Employee Engagement Goes Beyond Satisfaction

**SATISFIED**

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

**ENGAGED**

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

**Average Performance**

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

**Optimal Performance**

- Help others for the betterment of the organization
- Recommend improvement opportunities
- Consistently exceed performance requirements
- Stay at the organization for what they give to it
- Have a sense of purpose and pride in their work
See the appendix in this report for more information on our engagement calculation and benchmark.

Current Year

<table>
<thead>
<tr>
<th>ENGAGED</th>
<th>ALMOST ENGAGED</th>
<th>INDIFFERENT</th>
<th>DISENGAGED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Year</td>
<td>66.1%</td>
<td>17.8%</td>
<td>6.9%</td>
</tr>
<tr>
<td>Benchmark</td>
<td>60.4%</td>
<td>20.9%</td>
<td>9.8%</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.

Benchmark Ratio of Engaged to Disengaged

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

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

1667 # of Employees
670 # of Responses
40% Response Rate

Engagement by Age

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Disengaged</th>
<th>Indifferent</th>
<th>Almost Engaged</th>
<th>Engaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Younger than 25</td>
<td>17</td>
<td>8</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>25-34</td>
<td>15</td>
<td>12</td>
<td>17</td>
<td>56</td>
</tr>
<tr>
<td>35-44</td>
<td>12</td>
<td>7</td>
<td>24</td>
<td>58</td>
</tr>
<tr>
<td>45-54</td>
<td>5</td>
<td>9</td>
<td>19</td>
<td>67</td>
</tr>
<tr>
<td>Older than 54</td>
<td>8</td>
<td>3</td>
<td>13</td>
<td>76</td>
</tr>
</tbody>
</table>

Current Year Employees:
- Younger than 25: 12
- 25-34: 104
- 35-44: 144
- 45-54: 172
- Older than 54: 238

Engagement Results by Additional Demographics

5
Engagement Results by Additional Demographics

Engagement by Employee Subgroup

<table>
<thead>
<tr>
<th>Subgroup</th>
<th>Disengaged</th>
<th>Indifferent</th>
<th>Almost Engaged</th>
<th>Engaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-exempt</td>
<td>8</td>
<td>7</td>
<td>18</td>
<td>67</td>
</tr>
<tr>
<td>Exempt</td>
<td>11</td>
<td>6</td>
<td>17</td>
<td>65</td>
</tr>
</tbody>
</table>

Current Year Employees: 381

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

40% Response Rate
Engagement Results by Additional Demographics

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

- # of Employees: 1667
- # of Responses: 670
- Response Rate: 40%

Engagement by Tenure

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Disengaged</th>
<th>Indifferent</th>
<th>Almost Engaged</th>
<th>Engaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 3 months</td>
<td>9</td>
<td>6</td>
<td>23</td>
<td>63</td>
</tr>
<tr>
<td>3 months to less than 6 months</td>
<td>14</td>
<td>5</td>
<td>10</td>
<td>71</td>
</tr>
<tr>
<td>6 months to less than 1 year</td>
<td>16</td>
<td>10</td>
<td>19</td>
<td>55</td>
</tr>
<tr>
<td>1 year to less than 3 years</td>
<td>13</td>
<td>7</td>
<td>19</td>
<td>61</td>
</tr>
<tr>
<td>3 years to less than 5 years</td>
<td>13</td>
<td>6</td>
<td>20</td>
<td>61</td>
</tr>
<tr>
<td>5 years to less than 10 years</td>
<td>7</td>
<td>12</td>
<td>19</td>
<td>62</td>
</tr>
<tr>
<td>10 years to less than 20 years</td>
<td>5</td>
<td>5</td>
<td>18</td>
<td>73</td>
</tr>
<tr>
<td>20+ years</td>
<td>5</td>
<td>11</td>
<td>11</td>
<td>83</td>
</tr>
</tbody>
</table>

Current Year Employees:
- Less than 3 months: 35
- 3 months to less than 6 months: 21
- 6 months to less than 1 year: 31
- 1 year to less than 3 years: 136
- 3 years to less than 5 years: 112
- 5 years to less than 10 years: 140
- 10 years to less than 20 years: 107
- 20+ years: 88

Engagement Results by Additional Demographics

Less than 3 months: 40%
3 months to less than 6 months: 40%
6 months to less than 1 year: 38%
1 year to less than 3 years: 44%
3 years to less than 5 years: 44%
5 years to less than 10 years: 44%
10 years to less than 20 years: 44%
20+ years: 44%
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

<table>
<thead>
<tr>
<th>DETRACTORS</th>
<th># of Respondents</th>
<th>PASSIVES</th>
<th># of Respondents</th>
<th>SUPPORTERS</th>
<th># of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Answered 0-6</td>
<td>100</td>
<td>Answered 7-8</td>
<td>207</td>
<td>Answered 9-10</td>
<td>362</td>
</tr>
<tr>
<td>14.9%</td>
<td></td>
<td>30.9%</td>
<td></td>
<td>54.1%</td>
<td></td>
</tr>
</tbody>
</table>

Employee Experience Score

<table>
<thead>
<tr>
<th>University of Tennessee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Date: Sep 14, 2021</td>
</tr>
<tr>
<td>Close Date: Oct 05, 2021</td>
</tr>
<tr>
<td># of Employees: 1667</td>
</tr>
<tr>
<td># of Responses: 40%</td>
</tr>
<tr>
<td># of Responses: 40%</td>
</tr>
</tbody>
</table>

Employee Experience Score = % Supporters - % Detractors

<table>
<thead>
<tr>
<th>Employee Experience Score</th>
<th>Previous Score</th>
<th>Benchmark Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>39.2</td>
<td>N/A</td>
<td>6.9</td>
</tr>
</tbody>
</table>
**DRIVER: LEARNING AND DEVELOPMENT**

- I am encouraged to pursue career development activities. 70% (58% +12)
- In the last year, the training I have received has helped me do my job better. 64% (51% +14)
- I can advance my career at the University of Tennessee. 64% (45% +18)
- In the last year, I have received an adequate amount of training. 64% (47% +16)
- My direct supervisor discusses professional development with me outside of my annual performance review. 63% (63%)
- My department has sufficient funds to support robust professional development activities for all of its employees. 55% (55%)

**Action Plan - Improve**

- University of Tennessee
- Open Date: Sep 14, 2021
- Close Date: Oct 05, 2021
- # of Employees: 1667
- # of Responses: 670
- Response Rate: 40%
**DRIVER: SENIOR MANAGEMENT RELATIONSHIPS**

- I trust my department's executive leader. 70%
- I understand the rationale behind most of the decisions made by my department's executive leader. 64%
- My department's executive leader acts on employee feedback. 64%
- I trust the members of my campus'/institute's executive leadership team. 62%
- I understand the rationale behind most of the business decisions made by the members of my campus'/institute's executive leadership team. 57%
- My campus'/institute's executive leadership team acts on employee feedback. 54%
- The Chancellor/Vice President of my campus/institute inspires me. 53%
- The President of the University of Tennessee inspires me. 52%

**Previous Year Benchmark**
- -- 63% (+7)
- -- 54% (+10)
- -- 54% (+9)
- -- 54% (+9)
- -- 48% (+9)
- -- 43% (+12)
- -- 42% (+11)
- -- 56% (-4)
**Driver: Work Life Balance**

I am able to maintain a balance between my work and personal life. 
- Previous Year: 76% 
- Benchmark: 67% (+10)

I find my stress levels at work manageable. 
- Previous Year: 69% 
- Benchmark: 63% (+6)

My supervisor asks me about my work/life balance. 
- Previous Year: 60% 
- Benchmark: --
**Driver: Rewards and Recognition**

- **I am praised when I go above and beyond the call of duty.**
  - Previous Year: 67%
  - Benchmark: 54% (+12)

- **Promotions in my department go to those who deserve them the most.**
  - Previous Year: 53%
  - Benchmark: 48% (+6)

- **If I exceed expectations, I receive rewards that I value.**
  - Previous Year: 50%
  - Benchmark: 34% (+16)

*Action Plan - Evaluate*

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

*Improving, Leveraging, Evaluating, Maintaining*

*Previous Year, Benchmark*
**DRIVER: COMPENSATION**

I am satisfied with the compensation I receive for the work I do.  
54%  

I will be compensated fairly if my performance exceeds expectations.  
51%  

My salary is competitive with similar jobs I might find elsewhere.  
47%  

---

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

- My supervisor cares about me as a person: 78% (Benchmark: 75%)
- I trust my supervisor: 75% (Benchmark: 72%)
- My supervisor helps me achieve better results: 73% (Benchmark: 64%)
- My supervisor inspires me to improve: 72% (Benchmark: 63%)
- My departmental leader practices inclusive leadership so that everyone can be their authentic selves in the workplace: 72%
- My supervisor keeps me well informed about decisions that affect me: 71% (Benchmark: 67%)
- My supervisor provides me with high quality feedback: 71% (Benchmark: 61%)
- My departmental leader keeps me aware of the bigger picture: 68%

The chart shows the percentage of employees who agree with each statement, with a comparison to the benchmark. The color coding indicates performance levels:
- < 40% Low Performing
- 40%-60% Average Performing
- > 60% High Performing
DRIVER: BENEFITS

I am satisfied with my benefit package. 80%  --  58% (+22)

My benefits are competitive with similar jobs I might find elsewhere. 71%  --  53% (+18)

We have unique perks at the University of Tennessee. 69%  --  45% (+24)

The University of Tennessee's benefits package has continued to improve to meet changing employee needs. 68%  --  --

Action Plan - Maintain

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

# of Employees
1667

# of Responses
670

Response Rate
40%

1667

# of Employees
670

# of Responses
40%

Response Rate
40%
**Driver: Employee Empowerment**

- I clearly understand what is expected of me on the job: 86% (81% +5)
- I am not afraid of trying out new ideas in my job: 86% (81% +4)
- I am empowered to make decisions about how I do my work: 77% (73% +4)
- I have all the tools I need to do a great job: 72% (60% +13)
- If I make a suggestion to improve something in my department I believe it will be taken seriously: 67% (62% +5)
- I am given the chance to fully leverage my talents through my job: 67% (61% +7)

**Action Plan - Leverage**

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

**Note:**
- < 40% Low Performing
- 40%-60% Average Performing
- > 60% High Performing
**DRIVER: COWORKER RELATIONSHIPS**

I really like the people I work with. 83%

I know that my co-workers will help me out when needed. 82%

My co-workers don't undermine my efforts. 77%

My co-workers care about me as a person. 77%

I have a good friend at the University of Tennessee. 74%

---

**Previous Year**  
---

**Benchmark**  
---

83% (+1)  
83% (+4)  
73% (+5)  
78% (-1)  
76% (-2)
The University of Tennessee supports diversity and inclusion. 

Previous Year: 84% (Benchmark: --)

I am aware of the University of Tennessee's stated values. 

Previous Year: 82% (Benchmark: --)

I identify well with the University of Tennessee's values. 

Previous Year: 81% (Benchmark: 79% (+2))

The University of Tennessee has a very friendly atmosphere. 

Previous Year: 76% (Benchmark: 72% (+4))

My leaders model the stated values of the University of Tennessee. 

Previous Year: 71% (Benchmark: --)

The University of Tennessee has a collaborative work environment. 

Previous Year: 69% (Benchmark: 58% (+11))
DRIVER: CUSTOMER FOCUS

The vision, mission and values of the University of Tennessee are well-aligned with our customer needs. 82%  --  69% (+12)

Our staff feels the University of Tennessee meets their needs. 65%  --  --

Our staff satisfaction is important to the University of Tennessee. 65%  --  --
**DRIVER: COMPANY POTENTIAL**

The University of Tennessee has a bright future.

- Previous Year: 81%
- Benchmark: --

I believe in the University of Tennessee's overall mission, vision, and values in the system-level strategic plan.

- Previous Year: 81%
- Benchmark: 72% (+9)

People at the University of Tennessee are committed to doing high quality work.

- Previous Year: 72%
- Benchmark: 65% (+8)

The University of Tennessee encourages innovation.

- Previous Year: 71%
- Benchmark: 61% (+10)

I am impressed with the quality of people at the University of Tennessee.

- Previous Year: 68%
- Benchmark: 62% (+6)
**DRIVER: DEPARTMENT RELATIONSHIPS**

- **I have good working relationships with employees in other departments.**
  - Previous Year: 85%
  - Benchmark: 83% (+3)

- **I know how my work impacts the work of other departments.**
  - Previous Year: 83%
  - Benchmark: --

- **The contributions of my department are recognized by other departments.**
  - Previous Year: 64%
  - Benchmark: 50% (+14)

- **Departments work well together to get things done.**
  - Previous Year: 62%
  - Benchmark: 45% (+17)

- **I know what other departments do.**
  - Previous Year: 52%
  - Benchmark: --

---

**Action Plan - Leverage**

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

---

**Legend:**
- < 40% Low Performing
- 40%-60% Average Performing
- > 60% High Performing
DRIVER: WORKING ENVIRONMENT

- I am physically safe while at work: 87% (Previous Year: --, Benchmark: 89%)
- I have not been discriminated against at UT based on age, gender, sexual orientation, religion or ethnicity: 84% (Previous Year: --, Benchmark: 82%)
- I am emotionally safe at work (not bullied or harassed): 84% (Previous Year: --, Benchmark: 77%)
- I am comfortable being myself at the University of Tennessee: 78% (Previous Year: --, Benchmark: --)
- The University of Tennessee supports an inclusive environment where individual differences are valued and respected: 76% (Previous Year: --, Benchmark: --)
My friends outside work would describe me as having a very positive attitude.

Previous Year: 87%
Benchmark: 85% (+2)

I believe I will meet the life goals I set for myself.

Previous Year: 83%
Benchmark: 80% (+3)

I see failures as learning opportunities.

Previous Year: 82%
Benchmark: 75% (+6)

< 40% Low Performing
40%-60% Average Performing
> 60% High Performing
### I am more satisfied with the University of Tennessee now than I was a year ago.

<table>
<thead>
<tr>
<th>Past Year</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>--</td>
<td>45% (+13)</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Past Year</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>--</td>
<td>51% (+12)</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Past Year</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>--</td>
<td>80% (+2)</td>
</tr>
</tbody>
</table>

### The University of Tennessee takes actions to improve employee engagement.

<table>
<thead>
<tr>
<th>Past Year</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>--</td>
<td>54% (+13)</td>
</tr>
</tbody>
</table>

Note: The scoring ranges are as follows:
- **< 40% Low Performing**
- **40%-60% Average Performing**
- **> 60% High Performing**

**University of Tennessee**

Open Date: Sep 14, 2021
Close Date: Oct 05, 2021

1667
670
40%
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.

<table>
<thead>
<tr>
<th>Average scores</th>
<th>Engagement Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.01 – 6.00</td>
<td>Engaged</td>
</tr>
<tr>
<td>4.51 – 5.00</td>
<td>Almost engaged</td>
</tr>
<tr>
<td>4.01 – 4.50</td>
<td>Indifferent</td>
</tr>
<tr>
<td>Less than 4.00</td>
<td>Disengaged</td>
</tr>
</tbody>
</table>

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.