Report of Findings for the 2026 Staff Engagement Survey

Office of Strategic Planning and Enterprise Management (OSPEM), Planning and Institutional Research Unit

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Summary

Key points from the 2026 Staff Engagement Survey:

1. **Overall Staff Engagement Improved**
    - The overall engagement score rose to 59.2% in 2026, up from 56.8% in 2025, showing progress toward the university's 60% target for staff engagement.
2. **Leadership and Communication Are Top Concerns**
    - Leadership was the most frequently mentioned theme in staff feedback, with calls for more training, team building, transparent promotions, and less top-down decision-making. Communication and customer service also ranked highly as areas needing attention.
3. **Work Environment and Resources Need Improvement**
    - Staff gave the lowest ratings to work environment and conditions, especially regarding work-life balance (40.2%) and having necessary resources (43.1%). Facilities and financial resources were also highlighted as major concerns in open feedback.
4. **Supervisory Management Scores Are Strong**
    - Staff reported high agreement that supervisors act in line with university values (75.8%) and provide autonomy (75.0%). However, assessment based on work quality (66.8%) and feedback for growth (63.4%) show room for further improvement.
5. **Peer Collaboration and Sense of Belonging Are Positive but Not Universal**
    - 65.3% of staff agreed there is a spirit of helpfulness and collaboration within departments, and 49.5% felt a sense of belonging. These scores indicate generally positive peer relations, but also highlight opportunities to strengthen inclusivity and departmental support."

2026 Staff Engagement Survey

A staff engagement survey was undertaken in Semester II of the 2025-26 academic year to monitor progress of The UWI Triple A Strategic Plan, 2022-2027. The survey addressed the strategic objective *AG2-Continue the development of a Creative, Caring, Accountable, Motivated, Professional (CAMP) Team*. The online survey was launched on February 27, 2026 and ended on April 3, 2026. 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.

SurveyMonkey® was used to administer the online survey. Employees received an anonymous survey link via their official UWI email address. The link was also accessible via university enterprise systems in an effort to boost response rates. Additionally, four gift vouchers valued at USD$100, USD$60, USD$40, and JMD$10,000 were eligible to four participants through a draw.[1] With these efforts, staff participation increased over the previous year.

Of the 2,498 full-time staff at the Mona Campus as at January 2026, 497 members participated for a response rate of 19.9%. This compares to response rates of 16.7% in 2025, 9% in 2024, and 4.2% 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 and Technical and Services group is under-represented in the sample.

Table 1. Staff Population and Sample by Category of Worker

	Population		*Sample*	
Job Group	N	%	N	%
Academic & Support	716	28.7	161	32.4
Sr. Admin. & Prof.	366	**14.7**	145	**29.2**
Admin. & Tech. & Service	1,416	**56.7**	191	**38.4**
Total	2,498	100.0	497	100.0

In presenting the findings to the survey, data are displayed for full-time staff[2] 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 (19.9%) in 2026, tests were conducted to see how generalizeable the results were to the entire staff population. A chi square test of independence

[1] The lucky winners were Fayann-Roy Dixon, Odetha Davis, and Erica Jones-Cameron. The other winner requested anonymity.

[2] The survey was open to both full-time and part-time staff. Twenty-six responses were received from part-staff which have been analyzed separately.

revealed no statistically significant difference among *early* and *late* respondents by age, sex, length of employment, and category of worker.[3]

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% (good), 65%-74% (very good), and 75% and over (excellent).

Findings from the Sample

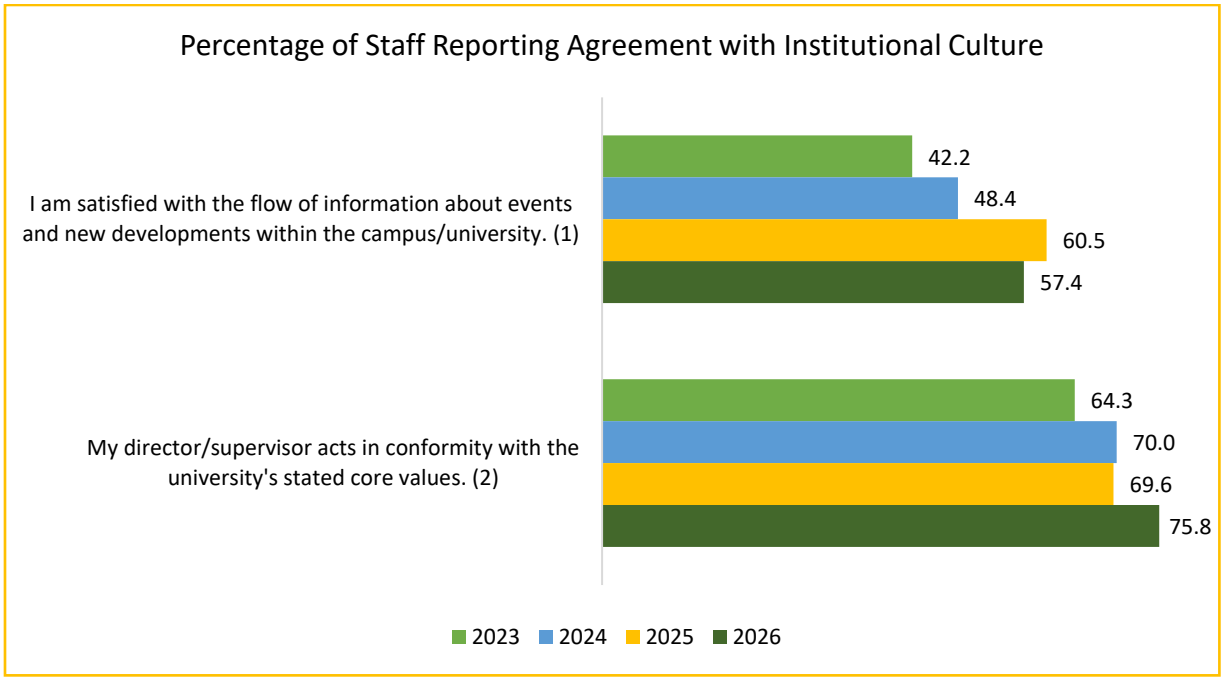
Data are presented for the 2026 Staff Engagement Survey with comparisons to previous cycles.

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* (75.8%) than to the *flow of information* (57.4%) in 2026. The University Strategic Plan has a target of 60% employee engagement and it is noteworthy that only one of two items under *institutional culture* exceeded this target in 2026. Ratings of *flow of information* were below average among non-academic staff and persons employed for more than 10 years compared to their counterparts [not shown].

[3] 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.

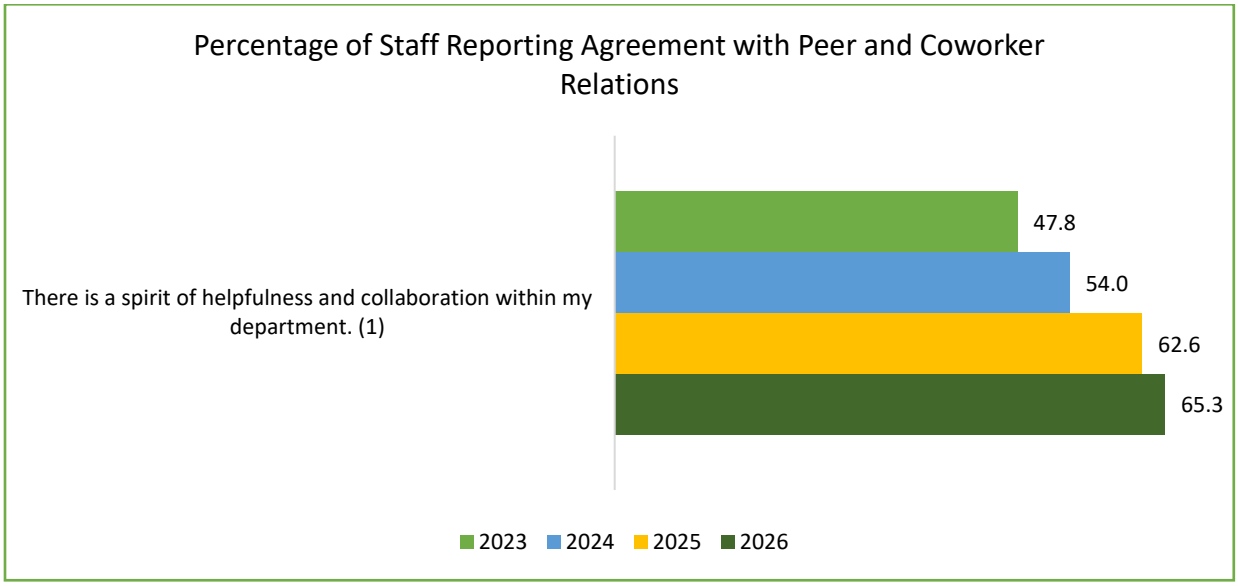
Graph 1



Peer and Coworker Relations

When it came to *peer and coworker relations*, 65.3% of staff reported a *spirit of helpfulness and collaboration* within their department in 2026. Agreement on this item increased by 2.7 percentage points over the previous year. There is room for improvement on this metric by *category of worker* and *job location,* as academics and staff at the Western Jamaica Campus had the lowest ratings on this item compared with their respective peers [not shown].

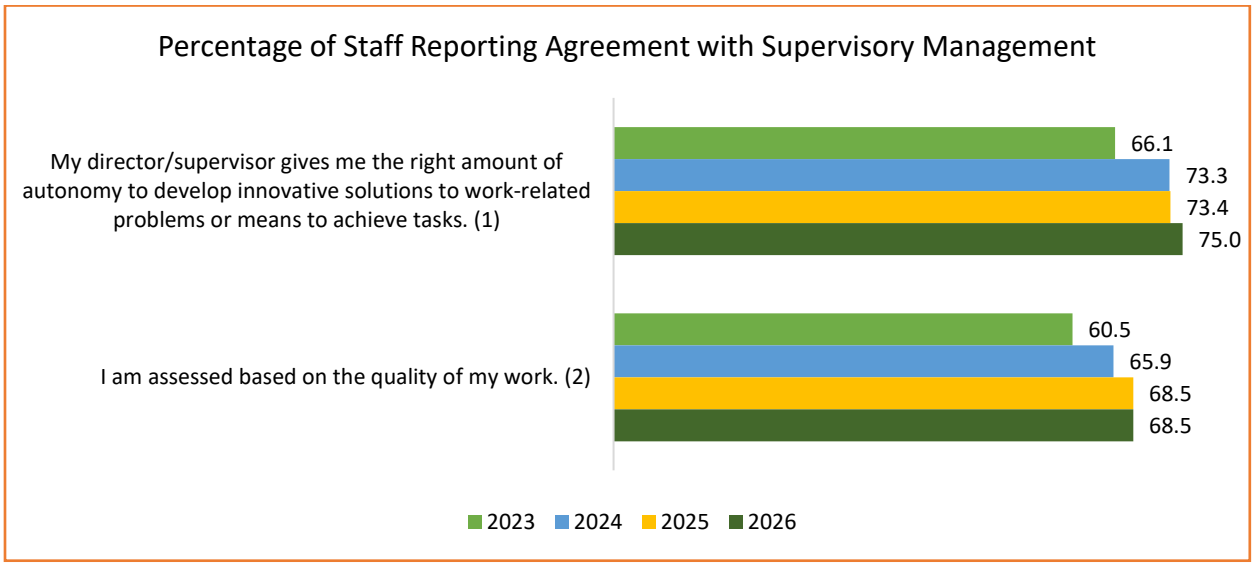
Graph 2



Supervisory Management

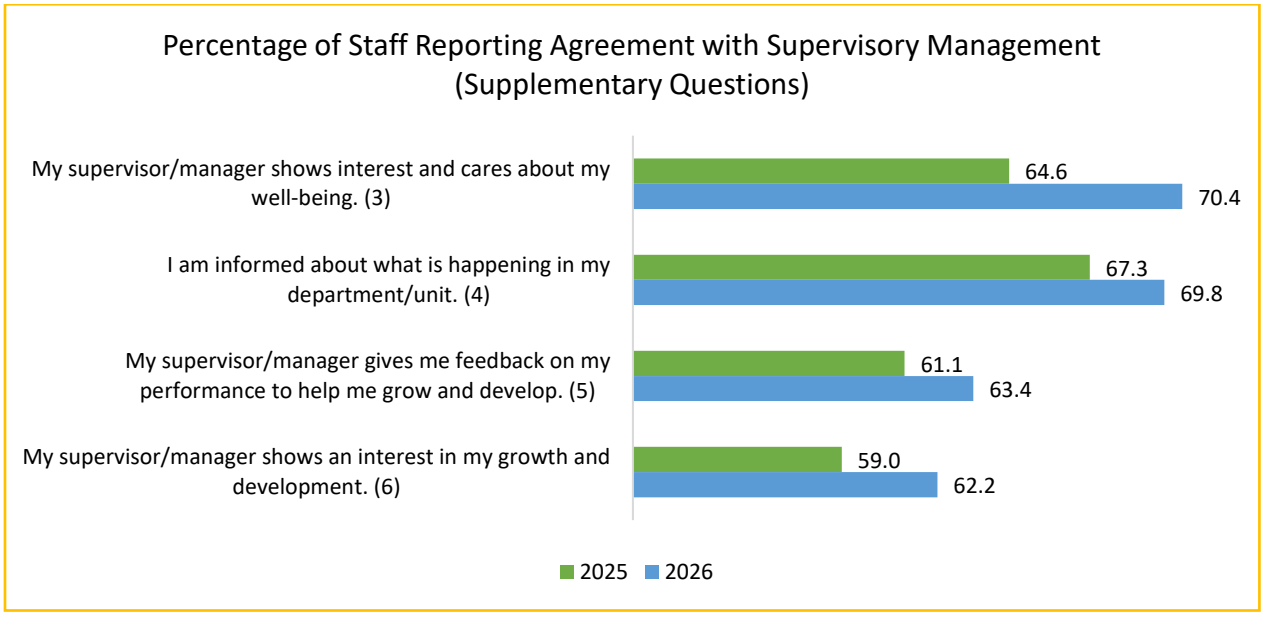
Staff were asked two questions related to *supervisory management*. While ratings on *assessment* remained unchanged in 2026 (68.5%), scores on *autonomy* increased from 73.4% in 2025 to 75.0% in 2026. Further analyses revealed that academic staff and persons in the 35-44 age group had the lowest agreement with the question on *assessment*, compared to their counterparts.

Graph 3



For the 2025 and 2026 cycles, four additional questions were asked under *supervisory management*. For consistency with previous cycles, these items were not included in Campus engagement scores.

Graph 3.1

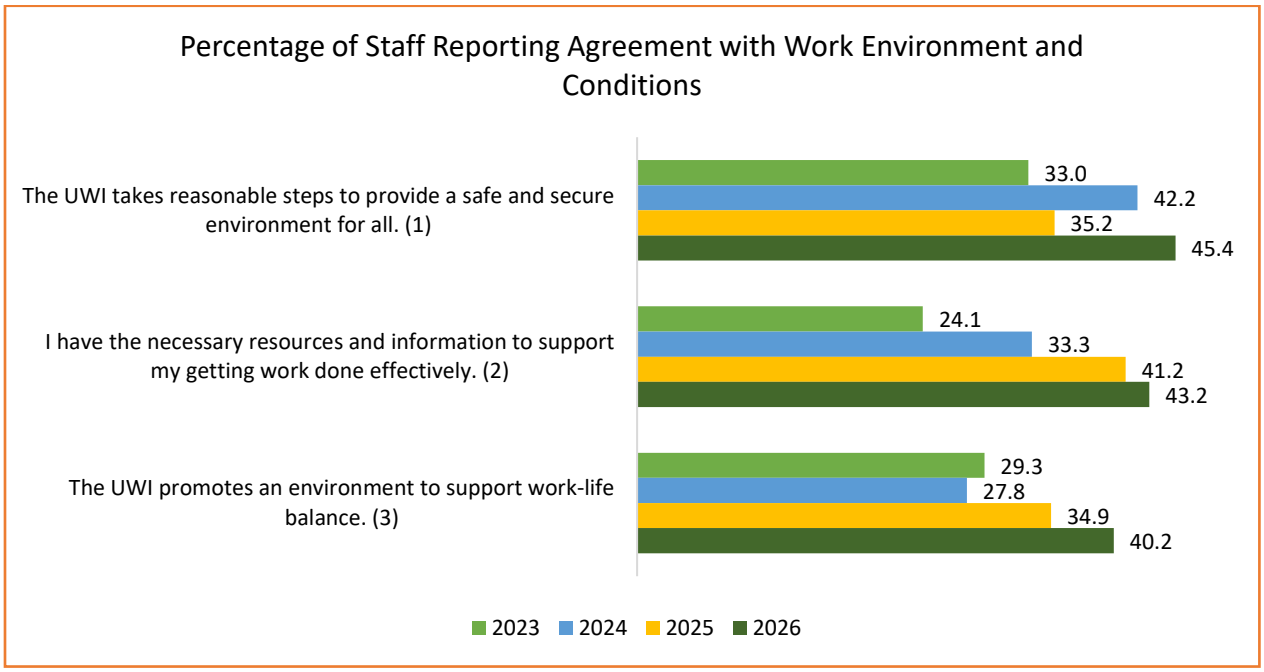


As seen in Graph 3.1, all of these items exceeded the target of 60% in 2026.

Working Environment and Conditions

When asked about aspects of their *work environment*, staff gave the lowest ratings to this area. While scores were in the 40% range, it is good to see improvements over the previous year, especially for *safety and security*, which increased by nearly 10 percentage points. *Work-Life Balance* recorded the lowest agreement score at 40.2%. By *category of worker*, academics had the lowest agreement scores on all three items compared to their counterparts. A Work-Life Balance survey is currently underway to delve deeper into this topic.

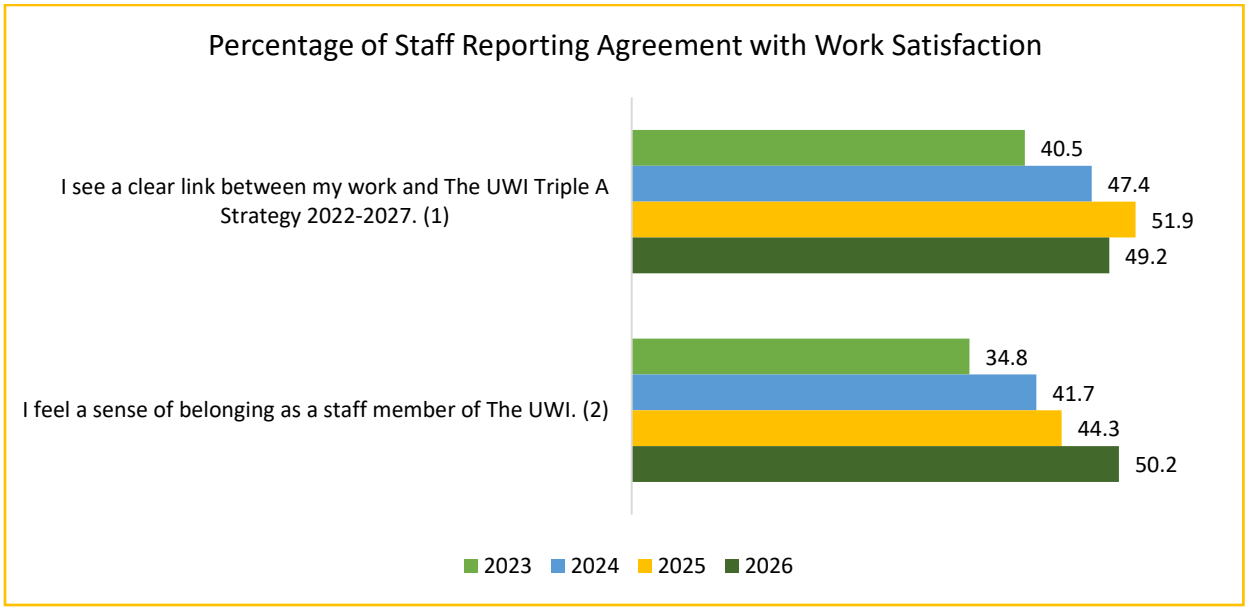
Graph 4



Work Satisfaction

Scores for work satisfaction were mixed. Staff ratings on *The UWI Triple A Strategy* declined slightly, from 51.9% in 2025 to 49.2% in 2026. Respondents who were less likely to accord positive ratings were personnel in the Faculty of Medical Sciences and those in the Administrative and Technical and Services group. While ratings improved for *sense of belonging*, persons who were less likely to accord positive ratings were women, and staff in the Administrative and Technical and Services group.

Graph 5



Shared Staff Experiences

The last section of the survey invited feedback from staff on anything that was important to them. Approximately 211 persons (42% of staff) responded in 2026. The themes are ranked in order of importance in Table 2.

Table 2

	Rank 2023	*Rank 2024*	*Rank 2025*	*Rank 2026*
Administrative efficiency	3	3	4	6
Communication & customer service	2	3	3	2
Facilities	6	4	1	3
Financial	3	2	5	2
Health and wellness	6	1	2	4
Leadership	1	2	3	1
Opportunities for advancement	4	5	6	7
Positive feedback	7	6	7	5
Safety and Security	6	7	8	8

For the 2026 survey, the most frequent comments were grouped under *Leadership*. Feedback included more training for senior managers and other staff as well as more team building exercises, more

interaction and collaboration between senior managers and other staff, more equitable and transparent opportunities for promotion, and less of a top-down decision-making process.

> *Too often mandates at the university come from the top down. University leaders have to create a way from ideas to come from the staff and to act on them. The university leaders then need to find resources to act on these ideas. This way staff will have greater buy-in into initiatives.* [excerpt]

Ranked for second place was *Finances*. Many persons asked for an increase in pay to match inflation and the cost of living. Staff members also requested more resources in terms of personnel, office equipment, database subscriptions (libraries), and other infrastructural upgrades conducive to first-class teaching and research.

> *I feel as though the needs for the science faculties are overlooked and undervalued. The UWI only has OESH in speech and on paper but no resources for the execution and maintenance of it. We are unfairly appraised in this aspect, though given no resources to fulfill such a mandate. As a staff member, I feel frustrated and disheartened.* [excerpt]

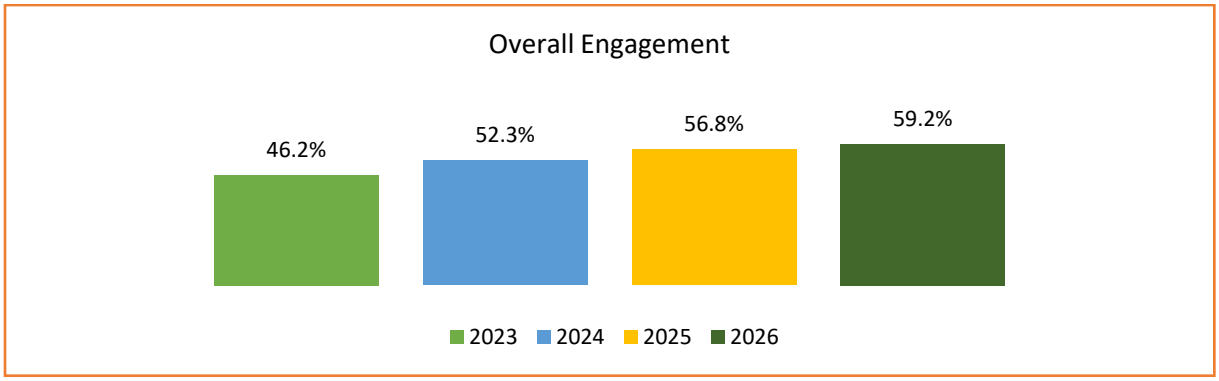
The third-ranked area of concern was *Facilities*. Staff requested more resources to better perform their jobs. Items like working computers, Wi-Fi, ergonomic furniture, functioning outlets and air conditioning units were among some of the requests. They also appealed for better laboratory and teaching facilities and recreational spaces for students and staff.

> *Our laboratory facilities are outdated and no longer reflect the standard required to effectively support modern teaching and learning.* {excerpt]

Conclusion

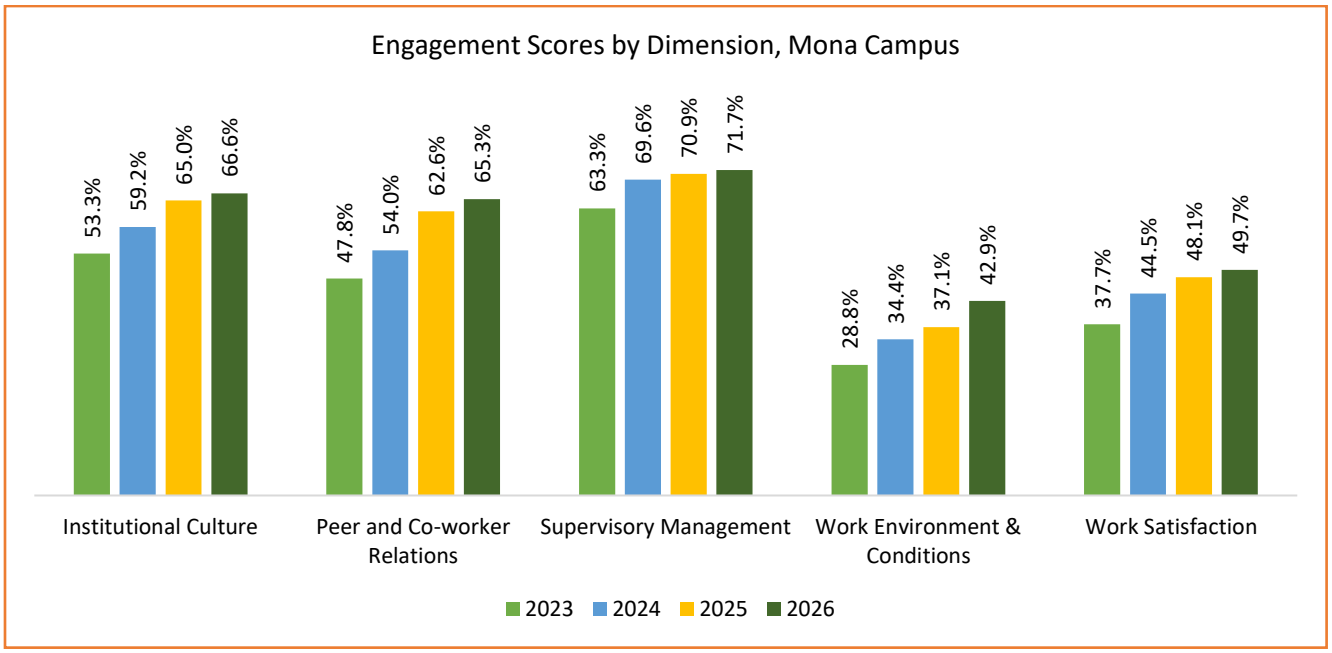
The 2026 Staff Engagement Survey has provided important metrics for monitoring the UWI Strategic Plan, 2022-2027. The survey was conducted to assess the strategic objective of developing a **C**reative, **C**aring, **A**ccountable, **M**otivated, **P**rofessional (CAMP) Team with an annual target of 60% staff engagement. Currently, the Mona Campus has a 59.2% engagement score which increased from 56.8% in 2025.

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 with Deans and senior managers. The findings will also be posted online for access by university staff, students, and other stakeholders.

In conclusion, the 2026 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

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

	% Distribution (N = 497)			
	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)	24.3	18.1	57.1	0.4
My director/supervisor acts in conformity with the university's stated core values. (2)	9.5	14.3	74.2	2.0

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

	% Distribution (N = 497)			
	Disagree	Neither disagree nor agree	Agree	No Answer
There is a spirit of helpfulness and collaboratio within my department. (1)	18.7	15.9	65.2	0.2

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

	% Distribution (N = 497)			
	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)	12.1	12.9	74.8	0.2
I am assessed based on the quality of my work. (2)	11.3	19.5	66.8	2.4

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

	% Distribution (N = 497)			
	Disagree	Neither disagree nor agree	Agree	No Answer
The UWI takes reasonable steps to provide a safe and secure environment for all. (1)	29.0	25.6	45.3	0.2
I have the necessary resources and information to support my getting work done effectively. (2)	40.2	16.3	43.1	0.4
The UWI promotes an environment to support work-life balance. (3)	35.2	24.3	40.0	0.4

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

	% Distribution (N = 497)			
	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)	14.1	35.8	48.3	1.8
I feel a sense of belonging as a staff member of The UWI. (2)	25.8	23.3	49.5	1.4