



WKU[®]

STAFF SENATE

Staff Engagement Survey 2022

Prepared by

Katrina A. Burch, Ph.D.
Kennedy Hammonds, M.S.
Emily Andrulonis, M.S.
Shelby Davis, M.S.
Adalin McDaniel, M.S. Candidate
Melissa Sorensen, M.S. Candidate



Industrial-Organizational Psychology Graduate Program
Department of Psychological Sciences
Western Kentucky University
July 2022



WKU[®]

STAFF SENATE

Staff Engagement Survey 2022

Executive Summary

The results of the 2022 WKU Staff Senate Engagement Survey indicated that overall, employees moderately agreed they are satisfied working at WKU. Across the broad categories the employees rated, the highest rated category in terms of satisfaction was Campus Safety and Environmental Health, as shown in Figure 1. On the other hand, employees rated their satisfaction with general university and benefits, performance, evaluation, and pay lower than other categories; these results are similar to ratings on the 2021 Staff Engagement Survey.

It should be noted that, as discussed on page 12 and elsewhere in this report, overall ratings of satisfaction working at WKU has been declining steadily.

Across the 32 items assessing satisfaction with specific facets of the job, the top five highest rated items in which employees agreed were as follows:

Item	Mean Rating
Winter break is an important benefit for me.	4.81
Summer hours are beneficial to me and my work-life balance.	4.76
I feel safe on campus during the daytime.	4.71
Vacation leave is fairly approved in my area	4.43
I am treated fairly by my immediate supervisor.	4.38

The five lowest rated items by employees were:

Item	Mean Rating
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	2.39
Given the responsibilities and performance expectations of my job, I am paid fairly.	2.43
My section/department/office is adequately staffed.	2.46
I am satisfied with parking in terms of pricing, availability, and enforcement.	2.52
WKU offers adequate supervisory training.	2.72

Any item where the mean rating is less than 2.50 indicates disagreement (please see page 5, “How to Read this Report”). In particular, the three lowest rated items on page 2 indicate that staff disagreed that they are compensated fairly, that President Caboni advocates for appropriate pay/compensation, and that their unit is appropriately staffed.

When responses were broken down by employment category, length of tenure at WKU, salary range, and division, there were few items on which there were differences in responses as a function of these demographics.

Figure 1. Overall Mean Ratings of Satisfaction for all Survey Categories

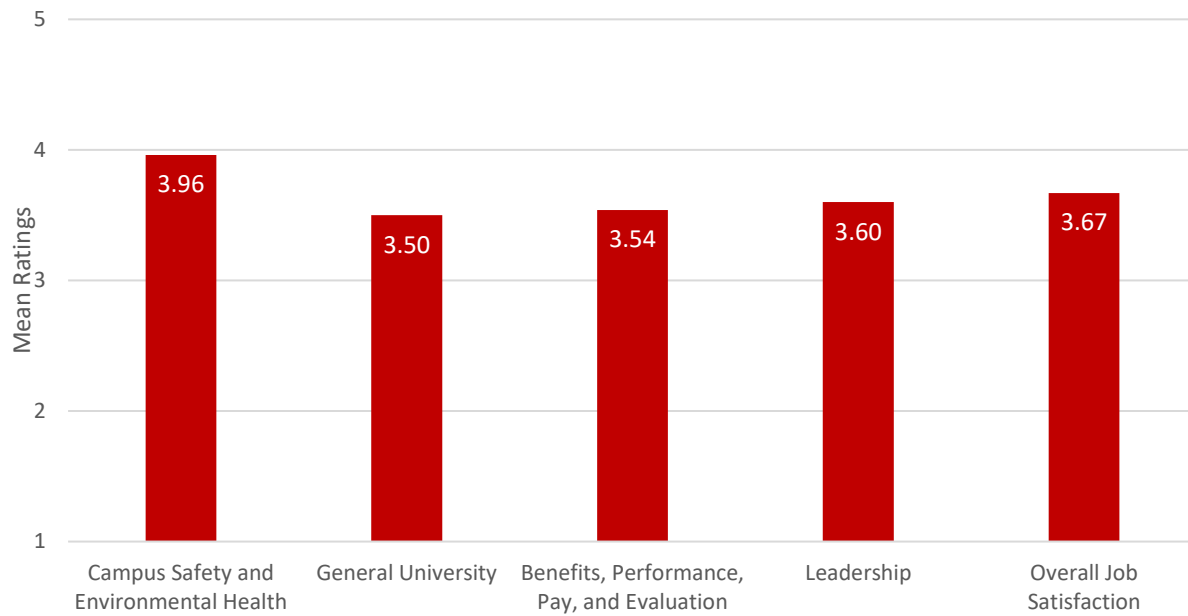


Table of Contents

List of Tables	7
List of Figures	6
How to Read this Report.....	7
2022 Staff Engagement Overview	8
Demographics	9
Differences between 2022 Survey Results with Prior Years	14
Campus Safety and Environmental Health	16
General University	19
Benefits, Performance, Evaluation, and Pay.....	24
Leadership.....	29
Overall Satisfaction	34
Open Ended Questions	38
Conclusions	44
Acknowledgements for Data Analytic Support:.....	45
Appendix: Comments.....	46

Tables

Table 1.	2022 Staff Engagement Mean Ratings and Standard Deviations for all Items	8
Table 2.	Items with Significantly Different Mean Ratings between 2022 and 2021	12
Table 3.	Mean Rating Comparisons between 2022 and 2021 Staff Engagement Responses	13

Campus Safety and Environmental Health

Table 4.	Mean Ratings and Standard Deviations by Employment Category	17
Table 5.	Mean Ratings and Standard Deviations by Tenure	17
Table 6.	Mean Ratings and Standard Deviations by Salary Range	18
Table 7.	Mean Ratings and Standard Deviations by Division	18

General University

Table 8.	Mean Ratings and Standard Deviations by Employment Category	20
Table 9.	Mean Ratings and Standard Deviations by Tenure	21
Table 10.	Mean Ratings and Standard Deviations by Salary Range	22
Table 11.	Mean Ratings and Standard Deviations by Division	23

Benefits, Performance, Evaluation, and Pay

Table 12.	Mean Ratings and Standard Deviations by Employment Category	25
Table 13.	Mean Ratings and Standard Deviations by Tenure	26
Table 14.	Mean Ratings and Standard Deviations by Salary Range	27
Table 15.	Mean Ratings and Standard Deviations by Division	28

Leadership

Table 16.	Mean Ratings and Standard Deviations by Employment Category	30
Table 17.	Mean Ratings and Standard Deviations by Tenure	31
Table 18.	Mean Ratings and Standard Deviations by Salary Range	32
Table 19.	Mean Ratings and Standard Deviations by Division	33

Comments

Table 20.	Top Issues by Category and Number of Responses per Category	40
Table 21.	Comparison Across Open-Ended Questions	41
Table 22.	VSIP Comments Sorted into Positives and Concerns	42

Figures

Figure 1.	Overall Mean Ratings of Satisfaction for all Survey Categories	3
Figure 2.	Employment Category of Respondents	9
Figure 3.	Employment Tenure of Respondents	10
Figure 4.	Salary Range of Respondents	10
Figure 5.	Division Category of Respondents	11
Figure 6.	Overall Satisfaction Ratings for 2019, 2020, 2021, and 2022	15
Figure 7.	Response Rates from 2019, 2020, 2021, and 2022	15
Figure 8.	Mean Ratings for Overall Satisfaction by Employment Category	35
Figure 9.	Mean Ratings for Overall Satisfaction by Tenure	36
Figure 10.	Mean Ratings for Overall Satisfaction by Salary Range	36
Figure 11.	Mean Ratings for Overall Satisfaction by Division	37

How to Read this Report

Survey Instrument

This report describes the results of the WKU Staff Senate Staff Engagement Survey administered February 2022. The 2022 Staff Engagement Survey instrument consisted of 32 items addressing satisfaction with specific facets of the job; a 33rd item addressed overall satisfaction with working at WKU. Responses were made on a 5-point Likert-type scale ranging from *strongly disagree* (1) to *strongly agree* (5). Four additional items requested demographic information and three open-ended items asked employees to list their top issues or concerns with their job. All WKU staff were invited via email to respond to the survey; 465 employees completed the survey.

Interpreting Mean Ratings

In this report:

- Mean ratings ranging from 4.51 to 5.00 will be referred to as indicating strong agreement;
- Mean ratings ranging from 3.51 to 4.50 will be referred to as indicating agreement;
- Mean ratings ranging from 2.51 to 3.50 will be referred to as indicating being unsure about agreement with the statement;
- Mean ratings ranging from to 1.51 to 2.50 will be referred to as indicating disagreement.

Means that fall close to the division point between categories may be described as “slight”; for example, a mean of 3.59 may be described as “slight agreement.” In 2022, unlike 2021 and 2020, there were two items for which the mean rating would be interpreted as indicating disagreement. In other words, the 2022 data produced two mean ratings below 2.51.

Standard Deviations

The standard deviation (SD) is a measure of the amount of variation or agreement in a set of responses. For example, a standard deviation of 0.5 would mean that there was less variation (more agreement) in responses compared to a standard deviation of 1.0 which would indicate more variation (less agreement) in responses.

Reporting Results

Results are reported first for ratings across all employees. The results are then broken down by each demographic category; that is, by employment category (full-time or part-time), years of employment (tenure), salary range, and division.

Statistical Significance versus Practical Significance

For each of the analyses by demographic category, differences between categories that reached statistical significance are identified. It should be noted that these differences need to be interpreted with caution. With a large sample such as we have for the 2022 Staff Engagement Survey, small differences in means can reach statistical significance yet have little practical significance and this is something the reader should be mindful of.

2022 Staff Engagement Survey Overview

This report describes the results of the Staff Engagement Survey administered February 2022. All WKU staff were invited via email to complete the survey online; 465 employees (357 full-time; 16 part-time; 92 did not say) completed the survey.

Table 1. 2022 Staff Engagement Survey Mean Ratings and Standard Deviations for all Items

Item	M	SD
<i>Campus Safety and Environmental Health</i>		
I feel safe on campus during the daytime.	4.71	0.51
I feel safe on campus at night.	3.74	1.32
The air quality in my building/work environment is good.	3.34	1.43
<i>General University</i>		
I have the equipment and supplies to do my job well.	4.13	0.87
My computer access is adequate to obtain the information I need.	4.35	0.75
I know how to locate/access University policies.	4.11	0.81
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	3.45	1.10
The Staff Senate represents my concerns to the administration of WKU.	3.39	1.01
I am aware that WKU has an Ethics and Compliance Hotline.	3.26	1.21
I am aware of President Caboni's expectations relevant to me and my department.	3.30	1.13
I understand the role of the President's Cabinet.	2.99	1.16
I am satisfied with parking in terms of pricing, availability, and enforcement.	2.55	1.24
<i>Benefits, Performance, Evaluation, and Pay</i>		
I am satisfied with the current health benefits offered by WKU.	3.38	1.18
I am satisfied with other benefits (e.g., employee tuition waiver, dependent/spousal tuition, vacation/sick leave, workplace flexibility, etc.) offered by WKU.	3.98	1.01
Winter break is an important benefit for me.	4.81	0.79
Summer hours are beneficial to me and my work-life balance.	4.76	0.57
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	2.39	0.63
I have opportunities to advance in my career at WKU.	2.89	1.17
My job description reflects what I really do.	3.37	1.21
Given the responsibilities and performance expectations of my job, I am paid fairly.	2.43	1.18
In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the right connections.	3.00	1.21
Vacation leave is fairly approved in my area	4.43	0.79

Item	M	SD
Leadership		
I am treated fairly by my immediate supervisor.	4.38	0.92
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	4.22	0.89
Taking time off when needed to is NOT a problem in my area.	4.26	0.99
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	4.17	0.99
I am comfortable discussing my job-related concerns and issues with my supervisor.	3.99	1.21
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	3.22	1.33
WKU offers adequate supervisory training.	2.72	1.17
My section/department/office is adequately staffed.	2.46	1.32
My department leaders communicate President Caboni's plans and vision appropriately.	3.28	1.20
My division leaders communicate President Caboni's plans and vision appropriately.	3.21	1.22
Overall, I am satisfied working at WKU.	3.67	1.02

Demographics

Four items requested demographic information from employees. Response rates for these demographic categories are reported below.

Figure 2. Employment Category of Respondents

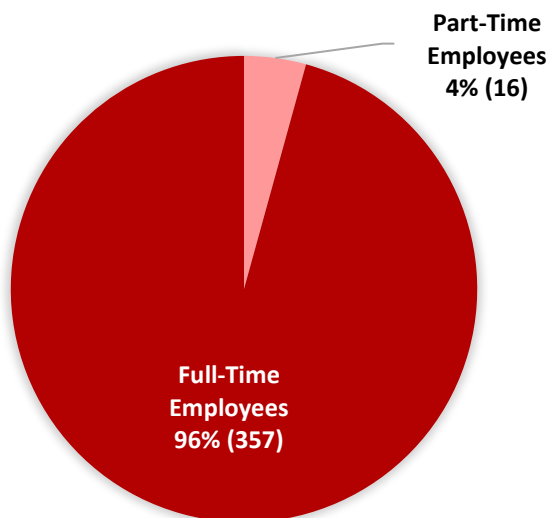


Figure 3. Employment Tenure of Respondents

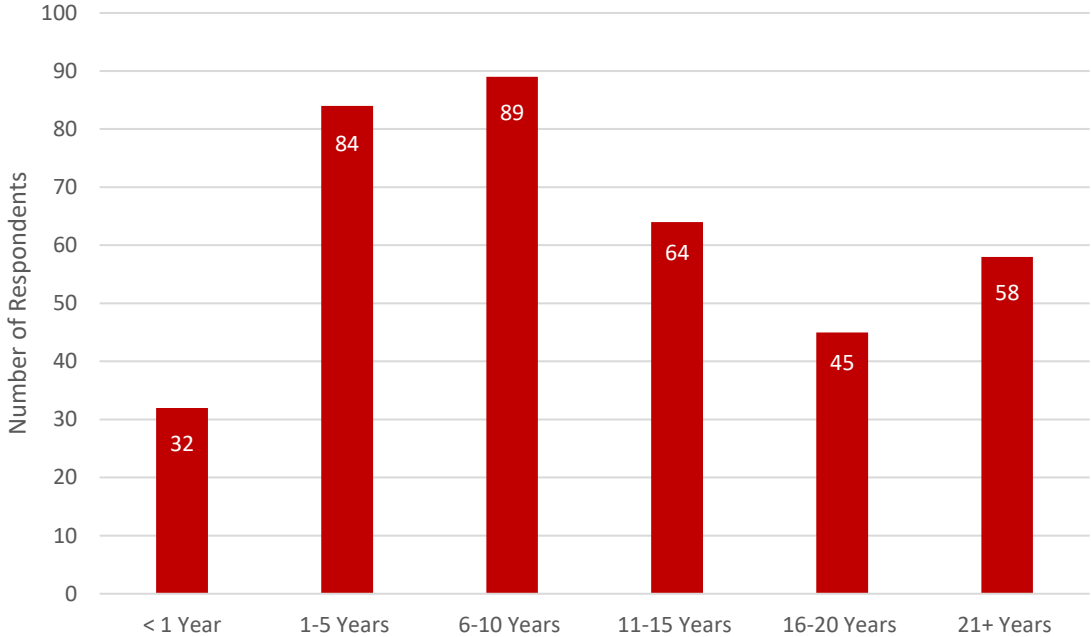


Figure 4. Salary Range of Respondents

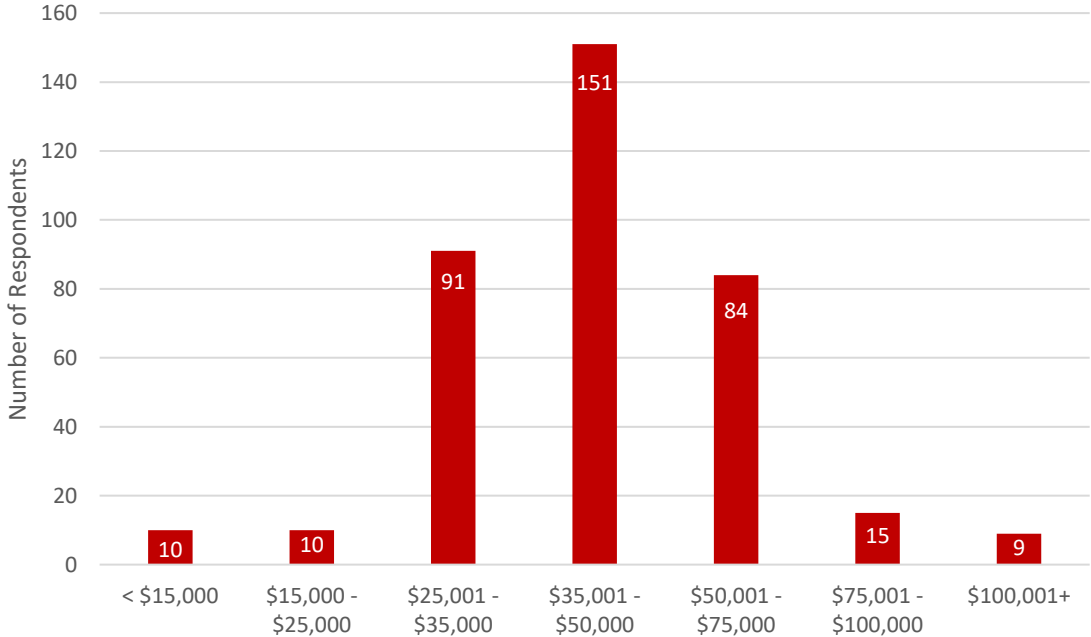
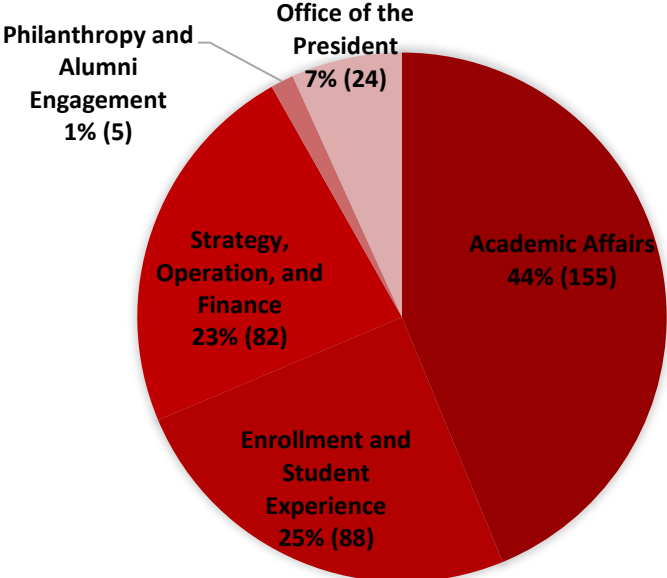


Figure 5. Division Category of Respondents



Differences between 2022 Survey Results with Prior Years

In comparing responses from 2022 and 2021, there were nine items for which there were statistically significant differences between the 2022 and 2021 mean ratings. These items are marked with an asterisk (***) in the table on the following page. For all nine items, the 2022 mean ratings were lower than the 2021 mean ratings.

Overall, the results obtained for the 2022 Staff Engagement Survey are similar to results obtained for the 2021, 2020, and 2019 Surveys. A notable exception is that the mean responses to “Overall, I am satisfied working at WKU,” decreased from agreement in previous years (e.g., 2017 mean = 4.07; 2011 mean = 4.20) to slight agreement in 2019 to 2022 (2019 mean = 3.74; 2020 mean = 3.88; 2021 mean = 3.86; 2022 mean = 3.67). **Notably, the mean rating indicating that staff are satisfied working at WKU has continued to decline steadily since 2019.**

As mentioned in the introductory section of this report, statistically significant differences need to be interpreted with caution. With a large sample, as is the case with the 2022 Staff Engagement Survey, relatively small differences in means can be statistically significant but have no practical significance. Thus, it is important to review these results in terms of practical significance as well. Rather than emphasizing these statistical (but not practical) differences, it is best to monitor these differences to determine if more meaningful trends develop across years. Nine items with statistically significant differences between 2022 and 2021 were found. These Nine items are listed below.

Table 2. Items with Significantly Different Mean Ratings between 2022 and 2021

Item	2022		2021	
	Mean	SD	Mean	SD
I feel safe on campus at night.	3.74	1.32	3.92	.86
The air quality in my building/work environment is good.	3.34	1.43	3.83	.93
The Staff Senate represents my concerns to the administration of WKU.	3.39	1.01	3.64	.92
I am aware of President Caboni’s expectations relevant to me and my department.	3.30	1.13	3.47	1.14
I understand the role of the President’s Cabinet.	2.99	1.12	3.22	1.13
I am satisfied with parking in terms of pricing, availability, and enforcement.	2.52	1.24	2.83	1.25
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	2.39	1.17	2.83	1.12
Given the responsibilities and performance expectations of my job, I am paid fairly.	2.43	1.27	2.70	1.18
Overall, I am satisfied working at WKU.	3.67	1.02	3.86	.93

Table 3. Mean Rating Comparisons between 2022 and 2021 Staff Engagement Survey Responses

Item	2022		2021	
	Mean	SD	Mean	SD
<i>Campus Safety and Environmental Health</i>				
I feel safe on campus during the daytime.	4.71	0.51	4.70	0.48
I feel safe on campus at night. ***	3.74	1.32	3.92	0.86
The air quality in my building/work environment is good.***	3.34	1.43	3.83	0.93
<i>General University</i>				
I have the equipment and supplies to do my job well.	4.13	0.87	4.17	0.82
My computer access is adequate to obtain the information I need.	4.35	0.75	4.44	0.63
I know how to locate/access University policies.	4.11	0.81	4.19	0.80
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	3.45	1.01	3.48	1.05
The Staff Senate represents my concerns to the administration of WKU.***	3.99	1.01	3.64	0.92
I am aware that WKU has an Ethics and Compliance Hotline.	3.26	1.21	3.35	1.18
I am aware of President Caboni's expectations relevant to me and my department.***	3.30	1.13	3.47	1.14
I understand the role of the President's Cabinet.***	2.99	1.12	3.22	1.13
I am satisfied with parking in terms of pricing, availability, and enforcement.***	2.52	1.24	2.83	1.25
<i>Benefits, Performance, Evaluation, and Pay</i>				
I am satisfied with the current health benefits offered by WKU.	3.38	1.18	3.54	1.11
I am satisfied with other benefits (e.g., employee tuition waiver, dependent/spousal tuition, vacation/sick leave, workplace flexibility, etc.) offered by WKU.	3.98	1.01	4.09	0.83
Winter break is an important benefit for me.	4.81	0.57	4.80	0.58
Summer hours are beneficial to me and my work-life balance.	4.76	0.63	4.66	0.78
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.***	2.39	1.17	2.83	1.12
I have opportunities to advance in my career at WKU.	2.89	1.21	2.94	1.18
My job description reflects what I really do.	3.37	1.25	3.21	1.20
Given the responsibilities and performance expectations of my job, I am paid fairly.***	2.43	1.27	2.7	1.18
In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the right connections.	3.00	1.31	3.08	1.21
Vacation leave is approved fairly in my area	4.43	0.79	---	---

Note. Items marked with *** indicate statistically significant differences in mean ratings between 2021 and 2022. Though items may demonstrate statistically significant differences, they may not demonstrate practical significant differences.

Item	2022		2021	
	Mean	SD	Mean	SD
Leadership				
I am treated fairly by my immediate supervisor.	4.38	0.96	4.28	0.92
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	4.22	0.89	4.21	0.89
Taking time off when needed to is NOT a problem in my area.	4.26	0.99	4.30	0.99
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	4.17	0.99	4.22	0.99
I am comfortable discussing my job-related concerns and issues with my supervisor.	3.99	1.21	3.97	1.21
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	3.22	1.33	3.24	1.33
WKU offers adequate supervisory training.	2.72	1.17	2.74	1.17
My section/department/office is adequately staffed.	2.46	1.32	2.58	1.32
My department leaders communicate President Caboni's plans and vision appropriately.	3.28	1.21	3.42	1.21
My division leaders communicate President Caboni's plans and vision appropriately.	3.21	1.22	3.37	1.22
Overall Satisfaction				
Overall, I am satisfied working at WKU.***	3.67	1.02	3.86	.93

Note. Items marked with *** indicate statistically significant differences in mean ratings between 2021 and 2022. Though items may demonstrate statistically significant differences, they may not demonstrate practical significant differences.

Figure 6. Overall Satisfaction Ratings for 2019, 2020, 2021, and 2022

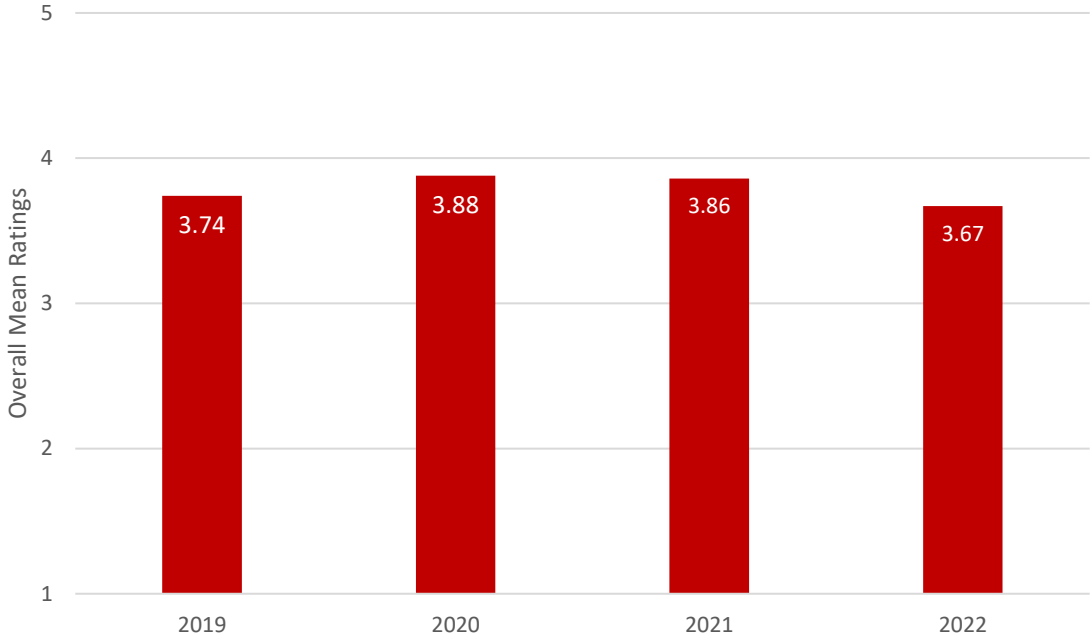
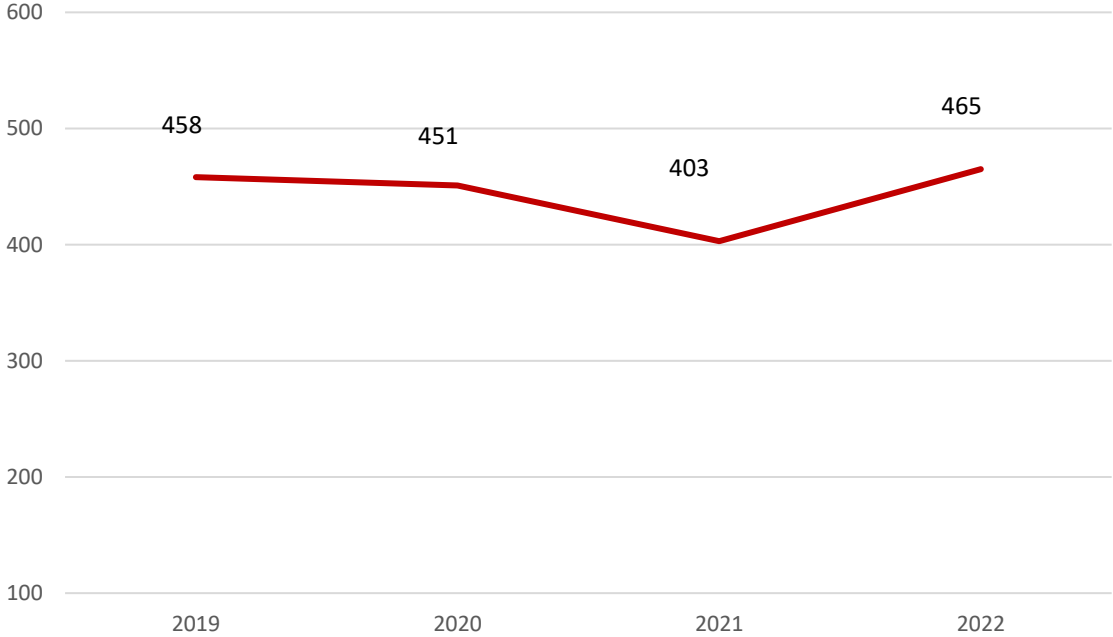


Figure 7. Response Rates from 2019, 2020, 2021, and 2022





Campus Safety and Environmental Health

Campus Safety and Environmental Health

The following tables report the means ratings and standard deviations for each item assessing campus safety and environmental health, broken down by employment category, tenure, salary range, and division. The means and standard deviations are reported in the order in which the items appeared on the survey instrument.

Table 4. Mean Ratings and Standard Deviations by Employment Category

There is some consistency across staff members by employment category in the extent to which they agreed with the items. Notably, full-time staff members rated the item, “The air quality in my building/work environment is good,” lower than their part-time counterparts.

Item		Employment Category	
		Full-Time N=341	Part-Time N=16
I feel safe on campus during the daytime.	Mean	4.71	4.69
	SD	(.53)	(.48)
I feel safe on campus at night.	Mean	3.78	3.85
	SD	(1.29)	(1.35)
The air quality in my building/work environment is good.	Mean	3.30	3.75
	SD	(1.44)	(1.29)

Table 5. Mean Ratings and Standard Deviations by Tenure

There is some variability across ratings by tenure in the extent that employees agreed on the items, however, the ratings were mostly consistent across length of tenure in the job. Importantly, “The air quality in my building/work environment is good,” exhibited the most variability.

Item		Years of Employment					
		<1 year N=31	1-5 years N=82	6-10 years N=86	11-15 years N=60	16-20 years N=41	>21 years N=56
I feel safe on campus during the daytime.	Mean	4.81	4.71	4.63	4.75	4.68	4.73
	SD	(.60)	(.41)	(.61)	(.44)	(.47)	(.45)
I feel safe on campus at night.	Mean	3.57	3.59	3.78	3.82	3.89	4.06
	SD	(1.50)	(1.47)	(1.25)	(1.25)	(1.13)	(1.08)
The air quality in my building/work environment is good.	Mean	3.80	3.25	3.51	3.47	3.25	2.79
	SD	(1.27)	(1.53)	(1.27)	(1.49)	(1.48)	(1.41)

Table 6. Mean Ratings and Standard Deviations by Salary Range

There is some variability across ratings by salary range in the extent that employees agreed on the items, however, the ratings were mostly consistent across salary range. Importantly, “The air quality in my building/work environment is good,” and “I feel safe on campus at night,” exhibited the most variability.

Item		Salary Range						
		<15k	15-25k	25-35k	35-50k	50-75k	75-100k	>100k
		N=10	N=10	N=89	N=143	N=78	N=15	N=9
I feel safe on campus during the daytime.	Mean	4.60	4.80	4.65	4.71	4.71	4.93	4.89
	SD	(.52)	(.42)	(.61)	(.54)	(.46)	(.26)	(.33)
I feel safe on campus at night.	Mean	3.56	4.13	3.34	3.76	3.93	4.60	4.75
	SD	(1.51)	(1.36)	(1.42)	(1.27)	(1.19)	(.51)	(0.46)
The air quality in my building/work environment is good.	Mean	3.70	4.11	3.19	3.21	3.59	3.14	3.25
	SD	(1.25)	(1.27)	(1.31)	(1.52)	(1.38)	(1.56)	(1.67)

Table 7. Mean Ratings and Standard Deviations by Division

Largely, there is consistency across employees by division in the extent to which they agreed with on the items. All item means indicate agreement or strong agreement across full-time and part-time employees.

Item		Division				
		Academic Affairs	Enrollment and Student Experience	Strategy, Operation, and Finance	Philanthropy and Alumni Engagement	Office of the President
		N=155	N=88	N=82	N=5	N=24
I feel safe on campus during the daytime.	Mean	4.71	4.71	4.69	5.00	4.77
	SD	(.46)	(.50)	(.55)	(.00)	(.43)
I feel safe on campus at night.	Mean	3.95	4.00	4.14	4.40	4.36
	SD	(.82)	(.78)	(.73)	(.55)	(.79)
The air quality in my building/work environment is good.	Mean	3.76	3.47	3.72	3.80	3.59
	SD	(.98)	(1.05)	(.83)	(1.09)	(.96)



General University

General University

The following tables report the means ratings and standard deviations for each item assessing general university satisfaction, broken down by employment category, tenure, salary range, and division. The means and standard deviations are reported in the order in which the items appeared on the survey instrument.

Table 8. Mean Ratings and Standard Deviations by Employment Category

There is some variability across ratings by employment category in the extent that employees agreed on the items, however, the ratings were mostly consistent within employment category. Importantly, “I am satisfied with parking in terms of pricing, availability, and enforcement,” and “I understand the role of the President’s Cabinet,” were rated consistently lower compared to other items assessing general university satisfaction.

Item		Employment Category	
		Full-Time N=354	Part-Time N=16
I have the equipment and supplies to do my job well.	Mean	4.10	4.50
	SD	(.90)	(.52)
My computer access is adequate to obtain the information I need.	Mean	4.43	4.37
	SD	(.76)	(1.03)
I know how to locate/access University policies.	Mean	4.08	4.37
	SD	(.83)	(.50)
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	Mean	3.45	3.53
	SD	(1.12)	(1.19)
The Staff Senate represents my concerns to the administration of WKU.	Mean	3.34	3.47
	SD	(1.04)	(.83)
I am aware that WKU has an Ethics and Compliance Hotline.	Mean	3.22	3.63
	SD	(1.22)	(1.09)
I am aware of President Caboni's expectations relevant to me and my department.	Mean	3.30	3.25
	SD	(1.14)	(1.18)
I understand the role of the President's Cabinet.	Mean	2.93	3.06
	SD	(1.14)	(1.00)
I am satisfied with parking in terms of pricing, availability, and enforcement.	Mean	2.49	3.06
	SD	(1.24)	(1.06)

Table 9. Mean Ratings and Standard Deviations by Tenure

There is some variability across ratings by tenure in the extent that employees agreed on the items, however, the ratings were mostly consistent across length of tenure in the job. Importantly, “I am satisfied with parking in terms of pricing, availability, and enforcement,” exhibited the most variability.

Item		Years of Employment					
		<1 year N=31	1-5 years N=84	6-10 years N=88	11-15 years N=64	16-20 years N=44	>21 years N=58
I have the equipment and supplies to do my job well.	Mean	4.42	4.10	3.98	4.14	4.18	4.14
	SD	(.81)	(.85)	(.99)	(.91)	(.82)	(.83)
My computer access is adequate to obtain the information I need.	Mean	4.59	4.36	4.30	4.42	4.18	4.22
	SD	(.67)	(.71)	(.81)	(.73)	(.92)	(.75)
I know how to locate/access University policies.	Mean	4.03	4.04	4.08	4.22	4.18	4.02
	SD	(1.03)	(.77)	(.83)	(.91)	(.82)	(.69)
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	Mean	3.44	3.29	3.47	3.62	3.41	3.47
	SD	(1.11)	(1.20)	(1.04)	(1.03)	(1.26)	(1.15)
The Staff Senate represents my concerns to the administration of WKU.	Mean	3.33	3.10	3.35	3.42	3.42	3.53
	SD	(.84)	(1.12)	(1.04)	(1.05)	(1.10)	(.87)
I am aware that WKU has an Ethics and Compliance Hotline.	Mean	3.16	3.07	3.40	3.39	3.14	3.22
	SD	(1.44)	(1.32)	(1.11)	(1.24)	(1.15)	(1.09)
I am aware of President Caboni's expectations relevant to me and my department.	Mean	3.61	3.29	3.27	3.39	3.11	3.23
	SD	(1.15)	(1.17)	(.98)	(1.19)	(1.28)	(1.18)
I understand the role of the President's Cabinet.	Mean	3.10	2.87	2.93	3.08	2.84	3.02
	SD	(1.08)	(1.13)	(1.09)	(1.25)	(1.10)	(1.15)
I am satisfied with parking in terms of pricing, availability, and enforcement.	Mean	2.35	2.24	2.20	2.66	3.05	2.91
	SD	(1.36)	(1.21)	(1.12)	(1.33)	(1.14)	(1.13)

Table 10. Mean Ratings and Standard Deviations by Salary Range

There is some variability across ratings by salary range in the extent that employees agreed on the items, however, the ratings were mostly consistent within salary ranges. Importantly, “If a situation occurred, I would feel comfortable contacting the Ombuds officer,” exhibited the most variability across salary ranges.

Item		Salary Range						
		<15k	15-25k	25-35k	35-50k	50-75k	75-100k	>100k
		N=10	N=10	N=91	N=149	N=83	N=15	N=9
I have the equipment and supplies to do my job well.	Mean	4.60	4.60	4.11	4.09	4.06	4.20	4.11
	SD	(.52)	(.52)	(.88)	(.90)	(.90)	(1.01)	(1.05)
My computer access is adequate to obtain the information I need.	Mean	4.60	4.20	4.27	4.32	4.40	4.40	4.22
	SD	(.70)	(1.23)	(.80)	(.70)	(.78)	(.83)	(.97)
I know how to locate/access University policies.	Mean	4.20	4.20	4.00	4.04	4.24	4.20	4.00
	SD	(.92)	(.63)	(.92)	(.83)	(.73)	(.86)	(.71)
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	Mean	3.00	4.00	3.52	3.31	3.59	4.14	3.56
	SD	(1.50)	(.94)	(1.05)	(1.15)	(1.05)	(1.10)	(1.51)
The Staff Senate represents my concerns to the administration of WKU.	Mean	3.33	3.44	3.68	3.31	3.53	3.07	3.11
	SD	(1.23)	(1.01)	(.86)	(1.08)	(.98)	(1.44)	(1.05)
I am aware that WKU has an Ethics and Compliance Hotline.	Mean	3.30	3.60	3.43	3.03	3.37	3.80	3.00
	SD	(1.25)	(1.27)	(1.22)	(1.19)	(1.20)	(1.15)	(1.41)
I am aware of President Caboni's expectations relevant to me and my department.	Mean	3.20	3.70	3.51	3.00	3.46	3.33	3.75
	SD	(1.03)	(1.16)	(1.10)	(1.09)	(1.07)	(1.35)	(1.75)
I understand the role of the President's Cabinet.	Mean	2.80	3.20	3.27	2.74	3.12	3.40	3.25
	SD	(.92)	(1.03)	(1.03)	(1.15)	(1.10)	(1.18)	(1.67)
I am satisfied with parking in terms of pricing, availability, and enforcement.	Mean	2.30	3.50	2.47	2.43	2.54	3.47	3.00
	SD	(1.06)	(1.35)	(1.11)	(1.28)	(1.14)	(1.19)	(1.50)

Table 11. Mean Ratings and Standard Deviations by Division

There is some variability across ratings by division in the extent that employees agreed on the items, however, the ratings were mostly consistent within division. Importantly, “I am satisfied with parking in terms of pricing, availability, and enforcement,” was consistently rated lower.

Item		Division				
		Academic Affairs	Enrollment and Student Experience	Strategy, Operation, and Finance	Philanthropy and Alumni Engagement	Office of the President
		N=155	N=88	N=82	N=5	N=24
I have the equipment and supplies to do my job well.	Mean	4.23	4.05	3.96	4.80	3.96
	SD	(.83)	(.91)	(.89)	(.45)	(1.11)
My computer access is adequate to obtain the information I need.	Mean	4.36	4.27	4.36	4.80	4.30
	SD	(.79)	(.71)	(.73)	(.45)	(.93)
I know how to locate/access University policies.	Mean	4.18	3.97	4.08	4.20	4.04
	SD	(.85)	(.75)	(.82)	(.45)	(.88)
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	Mean	3.50	3.35	3.38	3.40	3.65
	SD	(1.14)	(1.14)	(1.08)	(1.14)	(1.11)
The Staff Senate represents my concerns to the administration of WKU.	Mean	3.39	3.20	3.37	3.43	3.35
	SD	(1.03)	(1.00)	(.95)	(1.20)	(1.27)
I am aware that WKU has an Ethics and Compliance Hotline.	Mean	3.25	3.01	3.37	3.60	3.35
	SD	(1.25)	(1.17)	(1.21)	(1.52)	(1.27)
I am aware of President Caboni's expectations relevant to me and my department.	Mean	3.34	3.24	3.09	4.00	3.62
	SD	(1.13)	(1.20)	(1.10)	(1.71)	(1.23)
I understand the role of the President's Cabinet.	Mean	2.94	2.87	2.93	4.20	3.17
	SD	(1.13)	(1.14)	(1.09)	(.45)	(1.30)
I am satisfied with parking in terms of pricing, availability, and enforcement.	Mean	2.66	2.42	2.23	2.60	2.78
	SD	(1.26)	(1.18)	(1.19)	(.89)	(1.24)



Benefits, Performance, Evaluation, and Pay

Benefits, Performance, Evaluation, and Pay

The following tables report the means ratings and standard deviations for each item assessing satisfaction with benefits, performance, evaluations, and pay, broken down by employment category, tenure, salary range, and division. The means and standard deviations are reported in the order in which the items appeared on the survey instrument.

Table 12. Mean Ratings and Standard Deviations by Employment Category

There is some variability across ratings by employment category in the extent that employees agreed on the items. Importantly, “winter break is an important benefit for me,” and “summer hours are beneficial to me and my work-life balance,” were consistently rated higher within the benefits offered, whereas “Given the responsibilities and performance expectations of my job, I am paid fairly,” exhibited the most inconsistency in ratings. “President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation,” was consistently rated lower across employment categories compared to other items assessing satisfaction with benefits, performance, evaluation, and pay.

Item		Employment Category	
		Full-Time N=349	Part-Time N=5
I am satisfied with the current health benefits offered by WKU.	Mean	3.35	3.40
	SD	(1.19)	(.89)
I am satisfied with other benefits (e.g., employee tuition waiver, dependent/spousal tuition, vacation/sick leave, workplace flexibility, etc.) offered by WKU.	Mean	3.97	3.82
	SD	(1.02)	(1.17)
Winter break is an important benefit for me.	Mean	4.82	4.67
	SD	(.57)	(.49)
Summer hours are beneficial to me and my work-life balance.	Mean	4.78	4.63
	SD	(.61)	(.74)
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	Mean	2.34	2.60
	SD	(1.16)	(1.40)
I have opportunities to advance in my career at WKU.	Mean	2.86	3.09
	SD	(1.22)	(1.22)
My job description reflects what I really do.	Mean	3.33	3.81
	SD	(1.25)	(1.11)
Given the responsibilities and performance expectations of my job, I am paid fairly.	Mean	2.36	3.50
	SD	(1.24)	(1.10)
In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the right connections.	Mean	2.99	3.31
	SD	(1.33)	(.95)
Vacation leave is approved fairly in my area.	Mean	4.44	4.22
	SD	(.80)	(.83)

Table 13. Mean Ratings and Standard Deviations by Tenure

There is some variability across ratings by tenure in the extent that employees agreed on the items. Importantly, “winter break is an important benefit for me,” and “summer hours are beneficial to me and my work-life balance,” exhibited higher consistency in ratings; whereas “given the responsibilities and performance expectations of my job, I am paid fairly,” and “President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation,” was consistently rated lower compared to compared to other items assessing satisfaction with benefits, performance, evaluation, and pay.

Item		Years of Employment					
		<1 year N=31	1-5 years N=77	6-10 years N=84	11-15 years N=62	16-20 years N=44	>21 years N=55
I am satisfied with the current health benefits offered by WKU.	Mean	3.90	3.32	3.20	3.26	3.39	3.40
	SD	(.98)	(1.24)	(1.16)	(1.28)	(1.10)	(1.20)
I am satisfied with other benefits (e.g., employee tuition waiver, dependent/spousal tuition, vacation/sick leave, workplace flexibility, etc.) offered by WKU.	Mean	4.06	3.88	3.99	3.92	3.89	4.14
	SD	(1.06)	(1.08)	(1.09)	(1.04)	(1.01)	(.83)
Winter break is an important benefit for me.	Mean	4.81	4.80	4.84	4.89	4.82	4.72
	SD	(.75)	(.56)	(.48)	(.37)	(.45)	(.81)
Summer hours are beneficial to me and my work-life balance.	Mean	3.80	4.82	4.77	4.75	4.69	4.78
	SD	(.76)	(.57)	(.52)	(.57)	(.79)	(.63)
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	Mean	2.77	2.35	2.19	2.48	2.33	2.28
	SD	(1.06)	(1.34)	(1.09)	(1.23)	(1.09)	(1.09)
I have opportunities to advance in my career at WKU.	Mean	3.53	2.77	2.77	2.94	2.66	2.89
	SD	(1.04)	(1.31)	(1.20)	(1.22)	(1.12)	(1.20)
My job description reflects what I really do.	Mean	4.06	3.46	3.22	3.45	2.84	3.29
	SD	(.91)	(1.28)	(1.24)	(1.26)	(1.35)	(1.12)
Given the responsibilities and performance expectations of my job, I am paid fairly.	Mean	2.81	2.39	2.23	2.39	2.18	2.64
	SD	(1.28)	(1.39)	(1.16)	(1.26)	(1.13)	(1.22)
In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the right connections.	Mean	3.59	2.92	2.91	3.11	2.66	3.00
	SD	(1.02)	(1.38)	(1.26)	(1.39)	(1.37)	(1.23)
Vacation leave is approved fairly in my area.	Mean	4.55	4.36	4.36	4.52	4.38	4.51
	SD	(.85)	(.90)	(.87)	(.69)	(.75)	(.66)

Table 14. Mean Ratings and Standard Deviations by Salary Range

There is some variability across ratings by salary range in the extent that employees agreed on the items ranges. Importantly, “winter break is an important benefit for me,” and “summer hours are beneficial to me and my work-life balance,” were consistently rated higher within the benefits offered, whereas “President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation,” and “Given the responsibilities and performance expectations of my job, I am paid fairly,” exhibited lower consistency in ratings.

Item		Salary Range						
		<15k	15-25k	25-35k	35-50k	50-75k	75-100k	>100k
		N=3	N=7	N=86	N=148	N=84	N=15	N=9
I am satisfied with the current health benefits offered by WKU.	Mean	2.67	3.71	3.50	3.29	3.27	3.47	3.56
	SD	(1.16)	(1.11)	(1.05)	(1.27)	(1.20)	(1.25)	(1.01)
I am satisfied with other benefits (e.g., employee tuition waiver, dependent/spousal tuition, vacation/sick leave, workplace flexibility, etc.) offered by WKU.	Mean	4.00	3.50	4.10	3.79	4.13	4.27	4.11
	SD	(.71)	(1.18)	(.84)	(1.19)	(.86)	(.70)	(1.27)
Winter break is an important benefit for me.	Mean	4.75	4.78	4.82	4.85	4.81	4.67	4.67
	SD	(.46)	(.44)	(.46)	(.59)	(.64)	(.82)	(.50)
Summer hours are beneficial to me and my work-life balance.	Mean	4.67	4.67	4.80	4.84	4.68	4.73	4.56
	SD	(.82)	(.82)	(.43)	(.56)	(.79)	(.59)	(1.01)
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	Mean	2.44	3.10	2.23	2.20	2.38	2.73	3.22
	SD	(1.42)	(1.10)	(1.08)	(1.12)	(1.19)	(1.28)	(1.79)
I have opportunities to advance in my career at WKU.	Mean	2.71	3.63	2.80	2.71	3.02	3.13	3.78
	SD	(1.60)	(1.19)	(1.11)	(1.18)	(1.28)	(1.25)	(1.48)
My job description reflects what I really do.	Mean	4.10	4.00	3.23	3.19	3.49	3.93	3.44
	SD	(.94)	(1.05)	(1.23)	(1.26)	(1.25)	(.80)	(1.74)
Given the responsibilities and performance expectations of my job, I am paid fairly.	Mean	3.30	3.40	2.14	2.20	2.63	3.33	2.67
	SD	(1.16)	(1.27)	(1.09)	(1.25)	(1.23)	(1.23)	(1.66)
In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the right connections.	Mean	2.63	3.78	2.93	2.94	3.01	3.47	3.00
	SD	(1.06)	(.83)	(1.32)	(1.30)	(1.35)	(1.46)	(1.51)
Vacation leave is approved fairly in my area.	Mean	3.75	4.44	4.42	4.37	4.52	4.47	4.88
	SD	(.96)	(.73)	(.72)	(.86)	(.80)	(.83)	(.35)

Table 15. Mean Ratings and Standard Deviations by Division

There is some variability across ratings by division in the extent that employees agreed on the items. Importantly, “winter break is an important benefit for me,” and “summer hours are beneficial to me and my work-life balance,” were consistently rated higher within the benefits offered, whereas “President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation,” and “given the responsibilities and performance expectations of my job, I am paid fairly, “ exhibited lower consistency in ratings compared to other items assessing satisfaction with benefits, performance, evaluation, and pay.

Item		Division				
		Academic Affairs	Enrollment and Student Experience	Strategy, Operation, and Finance	Philanthropy and Alumni Engagement	Office of the President
		N=155	N=88	N=82	N=5	N=24
I am satisfied with the current health benefits offered by WKU.	Mean	3.39	3.46	3.14	4.25	3.65
	SD	(1.20)	(1.13)	(1.30)	(.50)	(.83)
I am satisfied with other benefits (e.g., employee tuition waiver, dependent/spousal tuition, vacation/sick leave, workplace flexibility, etc.) offered by WKU.	Mean	4.02	3.72	4.09	4.75	4.13
	SD	(1.02)	(1.10)	(.99)	(.50)	(.90)
Winter break is an important benefit for me.	Mean	4.84	4.81	4.78	5.00	4.70
	SD	(.55)	(.56)	(.59)	(.00)	(.82)
Summer hours are beneficial to me and my work-life balance.	Mean	4.76	4.82	4.74	5.00	4.78
	SD	(.69)	(.54)	(.63)	(.00)	(.52)
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	Mean	2.47	2.15	2.11	2.60	3.21
	SD	(1.20)	(1.13)	(1.01)	(1.34)	(1.14)
I have opportunities to advance in my career at WKU.	Mean	2.98	2.77	2.71	3.60	3.09
	SD	(1.25)	(1.20)	(1.14)	(.89)	(1.34)
My job description reflects what I really do.	Mean	3.41	3.24	3.39	3.80	3.25
	SD	(1.31)	(1.26)	(1.13)	(1.10)	(1.39)
Given the responsibilities and performance expectations of my job, I am paid fairly.	Mean	2.59	2.23	2.13	3.20	2.58
	SD	(1.35)	(1.21)	(1.00)	(1.10)	(1.38)
In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the right connections.	Mean	3.21	2.88	2.71	3.40	2.95
	SD	(1.32)	(1.25)	(1.19)	(.89)	(1.62)
Vacation leave is approved fairly in my area.	Mean	4.48	4.29	4.55	4.00	4.13
	SD	(.74)	(.89)	(.65)	(1.41)	(1.25)



Leadership

Leadership

The following tables report the means ratings and standard deviations for each item assessing satisfaction with leadership, broken down by employment category, tenure, salary range, and division. The means and standard deviations are reported in the order in which the items appeared on the survey instrument.

Table 16. Mean Ratings and Standard Deviations by Employment Category

There is some variability across ratings by employment category in the extent that employees agreed on the items. Importantly, “I am treated fairly by my immediate supervisor,” “I am allowed time away from my job for taking classes or attending training opportunities per university policy,” “taking time off when needed is NOT a problem in my area,” and “my supervisor allows flex scheduling per Alternative Work Arrangement Policy,” exhibited consistently higher ratings; whereas “my section/department/office is adequately staffed,” and “WKU offers adequate supervisory training,” exhibited lower ratings compared to other items assessing satisfaction with leadership.

Item		Employment Category	
		Full-Time N=353	Part-Time N=16
I am treated fairly by my immediate supervisor.	Mean	4.37	4.69
	SD	(.95)	(.60)
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	Mean	4.23	4.14
	SD	(.89)	(1.10)
Taking time off when needed to is NOT a problem in my area.	Mean	4.25	4.63
	SD	(1.02)	(.62)
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	Mean	4.19	4.40
	SD	(1.01)	(.74)
I am comfortable discussing my job-related concerns and issues with my supervisor.	Mean	3.98	4.50
	SD	(1.25)	(.82)
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	Mean	3.17	3.93
	SD	(1.35)	(1.14)
WKU offers adequate supervisory training.	Mean	2.68	3.14
	SD	(1.15)	(1.46)
My section/department/office is adequately staffed.	Mean	2.45	3.00
	SD	(1.33)	(1.25)
My department leaders communicate President Caboni's plans and vision appropriately.	Mean	3.26	3.60
	SD	(1.22)	(1.18)
My division leaders communicate President Caboni's plans and vision appropriately.	Mean	3.19	3.40
	SD	(1.22)	(1.24)

Table 17. Mean Ratings and Standard Deviations by Tenure

There is some variability across ratings by employment category in the extent that employees agreed on the items. Importantly, “I am treated fairly by my immediate supervisor,” “I am allowed time away from my job for taking classes or attending training opportunities per university policy,” “taking time off when needed is NOT a problem in my area,” and “my supervisor allows flex scheduling per Alternative Work Arrangement Policy,” exhibited consistently higher ratings; whereas “my section/department/office is adequately staffed,” and “WKU offers adequate supervisory training,” exhibited lower ratings compared to other items assessing satisfaction with leadership.

Item		Years of Employment					
		<1 year N=32	1-5 years N=82	6-10 years N=88	11-15 years N=64	16-20 years N=45	>21 years N=57
I am treated fairly by my immediate supervisor.	Mean	4.66	4.32	4.43	4.27	4.24	4.49
	SD	(.79)	(1.05)	(.86)	(1.03)	(.98)	(.78)
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	Mean	4.42	4.08	4.06	4.26	4.37	4.38
	SD	(.92)	(1.69)	(.85)	(.85)	(.62)	(.69)
Taking time off when needed to is NOT a problem in my area.	Mean	4.53	4.23	4.13	4.20	4.27	4.42
	SD	(.88)	(1.26)	(.91)	(1.03)	(1.03)	(.78)
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	Mean	4.42	4.18	4.16	4.20	4.16	4.16
	SD	(.96)	(1.04)	(.96)	(1.05)	(1.09)	(.90)
I am comfortable discussing my job-related concerns and issues with my supervisor.	Mean	4.34	4.02	3.84	3.94	3.93	4.12
	SD	(1.10)	(1.31)	(1.28)	(1.20)	(1.34)	(1.09)
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	Mean	3.48	2.96	3.01	3.29	3.36	3.44
	SD	(1.18)	(1.44)	(1.28)	(1.40)	(1.45)	(1.24)
WKU offers adequate supervisory training.	Mean	3.50	2.65	2.46	2.75	2.47	2.80
	SD	(.94)	(1.18)	(1.09)	(1.19)	(1.12)	(1.20)
My section/department/office is adequately staffed.	Mean	3.19	2.52	2.28	2.33	2.42	2.50
	SD	(1.40)	(1.31)	(1.34)	(1.30)	(1.36)	(1.22)
My department leaders communicate President Caboni's plans and vision appropriately.	Mean	3.81	3.23	3.13	3.46	3.05	3.23
	SD	(1.14)	(1.25)	(1.21)	(1.20)	(1.22)	(1.17)
My division leaders communicate President Caboni's plans and vision appropriately.	Mean	3.63	3.18	3.04	3.37	3.00	3.20
	SD	(1.16)	(1.23)	(1.19)	(1.27)	(1.26)	(1.15)

Table 18. Mean Ratings and Standard Deviations by Salary Range

There is some variability across ratings by salary range in the extent that employees agreed on the items ranges. Importantly, “I am allowed time away from my job for taking classes or attending training opportunities per university policy,” “taking time off when needed is NOT a problem in my area,” and “my supervisor allows flex scheduling per Alternative Work Arrangement Policy,” exhibited consistently higher ratings; whereas “WKU offers adequate supervisory training,” and “My section/department/office is adequately staffed,” exhibited lower ratings compared to other items assessing satisfaction with leadership.

Item		Salary Range						
		<15k N=10	15-25k N=10	25-35k N=91	35-50k N=148	50-75k N=84	75-100k N=15	>100k N=8
I am treated fairly by my immediate supervisor.	Mean	4.80	4.60	4.44	4.36	4.27	4.53	4.00
	SD	(.63)	(.52)	(.89)	(.93)	(1.02)	(.83)	(1.41)
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	Mean	4.14	4.75	4.22	4.14	4.24	4.38	4.63
	SD	(.90)	(.46)	(.92)	(.95)	(.84)	(.87)	(.52)
Taking time off when needed to is NOT a problem in my area.	Mean	4.20	4.70	4.26	4.19	4.27	4.53	4.44
	SD	(1.14)	(.48)	(.98)	(1.11)	(.96)	(.52)	(1.13)
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	Mean	4.44	4.00	4.23	4.10	4.16	4.67	4.67
	SD	(.88)	(.87)	(.97)	(1.10)	(.95)	(.49)	(.71)
I am comfortable discussing my job-related concerns and issues with my supervisor.	Mean	4.70	4.40	4.07	3.92	3.90	4.20	3.89
	SD	(.68)	(.97)	(1.20)	(1.30)	(1.25)	(1.01)	(1.45)
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	Mean	3.00	4.33	3.02	3.04	3.34	3.67	4.14
	SD	(1.41)	(.87)	(1.29)	(1.41)	(1.26)	(1.29)	(1.22)
WKU offers adequate supervisory training.	Mean	2.75	3.87	2.95	2.62	2.43	2.80	2.78
	SD	(1.49)	(1.30)	(1.14)	(1.14)	(1.07)	(1.01)	(1.56)
My section/department/office is adequately staffed.	Mean	2.33	3.40	2.78	2.27	2.40	2.80	2.00
	SD	(1.12)	(1.35)	(1.38)	(1.29)	(1.29)	(1.27)	(1.32)
My department leaders communicate President Caboni's plans and vision appropriately.	Mean	3.67	3.80	3.38	3.18	3.19	3.14	3.50
	SD	(1.12)	(1.14)	(1.02)	(1.23)	(1.23)	(1.35)	(1.85)
My division leaders communicate President Caboni's plans and vision appropriately.	Mean	3.44	3.80	3.25	3.07	3.22	3.14	3.43
	SD	(.88)	(1.14)	(1.14)	(1.23)	(1.22)	(1.35)	(1.99)

Table 19. Mean Ratings and Standard Deviations by Division

There is some variability across ratings by division in the extent that employees agreed on the items ranges. Importantly, “I am treated fairly by my immediate supervisor,” “I am allowed time away from my job for taking classes or attending training opportunities per university policy,” “taking time off when needed is NOT a problem in my area,” and “my supervisor allows flex scheduling per Alternative Work Arrangement Policy,” exhibited consistently higher ratings; whereas “WKU offers adequate supervisory training,” and “my section/department/office is adequately staffed,” exhibited lower ratings compared to other items assessing satisfaction with leadership.

Item		Division				
		Academic Affairs N=155	Enrollment and Student Experience N=88	Strategy, Operation, and Finance N=82	Philanthropy and Alumni Engagement N=5	Office of the President N=24
I am treated fairly by my immediate supervisor.	Mean	4.44	4.23	4.50	4.40	3.92
	SD	(.92)	(.99)	(.68)	(.89)	(1.50)
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	Mean	4.31	4.17	4.04	4.50	4.26
	SD	(.89)	(.94)	(.94)	(.58)	(.75)
Taking time off when needed to is NOT a problem in my area.	Mean	4.27	4.25	4.33	4.40	3.96
	SD	(1.05)	(1.04)	(.82)	(.55)	(1.37)
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	Mean	4.23	4.11	4.15	4.60	4.42
	SD	(1.03)	(1.00)	(1.02)	(.55)	(.78)
I am comfortable discussing my job-related concerns and issues with my supervisor.	Mean	4.00	3.80	4.13	3.80	3.83
	SD	(1.27)	(1.37)	(.93)	(1.64)	(1.49)
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	Mean	3.33	2.98	3.15	3.60	3.45
	SD	(1.28)	(1.42)	(1.26)	(1.52)	(1.57)
WKU offers adequate supervisory training.	Mean	2.77	2.73	2.57	3.40	2.58
	SD	(1.20)	(1.19)	(1.01)	(.89)	(1.28)
My section/department/office is adequately staffed.	Mean	2.90	2.24	1.98	2.80	2.46
	SD	(1.36)	(1.26)	(1.07)	(1.10)	(1.32)
My department leaders communicate President Caboni's plans and vision appropriately.	Mean	3.46	3.31	2.91	4.00	2.96
	SD	(1.15)	(1.21)	(1.17)	(1.23)	(1.43)
My division leaders communicate President Caboni's plans and vision appropriately.	Mean	3.37	3.15	2.93	4.00	3.00
	SD	(1.17)	(1.23)	(1.18)	(1.23)	(1.48)



Overall Satisfaction

Overall Satisfaction

The following figures display the mean rating for overall satisfaction working at WKU broken down by employment category, tenure, salary range, and division.

Item	Mean Rating	SD
Overall, I am satisfied working at WKU.	3.67	1.02

Figure 8. Mean Ratings for Overall Satisfaction by Employment Category

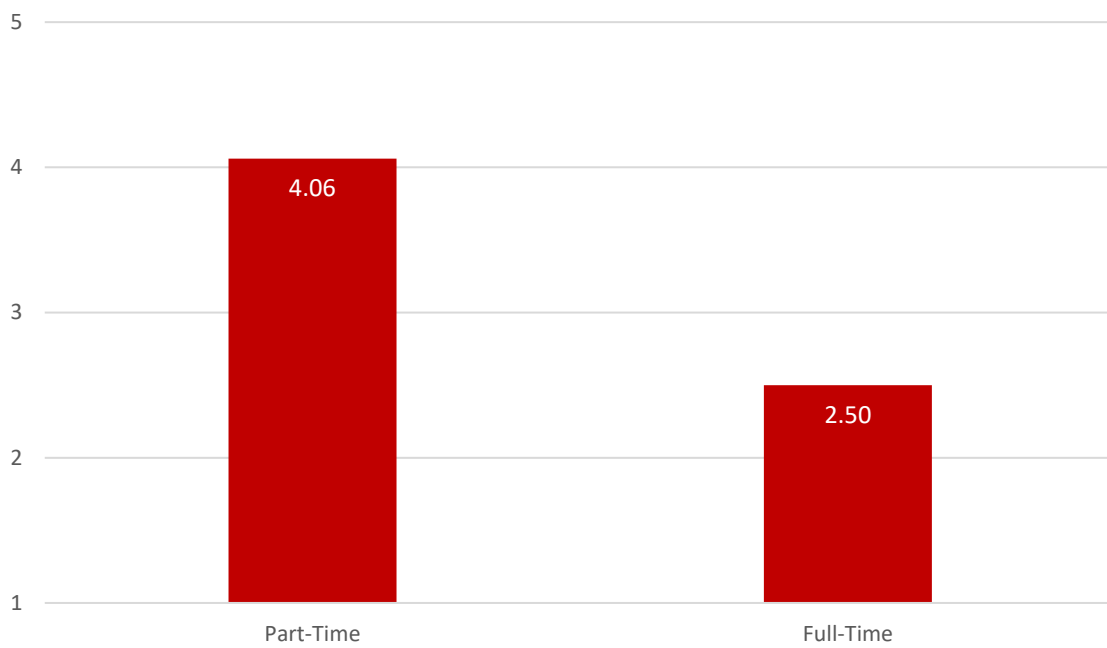


Figure 9. Mean Ratings for Overall Satisfaction by Tenure

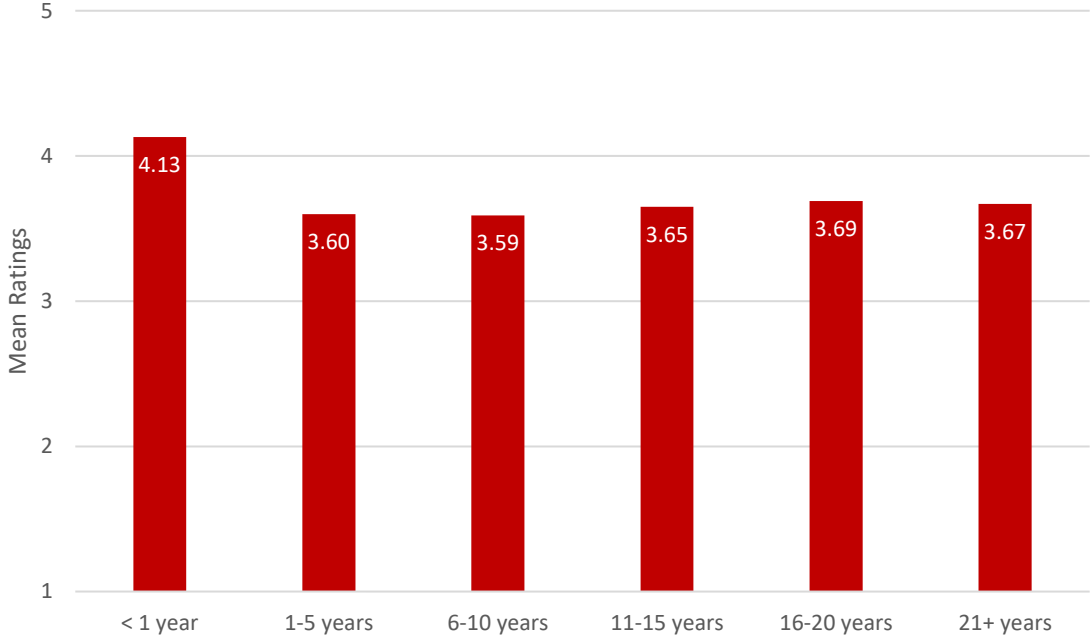


Figure 10. Mean Ratings for Overall Satisfaction by Salary Range

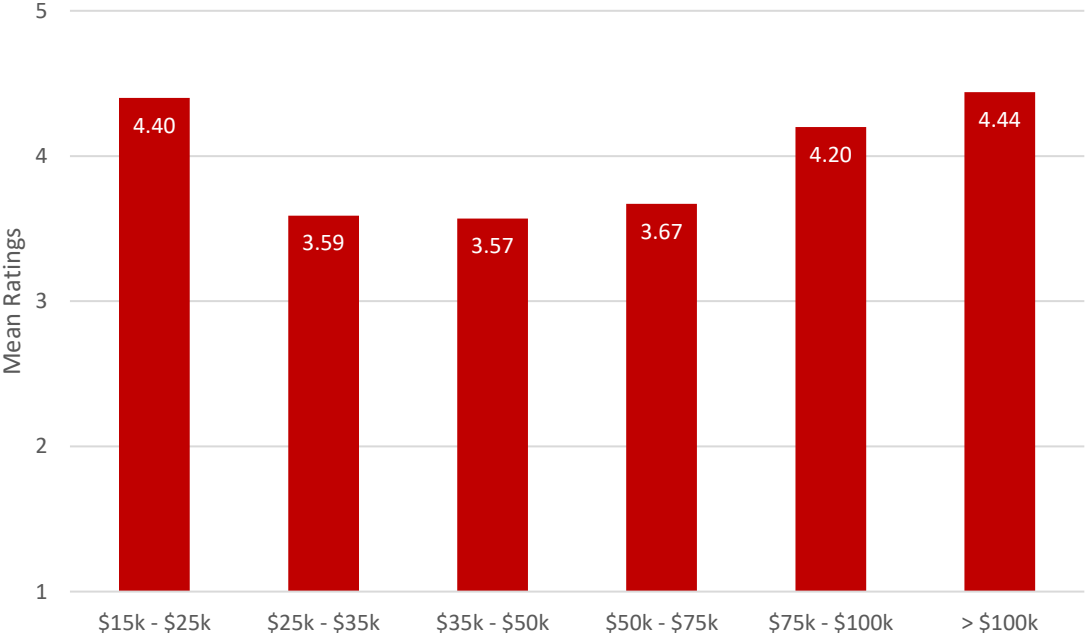
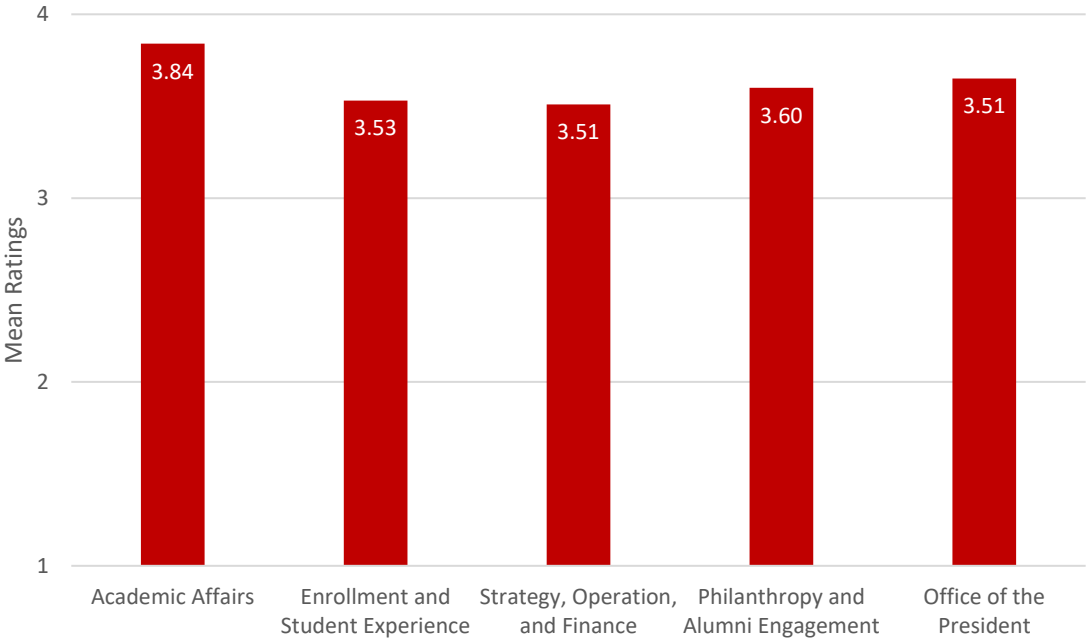


Figure 11. Mean Ratings for Overall Satisfaction by Division





Open Ended Questions

Open Ended Questions

The Staff Engagement Survey instrument included three open-ended items that requested respondents to list how VSIP has affected their position, and to list their top issues and concerns. In 2022, 294 respondents expressed 830 comments to the three open-ended questions. The 2022 comments were subjected to a Q-sort to group the comments into meaningful categories. The number of comments in each of 19 categories is listed in Table 20. The complete listing of identified concerns (grouped into these categories) may be found in the Appendix. As seen in the Appendix, many comments are coded as negative and thus offer opportunities for improvement.

The open ended questions were as follows:

- Has staff lost to the Voluntary Separation Incentive Program (VSIP) affected your position? If yes, please describe.
- Please list up to three of your top concerns - and - how would you address them if given the opportunity?
- Please list up to three top reasons you enjoy your employment at WKU.

Table 20. Top Issues by Category and Number of Responses per Category

The following table compares employee's responses to the 3 open ended questions to previous years by category.

Category	2022	2021	2020	2019
No Additional Comments	84	26	187	219
Miscellaneous Issues	25	55	18	11
Faculty and Students	70	74	16	14
Compensation and Benefits	289	79	307	209
	35%	16%	48%	38%
Pay/Salary Issues/Raises/Compensation	168	32	145	110
Benefits (health insurance, vacation, sick leave, etc.)	102	26	83	65
Promotions and Career Opportunities	13	5	30	12
Retirement	4	9	9	4
Job Security/Turnover	2	7	40	18
Logistics and Facilities	285	215	166	177
	34%	45%	26%	32%
Staffing/Resources/ Funding/Budget	164	55	78	63
Morale	22	40	30	44
Parking	15	27	8	28
Safety & Facilities (air quality, space, etc.)	9	26	16	14
Summer Hours/Spring Break/Winter Break	75	67	34	28
Management/Supervision/Leadership	77	186	162	166
	9%	39%	26%	30%
Personnel Practices & Policies	6	15	37	33
Performance Management, Appraisal, & Job Descriptions	9	37	9	15
Training / Professional Development Opportunities	11	23	24	9
Communication Issues/Ability to Express Concerns and Provide Input	17	45	47	57
Supervision/Management/Leadership	30	59	40	34
President Caboni	4	7	5	18
TOTAL NUMBER OF COMMENTS	830	480	635	552

Table 21. Comparison Across Open-Ended Questions

The following Table compares the employee’s responses to the 3 questions contained on the 2022 Staff Engagement Survey by relevant categories. Compensation and Benefits was the category that had both most general concern reports (i.e., comments related to pay/salary issues/raises/compensation) as well as the most positive comments (i.e. benefits). The category with the most VSIP-related concerns was Logistics and Facilities (i.e, staffing/resources/funding/budget).

Category	VSIP	Concerns	Enjoy
No Additional Comments	83	1	0
Miscellaneous Issues	7	0	18
Faculty and Students	2	2	66
Compensation and Benefits	29	159	101
	11%	57%	34%
Pay/Salary Issues/Raises/Compensation	27	139	2
Benefits (health insurance, vacation, sick leave, etc.)	0	12	90
Promotions and Career Opportunities	2	6	5
Retirement	0	1	3
Job Security/Turnover	0	1	1
Logistics and Facilities	123	66	96
	48%	24%	33%
Staffing/Resources/Funding/Budget	117	26	21
Morale	2	16	4
Parking	0	15	0
Safety & Facilities (air quality, space, etc.)	4	5	0
Summer Hours/Spring Break/Winter Break	0	4	71
Management/Supervision/Leadership	12	52	13
	5%	18%	4%
Personnel Practices & Policies	0	6	0
Performance Management, Appraisal, & Job Descriptions	1	6	2
Training / Professional Development Opportunities	0	11	0
Communication Issues/Ability to Express Concerns and Provide Input	3	14	0
Supervision/Management/Leadership	8	13	9
President Caboni	0	2	2
TOTAL NUMBER OF COMMENTS	256	280	294

Table 22. VSIP Comments Sorted into Positives and Concerns

Along with comparing comments by category across the three questions, we also sorted the VSIP-related question responses into positive comments and concern comments. The following Table shows the positive and concern comments within each category. Overall, 79 (31%) of the VSIP-related comments were positive while 177 (69%) were sorted as concerns.

Category	Positives	Concerns
No Additional Comments	77	6
Miscellaneous Issues	0	7
Faculty and Students	1	1
Compensation and Benefits	0	28
	0%	16%
Pay/Salary Issues/Raises/Compensation	0	27
Benefits (health insurance, vacation, sick leave, etc.)	0	0
Promotions and Career Opportunities	1	1
Retirement	0	0
Job Security/Turnover	0	0
Logistics and Facilities	0	123
	0%	69%
Staffing/Resources/ Funding/Budget	0	117
Morale	0	2
Parking	0	0
Safety & Facilities (air quality, space, etc.)	0	4
Summer Hours/Spring Break/Winter Break	0	0
Management/Supervision/Leadership	0	22
	0%	12%
Personnel Practices & Policies	0	0
Performance Management, Appraisal, & Job Descriptions	0	1
Training / Professional Development Opportunities	0	0
Communication Issues/Ability to Express Concerns and Provide Input	0	3
Supervision/Management/Leadership	0	8
President Caboni	0	0
TOTAL NUMBER OF COMMENTS	79	177
	31%	69%

Conclusions

The results of the 2022 WKU Staff Senate Staff Engagement Survey indicated that overall, employees slightly agreed they are satisfied working at WKU, however overall satisfaction working at WKU has steadily declined since 2019. Across the 32 items tapping satisfaction with specific facets of the job, there were three items with which employees strongly agreed, “Summer hours are beneficial to me and my work-life balance,” “Winter break is an important benefit for me,” and “I feel safe on campus during the daytime.”

There were three items for which respondents disagreed or strongly disagreed, on the 2022 Staff Engagement Survey were:

- *“President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation,”*
- *“Given the responsibilities and performance expectations of my job, I am paid fairly,”* and
- *“My section/department/office is adequately staffed.”*

Generally, full-time and part-time employees were consistent in their pattern of responses. When responses were broken down by length of tenure at WKU, salary range, and division, there similarly were few items on which there were differences in responses as a function of these demographics.

The 2022 open-ended responses indicated that employees expressed the most concern were related to:

- pay/salary issues/raises/compensation (168 comments),
- staffing/resources/funding/budget (164 comments), and
- benefits (health insurance, vacation, sick leave, etc.) (102 comments).

Overall, the results obtained for the 2022 Staff Engagement Survey are similar to results obtained for the 2021, 2020, and 2019 Surveys. Notable exceptions include that responses to “Overall I am satisfied working at WKU” decreased from agreement (2017 Mean = 4.07) to slight agreement (2019 Mean = 3.74; 2020 Mean = 3.88; 2021 Mean = 3.86; 2022 Mean = 3.67).

Acknowledgements for Data Analytic Support:

Cora E. Hurt, B.S.
Molly R. Simmons, B.S.