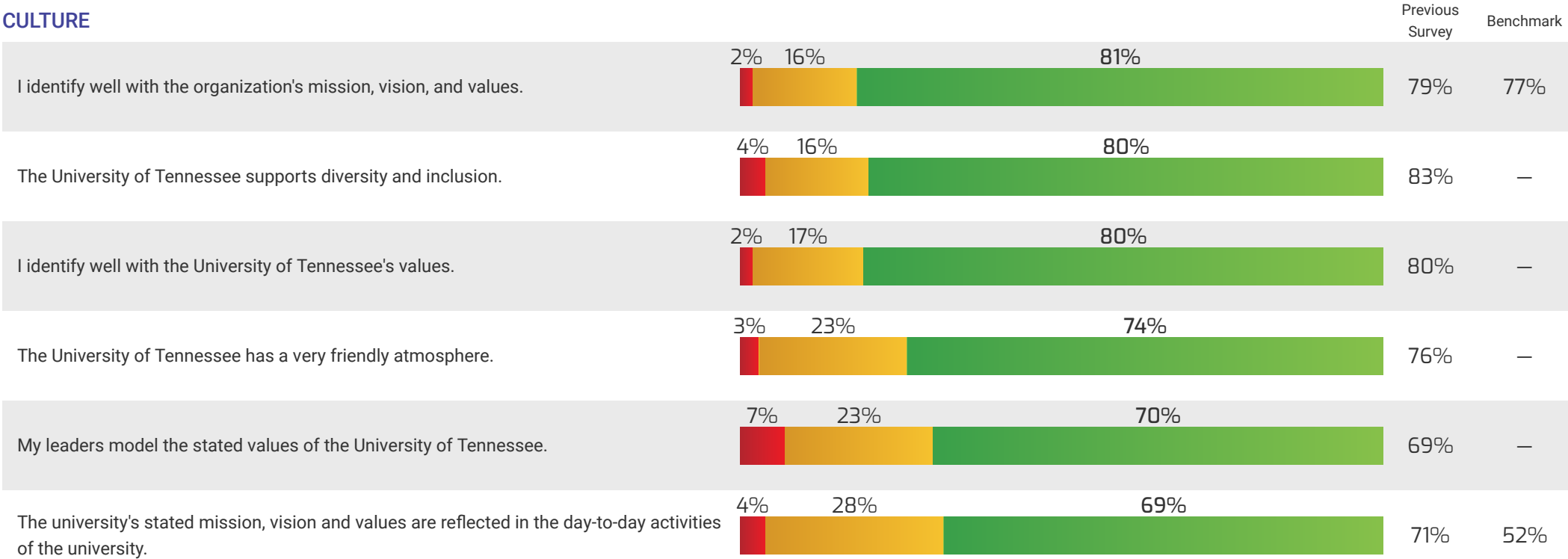
# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



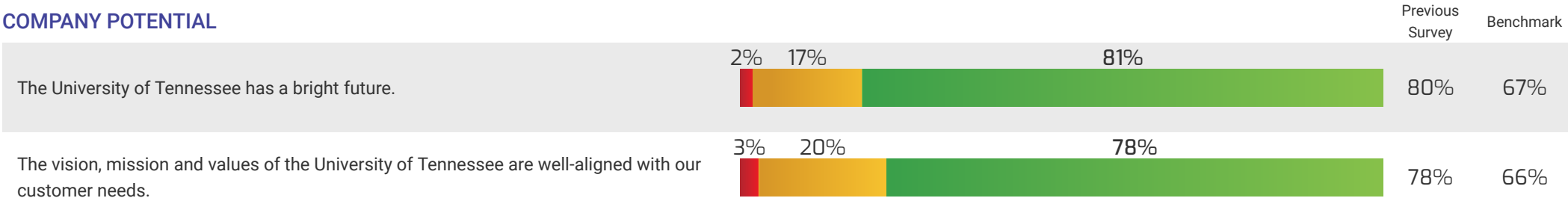
## DEPARTMENT COLLABORATION



## CULTURE



## COMPANY POTENTIAL



■ Bottom Box     
 ■ Middle Box     
 ■ Top Box

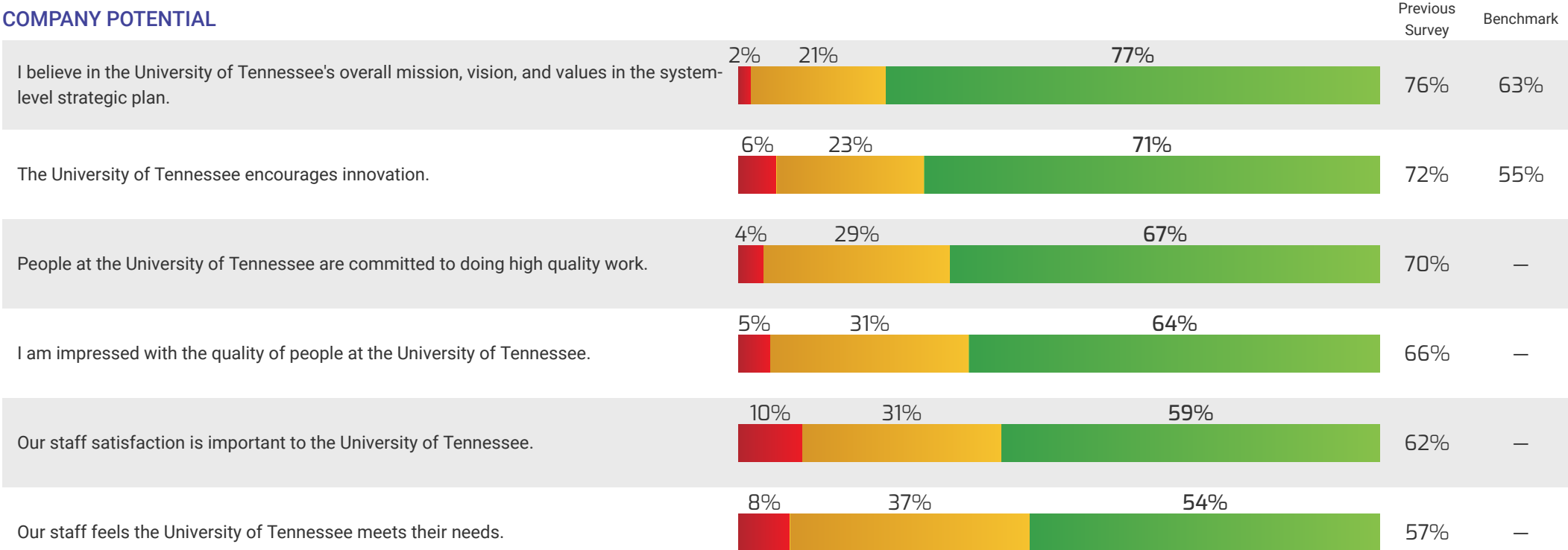
# Overall Results Distribution

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

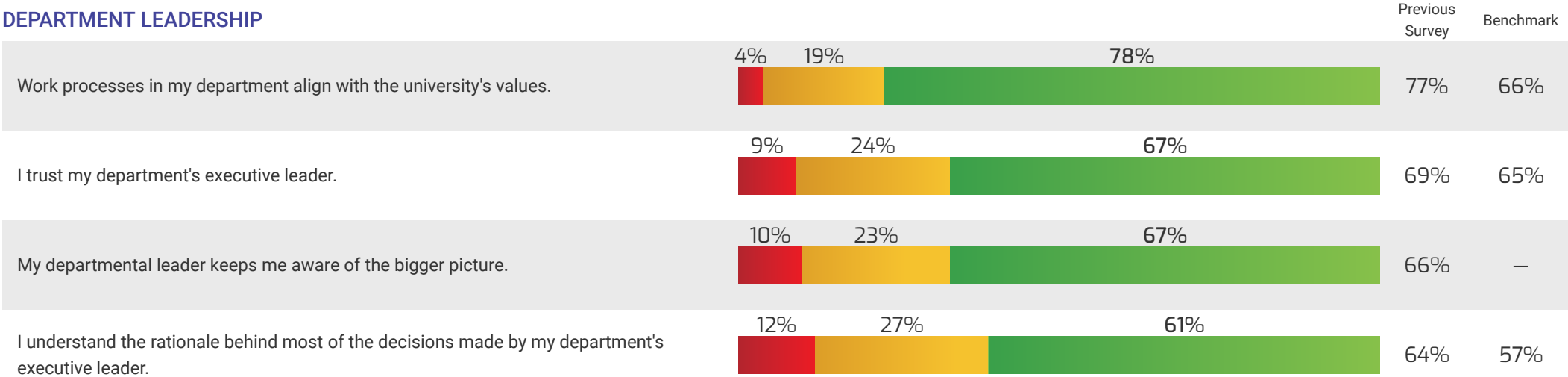
# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



## COMPANY POTENTIAL



## DEPARTMENT LEADERSHIP



■ Bottom Box     
 ■ Middle Box     
 ■ Top Box

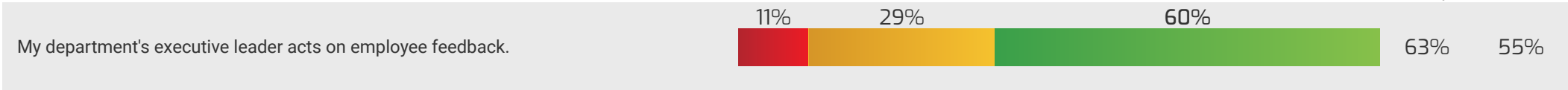
# Overall Results Distribution

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



## DEPARTMENT LEADERSHIP



## EXECUTIVE LEADERSHIP



■ Bottom Box     
 ■ Middle Box     
 ■ Top Box

# Overall Results Distribution

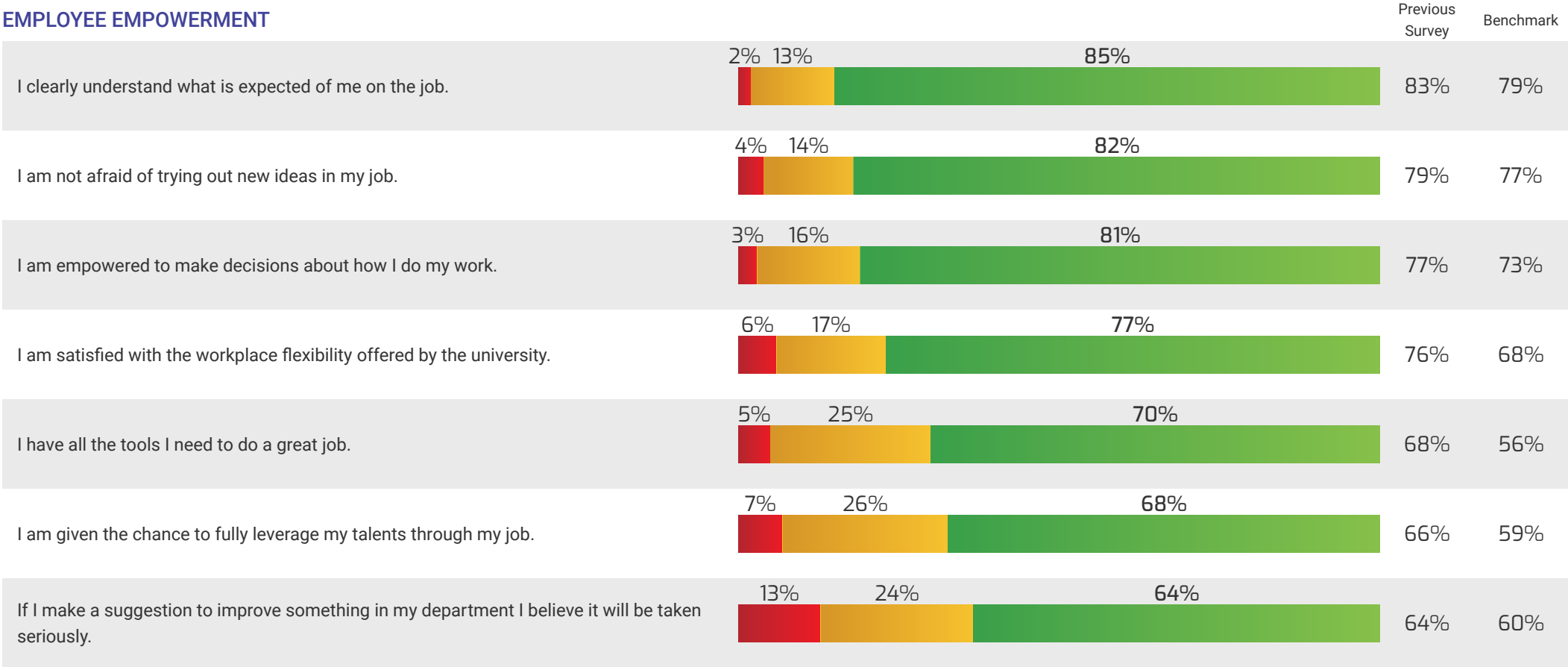
University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%

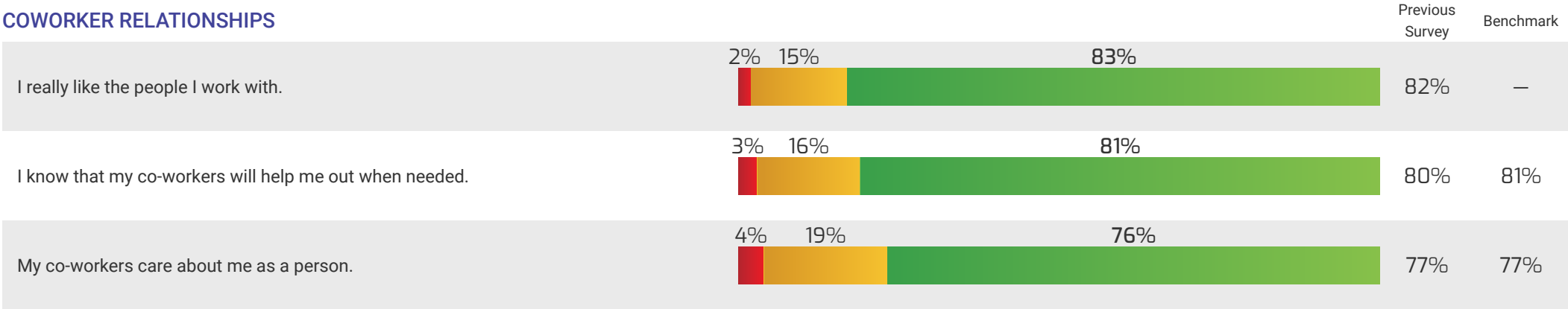


## JOB DRIVER QUESTIONS

### EMPLOYEE EMPOWERMENT



### COWORKER RELATIONSHIPS



■ Bottom Box     
 ■ Middle Box     
 ■ Top Box

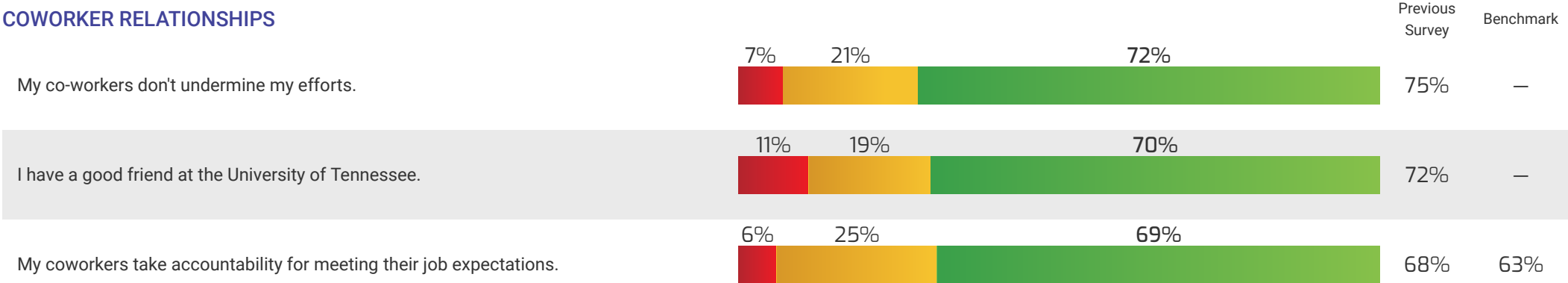
# Overall Results Distribution

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

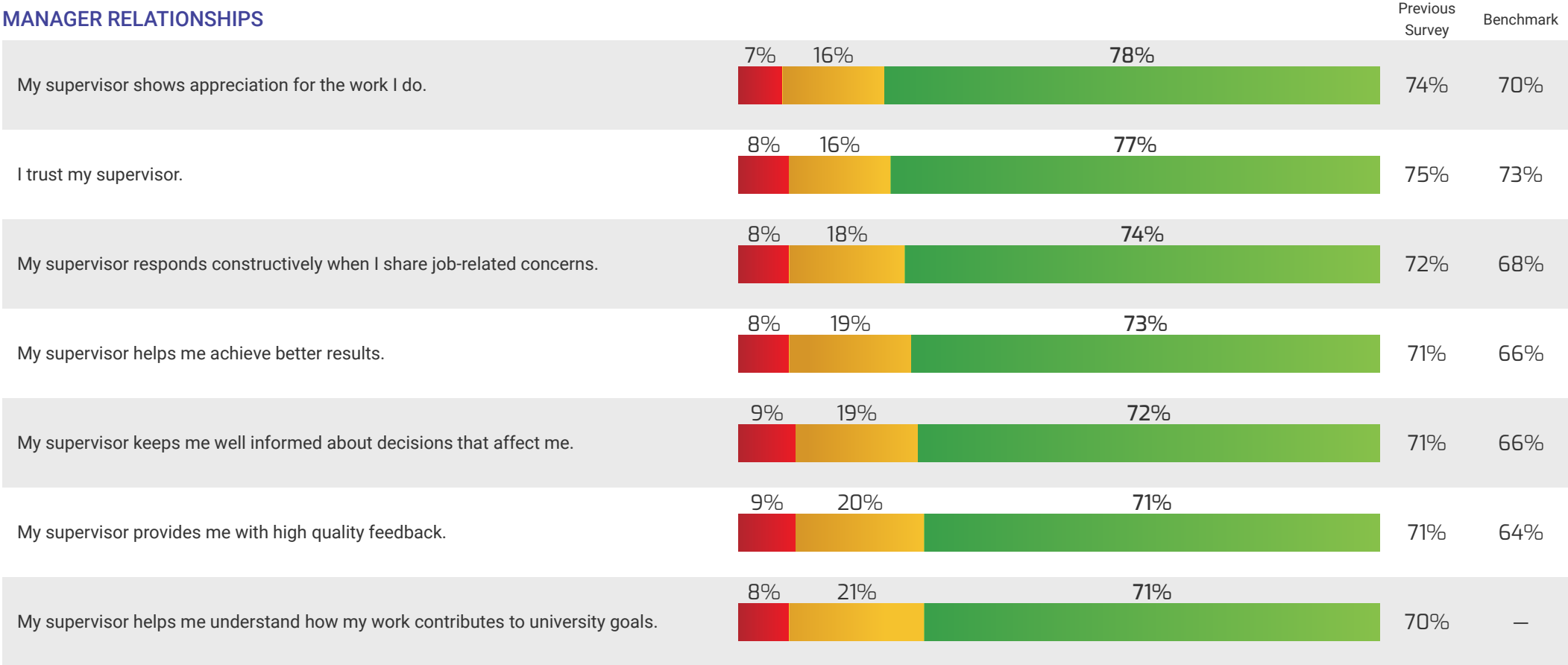
# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



## COWORKER RELATIONSHIPS



## MANAGER RELATIONSHIPS



■ Bottom Box     
 ■ Middle Box     
 ■ Top Box

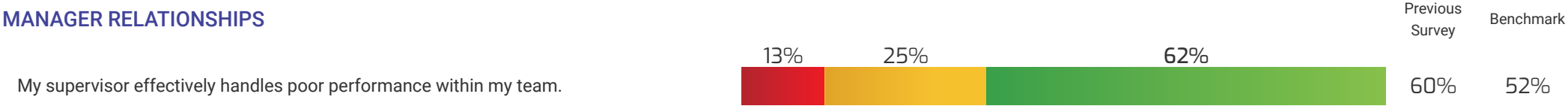
# Overall Results Distribution

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

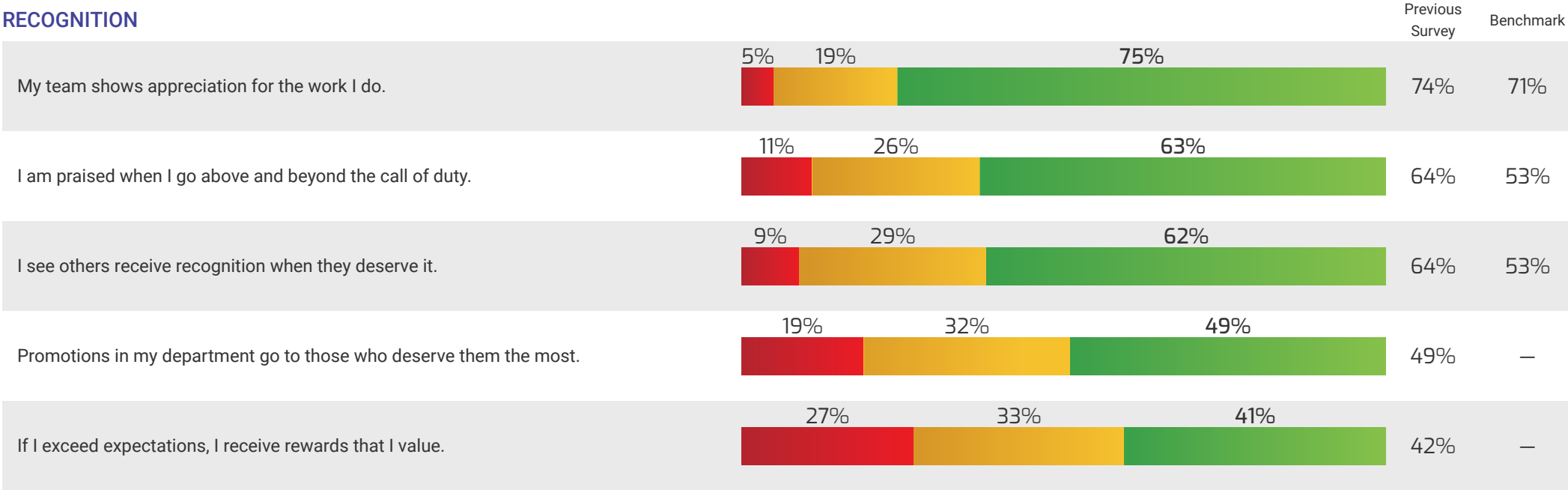
# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



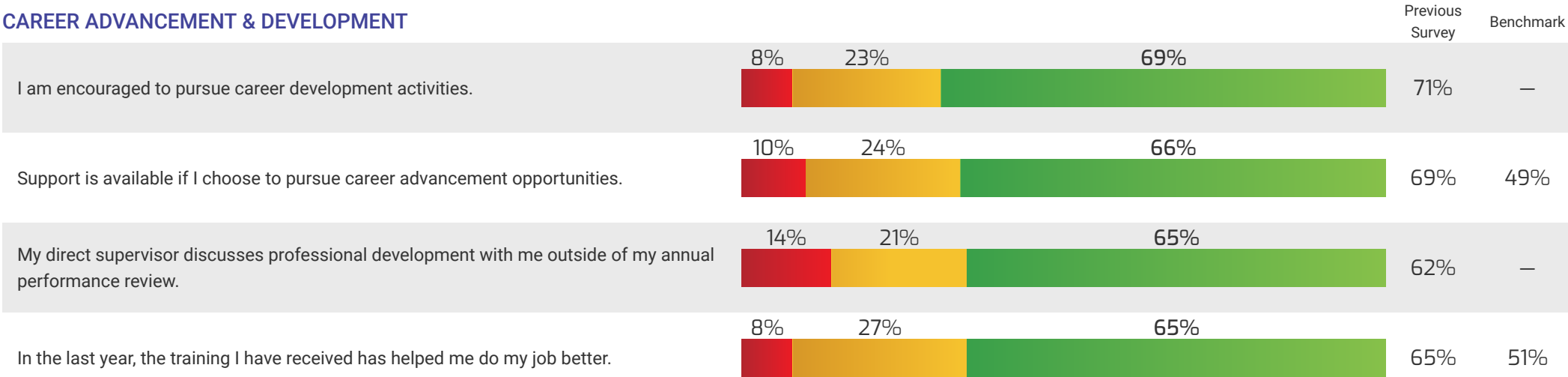
## MANAGER RELATIONSHIPS



## RECOGNITION



## CAREER ADVANCEMENT & DEVELOPMENT



■ Bottom Box      ■ Middle Box      ■ Top Box



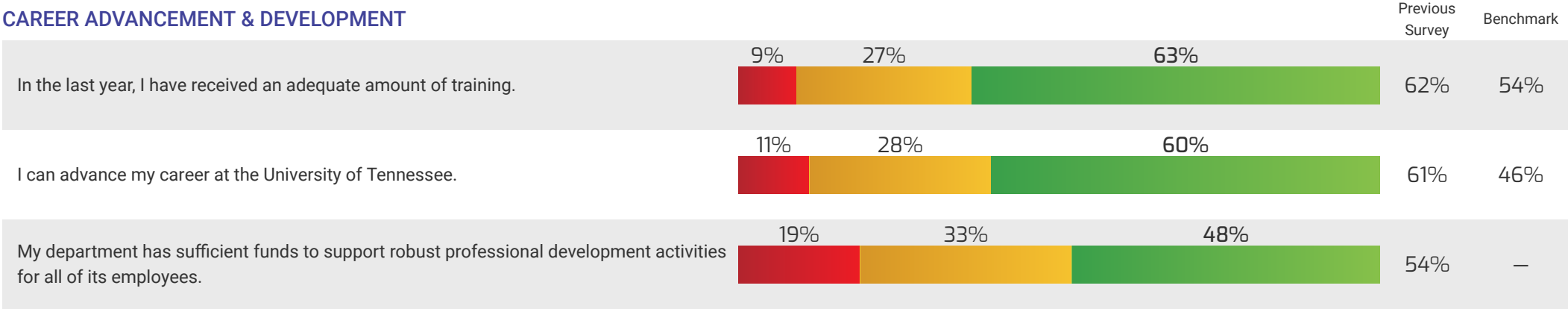
# Overall Results Distribution

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



## CAREER ADVANCEMENT & DEVELOPMENT



■ Bottom Box     
 ■ Middle Box     
 ■ Top Box

# Overall Results Distribution

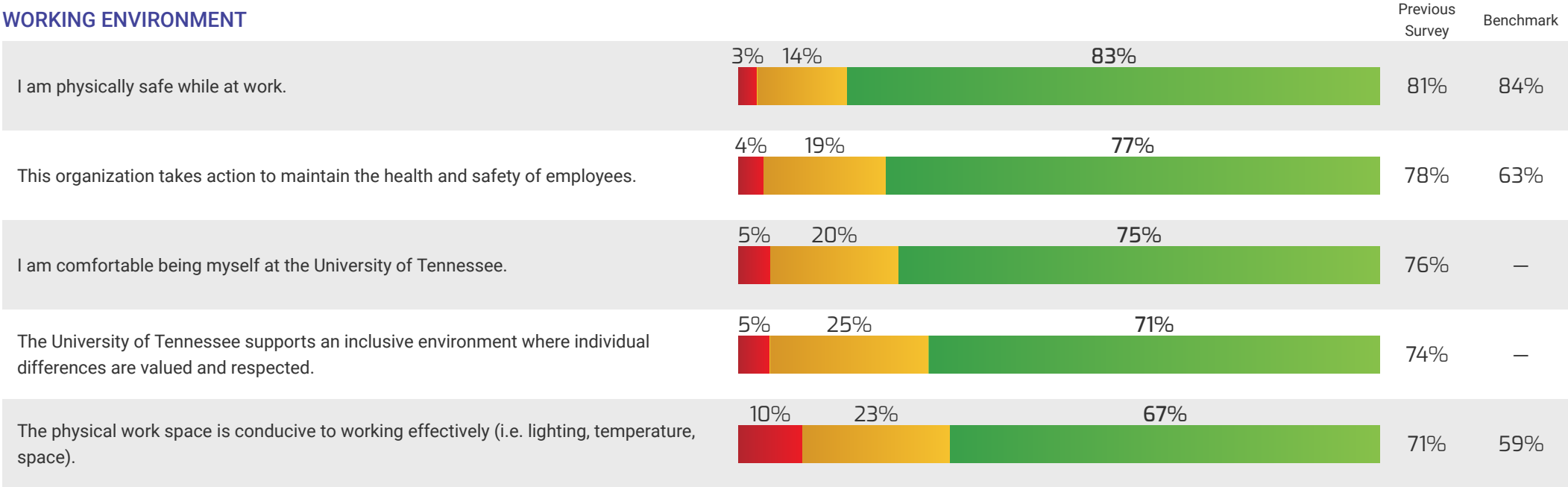
University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%

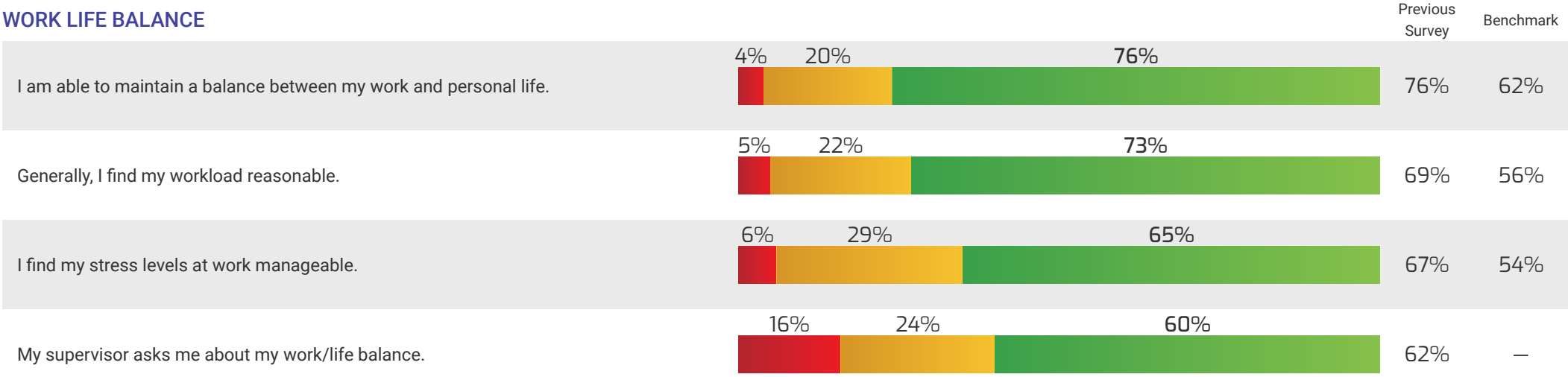


## RETENTION DRIVER QUESTIONS

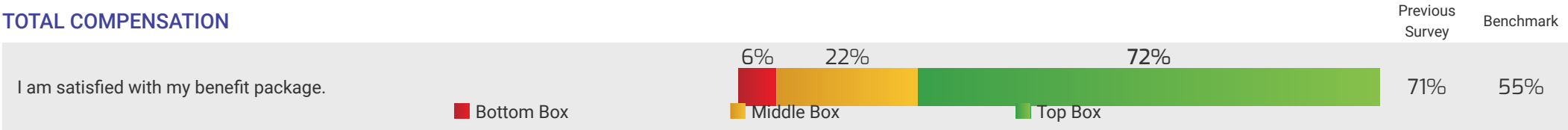
### WORKING ENVIRONMENT



### WORK LIFE BALANCE



### TOTAL COMPENSATION



■ Bottom Box    ■ Middle Box    ■ Top Box

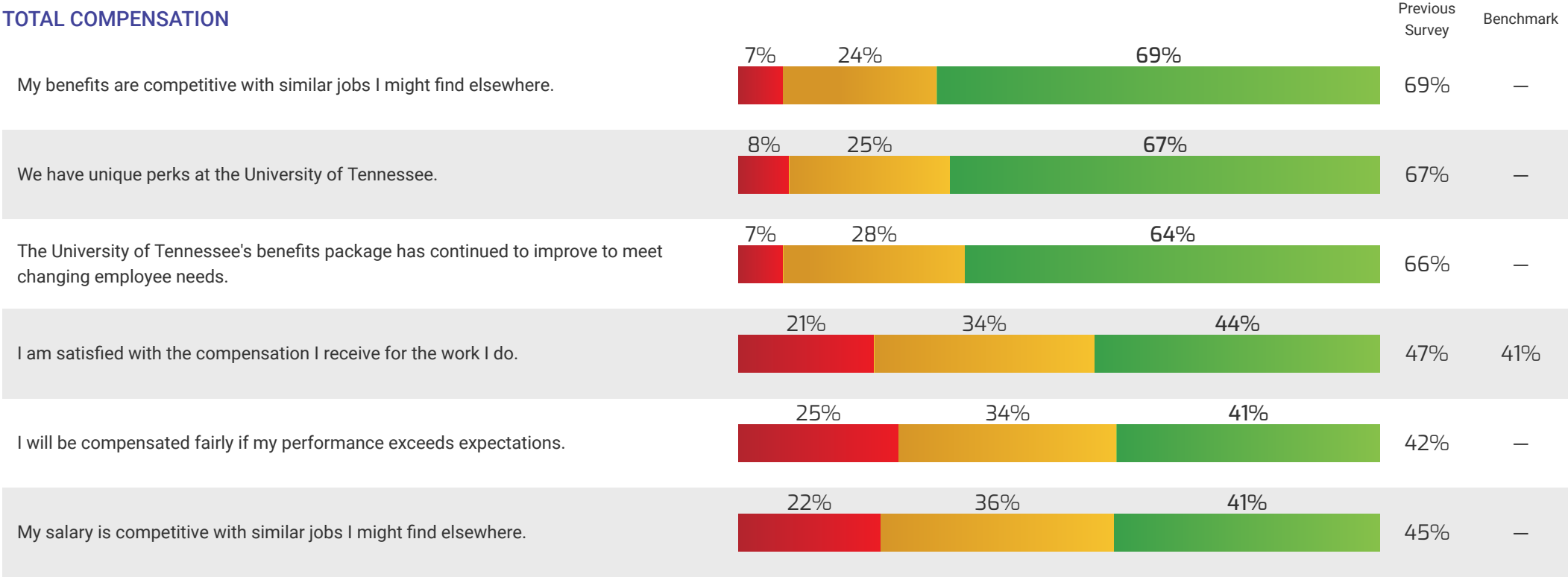
# Overall Results Distribution

University of Tennessee  
 Open Date: Sep 20, 2023  
 Close Date: Oct 19, 2023

# of employees: 1632  
 # of responses: 759  
 Response Rate: 47%



## TOTAL COMPENSATION



■ Bottom Box     
 ■ Middle Box     
 ■ Top Box

# Demographic Filters

University of Tennessee  
Open Date: Sep 20, 2023  
Close Date: Oct 19, 2023

# of employees: 1632  
# of responses: 759  
Response Rate: 47%



## Personnel Area

- Health Science Center (Memphis)

## 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.



*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.