Overall Engagement Results

See the appendix in this report for more information on our engagement calculation.

**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.

Organization’s Ratio of Engaged to Disengaged

<table>
<thead>
<tr>
<th>ENGAGED</th>
<th>ALMOST ENGAGED</th>
<th>INDIFFERENT</th>
<th>DISENGAGED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Survey</td>
<td>88.0%</td>
<td>8.2%</td>
<td>1.3%</td>
</tr>
</tbody>
</table>

Current Survey

35.5:1
<table>
<thead>
<tr>
<th>Question</th>
<th>%</th>
<th>Previous Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am very proud of the services the University of Tennessee provides.</td>
<td>96%</td>
<td>--</td>
</tr>
<tr>
<td>My contributions are important to the success of my department.</td>
<td>95%</td>
<td>--</td>
</tr>
<tr>
<td>I am very committed to the University of Tennessee.</td>
<td>95%</td>
<td>--</td>
</tr>
<tr>
<td>I am very proud of the work I do.</td>
<td>95%</td>
<td>--</td>
</tr>
<tr>
<td>Taking everything into account, I like working at UT.</td>
<td>94%</td>
<td>--</td>
</tr>
<tr>
<td>Taking everything into account, I like my job.</td>
<td>93%</td>
<td>--</td>
</tr>
</tbody>
</table>

- < 40% Low Performing
- 40%-60% Average Performing
- > 60% High Performing
Driver Results

University of Tennessee
Open Date: Apr 20, 2020
Close Date: Apr 27, 2020

# of Employees: 664
# of Responses: 525
Response Rate: 79%

<table>
<thead>
<tr>
<th>Category</th>
<th># of Employees</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>COVID-19 Questions</td>
<td>664</td>
<td>89%</td>
</tr>
<tr>
<td>Employee Empowerment</td>
<td>525</td>
<td>88%</td>
</tr>
<tr>
<td>Manager Relationships</td>
<td>525</td>
<td>86%</td>
</tr>
<tr>
<td>Senior Management Relationships</td>
<td>525</td>
<td>77%</td>
</tr>
</tbody>
</table>

Previous Survey

- COVID-19 Questions
- Employee Empowerment
- Manager Relationships
- Senior Management Relationships

Legend:
- < 40% Low Performing
- 40%-60% Average Performing
- > 60% High Performing
DRIVER: EMPLOYEE EMPOWERMENT

I clearly understand what is expected of me on the job.

90%

I have all the tools I need to do a great job.

86%
DRIVER: MANAGER RELATIONSHIPS

My manager cares about me as a person. 88%

My manager keeps me well informed about decisions that affect me. 85%
I understand the rationale behind most of the business decisions made by the members of the executive leadership team.

DRIVER: **SENIOR MANAGEMENT RELATIONSHIPS**

Previous Survey

- **77%**
- --
DRIVER: COVID-19 QUESTIONS

I support the University of Tennessee's overall response to COVID-19. 94%

The University of Tennessee's actions support the health and wellbeing of its employees. 90%

I receive regular, meaningful communication about how COVID-19 impacts my work. 84%

< 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 4.01 - 4.50 = Indifferent
- Average scores between 4.51 - 5.00 = Almost engaged
- 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).

![Top Box](image)