

Engagement Report

University of Tennessee

Memphis

Current period:

Sep 18, 2024 - Oct 12, 2024

of employees: **1442**

of responses: **667**

Response rate: **46%**

Previous period:

Sep 20, 2023 - Oct 19, 2023

Benchmark: Educational Services

McLean & Company Engagement Model

University of Tennessee
Open Date: Sep 18, 2024
Close Date: Oct 12, 2024

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of responses: 667
Response Rate: 46%



Employee Engagement Goes Beyond Satisfaction

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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

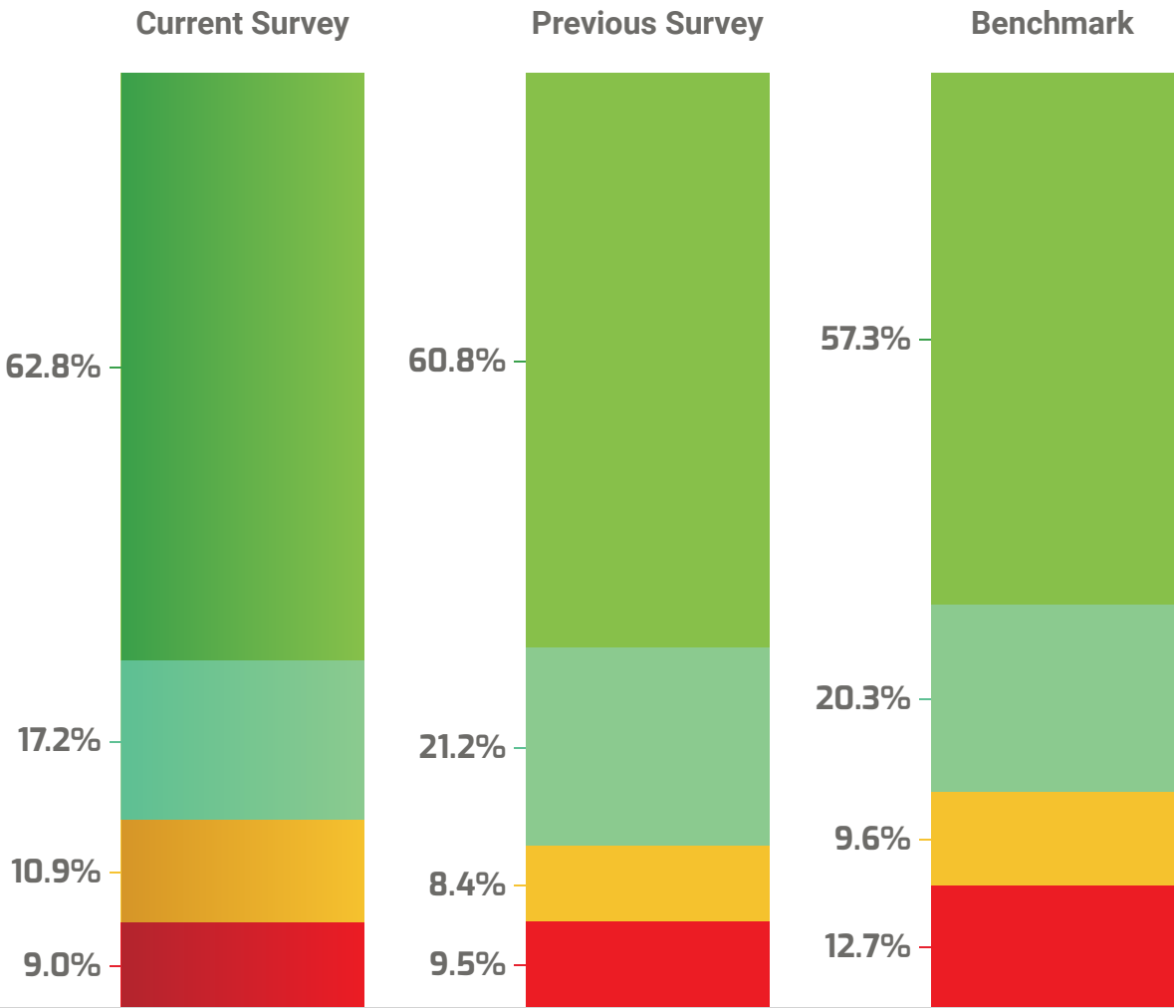
Overall Engagement Results

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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.

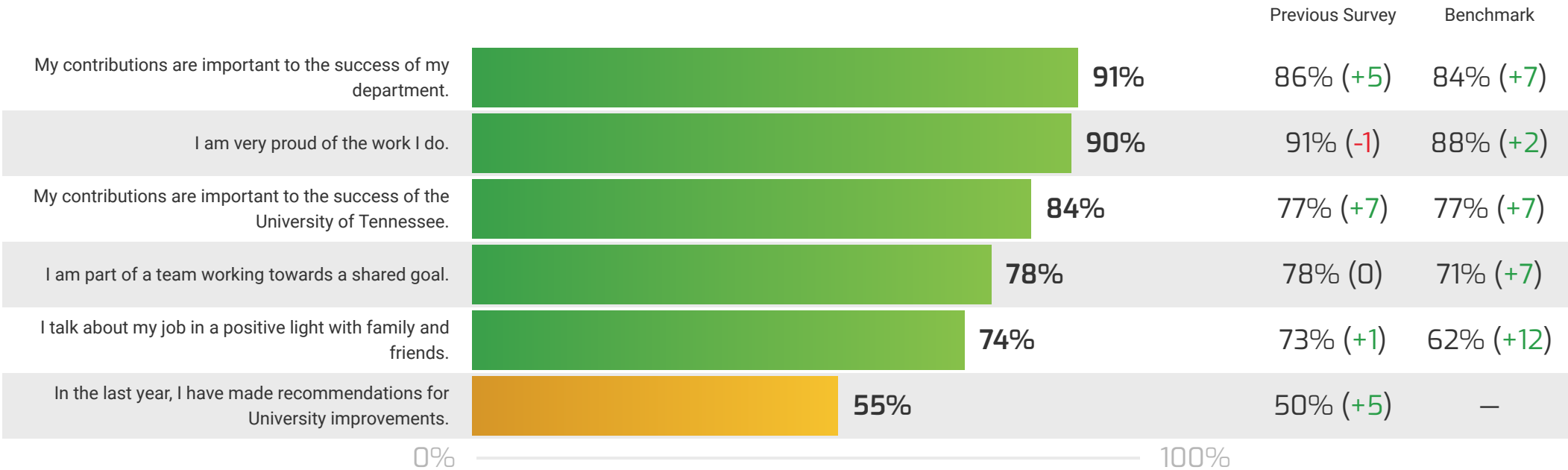
DISENGAGED

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
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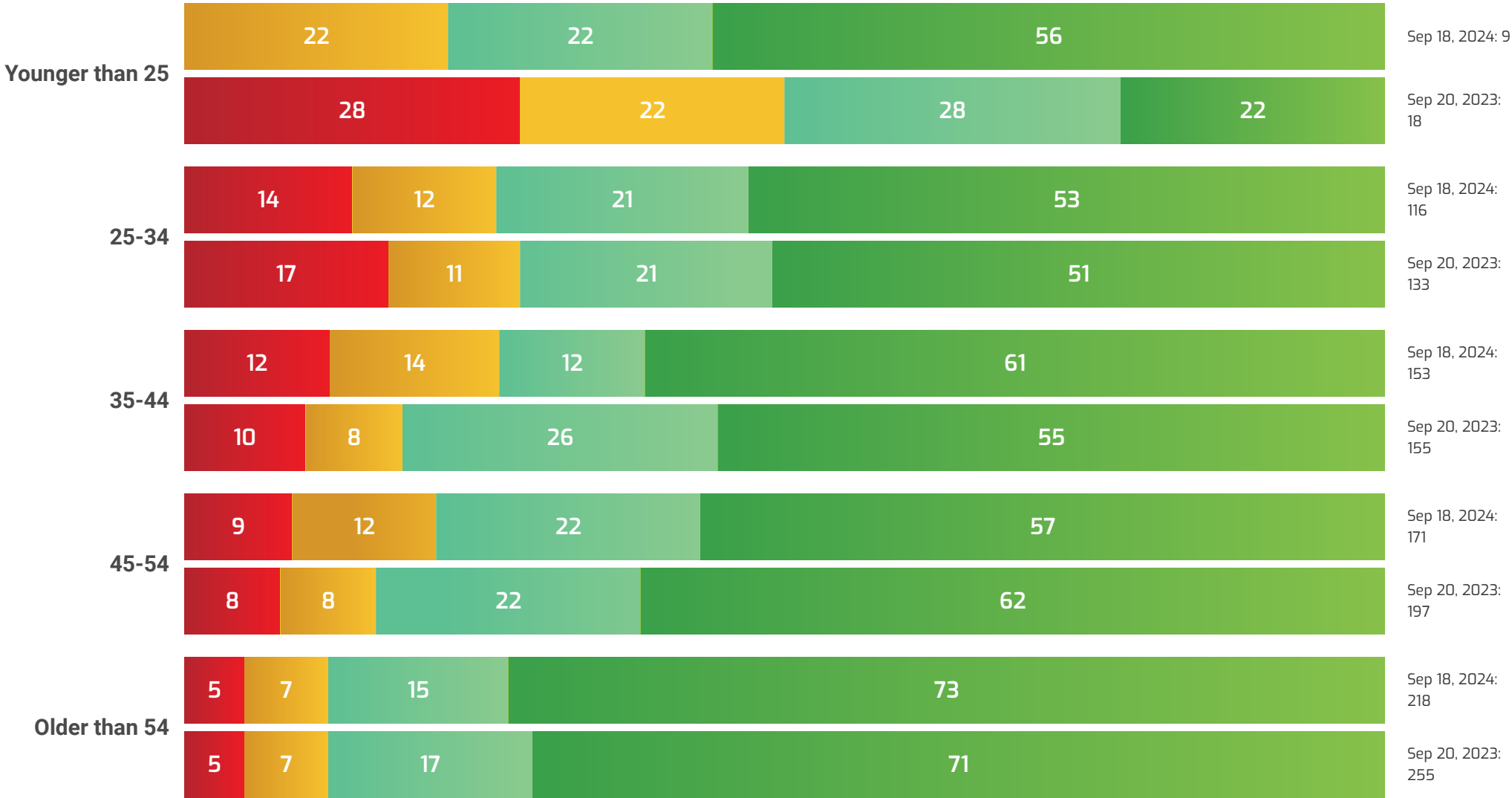


■ < 40% Low Performing
 ■ 40% - 59% Average Performing
 ■ ≥ 60% High Performing

Engagement by Age

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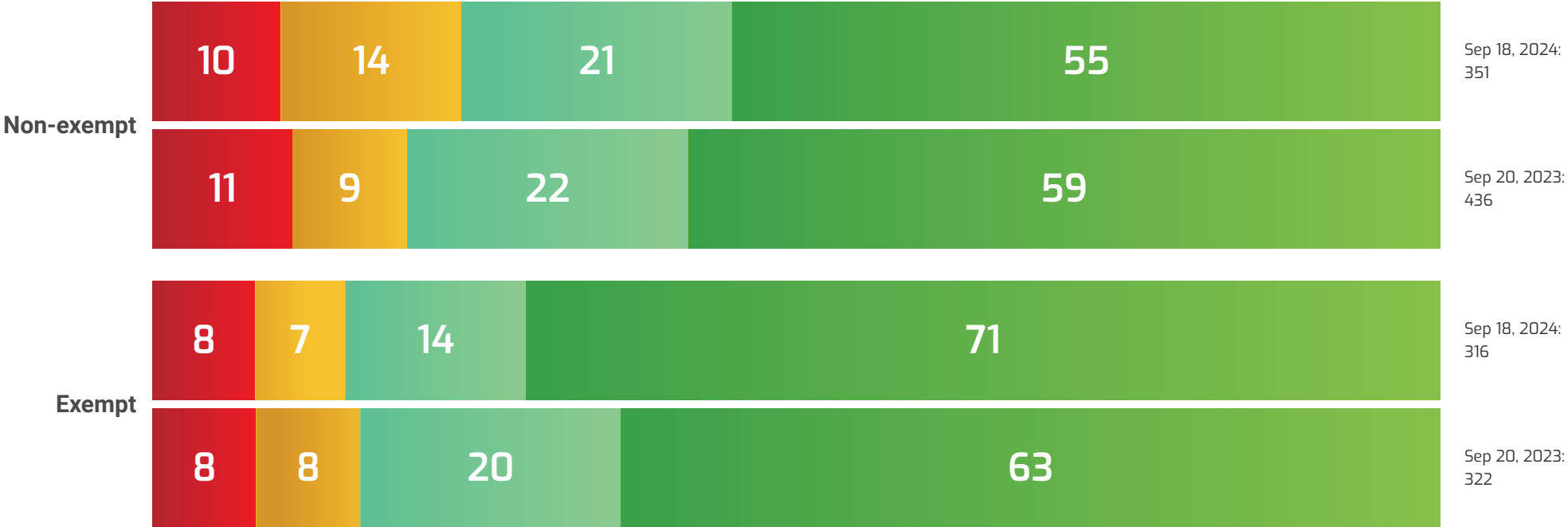
% of Employees

- Disengaged
- Indifferent
- Almost Engaged
- Engaged

Engagement by Employee Subgroup

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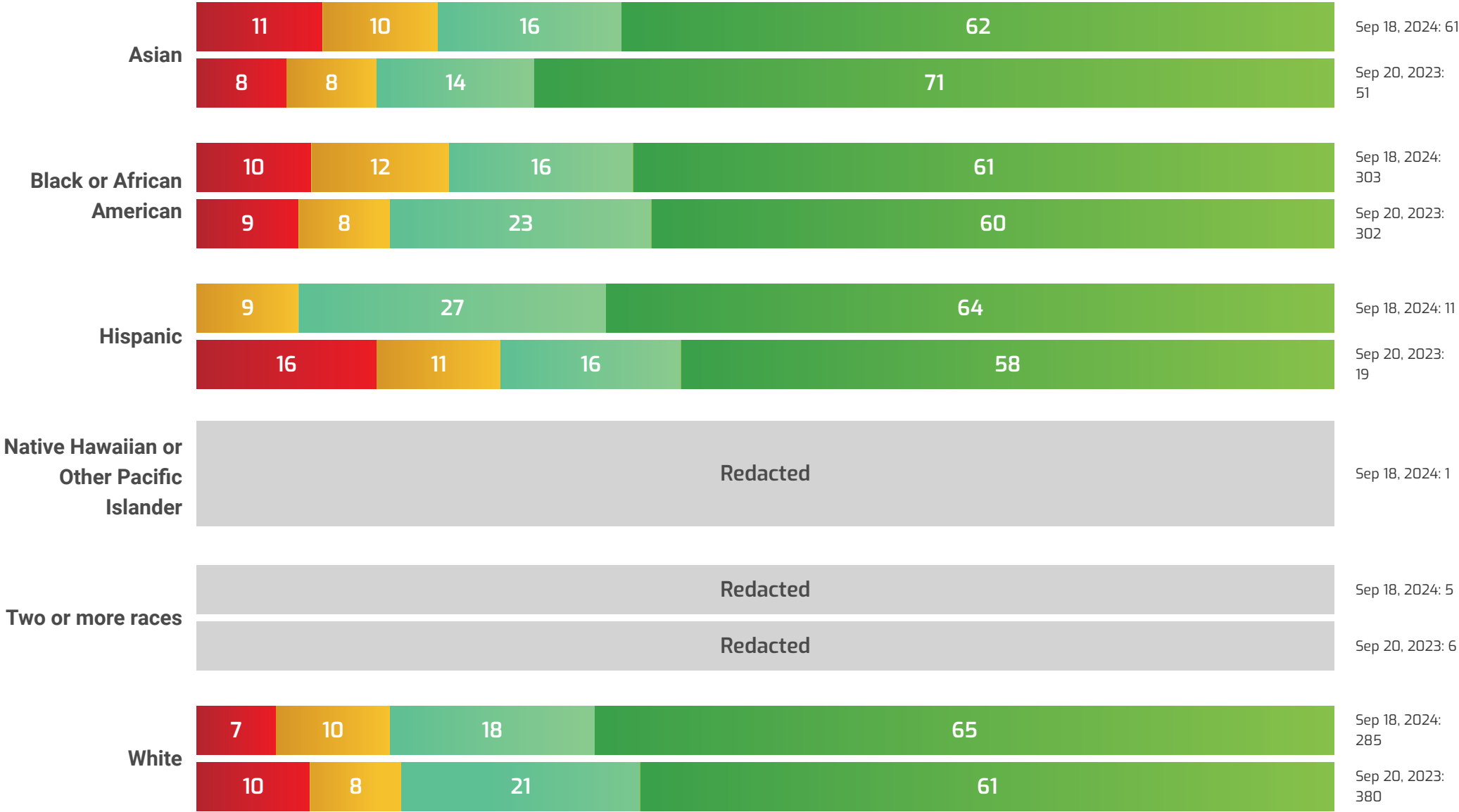
% of Employees

■ Disengaged
 ■ Indifferent
 ■ Almost Engaged
 ■ Engaged

Engagement by Ethnicity

University of Tennessee
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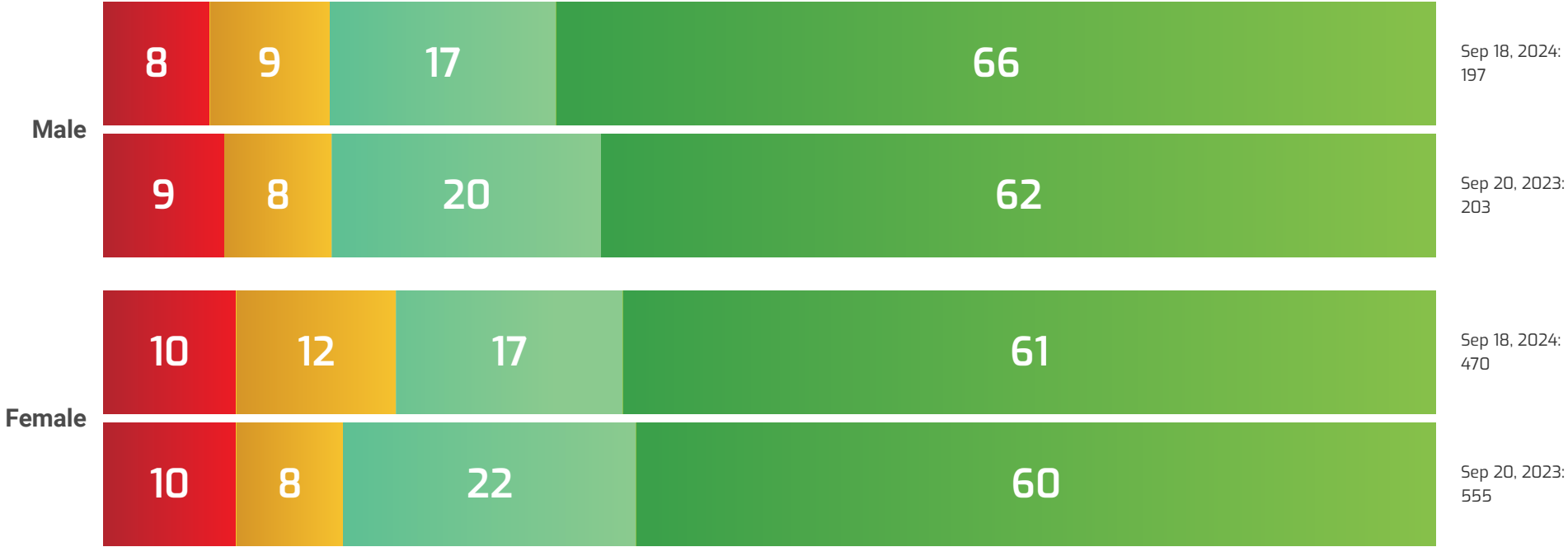
% of Employees

- Disengaged
- Indifferent
- Almost Engaged
- Engaged

Engagement by Gender

University of Tennessee
 Open Date: Sep 18, 2024
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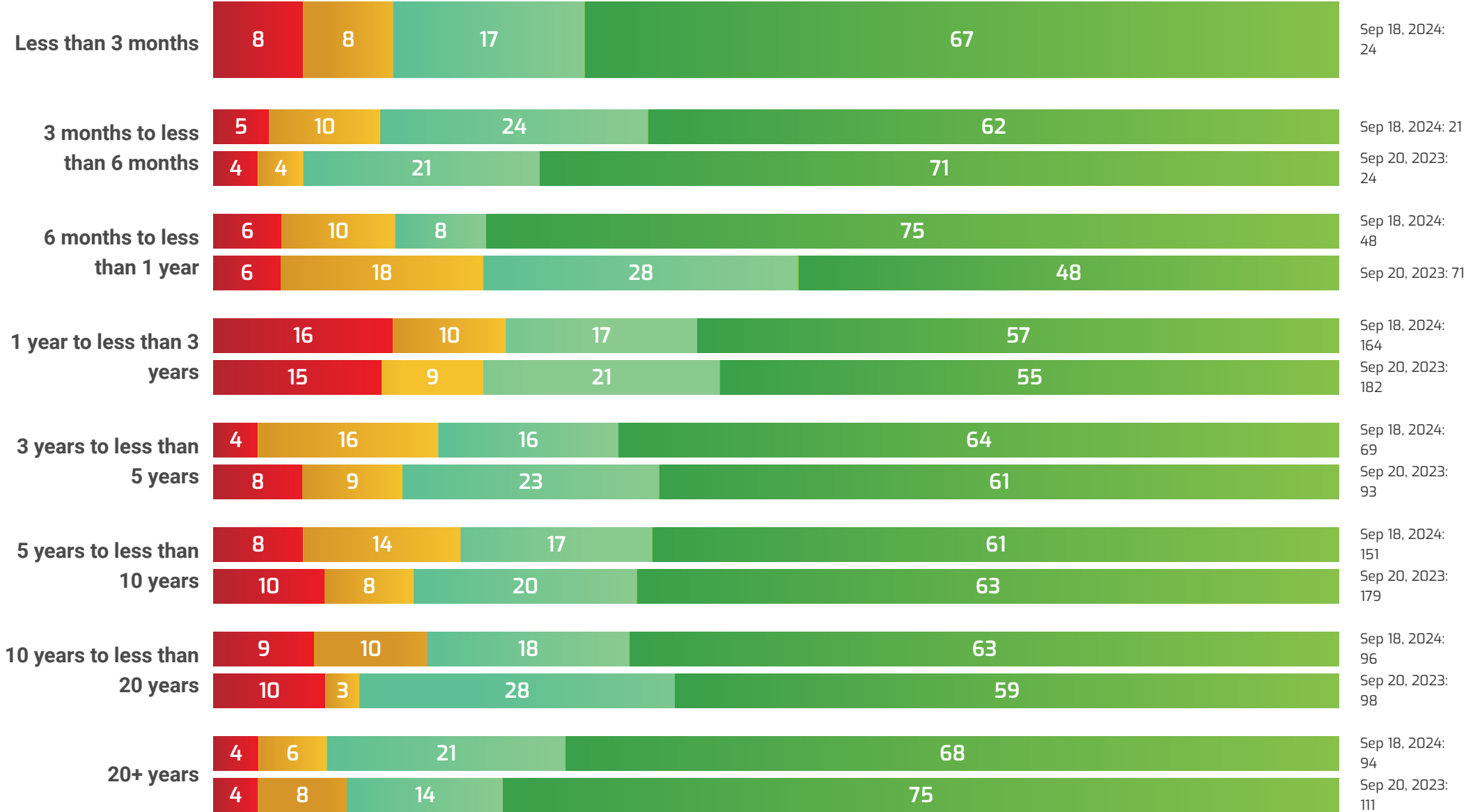
% of Employees

■ Disengaged
 ■ Indifferent
 ■ Almost Engaged
 ■ Engaged

Engagement by Tenure

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% of Employees
■ Disengaged ■ Indifferent ■ Almost Engaged ■ Engaged

McLean Employee Experience Score

University of Tennessee
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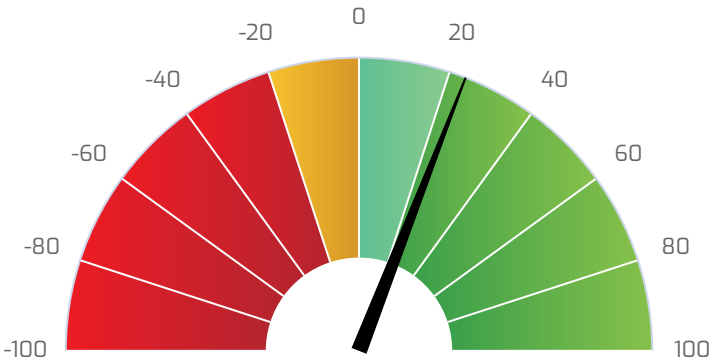


EMPLOYEE EXPERIENCE

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

23.7

AVERAGE RESPONSE

8

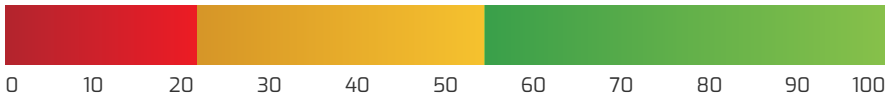
PREVIOUS SCORE

35.5

BENCHMARK

-1.0

SCORE BREAKDOWN



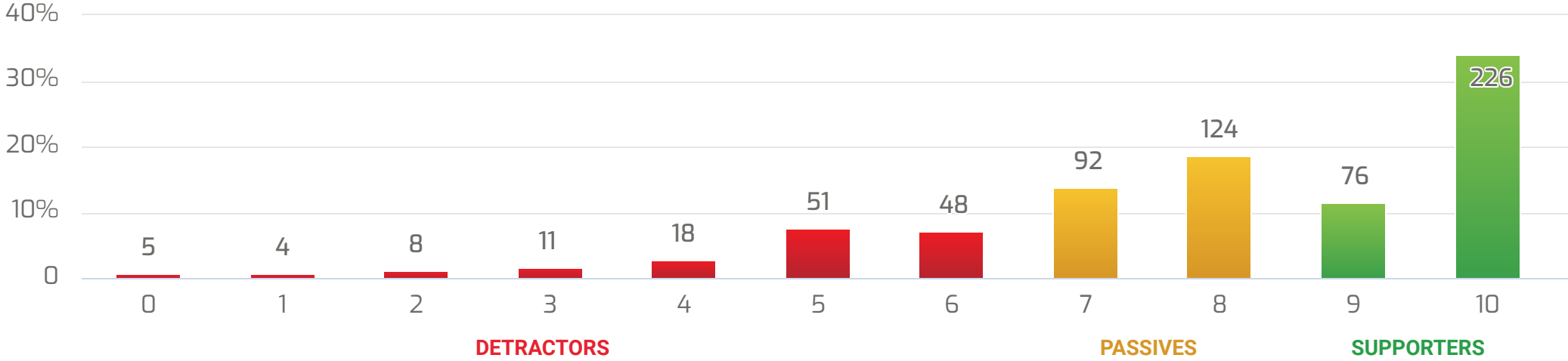
DETRACTORS: 21.9% **PASSIVES: 32.6%** **SUPPORTERS: 45.6%**

Answered 0-6 Answered 7-8 Answered 9-10

PREVIOUS SURVEY

16.0% **32.4%** **51.6%**

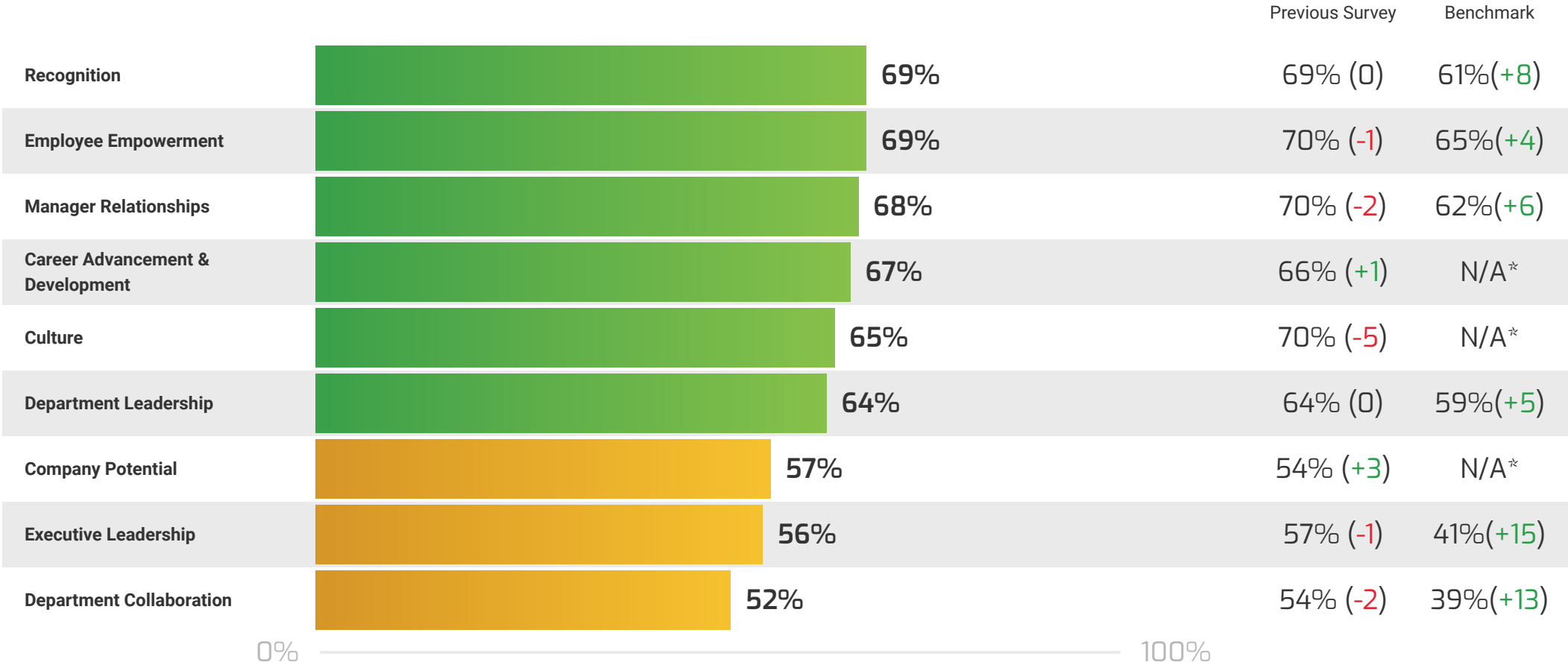
RESPONSE DISTRIBUTION



Driver Results

University of Tennessee
 Open Date: Sep 18, 2024
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 Response Rate: 46%



* See appendix for an explanation of the Benchmark.

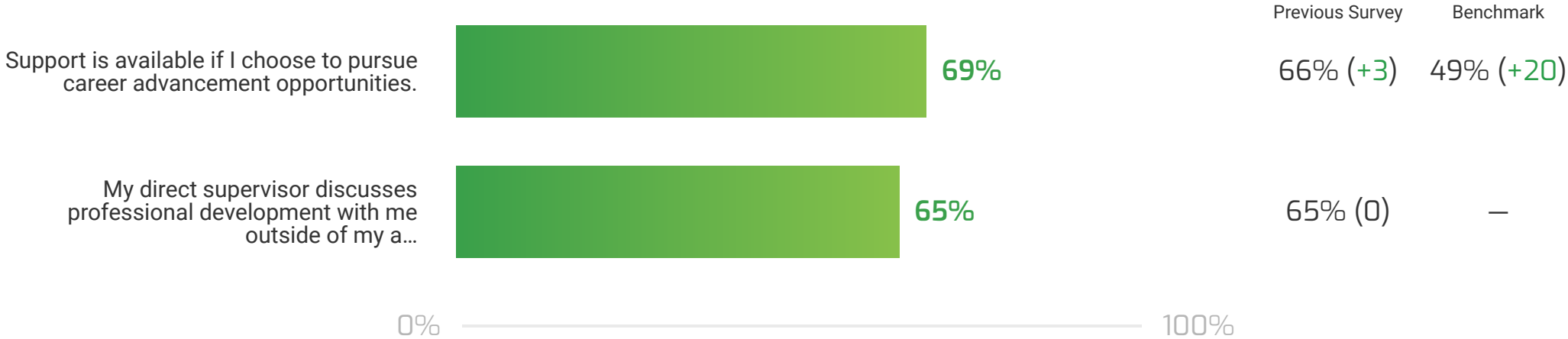
■ < 40% Low Performing
 ■ 40% - 59% Average Performing
 ■ ≥ 60% High Performing

DRIVER: Career Advancement & Development

OVERALL DRIVER AVERAGE SCORE: **67%**

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

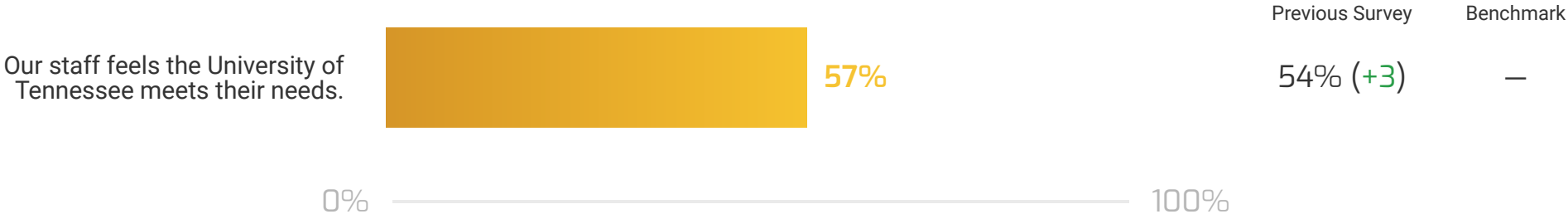
DRIVER: **Company Potential**

University of Tennessee
Open Date: Sep 18, 2024
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of employees: 1442
of responses: 667
Response Rate: 46%



OVERALL DRIVER AVERAGE SCORE: **57%**



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

DRIVER: Culture

University of Tennessee
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of responses: 667
Response Rate: 46%



OVERALL DRIVER AVERAGE SCORE: **65%**

My leaders model the stated Be One UT values of the University of Tennessee.



65%

Previous Survey

70% (-5)

Benchmark

—



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

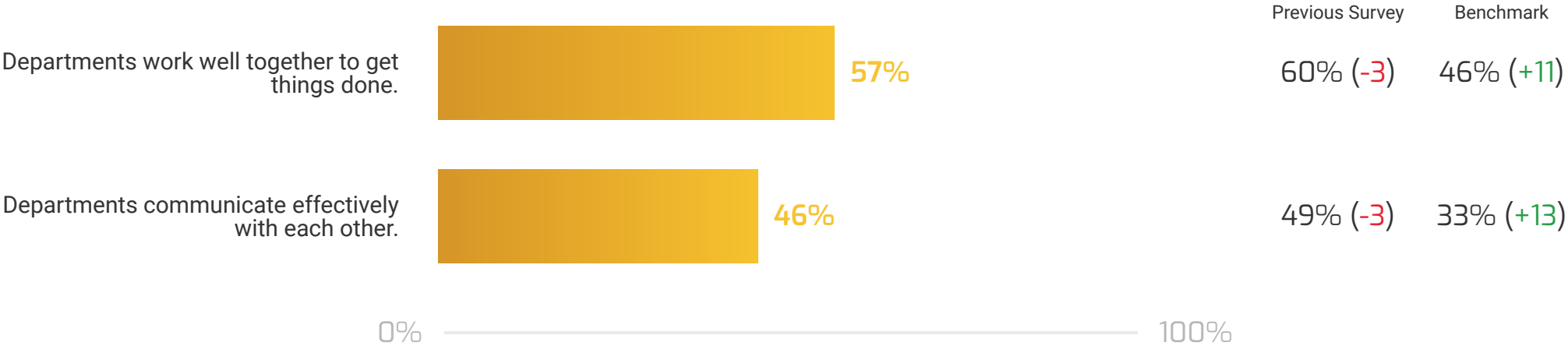
DRIVER: Department Collaboration

University of Tennessee
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of responses: 667
Response Rate: 46%



OVERALL DRIVER AVERAGE SCORE: **52%**
OVERALL BENCHMARK AVERAGE SCORE: **39%**



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

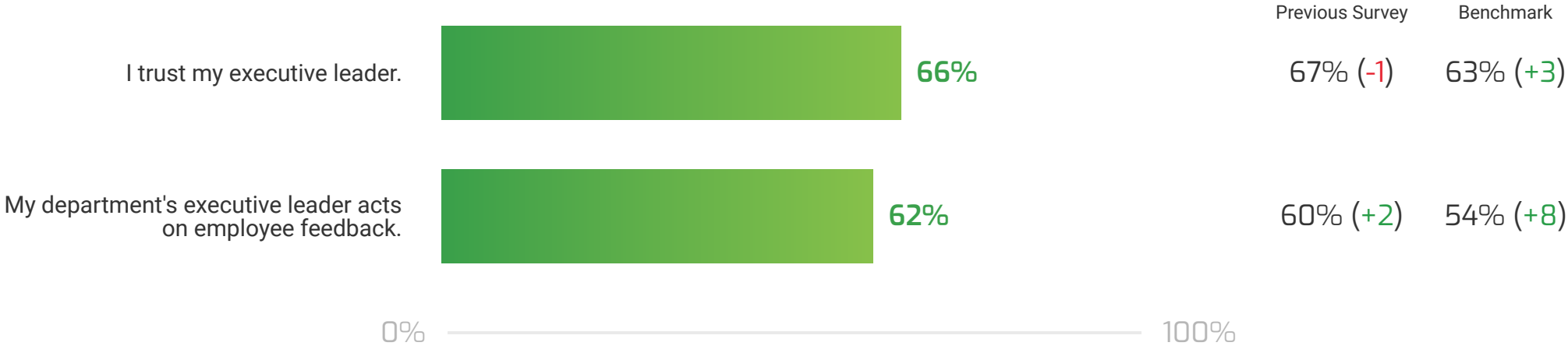
DRIVER: Department Leadership

University of Tennessee
Open Date: Sep 18, 2024
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of employees: 1442
of responses: 667
Response Rate: 46%



OVERALL DRIVER AVERAGE SCORE: **64%**
OVERALL BENCHMARK AVERAGE SCORE: **59%**



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

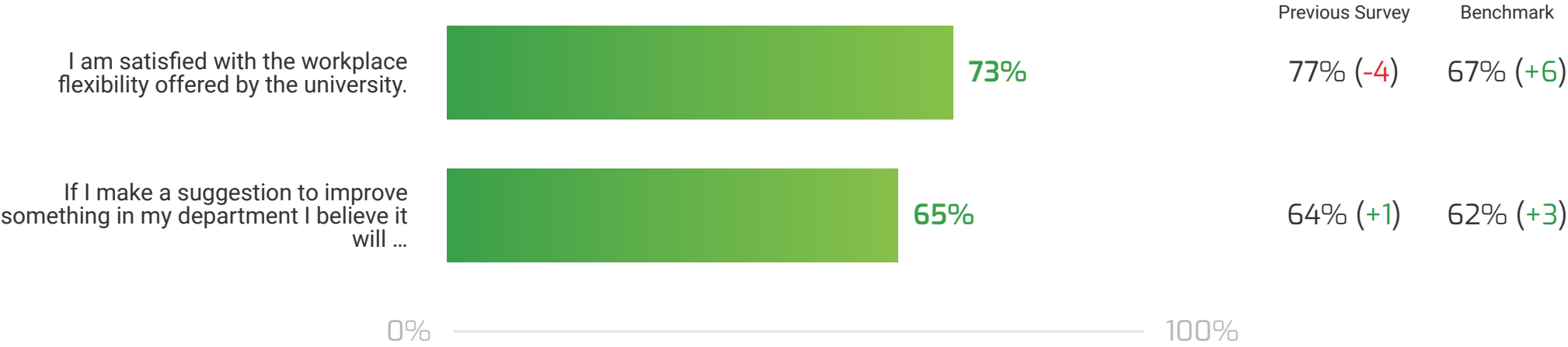
DRIVER: Employee Empowerment

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 Response Rate: 46%



OVERALL DRIVER AVERAGE SCORE: **69%**
 OVERALL BENCHMARK AVERAGE SCORE: **65%**



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

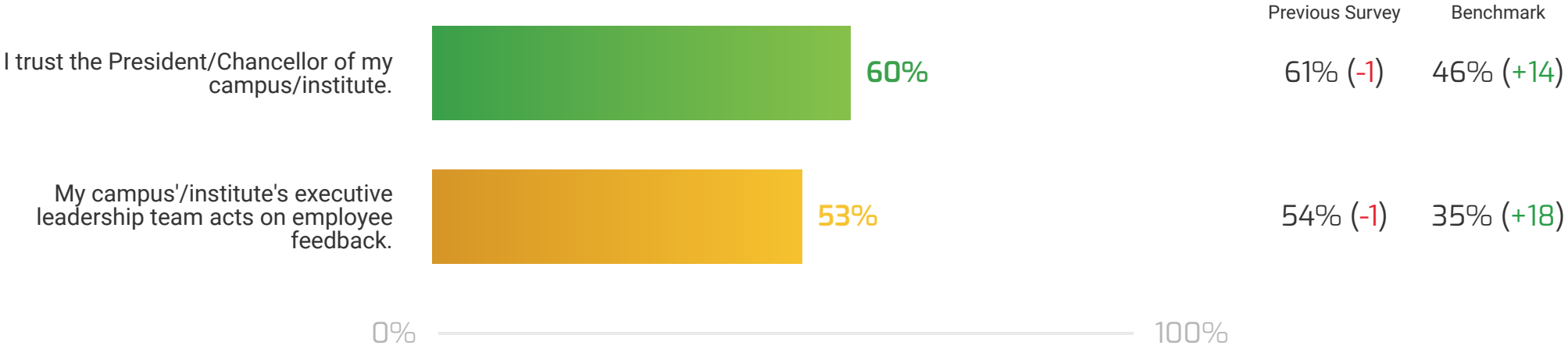
DRIVER: Executive Leadership

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of responses: 667
Response Rate: 46%



OVERALL DRIVER AVERAGE SCORE: **56%**
OVERALL BENCHMARK AVERAGE SCORE: **41%**



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

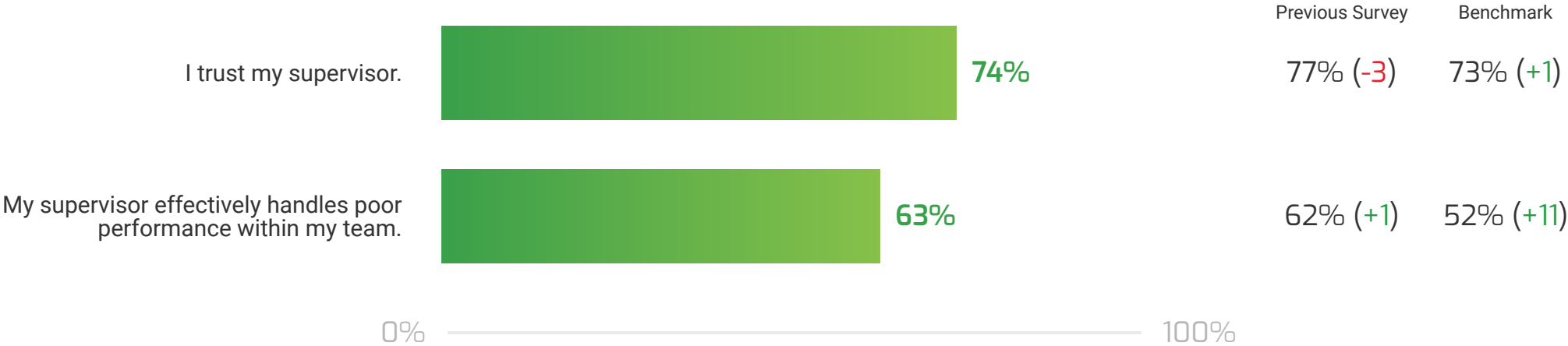
DRIVER: Manager Relationships

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Response Rate: 46%



OVERALL DRIVER AVERAGE SCORE: **68%**
OVERALL BENCHMARK AVERAGE SCORE: **62%**



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

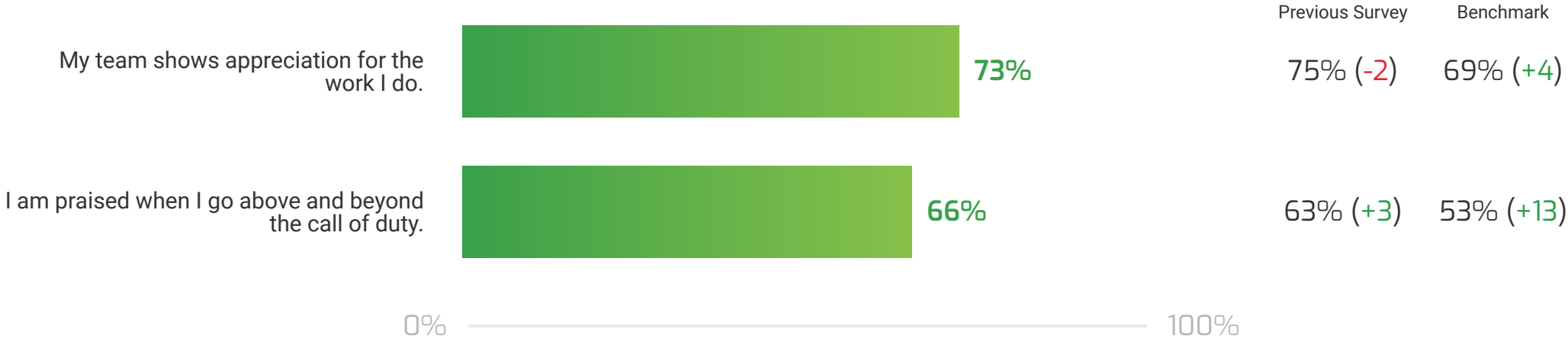
DRIVER: Recognition

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Response Rate: 46%



OVERALL DRIVER AVERAGE SCORE: **69%**
OVERALL BENCHMARK AVERAGE SCORE: **61%**



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

Trending Questions

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



58%

Previous Survey	Benchmark
59% (-1)	43% (+15)

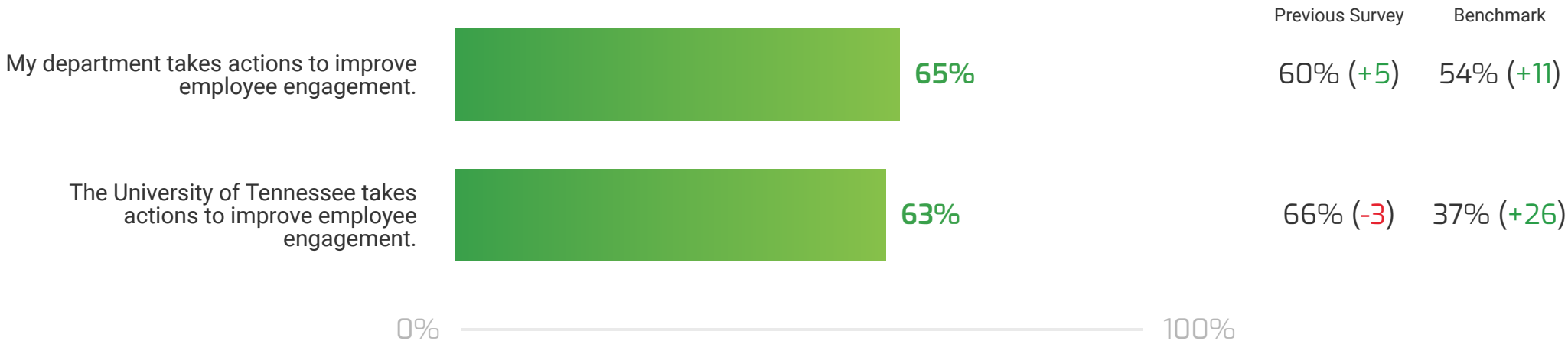
0% ————— 100%

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

Taking Action Questions

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Overall Results Distribution

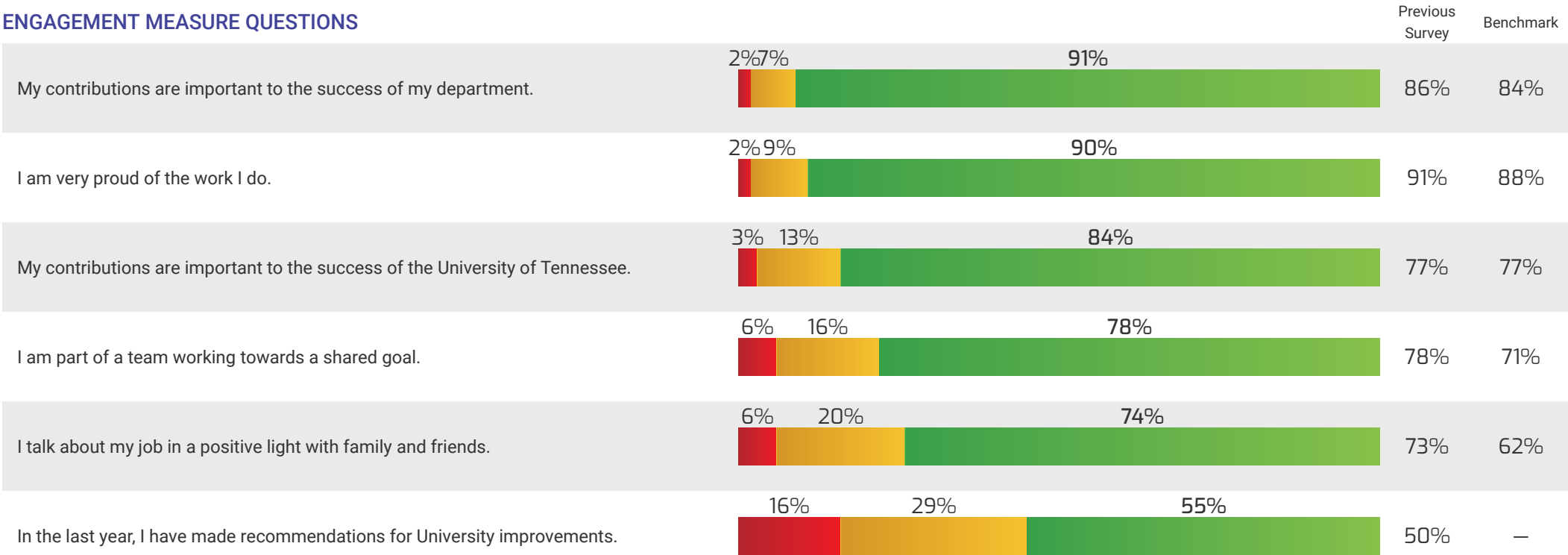
University of Tennessee
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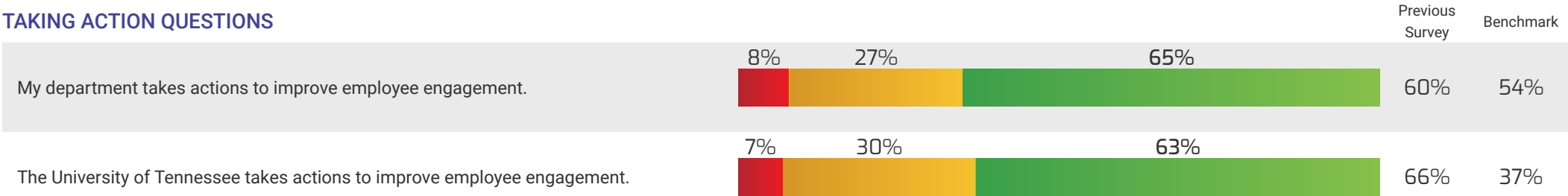


ENGAGEMENT, TAKING ACTION, & TRENDING QUESTIONS

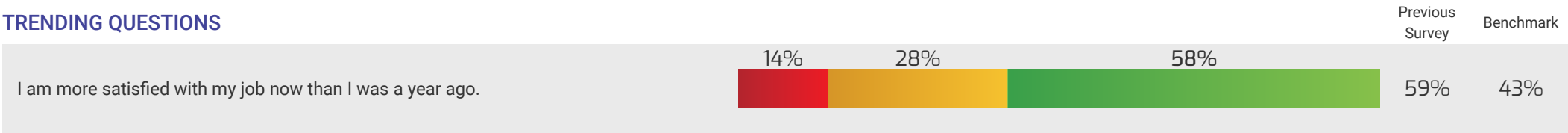
ENGAGEMENT MEASURE QUESTIONS



TAKING ACTION QUESTIONS



TRENDING QUESTIONS



■ Bottom Box
 ■ Middle Box
 ■ Top Box

Overall Results Distribution

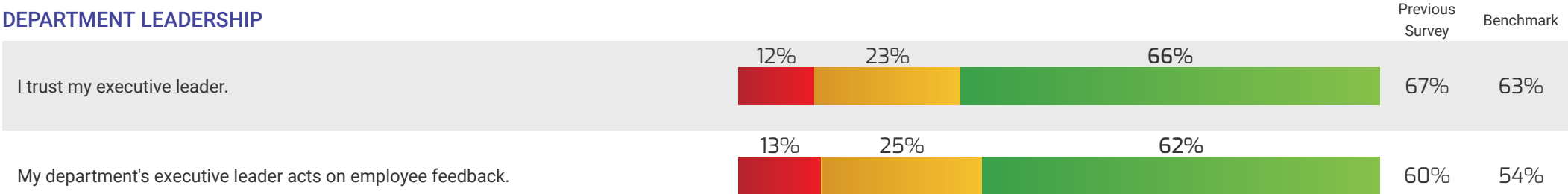
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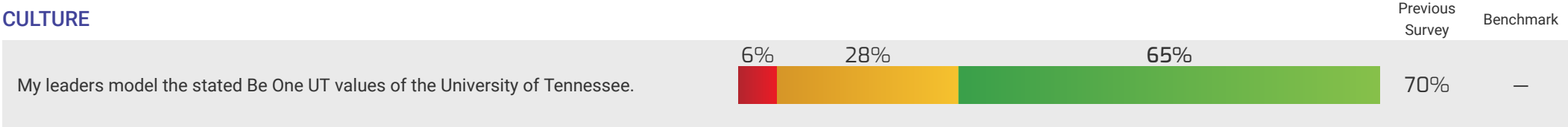


ORGANIZATION DRIVER QUESTIONS

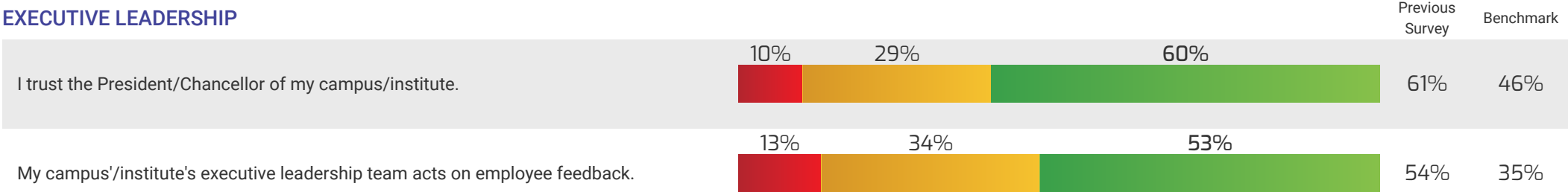
DEPARTMENT LEADERSHIP



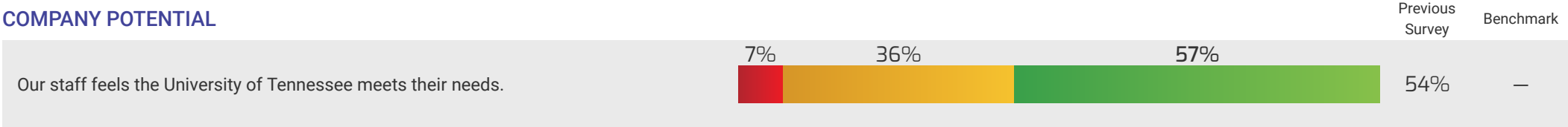
CULTURE



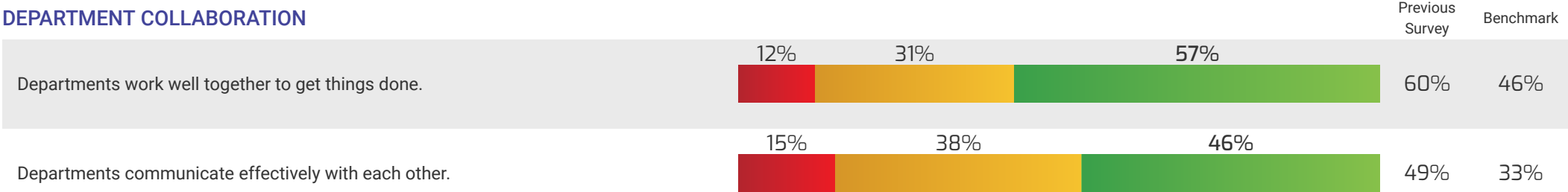
EXECUTIVE LEADERSHIP



COMPANY POTENTIAL



DEPARTMENT COLLABORATION



■ Bottom Box
 ■ Middle Box
 ■ Top Box

Overall Results Distribution

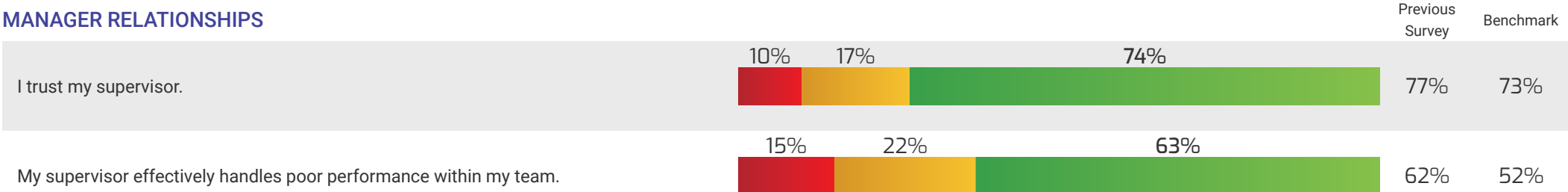
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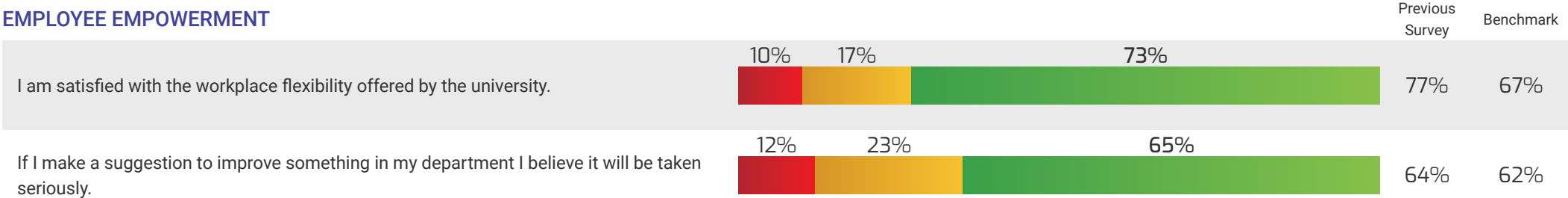


JOB DRIVER QUESTIONS

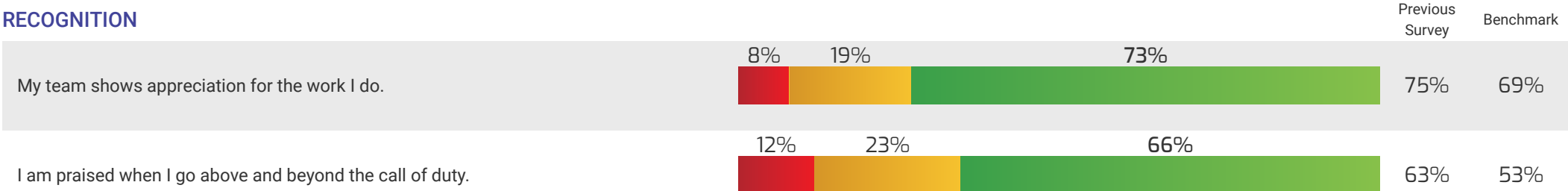
MANAGER RELATIONSHIPS



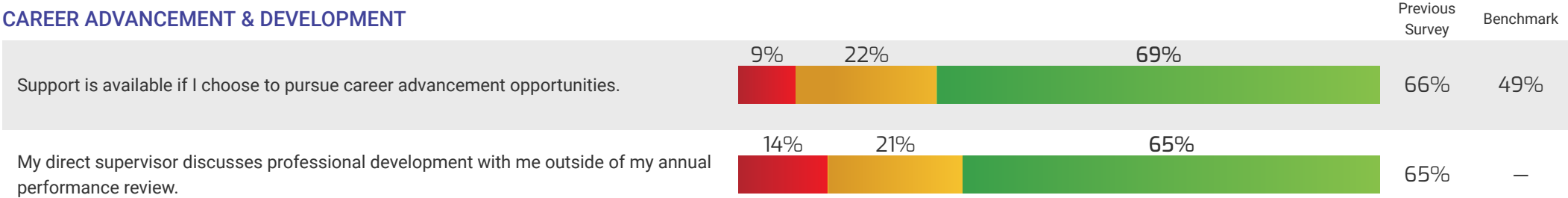
EMPLOYEE EMPOWERMENT



RECOGNITION



CAREER ADVANCEMENT & DEVELOPMENT



■ Bottom Box
 ■ Middle Box
 ■ Top Box

Demographic Filters

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Division

- 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**

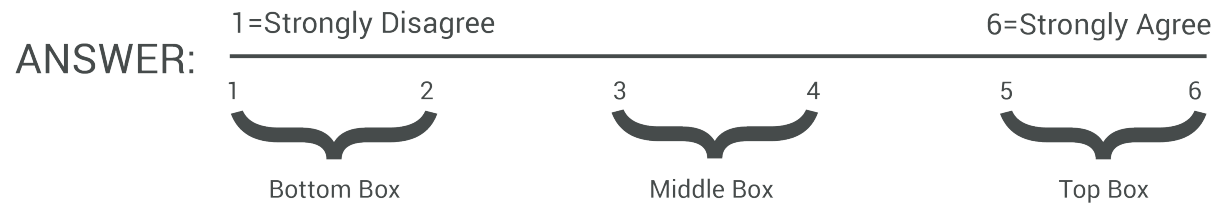
Average response to the engagement measure questions is **less than or equal to 4 = Disengaged**

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.