

# Findings from the 2025 Staff Engagement Survey

Office of Strategic Planning and  
Enterprise Management (OSPEM)

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## 2025 Staff Engagement Survey

In an effort to monitor staff development objectives of the new University Strategic Plan, 2022-2027, a staff engagement survey was undertaken. The survey was launched on February 17, 2025 and ended on March 31, 2025. The questionnaire solicited feedback on *institutional culture*; peer and coworker *relations*; *supervisory management*; *working environment and conditions*; and *work satisfaction*. The information gathered will be useful for evaluating outcomes related to the CAMP strategic objective of developing a **Creative, Caring, Accountable, Motivated, Professional Team**.

SurveyMonkey® was used to administer the online survey. Employees received an anonymous link via their official UWI email address. The link was also accessible via University enterprise systems in an effort to boost response rates. Additionally, three gift vouchers valued at USD\$100, USD\$60, and USD\$40 were eligible to three participants through a draw.<sup>1</sup> With these efforts, staff participation increased over the previous year.

Of the 2,361 full-time staff at the Mona Campus as at January 2025, 395 members participated for a response rate of 16.7%. This compares to response rates of 9% in 2024 and 4.5% in 2023.

As seen in Table 1, there is variation in the staff population and sample by category of worker. The Senior Administrative and Professional group is over-represented in the sample while the Administrative, Technical, and Services group is under-represented in the sample.

Table 1. Staff Population and Sample by Category of Worker

Job Group	Population		Sample	
	N	%	N	%
Academic	648	27.4	106	26.8
Academic Support	13	0.6	24	6.1
Sr. Admin. & Prof.	364	<b>15.4</b>	107	<b>27.1</b>
Admin. & Tech. & Service	1336	<b>56.6</b>	158	<b>40.0</b>
Total	2361	100.0	395	100.0

In presenting the findings to the survey, data are displayed for full-time staff and *valid responses* only. This means that *non-response* items were excluded from the base population when calculating engagement scores. Despite a higher response rate (16.7%) in 2025, tests were conducted to see how generalizable the results were to the entire staff population. A chi square test of independence revealed no statistically significant difference among *early* and *late* respondents by age, sex, and length

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<sup>1</sup> The lucky winners were Lamont Bourne and Sabriquet Pinder-Butler. The other winner requested anonymity.

of employment. However, there was a statistically significant difference by category of worker, especially between academic staff and administrative, technical, and services staff for the 2025 cycle.<sup>2</sup>

### Summarizing Results

The Staff Engagement Survey used a Likert-type scale whereby respondents could register their agreement as follows:

1. Strongly disagree
2. Disagree
3. Neither disagree nor agree
4. Agree
5. Strongly agree

For simplicity, items 1 and 2 are combined to reflect “Disagreement or Dissatisfaction” while items 4 and 5 are combined to reflect “Agreement or Satisfaction.” Item 3 is not included in the analyses in the body of the paper but is presented in the Appendix along with missing responses.

To assist in the interpretation of scores, the following thresholds were devised to reflect performance: 0%-44% (poor), 45%-54% (warrants attention), 55%-64% (fair to mediocre), 65%-74% (good), and 75% and over (excellent).

### Findings from the Sample

Data are presented for the 2025 Staff Engagement Survey with comparisons to the 2024 and 2023 cycles.

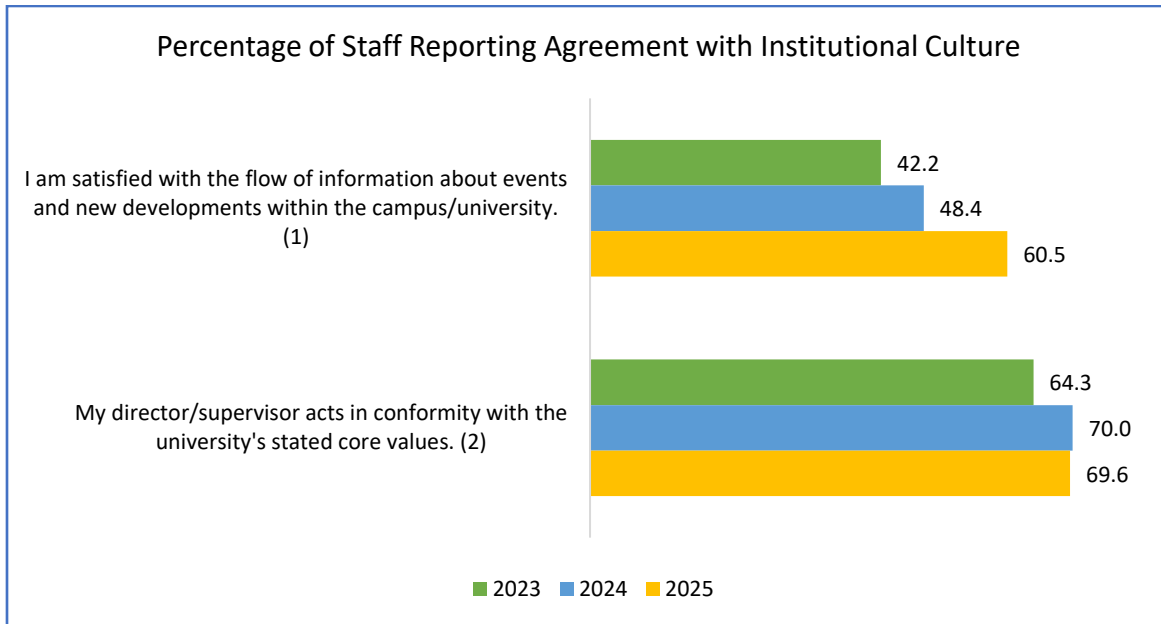
#### *Institutional Culture*

Employees were asked two questions related to *institutional culture*. As seen in Graph 1, staff gave higher ratings to the *conduct of their supervisor* (69.6%) than to the *flow of information* (60.5%) in 2025. The University Strategic Plan has a target of 60% employee engagement and it is noteworthy that both items met or exceeded this target in 2025.

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<sup>2</sup> 2 See Lindner, J. R., Murphy, T. H., & Briers, G. E. (2001). Handling nonresponse in social science research. *Journal of Agricultural Education* 42(4), 43-53.

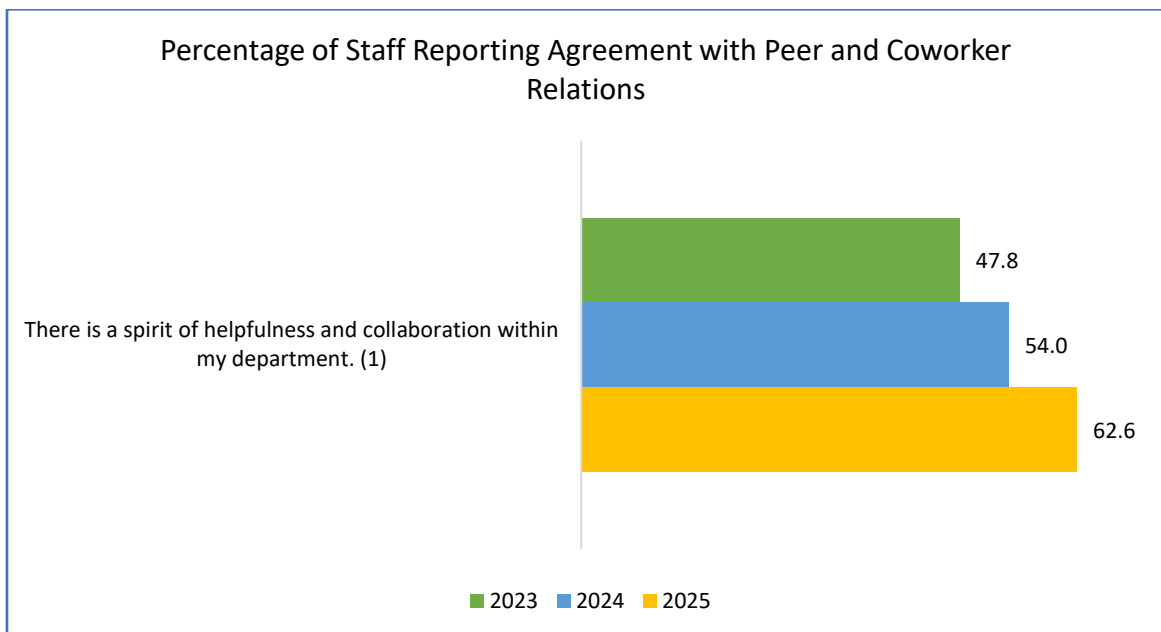
Graph 1



*Peer and Coworker Relations*

When it came to *peer and coworker relations*, 62.6% of staff reported a *spirit of helpfulness and collaboration* within their department in 2025. Agreement on this item increased by 8.6 percentage points over the previous year. Nonetheless, there is room for improvement on this metric by *category of worker* and *sex*, as academics and women had the lowest ratings in this item compared with their respective peers.

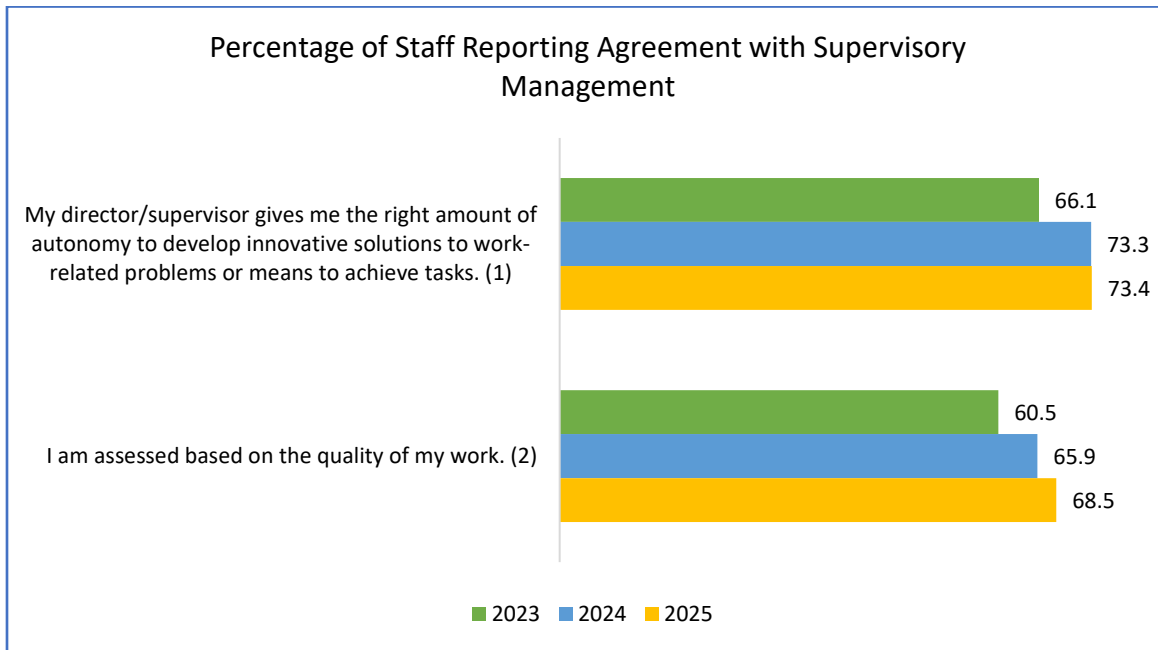
Graph 2



### Supervisory Management

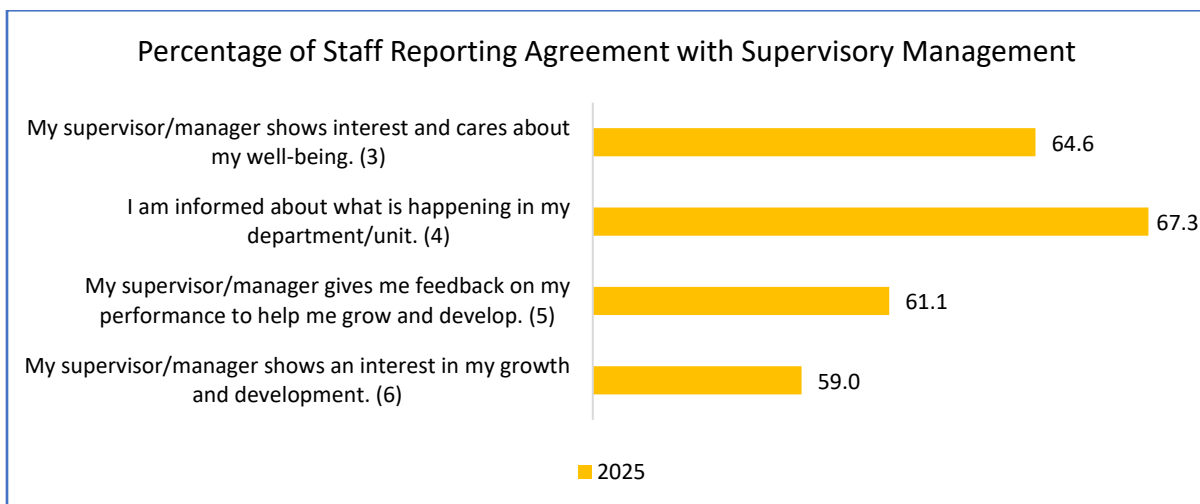
Staff were asked two questions related to *supervisory management*. While *autonomy* (73.4%) received higher ratings than *assessment* (68.5%), there was a noticeable increase in *assessment* (2.6 percentage points) over the previous year. Further analyses revealed that academic support staff and women had lower scores on these items compared to their counterparts.

Graph 3



For the 2025 cycle, four additional questions were asked under *supervisory management*. For consistency with previous surveys, these items were not included in engagement scores.

Graph 3.1

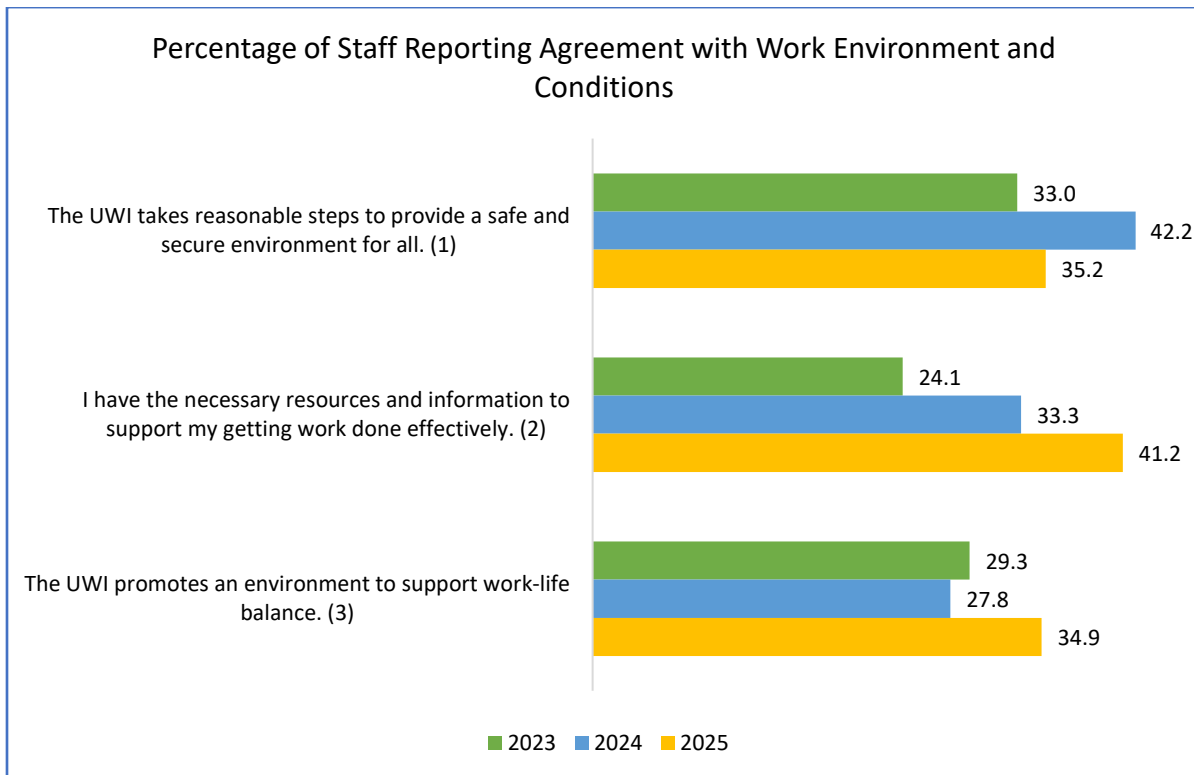


As seen in Graph 3.1, most of these items met or exceeded the target of 60%.

### Working Environment and Conditions

When asked about aspects of their *work environment*, staff gave the lowest ratings to this area. While noticeable increases were recorded in *having the necessary resources* and *work-life balance*, these scores, in addition to the score for *safety and security*, fell well below the target of 60% engagement. Safety and security declined from 42.2% in 2024 to 35.2% in 2025. Academic support staff and women gave lower ratings to *safety and security* and *work-life balance* compared to their respective peers.

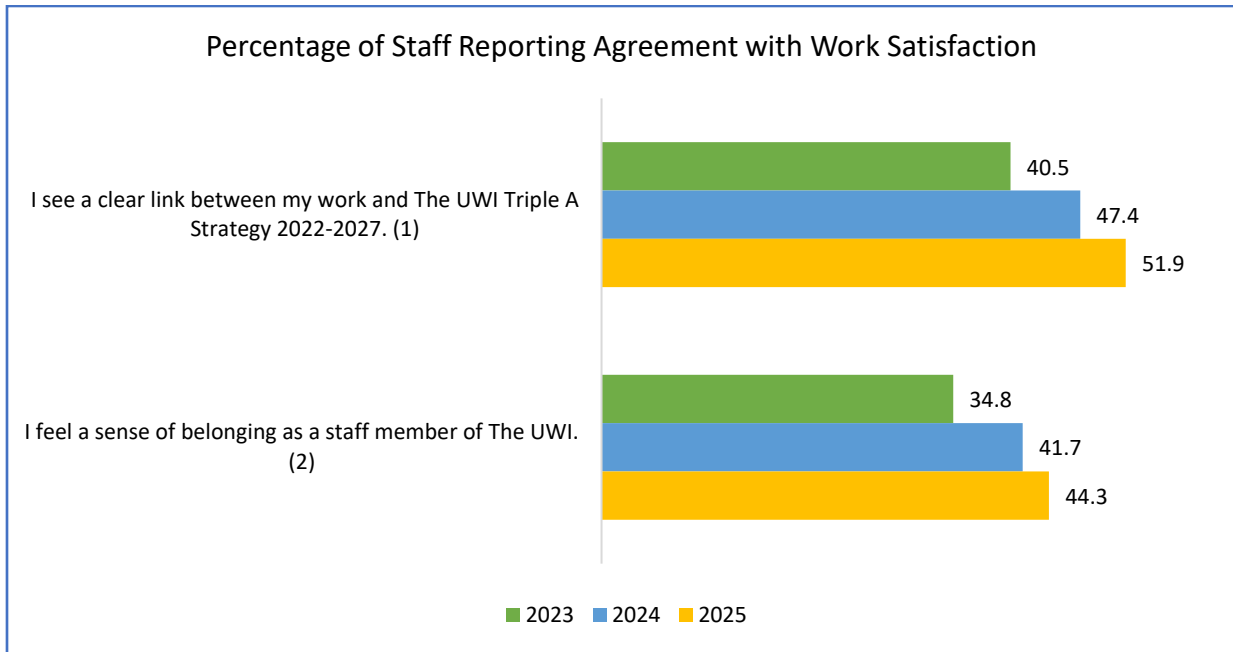
Graph 4



### Work Satisfaction

Scores for work satisfaction increased over the previous year but fell below the target of 60%. Although ratings improved for *The UWI Triple A Strategy*, respondents who were less likely to accord positive ratings were those aged 34 and under, those employed for 10 years or less, and academic support staff. Similarly, while ratings improved for *sense of belonging*, persons who were less likely to accord positive ratings were those aged 34 and under, women, persons employed 6-10 years, academic support staff, and administrative, technical, and services staff.

Graph 5



### Shared Staff Experiences

The last section of the survey invited feedback from staff on anything that was important to them. Approximately 157 persons (40% of staff) responded in 2025. The themes are ranked in order of importance in Table 2.

Table 2

	RANK 2023	RANK 2024	RANK 2025
ADMINISTRATIVE EFFICIENCY	3	3	4
COMMUNICATION & CUSTOMER SERVICE	2	3	3
FACILITIES	6	4	1
FINANCIAL	3	2	5
HEALTH AND WELLNESS	6	1	2
LEADERSHIP	1	2	3
OPPORTUNITIES FOR ADVANCEMENT	4	5	6
POSITIVE FEEDBACK	7	6	7
SAFETY AND SECURITY	6	7	8

For the 2025 survey, the most frequent comments were grouped under *Facilities*. Staff requested more resources to better perform their jobs. Items like working computers, ergonomic furniture, functioning outlets and air conditioning units were among some of the requests. They also appealed for better laboratory facilities for students, more housing for administrative staff, daycare for children, a gym, staff lounge, and a cafeteria.

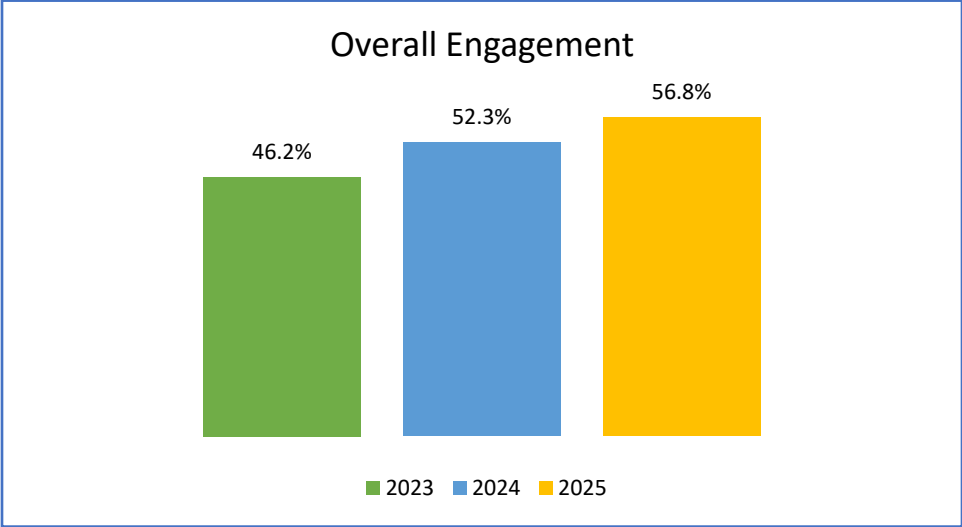
Ranked for second place were comments related to *Health and Wellness*. Staff expressed the desire for more recognition and awards, more work-life balance through flexi-time initiatives, more opportunities for socializing through sports and fun days, and more opportunities for training and development.

Tied for third place were *Communication and Customer Service* and *Leadership*. Under *Communication and Customer Service*, some persons requested a better onboarding process for new staff to ensure they have the necessary knowledge of university policies and procedures, while others requested that administrative procedures related to leave applications, staff benefits, and staff appraisals and promotions be updated and made clear on websites. Under *Leadership*, there were calls for more training of managerial staff, greater mentorship opportunities for junior staff, and more consideration of lower-level staff in decision-making and opportunities for growth and development.

**Conclusion**

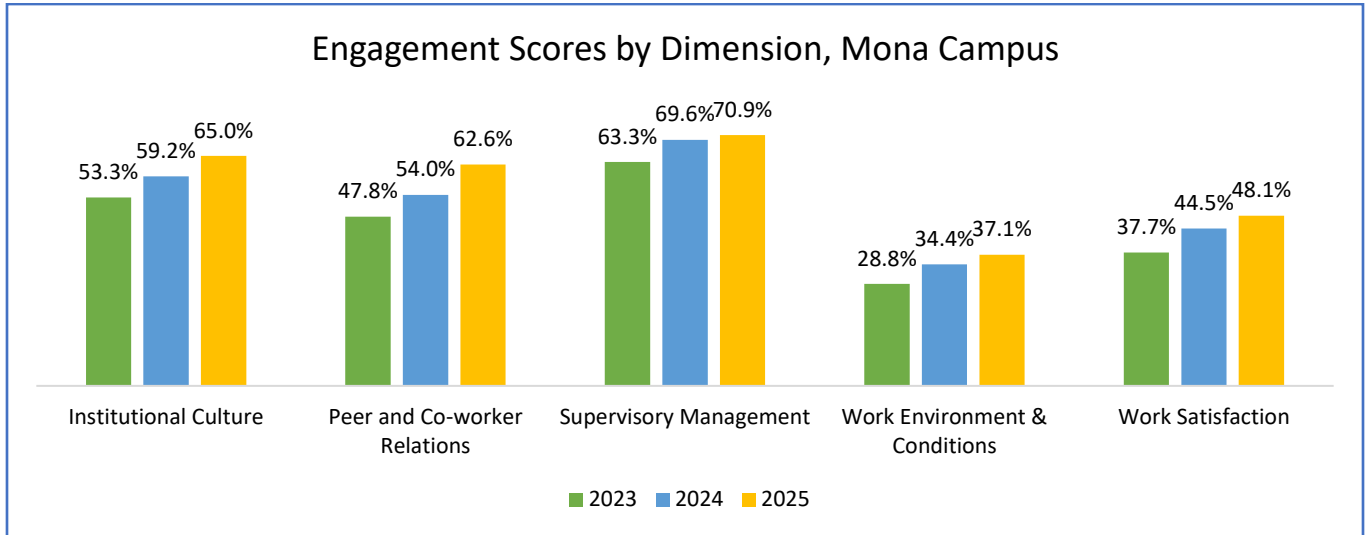
The 2025 Staff Engagement Survey has provided important baselines for monitoring the UWI Strategic Plan, 2022-2027. The survey was conducted to assess the strategic objective of developing a **Creative, Caring, Accountable, Motivated, Professional (CAMP) Team** with an annual target of 60% staff engagement. Currently, the Mona Campus has a 56.8% engagement score which increased from 52.3% in 2024.

Graph 6



It is heartening to see the progress being made in each of the areas of staff engagement.

Graph 7



For transparency and accountability, the survey findings will be shared via Mona Messaging and posted online. Senior managers will be provided with comments from staff for consideration and action.

In conclusion, the 2025 Staff Engagement Survey has provided insights into the perceptions of staff with regard to *institutional culture; peer and coworker relations; supervisory management; working environment and conditions; and work satisfaction*. The derived metrics will help to inform progress under the University Strategic Plan and the interventions necessary for reaching certain targets by 2027.

# Outputs

2025 Staff Engagement Survey, Mona Campus

Q1. Please indicate the extent of your agreement with the following statements:

	% Distribution (N = 395)			
	Disagree	Neither disagree nor agree	Agree	No Answer
I am satisfied with the flow of information about events and new developments within the campus/university. (1)	23.3	15.9	60.0	0.8
My director/supervisor acts in conformity with the university's stated core values. (2)	10.6	19.5	68.9	1.0

2025 Staff Engagement Survey, Mona Campus

Q2. Please indicate the extent of your agreement with the following statements:

	% Distribution (N = 395)			
	Disagree	Neither disagree nor agree	Agree	No Answer
There is a spirit of helpfulness and collaboratio within my department. (1)	22.8	14.4	62.3	0.5

2025 Staff Engagement Survey, Mona Campus

Q3. Please indicate the extent of your agreement with the following statements:

	% Distribution (N = 395)			
	Disagree	Neither disagree nor agree	Agree	No Answer
My director/supervisor gives me the right amount of autonomy to develop innovative solutions to work-related problems or means to achieve tasks. (1)	11.4	15.2	73.2	0.3
I am assessed based on the quality of my work. (2)	13.2	18.0	67.8	1.0

2025 Staff Engagement Survey, Mona Campus

Q4. Please indicate the extent of your agreement with the following statements:

	% Distribution (N = 395)			
	Disagree	Neither disagree nor agree	Agree	No Answer
The UWI takes reasonable steps to provide a safe and secure environment for all. (1)	38.7	25.6	34.9	0.8
I have the necessary resources and information to support my getting work done effectively. (2)	41.8	16.5	40.8	1.0
The UWI promotes an environment to support work-life balance. (3)	37.2	27.6	34.7	0.5

2025 Staff Engagement Survey, Mona Campus

Q5. Please indicate the extent of your agreement with the following statements:

	% Distribution (N = 395)			
	Disagree	Neither disagree nor agree	Agree	No Answer
I can see a clear link between my work and The UWI Triple A Strategy 2022-2027. (1)	14.7	33.2	51.6	0.5
I feel a sense of belonging as a staff member of The UWI. (2)	25.1	29.6	43.5	1.8