2017 UK@Work Engagement Survey

Results Overview

Survey Overview

3 weeks

of survey administration
September 6 – 27

62%

Response rate
48% in 2015
5,269 responded to the survey
(Staff: 4,093 Faculty: 1,176)

Does not include UK HealthCare

Sustainable Engagement:

Sustainable engagement combines an employee's *attachment* to the organization, a work environment that supports *productivity* as well as *well-being*.

Comparisons to benchmarks:

Perceptions are improving with six survey categories significantly above 2015.
UK is better than Willis Towers Watson (WTW) Universities on eight out of twelve survey categories.

58 Questions

13 Categories

1 Comment Question

Sustainable Engagement:

82%

81% in 2015

Survey Categories

2017 score compared to each benchmark.
Shown as % point difference.

	2017 Total Favorable Score	University of Kentucky Overall 2015	Universities Norm	US Norm
Sustainable Engagement	82	1	2*	0
University Culture	68	4*	n/a	-4*
Leadership	60	2*	0	-10*
Communication	62	-1	-1	-6*
Diversity & Inclusion	72	4*	1	-3*
Operating Effectively	57	-1	2*	-7*
Empowerment	68	1	2*	-6*
Supervision	78	1	3*	-2*
Working Relationships	70	2*	-5*	-8*
Performance Evaluation	75	2*	7*	-1*
Career Development	60	1	2*	-2*
Stress, Balance, & Workload	65	1	2*	-1
Pay & Benefits	63	4*	9*	3*

⭐ Statistically Significant Difference (+) ⭐ Statistically Significant Difference (-) ★ Key Driver Question

Largest Differences vs. Universities Norm

% point above or below the benchmark

Top 5 Questions	2017 Total Favorable	Universities Norm
Pay & Benefits: From what I hear, our benefits are as good as or better than the benefits in similar institutions.	84	19*
Leadership: There is sufficient contact between leadership and faculty/staff at UK.	56	12*
Performance Evaluation: At UK, I understand how my work performance is evaluated.	80	11*
Empowerment: UK has established a climate where people can challenge our traditional ways of doing things.	59	9*
Supervision: My Department Chair/Director/Dean/Supervisor: Gives me regular feedback on my performance.	75	8*

Bottom 5 Questions		
Leadership: I think action will be taken based on the problems identified in the survey.	45	-8*
Working Relationships: Differing opinions are openly discussed in reaching decisions in my department.	59	-8*
Leadership: Faculty/Staff are treated with respect here regardless of their position.	64	-6*
Career Development: In my opinion, the most competent people get promoted.	43	-5*
Empowerment: Colleagues in my department are encouraged to come up with innovative solutions to work-related problems.	69	-5*

⭐ Statistically Significant Difference (+)   ⭐ Statistically Significant Difference (-)   ★ Key Driver Question

Most/Least Improved vs. 2015

% point improvement/decline

Most Improved Questions	2017 Total Favorable	University of Kentucky Overall 2015
Empowerment: UK has established a climate where people can challenge our traditional ways of doing things.	59	8*
Diversity & Inclusion: UK leadership recognizes and respects the value of human differences.	81	7*
Pay & Benefits: From what I hear, our pay is as good as or better than the pay in similar institutions.	41	6*
University Culture: We have an institutional culture that promotes collaboration.	71	6*
Stress, Balance, & Workload: Overall, the physical working conditions at my location are satisfactory (e.g., ventilation, temperature, space to work).	67	5*

Least Improved Questions		
Communication: UK does an excellent job of keeping faculty/staff informed about matters affecting us.	67	-2*
Stress, Balance, & Workload: My work schedule allows sufficient flexibility to meet my personal/family needs.	84	-2*
Operating Effectively: Decisions at UK are made at the appropriate level.	53	-2
Stress, Balance, & Workload: The amount of stress I experience at work significantly reduces my effectiveness.(N)	54	-1
Empowerment: I am satisfied with my involvement in decisions that affect my work. ★	67	-1

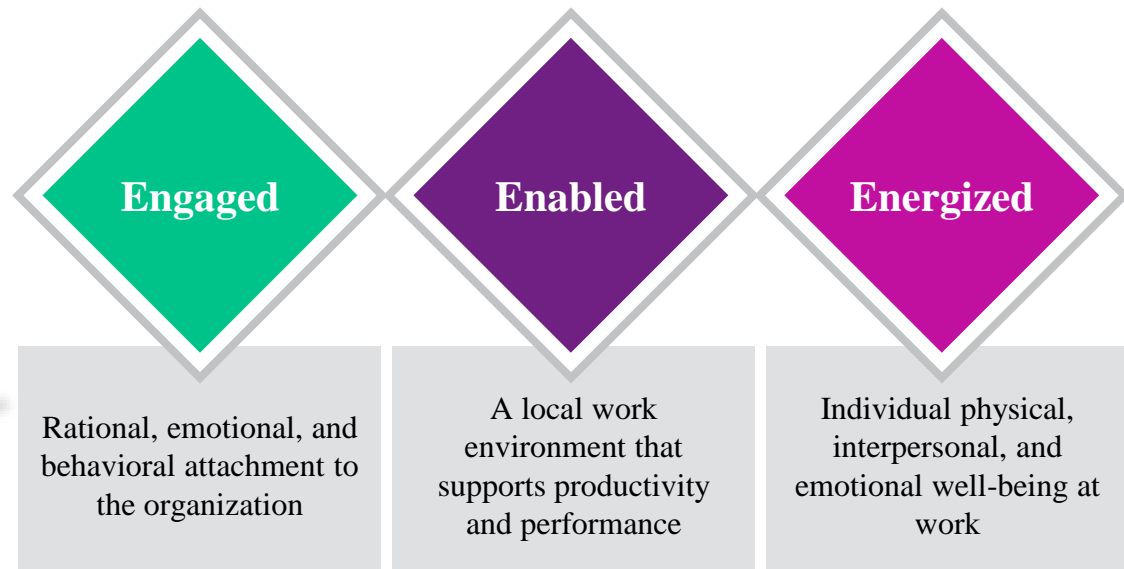⊞ Statistically Significant Difference (+)   ⊞ Statistically Significant Difference (-)   ★ Key Driver Question   **(N)** Reverse Scoring Item

Sustainable Engagement

- Sustainable engagement combines an employee's attachment to the organization, a work environment that supports productivity as well as well-being.

- Sustainable Engagement is measured by nine questions, three each for "Engaged," "Enabled," and "Energized."

- Sustainable Engagement is an outcome measure: All other categories and questions on the survey are potential Sustainable Engagement drivers.

Engaged	Enabled	Energized
Rational, emotional, and behavioral attachment to the organization	A local work environment that supports productivity and performance	Individual physical, interpersonal, and emotional well-being at work

Sustainable Engagement

2017 score compared to each benchmark.
Shown as % point difference.

	Sustainable Engagement 2017: 82%	2017 Total Favorable Score	University of Kentucky Overall 2015	Universities Norm	US Norm	Total Favorable Score	
						Faculty 2017	Staff 2017
Engagement	1 — I am proud to be associated with UK.	91	-1	6*	4*	88*	92
Engagement	11 — I work beyond what is required to help the University succeed.	94	1	3*	1	96*	94
Engagement	15 — I believe strongly in the goals and mission of the University.	90	3*	8*	4*	89	90
Enablement	18 — I have the equipment/resources I need to do my work effectively.	75	1	3*	0	66*	78*
Enablement	23 — There are no substantial obstacles at the University to doing my work well.	68	3*	3*	1	59*	70*
Enablement	26 — My department is able to meet our work challenges effectively.	73	1	-4*	-7*	66*	76*
Energy	33 — My colleagues usually get along well together.	82	0	-4*	-6*	81	83
Energy	41 — My work gives me a sense of personal accomplishment.	88	1	3*	4*	93*	86*
Energy	50 — I am able to sustain the level of energy I need throughout the work day.	79	-1	1	-3*	77	79

⭐ Statistically Significant Difference (+) ⭐ Statistically Significant Difference (-) ★ Key Driver Question

Key Driver Items of Sustainable Engagement

2017 score compared to each benchmark.
Shown as % point difference.

University of Kentucky Overall 2015	Universities Norm	US Norm	2017 Total Favorable Score	
0	1	1	78	**Empowerment:** The information I need to do my work is readily available.
-1	5*	-4*	67	**Empowerment:** I am satisfied with my involvement in decisions that affect my work.
2*	n/a	n/a	72	**Diversity & Inclusion:** I feel a sense of community at UK.
3*	-1	-5*	67	**Diversity & Inclusion:** I feel that UK leadership supports equal opportunity for all faculty/staff.
1	4*	-5*	61	**Stress, Balance, & Workload:** Work is usually appropriately distributed among faculty/staff in my department.
1	5*	-2*	56	**Stress, Balance, & Workload:** There is usually sufficient staffing in my department to handle the workload.

Sustainable Engagement

2015 Drivers:
- Empowerment
- Leadership
- Stress, Balance, & Workload

★ Statistically Significant Difference (+)   ★ Statistically Significant Difference (-)   ★ Key Driver Question

Survey Categories (faculty)

2017 score compared to each benchmark.
Shown as % point difference.

	2017 Total Favorable Score	Overall - Faculty 2015	University of Kentucky Overall 2017	Universities Norm	University Faculty Norm
Sustainable Engagement	79	4*	-3*	-1	2
University Culture	65	9*	-3	n/a	n/a
Leadership	53	9*	-7*	-6*	4*
Communication	55	8*	-7*	-8*	1
Diversity & Inclusion	67	9*	-5*	-3*	6*
Operating Effectively	53	4	-4*	0	3
Empowerment	65	4*	-4*	-1	7*
Supervision	77	4	-3*	1	3
Working Relationships	71	6*	1	-3*	0
Performance Evaluation	73	5*	-2	5*	6*
Career Development	58	6*	0	2	6*
Stress, Balance, & Workload	59	3	-6*	-5*	6*
Pay & Benefits	53	5*	-10*	-1	7*

✻ Statistically Significant Difference (+)   ✻ Statistically Significant Difference (-)   ★ Key Driver Question

Faculty: Most/Least Improved vs. 2015

% point improvement/decline

Most Improved Questions	2017 Total Favorable	Overall – Faculty 2015
Diversity & Inclusion: UK leadership recognizes and respects the value of human differences.	76	14*
University Culture: We have an institutional culture that promotes collaboration.	70	13*
Leadership: There is sufficient contact between leadership and faculty at UK.	49	12*
Empowerment: UK has established a climate where people can challenge our traditional ways of doing things.	47	11*
Stress, Balance, & Workload: Overall, the physical working conditions at my location are satisfactory (e.g., ventilation, temperature, space to work).	55	10*

Least Improved Questions		
Stress, Balance, & Workload: My work schedule allows sufficient flexibility to meet my personal/family needs.	86	-3
Stress, Balance, & Workload: I find it very difficult to balance my work and my personal responsibilities.(N)	58	0
Sustainable Engagement: I work beyond what is required to help the University succeed.	96	1
Empowerment: Colleagues in my department are encouraged to come up with innovative solutions to work-related problems.	66	1
Stress, Balance, & Workload: The amount of stress I experience at work significantly reduces my effectiveness.(N)	55	2

✿ Statistically Significant Difference (+)　✿ Statistically Significant Difference (-)　★ Key Driver Question　**(N)** Reverse Scoring Item

Survey Categories (staff)

2017 score compared to each benchmark.
Shown as % point difference.

	2017 Total Favorable Score	Overall - Staff 2015	University of Kentucky Overall 2017	Universities Norm	University Staff Norm
Sustainable Engagement	83	-1	1	3*	3*
University Culture	69	2	1	n/a	n/a
Leadership	61	0	2	2*	3*
Communication	64	-4*	2	1	3*
Diversity & Inclusion	73	2	1	3*	2*
Operating Effectively	58	-3*	1	3*	0
Empowerment	69	0	1	4*	5*
Supervision	79	-1	1	4*	2*
Working Relationships	70	0	0	-5*	-2*
Performance Evaluation	75	0	1	7*	7*
Career Development	60	0	0	2*	4*
Stress, Balance, & Workload	67	-1	2	4*	3*
Pay & Benefits	66	4*	3*	12*	10*

⬛ Statistically Significant Difference (+)   ⬛ Statistically Significant Difference (-)   ★ Key Driver Question

Staff: Most/Least Improved vs. 2015

% point improvement/decline

Most Improved Questions	2017 Total Favorable	Overall – Staff 2015
Empowerment: UK has established a climate where people can challenge our traditional ways of doing things.	63	8*
Pay & Benefits: From what I hear, our pay is as good as or better than the pay in similar institutions.	44	7*
Stress, Balance, & Workload: Overall, the physical working conditions at my location are satisfactory (e.g., ventilation, temperature, space to work).	71	5*
Diversity & Inclusion: UK effectively addresses campus incidents of intolerance and bigotry.	70	5*
Leadership: I think action will be taken based on the problems identified in the survey.	47	4*

Least Improved Questions		
Communication: UK does an excellent job of keeping staff informed about matters affecting us.	70	-5*
Empowerment: Colleagues in my department are encouraged to come up with innovative solutions to work-related problems.	69	-4*
Operating Effectively: My department operates effectively.	73	-4*
Stress, Balance, & Workload: The amount of stress I experience at work significantly reduces my effectiveness.(N)	54	-4*
Stress, Balance, & Workload: My work schedule allows sufficient flexibility to meet my personal/family needs.	84	-4*

✖ Statistically Significant Difference (+)   ✖ Statistically Significant Difference (-)   ★ Key Driver Question   (N) Reverse Scoring Item

Category: University Culture

2017 score compared to each benchmark.
Shown as % point difference.

		2017 Total Favorable Score	University of Kentucky Overall 2015	Universities Norm	US Norm	Total Favorable Score	
						Faculty 2017	Staff 2017
13	I think I could report instances of dishonest or unethical practices to the appropriate level of authority without fear of reprisal.	68	2*	n/a	-12*	68	68
39	We have an institutional culture that promotes collaboration.	71	6*	n/a	2*	70	72
43	UK is highly regarded by its faculty/staff.	64	4*	0	-2*	57*	66*

⭐ Statistically Significant Difference (+)   ⭐ Statistically Significant Difference (-)   ★ Key Driver Question

Category: Leadership

2017 score compared to each benchmark.
Shown as % point difference.

		2017 Total Favorable Score	University of Kentucky Overall 2015	Universities Norm	US Norm	Total Favorable Score	
						Faculty 2017	Staff 2017
2	UK leadership decisions are consistent with the values.	72	1	2*	-2*	65*	74*
14	There is sufficient contact between leadership and faculty/staff at UK.	56	2	12*	-9*	49*	58
24	I have confidence in the decisions made by UK leadership.	61	1	2*	-9*	51*	63*
25	I think action will be taken based on the problems identified in the survey.	45	4*	-8*	-16*	37*	47*
27	Faculty/Staff are treated with respect here regardless of their position.	64	3*	-6*	-14*	63	65

✷ Statistically Significant Difference (+) ✷ Statistically Significant Difference (-) ★ Key Driver Question

Category: Communication

2017 score compared to each benchmark.
Shown as % point difference.

		2017 Total Favorable Score	University of Kentucky Overall 2015	Universities Norm	US Norm	Total Favorable Score	
						Faculty 2017	Staff 2017
3	UK does an excellent job of keeping faculty/staff informed about matters affecting us.	67	-2*	2*	-2*	58*	70*
19	Sufficient effort is made to get the opinions and thinking of faculty/staff.	57	0	-4*	-9*	52*	58

⭐ Statistically Significant Difference (+)   ⭐ Statistically Significant Difference (-)   ★ Key Driver Question

Category: Diversity & Inclusion

2017 score compared to each benchmark.
Shown as % point difference.

		2017 Total Favorable Score	University of Kentucky Overall 2015	Universities Norm	US Norm	Total Favorable Score	
						Faculty 2017	Staff 2017
8	UK leadership recognizes and respects the value of human differences.	81	7*	3*	-2*	76*	82
28	I feel a sense of community at UK. ★	72	2*	n/a	n/a	69*	73
37	UK effectively addresses campus incidents of intolerance and bigotry.	68	5*	n/a	n/a	61*	70*
52	I feel that UK leadership supports equal opportunity for all faculty/staff. ★	67	3*	-1	-5*	62*	68

✪ Statistically Significant Difference (+)   ✪ Statistically Significant Difference (-)   ★ Key Driver Question

Category: Operating Effectively

2017 score compared to each benchmark.
Shown as % point difference.

		2017 Total Favorable Score	University of Kentucky Overall 2015	Universities Norm	US Norm	Total Favorable Score	
						Faculty 2017	Staff 2017
4	My department operates effectively.	73	-1	6*	-1*	74	73
32	Decisions at UK are made at the appropriate level.	53	-2	n/a	-9*	46*	55*
45	In my opinion, decisions at UK are made in a timely manner.	44	0	-1	-12*	38*	45

⭐ Statistically Significant Difference (+)   ⭐ Statistically Significant Difference (-)   ★ Key Driver Question

Category: Empowerment

2017 score compared to each benchmark.
Shown as % point difference.

		2017 Total Favorable Score	University of Kentucky Overall 2015	Universities Norm	US Norm	Total Favorable Score	
						Faculty 2017	Staff 2017
5	The information I need to do my work is readily available. ★	78	0	1	1	76	78
16	UK has established a climate where people can challenge our traditional ways of doing things.	59	8*	9*	-4*	47*	63*
17	I am satisfied with my involvement in decisions that affect my work. ★	67	-1	5*	-4*	64*	68
31	I am satisfied with the procedures available for resolving faculty/staff complaints.	48	2	n/a	-15*	45	48
34	Colleagues in my department are encouraged to come up with innovative solutions to work-related problems.	69	-1	-5*	-10*	66	69
51	I have a very clear idea of the responsibilities for my faculty/staff position.	89	0	2*	-2*	90	89

✱ Statistically Significant Difference (+)   ✱ Statistically Significant Difference (-)   ★ Key Driver Question

Category: Supervision

2017 score compared to each benchmark.
Shown as % point difference.

		2017 Total Favorable Score	University of Kentucky Overall 2015	Universities Norm	US Norm	Total Favorable Score	
						Faculty 2017	Staff 2017
38a	My Department Chair/Director/Dean/Supervisor: Treats me with respect.	88	0	3*	1*	86	89
38b	My Department Chair/Director/Dean/Supervisor: Communicates effectively.	77	1	1	-3*	74*	78
38c	My Department Chair/Director/Dean/Supervisor: Gives me regular feedback on my performance.	75	1	8*	0	73	75
55	My Department Chair/Director/Dean/Supervisor effectively works with people who are different from him- or herself.	80	3*	1*	-5*	76*	82
58	My supervisor does a good job of building teamwork. (staff only)	70	2	3*	-4*	n/a	70

★ Statistically Significant Difference (+)   ★ Statistically Significant Difference (-)   ★ Key Driver Question

Category: Working Relationships

2017 score compared to each benchmark.
Shown as % point difference.

		2017 Total Favorable Score	University of Kentucky Overall 2015	Universities Norm	US Norm	Total Favorable Score	
						Faculty 2017	Staff 2017
12	People in my department treat each other with respect.	80	1	n/a	-5*	81	79
22	There is a strong feeling of trust between members of my department.	65	2*	n/a	-13*	66	64
30	Differing opinions are openly discussed in reaching decisions in my department.	59	3*	-8*	-15*	65*	58
42	There is a great sense of collaboration and collegiality at UK.	67	4*	n/a	-9*	66	67
46	In my department, our meetings/briefings are generally informative and useful.	70	1	n/a	-1	73*	69
54	My colleagues/the people I work with are willing to help each other, even if it means doing something outside their usual activities.	80	4*	-1	-4*	77*	81

⭐ Statistically Significant Difference (+)   ⭐ Statistically Significant Difference (-)   ★ Key Driver Question

Category: Performance Evaluation

		2017 Total Favorable Score	2017 score compared to each benchmark. Shown as % point difference.			Total Favorable Score	
			University of Kentucky Overall 2015	Universities Norm	US Norm	Faculty 2017	Staff 2017
7	At UK, I understand how my work performance is evaluated.	80	1	11*	1	77	81
36	At UK, I think my work performance is evaluated fairly.	74	4*	2*	-1	73	74
40	Where I work, my colleagues are accountable for following through on what they have promised.	71	3*	n/a	-4*	67*	72

⭐ Statistically Significant Difference (+) ⭐ Statistically Significant Difference (-) ★ Key Driver Question

Category: Career Development

2017 score compared to each benchmark.
Shown as % point difference.

		2017 Total Favorable Score	University of Kentucky Overall 2015	Universities Norm	US Norm	Total Favorable Score	
						Faculty 2017	Staff 2017
6	I believe I have the opportunity for personal development and growth at the University.	73	1	4*	3*	76*	72
20	In my opinion, the most competent people get promoted.	43	2*	-5*	-10*	48*	42
35	I think the University is doing a good job of retaining its most talented faculty and staff.	45	3*	4*	-6*	39*	47
48	At UK, there are sufficient opportunities for me to receive training to improve my skills in my current faculty/staff position.	73	1	8*	3*	70*	74
57	I have a reasonably good idea of my possible career paths at UK. (staff only)	67	0	-2*	-1	n/a	67

⬛ Statistically Significant Difference (+)   ⬛ Statistically Significant Difference (-)   ★ Key Driver Question

Category: Stress, Balance, and Workload

2017 score compared to each benchmark.
Shown as % point difference.

		2017 Total Favorable Score	University of Kentucky Overall 2015	Universities Norm	US Norm	Total Favorable Score	
						Faculty 2017	Staff 2017
9	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	-2*	5*	8*	86	84
21	Work is usually appropriately distributed among faculty/staff in my department. ★	61	1	4*	-5*	57*	63
29	I find it very difficult to balance my work and my personal responsibilities.(N)	67	1	n/a	7*	58*	69*
47	Overall, the physical working conditions at my location are satisfactory (e.g., ventilation, temperature, space to work).	67	5*	-3*	-12*	55*	71*
49	There is usually sufficient staffing in my department to handle the workload. ★	56	1	5*	-2*	43*	59*
53	The amount of stress I experience at work significantly reduces my effectiveness.(N)	54	-1	n/a	1	55	54

✱ Statistically Significant Difference (+) ✱ Statistically Significant Difference (-) ★ Key Driver Question (N) Reverse Scoring Item

Category: Pay and Benefits

2017 score compared to each benchmark.
Shown as % point difference.

		2017 Total Favorable Score	University of Kentucky Overall 2015	Universities Norm	US Norm	Total Favorable Score	
						Faculty 2017	Staff 2017
10	From what I hear, our benefits are as good as or better than the benefits in similar institutions.	84	1	19*	17*	75*	87*
44	From what I hear, our pay is as good as or better than the pay in similar institutions.	41	6*	-1	-11*	31*	44*

⭐ Statistically Significant Difference (+)   ⭐ Statistically Significant Difference (-)   ★ Key Driver Question

Retention

56 At the present time, are you seriously considering leaving UK?

No | Yes | Don't Know

		Difference From Benchmarks	
University of Kentucky Overall 2017	**68** | **17** | **15**	University of Kentucky Overall 2015	**2***
		Universities Norm	**8***
		US Norm	**2***
		Faculty 2017 (64% No)	**-4***
		Staff 2017 (69% No)	**1**

⬟ Statistically Significant Difference (+)   ⬟ Statistically Significant Difference (-)   ★ Key Driver Question

Category Breakdown by Rank

	University of Kentucky Overall (5269)	Librarian II (21)	Librarian I (19)	Assistant Professor (296)	Associate Professor (319)	Professor (402)	Instructor (155)	Lecturer (91)	Senior Lecturer (36)
Sustainable Engagement	82	75	73	83	77*	79	84	86	77
University Culture	68	54	49	74*	58*	63	70	74	61
Leadership	60	53	48	63	48*	48*	57	65	45
Communication	62	55	49	69*	48*	45*	63	74*	60
Diversity & Inclusion	72	63	64	74	61*	67*	72	71	64
Operating Effectively	57	52	45	59	47*	50*	60	61	58
Empowerment	68	59	60	68	60*	65	70	73	68
Supervision	80	58*	62*	83	75*	76*	85	80	78
Working Relationships	70	63	47*	77*	66	72	74	75	77
Performance Evaluation	75	59	70	78	69*	72	82	77	69
Career Development	59	53	56	65*	53*	57	61	64	54
Stress, Balance, & Workload	65	57	56	61	55*	59*	67	65	59
Pay & Benefits	63	67	55	62	49*	45*	70	66	58

⭐ Statistically Significant Difference (+)   ⭐ Statistically Significant Difference (-)   ★ Key Driver Question

Category Breakdown by Tenure

	University of Kentucky Overall (5269)	Not Eligible (439)	Tenure Eligible (196)	Tenured (710)
Sustainable Engagement	82	84	81	78*
University Culture	68	72	70	60*
Leadership	60	61	59	47*
Communication	62	68*	65	45*
Diversity & Inclusion	72	73	71	64*
Operating Effectively	57	60	57	48*
Empowerment	68	70	65	62*
Supervision	80	81	83	75*
Working Relationships	70	75*	74	69
Performance Evaluation	75	77	77	71*
Career Development	59	61	65	55
Stress, Balance, & Workload	65	66	59	57*
Pay & Benefits	63	66	61	46*

⊞ Statistically Significant Difference (+)　　❋ Statistically Significant Difference (-)　　★ Key Driver Question

Category Breakdown by Length of Service

	University of Kentucky Overall (5269)	Less than 1 year (442)	1 to less than 5 yrs (1381)	5 to less than 10 yrs (958)	10 to less than 15 yrs (746)	15 to less than 20 yrs (635)	20 years or more (1052)
Sustainable Engagement	82	87*	83	82	80	82	81
University Culture	68	81*	72*	68	63*	65	63*
Leadership	60	74*	63*	60	56*	57	54*
Communication	62	78*	65*	62	57*	59	56*
Diversity & Inclusion	72	81*	76*	71	68*	69	69*
Operating Effectively	57	68*	59	55	52*	55	54
Empowerment	68	76*	69	67	66	68	67
Supervision	78	86*	79	78	75	77	76
Working Relationships	70	80*	72	70	66*	70	68
Performance Evaluation	75	78	78*	75	71*	72	73
Career Development	60	69*	62	59	56*	58	60
Stress, Balance, & Workload	65	74*	66	63	62	64	64
Pay & Benefits	63	73*	68*	63	61	57*	57*

✱ Statistically Significant Difference (+)   ✱ Statistically Significant Difference (-)   ★ Key Driver Question

Category Breakdown by Age

	University of Kentucky Overall (5269)	Less than 25 yrs (80)	25 to less than 35 yrs (893)	35 to less than 45 yrs (1334)	45 to less than 55 yrs (1285)	55 to less than 65 yrs (1331)	65 yrs or older (340)
Sustainable Engagement	82	87	82	83	83	82	84
University Culture	68	81*	72*	70	67	64*	64
Leadership	60	69	59	61	60	58	55
Communication	62	70	62	63	63	60	58
Diversity & Inclusion	72	83*	75*	73	71	70	68
Operating Effectively	57	65	57	57	57	56	56
Empowerment	68	76	68	68	68	68	68
Supervision	78	92*	81	79	78	76	74
Working Relationships	70	79	72	72	70	68	67
Performance Evaluation	75	85*	78	75	75	73	73
Career Development	60	69	60	59	61	60	63
Stress, Balance, & Workload	65	66	64	64	65	66	69
Pay & Benefits	63	71	67*	64	63	60	56*

⭐ Statistically Significant Difference (+)   ⭐ Statistically Significant Difference (-)   ★ Key Driver Question

Questions?

Category Breakdown by EEO Code

	University of Kentucky Overall (5269)	Executive/Admin/Managerial (286)	Faculty (1176)	Office & Clerical (817)	Professional (1909)	Service & Maintenance (290)	Skilled Crafts (49)	Technical & Paraprofessional (508)
Sustainable Engagement	82	90*	79*	84	85*	78	82	83
University Culture	68	82*	65	66	71*	64	51*	68
Leadership	60	76*	53*	61	63*	57	46	62
Communication	62	77*	55*	64	64	64	46*	65
Diversity & Inclusion	72	84*	67*	74	75*	71	64	72
Operating Effectively	57	73*	53*	58	58	54	43	57
Empowerment	68	83*	65*	69	70	67	61	68
Supervision	80	86*	77*	82	81	82	69	79
Working Relationships	70	85*	71	68	73*	63*	59	68
Performance Evaluation	75	84*	73	75	78*	73	57*	73
Career Development	59	73*	58	58	60	55	41*	55
Stress, Balance, & Workload	65	72*	59*	70*	66	60	64	71*
Pay & Benefits	63	78*	53*	66	67*	63	51	63

✱ Statistically Significant Difference (+) ✱ Statistically Significant Difference (-) ★ Key Driver Question

Category Breakdown by Gender

	University of Kentucky Overall (5269)	Female (3074)	Male (2183)
Sustainable Engagement	82	83	81
University Culture	68	68	67
Leadership	60	62*	57*
Communication	62	64	59*
Diversity & Inclusion	72	73	70
Operating Effectively	57	58	56
Empowerment	68	69	68
Supervision	78	77	79
Working Relationships	70	70	71
Performance Evaluation	75	76	73*
Career Development	60	61	60
Stress, Balance, & Workload	65	65	64
Pay & Benefits	63	66*	58*

★ Statistically Significant Difference (+) ★ Statistically Significant Difference (-) ★ Key Driver Question

Category Breakdown by Race/Ethnicity

	University of Kentucky Overall (5269)	Asian (207)	Black or African American (384)	Hispanic/Latino (73)	White (4526)	Multiple Races (52)
Sustainable Engagement	82	85	80	85	83	74
University Culture	68	73	62*	76	68	55
Leadership	60	69*	56	66	60	40*
Communication	62	76*	63	63	61	48*
Diversity & Inclusion	72	76	62*	76	73	57*
Operating Effectively	57	63	56	58	57	43*
Empowerment	68	70	68	66	68	56
Supervision	78	81	77	79	78	71
Working Relationships	70	75	63*	77	71	59
Performance Evaluation	75	78	72	74	75	69
Career Development	60	63	60	60	60	43*
Stress, Balance, & Workload	65	65	65	63	65	56
Pay & Benefits	63	60	62	63	63	63

⚅ Statistically Significant Difference (+)   ⚅ Statistically Significant Difference (-)   ★ Key Driver Question