

Western Kentucky University Staff Engagement Survey 2024



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September 2024



Western Kentucky University Staff Engagement Survey 2024

Executive Summary

The results of the 2024 Western Kentucky University Staff Engagement Survey indicated that overall, employees moderately agreed they are satisfied working at WKU. Across the broad categories 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 2023 Staff Engagement Survey.

It should be noted that overall ratings of satisfaction working at WKU have increased slightly from 2023, the average number of survey respondents have decreased since 2023. 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.	4.76
Summer hours are beneficial to me and my work-life balance.	4.72
I feel safe on campus during the daytime.	4.68
Vacation leave is fairly approved in my area	4.44
I am treated fairly by my immediate supervisor.	4.39

The six¹ lowest rated items by employees were:

Item	Mean Rating
Given the responsibilities and performance expectations of my job, I am paid fairly.	2.51
I am satisfied with parking in terms of pricing, availability, and enforcement.	2.52
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	2.53
My section/department/office is adequately staffed.	2.79

¹ Note, both survey item, “WKU offers adequate supervisory training,” and “I have opportunities to advance my career at WKU received the same overall mean rating score.

*WKU offers adequate supervisory training.	2.89
*I have opportunities to advance in my career at WKU	2.89

Any item where the mean rating is less than 2.50 indicates strong disagreement (please see page 5, “How to Read this Report”). In particular, staff indicated slight disagreement that they are paid fairly, that they are satisfied with parking, and that President Caboni advocates for appropriate staff pay and compensation. It should be noted that staff indicated that their departments/offices are inadequately staffed, and that they receive supervisory training, as well as have the opportunity to advance their career at WKU.

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

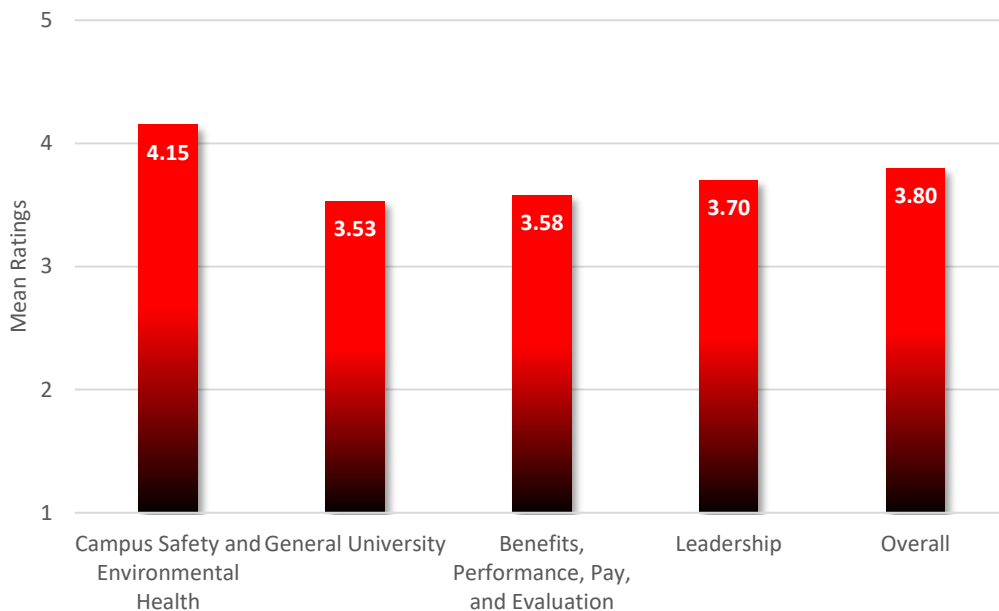


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How to Read this Report

Survey Instrument

This report describes the results of the Western Kentucky University Staff Engagement Survey administered March 2024. The 2024 Staff Engagement Survey instrument consisted of 32 items addressing satisfaction with specific facets of the job; and 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). Six 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. While 386 people clicked on the survey link to complete the survey; data were available for 336 participants; 50 participants had excessive missing data (>50%) and thus, these data were not included in analyses.

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 2024 there were no items for which the mean rating would be interpreted as indicating disagreement. In other words, the 2024 data produced no mean ratings below 2.51. However, it should be noted that three items contained overall mean ratings close to 2.51 (see page 2).

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 2024 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.

2024 Staff Engagement Survey Overview

This report describes the results of the Western Kentucky University Staff Engagement Survey administered March 2023. All WKU staff were invited via email to complete the survey online; 336 employees (308 full-time; 9 part-time; 19 did not say) completed the survey with usable responses.

Table 1. 2024 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.	4.68	0.53
I feel safe on campus at night.	4.13	0.76
The air quality in my building/work environment is good.	3.64	0.98
<i>General University</i>		
I have the equipment and supplies to do my job well.	3.93	1.13
My computer access is adequate to obtain the information I need.	4.28	0.92
I know how to locate/access University policies.	4.17	0.85
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	3.44	1.18
The Staff Senate represents my concerns to the administration of WKU.	3.41	1.07
I am aware that WKU has an Ethics and Compliance Hotline.	3.59	1.19
I am aware of President Caboni's expectations relevant to me and my department.	3.33	1.27
I understand the role of the President's Cabinet.	3.03	1.25
I am satisfied with parking in terms of pricing, availability, and enforcement.	2.52	1.33
<i>Benefits, Performance, Evaluation, and Pay</i>		
I am satisfied with the current health benefits offered by WKU.	3.32	1.23
I am satisfied with other benefits (e.g., employee tuition waiver, dependent/spousal tuition, vacation/sick leave, workplace flexibility, etc.) offered by WKU.	4.14	0.93
Vacation is approved fairly in my area	4.44	0.90
Winter break is an important benefit for me.	4.76	0.69
Summer hours are beneficial to me and my work-life balance.	4.72	0.74
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	2.53	1.29
I have opportunities to advance in my career at WKU.	2.89	1.20
My job description reflects what I really do.	3.33	1.26
Given the responsibilities and performance expectations of my job, I am paid fairly.	2.51	1.24
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.	3.22	1.26

Item	M	SD
Leadership		
I am treated fairly by my immediate supervisor.	4.39	0.95
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	4.17	1.01
Taking time off when needed to is NOT a problem in my area.	4.37	0.98
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	4.16	1.10
I am comfortable discussing my job-related concerns and issues with my supervisor.	4.02	1.18
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	3.39	1.35
WKU offers adequate supervisory training.	2.89	1.13
My section/department/office is adequately staffed.	2.79	1.35
My department leaders communicate President Caboni's plans and vision appropriately.	3.42	1.18
My division leaders communicate President Caboni's plans and vision appropriately.	3.31	1.19
Overall, I am satisfied working at WKU.	3.80	0.91

Demographics

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

Figure 2. Employment Category of Respondents

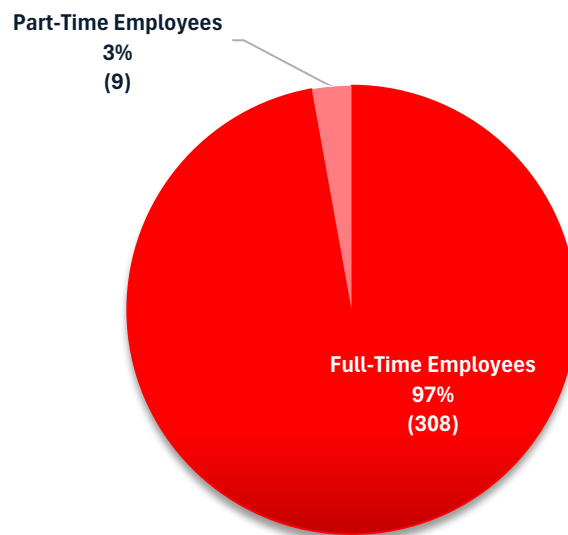


Figure 3. Employment Tenure of Respondents

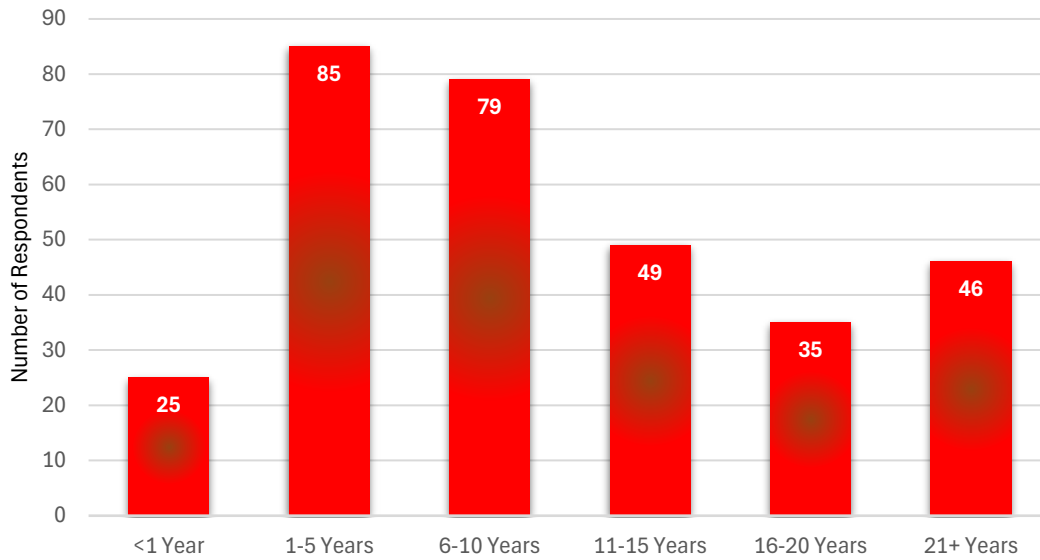


Figure 4. Salary Range of Respondents

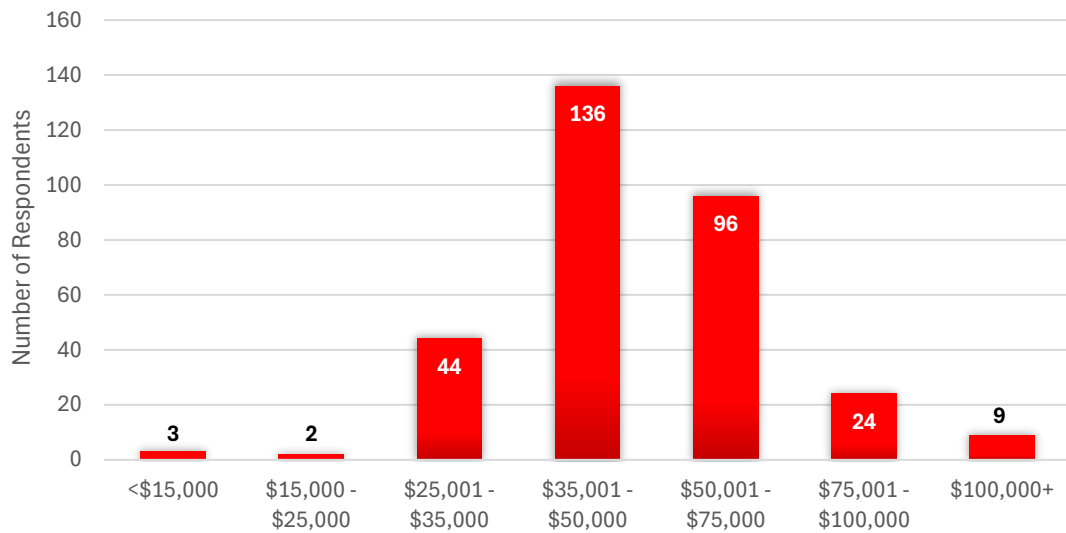


Figure 5. Division Category of Respondents

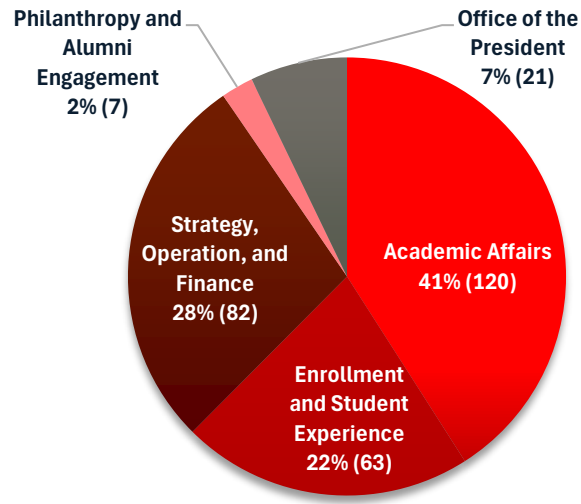
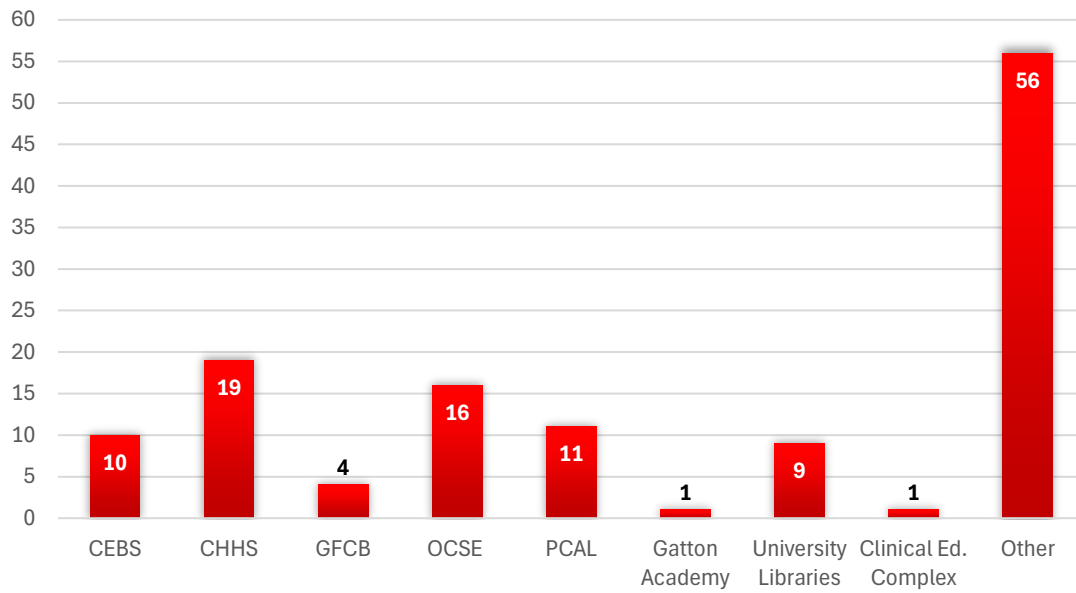


Figure 6. Academic Affairs Division Category of Respondents



Differences between 2024 Survey Results with Prior Years

In comparing responses from 2024 and 2023, there were four items for which there were statistically significant differences between the 2024 and 2023 mean ratings. These items are marked with an asterisk (***) in the table on the following page. For three of the four items, the 2024 mean ratings were lower than the 2023 mean ratings. For one item, the 2024 mean rating was higher than that of the 2023 mean rating.

Overall, the results obtained for the 2024 Staff Engagement Survey are similar to results obtained for the 2023, 2022, and 2021 Staff Satisfaction 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 2024 (2019 mean = 3.74; 2020 mean = 3.88; 2021 mean = 3.86; 2022 mean = 3.67; 2023 mean = 3.78; 2024 mean = 3.80). **Notably, the mean rating indicating that staff are satisfied working at WKU has increased very slightly. However, mean ratings of overall satisfaction have remained fairly stagnant.**

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 2024 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. Four items with statistically significant differences between 2024 and 2023 were found. These four items are listed below.

Table 2. Items with Significantly Different Mean Ratings between 2024 and 2023

Item	2024		2023	
	Mean	SD	Mean	SD
I feel safe on campus at night.	4.13	0.76	3.96	0.84
I have the equipment and supplies to do my job well.	3.93	1.13	4.16	0.89
I am satisfied with the current health benefits offered by WKU.	3.32	1.23	3.57	1.11
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	4.17	1.01	4.32	0.79

Table 3. Mean Rating Comparisons between 2024 and 2023 Staff Engagement Survey Responses

Item	2024		2023	
	Mean	SD	Mean	SD
<i>Campus Safety and Environmental Health</i>				
I feel safe on campus during the daytime.	4.68	0.53	4.66	0.50
I feel safe on campus at night.***	4.13	0.76	3.96	0.84
The air quality in my building/work environment is good.	3.64	0.98	3.65	1.03
<i>General University</i>				
I have the equipment and supplies to do my job well.***	3.93	1.13	4.16	0.90
My computer access is adequate to obtain the information I need.	4.28	0.92	4.39	0.78
I know how to locate/access University policies.	4.17	0.85	4.13	0.87
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	3.44	1.18	3.49	1.09
The Staff Senate represents my concerns to the administration of WKU.	3.41	1.07	3.52	0.94
I am aware that WKU has an Ethics and Compliance Hotline.	3.59	1.19	3.21	1.20
I am aware of President Caboni's expectations relevant to me and my department.	3.33	1.27	3.33	1.18
I understand the role of the President's Cabinet.	3.03	1.25	3.06	1.14
I am satisfied with parking in terms of pricing, availability, and enforcement.	2.52	1.33	2.47	1.30
<i>Benefits, Performance, Evaluation, and Pay</i>				
I am satisfied with the current health benefits offered by WKU.***	3.32	1.23	3.57	1.12
I am satisfied with other benefits (e.g., employee tuition waiver, dependent/spousal tuition, vacation/sick leave, workplace flexibility, etc.) offered by WKU.	4.14	0.93	4.13	0.87
Winter break is an important benefit for me.	4.76	0.69	4.81	0.54
Summer hours are beneficial to me and my work-life balance.	4.72	0.74	4.73	0.62
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation	2.53	1.29	2.67	1.25
I have opportunities to advance in my career at WKU.	2.89	1.20	3.03	1.23
My job description reflects what I really do.	3.33	1.26	3.39	1.19
Given the responsibilities and performance expectations of my job, I am paid fairly.	2.51	1.24	2.55	1.24
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.	3.22	1.26	3.09	1.24
Vacation leave is approved fairly in my area	4.44	0.90	4.50	0.64

Note. Items marked with *** indicate statistically significant differences in mean ratings between 2024 and 2023. Though items may demonstrate statistically significant differences, they may not demonstrate practical significant differences.

Item	2024		2023	
	Mean	SD	Mean	SD
Leadership				
I am treated fairly by my immediate supervisor.	4.39	0.95	4.41	0.87
I am allowed time away from my job for taking classes or attending training opportunities per University policy.***	4.17	1.01	4.32	0.79
Taking time off when needed to is NOT a problem in my area.	4.37	0.98	4.30	0.89
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	4.16	1.10	4.15	0.96
I am comfortable discussing my job-related concerns and issues with my supervisor.	4.02	1.18	4.05	1.12
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	3.39	1.35	3.22	1.23
WKU offers adequate supervisory training.	2.89	1.13	2.99	1.04
My section/department/office is adequately staffed.	2.79	1.35	2.78	1.27
My department leaders communicate President Caboni's plans and vision appropriately.	3.42	1.18	3.33	1.10
My division leaders communicate President Caboni's plans and vision appropriately.	3.31	1.19	3.30	1.10
Overall Satisfaction				
Overall, I am satisfied working at WKU.	3.80	0.91	3.78	0.89

Note. Items marked with *** indicate statistically significant differences in mean ratings between 2024 and 2023. Though items may demonstrate statistically significant differences, they may not demonstrate practical significant differences.

Figure 7. Overall Satisfaction Ratings for 2020 - 2024

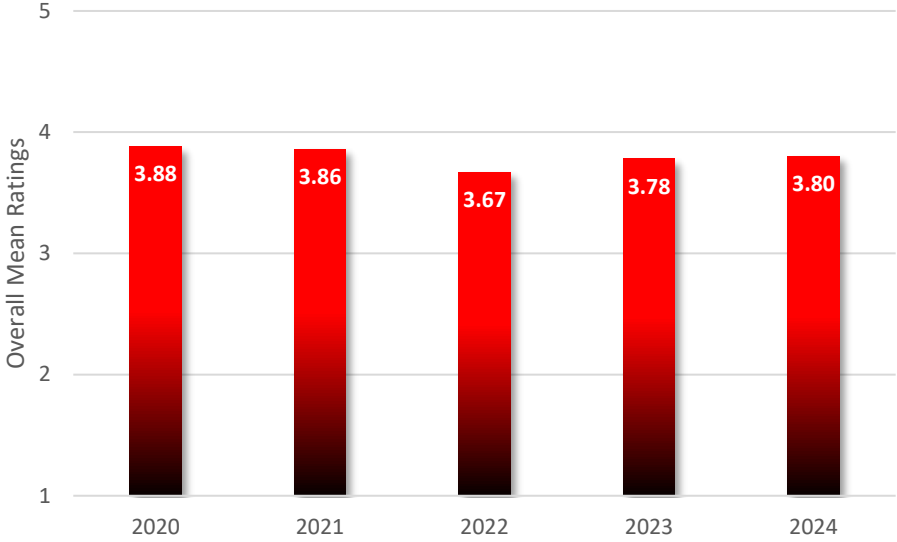
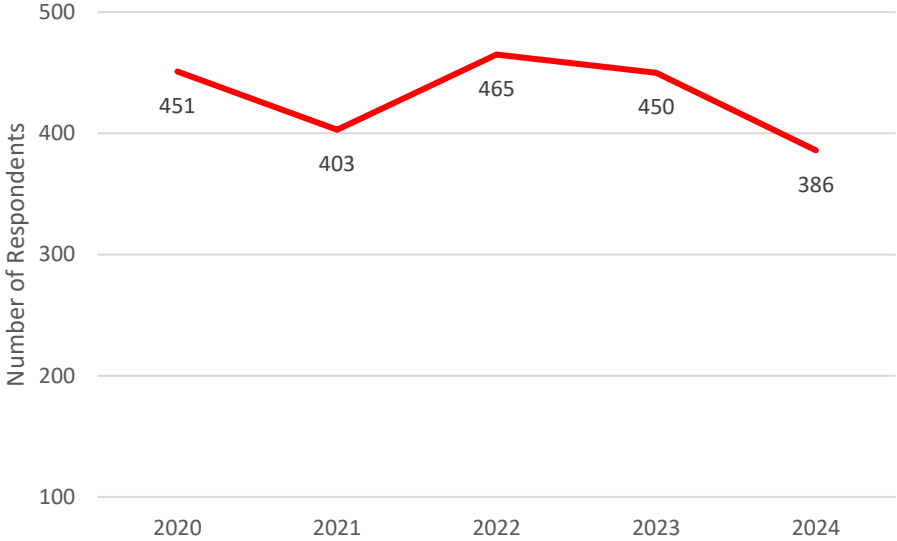


Figure 8. Response Rates from 2020 - 2024





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 though, 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=308	Part-Time N=9
I feel safe on campus during the daytime.	Mean	4.69	4.67
	SD	(.52)	(.71)
I feel safe on campus at night.	Mean	4.14	4.13
	SD	(.76)	(1.13)
The air quality in my building/work environment is good.	Mean	3.62	4.00
	SD	(.98)	(1.12)

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, “I feel safe on campus at night,” and “The air quality in my building/work environment is good,” exhibited the most variability.

Item		Years of Employment					
		<1	1-5	6-10	11-15	16-20	>21
		year N=25	years N=85	years N=79	years N=49	years N=35	years N=46
I feel safe on campus during the daytime.	Mean	4.71	4.71	4.61	4.73	4.69	4.74
	SD	(.55)	(.46)	(.66)	(.45)	(.54)	(.44)
I feel safe on campus at night.	Mean	4.09	3.99	4.03	4.28	4.39	4.28
	SD	(.75)	(.80)	(.85)	(.70)	(.69)	(.70)
The air quality in my building/work environment is good.	Mean	3.75	3.51	3.67	3.74	3.55	3.69
	SD	(.90)	(1.04)	(.88)	(1.17)	(.93)	(.95)

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,” exhibited the most variability.

Item		Salary Range						
		<15k	15-25k	25-35k	35-50k	50-75k	75-100k	>100k
		N=3	N=2	N=44	N=136	N=96	N=24	N=9
I feel safe on campus during the daytime.	Mean	4.67	5.00	4.60	4.62	4.80	4.65	4.78
	SD	(.58)	(.00)	(.66)	(.53)	(.43)	(.59)	(.44)
I feel safe on campus at night.	Mean	4.33	4.00	4.00	4.04	4.18	4.35	4.50
	SD	(.58)	(1.41)	(.78)	(.79)	(.68)	(.88)	(1.07)
The air quality in my building/work environment is good.	Mean	4.33	3.00	3.43	3.53	3.66	4.15	4.00
	SD	(1.16)	(1.41)	(1.04)	(.96)	(.97)	(.93)	(.76)

Table 7. 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, “The air quality in my building/work environment is good,” exhibited the most variability.

Item		Division				
		Academic Affairs	Enrollment and Student Experience	Strategy Operation and Finance	Philanthropy and Alumni Engagement	Office of the President
		N=120	N=63	N=82	N=7	N=21
I feel safe on campus during the daytime.	Mean	4.73	4.61	4.70	5.00	4.62
	SD	(.47)	(.52)	(.61)	(.00)	(.59)
I feel safe on campus at night.	Mean	4.10	4.11	4.27	4.33	4.00
	SD	(.71)	(.75)	(.81)	(.52)	(1.03)
The air quality in my building/work environment is good.	Mean	3.56	3.75	3.68	4.57	3.60
	SD	(1.00)	(1.01)	(.95)	(.54)	(.82)

Table 8. Mean Ratings and Standard Deviations by Academic Affairs Unit

There is some variability across ratings by Academic Affairs Unit in the extent that employees agreed on the items. Importantly, “The air quality in my building/work environment is good,” exhibited the most variability.

Item		Academic Affairs Unit								
		CEBS N=10	CHHS N=19	GFCB N=4	OCSE N=16	PCAL N=11	Gatton Academy N=1	University Libraries N =9	Clinical Ed. Complex N=1	Other N=56
I feel safe on campus during the daytime.	Mean	4.67	4.79	5.00	4.69	4.55	5.00	4.67	5.00	4.73
	SD	(.50)	(.42)	(.00)	(.60)	(.52)	*	(.50)	*	(.45)
I feel safe on campus at night.	Mean	4.00	3.87	4.50	4.00	4.00	4.00	3.75	4.00	4.18
	SD	(.89)	(.89)	(.58)	(.89)	(.82)	*	(.71)	*	(.67)
The air quality in my building/work environment is good.	Mean	3.75	3.56	3.00	3.63	3.20	2.00	3.63	4.00	3.58
	SD	(.89)	(1.20)	(1.16)	(1.03)	(1.03)	*	(.92)	*	(.97)

*indicates standard deviation unable to be calculated given sample size of 1.



WKU[®]

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 9. 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, “My computer access is adequate to obtain the information I need,” and “The Staff Senate represents my concerns to the administration of WKU,” were rated consistently lower by part-time employees compared to other items assessing general university satisfaction.

Item		Employment Category	
		Full-Time N=308	Part-Time N=9
I have the equipment and supplies to do my job well.	Mean	3.95	4.00
	SD	(1.11)	(1.23)
My computer access is adequate to obtain the information I need.	Mean	4.33	3.56
	SD	(.89)	(1.51)
I know how to locate/access University policies.	Mean	4.17	4.22
	SD	(.86)	(.67)
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	Mean	3.45	3.33
	SD	(1.19)	(1.12)
The Staff Senate represents my concerns to the administration of WKU.	Mean	3.42	3.00
	SD	(1.07)	(1.07)
I am aware that WKU has an Ethics and Compliance Hotline.	Mean	3.56	3.44
	SD	(1.20)	(1.33)
I am aware of President Caboni's expectations relevant to me and my department.	Mean	3.33	3.63
	SD	(1.27)	(1.19)
I understand the role of the President's Cabinet.	Mean	3.00	3.00
	SD	(1.25)	(1.58)
I am satisfied with parking in terms of pricing, availability, and enforcement.	Mean	2.49	2.56
	SD	(1.32)	(1.67)

Table 10. 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 tenure. Importantly, “I understand the role of the President's Cabinet,” and “I am satisfied with parking in terms of pricing, availability, and enforcement,” were consistently rated lower compared to other items assessing general university satisfaction.

Item		Years of Employment					
		<1 year N=25	1-5 years N=85	6-10 years N=79	11-15 years N=49	16-20 years N=35	>21 years N=46
I have the equipment and supplies to do my job well.	Mean	4.28	4.00	3.85	3.98	3.80	3.80
	SD	(.84)	(1.05)	(1.29)	(1.16)	(1.02)	(1.17)
My computer access is adequate to obtain the information I need.	Mean	4.54	4.31	4.29	4.43	3.91	4.24
	SD	(.59)	(1.01)	(.87)	(.74)	(1.01)	(1.06)
I know how to locate/access University policies.	Mean	4.04	3.95	4.27	4.24	4.29	4.24
	SD	(.69)	(1.05)	(.76)	(.83)	(.57)	(.95)
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	Mean	3.65	3.40	3.50	3.54	3.09	3.39
	SD	(1.23)	(1.24)	(1.15)	(1.03)	(1.27)	(1.30)
The Staff Senate represents my concerns to the administration of WKU.	Mean	3.50	3.18	3.35	3.57	3.29	3.67
	SD	(.89)	(1.03)	(1.19)	(1.02)	(1.13)	(1.08)
I am aware that WKU has an Ethics and Compliance Hotline.	Mean	3.12	3.44	3.63	3.76	3.54	3.65
	SD	(1.23)	(1.29)	(1.13)	(1.18)	(1.01)	(1.27)
I am aware of President Caboni's expectations relevant to me and my department.	Mean	3.50	3.35	3.30	3.56	3.14	3.07
	SD	(1.25)	(1.32)	(1.31)	(1.15)	(1.24)	(1.32)
I understand the role of the President's Cabinet.	Mean	3.21	2.82	2.90	3.35	2.97	2.93
	SD	(1.32)	(1.26)	(1.31)	(1.28)	(1.12)	(1.20)
I am satisfied with parking in terms of pricing, availability, and enforcement.	Mean	3.00	2.33	2.39	2.55	2.71	2.59
	SD	(1.45)	(1.35)	(1.31)	(1.34)	(1.37)	(1.23)

Table 11. 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, “I understand the role of the President's Cabinet,” and “I am satisfied with parking in terms of pricing, availability, and enforcement,” were consistently rated lower compared to other items assessing general university satisfaction.

Item		Salary Range						
		<15k	15-25k	25-35k	35-50k	50-75k	75-100k	>100k
		N=3	N=2	N=44	N=136	N=96	N=24	N=9
I have the equipment and supplies to do my job well.	Mean	4.00	3.50	3.88	3.99	3.94	3.54	3.89
	SD	(1.00)	(2.12)	(1.10)	(1.06)	(1.13)	(1.38)	(1.69)
My computer access is adequate to obtain the information I need.	Mean	3.33	3.00	4.18	4.31	4.39	4.09	4.33
	SD	(2.08)	(1.41)	(1.08)	(.84)	(.81)	(1.13)	(1.32)
I know how to locate/access University policies.	Mean	4.33	3.50	3.91	4.04	4.40	4.30	4.22
	SD	(.58)	(.71)	(.96)	(.93)	(.69)	(.56)	(1.30)
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	Mean	2.50	3.50	3.38	3.43	3.39	3.36	3.89
	SD	(.71)	(.71)	(1.31)	(1.18)	(1.21)	(1.14)	(1.36)
The Staff Senate represents my concerns to the administration of WKU.	Mean	3.00	3.50	3.28	3.35	3.47	3.50	3.22
	SD	(.00)	(.71)	(1.30)	(1.05)	(1.00)	(1.14)	(1.48)
I am aware that WKU has an Ethics and Compliance Hotline.	Mean	4.00	2.50	3.25	3.52	3.53	4.09	4.22
	SD	(1.73)	(.71)	(1.24)	(1.21)	(1.17)	(.85)	(1.30)
I am aware of President Caboni's expectations relevant to me and my department.	Mean	3.50	3.00	3.27	3.33	3.22	3.39	4.00
	SD	(.71)	(1.41)	(1.35)	(1.30)	(1.16)	(1.31)	(1.73)
I understand the role of the President's Cabinet.	Mean	2.67	3.00	2.59	2.96	3.01	3.13	4.11
	SD	(1.53)	(1.41)	(1.23)	(1.28)	(1.18)	(1.10)	(1.54)
I am satisfied with parking in terms of pricing, availability, and enforcement.	Mean	1.33	2.00	2.42	2.38	2.47	3.36	3.11
	SD	(.58)	(.00)	(1.44)	(1.33)	(1.23)	(1.18)	(1.70)

Table 12. 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=120	N=63	N=82	N=7	N=21
I have the equipment and supplies to do my job well.	Mean	4.24	3.79	3.49	5.00	4.19
	SD	(.73)	(1.18)	(1.31)	(.00)	(1.29)
My computer access is adequate to obtain the information I need.	Mean	4.38	3.94	4.35	4.86	4.38
	SD	(.73)	(1.28)	(.79)	(.38)	(1.07)
I know how to locate/access University policies.	Mean	4.21	4.06	4.17	4.29	4.24
	SD	(.77)	(.97)	(.81)	(.76)	(1.18)
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	Mean	3.49	3.32	3.45	3.71	3.52
	SD	(1.07)	(1.35)	(1.25)	(1.11)	(1.50)
The Staff Senate represents my concerns to the administration of WKU.	Mean	3.50	3.21	3.40	3.43	3.71
	SD	(.91)	(1.27)	(1.12)	(1.27)	(1.10)
I am aware that WKU has an Ethics and Compliance Hotline.	Mean	3.53	3.42	3.59	3.29	4.19
	SD	(1.21)	(1.29)	(1.11)	(1.38)	(1.12)
I am aware of President Caboni's expectations relevant to me and my department.	Mean	3.41	3.10	3.24	3.71	3.86
	SD	(1.18)	(1.35)	(1.22)	(1.38)	(1.53)
I understand the role of the President's Cabinet.	Mean	3.08	2.75	2.87	3.43	3.52
	SD	(1.15)	(1.36)	(1.26)	(1.51)	(1.44)
I am satisfied with parking in terms of pricing, availability, and enforcement.	Mean	2.41	2.77	2.53	2.57	2.62
	SD	(1.21)	(1.41)	(1.45)	(1.27)	(1.32)

Table 13. Mean Ratings and Standard Deviations by Academic Affairs Unit

There is some variability across ratings by Academic Affairs Unit in the extent that employees agreed on the items. Importantly, “I am satisfied with parking in terms of pricing, availability, and enforcement,” was consistently rated lower.

Item		Academic Affairs Unit								
		CEBS	CHHS	GFCB	OCSE	PCAL	Gatton Academy	University Libraries	Clinical Ed. Complex	Other
		N=10	N=19	N=4	N=16	N=11	N=1	N=9	N=1	N=56
I have the equipment and supplies to do my job well.	Mean	4.10	4.16	4.50	4.00	4.00	5.00	4.22	5.00	4.25
	SD	(.88)	(.90)	(.58)	(.73)	(1.10)	*	(.67)	*	(.75)
My computer access is adequate to obtain the information I need.	Mean	4.44	4.47	4.75	4.13	3.91	5.00	4.22	5.00	4.46
	SD	(.73)	(.77)	(.50)	(.81)	(1.04)	*	(.97)	*	(.57)
I know how to locate/access University policies.	Mean	3.56	4.37	4.50	4.13	3.82	5.00	4.11	5.00	4.34
	SD	(1.24)	(.50)	(.58)	(.50)	(1.25)	*	(.33)	*	(.70)
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	Mean	3.56	3.63	4.25	3.75	3.30	2.00	3.63	2.00	3.50
	SD	(.88)	(1.01)	(.96)	(.78)	(1.25)	*	(1.30)	*	(1.06)
The Staff Senate represents my concerns to the administration of WKU.	Mean	3.50	3.74	4.00	3.60	3.27	4.00	3.88	3.00	3.38
	SD	(.53)	(1.20)	(.82)	(.74)	(.91)	*	(1.00)	*	(.95)
I am aware that WKU has an Ethics and Compliance Hotline.	Mean	3.20	3.58	3.25	3.75	3.45	5.00	3.56	4.00	3.43
	SD	(1.23)	(1.17)	(1.50)	(.86)	(1.51)	*	(1.42)	*	(1.22)
I am aware of President Caboni's expectations relevant to me and my department.	Mean	3.11	3.53	4.25	3.81	2.67	4.00	3.67	2.00	3.29
	SD	(1.17)	(1.22)	(.96)	(.83)	(1.41)	*	(1.00)	*	(1.29)
I understand the role of the President's Cabinet.	Mean	3.22	3.21	2.50	3.19	2.64	2.00	3.44	2.00	3.15
	SD	(1.09)	(1.36)	(1.00)	(.75)	(1.36)	*	(.88)	*	(1.21)
I am satisfied with parking in terms of pricing, availability, and enforcement.	Mean	1.60	2.50	2.00	2.80	2.10	4.00	2.33	3.00	2.45
	SD	(.97)	(1.34)	(1.41)	(1.37)	(.57)	*	(1.32)	*	(1.22)

*indicates standard deviation unable to be calculated due to sample size of 1.



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 14. 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 “President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation,” along with “I have opportunities to advance in my career at WKU,” and “Given the responsibilities and performance expectations of my job, I am paid fairly,” were consistently rated lower across employment categories compared to other items assessing satisfaction with benefits, performance, evaluation, and pay.

Item		Employment Category	
		Full-Time N=308	Part-Time N=9
I am satisfied with the current health benefits offered by WKU.	Mean	3.28	3.60
	SD	(1.24)	(1.52)
I am satisfied with other benefits (e.g., tuition waivers, vacation/sick leave, etc.) offered by WKU.	Mean	4.16	3.88
	SD	(.93)	(1.25)
Winter break is an important benefit for me.	Mean	4.77	4.33
	SD	(.65)	(1.63)
Summer hours are beneficial to me and my work-life balance.	Mean	4.73	5.00
	SD	(.71)	(.00)
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	Mean	2.52	2.44
	SD	(1.29)	(1.59)
I have opportunities to advance in my career at WKU.	Mean	2.90	2.38
	SD	(1.21)	(1.06)
My job description reflects what I really do.	Mean	3.33	3.67
	SD	(1.27)	(1.00)
Given the responsibilities and performance expectations of my job, I am paid fairly.	Mean	2.50	2.33
	SD	(1.24)	(1.32)
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	3.20	3.38
	SD	(1.27)	(.74)
Vacation leave is approved fairly in my area.	Mean	4.47	3.80
	SD	(.87)	(1.79)

Table 15. 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,” along with “Summer hours are beneficial to me and my work-life balance,” and “Vacation leave is approved fairly in my area,” exhibited higher consistency in ratings; whereas “President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation,” along with “Given the responsibilities and performance expectations of my job, I am paid fairly,” and “I have opportunities to advance in my career at WKU,” were consistently rated lower compared to other items assessing satisfaction with benefits, performance, evaluation, and pay.

Item		Years of Employment					
		<1 year N=25	1-5 years N=85	6-10 years N=79	11-15 years N=49	16-20 years N=35	>21 years N=46
		Mean	Mean	Mean	Mean	Mean	Mean
I am satisfied with the current health benefits offered by WKU.	Mean	3.82	3.27	3.33	3.15	3.34	3.12
	SD	(1.05)	(1.23)	(1.26)	(1.20)	(1.03)	(1.49)
I am satisfied with other benefits (e.g., tuition waivers, vacation/sick leave, etc.) offered by WKU.**	Mean	4.00	4.06	4.18	4.31	4.14	4.16
	SD	(1.16)	(1.05)	(1.00)	(.69)	(.65)	(0.91)
Winter break is an important benefit for me.	Mean	4.72	4.67	4.78	4.94	4.97	4.52
	SD	(.84)	(.77)	(.57)	(.25)	(0.17)	(1.11)
Summer hours are beneficial to me and my work-life balance.	Mean	4.68	4.72	4.71	4.87	4.72	4.63
	SD	(0.99)	(.70)	(.72)	(.50)	(.68)	(.87)
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	Mean	3.44	2.40	2.43	2.51	2.31	2.52
	SD	(1.26)	(1.25)	(1.30)	(1.43)	(1.05)	(1.31)
I have opportunities to advance in my career at WKU.	Mean	3.68	2.95	2.68	2.82	2.60	2.86
	SD	(1.15)	(1.11)	(1.18)	(1.33)	(1.14)	(1.29)
My job description reflects what I really do.	Mean	4.04	3.40	3.01	3.27	3.29	3.41
	SD	(1.14)	(1.26)	(1.40)	(1.27)	(1.15)	(1.13)
Given the responsibilities and performance expectations of my job, I am paid fairly.	Mean	3.04	2.25	2.38	2.51	2.37	2.85
	SD	(1.31)	(1.05)	(1.31)	(1.26)	(1.11)	(1.35)
In my area, promotions are based on performance-related criteria rather than on a subjective basis.**	Mean	3.46	3.19	3.11	3.22	3.03	3.32
	SD	(1.10)	(1.28)	(1.34)	(1.36)	(1.11)	(1.24)
Vacation leave is approved fairly in my area.	Mean	4.17	4.38	4.45	4.58	4.43	4.56
	SD	(1.00)	(1.02)	(1.00)	(.65)	(.98)	(.70)

**Wording of item shortened to maintain pagination of table.

Table 16. 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 item ranges. Importantly, “Winter break is an important benefit for me,” along with “Summer hours are beneficial to me and my work-life balance,” and “Vacation leave is approved fairly in my area,” exhibited higher consistency in ratings; whereas “President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation,” along with “Given the responsibilities and performance expectations of my job, I am paid fairly,” and “I have opportunities to advance in my career at WKU,” were consistently rated lower compared to other items assessing satisfaction with benefits, performance, evaluation, and pay.

Item		Salary Range						
		<15k N=3	15- 25k N=2	25- 35k N=44	35-50k N=136	50- 75k N=96	75- 100k N=24	>100k N=9
I am satisfied with the current health benefits offered by WKU.	Mean	4.00	4.00	3.13	3.28	3.24	3.74	3.63
	SD	*	*	(1.34)	(1.23)	(1.20)	(1.21)	(1.41)
I am satisfied with other benefits (e.g., tuition waivers, vacation/sick leave, etc.) offered by WKU.**	Mean	3.50	4.00	4.14	4.17	4.07	4.43	3.89
	SD	(.71)	(.00)	(.97)	(.87)	(.93)	(.95)	(1.69)
Winter break is an important benefit for me.	Mean	3.00	---	4.56	4.80	4.85	4.71	4.56
	SD	(2.83)	(---)	(1.08)	(.42)	(.56)	(.86)	(1.33)
Summer hours are beneficial to me and my work-life balance.	Mean	5.00	---	4.65	4.79	4.77	4.54	4.44
	SD	*	(---)	(.92)	(.48)	(.66)	(1.18)	(1.33)
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	Mean	2.67	2.00	2.25	2.42	2.46	3.00	4.11
	SD	(1.53)	(1.41)	(1.18)	(1.25)	(1.22)	(1.50)	(1.54)
I have opportunities to advance in my career at WKU.	Mean	2.33	2.00	2.60	2.78	3.01	3.00	4.14
	SD	(.58)	*	(1.24)	(1.20)	(1.18)	(1.29)	(1.22)
My job description reflects what I really do.	Mean	3.67	3.00	3.11	3.17	3.46	3.58	4.11
	SD	(1.53)	(1.41)	(1.51)	(1.24)	(1.20)	(1.18)	(1.54)
Given the responsibilities and performance expectations of my job, I am paid fairly.	Mean	1.33	3.00	2.09	2.29	2.62	3.29	3.56
	SD	(.58)	(1.41)	(1.11)	(1.16)	(1.16)	(1.33)	(1.74)
In my area, promotions are based on performance-related criteria rather than on a subjective basis.**	Mean	2.00	3.50	2.81	3.05	3.42	3.64	3.78
	SD	(.00)	(.71)	(1.33)	(1.22)	(1.12)	(1.47)	(1.86)
Vacation leave is approved fairly in my area.	Mean	5.00	3.00	4.20	4.46	4.47	4.58	4.88
	SD	*	*	(1.13)	(.84)	(.97)	(.72)	(.35)

*Indicates standard deviation is unable to be calculated due to inclusion of only one participant’s data

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Table 17. 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,” along with “Summer hours are beneficial to me and my work-life balance,” and “Vacation leave is approved fairly in my area,” exhibited higher consistency in ratings; whereas “President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation,” along with “Given the responsibilities and performance expectations of my job, I am paid fairly,” and “I have opportunities to advance in my career at WKU,” were consistently rated lower compared to other items assessing satisfaction with benefits, performance, evaluation, and pay.

Item		Division				
		Academic Affairs N=120	Enrollment and Student Experience N=63	Strategy Operation and Finance N=82	Philanthropy and Alumni Engagement N=7	Office of the President N=21
I am satisfied with the current health benefits offered by WKU.	Mean	3.34	3.29	3.27	3.86	3.50
	SD	(1.16)	(1.33)	(1.17)	(1.35)	(1.36)
I am satisfied with other benefits (e.g., tuition waivers, vacation/sick leave, etc.) offered by WKU.**	Mean	4.17	4.05	4.23	4.57	4.00
	SD	(.84)	(1.10)	(.76)	(.54)	(1.41)
Winter break is an important benefit for me.	Mean	4.82	4.69	4.74	5.00	4.65
	SD	(.50)	(.90)	(.72)	(0.00)	(.99)
Summer hours are beneficial to me and my work-life balance.	Mean	4.78	4.73	4.65	5.00	4.70
	SD	(.59)	(.80)	(.84)	(0.00)	(.80)
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	Mean	2.34	2.40	2.50	3.57	3.48
	SD	(1.15)	(1.19)	(1.37)	(1.62)	(1.40)
I have opportunities to advance in my career at WKU.	Mean	2.95	2.65	2.78	3.43	3.47
	SD	(1.12)	(1.16)	(1.32)	(1.52)	(1.17)
My job description reflects what I really do.	Mean	3.30	3.14	3.27	3.71	3.95
	SD	(1.27)	(1.24)	(1.26)	(1.60)	(1.20)
Given the responsibilities and performance expectations of my job, I am paid fairly.	Mean	2.44	2.23	2.44	3.57	3.19
	SD	(1.14)	(1.15)	(1.27)	(1.51)	(1.33)
In my area, promotions are based on performance-related criteria rather than on a subjective basis.**	Mean	3.35	3.03	2.90	3.43	4.15
	SD	(1.15)	(1.20)	(1.33)	(1.51)	(1.04)
Vacation leave is approved fairly in my area.	Mean	4.59	4.17	4.41	5.00	4.21
	SD	(.66)	(1.23)	(.96)	(.00)	(1.27)

**Wording of item shortened to maintain pagination of table.

Table 18. Mean Ratings and Standard Deviations by Academic Affairs Unit

Items related to pay are consistently rated lower across Academic Affairs Units.

Item		Academic Affairs Unit								
		CEBS N=10	CHHS N=19	GFCB N=4	OCSE N=16	PCAL N=11	Gatton Academy N=1	University Libraries N=9	Clinical Ed. Complex N=1	Other N=56
I am satisfied with the current health benefits offered by WKU.	Mean	2.78	3.74	2.75	3.27	3.20	2.00	3.67	5.00	3.26
	SD	(1.48)	(1.15)	(1.50)	(.96)	(1.14)	*	(1.00)	*	(1.25)
I am satisfied with other benefits (e.g., tuition waivers, vacation/sick leave, etc.) offered by WKU.**	Mean	4.40	4.32	4.75	3.56	4.10	5.00	4.11	5.00	4.09
	SD	(.70)	(1.11)	(.50)	(.89)	(.57)	*	(.60)	*	(.96)
Winter break is an important benefit for me.	Mean	4.90	4.84	5.00	4.87	4.75	5.00	4.33	4.00	4.80
	SD	(.32)	(.38)	(.00)	(.35)	(.46)	*	(1.32)	*	(.53)
Summer hours are beneficial to me and my work-life balance.	Mean	4.60	4.67	5.00	4.87	4.75	5.00	4.78	5.00	4.76
	SD	(.97)	(.84)	(.00)	(.35)	(.46)	*	(.44)	*	(.58)
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay.	Mean	2.30	2.74	2.00	2.75	1.91	3.00	2.44	4.00	2.41
	SD	(1.34)	(1.45)	(.82)	(1.24)	(1.14)	*	(1.13)	*	(1.16)
I have opportunities to advance in my career at WKU.	Mean	2.40	3.21	3.50	3.00	2.36	4.00	3.00	4.00	3.00
	SD	(.97)	(1.48)	(1.00)	(1.13)	(1.03)	*	(1.12)	*	(1.06)
My job description reflects what I really do.	Mean	3.10	3.94	3.75	3.56	3.00	5.00	3.22	4.00	3.23
	SD	(1.37)	(1.16)	(1.26)	(.89)	(1.41)	*	(1.48)	*	(1.31)
Given the responsibilities and performance expectations of my job, I am paid fairly.	Mean	2.30	3.11	2.00	2.38	2.18	3.00	2.00	4.00	2.50
	SD	(1.42)	(1.20)	(.00)	(.96)	(1.25)	*	(1.12)	*	(1.21)
In my area, promotions are based on performance-related criteria rather than on a subjective basis.**	Mean	2.67	3.53	4.67	3.57	3.70	5.00	3.22	4.00	3.25
	SD	(1.23)	(1.28)	(.58)	(.76)	(.95)	*	(1.39)	*	(1.12)
Vacation leave is approved fairly in my area.	Mean	4.40	4.42	5.00	4.37	4.40	5.00	4.56	5.00	4.64
	SD	(.70)	(.90)	(.00)	(.62)	(.70)	*	(.53)	*	(.55)

*Indicates standard deviation is unable to be calculated due to inclusion of only one participant's data **Wording of item shortened to maintain pagination of table.



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 19. 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 “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		Employment Category	
		Full-Time N=308	Part-Time N=9
I am treated fairly by my immediate supervisor.	Mean	4.41	4.44
	SD	(.94)	(1.01)
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	Mean	4.18	4.25
	SD	(1.00)	(.89)
Taking time off when needed to is NOT a problem in my area.	Mean	4.38	4.67
	SD	(.97)	(.71)
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	Mean	4.18	4.25
	SD	(1.08)	(.89)
I am comfortable discussing my job-related concerns and issues with my supervisor.	Mean	4.04	4.22
	SD	(1.18)	(.97)
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	Mean	3.39	4.14
	SD	(1.33)	(1.07)
WKU offers adequate supervisory training.	Mean	2.89	3.25
	SD	(1.15)	(1.04)
My section/department/office is adequately staffed.	Mean	2.78	2.89
	SD	(1.36)	(.93)
My department leaders communicate President Caboni's plans and vision appropriately.	Mean	3.42	3.38
	SD	(1.18)	(1.30)
My division leaders communicate President Caboni's plans and vision appropriately.	Mean	3.32	3.38
	SD	(1.19)	(.1.19)

Table 20. 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 “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		Years of Employment					
		<1 year N=25	1-5 years N=85	6-10 years N=79	11-15 years N=49	16-20 years N=35	>21 years N=46
I am treated fairly by my immediate supervisor.	Mean	4.75	4.38	4.18	4.45	4.34	4.57
	SD	(.61)	(.99)	(1.10)	(1.00)	(.94)	(.75)
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	Mean	4.25	4.21	4.03	4.16	4.19	4.26
	SD	(.79)	(.95)	(1.20)	(.90)	(1.12)	(1.04)
Taking time off when needed to is NOT a problem in my area.	Mean	4.50	4.34	4.27	4.45	4.37	4.47
	SD	(.66)	(1.08)	(1.11)	(.77)	(.97)	(.68)
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	Mean	4.26	4.08	4.14	4.17	4.11	4.30
	SD	(1.10)	(1.09)	(1.11)	(1.14)	(1.26)	(.94)
I am comfortable discussing my job-related concerns and issues with my supervisor.	Mean	4.29	4.08	3.70	4.19	3.94	4.24
	SD	(1.12)	(1.17)	(1.32)	(1.12)	(1.21)	(1.04)
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	Mean	3.83	3.44	3.18	3.33	3.26	3.57
	SD	(1.27)	(1.35)	(1.35)	(1.28)	(1.36)	(1.36)
WKU offers adequate supervisory training.	Mean	3.38	3.06	2.74	2.70	2.97	2.76
	SD	(1.12)	(1.24)	(1.11)	(1.04)	(1.09)	(1.13)
My section/department/office is adequately staffed.	Mean	3.25	3.00	2.51	2.96	2.83	2.39
	SD	(1.42)	(1.35)	(1.32)	(1.46)	(1.25)	(1.26)
My department leaders communicate President Caboni's plans and vision appropriately.	Mean	3.58	3.46	3.26	3.59	3.40	3.29
	SD	(1.28)	(1.19)	(1.27)	(1.13)	(.98)	(1.25)
My division leaders communicate President Caboni's plans and vision appropriately.	Mean	3.50	3.35	3.19	3.35	3.29	3.28
	SD	(1.22)	(1.16)	(1.28)	(1.23)	(1.08)	(1.21)

Table 21. 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 item 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		Salary Range						
		<15k N=3	15- 25k N=2	25- 35k N=44	35-50k N=136	50- 75k N=96	75- 100k N=24	>100k N=9
I am treated fairly by my immediate supervisor.	Mean	4.67	5.00	4.18	4.47	4.35	4.29	4.56
	SD	(.58)	(.00)	(1.21)	(.84)	(1.01)	(1.16)	(.73)
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	Mean	4.00	4.50	4.07	4.16	4.19	4.00	4.88
	SD	(.00)	(.71)	(1.07)	(1.03)	(1.05)	(1.00)	(.35)
Taking time off when needed to is NOT a problem in my area.	Mean	5.00	4.50	4.09	4.47	4.39	4.13	4.78
	SD	(.00)	(.71)	(1.23)	(.86)	(1.00)	(1.20)	(.44)
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	Mean	4.33	5.00	3.67	4.11	4.28	4.50	4.88
	SD	(.58)	*	(1.32)	(1.08)	(1.03)	(1.02)	(.35)
I am comfortable discussing my job-related concerns and issues with my supervisor.	Mean	4.67	4.50	3.68	4.07	4.01	3.96	4.78
	SD	(.58)	(.71)	(1.49)	(1.04)	(1.22)	(1.52)	(.44)
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	Mean	4.00	5.00	3.34	3.27	3.35	3.74	4.57
	SD	(.00)	*	(1.40)	(1.35)	(1.24)	(1.54)	(.79)
WKU offers adequate supervisory training.	Mean	3.00	3.50	2.79	2.98	2.68	3.21	2.78
	SD	(1.41)	(.71)	(1.13)	(1.08)	(1.13)	(1.32)	(1.49)
My section/department/office is adequately staffed.	Mean	2.33	2.50	2.95	2.79	2.71	2.67	3.00
	SD	(.58)	(.71)	(1.34)	(1.43)	(1.29)	(1.27)	(1.80)
My department leaders communicate President Caboni's plans and vision appropriately.	Mean	2.50	3.50	3.11	3.45	3.35	3.52	4.43
	SD	(.71)	(.71)	(1.33)	(1.09)	(1.21)	(1.34)	(1.13)
My division leaders communicate President Caboni's plans and vision appropriately.	Mean	2.50	3.50	3.05	3.32	3.31	3.29	4.43
	SD	(.71)	(.71)	(1.26)	(1.10)	(1.22)	(1.40)	(1.13)

Table 22. 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=120	Enrollment and Student Experience N=63	Strategy Operation and Finance N=82	Philanthropy and Alumni Engagement N=7	Office of the President N=21
I am treated fairly by my immediate supervisor.	Mean	4.51	4.21	4.27	4.29	4.71
	SD	(.78)	(1.27)	(1.03)	(.95)	(.72)
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	Mean	4.34	3.93	4.01	4.86	4.47
	SD	(.82)	(1.25)	(1.15)	(.38)	(.70)
Taking time off when needed to is NOT a problem in my area.	Mean	4.52	4.10	4.35	4.57	4.67
	SD	(.72)	(1.26)	(1.09)	(.54)	(.58)
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	Mean	4.32	3.86	4.07	4.43	4.60
	SD	(.91)	(1.36)	(1.17)	(.79)	(.68)
I am comfortable discussing my job-related concerns and issues with my supervisor.	Mean	4.08	3.86	3.94	4.14	4.43
	SD	(1.05)	(1.42)	(1.29)	(1.46)	(.98)
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	Mean	3.64	3.19	3.09	3.71	4.26
	SD	(1.13)	(1.41)	(1.48)	(1.38)	(1.05)
WKU offers adequate supervisory training.	Mean	2.82	3.03	2.70	3.29	3.30
	SD	(1.17)	(1.19)	(1.06)	(1.11)	(1.13)
My section/department/office is adequately staffed.	Mean	2.94	2.67	2.48	3.29	3.24
	SD	(1.31)	(1.40)	(1.33)	(1.25)	(1.26)
My department leaders communicate President Caboni's plans and vision appropriately.	Mean	3.69	3.13	2.98	4.00	4.16
	SD	(.99)	(1.33)	(1.19)	(1.29)	(.90)
My division leaders communicate President Caboni's plans and vision appropriately.	Mean	3.57	3.06	2.86	4.00	4.11
	SD	(1.00)	(1.29)	(1.23)	(1.29)	(.81)

Table 23. Mean Ratings and Standard Deviations by Academic Affairs Unit

Items regarding staffing levels and adequate supervisory training exhibited the most consistency across Academic Affairs Units.

Item		Academic Affairs Unit								
		CEBS N=10	CHHS N=19	GFCB N=4	OCSE N=16	PCAL N=11	Gatton Academy N=1	University Libraries N=9	Clinical Ed. Complex N=1	Other N=56
I am treated fairly by my immediate supervisor.	Mean	4.20	4.53	5.00	4.56	4.55	5.00	4.56	5.00	4.46
	SD	(1.32)	(.61)	(.00)	(.51)	(.69)	*	(1.01)	*	(.83)
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	Mean	4.00	4.16	5.00	4.25	4.30	5.00	4.56	5.00	4.23
	SD	(.87)	(.90)	(.00)	(1.00)	(.48)	*	(.53)	*	(.99)
Taking time off when needed to is NOT a problem in my area.	Mean	4.60	4.47	5.00	4.31	4.45	5.00	4.67	5.00	4.37
	SD	(.52)	(.70)	(.00)	(1.01)	(.52)	*	(.50)	*	(.91)
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	Mean	3.89	4.16	5.00	4.27	4.30	5.00	4.44	5.00	4.25
	SD	(1.45)	(1.07)	(.00)	(.96)	(.68)	*	(.53)	*	(.94)
I am comfortable discussing my job-related concerns and issues with my supervisor.	Mean	3.60	3.89	4.75	4.31	3.91	5.00	4.00	5.00	4.18
	SD	(1.35)	(1.10)	(.50)	(.79)	(.94)	*	(1.23)	*	(.99)
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	Mean	3.20	3.63	4.75	3.75	3.33	---	3.89	3.00	3.61
	SD	(1.23)	(1.36)	(.50)	(1.07)	(.87)	(---)	(.93)	*	(1.16)
WKU offers adequate supervisory training.	Mean	2.44	3.13	3.25	3.13	2.89	5.00	3.63	2.00	2.62
	SD	(1.24)	(1.36)	(1.50)	(.86)	(.78)	*	(1.19)	*	(1.10)
My section/department/office is adequately staffed.	Mean	3.50	3.58	2.00	3.12	2.55	2.00	3.22	5.00	2.61
	SD	(1.43)	(1.39)	(.00)	(1.03)	(1.21)	*	(1.20)	*	(1.34)
My department leaders communicate President Caboni's plans and vision appropriately.	Mean	3.40	4.00	4.25	3.81	3.00	4.00	3.89	2.00	3.61
	SD	(.84)	(.88)	(.96)	(.83)	(1.16)	*	(.60)	*	(1.12)
My division leaders communicate President Caboni's plans and vision appropriately.	Mean	3.50	3.94	4.25	3.75	2.90	---	3.78	3.00	3.41
	SD	(.97)	(.90)	(.96)	(.86)	(1.20)	(---)	(.67)	*	(1.10)



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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.	3.80	0.91

Figure 9. Mean Ratings for Overall Satisfaction by Employment Category



Figure 10. Mean Ratings for Overall Satisfaction by Tenure

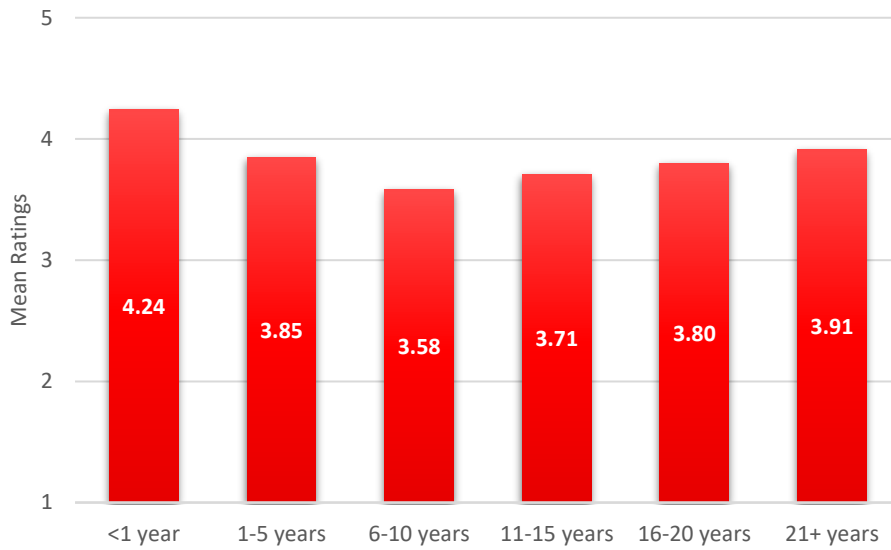


Figure 11. Mean Ratings for Overall Satisfaction by Salary Range

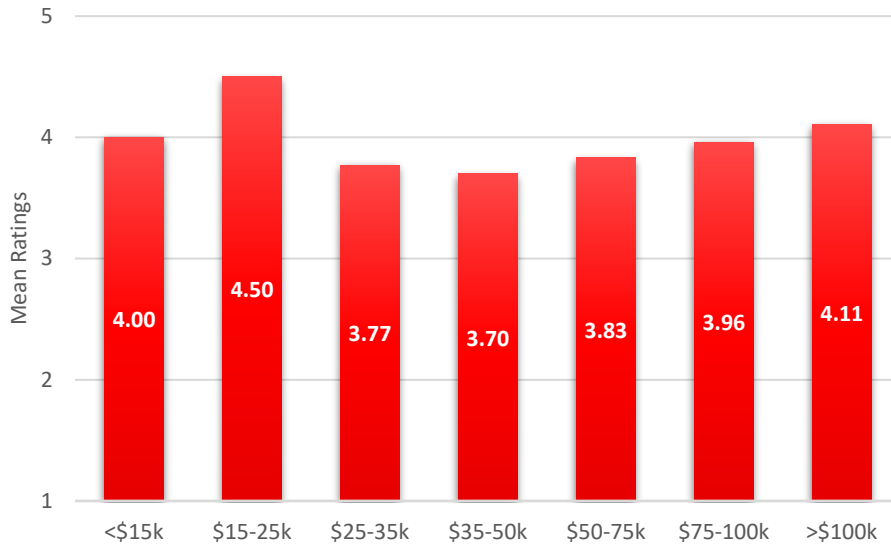


Figure 12. Mean Ratings for Overall Satisfaction by Division

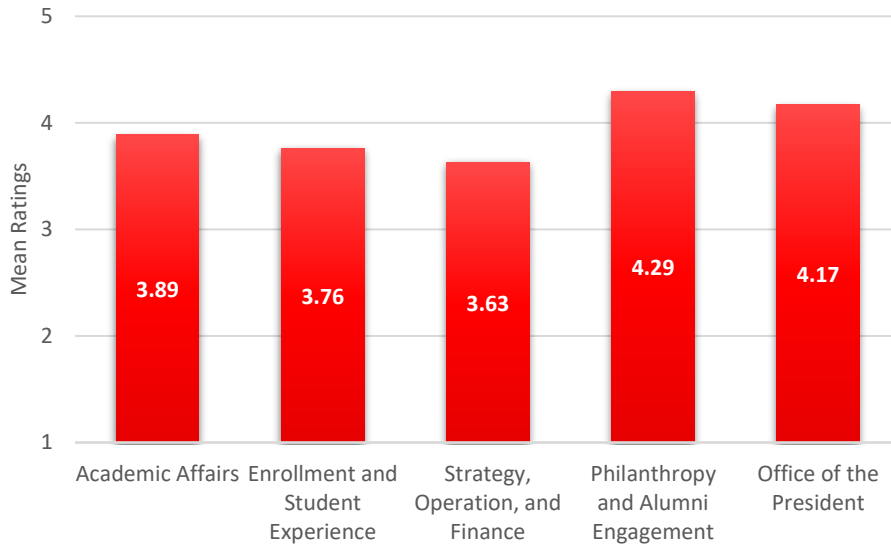
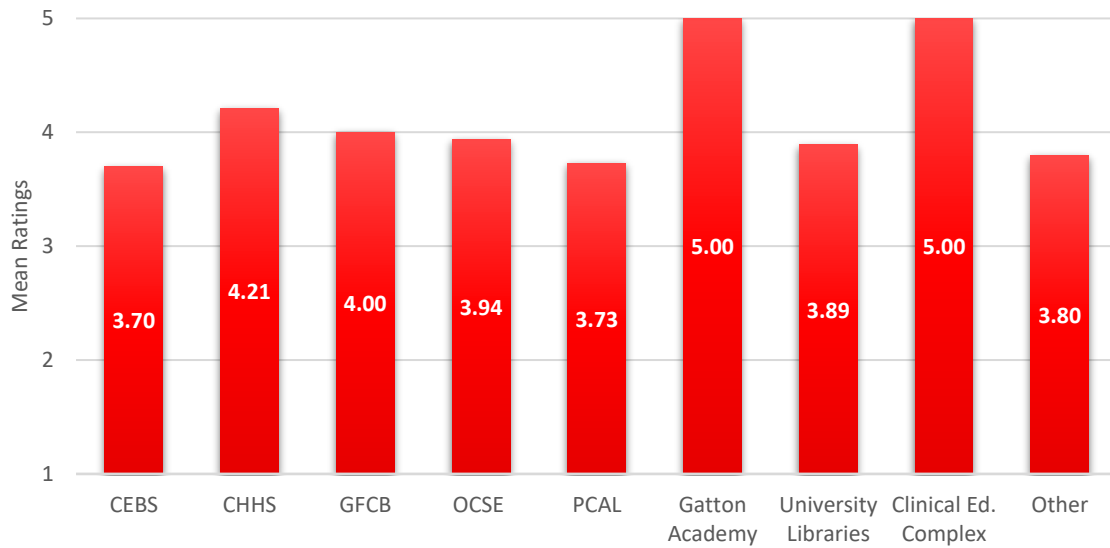


Figure 13. Mean Ratings for Overall Satisfaction by Academic Affairs Unit





Open Ended Questions

Open Ended Questions

The Staff Engagement Survey instrument included three open-ended items that requested respondents to suggest ways the Staff Senate can better serve and represent WKU staff, to list their top issues and concerns, and to list the top reasons staff enjoy working at WKU. In 2024, 236 respondents expressed 579 comments to the three open-ended questions. The 2024 comments were subjected to a Q-sort to group the comments into meaningful categories. Four graduate students in the M.S. in Psychology, Industrial-Organizational Psychology Concentration coded comments independently, then met to discuss discrepancies in coding and resolve disagreements. The number of comments in each of 19 categories is listed in Table 24. The complete listing of comments (grouped by question) may be found in the Appendix.

The open ended questions were as follows:

- How do you feel the Staff Senate can better serve and represent WKU staff?
- 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 24. 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	2024	2023	2022	2021
No Additional Comments	7	45	84	26
Miscellaneous Issues	103	25	25	55
Faculty and Students	98	15	70	74
Compensation and Benefits	467	204	289	79
	81%	38%	35%	16%
Pay/Salary Issues/Raises/Compensation	160	136	168	32
Benefits (health insurance, vacation, sick leave, etc.)	247	45	102	26
Promotions and Career Opportunities	45	16	13	5
Retirement	9	1	4	9
Job Security/Turnover	6	6	2	7
Logistics and Facilities	400	144	285	215
	72%	27%	34%	45%
Staffing/Resources/Funding/Budget	189	64	164	55
Morale	47	16	22	40
Parking	47	34	15	27
Safety & Facilities (air quality, space, etc.)	25	21	9	26
Summer Hours/Spring Break/Winter Break	108	9	75	67
Management/Supervision/Leadership	230	101	77	186
	40%	19%	9%	39%
Personnel Practices & Policies	18	6	6	15
Performance Management, Appraisal, & Job Descriptions	28	8	9	37
Training / Professional Development Opportunities	29	24	11	23
Communication Issues/Ability to Express Concerns and Provide Input	79	22	17	45
Supervision/Management/Leadership	67	29	30	59
President Caboni	9	12	4	7
TOTAL NUMBER OF COMMENTS	579	534	830	480

Table 25. Comparison Across Open-Ended Questions

The following Table compares the employee’s responses to the 3 questions contained on the 2024 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 Staff Senate comments was Management/Supervision/Leadership (i.e., communication).

Category	Staff Senate	Concerns	Enjoy
No Additional Comments	5	5	2
Miscellaneous Issues	11	45	53
Faculty and Students	0	11	92
Compensation and Benefits	40	197	230*
	29%	92%	103%*
Pay/Salary Issues/Raises/Compensation	36	119	5
Benefits (health insurance, vacation, sick leave, etc.)	4	43	200
Promotions and Career Opportunities	0	27	18
Retirement	0	3	6
Job Security/Turnover	0	5	1
Logistics and Facilities	7	161	194
	5%	75%	87%
Staffing/Resources/Funding/Budget	7	79	49
Morale	0	15	32
Parking	0	45	2
Safety & Facilities (air quality, space, etc.)	0	12	13
Summer Hours/Spring Break/Winter Break	0	10	98
Management/Supervision/Leadership	70	119	45
	49%	56%	20%
Personnel Practices & Policies	10	3	5
Performance Management, Appraisal, & Job Descriptions	0	24	4
Training / Professional Development Opportunities	8	18	3
Communication Issues/Ability to Express Concerns and Provide Input	46	33	4
Supervision/Management/Leadership	6	35	26
President Caboni	0	6	3
TOTAL NUMBER OF COMMENTS	142	214	223

*Note. Calculations of comments and percentages in a given category may exceed total number of comments given a single comment can be coded into multiple categories based on content of the comment provided. Many of the comments concerning Benefits in open ended item 3 (“list the top 3 things you enjoy...”) concerned work-home balance, flexibility, and the capacity to work remotely which were coded as broad benefits.

Table 26. Staff Senate Support by Category

Along with comparing comments by category across the three questions, we also sorted the staff senate support question responses into categories. The following Table shows the number of comments within each category. The biggest needs communicated by staff who left comments concern better advocacy around pay and enhanced communication with all staff persons.

Category	Count
No Additional Comments	5
Miscellaneous Issues	11
Advocacy	65
	46%
Pay/Salary Issues/Raises/Compensation	36
Benefits (health insurance, vacation, sick leave, etc.)	4
Professional Development	8
Resources	7
Workload Issues	10
Communication	58
	41%
Enhanced Communication	42
Better Representation of Staff	6
Gathering Better Information	4
Unawareness of Staff Senate's Role in Governance	6
TOTAL NUMBER OF COMMENTS	142

Conclusions

The results of the 2024 Western Kentucky University Staff Engagement Survey indicated that overall, employees somewhat agreed they are satisfied working at WKU, similar to results of the 2023 Staff Engagement Survey.

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 somewhat disagreed on the 2024 Staff Engagement Survey:

- *“Given the responsibilities and performance expectations of my job, I am paid fairly,”*
- *“I am satisfied with parking in terms of pricing, availability, and enforcement,”* and
- *“President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.”*

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, division, and academic affairs unit, there was more inconsistency among item responses as a function of these demographic categories.

The 2024 open-ended responses indicated that employees expressed the most concern related to:

- pay/salary issues/raises/compensation (119 comments),
- staffing/resources/funding/budget (79 comments), and
- parking (45 comments).

Overall, the results obtained for the 2024 Staff Engagement Survey are similar to results obtained for the 2023, 2022, and 2021 Staff Satisfaction Surveys. Notable exceptions include 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; 2023 Mean = 3.78; 2024 Mean = 3.80).