

Engagement Report

University of Tennessee

HEALTH SCIENCE CENTER (MEMPHIS)

Current period:

Sep 14, 2022 - Oct 6, 2022

of employees: **1564**

of responses: **699**

Response rate: **45%**

Previous period:

Sep 14, 2021 - Oct 6, 2021

McLean & Company Engagement Model

University of Tennessee
Open Date: Sep 14, 2022
Close Date: Oct 6, 2022

of employees: 1564
of responses: 699
Response Rate: 45%



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

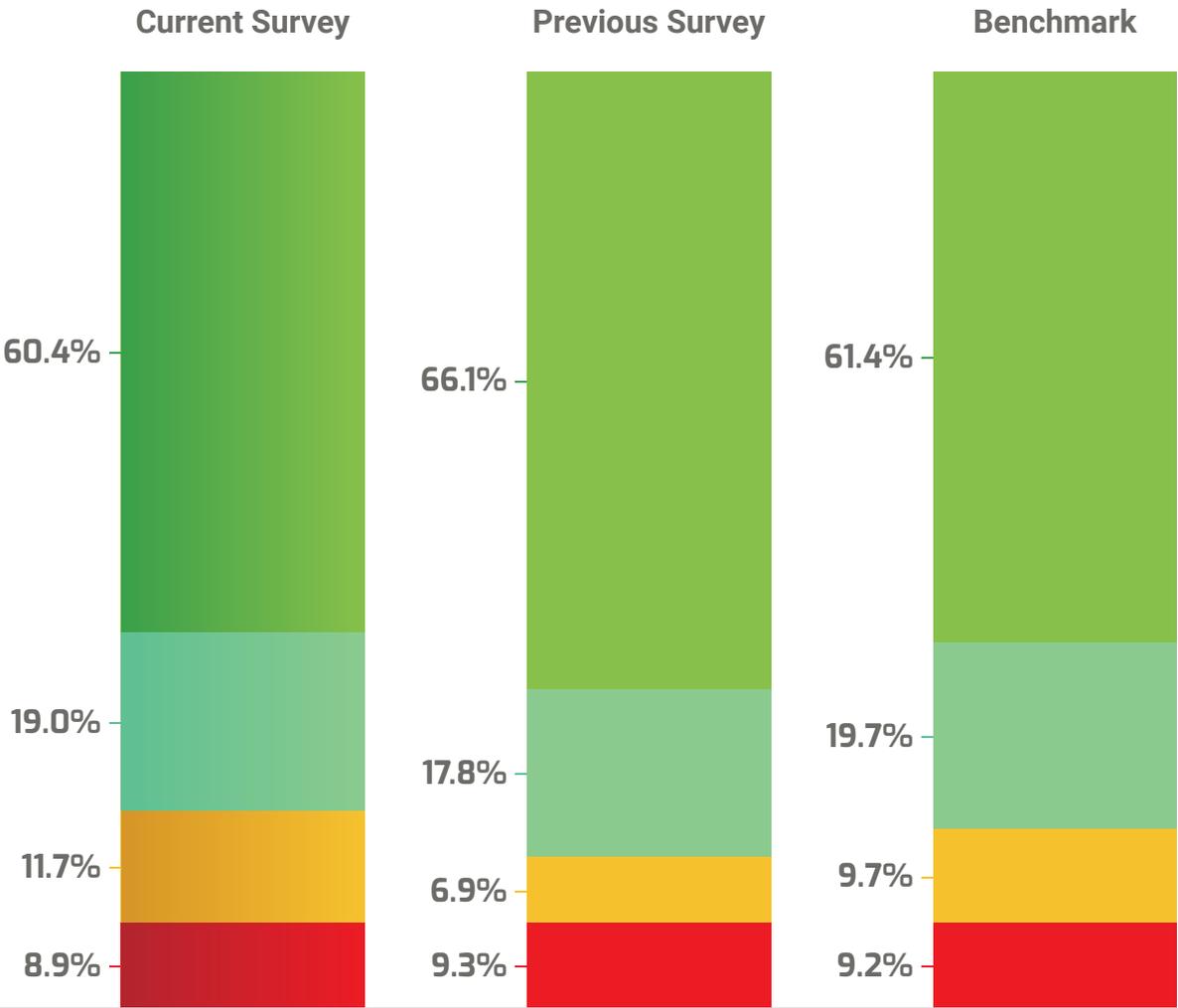
Overall Engagement Results

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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.

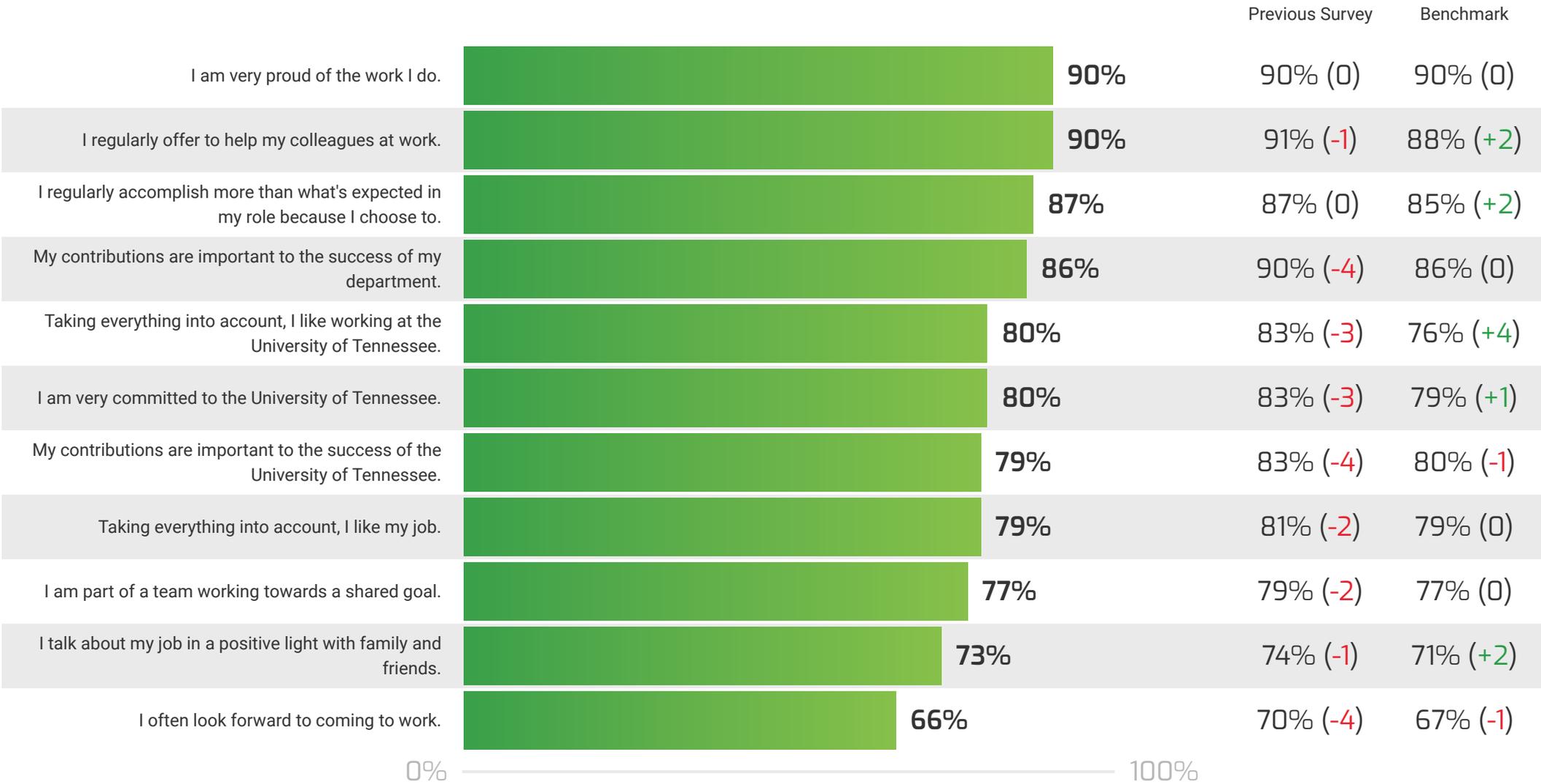
DISENGAGED

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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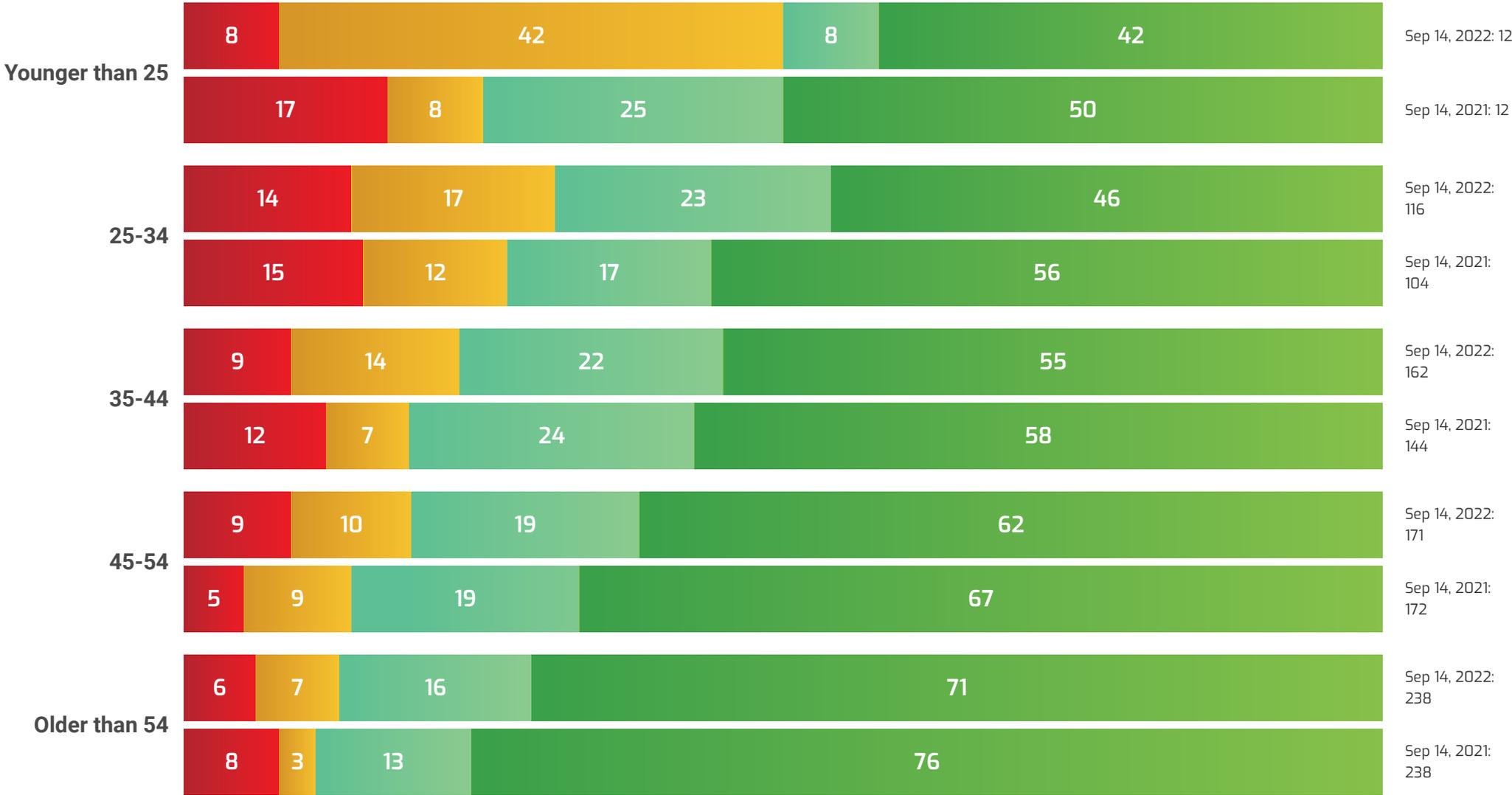


■ < 40% Low Performing
 ■ 40% - 60% Average Performing
 ■ ≥ 60% High Performing

Engagement by Age

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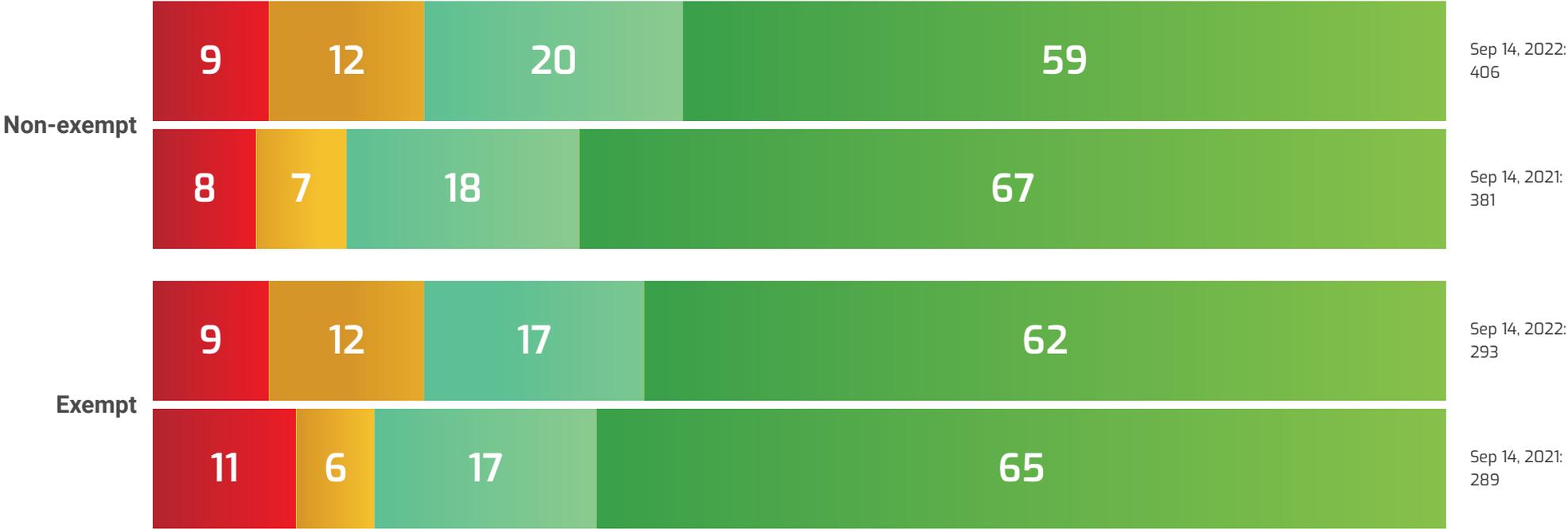
% of Employees

- Disengaged
- Indifferent
- Almost Engaged
- Engaged

Engagement by Employee Subgroup

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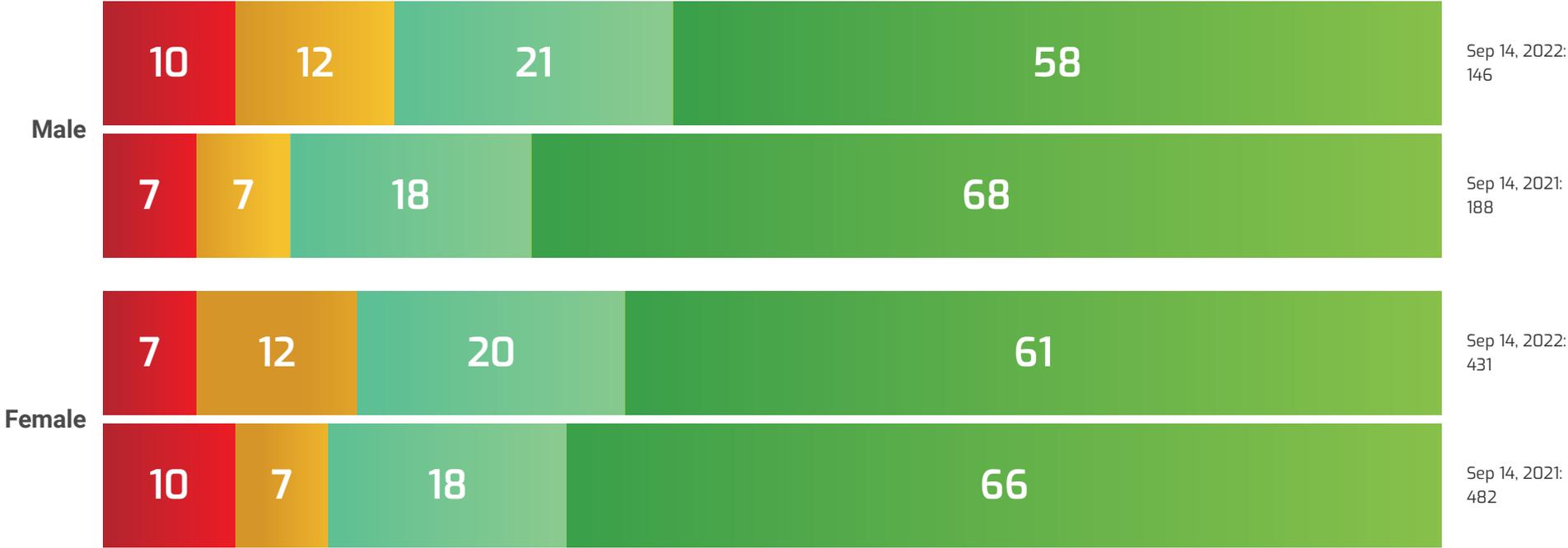
% of Employees

- Disengaged
- Indifferent
- Almost Engaged
- Engaged

Engagement by Gender

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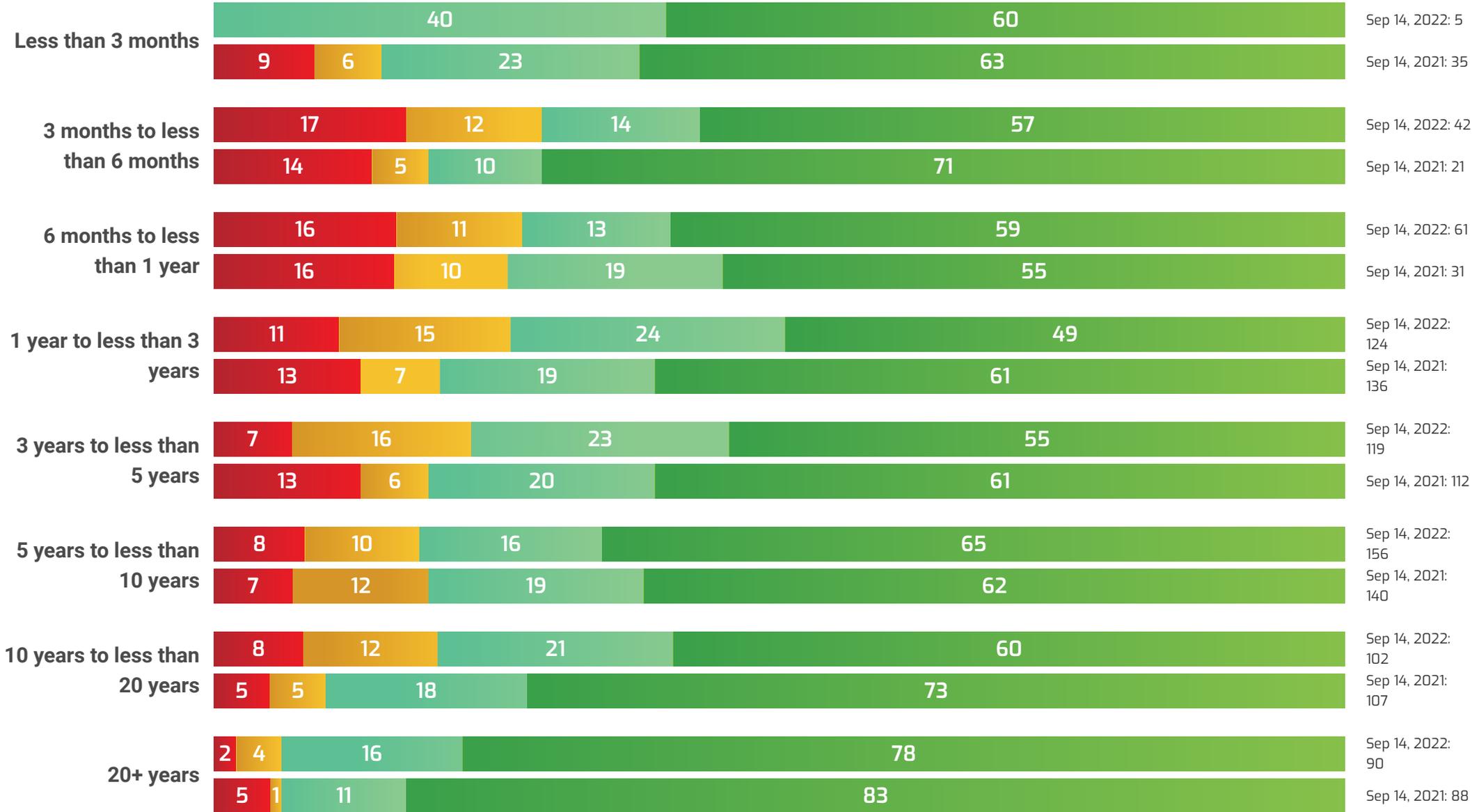
% of Employees

■ Disengaged
 ■ Indifferent
 ■ Almost Engaged
 ■ Engaged

Engagement by Tenure

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

McLean Employee Experience Score

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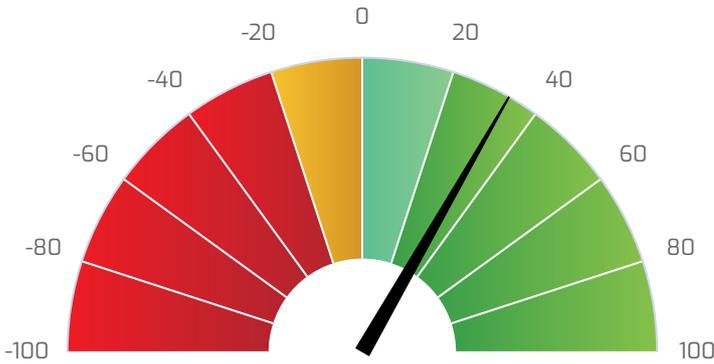
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EMPLOYEE EXPERIENCE

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

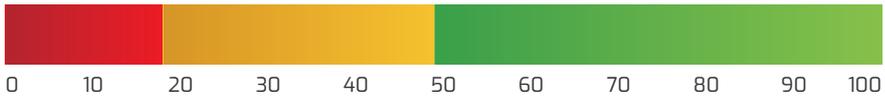
33.2

AVERAGE RESPONSE
8

PREVIOUS SCORE
39.2

BENCHMARK
11.3

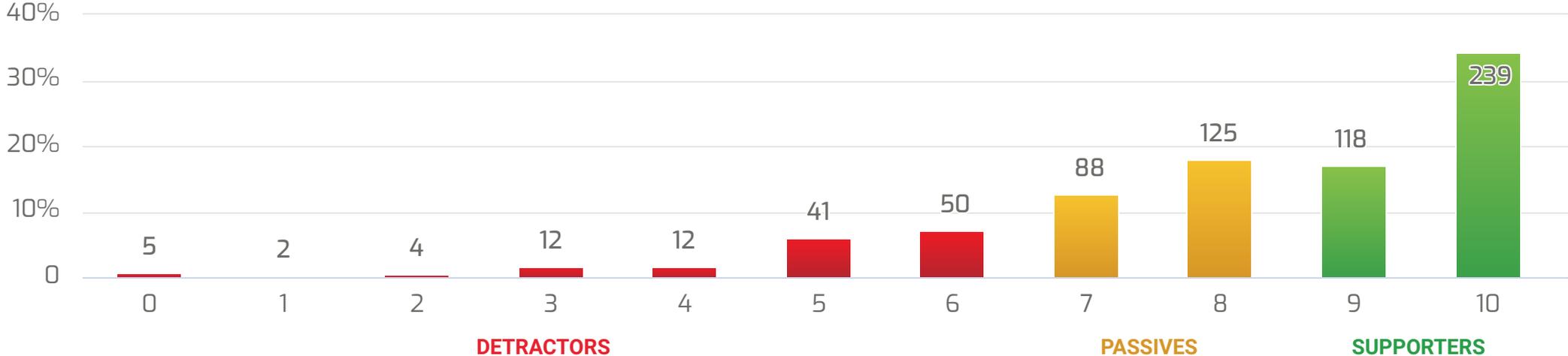
SCORE BREAKDOWN



DETRACTORS: 18.1% **PASSIVES: 30.6%** **SUPPORTERS: 51.3%**
Answered 0-6 Answered 7-8 Answered 9-10

PREVIOUS SURVEY
14.9% **30.9%** **54.1%**

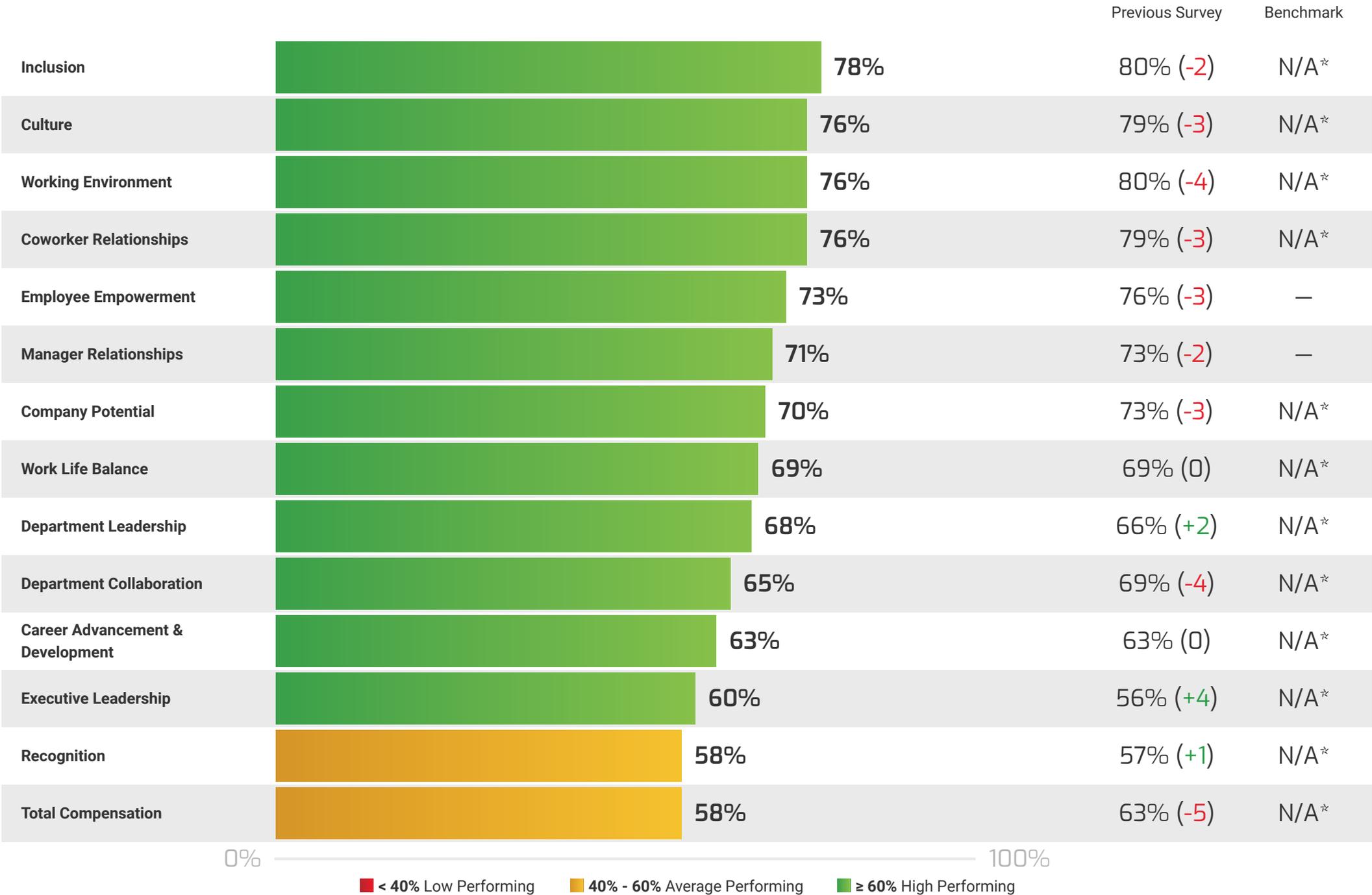
RESPONSE DISTRIBUTION



Driver Results

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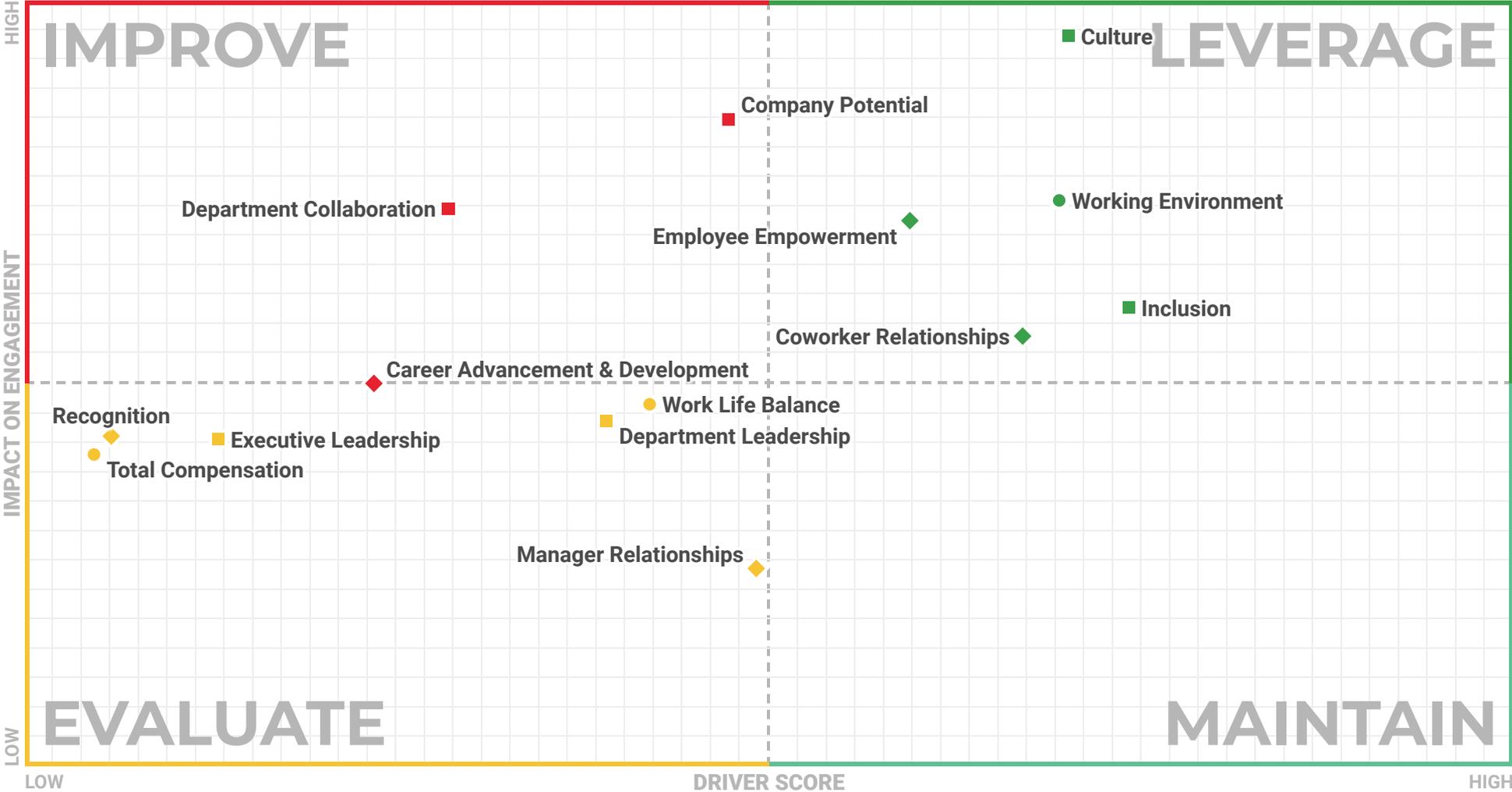


* See appendix for an explanation of the Benchmark.

Priority Matrix

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Previous Survey Improve Drivers

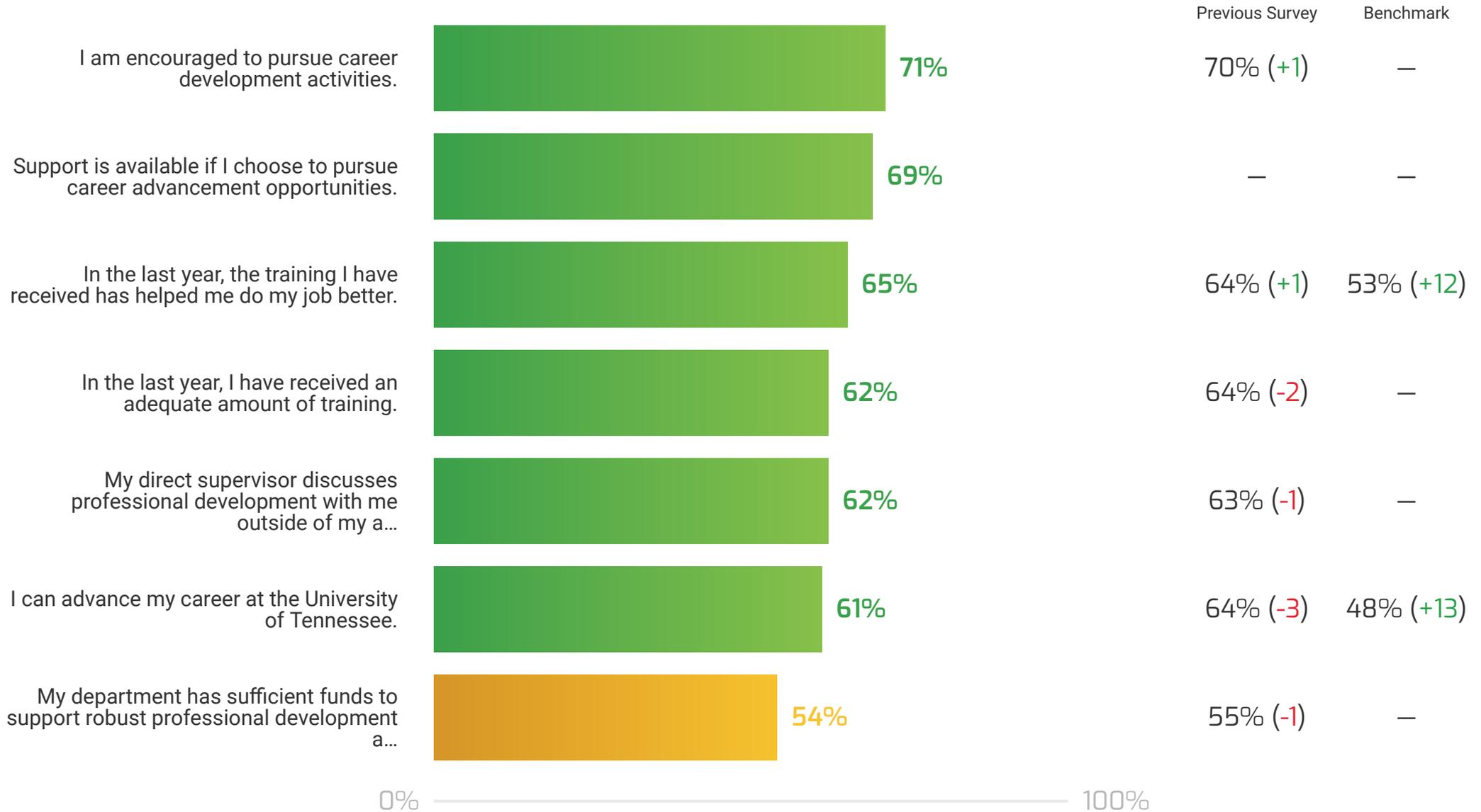
- ◆ Career Advancement & Development
- Department Collaboration
- Work Life Balance
- ◆ Job Driver
- Organizational Driver
- Retention Driver

DRIVER: Career Advancement & Development

OVERALL DRIVER AVERAGE SCORE: **63%**

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0% ————— 100%

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IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

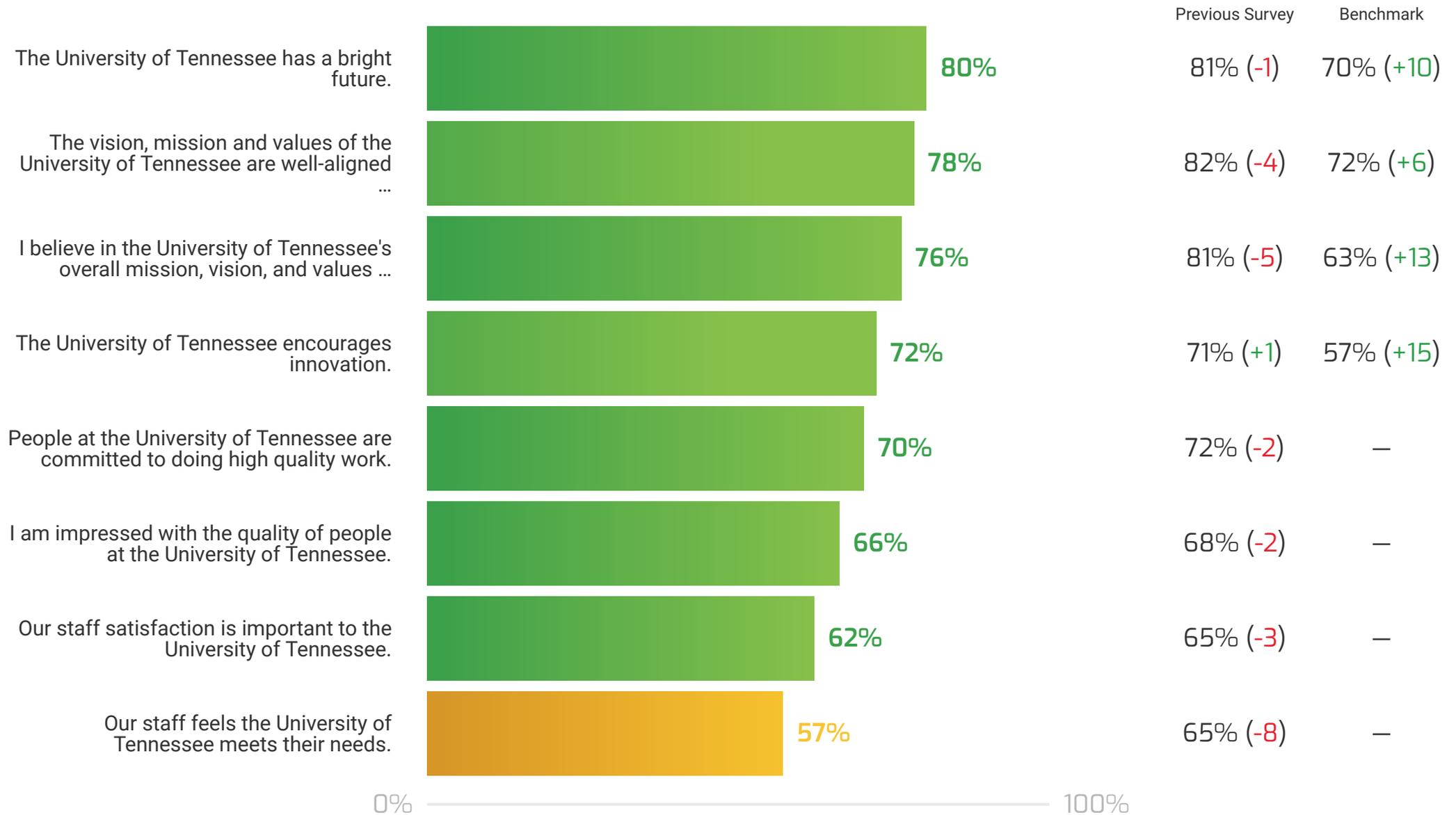
DRIVER: Company Potential

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OVERALL DRIVER AVERAGE SCORE: **70%**



0% ————— 100%

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IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

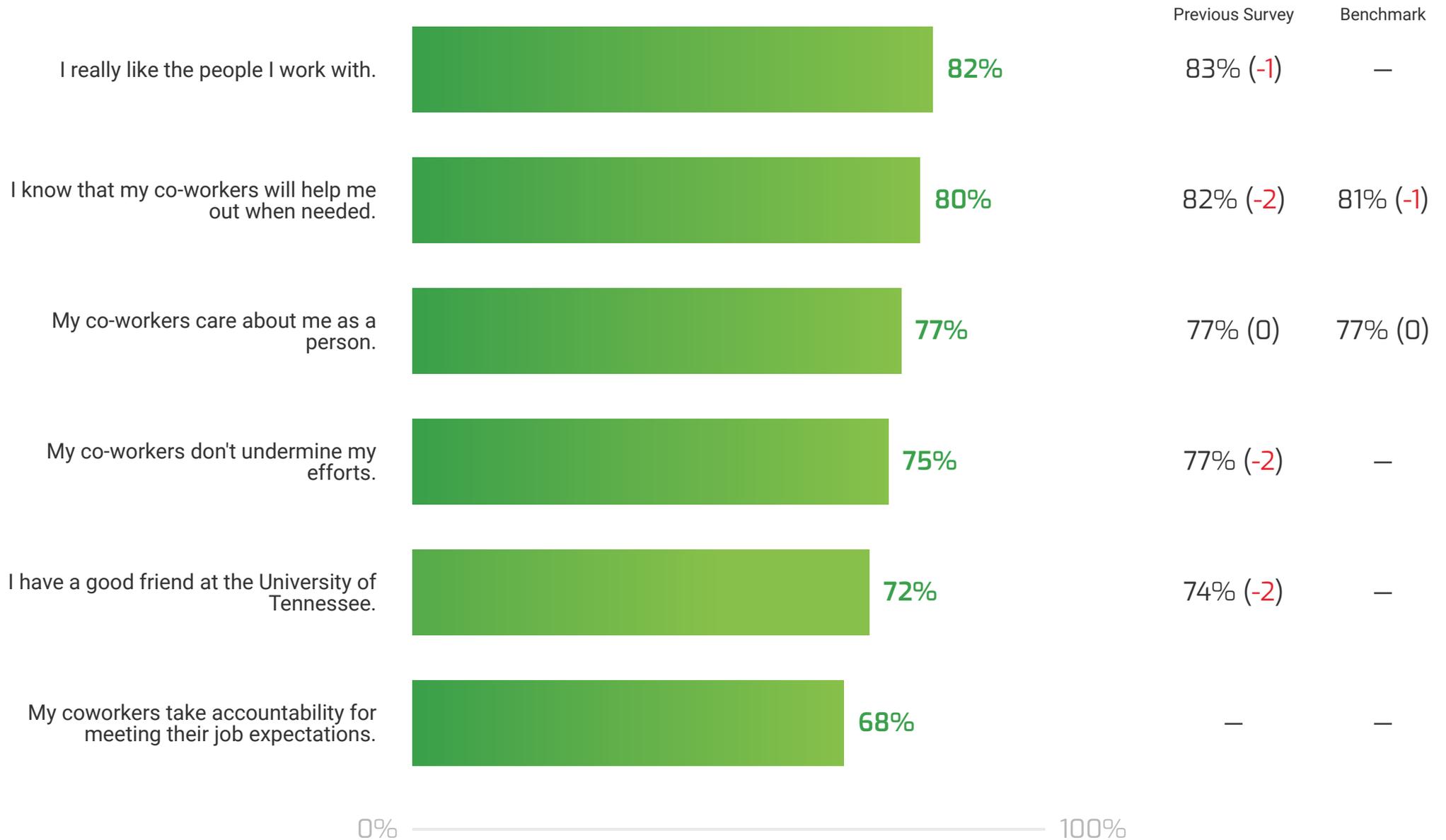
DRIVER: Coworker Relationships

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OVERALL DRIVER AVERAGE SCORE: **76%**



0% ————— 100%

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IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

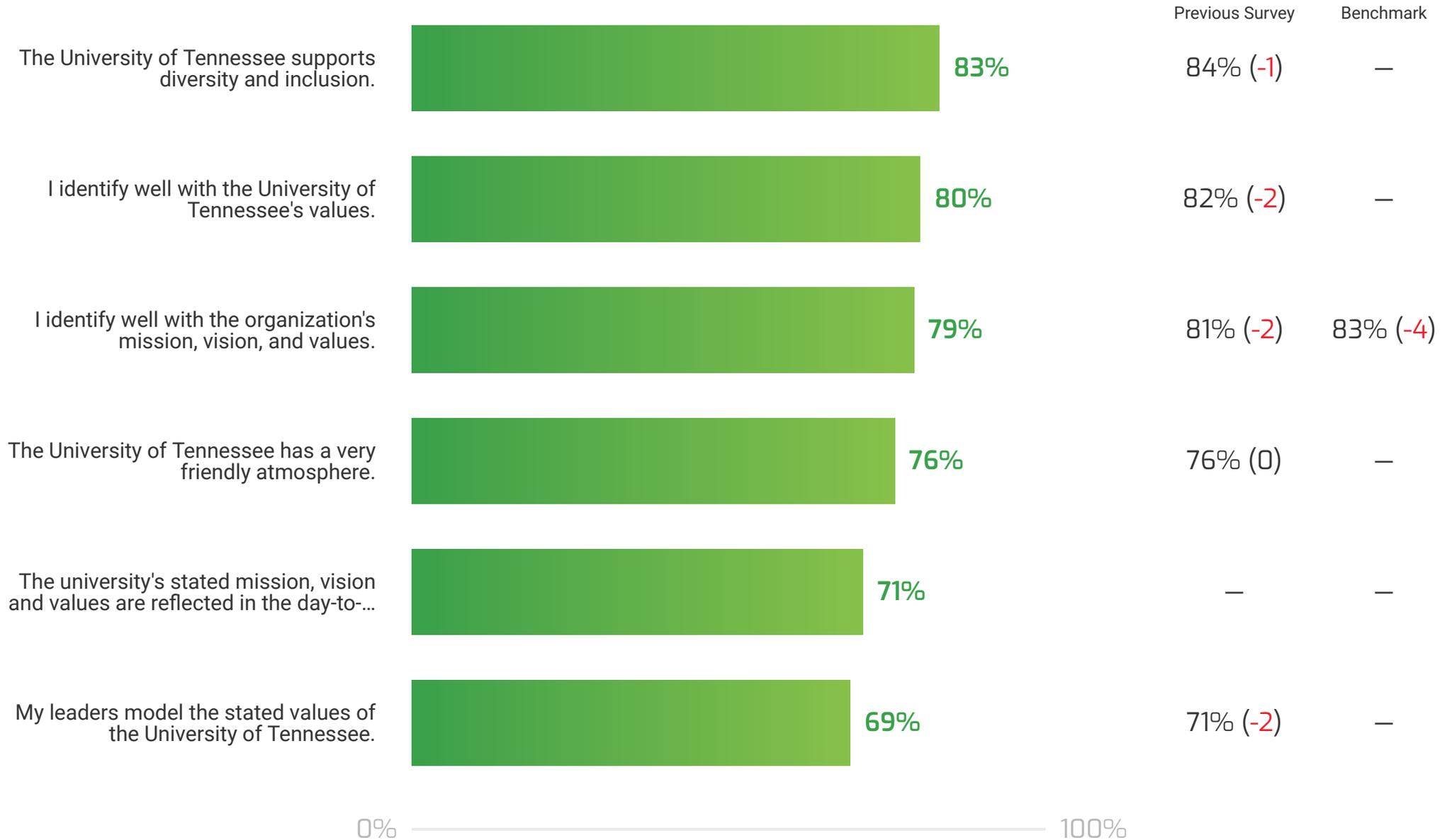
DRIVER: Culture

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IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

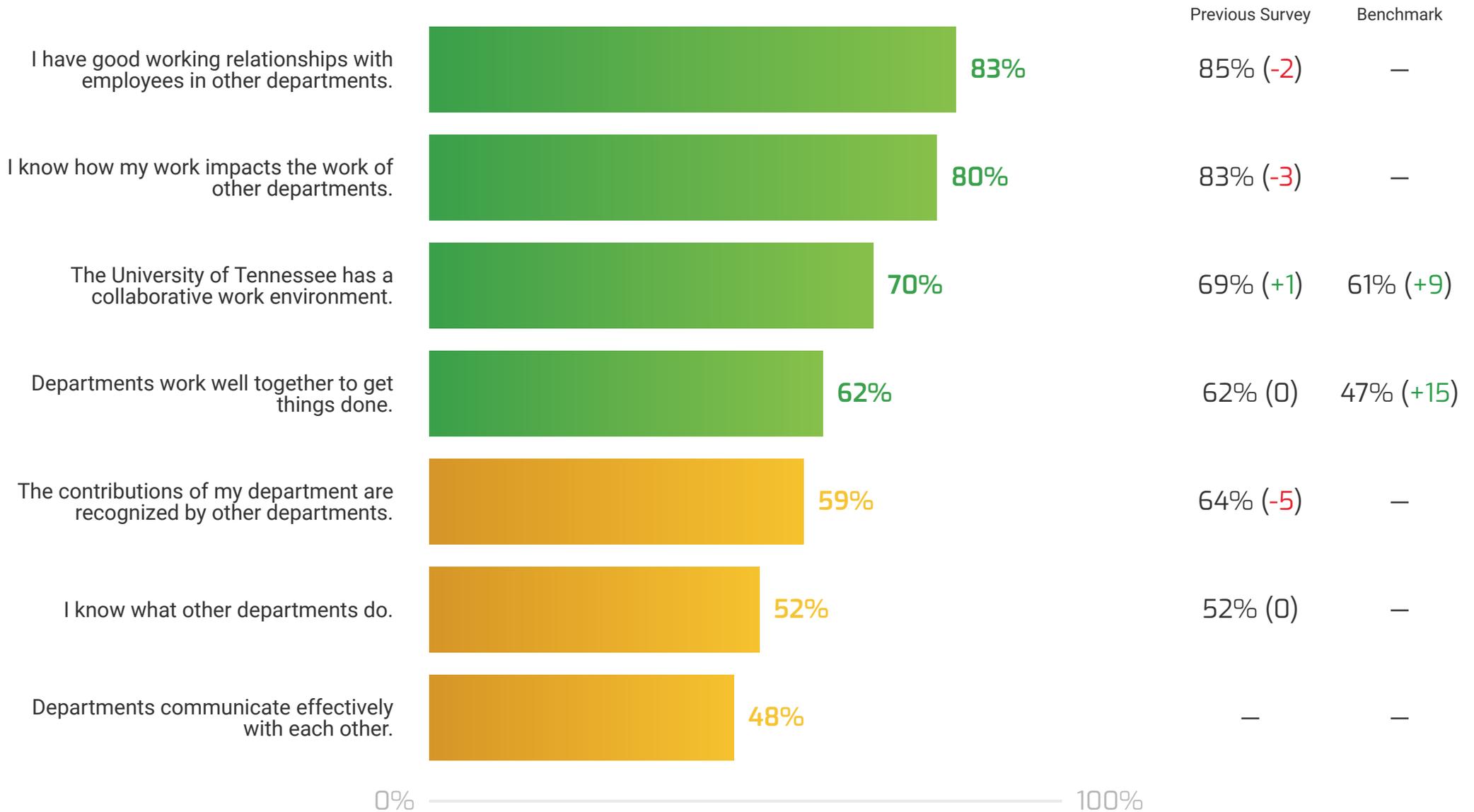
DRIVER: Department Collaboration

University of Tennessee
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OVERALL DRIVER AVERAGE SCORE: **65%**



0% ————— 100%

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IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

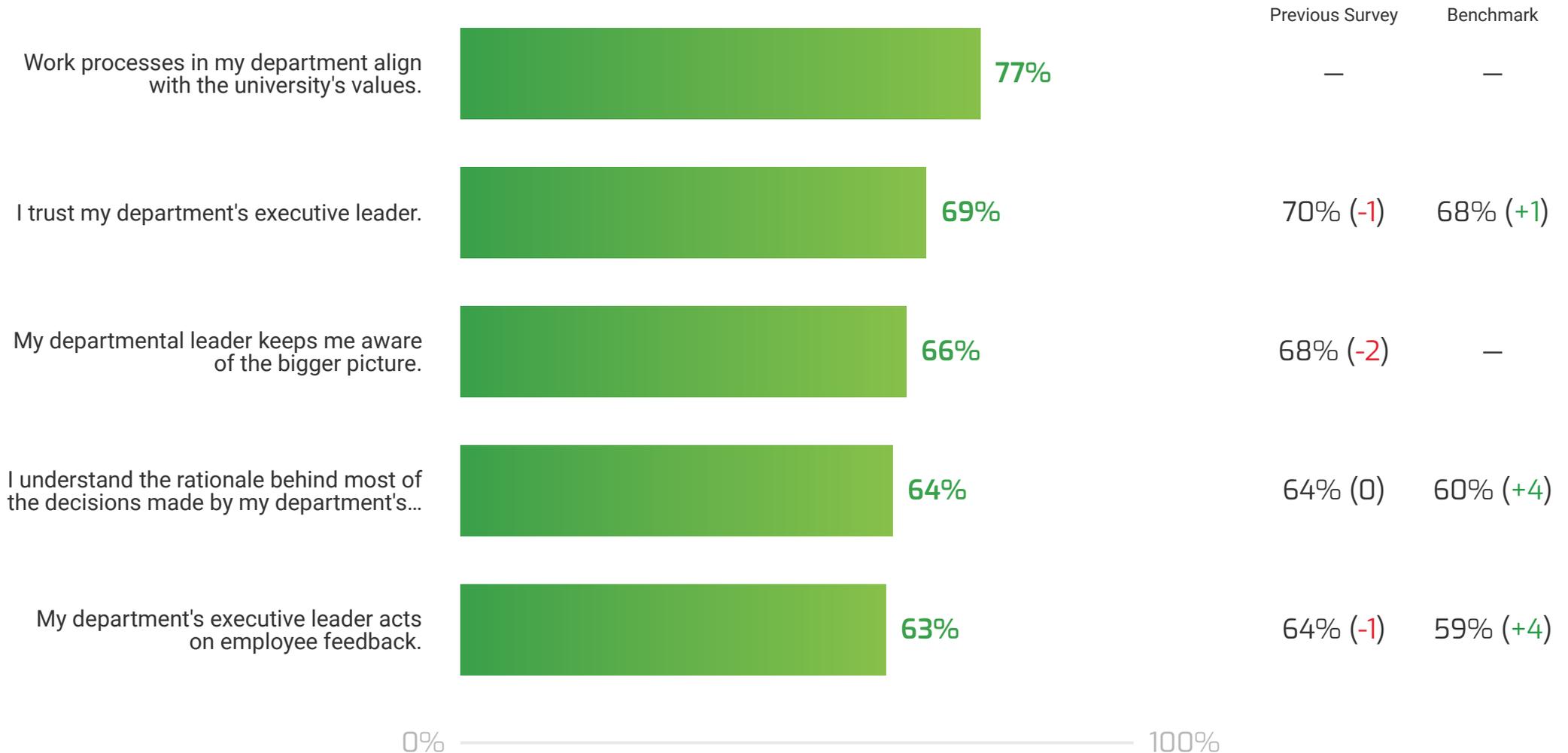
DRIVER: Department Leadership

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OVERALL DRIVER AVERAGE SCORE: **68%**



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

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

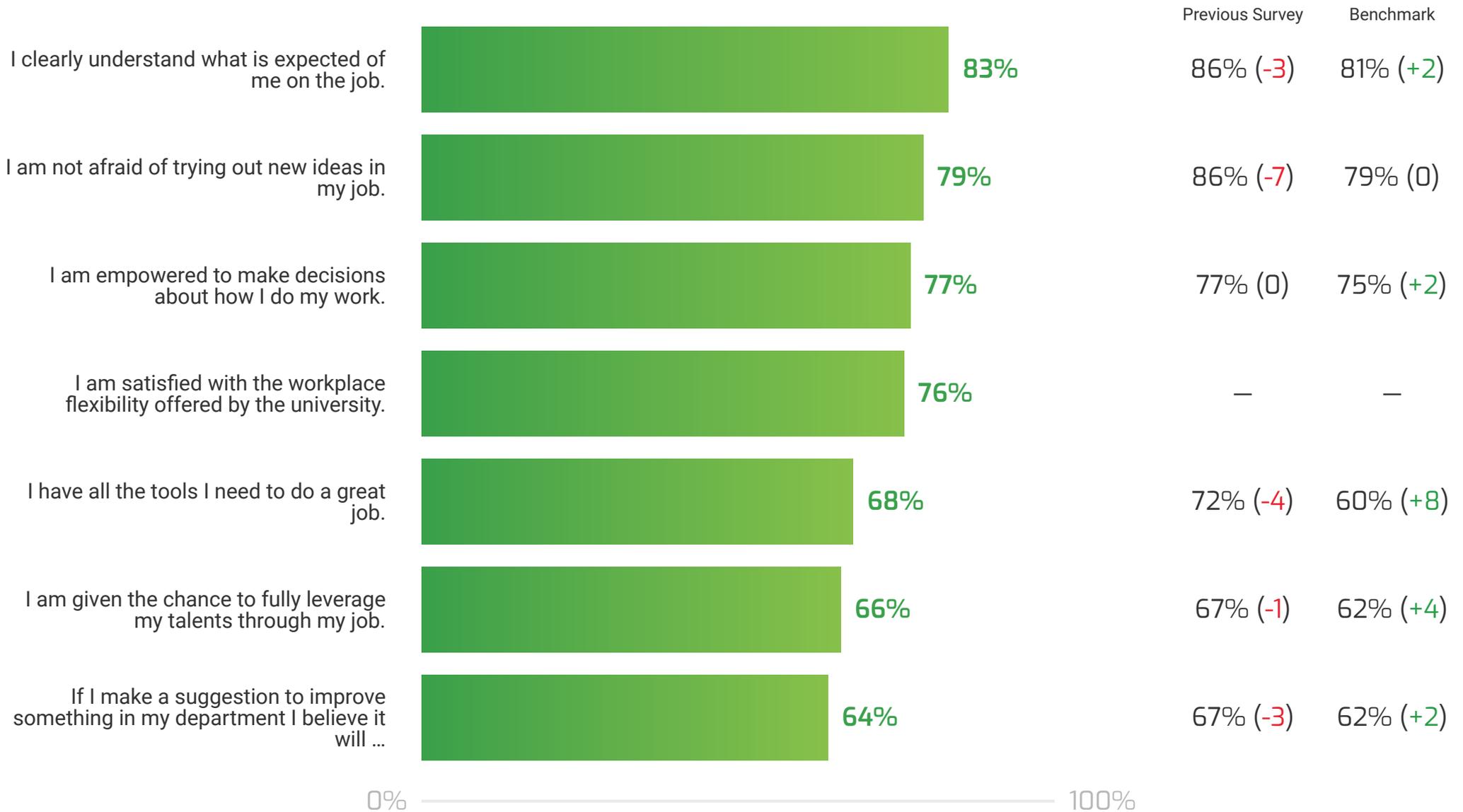
DRIVER: Employee Empowerment

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OVERALL DRIVER AVERAGE SCORE: **73%**



0% ————— 100%

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IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

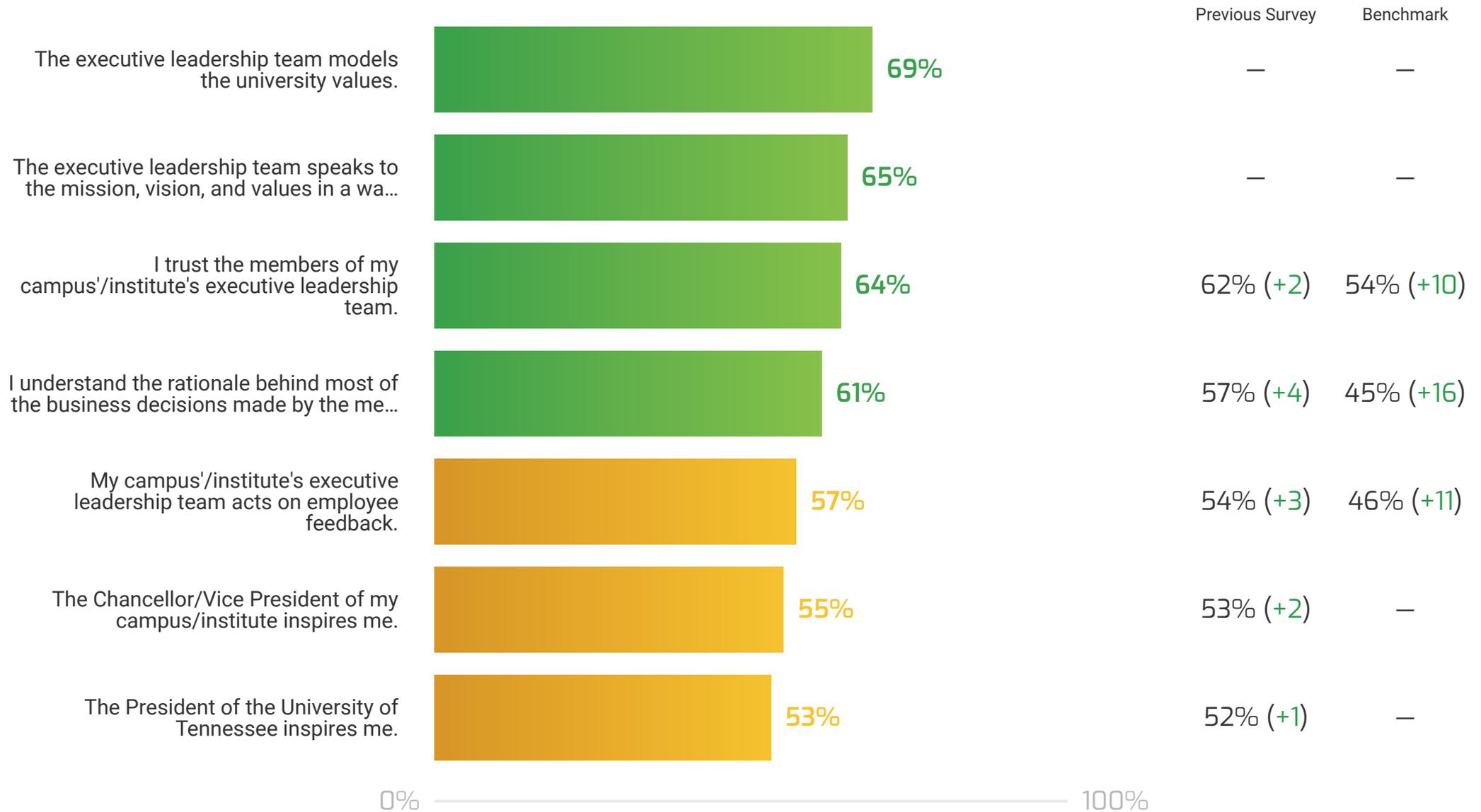
DRIVER: Executive Leadership

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OVERALL DRIVER AVERAGE SCORE: **60%**



0% ————— 100%

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IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

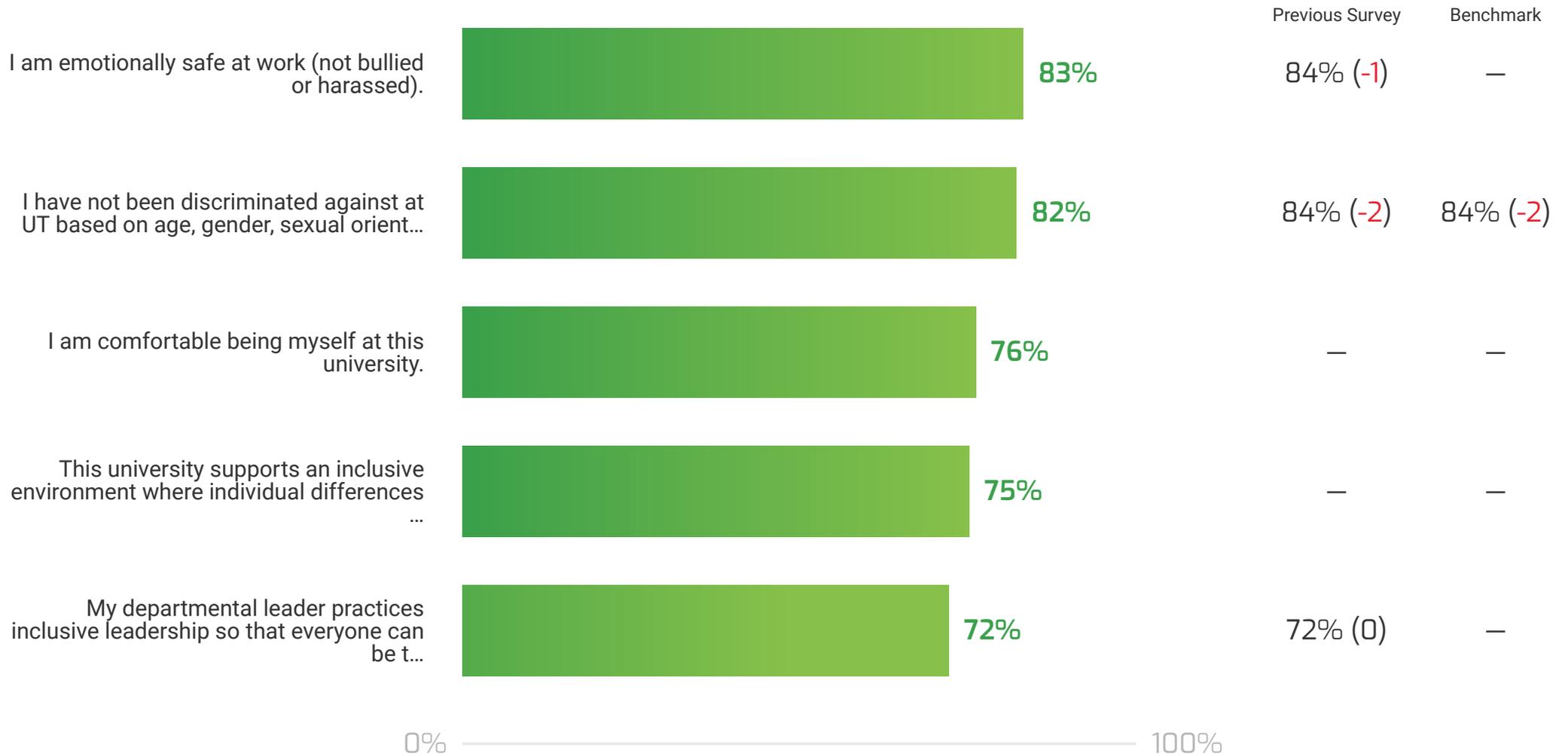
DRIVER: Inclusion

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OVERALL DRIVER AVERAGE SCORE: **78%**



■ < 40% Low Performing
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 ■ ≥ 60% High Performing

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

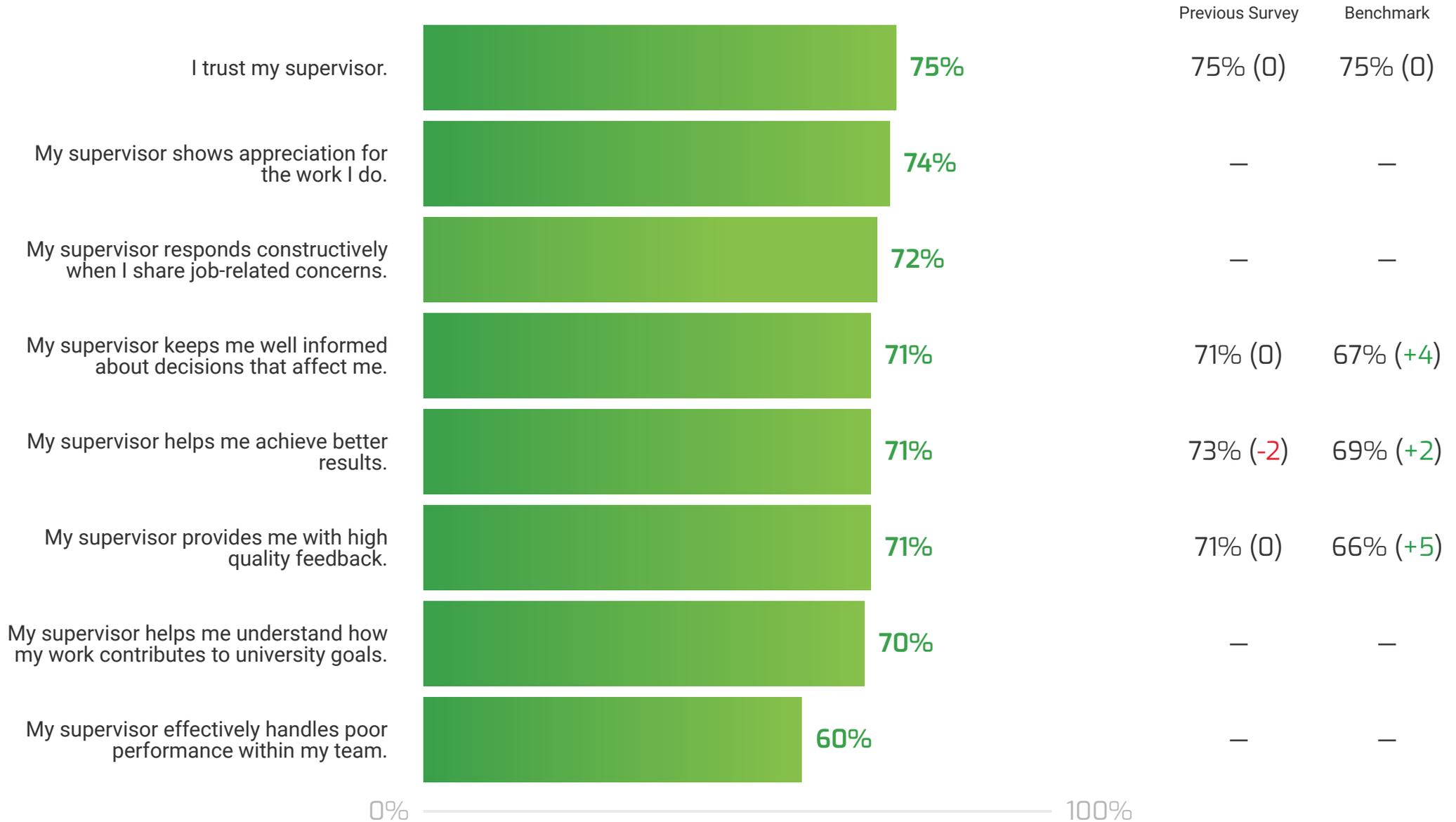
DRIVER: Manager Relationships

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 Response Rate: 45%



OVERALL DRIVER AVERAGE SCORE: **71%**



0% ————— 100%

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IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

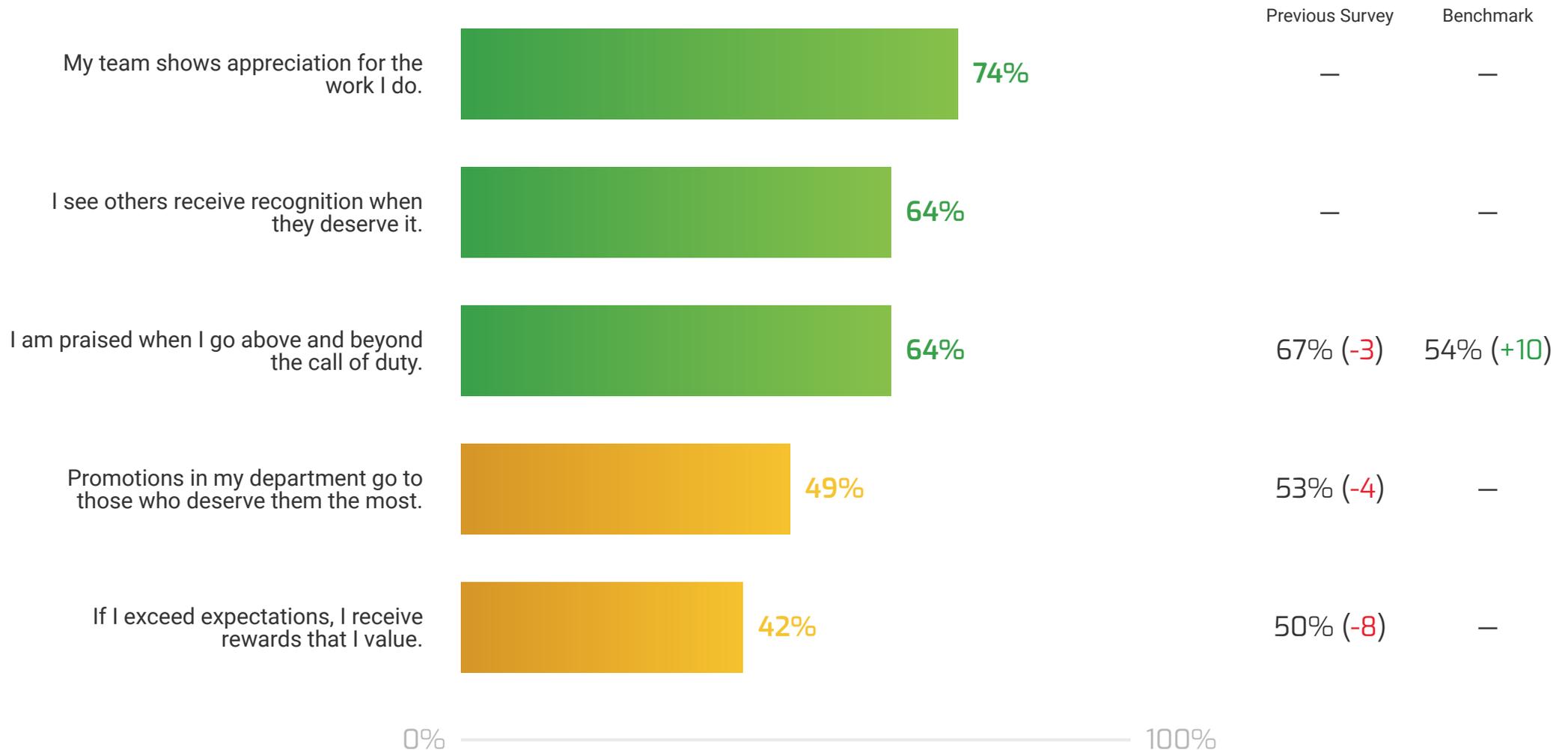
DRIVER: Recognition

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OVERALL DRIVER AVERAGE SCORE: **58%**



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IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

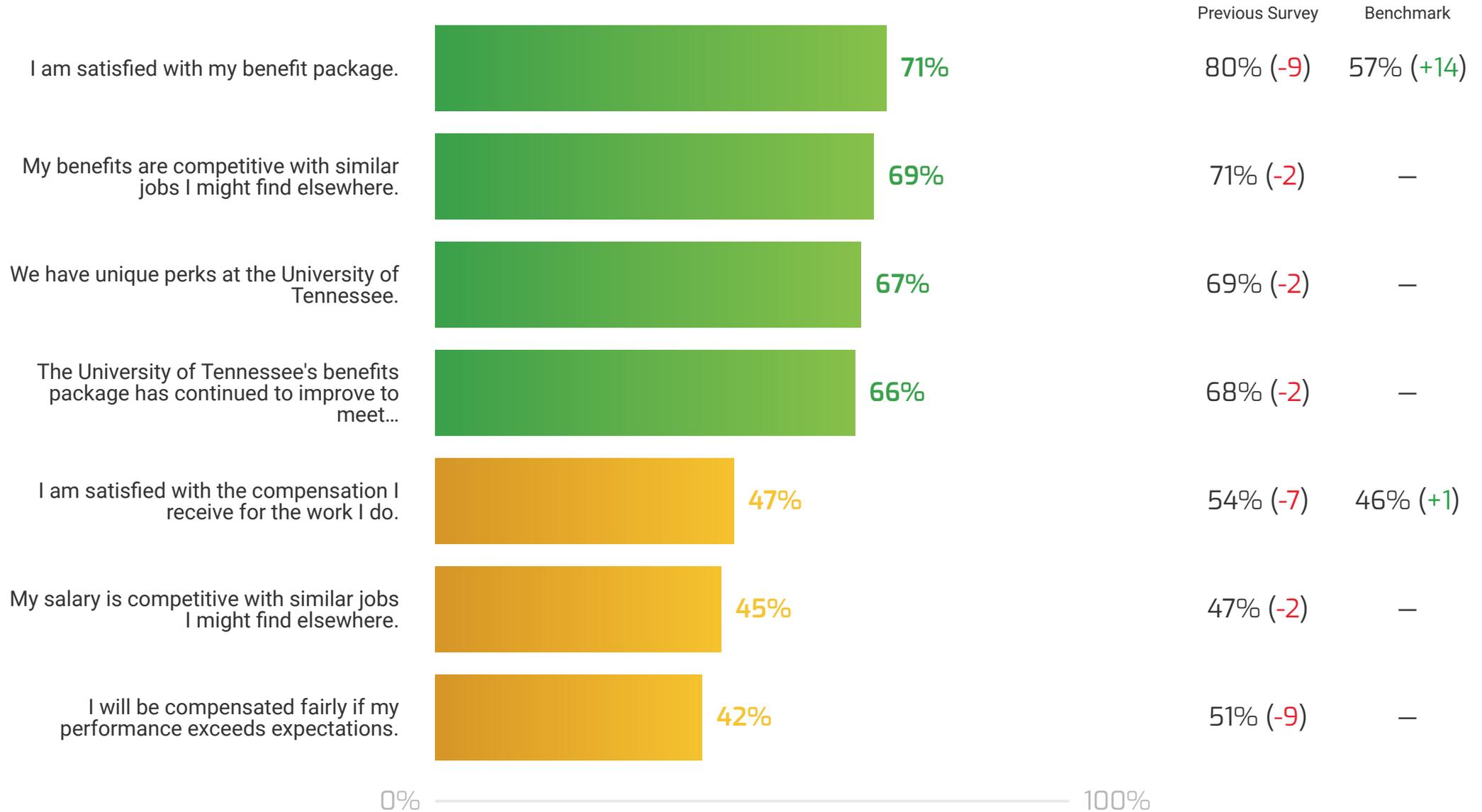
DRIVER: Total Compensation

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OVERALL DRIVER AVERAGE SCORE: **58%**



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IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

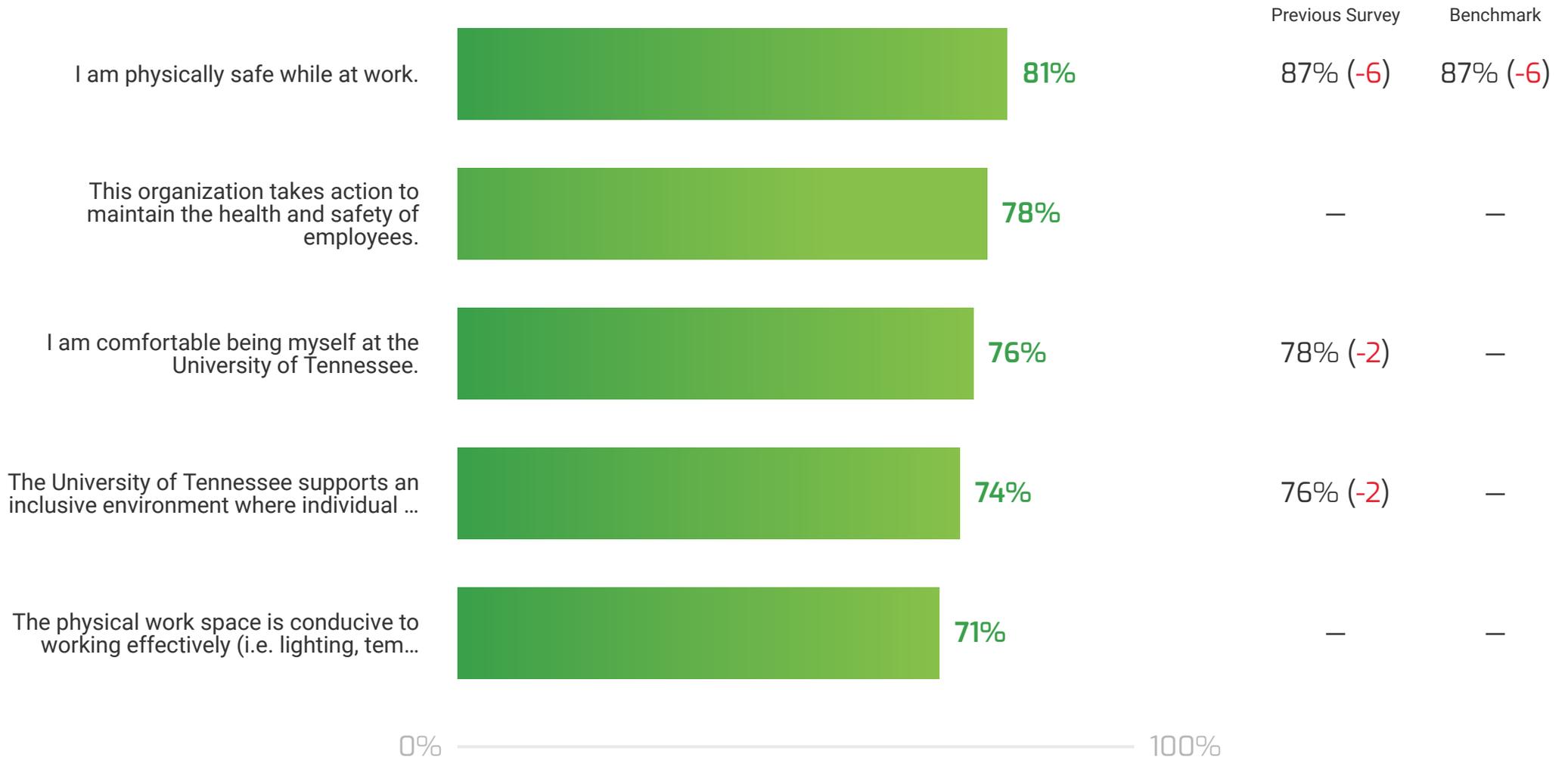
DRIVER: Working Environment

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OVERALL DRIVER AVERAGE SCORE: **76%**



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IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

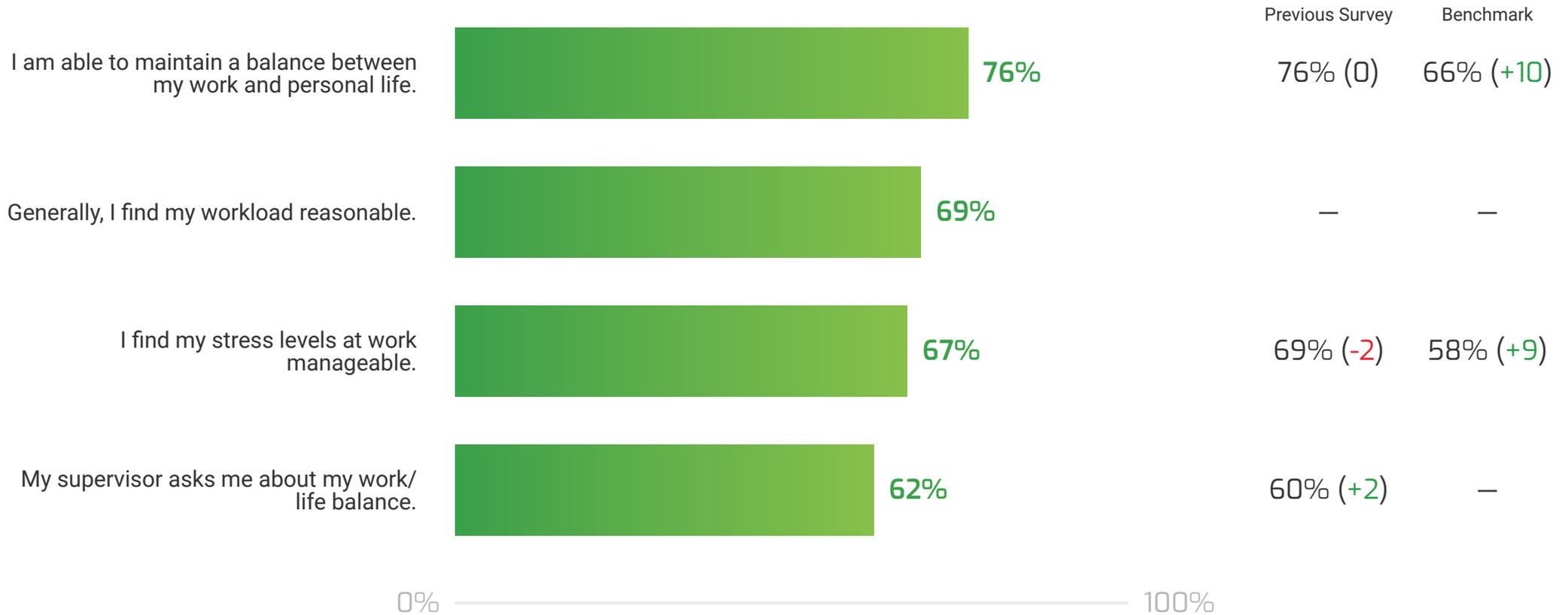
DRIVER: Work Life Balance

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OVERALL DRIVER AVERAGE SCORE: **69%**



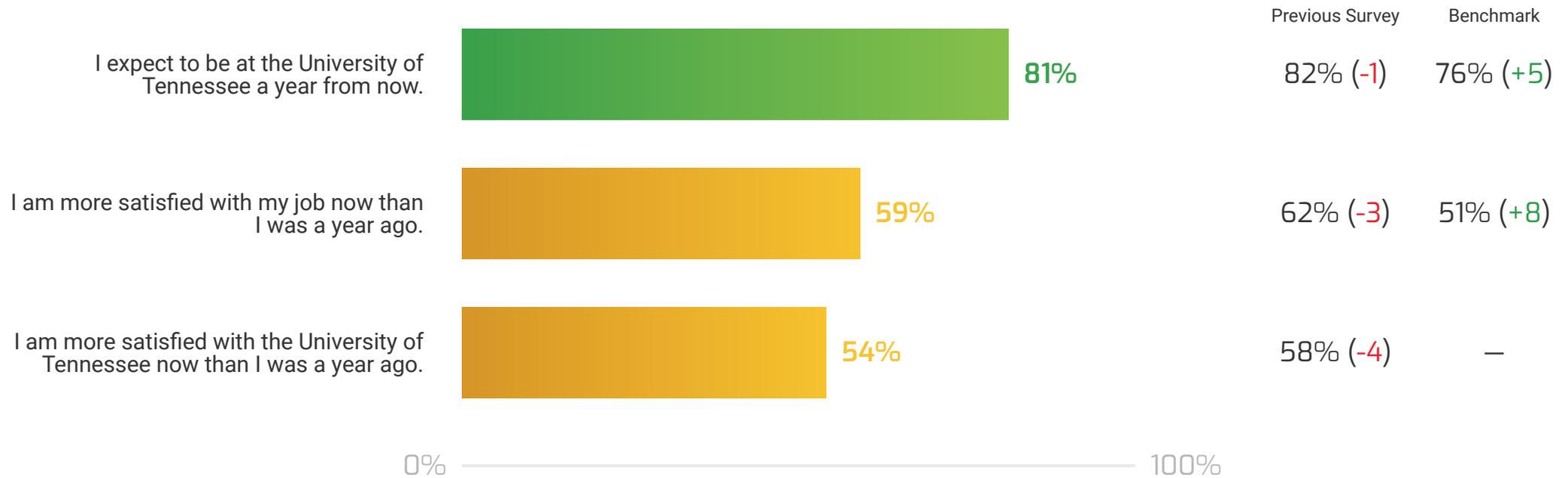
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EVALUATE	MAINTAIN

Trending Questions

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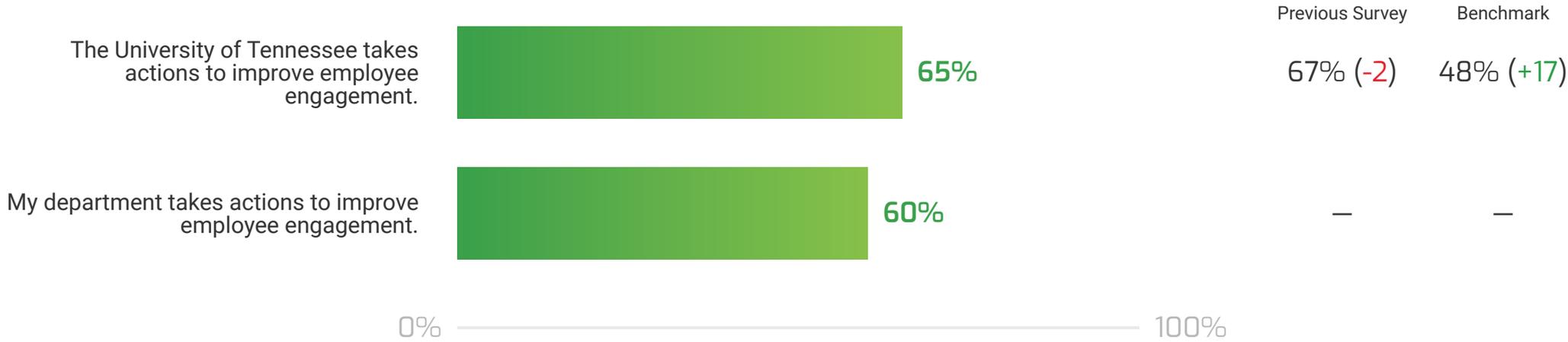


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Taking Action Questions

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Overall Results Distribution

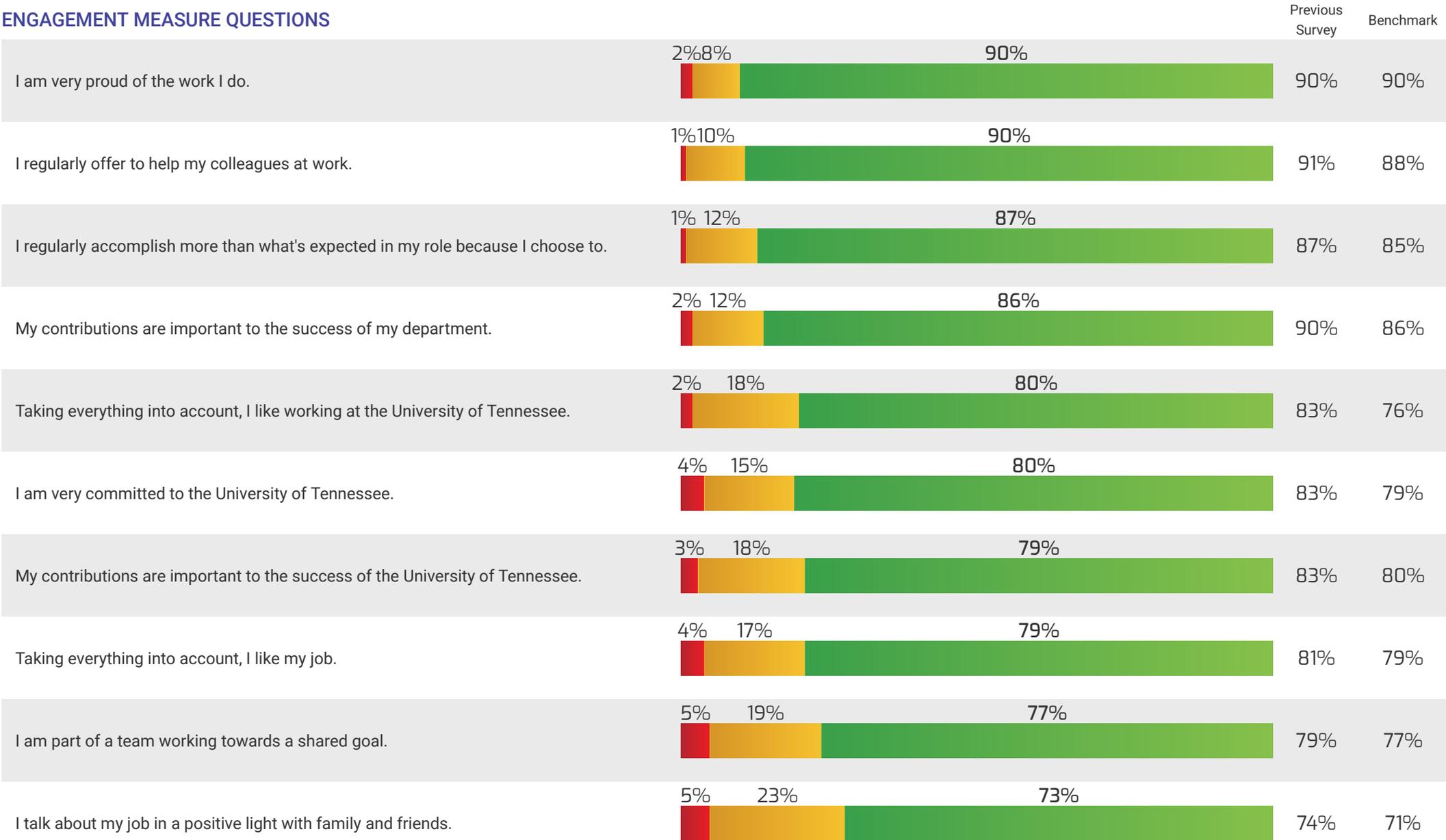
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ENGAGEMENT, TAKING ACTION, & TRENDING QUESTIONS

ENGAGEMENT MEASURE QUESTIONS



■ Bottom Box
 ■ Middle Box
 ■ Top Box

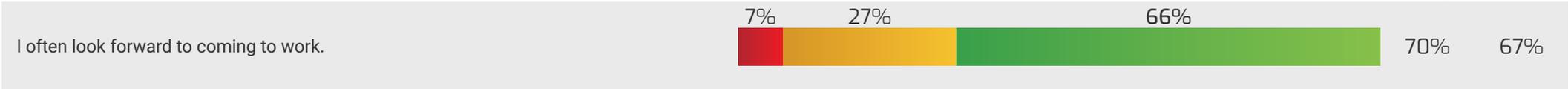
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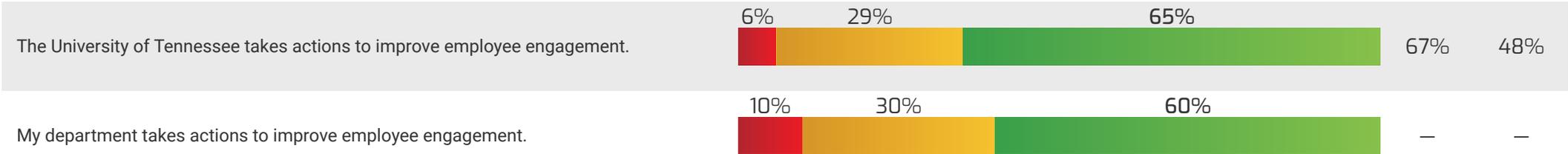
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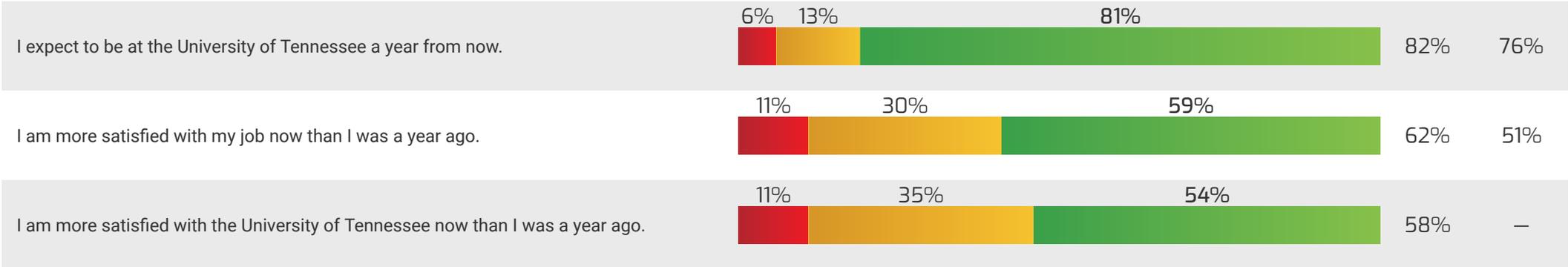
ENGAGEMENT MEASURE QUESTIONS



TAKING ACTION QUESTIONS



TRENDING QUESTIONS



■ Bottom Box
 ■ Middle Box
 ■ Top Box

Overall Results Distribution

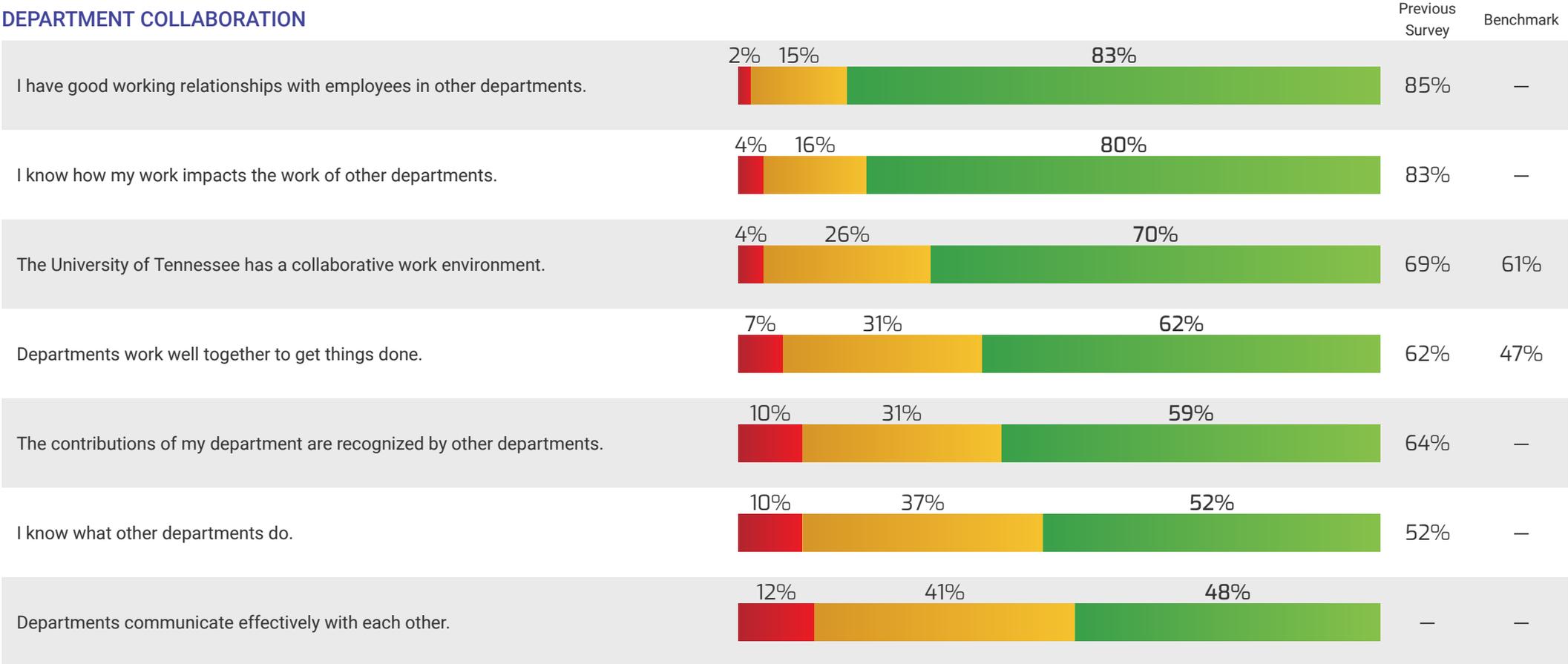
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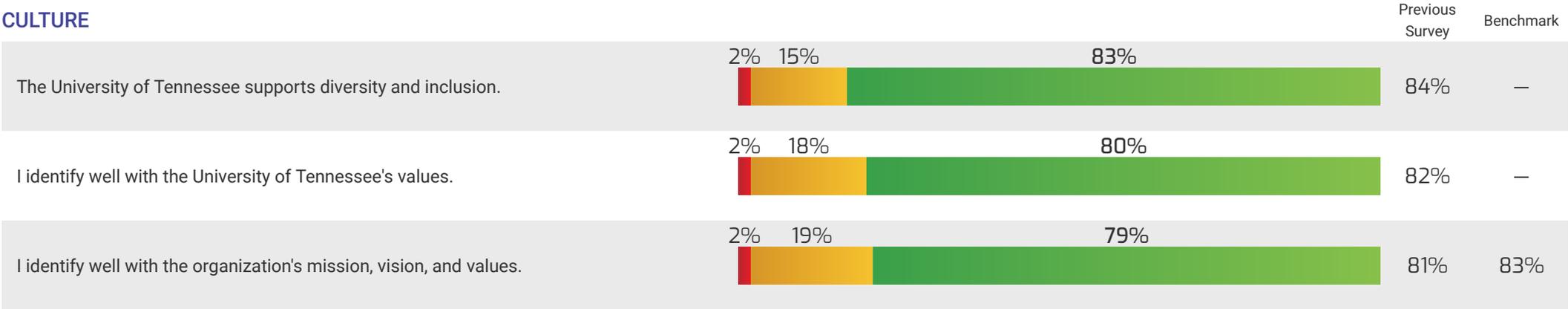


ORGANIZATION DRIVER QUESTIONS

DEPARTMENT COLLABORATION



CULTURE



■ Bottom Box
 ■ Middle Box
 ■ Top Box

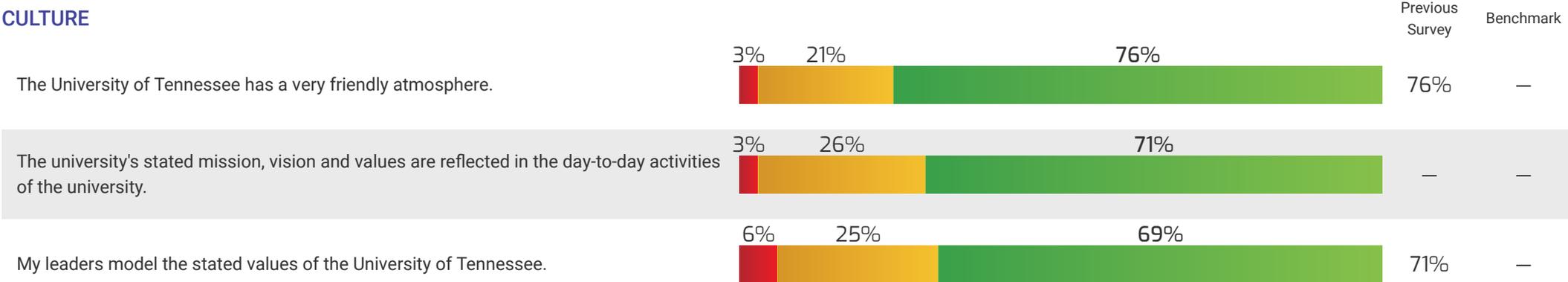
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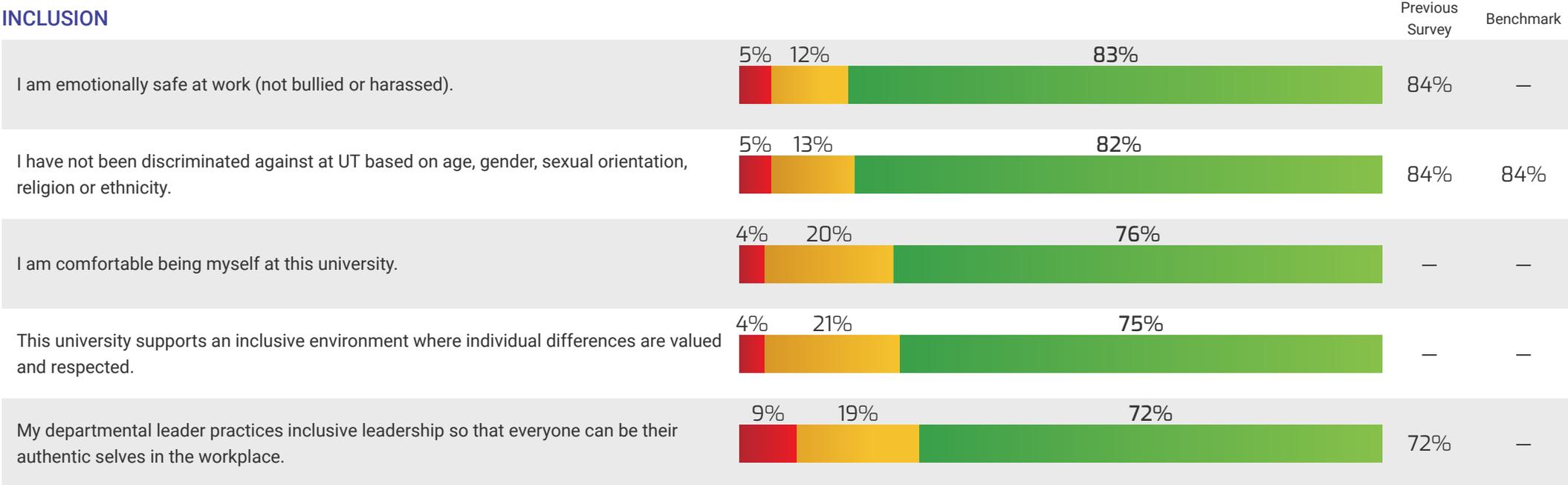
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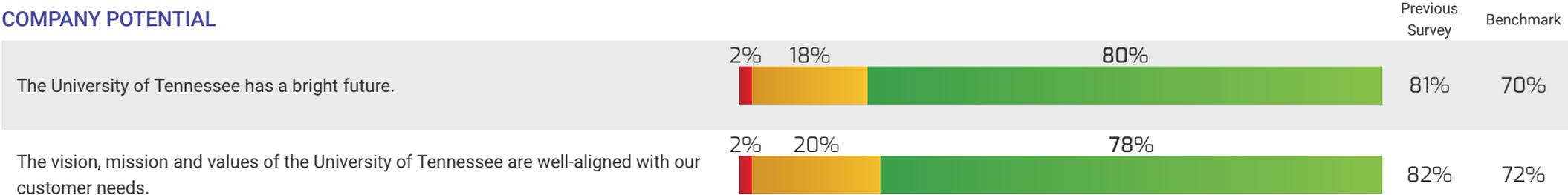
CULTURE



INCLUSION



COMPANY POTENTIAL



■ Bottom Box
 ■ Middle Box
 ■ Top Box

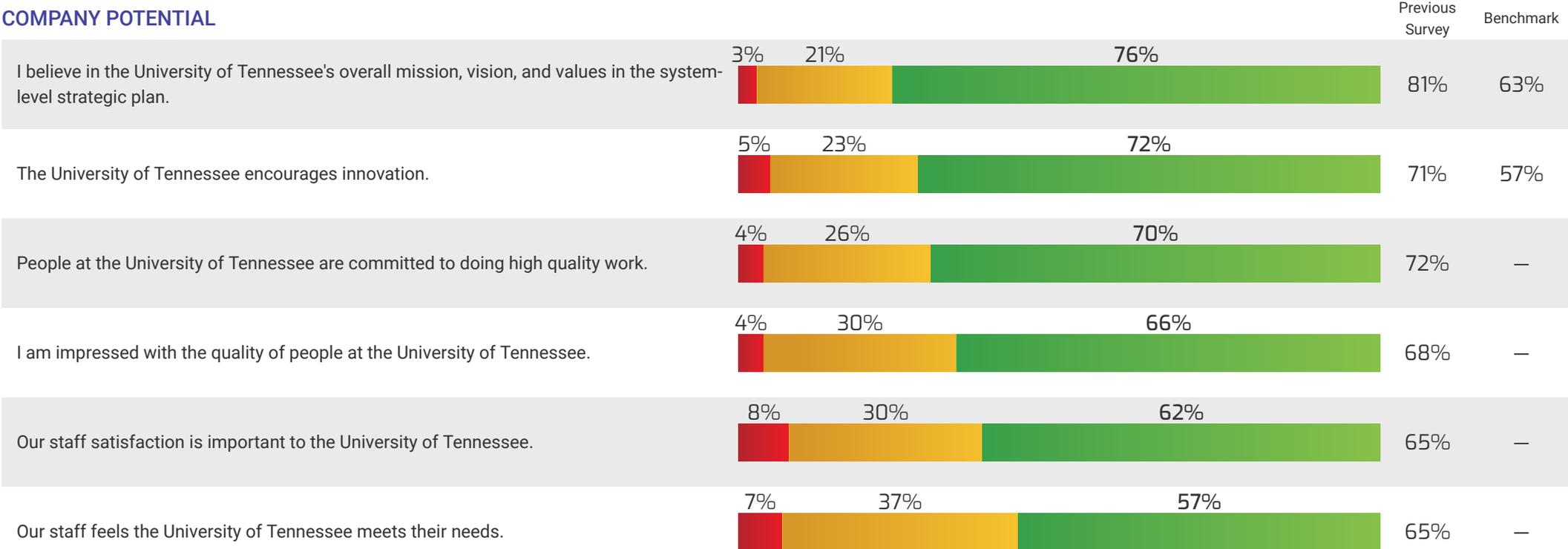
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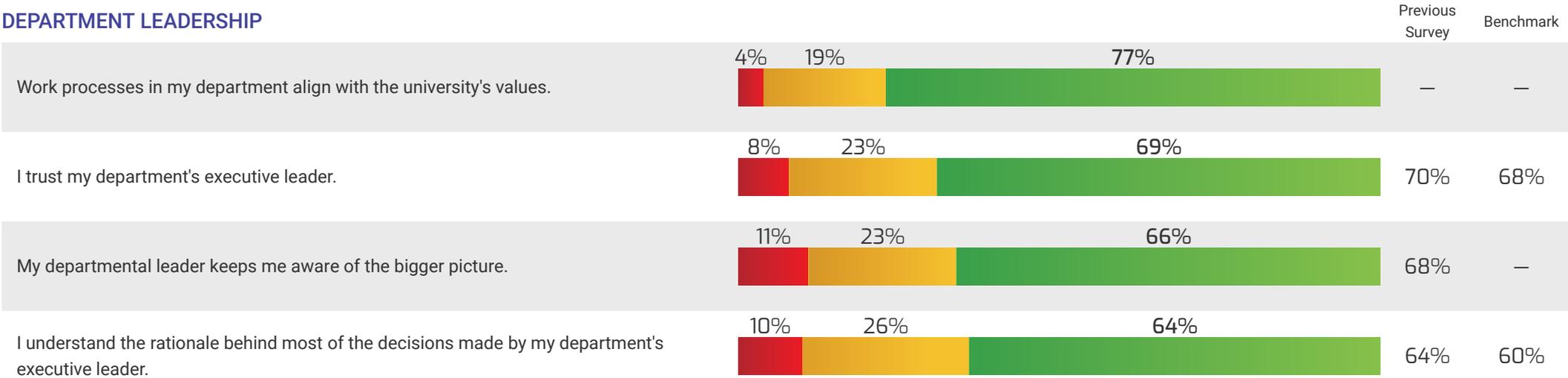
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COMPANY POTENTIAL



DEPARTMENT LEADERSHIP



■ Bottom Box
 ■ Middle Box
 ■ Top Box

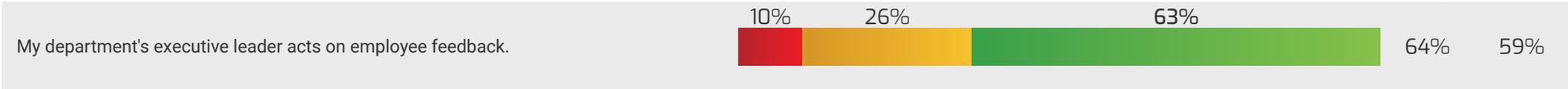
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DEPARTMENT LEADERSHIP



EXECUTIVE LEADERSHIP



■ Bottom Box
 ■ Middle Box
 ■ Top Box

Overall Results Distribution

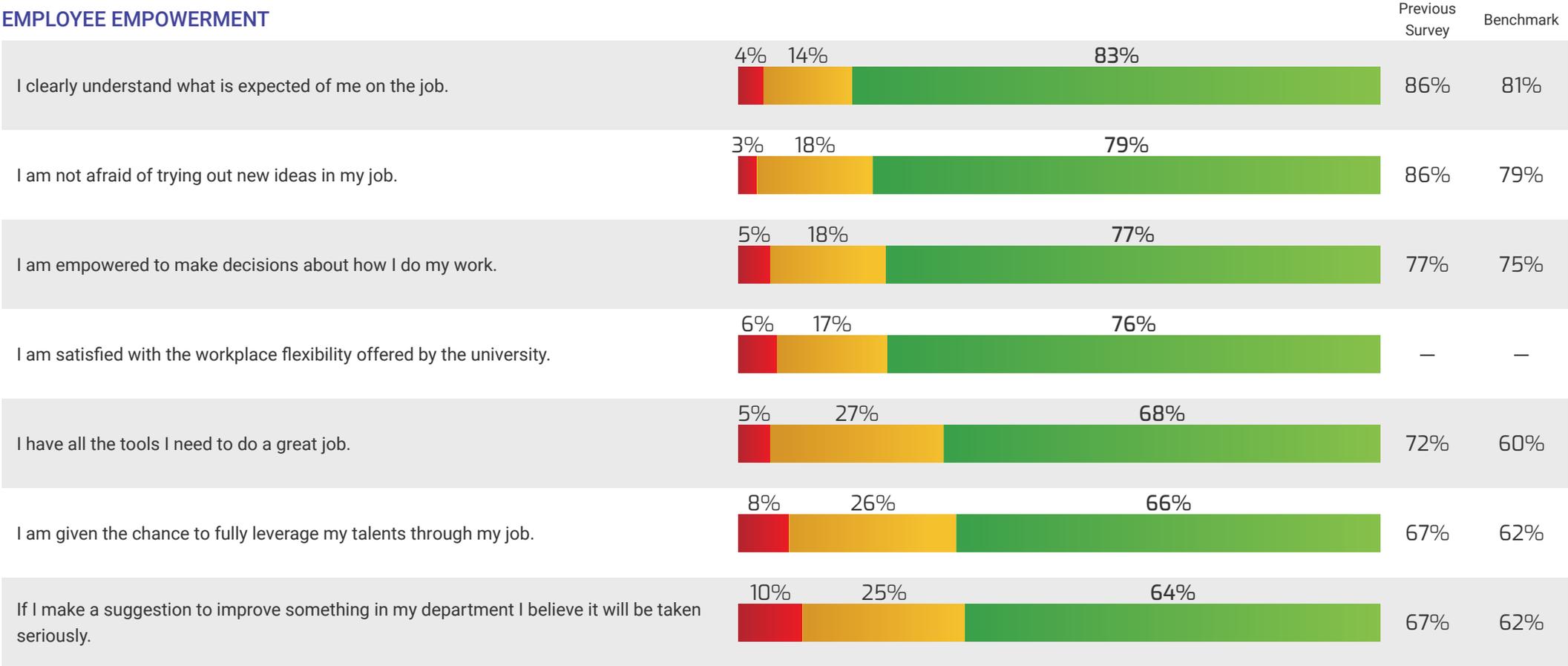
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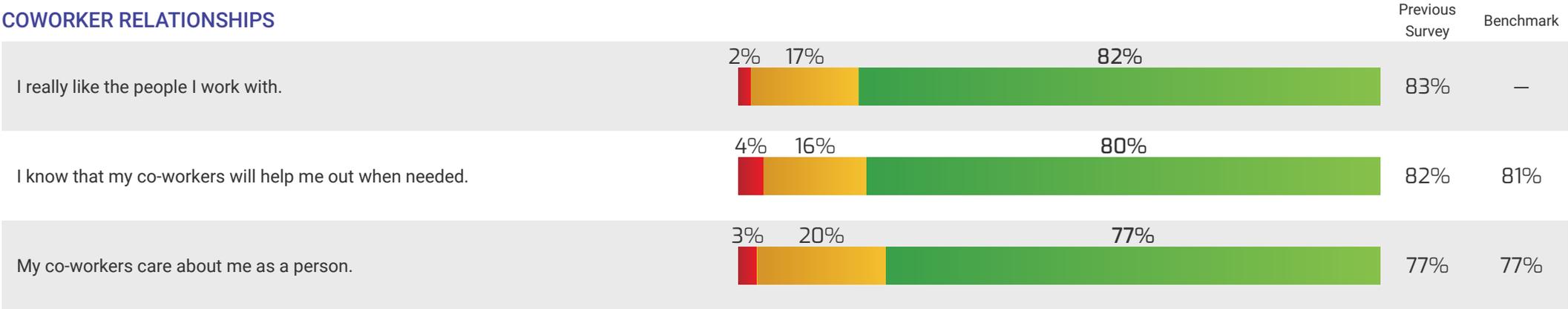


JOB DRIVER QUESTIONS

EMPLOYEE EMPOWERMENT



COWORKER RELATIONSHIPS



■ Bottom Box
 ■ Middle Box
 ■ Top Box

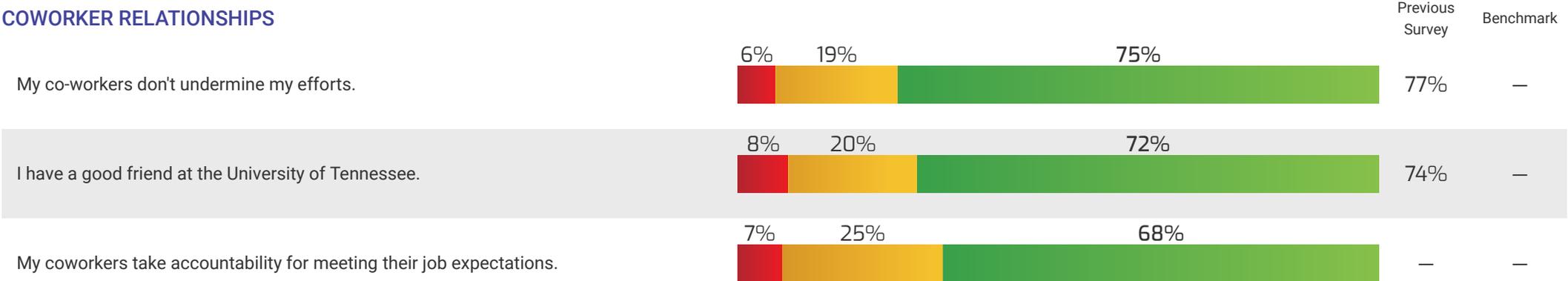
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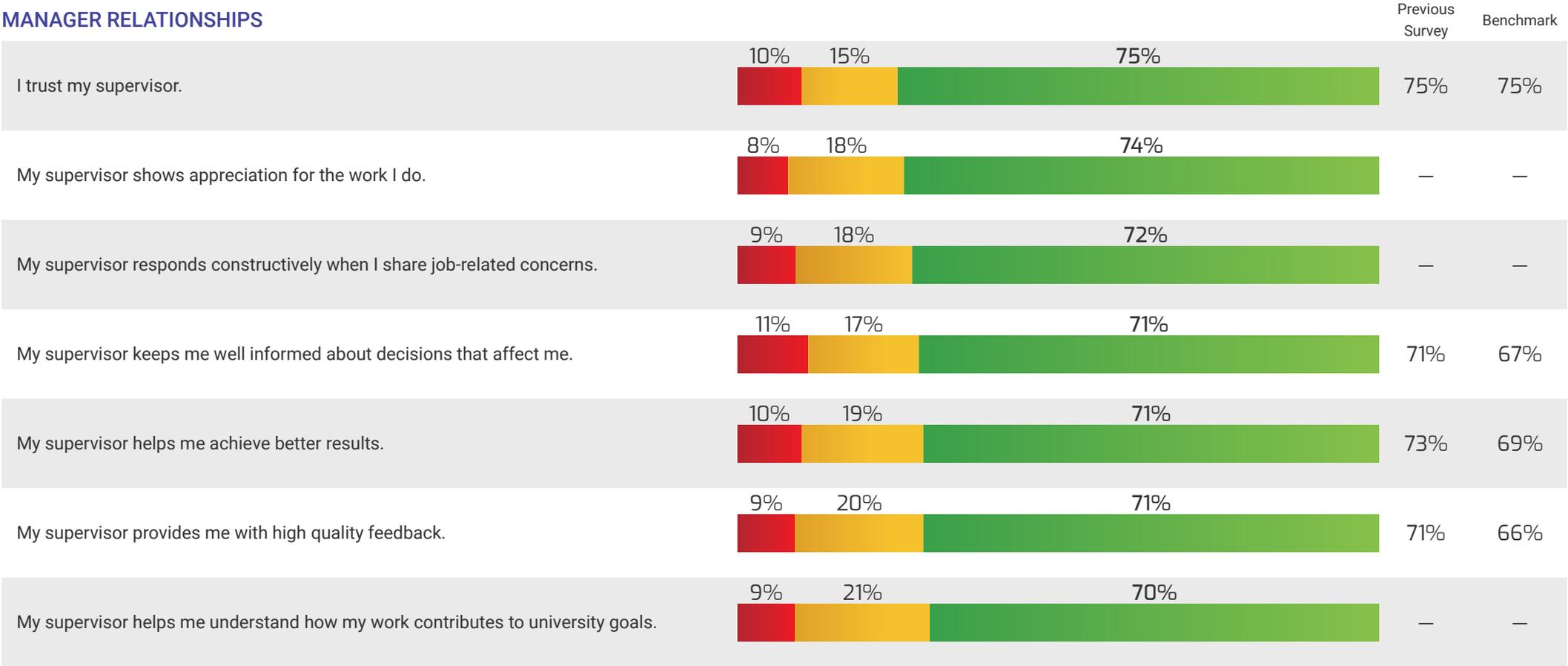
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COWORKER RELATIONSHIPS



MANAGER RELATIONSHIPS



■ Bottom Box
 ■ Middle Box
 ■ Top Box

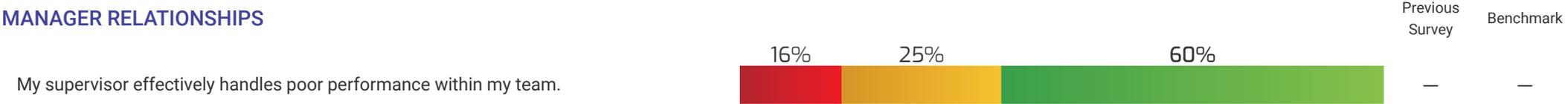
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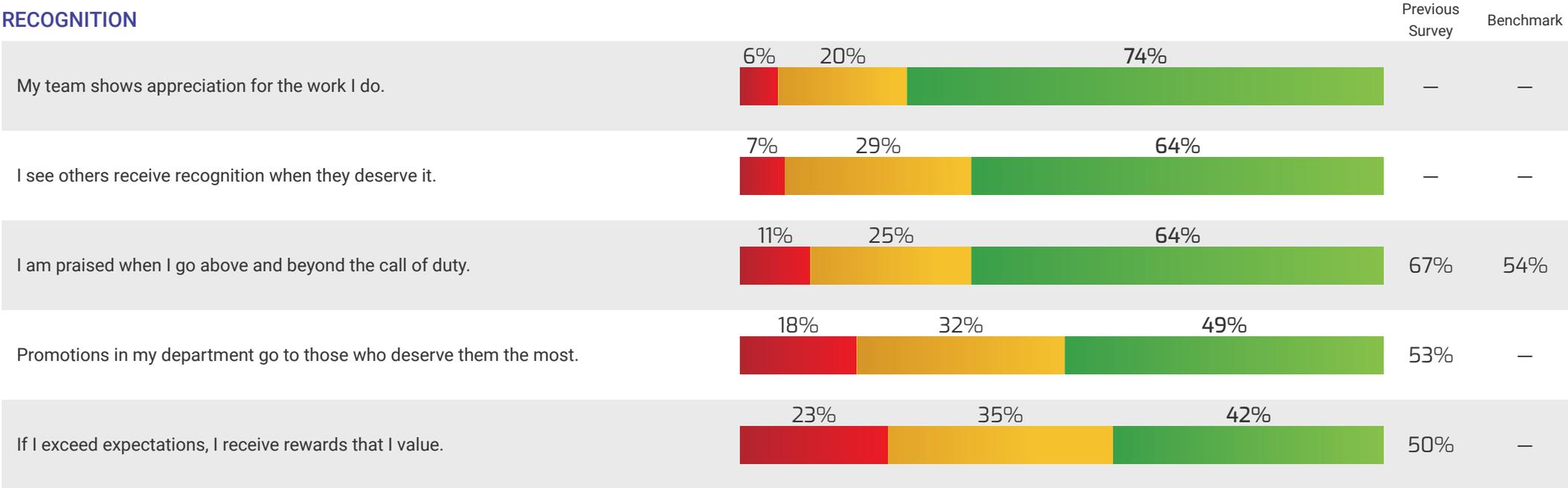
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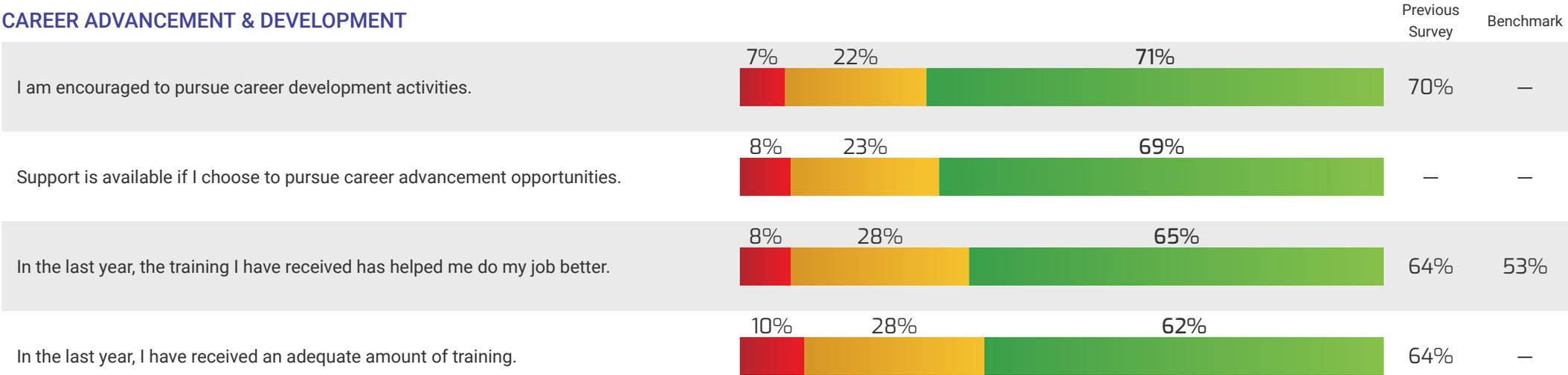
MANAGER RELATIONSHIPS



RECOGNITION



CAREER ADVANCEMENT & DEVELOPMENT



■ Bottom Box
 ■ Middle Box
 ■ Top Box

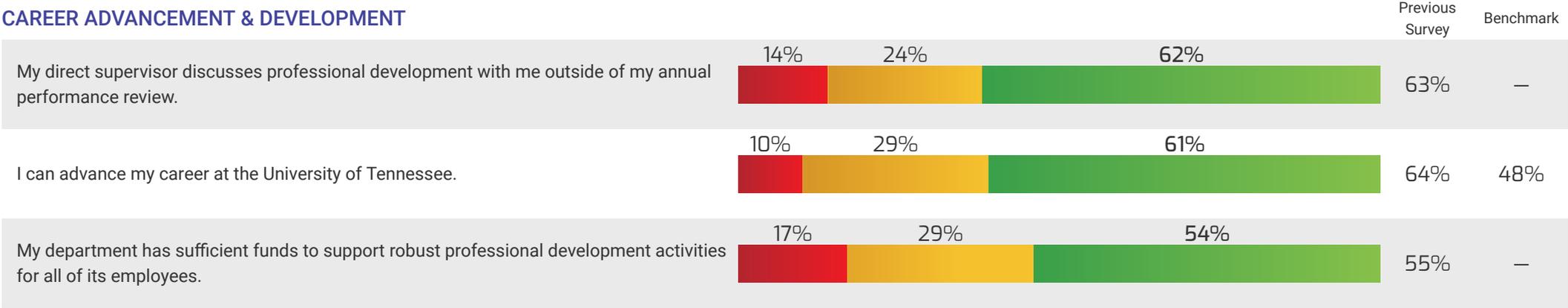
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CAREER ADVANCEMENT & DEVELOPMENT



■ Bottom Box
 ■ Middle Box
 ■ Top Box

Overall Results Distribution

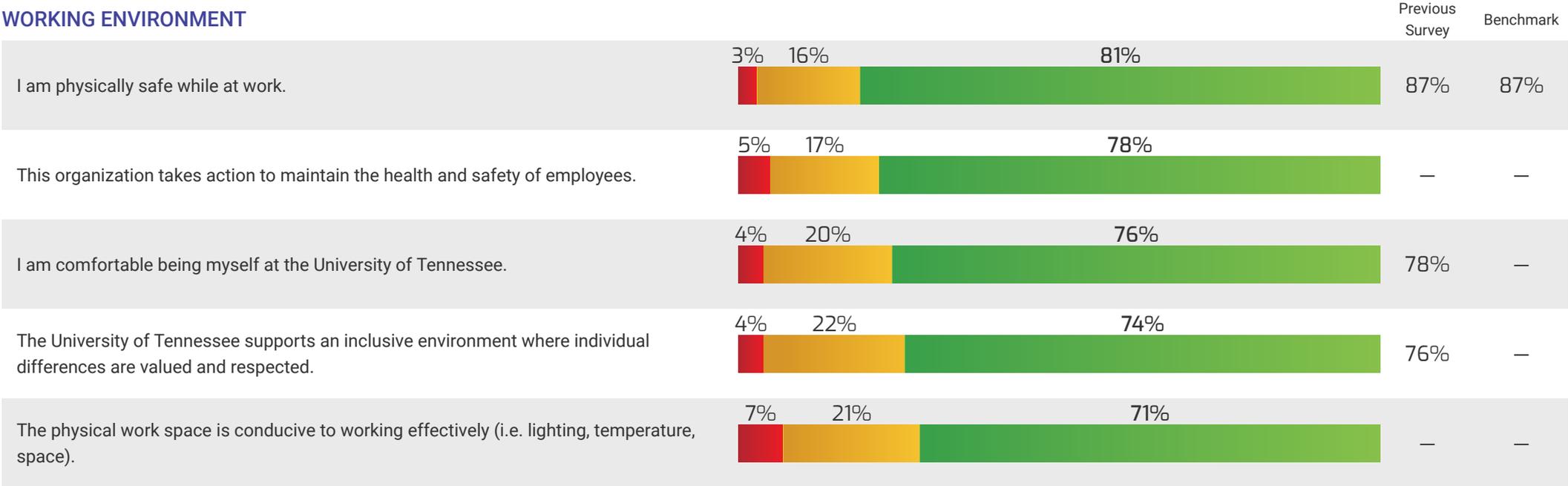
University of Tennessee
 Open Date: Sep 14, 2022
 Close Date: Oct 6, 2022

of employees: 1564
 # of responses: 699
 Response Rate: 45%

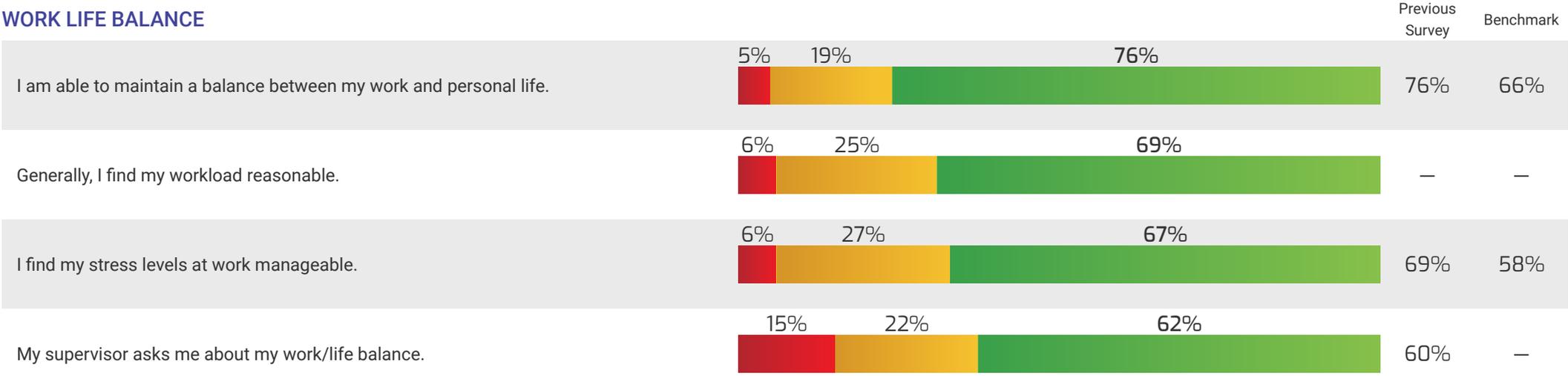


RETENTION DRIVER QUESTIONS

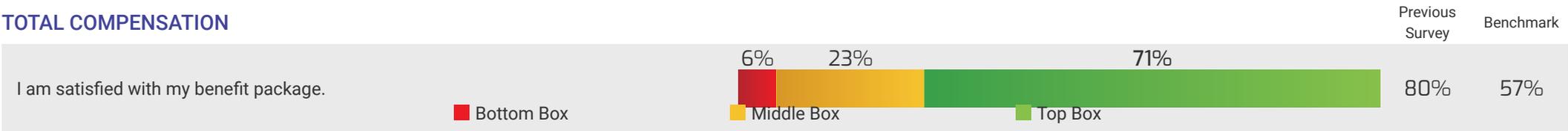
WORKING ENVIRONMENT



WORK LIFE BALANCE



TOTAL COMPENSATION



■ Bottom Box
 ■ Middle Box
 ■ Top Box

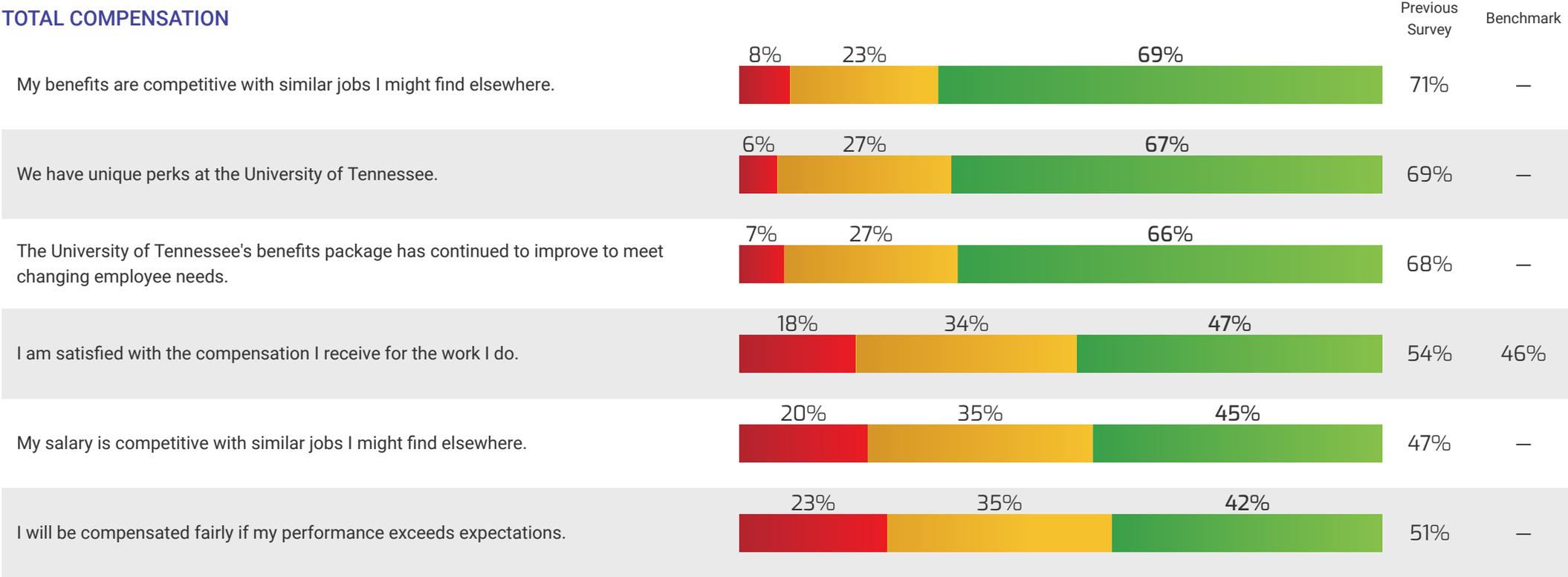
Overall Results Distribution

University of Tennessee
 Open Date: Sep 14, 2022
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TOTAL COMPENSATION



■ Bottom Box
 ■ Middle Box
 ■ Top Box

Demographic Filters

University of Tennessee
Open Date: Sep 14, 2022
Close Date: Oct 6, 2022

of employees: 1564
of responses: 699
Response Rate: 45%



Personnel Area

- Health Science Center (Memphis)

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.