

UNIVERSITY OF KENTUCKY BOARD OF TRUSTEES

Erika Chambers, Director, Work-Life and Employee Engagement



UK @ WORK ENGAGEMENT SURVEY

2021 Results

Survey Overview

SEPTEMBER
13 – 24,
2021

62% (n=6,148)
2021 RESPONSE RATE

59% in 2019 (n=5,770)

62% in 2017 (n=5,269)

48% in 2015 (n=3,960)

Overall scores have generally declined since 2019, yet, in most cases, remain above or on par with 2017 and 2015 scores.

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SURVEY ITEMS

(including four new well-being items)

RESPONDENTS

1,579 Faculty
53% completed

4,566 Staff
65% completed

Out of 15 categories, **faculty scores** have increased in three of those while **staff scores** have improved across four categories.

Category Scores vs. Historical Data and External Norms

Category	2021 Total % Favorable Score (n=6,148)	Percentage point improvement / decline			
		vs. UK Overall 2019 (n=5,770)	vs. UK Overall 2017 (n=5,269)	vs. UK Overall 2015 (n=3,960)	vs. Universities Norm** (n=29,060)
Sustainable Engagement	81	-2*	-1	-1	0
University Culture	74	-1	4*	7*	-3*
Leadership	66	0	6*	8*	7*
Communication	64	1	2*	1	0
Diversity and Inclusion	74	-2*	0	4*	-1
Operating Effectively	62	1	6*	4*	1
Empowerment	67	-3*	-1	1	1
Supervision	78	-1	1	2*	1*
Performance Evaluation	80	3*	5*	8*	7*
Working Relationships	78	1	6*	9*	-2*
Career Development	65	-3*	1	2	1
Stress, Balance and Workload	62	-2*	-2*	-1	-4*
Pay and Benefits	60	-3*	-3*	1	18*
Well-being	57	n/a	n/a	n/a	n/a
Retention	63	-7*	-5*	-3*	3*

* Statistically Significant Difference

** Average of results from a cross-section of universities in the United States

Largest Differences vs. Universities Norm

	UK 2021 Total % Favorable Score (n=6,148)	Percentage point difference vs. Universities Norm 2021 (n=29,060)
Differences Above Universities Norms (Category: Item)		
Pay and Benefits: From what I hear, our benefits are as good as or better than the benefits in similar institutions.	80	18*
Leadership: There is sufficient contact between college/unit leadership and employees at UK.	67	16*
Performance Evaluation: I think my work performance is evaluated fairly.	81	9*
Leadership: I have confidence in the decisions made by my college/unit leadership.	72	8*
Sustainable Engagement: My department gives me the equipment/resources I need to do my work effectively.	80	7*
Differences Below Universities Norms (Category: Item)		
Stress, Balance and Workload: Overall, the physical working conditions at my location are satisfactory (e.g., ventilation, temperature, space to work).	71	-9*
Sustainable Engagement: I am able to sustain the level of energy I need throughout the work day.	72	-6*
Working Relationships: Differing opinions are openly discussed in reaching decisions in my department.	67	-5*
Sustainable Engagement: I am proud to be associated with UK.	84	-4*
University Culture: UK is highly regarded by its employees.	69	-3*

* Statistically Significant Difference

Category Results for Faculty and Staff

	Faculty 2021 (n=1,579)	Faculty 2019 (n=1,446)	Staff 2021 (n=4,566)	Staff 2019 (n=4,324)
Sustainable Engagement	78*	80	82	84*
University Culture	71*	72	75	76
Leadership	63*	64	67	67
Communication	59*	58	66*	65
Diversity and Inclusion	71*	73	75	77*
Operating Effectively	57*	56	64	63
Empowerment	62*	66*	69*	71*
Supervision	81	82	78	79
Performance Evaluation	78	76	81	78*
Working Relationships	78	78	78	76
Career Development	61	65*	64	69*
Stress, Balance and Workload	56*	58	64*	66*
Pay and Benefits	54*	55	62*	66*
Well-being	57	n/a	58	n/a
Retention	63	66	63	72*

* Statistically Significant Difference

Faculty View: Most/Least Improved vs. 2019

Percentage point improvement / decline

Most Improved Items (Category: Item)	UK 2021 Total % Favorable Score (n=1,579)	vs. Faculty 2019 (n=1,446)
Operating Effectively: In my opinion, decisions at UK are made in a timely manner.	50	6*
Performance Evaluation: I think my work performance is evaluated fairly.	79	4*
Sustainable Engagement: My department gives me the equipment / resources I need to do my work effectively.	71	3
Communication: UK does an excellent job of keeping employees informed about matters affecting us.	62	2
Performance Evaluation: I understand how my work performance is evaluated.	82	2
Least Improved Items (Category: Item)		
Career Development: I think the university is doing a good job of retaining its most talented employees.	38	-7*
Stress, Balance and Workload: The amount of stress I experience at work significantly reduces my effectiveness. (N)	40	-6*
Empowerment: The information I need to do my work is readily available.	74	-6*
Stress, Balance and Workload: There is usually sufficient staffing in my department to handle the workload.	39	-5*
Operating Effectively: Decisions at UK are made at the appropriate level.	48	-5*

* Statistically Significant Difference

Staff View: Most/Least Improved vs. 2019

Percentage point improvement / decline

Most Improved Items (Category: Item)	2021 Total % Favorable Score (n=4,566)	vs. Staff 2019 (n=4,324)
Performance Evaluation: I think my work performance is evaluated fairly.	81	5*
Operating Effectively: In my opinion, decisions at UK are made in a timely manner.	55	4*
Working Relationships: People in my department treat each other with respect.	87	4*
Communication: UK does an excellent job of keeping employees informed about matters affecting us.	74	3*
Leadership: Employees are treated with respect here regardless of their position.	73	3*
Least Improved Items (Category: Item)		
Retention: At the present time, are you seriously considering leaving UK?	63	-9*
Career Development: I think the university is doing a good job of retaining its most talented employees.	47	-8*
Sustainable Engagement: I am able to sustain the level of energy I need throughout the work day.	73	-6*
Diversity and Inclusion: UK effectively addresses campus incidents of intolerance and bigotry.	64	-6*
Pay and Benefits: From what I hear, our pay is as good as or better than the pay in similar institutions.	41	-5*

* Statistically Significant Difference

Category Breakdown By Age

	University of Kentucky 2021 (n=6,148)	Less than 25 yrs old (n=111)	25 to less than 35 yrs (n=1,059)	35 to less than 45 yrs (n=1,662)	45 to less than 55 yrs (n=1,535)	55 to less than 65 yrs (n=1,353)	65 yrs or older (n=428)
Sustainable Engagement	81	77	80	80	81	83	85
University Culture	74	72	74	72	74	74	76
Leadership	66	67	65	65	65	67	70
Communication	64	61	63	64	63	67	67
Diversity and Inclusion	74	77	75	73	74	74	76
Operating Effectively	62	63	62	61	61	64	67
Empowerment	67	72	67	67	66	68	71
Supervision	78	78	80	78	78	78	79
Performance Evaluation	80	80	81	79	80	81	81
Working Relationships	78	79	79	78	76	77	80
Career Development	65	68	63	62*	65	69*	71*
Stress, Balance and Workload	62	60	60	59*	62	65*	69*
Pay and Benefits	60	62	62	59	61	59	61
Well-being	57	57	56	56	57	59	65*
Retention	63	60	60*	60*	64	68*	67

Scores are Total % Favorable * Statistically Significant Difference

Category Breakdown by Length of Service

	University of Kentucky 2021 (n=6,148)	Less than 1 year (n=486)	1 to less than 5 years (n=1,698)	5 to less than 10 years (n=1,214)	10 to less than 15 years (n=869)	15 to less than 20 years (n=616)	20 years or more (n=1,194)
Sustainable Engagement	81	88*	80	80	79	81	82
University Culture	74	81*	75	73	71	71	73
Leadership	66	77*	67	64	63	64	64
Communication	64	79*	65	63	62	63	62
Diversity and Inclusion	74	81*	74	72	73	73	74
Operating Effectively	62	74*	63	60	60	59	62
Empowerment	67	77*	67	66	65	66	68
Supervision	78	86*	80	77	77	76	76
Performance Evaluation	80	82	81	79	78	79	80
Working Relationships	78	85*	78	76	75	76	77
Career Development	65	75*	64	63	62	64	68
Stress, Balance and Workload	62	70*	61	60	61	61	64
Pay and Benefits	60	66*	61	61	58	58	58
Well-being	57	62*	57	56	57	57	59
Retention	63	80*	62	60*	60*	62	65

Scores are Total % Favorable * Statistically Significant Difference

Category Breakdown by Race/Ethnicity

	University of Kentucky 2021 (n=6,148)	Asian (n=333)	Hispanic/Latino (n=122)	Black or African American (n=367)	Native Hawaiian or Other Pacific Islander (n=10)	White (n=5,255)	Multiple Races (n=52)
Sustainable Engagement	81	79	82	80	79	81	72
University Culture	74	72	72	72	73	74	70
Leadership	66	68	65	63	64	66	51*
Communication	64	70*	66	68	80	64	51*
Diversity and Inclusion	74	72	72	67*	81	75	64
Operating Effectively	62	66	61	66	73	62	49*
Empowerment	67	67	68	67	80	68	52*
Supervision	78	80	81	77	86	78	68
Performance Evaluation	80	77	83	78	87	81	72
Working Relationships	78	77	77	75	76	78	68
Career Development	65	64	68	66	68	65	53
Stress, Balance and Workload	62	59	62	64	62	62	50
Pay and Benefits	60	52*	61	59	65	60	59
Well-being	57	56	56	59	53	58	49
Retention	63	59	60	65	60	64	52

Scores are Total % Favorable

* Statistically Significant Difference

Category Breakdown By Gender

	University of Kentucky 2021 (n=6,148)	Female (n=3,692)	Male (n=2,439)
Sustainable Engagement	81	82	80
University Culture	74	75	72
Leadership	66	67	64
Communication	64	66	62
Diversity and Inclusion	74	75	72
Operating Effectively	62	64	60
Empowerment	67	68	66
Supervision	78	79	78
Performance Evaluation	80	82	78
Working Relationships	78	78	78
Career Development	65	66	64
Stress, Balance and Workload	62	63	62
Pay and Benefits	60	62*	57*
Well-being	57	59	56
Retention	63	65*	60*

Scores are Total % Favorable * Statistically Significant Difference

Category Breakdown By Children at Home

	University of Kentucky 2021 (n=6,148)	Children Under 18 in Home (n=2,350)	No Children Under 18 in Home (n=3,672)	Prefer not to say (n=120)
Sustainable Engagement	81	82	82	58*
University Culture	74	74	74	46*
Leadership	66	67	66	39*
Communication	64	66	64	38*
Diversity and Inclusion	74	75	74	47*
Operating Effectively	62	64	62	38*
Empowerment	67	69	67	45*
Supervision	78	80	78	60*
Performance Evaluation	80	81	80	60*
Working Relationships	78	79	78	57*
Career Development	65	66	66	41*
Stress, Balance and Workload	62	63	62	47*
Pay and Benefits	60	61	60	38*
Well-being	57	58	58	36*
Retention	63	63	64	29*

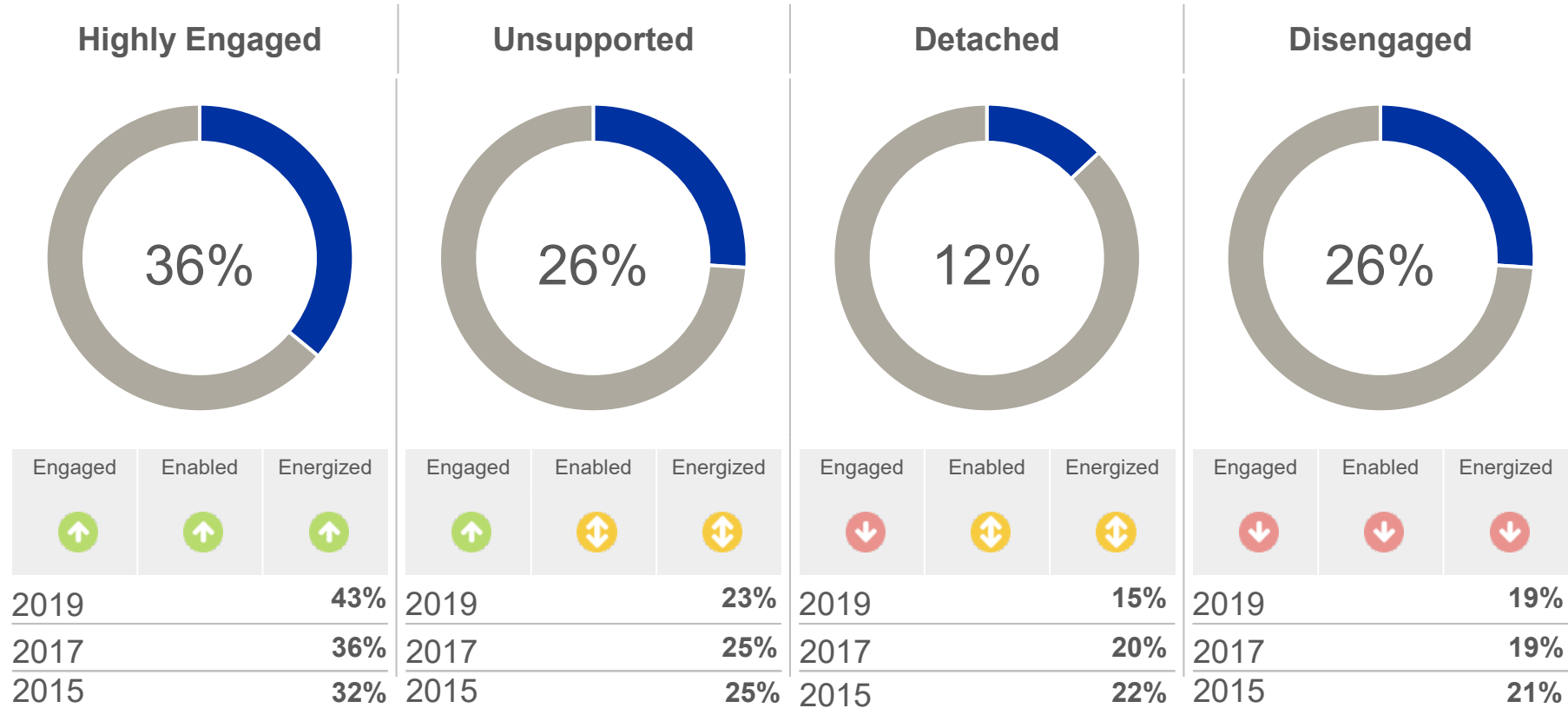
Scores are Total % Favorable * Statistically Significant Difference

Category Breakdown By Eldercare Responsibilities

	University of Kentucky 2021 (n=6,148)	Eldercare Responsibilities (n=1,333)	No Eldercare Responsibilities (n=4,601)	Prefer not to say (n=197)
Sustainable Engagement	81	79	82	64*
University Culture	74	71*	75*	52*
Leadership	66	62*	68	46*
Communication	64	60*	66*	45*
Diversity and Inclusion	74	71	76	52*
Operating Effectively	62	59*	64	45*
Empowerment	67	65	69	51*
Supervision	78	76	79	70*
Performance Evaluation	80	78	81	66*
Working Relationships	78	75*	79	64*
Career Development	65	62*	67	47*
Stress, Balance and Workload	62	58*	64	50*
Pay and Benefits	60	58	61	45*
Well-being	57	54*	59	42*
Retention	63	59*	66*	35*

Scores are Total % Favorable * Statistically Significant Difference

Sustainable Engagement Segments



Engagement: Committed to UK, the mission, and willing to recommend
Enablement: Have the tools and resources to do their job
Energy: Able to sustain a level of energy throughout the work day

What drives Sustainable Engagement among faculty?

vs. Faculty 2019 (n=1,446)	vs. Faculty 2017 (n=1,176)	vs. Faculty 2015 (n=797)	vs. UK Overall 2021 (n=6,148)	2021 Total % Favorable Score	
1	3	10*	0	69	Working Relationships: There is a strong feeling of trust between members of my department.
-2	4*	7*	3	69	Working Relationships: Differing opinions are openly discussed in reaching decisions in my department.
-5*	-3	0	-5*	61	Empowerment: I am satisfied with my involvement in decisions that affect my work.
0	4*	5*	-4*	71	Empowerment: Colleagues in my department are encouraged to come up with innovative solutions to work-related problems.
-4*	-4*	0	2	73	Career Development: I believe I have the opportunity for personal development and growth at the university.
-7*	-1	7*	-7*	38	Career Development: I think the university is doing a good job of retaining its most talented employees.

Sustainable Engagement

Key driver of faculty engagement in 2019

What drives Sustainable Engagement among staff?

vs. Staff 2019 (n=4,324)	vs. Sep 2017 (n=4,093)	vs. Jan 2015 (n=3,163)	Vs. UK Overall 2021 (n=6,148)	2021 Total % Favorable Score		Sustainable Engagement
-4*	-3*	-2*	0	70	Diversity and Inclusion: I feel a sense of community at UK.	
1	8*	10*	1	76	Diversity and Inclusion: I feel that my college/unit leadership supports equal opportunity for all employees.	
-3*	0	-2	2*	68	Empowerment: I am satisfied with my involvement in decisions that affect my work.	
2*	7*	5*	1	76	Empowerment: Colleagues in my department are encouraged to come up with innovative solutions to work-related problems.	
0	6*	5*	2	68	Stress, Balance and Workload: Work is usually appropriately distributed among my colleagues in my department.	
-4*	-4*	-6*	0	80	Stress, Balance and Workload: My work schedule allows sufficient flexibility to meet my personal/family needs.	

Key driver of staff engagement in 2019

QUESTIONS

