



University Compliance and Ethics

UNIVERSITY OF CENTRAL FLORIDA

2024 Compliance and Ethics Culture Survey Executive Summary

Background

University Compliance and Ethics (UCE) began conducting compliance and ethics culture surveys in 2016 and continues to survey employees every two years to inform program activities. Results of the initial survey in 2016, revealed several opportunities for improving awareness of the various resources available to employees such as awareness of UCE as a resource, the UCF IntegrityLine, and UCF's policy 2-700 Reporting Misconduct and Protection from Retaliation. After the first survey, UCE developed the UCF Employee Code of Conduct and three online training courses covering Gifts and Honoraria, Potential Conflicts, and the UCF Employee Code of Conduct. University Compliance and Ethics created the compliance and ethics newsletter, the *IntegrityStar*, and began hosting annual Compliance and Ethics Week awareness campaigns. During this time, UCE also began hosting tabling events during New Faculty Orientation and the Annual Employee Benefits Fair. All new employees began receiving information about UCE, the UCF IntegrityLine, and UCF Employee Code of Conduct during New Employee Orientation.

As a result of the increased awareness efforts, in 2018 the culture survey results revealed an increase in employee awareness of the various compliance and ethics resources available to them. The percentage of employees who knew where to find information on UCF policies, procedures, and regulations also increased and 86% reported they were aware of the new UCF Employee Code of Conduct. University Compliance and Ethics continued its communications and training during the next two fiscal years.

In 2020 at the request of a Board of Trustees, UCE contracted with Ethisphere, a global leader in defining and advancing the standards of ethical business practices, to conduct the survey. Ethisphere benchmarked UCF's responses against 28 organizations from Ethisphere's database which 50% were designated as a World's Most Ethical Company®. These results were important in helping UCF to identify areas for improvement based on established standards for ethical organizations. Ethisphere placed UCF at an overall 78.6% positive rating across the eight pillars of an ethical culture, compared to the 80.5% benchmark. UCF exceeded the Ethisphere benchmark in Pillar 2: Perception of the Function at 90.3% (compared to the 89.5% benchmark) which addresses the perceived quality and effectiveness of the compliance and ethics program in communicating, training, and support. Additionally, in Pillar 8: Perceptions of Peers and Environment UCF ranked 91.6% (compared to the 87.3% benchmark) covering the perceived priorities of coworkers, the values of the organization, and willingness to share opinions. University Compliance and Ethics benchmarked the results against prior years' results and noted a

positive trend of continued increased awareness of the IntegrityLine, in reporting misconduct, feeling protected from retaliation, perceptions of peers and their environment, as well as a decrease in witnessing misconduct.

In response to the 2020 survey results, UCE implemented a series of initiatives to increase communications in support of the non-retaliation policy, over-communicate closing the loop on the investigation process, and leveraging leadership in compliance and ethics messaging. Those initiatives included development of a new IntegrityLine video tutorial, collaboration with the Student Government Association Judicial Branch to introduce the IntegrityLine tutorial to students, revising the IntegrityLine intake and close out processes, adding a “Case Corner” section to the *IntegrityStar* newsletter, including a video message from the president on the importance of the Code of Conduct in the Code of Conduct training, and development of a Reporting Concerns checklist for supervisors when addressing employee concerns.

The office of Operational Excellence and Assessment Support assisted in repeating the survey in 2022 and benchmarked the results against the previous years’ results. Overall, the 2022 responses were favorable except for the following areas:

- Perceptions of Senior Leadership
 - While 2% more employees responded that they believe senior leadership acts ethically at all times (66% responded favorably), this was below the 2020 corporate benchmark of 69.2%.
 - There was a 1% decrease in the belief that senior leadership promotes the importance of ethical behavior throughout the university (at 77%), putting UCF further below the 2020 benchmark of 80%.

- Perceptions of Managers
 - One percent (1%) less employees reported believing that their manager is committed to ethical conduct (87%), below the 2020 corporate benchmark of 88.9%.
 - There was another 1% reduction in reported comfort approaching their manager with issues or questions related to ethical conduct (85%), below the 2020 benchmark of 88.6%.
 - Two percent (2%) less employees reported that their manager is consistently a role model for ethical behavior (83%) below the 85% benchmark.
 - Of most significance, 4% less employees believe their manager complies with the non-retaliation policy with 78% reporting favorably, compared to the 84.4% benchmark.

2024 Survey Results

The office of Operational Excellence and Assessment Support facilitated the survey again in 2024. Employees were invited through a series of emails to participate in the online survey, which remained open from March 4, 2024, through April 5, 2024. The survey was available to all UCF faculty and staff, including student employees, in both English and Spanish. Initiatives this year, to increase participation, included UCF Marketing and Communications distributing email communications, Faculty Senate encouraging faculty participation, and UCE directly contacting student employees to encourage participation. University Compliance and Ethics also hosted a tabling event offering a QR Code for the survey and promoted a prize drawing. As a result of the additional efforts, UCE achieved a 25.3%

response rate, an increase from the 17.7% rate in 2022. Attached are the full reports containing the findings with key highlights on trends listed below.

The most significant trends are those related to the above weaknesses initially identified in 2022:

▪ **Perceptions of Senior Leadership**

- There was a **3% increase** in employees responding that they believe our senior leadership team acts ethically at all times (69% responded favorably), **bringing UCF in line with the 2020 corporate benchmark of 69.2%**.
- There was a **2% increase** in the belief that senior leadership promotes the importance of ethical behavior throughout the university (at 79%), **just below the 2020 benchmark of 80%**.

▪ **Perceptions of Managers**

- Two percent (**2% more**) employees reported believing their manager is committed to ethical conduct (89%), which is **in line with the 2020 corporate benchmark of 88.9%**.
- There was another **2% increase** in reported comfort of employees approaching their manager with issues or questions related to ethical conduct (87%), **bringing UCF close to the 88.6% benchmark**.
- Three percent (**3% more**) employees reported that their manager is consistently a role model for ethical behavior and demonstrates the importance of integrity and ethical behavior (86%) **above the 85% benchmark**.
- Three percent (**3% more employees**) believe their manager complies with the non-retaliation policy with 81% reporting favorably, compared to the 84.4% benchmark.

Additional Trends

- Reports of experienced or witnessed bullying decreased another 2% from 2022 with a 6% overall decrease since 2018. (11% reported bullying)
- Reports of observed unethical behavior or misconduct over the last 12 months decreased by 3% from 2022 with an 8% total decrease since 2018. (9% reported observing misconduct)
- An increase of 4% believe the university enforces its non-retaliation policy, with 69% reporting favorably.
- There was a 5% increase in favorable responses to UCF fully investigating concerns that are reported (75%) and a 5% increase in the reported belief that disciplinary actions are taken when individuals engage in misconduct (70%).

Improvement Areas

- Although less employees observed unethical behavior or misconduct over the last 12 months, there were 247 (9%) who did observe misconduct but only 88 (36%) reported it to us. This is a 4% decrease in reporting from 2022.
- Fifty-three (53) employees (2%) reported being asked to bend, break, or circumvent laws,

regulations, university regulations, or policies during the last 12 months by someone in their department. This is a 1% increase from 2022.

- Of the 53 employees who were asked to bend, break, or circumvent laws, regulations, university regulations, or policies, only 12 (23%) reported this to the university. This is a 14% decrease from the 37% reported in 2022.

Response to 2024 Survey Results

University Compliance and Ethics will continue to educate supervisors and provide resources to assist with handling employee concerns, identify opportunities to engage senior leadership in promoting the importance of ethical behavior throughout the university, and report investigative outcomes and discipline using communication channels such as the *IntegrityStar* “Case Corner” articles. The decreased reporting noted in this year’s responses will be monitored alongside UCF IntegrityLine reporting rates. University Compliance and Ethics will repeat the survey in 2026 and will continue efforts to achieve a higher response rate to ensure the most accurate results.



COMPLIANCE AND ETHICS CULTURE SURVEY

2024 Comprehensive Results



Operational Excellence and Assessment Support

The mission of Operational Excellence and Assessment Support (OEAS) is to support efforts to improve the quality of student learning outcomes and the effectiveness and efficiency of university operations through assessment and analytics. OEAS will accomplish this by providing support to all academic programs and administrative units through integrated processes that include continuous quality improvement, analytical and survey studies, technology integration, and guidance in assessment.

Every two years University Compliance and Ethics conducts a Compliance and Ethics Culture Survey to gauge the overall ethical culture at UCF. The office uses the survey results to identify opportunities for improvements to the program including additional training and awareness. This report summarizes responses for all items from the 2024 survey.

Methodology

The Compliance and Ethics Culture Survey is typically administered for a duration of approximately four weeks. All UCF employees are invited through a series of emails to participate via a link to an online survey. In 2024, 12,825 UCF employees were initially invited on March 4, 2024 through campus email. Four reminder emails were sent on March 12, March 18, March 28, and April 1. The survey was also promoted through the University Compliance and Ethics *IntegrityStar* newsletter distributed on March 21 and through a tabling event that was hosted by the office on March 29. To increase participation, University Compliance and Ethics directly contacted student employees to emphasize the importance of their involvement and encouraged all employees to submit an image of their recorded survey for an entry into a prize drawing. The 2024 survey officially closed April 5, 2024. The 2024 survey was available to UCF faculty and staff in English and Spanish versions. The Compliance and Ethics Culture Survey is anonymous, so no identifiable information is collected for individual respondents. All information is reported in aggregate tables.

Contents of this Report

- Survey Representativeness and Response Rates (Tables 1-2)
- Familiarity with UCF Compliance Policies and Resources (Tables 3-7)
- Awareness of the Program and Resources (Tables 8-15)
- Perceptions of the Function (Tables 16-20)
- Observing and Reporting Misconduct (Tables 21-38)
- Perceptions on Retaliation (Tables 39-44)
- Pressure to Commit Misconduct (Tables 45-47)
- Organizational Justice (Tables 48-50)
- Perceptions of Managers (Tables 51-55)
- Perceptions of Senior Leadership (Tables 56-57)
- Perceptions of Peers and the Environment (Tables 58-60)

Response Rates by UCF Employee Role

The tables below display distributions for the population of UCF employees who were invited to participate in the 2024 Compliance and Ethics Culture Survey (N = 12,825) and those who completed a survey (n = 3,251). The first table shows response rates by Employee Role and the second by the Length of Service at UCF. The overall response rate was 25.3%.

Response Rates and Respondent Distribution by UCF Employee Role

Role	Population Count	Survey Respondents	Response Rate	Percent of Total Respondents
Faculty Member	3,513	856	24.4%	26.3%
Executive Leadership*	32	63	100.0%	1.9%
Professional Staff	2,450	1,555	63.5%	47.8%
Technical, Clerical, Service Personnel	1,661	292	17.6%	9.0%
Student Employee	5,169	446	8.6%	13.7%
No response		39		1.2%
Total	12,825	3,251	25.3%	100.0%

*Population counts for employee role were obtained from the HR office. Respondents self-identified their role on the survey. Please note that as the survey was anonymous, some self-identification could be different from that on official files.

Response Rates and Respondent Distribution by Length of Service at UCF

Years at UCF	Population Count	Survey Respondents	Response Rate	Percent of Total Respondents
Less than 1 year	4,218	582	13.8%	17.9%
1-2 years	4,410	506	11.5%	15.6%
3-4 years	684	323	47.2%	9.9%
5-6 years	570	289	50.7%	8.9%
7-8 years	600	264	44.0%	8.1%
9-10 years	427	161	37.7%	5.0%
Longer than 10 years	1,916	1,102	57.5%	33.9%
No response		24		0.7%
Total	12,825	3,251	25.3%	100.0%

The following sections provide survey results for all survey items on the 2024 Compliance and Ethics Culture Survey. Due to the sensitive topics asked on this survey, there was a decrease in responses to individual items compared to the overall respondent count of 3,251.

How familiar are you with the University Compliance, Ethics, and Risk office?

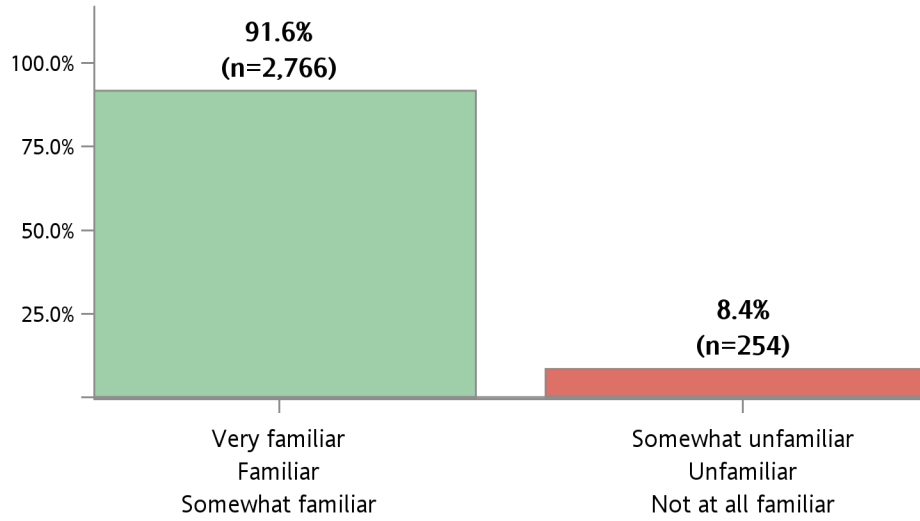


Table 3 . How familiar are you with the University Compliance, Ethics, and Risk office?	Count	Percent
Very familiar	889	29.4%
Familiar	1,253	41.5%
Somewhat familiar	624	20.7%
Somewhat unfamiliar	132	4.4%
Unfamiliar	89	2.9%
Not at all familiar	33	1.1%
All	3,020	100.0%

How familiar are you with the UCF Creed?

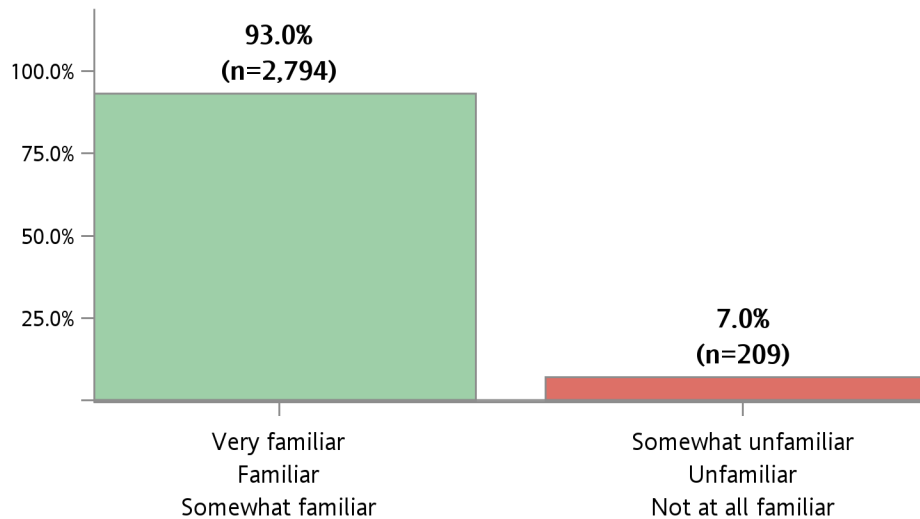


Table 4 . How familiar are you with the UCF Creed?	Count	Percent
Very familiar	978	32.6%
Familiar	1,294	43.1%
Somewhat familiar	522	17.4%
Somewhat unfamiliar	105	3.5%
Unfamiliar	75	2.5%
Not at all familiar	29	1.0%
All	3,003	100.0%

How familiar are you with UCF's policy for reporting Misconduct and Protection from Retaliation?

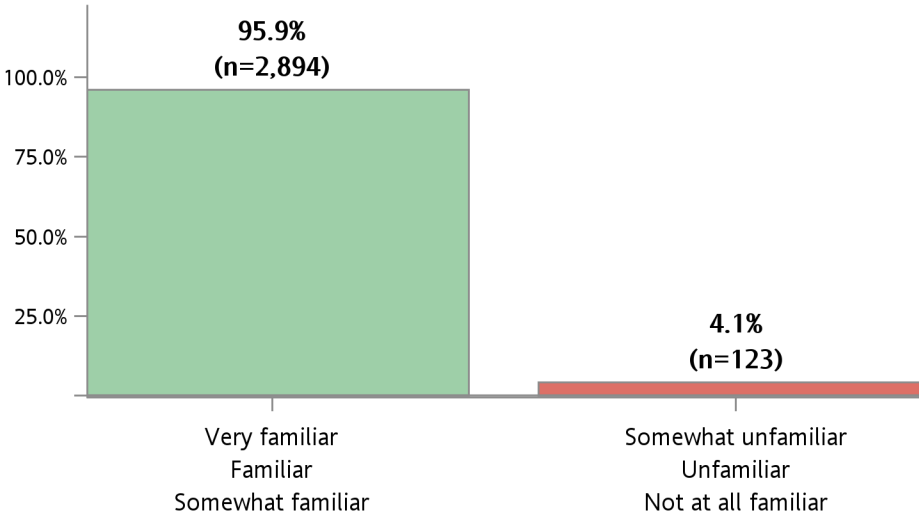


Table 5 . How familiar are you with UCF's policy for reporting Misconduct and Protection from Retaliation?

	Count	Percent
Very familiar	1,108	36.7%
Familiar	1,372	45.5%
Somewhat familiar	414	13.7%
Somewhat unfamiliar	79	2.6%
Unfamiliar	35	1.2%
Not at all familiar	9	0.3%
All	3,017	100.0%

How familiar are you with the UCF IntegrityLine for anonymously reporting compliance and ethical concerns?

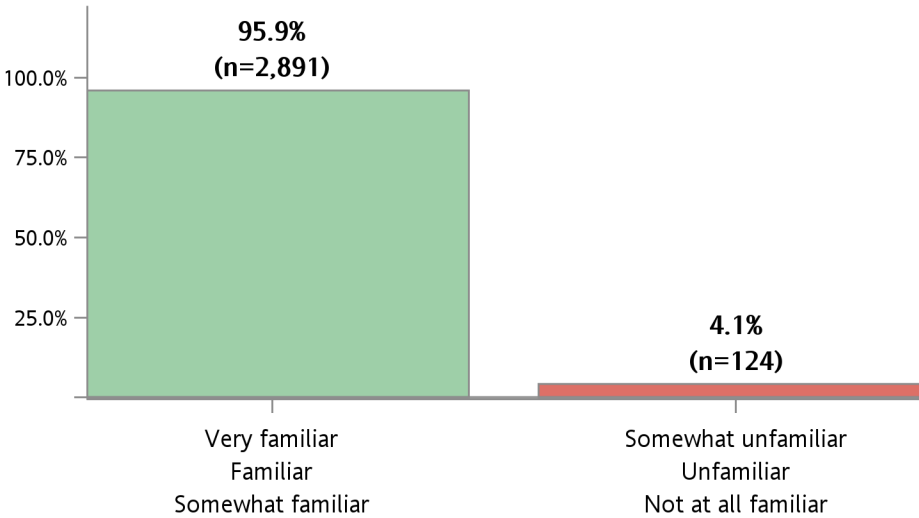
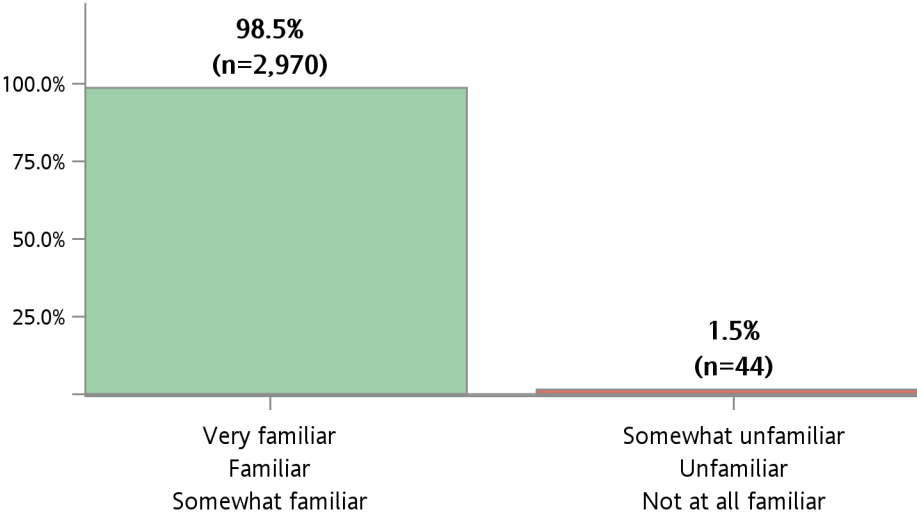


Table 6 . How familiar are you with the UCF IntegrityLine for anonymously reporting compliance and ethical concerns?

	Count	Percent
Very familiar	1,155	38.3%
Familiar	1,353	44.9%
Somewhat familiar	383	12.7%
Somewhat unfamiliar	79	2.6%
Unfamiliar	36	1.2%
Not at all familiar	9	0.3%
All	3,015	100.0%

How familiar are you with the UCF Employee Code of Conduct?



	Count	Percent
Very familiar	1,326	44.0%
Familiar	1,377	45.7%
Somewhat familiar	267	8.9%
Somewhat unfamiliar	23	0.8%
Unfamiliar	14	0.5%
Not at all familiar	7	0.2%
All	3,014	100.0%

I know where to find our Employee Code of Conduct.

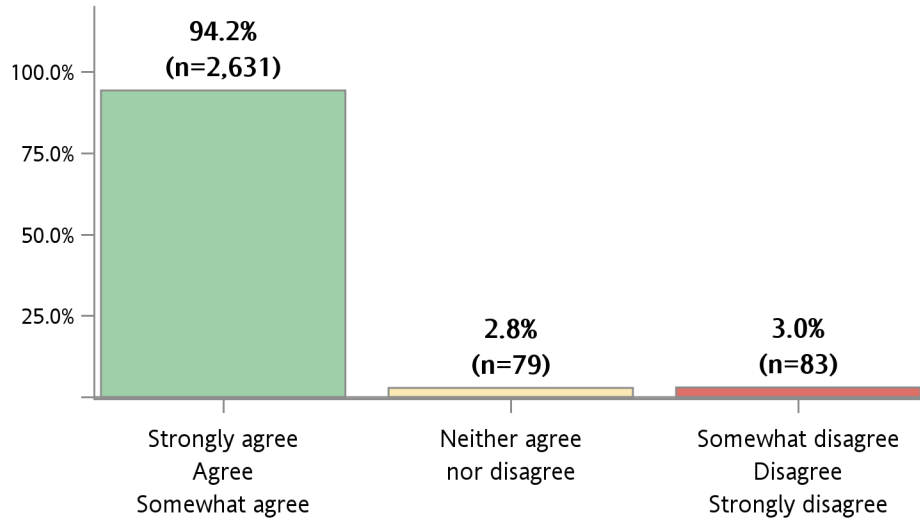


Table 8 . I know where to find our Employee Code of Conduct.	Count	Percent
Strongly agree	1,057	37.8%
Agree	1,249	44.7%
Somewhat agree	325	11.6%
Neither agree nor disagree	79	2.8%
Somewhat disagree	42	1.5%
Disagree	30	1.1%
Strongly disagree	11	0.4%
All	2,793	100.0%

I know where to find information on UCF policies and procedures.

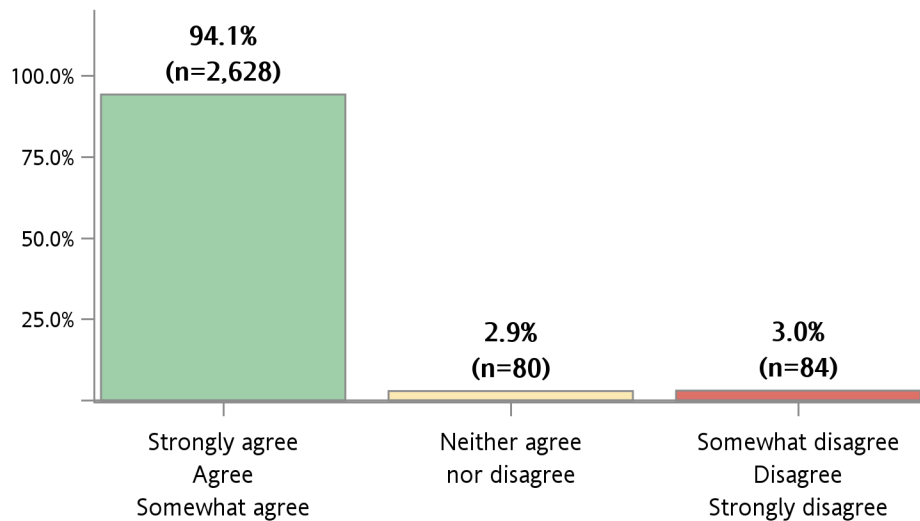


Table 9 . I know where to find information on UCF policies and procedures.	Count	Percent
Strongly agree	1,069	38.3%
Agree	1,242	44.5%
Somewhat agree	317	11.4%
Neither agree nor disagree	80	2.9%
Somewhat disagree	51	1.8%
Disagree	25	0.9%
Strongly disagree	8	0.3%
All	2,792	100.0%

I know where to find information on UCF regulations.

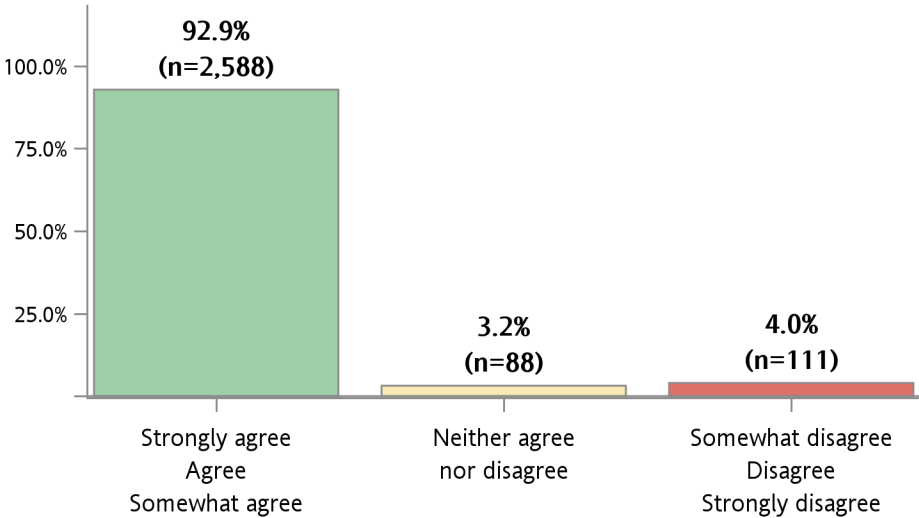


Table 10 . I know where to find information on UCF regulations.	Count	Percent
Strongly agree	991	35.6%
Agree	1,184	42.5%
Somewhat agree	413	14.8%
Neither agree nor disagree	88	3.2%
Somewhat disagree	66	2.4%
Disagree	34	1.2%
Strongly disagree	11	0.4%
All	2,787	100.0%

I know how to report ethical concerns or observed misconduct at UCF.

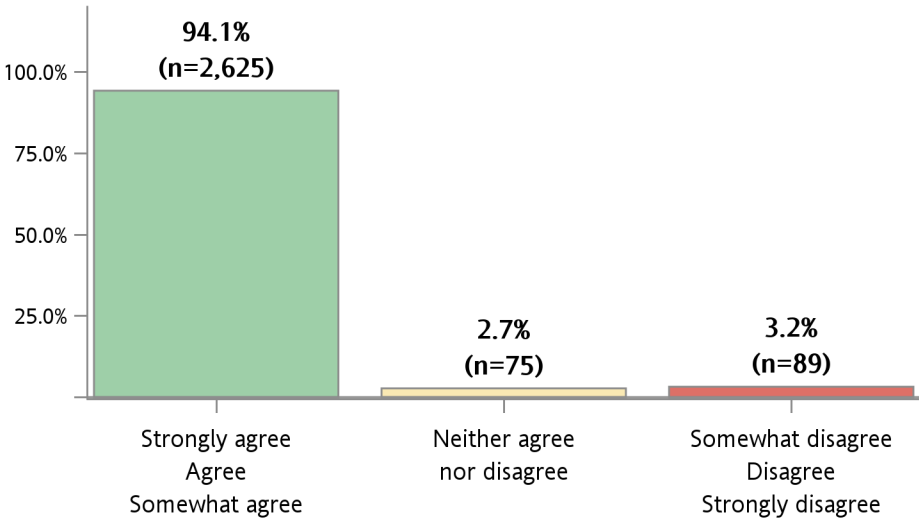


Table 11 . I know how to report ethical concerns or observed misconduct at UCF.	Count	Percent
Strongly agree	996	35.7%
Agree	1,255	45.0%
Somewhat agree	374	13.4%
Neither agree nor disagree	75	2.7%
Somewhat disagree	54	1.9%
Disagree	29	1.0%
Strongly disagree	6	0.2%
All	2,789	100.0%

UCF has clearly communicated ethical expectations to me.

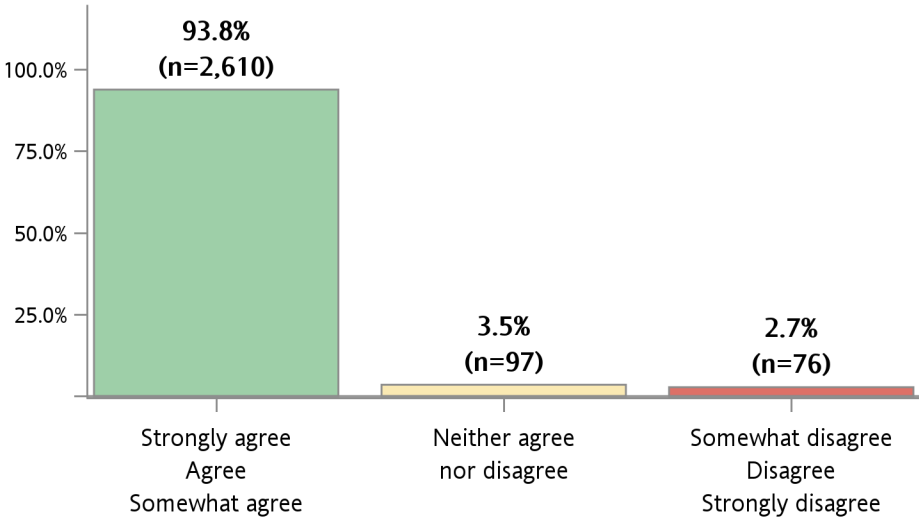


Table 12 . UCF has clearly communicated ethical expectations to me.		
	Count	Percent
Strongly agree	1,247	44.8%
Agree	1,140	41.0%
Somewhat agree	223	8.0%
Neither agree nor disagree	97	3.5%
Somewhat disagree	30	1.1%
Disagree	29	1.0%
Strongly disagree	17	0.6%
All	2,783	100.0%

UCF has clearly communicated disciplinary guidelines to me - therefore, I am aware of the consequences of misconduct.

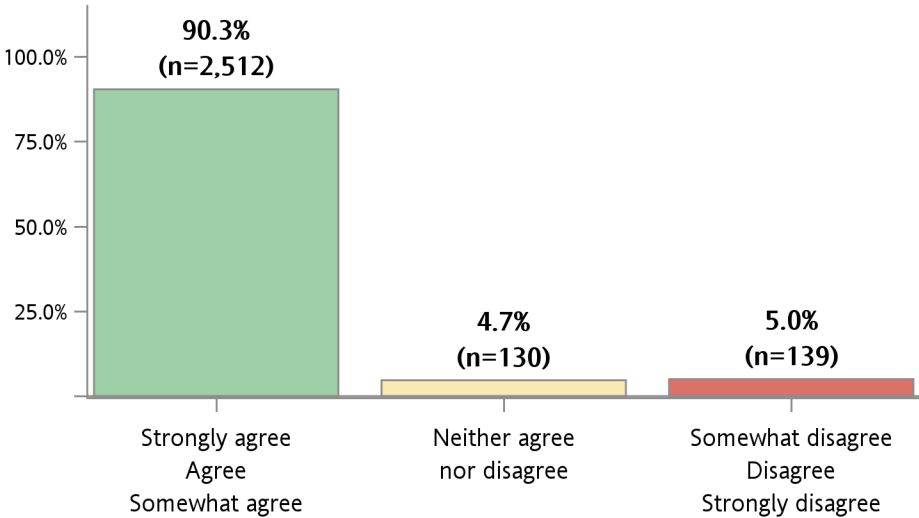


Table 13 . UCF has clearly communicated disciplinary guidelines to me - therefore, I am aware of the consequences of misconduct.		
	Count	Percent
Strongly agree	1,082	38.9%
Agree	1,111	39.9%
Somewhat agree	319	11.5%
Neither agree nor disagree	130	4.7%
Somewhat disagree	75	2.7%
Disagree	45	1.6%
Strongly disagree	19	0.7%
All	2,781	100.0%

I am familiar with UCF's stated Values.

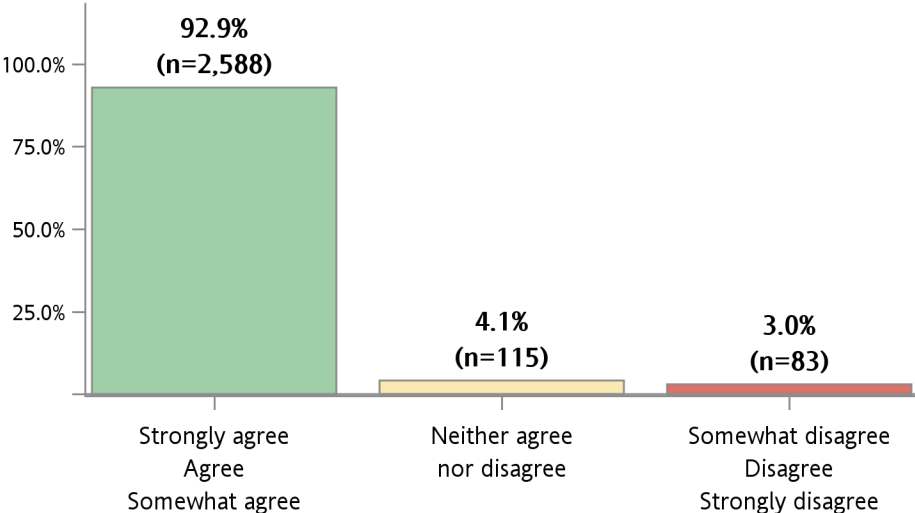


Table 14 . I am familiar with UCF's stated Values.	Count	Percent
Strongly agree	970	34.8%
Agree	1,245	44.7%
Somewhat agree	373	13.4%
Neither agree nor disagree	115	4.1%
Somewhat disagree	37	1.3%
Disagree	35	1.3%
Strongly disagree	11	0.4%
All	2,786	100.0%

I believe UCF follows its Values.

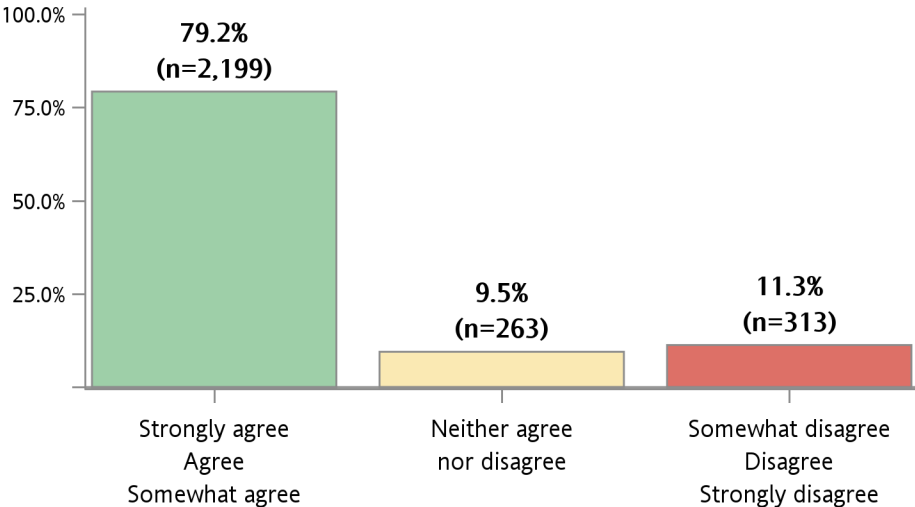


Table 15 . I believe UCF follows its Values.	Count	Percent
Strongly agree	700	25.2%
Agree	1,052	37.9%
Somewhat agree	447	16.1%
Neither agree nor disagree	263	9.5%
Somewhat disagree	145	5.2%
Disagree	79	2.8%
Strongly disagree	89	3.2%
All	2,775	100.0%

The training on the UCF Employee Code of Conduct was clear and understandable.

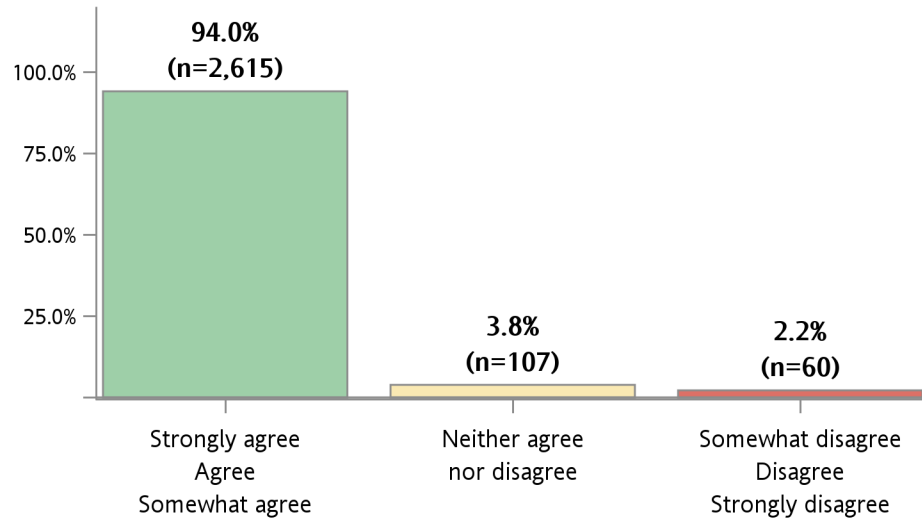


Table 16 . The training on the UCF Employee Code of Conduct was clear and understandable.	Count	Percent
Strongly agree	1,123	40.4%
Agree	1,248	44.9%
Somewhat agree	244	8.8%
Neither agree nor disagree	107	3.8%
Somewhat disagree	31	1.1%
Disagree	18	0.6%
Strongly disagree	11	0.4%
All	2,782	100.0%

UCF's training and communication efforts about ethical responsibilities and conduct are effective.

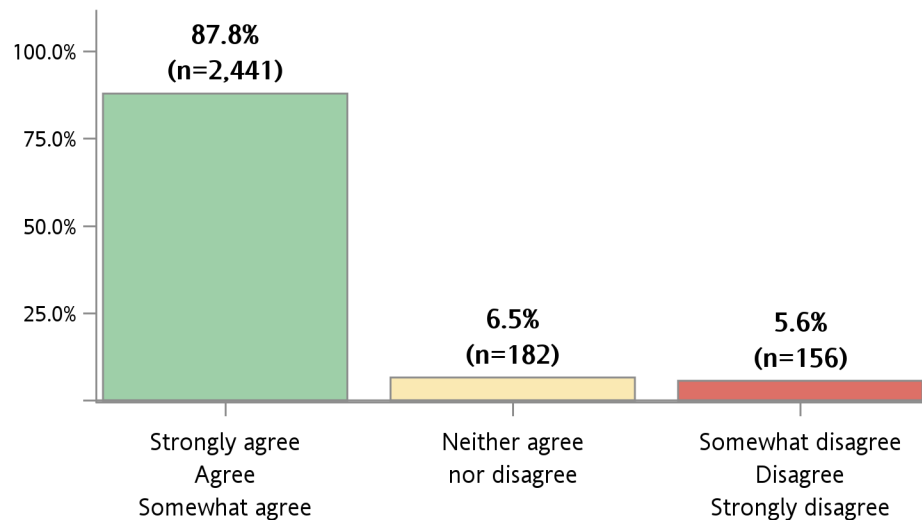


Table 17 . UCF's training and communication efforts about ethical responsibilities and conduct are effective.	Count	Percent
Strongly agree	895	32.2%
Agree	1,182	42.5%
Somewhat agree	364	13.1%
Neither agree nor disagree	182	6.5%
Somewhat disagree	71	2.6%
Disagree	44	1.6%
Strongly disagree	41	1.5%
All	2,779	100.0%

The Code explains what is expected of me as I conduct university business.

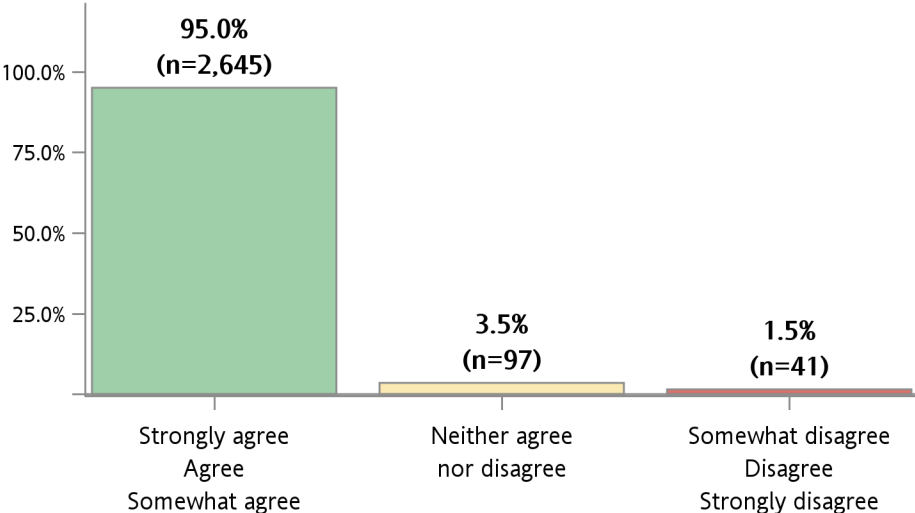


Table 18 . The Code explains what is expected of me as I conduct university business.

	Count	Percent
Strongly agree	1,146	41.2%
Agree	1,269	45.6%
Somewhat agree	230	8.3%
Neither agree nor disagree	97	3.5%
Somewhat disagree	21	0.8%
Disagree	8	0.3%
Strongly disagree	12	0.4%
All	2,783	100.0%

UCF's policies and regulations effectively explain what is expected of me as I conduct university business.

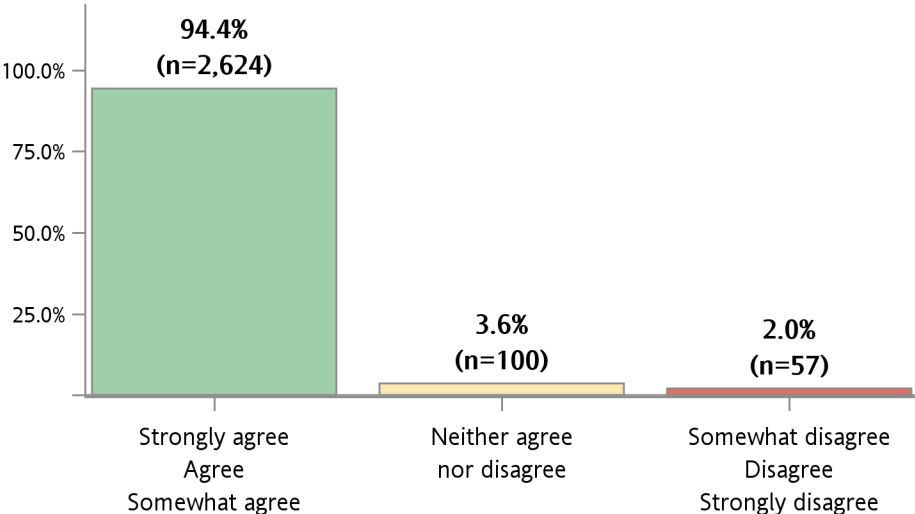


Table 19 . UCF's policies and regulations effectively explain what is expected of me as I conduct university business.

	Count	Percent
Strongly agree	1,100	39.6%
Agree	1,278	46.0%
Somewhat agree	246	8.8%
Neither agree nor disagree	100	3.6%
Somewhat disagree	28	1.0%
Disagree	15	0.5%
Strongly disagree	14	0.5%
All	2,781	100.0%

The training I receive on ethics and compliance topics effectively explains what is expected of me as I conduct university business.

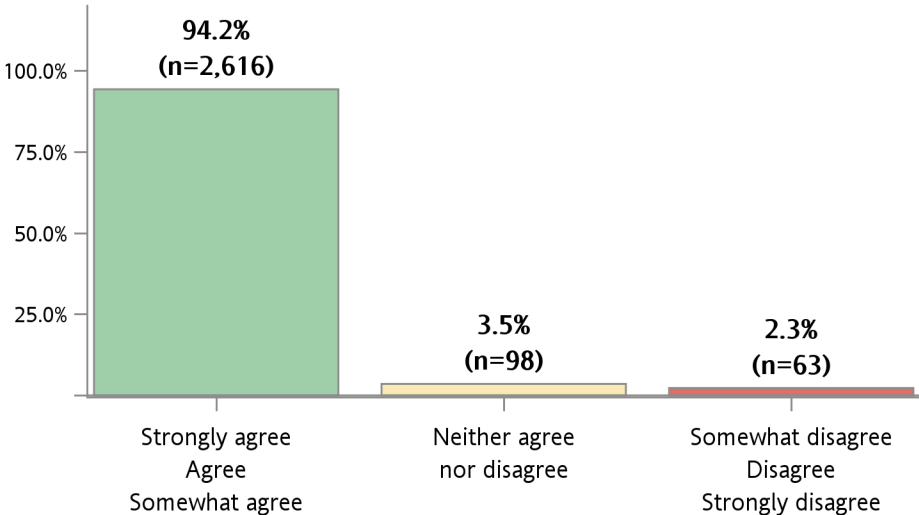


Table 20 . The training I receive on ethics and compliance topics effectively explains what is expected of me as I conduct university business.	Count	Percent
Strongly agree	1,108	39.9%
Agree	1,265	45.6%
Somewhat agree	243	8.8%
Neither agree nor disagree	98	3.5%
Somewhat disagree	32	1.2%
Disagree	14	0.5%
Strongly disagree	17	0.6%
All	2,777	100.0%

If I were to observe misconduct, I would be willing to report it.

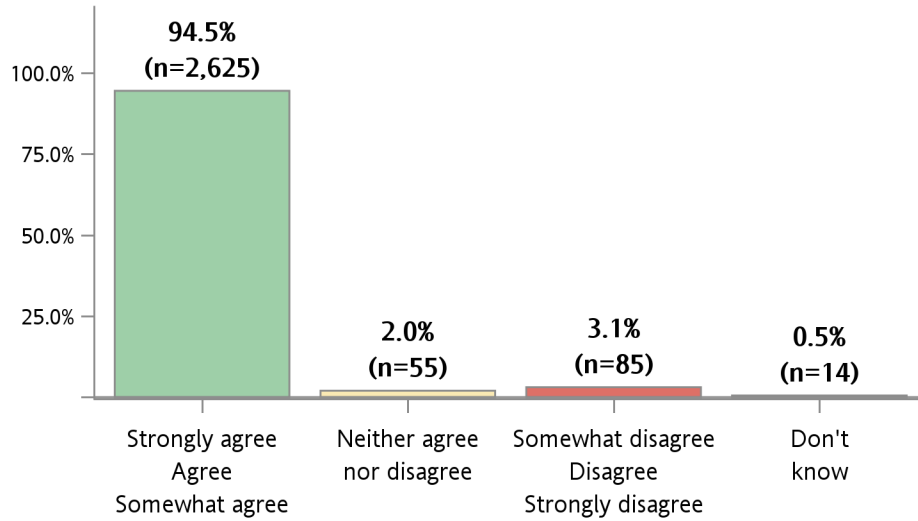


Table 21 . If I were to observe misconduct, I would be willing to report it.	Count	Percent
Strongly agree	1,438	51.7%
Agree	982	35.3%
Somewhat agree	205	7.4%
Neither agree nor disagree	55	2.0%
Somewhat disagree	47	1.7%
Disagree	20	0.7%
Strongly disagree	18	0.6%
Don't know	14	0.5%
All	2,779	100.0%

This question was follow up for those who responded 'Strongly agree', 'Agree', 'Somewhat agree', 'Neither agree nor disagree', or 'Don't know' to the prior question (Table 21):

Table 22 . I would be willing to report the misconduct for the following reason(s): (select all that apply)	Count	Percent*
It is the right thing to do	2,513	93.9%
Corrective action is necessary	1,565	58.5%
Senior leadership will support me	789	29.5%
My manager will support me	1,065	39.8%
My co-workers will support me	846	31.6%
The reporting is anonymous	1,385	51.8%
If I don't do it, no one else will	622	23.2%
Other reasons	69	2.6%

*NOTE: Percents calculated for the question above do not add up to 100% since the question asks respondents to 'select all that apply.' The total number of respondents for this question was 2,676.

This question was follow up for those who responded 'Neither agree nor disagree', 'Somewhat disagree', 'Disagree', 'Strongly disagree', or 'Don't know' to the prior question (Table 21):

Table 23 . I would NOT be willing to report the misconduct for the following reason(s): (select all that apply)	Count	Percent*
I fear retaliation	111	74.5%
Lack of anonymity in the reporting process	78	52.3%
I do not believe that corrective action would be taken	104	69.8%
I am not concerned	6	4.0%
I am not sure whom to contact	12	8.1%
If the person who committed it was senior level	74	49.7%
Other reasons	24	16.1%

*NOTE: Percents calculated for the question above do not add up to 100% since the question asks respondents to 'select all that apply.' The total number of respondents for this question was 149.

Over the past 12 months, have you observed unethical behavior or business misconduct at UCF?

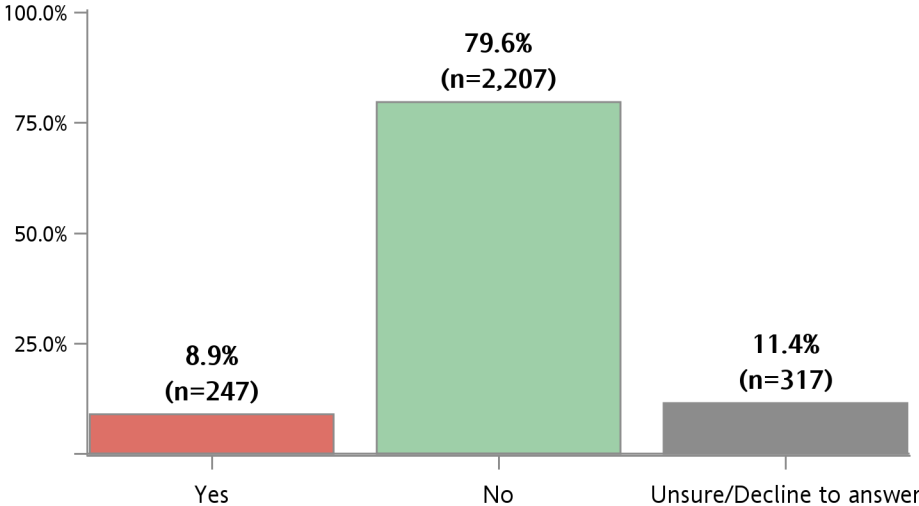


Table 24 . Over the past 12 months, have you observed unethical behavior or business misconduct at UCF?	Count	Percent
Yes	247	8.9%
No	2,207	79.6%
Unsure/Decline to answer	317	11.4%
All	2,771	100.0%

This question was follow up for those who responded 'Yes' to the prior question (Table 24):

Table 25 . Which type of unethical behavior or business misconduct did you observe? (select all that apply)	Count	Percent*
Accounting, financial reporting, or billing irregularities	24	9.8%
Antitrust violations, collusion with competitors, or other anticompetitive behavior	3	1.2%
Bribes or kickbacks	8	3.3%
Bullying	122	49.6%
Conflicts of interest	77	31.3%
Cyber security/privacy violation	9	3.7%
Drug, alcohol, or substance abuse	12	4.9%
Environmental violation	7	2.8%
Fraud	19	7.7%
Harassment or discrimination	118	48.0%
Improper record retention or destruction practices	15	6.1%
Improper sales, advertising, or marketing practices	4	1.6%
Inappropriate political activities or contributions	3	1.2%
Inappropriate procurement practices	10	4.1%
Inappropriate travel and expense reporting	7	2.8%
Insider trading		
Intellectual property or trade secret violation	1	0.4%
International trade controls		
Misuse of university resources or assets	32	13.0%
Retaliation or intimidation	109	44.3%
Theft	5	2.0%
Unauthorized disclosure of confidential or proprietary information	9	3.7%
Unauthorized media communication	1	0.4%
Unfair employment practices	108	43.9%
Violation of health or safety policies or procedures	15	6.1%
Violence in the workplace	10	4.1%
Other	45	18.3%

*NOTE: Percents calculated for the question above do not add up to 100% since the question asks respondents to 'select all that apply.'
The total number of respondents for this question was 246.

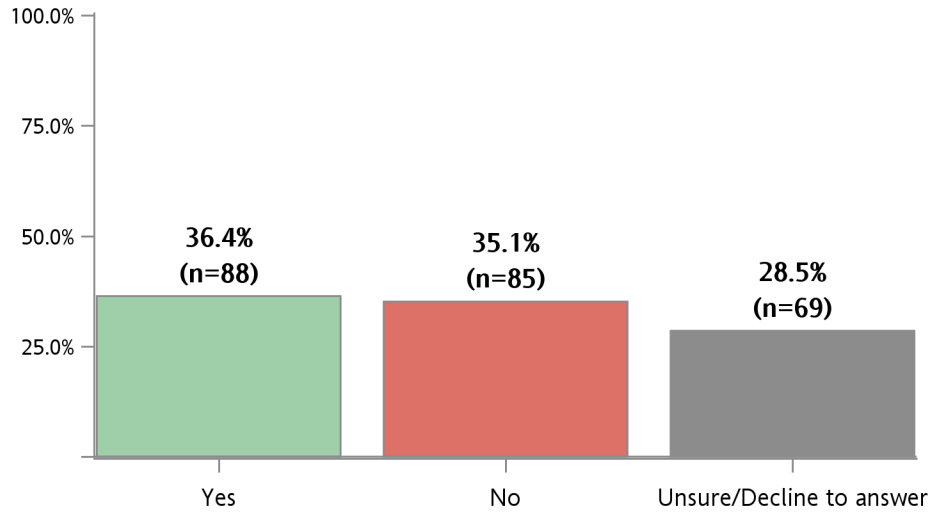
This question was follow up for those who endorsed 'Bullying' on the prior question (Table 25):

Table 26 . Please identify the source of the bullying you observed or experienced in the workplace: (select all that apply)	Count	Percent*
Supervisor	53	45.3%
Senior Leadership	62	53.0%
Peer	38	32.5%
Subordinate	6	5.1%

*NOTE: Percents calculated for the question above do not add up to 100% since the question asks respondents to 'select all that apply.'
The total number of respondents for this question was 117.

The two questions below were follow up for those who responded 'Yes' to the question 'Over the past 12 months, have you observed unethical behavior or business misconduct at UCF?' (Table 24):

I reported the unethical behavior or misconduct that I observed.



	Count	Percent
Yes	88	36.4%
No	85	35.1%
Unsure/Decline to answer	69	28.5%
All	242	100.0%

	Count	Percent*
My immediate manager	48	54.5%
My manager's manager	26	29.5%
Human Resources representative	16	18.2%
Compliance and Ethics representative	13	14.8%
Ombudsman	5	5.7%
Internal audit representative	2	2.3%
Office of Institutional Equity (OIE) representative	15	17.0%
The Board of Trustees or a Committee of the Board	1	1.1%
UCF IntegrityLine	19	21.6%
Other	14	15.9%

*NOTE: Percents calculated for the question above do not add up to 100% since the question asks respondents to 'select all that apply.' The total number of respondents for this question was 88.

This question was follow up for those who responded 'Yes' to the question 'I reported the unethical behavior or misconduct that I observed.' (Table 27):

How did you report the suspected misconduct or unethical behavior? (select all that apply)*	Respondents	Table 29 . How satisfied were you with how the process was handled by the following individuals and/or offices?									
		Extremely Satisfied		Satisfied		Neither Satisfied nor Dissatisfied		Dissatisfied		Very Dissatisfied	
		Count	Row Percent	Count	Row Percent	Count	Row Percent	Count	Row Percent	Count	Row Percent
Your immediate manager	47	15	31.9%	5	10.6%	11	23.4%	10	21.3%	6	12.8%
Your manager's manager	26	6	23.1%	4	15.4%	3	11.5%	5	19.2%	8	30.8%
Human Resources representative	16	1	6.3%	3	18.8%	2	12.5%	2	12.5%	8	50.0%
Compliance and Ethics representative	13	2	15.4%	1	7.7%	2	15.4%	2	15.4%	6	46.2%
Ombudsman	5	2	40.0%	1	20.0%	1	20.0%			1	20.0%
Internal Audit representative	2									2	100.0%
Office of Institutional Equity (OIE) representative	15	3	20.0%	2	13.3%	4	26.7%	3	20.0%	3	20.0%
The Board of Trustees or a Committee member of the Board	1			1	100.0%						
UCF IntegrityLine	19	1	5.3%	5	26.3%	3	15.8%	6	31.6%	4	21.1%
Another individual or office	14	1	7.1%	1	7.1%	6	42.9%			6	42.9%

*NOTE: A respondent may have reported an incident to multiple individuals and/or offices. Follow up questions were asked for each individual and/or office reported to, so percents calculated only add up to 100% across each row.

This question below was a follow up for those who responded 'Dissatisfied' or 'Very dissatisfied' to the prior question (Table 29):

		Table 30 . What aspect of the process made you feel dissatisfied? (select all that apply)*									
How did you report the suspected misconduct or unethical behavior? (select all that apply)*	Number dissatisfied with process	Handling by investigator	Handling by manager	Lack of information received	Time to investigate & conclude	Lack of notification once complete	Outcome was not clear	Outcome did not seem fair	Anonymity or confidentiality was not respected	Treatment after the process	Other
Your immediate manager	16	4	10	7	5	5	5	4	2	5	6
Your manager's manager	13	5	6	4	3	3	7	7	2	5	5
Human Resources representative	10	5	5	4	3	4	5	6	3	5	3
Compliance and Ethics representative	8	4	3	6	6	4	5	6	4	4	4
Ombudsman	1										1
Internal Audit representative	2	2		2	2			1	1	1	2
Office of Institutional Equity (OIE) representative	6	4	2	4	3	1	2	3	4	5	2
The Board of Trustees or a Committee member of the Board	0										
UCF IntegrityLine	10	4	3	2	4	1	5	3	4	1	3
Another individual or office	6	2	2	2	2	1	3	4	2	2	4

*NOTE: A respondent may have reported an incident to multiple individuals and/or offices. Follow up questions were asked for each individual and/or office reported to and a respondent could endorse multiple reasons for dissatisfaction with the reporting process. Therefore, counts of dissatisfaction (across each row) will not add up to the total number of respondents dissatisfied. Percents are not shown since the counts of dissatisfied respondents were small.

Complete text for reasons of dissatisfaction listed on the survey instrument were:

How the process was handled by the investigator, How the process was handled by my manager, Lack of information received throughout the process, Time it took to investigate and reach a conclusion, Lack of notification that the investigation was complete, Outcome of the investigation (action taken) was not clear, Outcome of the investigation (action taken) did not seem fair, I didn't feel my anonymity/confidentiality was respected, Treatment after the process – feelings of isolation and/or retaliation, Other.

This question was follow up for those who responded 'No' to the question 'I reported the unethical behavior or misconduct that I observed.' (Table 27):

Table 31 . I did not report the misconduct for the following reasons: (select all that apply)	Count	Percent*
The person I'm reporting about is senior level	45	54.2%
I was not sure who to contact to make the report	12	14.5%
I was worried that reporting might damage my reputation	27	32.5%
I didn't believe that corrective action would be taken	58	69.9%
I was afraid reporting the misconduct would harm my team members	23	27.7%
I was worried about remaining anonymous	46	55.4%
My leader prefers to keep issues within our team without escalating them	10	12.0%
I was concerned about retaliation	43	51.8%
I was not sure the misconduct was significant enough to report	18	21.7%
I was not concerned about the misconduct		
Other reason	9	10.8%

*NOTE: Percents calculated for the question above do not add up to 100% since the question asks respondents to 'select all that apply.' The total number of respondents for this question was 83.

I was asked to bend, break, or circumvent laws, regulations, or university regulations or policies during the last 12 months by someone in my department.

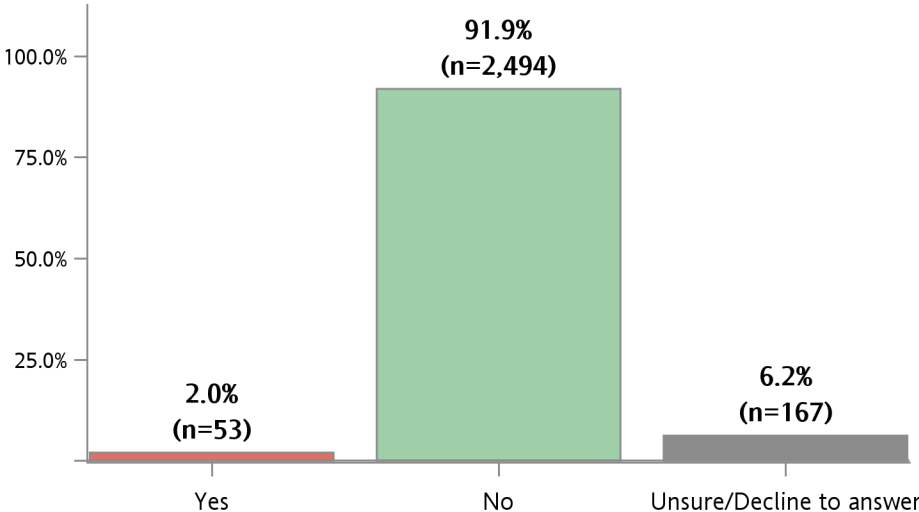


Table 32 . I was asked to bend, break, or circumvent laws, regulations, or university regulations or policies during the last 12 months by someone in my department.	Count	Percent
Yes	53	2.0%
No	2,494	91.9%
Unsure/Decline to answer	167	6.2%
All	2,714	100.0%

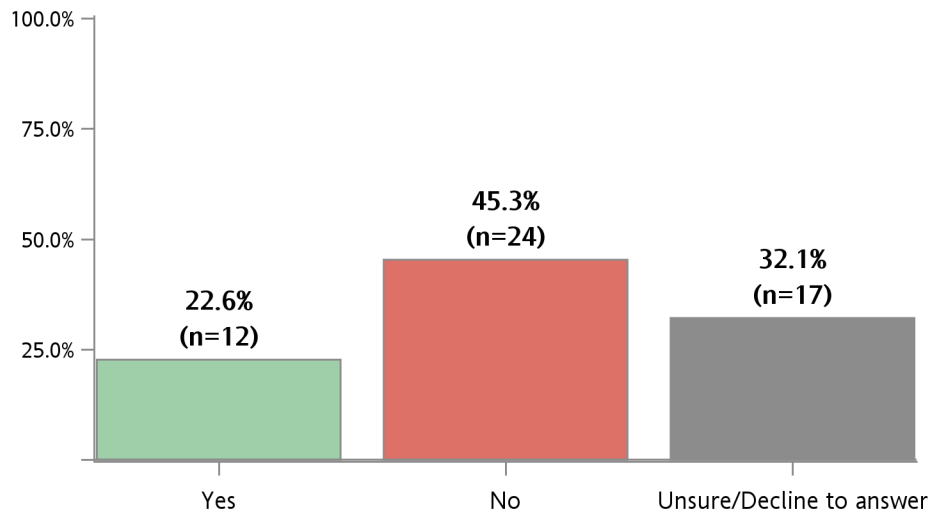
This question was follow up for those who responded 'Yes' to the prior question (Table 32):

Table 33 . Which type of violation(s) were you asked to commit? (select all that apply)	Count	Percent*
Accounting, financial reporting, or billing irregularities	4	7.8%
Antitrust violations, collusion with competitors, or other anticompetitive behavior		
Bribes or kickbacks	2	3.9%
Bullying	9	17.6%
Conflicts of interest	9	17.6%
Cyber security/privacy violation	2	3.9%
Drug, alcohol, or substance abuse	2	3.9%
Environmental violation	4	7.8%
Fraud	1	2.0%
Harassment or discrimination	9	17.6%
Improper record retention or destruction practices	2	3.9%
Improper sales, advertising, or marketing practices		
Inappropriate political activities or contributions		
Inappropriate procurement practices	3	5.9%
Inappropriate travel and expense reporting	2	3.9%
Insider trading		
Intellectual property or trade secret violation		
International trade controls		
Misuse of university resources or assets	8	15.7%
Retaliation or intimidation	7	13.7%
Theft		
Unauthorized disclosure of confidential or proprietary information	3	5.9%
Unauthorized media communication		
Unfair employment practices	16	31.4%
Violation of health or safety policies or procedures	3	5.9%
Violence in the workplace	2	3.9%
Other	14	27.5%

*NOTE: Percents calculated for the question above do not add up to 100% since the question asks respondents to 'select all that apply.' The total number of respondents for this question was 51.

The two questions below were follow up for those who indicated they were asked by someone in their department to 'bend, break, or circumvent laws, regulations, or university regulations or policies' (Table 32):

I reported that I was asked to bend, break, or circumvent laws, regulations, or university regulations or policies.



	Count	Percent
Yes	12	22.6%
No	24	45.3%
Unsure/Decline to answer	17	32.1%
All	53	100.0%

	Count	Percent*
Your immediate manager	7	70.0%
Your manager's manager	5	50.0%
Human Resources representative	2	20.0%
Compliance and Ethics representative	1	10.0%
Ombudsman	1	10.0%
Internal audit representative		
Office of Institutional Equity (OIE) representative	1	10.0%
The Board of Trustees or a Committee of the Board		
UCF IntegrityLine	1	10.0%
Other	1	10.0%

*NOTE: Percents calculated for the question above do not add up to 100% since the question asks respondents to 'select all that apply.' The total number of respondents for this question was 10.

The question below was a follow up for those who indicated they were asked by someone in their department to 'bend, break, or circumvent laws, regulations, or university regulations of policies' (Table 34):

How did you report the suspected misconduct or unethical behavior? (select all that apply)*	Respondents	Table 36 . How satisfied were you with how the process was handled by the following individuals and/or offices?									
		Extremely Satisfied		Satisfied		Neither Satisfied nor Dissatisfied		Dissatisfied		Very Dissatisfied	
		Count	Row Percent	Count	Row Percent	Count	Row Percent	Count	Row Percent	Count	Row Percent
Your immediate manager	7			1	14.3%	2	28.6%	3	42.9%	1	14.3%
Your manager's manager	5					2	40.0%			3	60.0%
Human Resources representative	2					1	50.0%			1	50.0%
Compliance and Ethics representative	1									1	100.0%
Ombudsman	1									1	100.0%
Internal Audit representative	0										
Office of Institutional Equity (OIE) representative	1									1	100.0%
The Board of Trustees or a Committee member of the Board	0										
UCF IntegrityLine	1									1	100.0%
Another individual or office	0										

*NOTE: A respondent may have reported an incident to multiple individuals and/or offices. Follow up questions were asked for each individual and/or office reported to, so percents calculated only add up to 100% across each row.

This question below was a follow up for those who responded 'Dissatisfied' or 'Very dissatisfied' to the prior question (Table 36):

		Table 37 . What aspect of the process made you feel dissatisfied? (select all that apply)*									
How did you report the suspected misconduct or unethical behavior? (select all that apply)*	Number dissatisfied with process	Handling by investigator	Handling by manager	Lack of information received	Time to investigate & conclude	Lack of notification once complete	Outcome was not clear	Outcome did not seem fair	Anonymity or confidentiality was not respected	Treatment after the process	Other
Your immediate manager	4	1	2	2	1	2	2	2	1	2	1
Your manager's manager	3	2	2	2	2	1	2	2	1	2	1
Human Resources representative	1	1		1	1	1		1	1	1	
Compliance and Ethics representative	1	1			1	1	1				
Ombudsman	1	1					1		1		
Internal Audit representative	0										
Office of Institutional Equity (OIE) representative	1	1	1	1	1	1	1	1	1	1	
The Board of Trustees or a Committee member of the Board	0										
UCF IntegrityLine	1	1		1	1		1			1	
Another individual or office	0										

*NOTE: A respondent may have reported an incident to multiple individuals and/or offices. Follow up questions were asked for each individual and/or office reported to and a respondent could endorse multiple reasons for dissatisfaction with the reporting process. Therefore, counts of dissatisfaction (across each row) will not add up to the total number of respondents dissatisfied. Percents are not shown since the counts of dissatisfied respondents were small.

Complete text for reasons of dissatisfaction listed on the survey instrument were:

How the process was handled by the investigator, How the process was handled by my manager, Lack of information received throughout the process, Time it took to investigate and reach a conclusion, Lack of notification that the investigation was complete, Outcome of the investigation (action taken) was not clear, Outcome of the investigation (action taken) did not seem fair, I didn't feel my anonymity/confidentiality was respected, Treatment after the process – feelings of isolation and/or retaliation, Other.

I have experienced or observed bullying in the workplace by a supervisor/manager within the last 12 months. (Workplace bullying is defined as repeated, deliberate, disrespectful behavior, which harms the target)

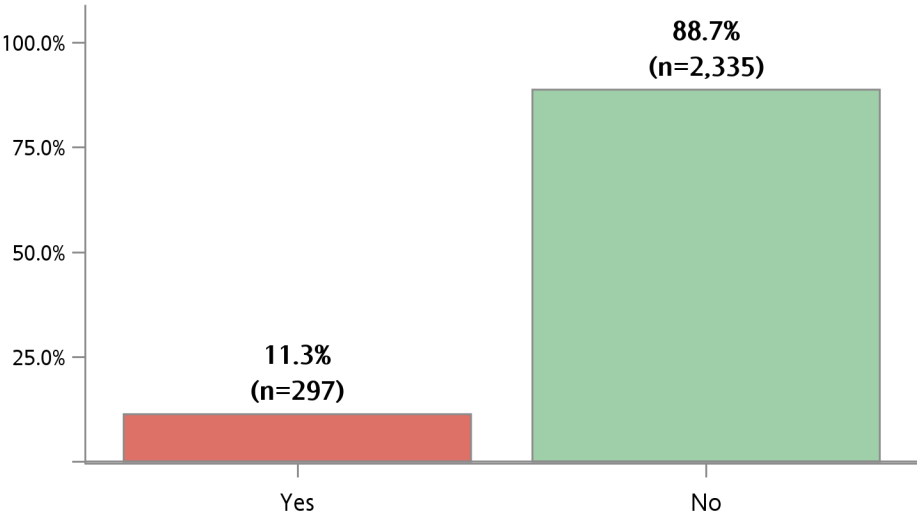


Table 38 . I have experienced or observed bullying in the workplace by a supervisor/manager within the last 12 months. (Workplace bullying is defined as repeated, deliberate, disrespectful behavior, which harms the target)		
	Count	Percent
Yes	297	11.3%
No	2,335	88.7%
All	2,632	100.0%

UCF has a policy that prohibits retaliation against employees who report misconduct or participate in an investigation.

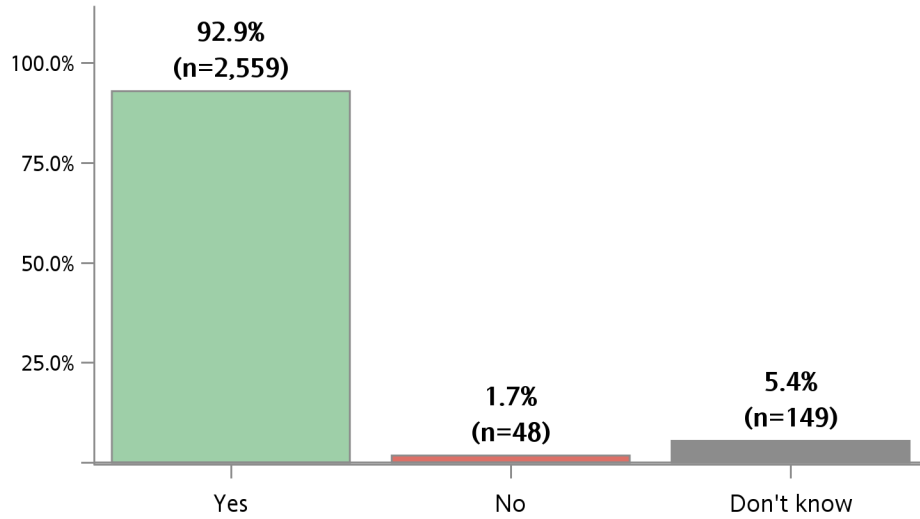


Table 39 . UCF has a policy that prohibits retaliation against employees who report misconduct or participate in an investigation.	Count	Percent
Yes	2,559	92.9%
No	48	1.7%
Don't know	149	5.4%
All	2,756	100.0%

The two questions below were follow up for those who responded 'Yes' to the prior question (Table 39):

I believe the University enforces its non-retaliation policy.

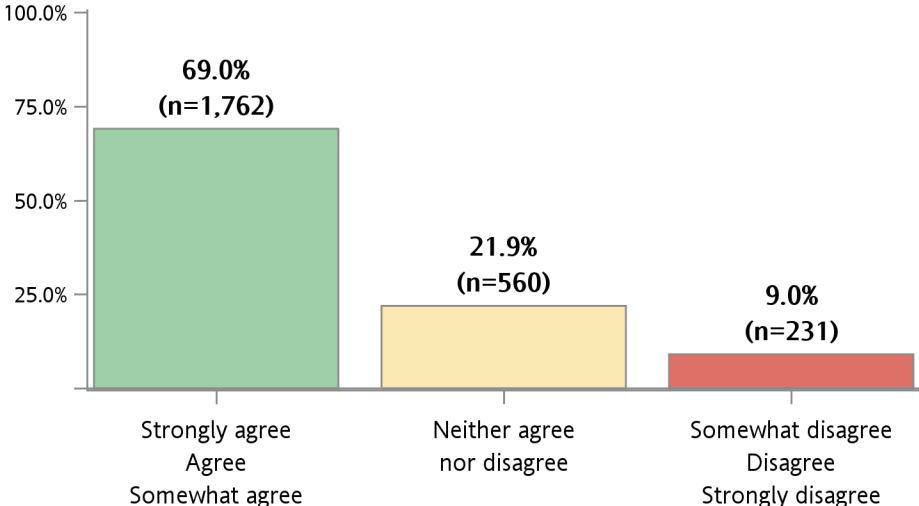


Table 40 . I believe the University enforces its non-retaliation policy.	Count	Percent
Strongly agree	554	21.7%
Agree	916	35.9%
Somewhat agree	292	11.4%
Neither agree nor disagree	560	21.9%
Somewhat disagree	99	3.9%
Disagree	59	2.3%
Strongly disagree	73	2.9%
All	2,553	100.0%

I believe my manager complies with the non-retaliation policy.

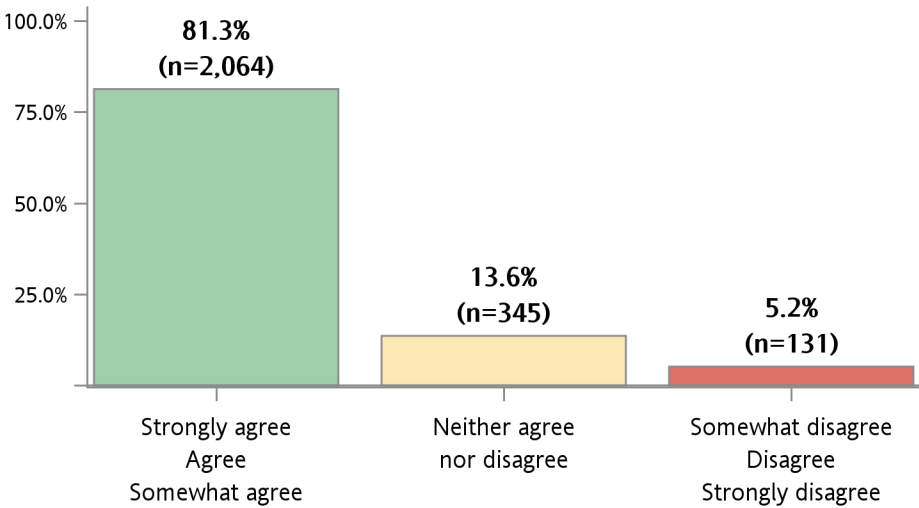


Table 41 . I believe my manager complies with the non-retaliation policy.	Count	Percent
Strongly agree	1,141	44.9%
Agree	815	32.1%
Somewhat agree	108	4.3%
Neither agree nor disagree	345	13.6%
Somewhat disagree	46	1.8%
Disagree	36	1.4%
Strongly disagree	49	1.9%
All	2,540	100.0%

I feel I would be protected from retaliation if I report a suspected compliance violation to my supervisor/manager.

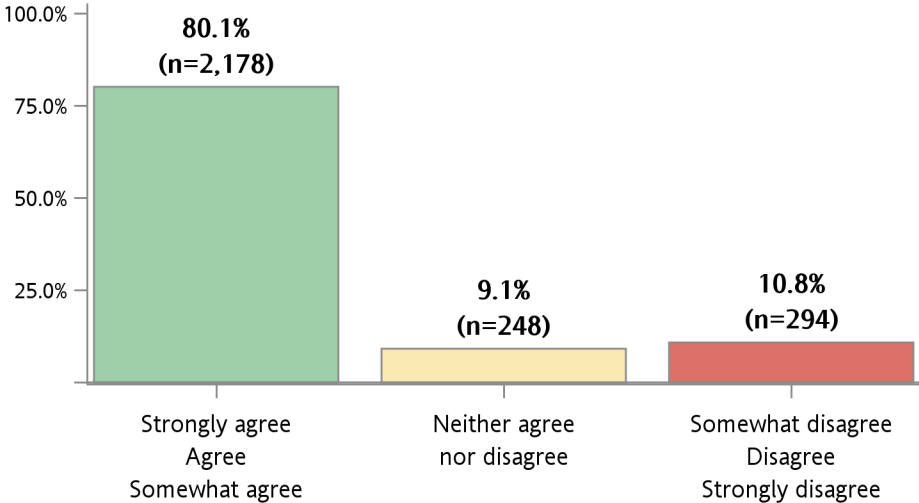


Table 42 . I feel I would be protected from retaliation if I report a suspected compliance violation to my supervisor/manager.

	Count	Percent
Strongly agree	917	33.7%
Agree	924	34.0%
Somewhat agree	337	12.4%
Neither agree nor disagree	248	9.1%
Somewhat disagree	108	4.0%
Disagree	94	3.5%
Strongly disagree	92	3.4%
All	2,720	100.0%

I feel I would be protected from retaliation if I report a suspected compliance violation to a central office (e.g. Human Resources, OIE, Procurement, etc.)

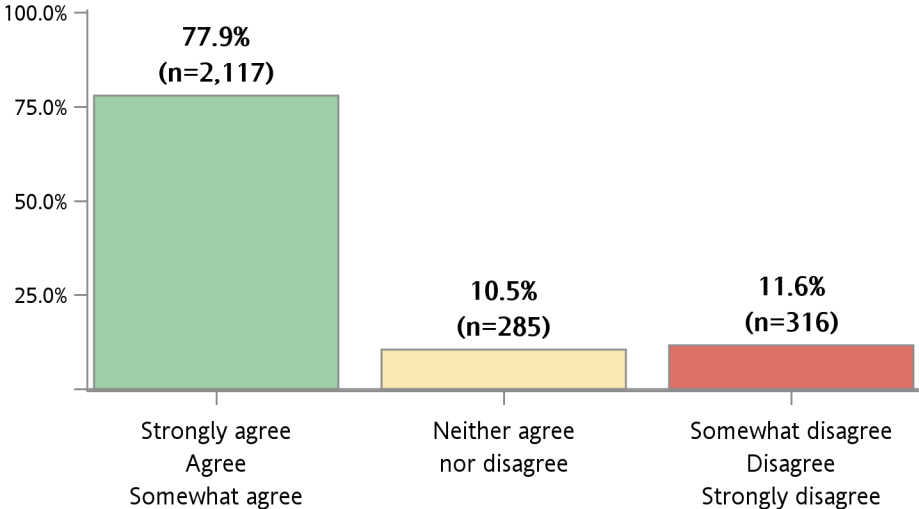


Table 43 . I feel I would be protected from retaliation if I report a suspected compliance violation to a central office (e.g. Human Resources, OIE, Procurement, etc.)

	Count	Percent
Strongly agree	761	28.0%
Agree	966	35.5%
Somewhat agree	390	14.3%
Neither agree nor disagree	285	10.5%
Somewhat disagree	124	4.6%
Disagree	100	3.7%
Strongly disagree	92	3.4%
All	2,718	100.0%

I feel I would be protected from retaliation if I report a suspected compliance violation through the UCF IntegrityLine.

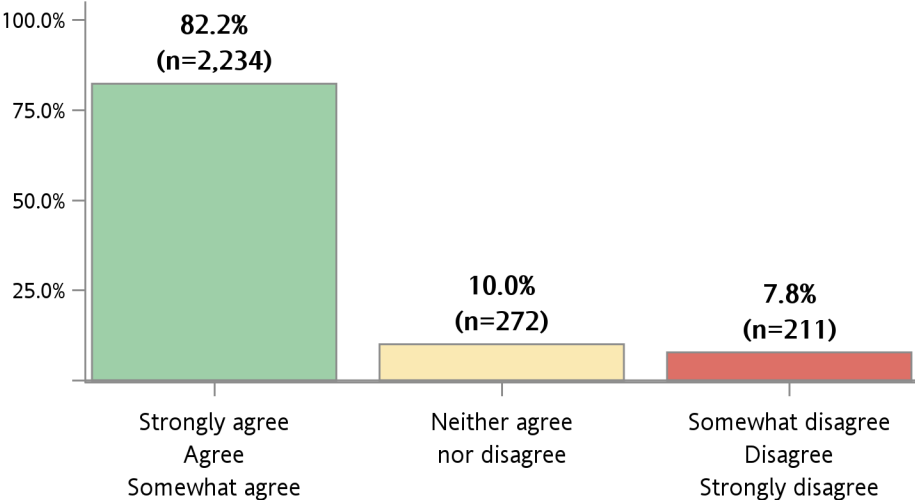


Table 44 . I feel I would be protected from retaliation if I report a suspected compliance violation through the UCF IntegrityLine.	Count	Percent
Strongly agree	904	33.3%
Agree	1,002	36.9%
Somewhat agree	328	12.1%
Neither agree nor disagree	272	10.0%
Somewhat disagree	72	2.6%
Disagree	69	2.5%
Strongly disagree	70	2.6%
All	2,717	100.0%

I feel pressure to compromise the university's code, policies, laws, rules or regulations in order to achieve business goals.

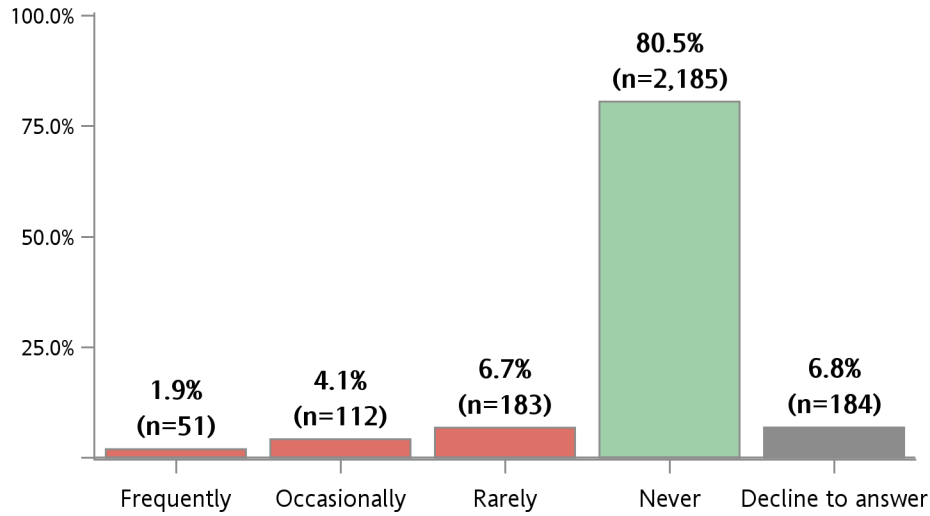


Table 45 . I feel pressure to compromise the university's code, policies, laws, rules or regulations in order to achieve business goals.	Count	Percent
Frequently	51	1.9%
Occasionally	112	4.1%
Rarely	183	6.7%
Never	2,185	80.5%
Decline to answer	184	6.8%
All	2,715	100.0%

The two questions below were follow up for those who responded 'Frequently', 'Occasionally', or 'Rarely' to the prior question (Table 45):

Table 46 . I feel this pressure from the following sources: (select all that apply)	Count	Percent*
Senior leadership	186	58.5%
Middle management	96	30.2%
My immediate manager	84	26.4%
Subordinates	16	5.0%
Co-workers	60	18.9%
Suppliers	11	3.5%
Business partners	21	6.6%
Other	41	12.9%

*NOTE: Percents calculated for the question above do not add up to 100% since the question asks respondents to 'select all that apply.' The total number of respondents for this question was 318.

The type of pressure I feel is:

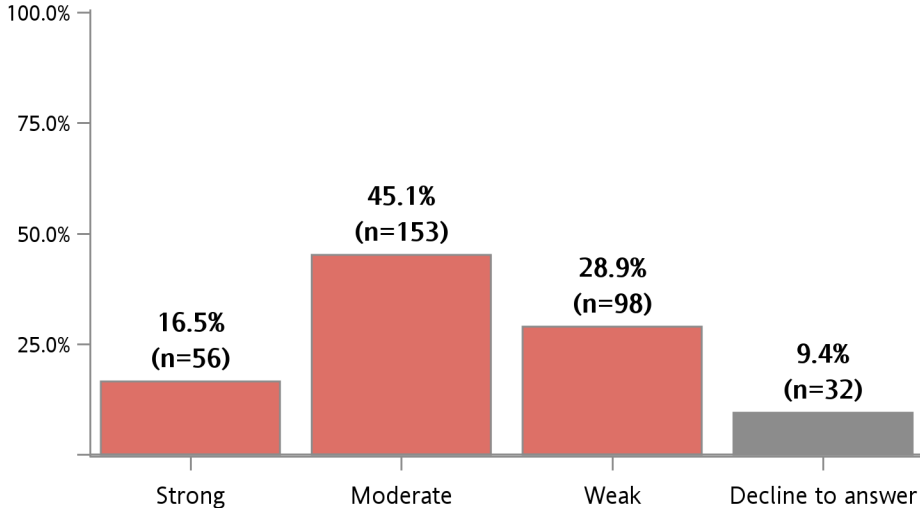


Table 47 . The type of pressure I feel is:	Count	Percent
Strong	56	16.5%
Moderate	153	45.1%
Weak	98	28.9%
Decline to answer	32	9.4%
All	339	100.0%

Organizational Justice

I believe disciplinary actions are taken when individuals engage in unethical behavior or misconduct at the university.

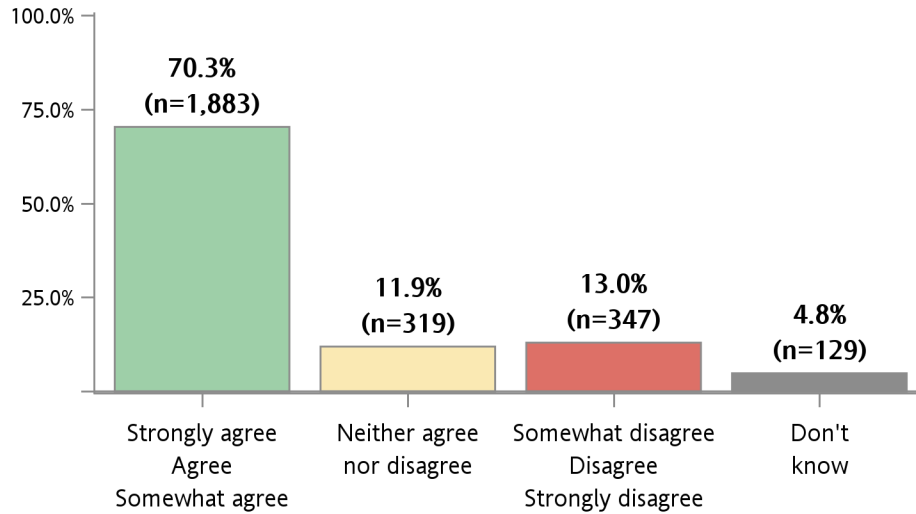


Table 48 . I believe disciplinary actions are taken when individuals engage in unethical behavior or misconduct at the university.	Count	Percent
Strongly agree	510	19.0%
Agree	962	35.9%
Somewhat agree	411	15.3%
Neither agree nor disagree	319	11.9%
Somewhat disagree	136	5.1%
Disagree	123	4.6%
Strongly disagree	88	3.3%
Don't know	129	4.8%
All	2,678	100.0%

I believe the rules and associated disciplinary actions for unethical behavior or misconduct are the same for every employee.

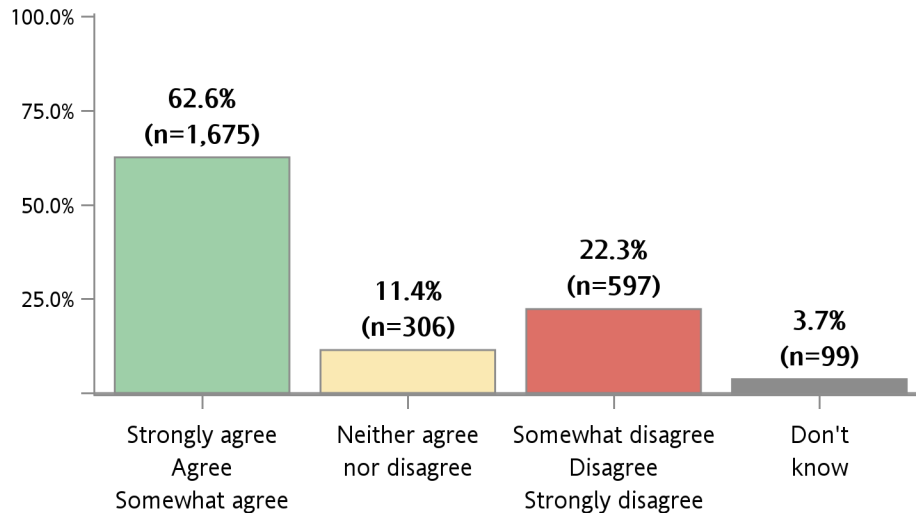


Table 49 . I believe the rules and associated disciplinary actions for unethical behavior or misconduct are the same for every employee.	Count	Percent
Strongly agree	502	18.8%
Agree	812	30.3%
Somewhat agree	361	13.5%
Neither agree nor disagree	306	11.4%
Somewhat disagree	197	7.4%
Disagree	183	6.8%
Strongly disagree	217	8.1%
Don't know	99	3.7%
All	2,677	100.0%

If I raise a concern about unethical behavior or misconduct, I believe UCF will fully investigate it.

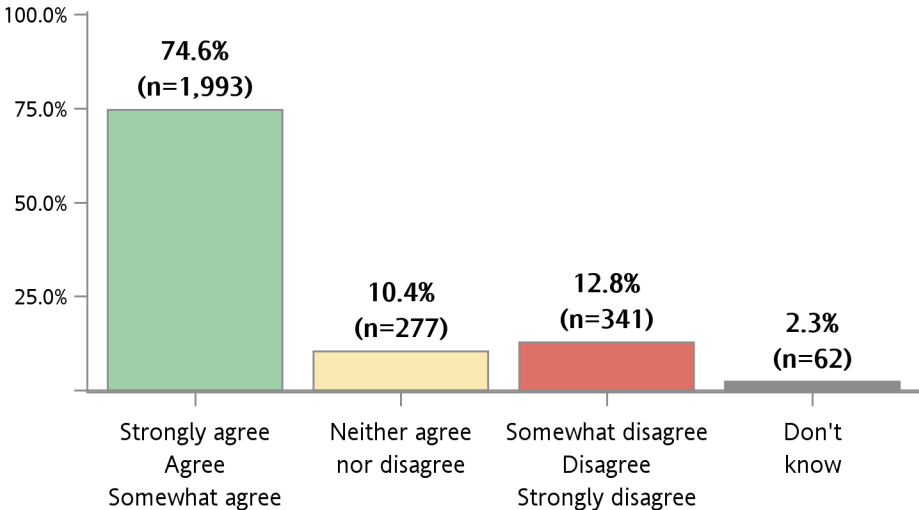


Table 50 . If I raise a concern about unethical behavior or misconduct, I believe UCF will fully investigate it.	Count	Percent
Strongly agree	599	22.4%
Agree	984	36.8%
Somewhat agree	410	15.3%
Neither agree nor disagree	277	10.4%
Somewhat disagree	127	4.8%
Disagree	108	4.0%
Strongly disagree	106	4.0%
Don't know	62	2.3%
All	2,673	100.0%

I believe my manager is committed to ethical conduct at all times.

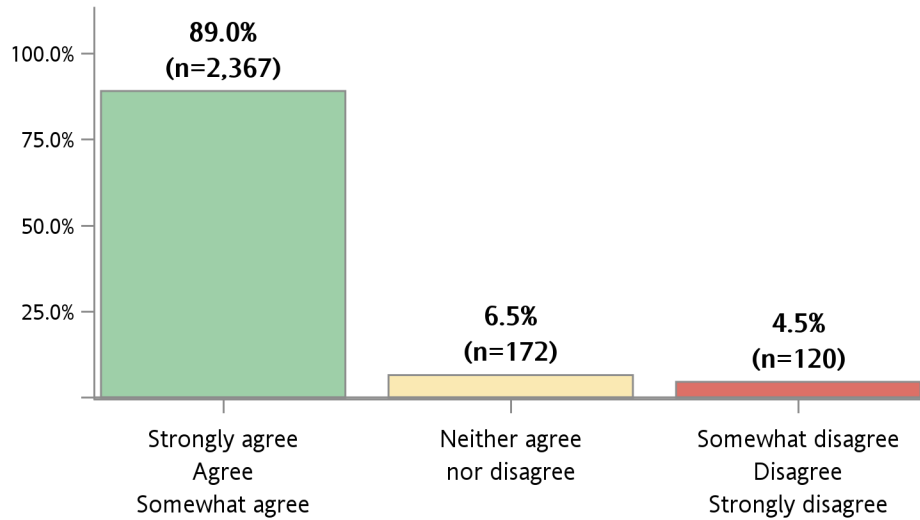


Table 51 . I believe my manager is committed to ethical conduct at all times.	Count	Percent
Strongly agree	1,399	52.6%
Agree	819	30.8%
Somewhat agree	149	5.6%
Neither agree nor disagree	172	6.5%
Somewhat disagree	37	1.4%
Disagree	47	1.8%
Strongly disagree	36	1.4%
All	2,659	100.0%

I am comfortable approaching my manager with issues or questions related to ethical conduct.

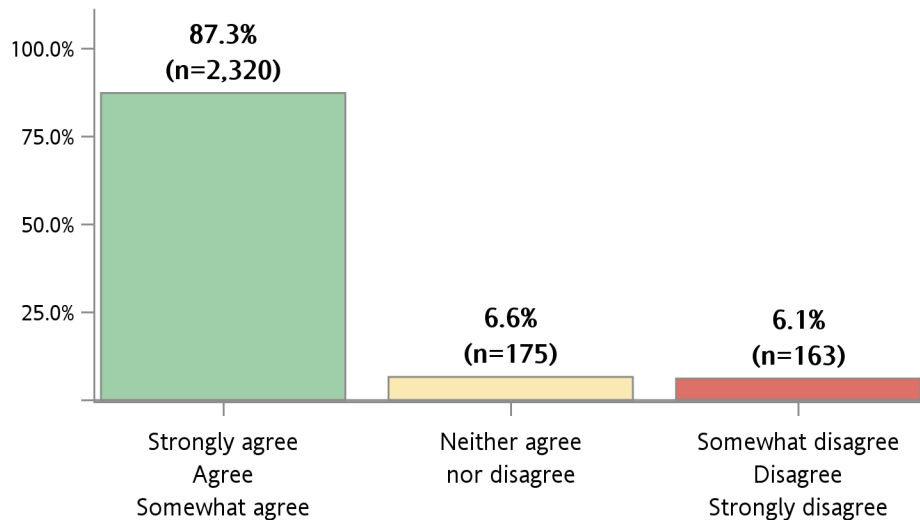


Table 52 . I am comfortable approaching my manager with issues or questions related to ethical conduct.	Count	Percent
Strongly agree	1,325	49.8%
Agree	804	30.2%
Somewhat agree	191	7.2%
Neither agree nor disagree	175	6.6%
Somewhat disagree	59	2.2%
Disagree	55	2.1%
Strongly disagree	49	1.8%
All	2,658	100.0%

My manager is consistently a role model for ethical behavior and demonstrates the importance of integrity and ethical behavior.

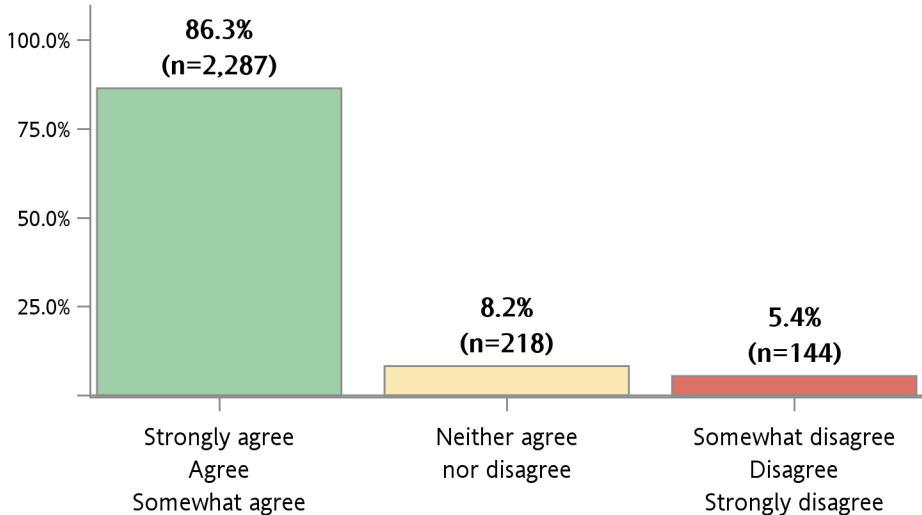


Table 53 . My manager is consistently a role model for ethical behavior and demonstrates the importance of integrity and ethical behavior.	Count	Percent
Strongly agree	1,369	51.7%
Agree	773	29.2%
Somewhat agree	145	5.5%
Neither agree nor disagree	218	8.2%
Somewhat disagree	47	1.8%
Disagree	51	1.9%
Strongly disagree	46	1.7%
All	2,649	100.0%

My manager discusses ethics or compliance related issues/topics.

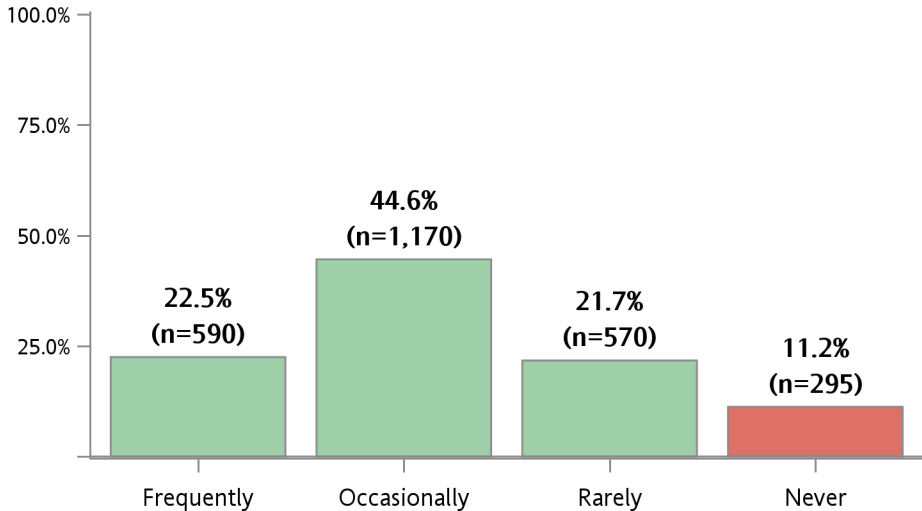


Table 54 . My manager discusses ethics or compliance related issues/topics.	Count	Percent
Frequently (at least once per month, on average)	590	22.5%
Occasionally (once per quarter, on average)	1,170	44.6%
Rarely (once per year, on average)	570	21.7%
Never	295	11.2%
All	2,625	100.0%

I feel comfortable reporting incidents or concerns of noncompliance to my supervisor/manager.

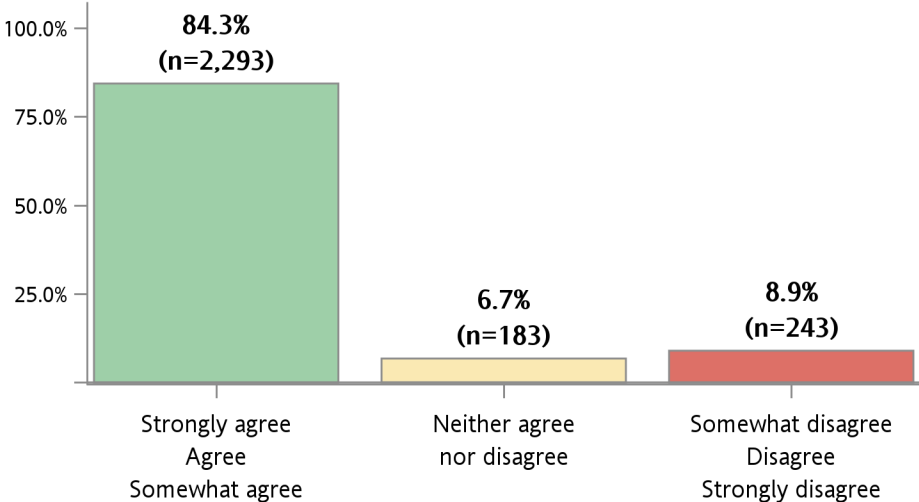


Table 55 . I feel comfortable reporting incidents or concerns of noncompliance to my supervisor/manager.	Count	Percent
Strongly agree	1,014	37.3%
Agree	951	35.0%
Somewhat agree	328	12.1%
Neither agree nor disagree	183	6.7%
Somewhat disagree	101	3.7%
Disagree	66	2.4%
Strongly disagree	76	2.8%
All	2,719	100.0%

Senior leadership promotes the importance of ethical behavior throughout the university.

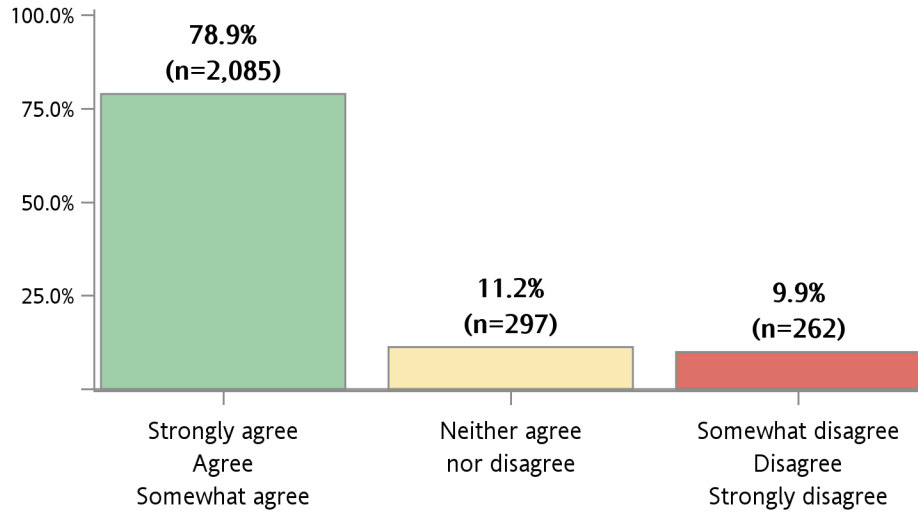


Table 56 . Senior leadership promotes the importance of ethical behavior throughout the university.	Count	Percent
Strongly agree	726	27.5%
Agree	1,030	39.0%
Somewhat agree	329	12.4%
Neither agree nor disagree	297	11.2%
Somewhat disagree	90	3.4%
Disagree	87	3.3%
Strongly disagree	85	3.2%
All	2,644	100.0%

I believe our senior leadership team acts ethically at all times.

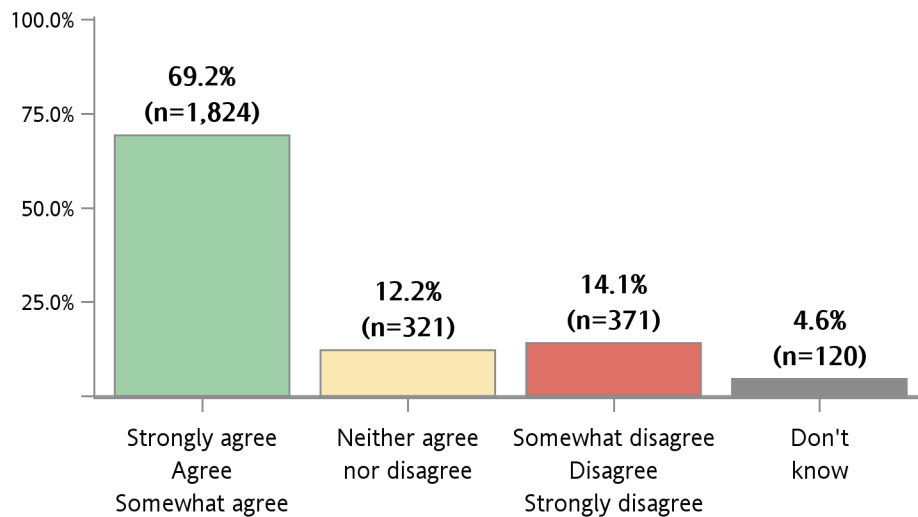


Table 57 . I believe our senior leadership team acts ethically at all times.	Count	Percent
Strongly agree	568	21.5%
Agree	936	35.5%
Somewhat agree	320	12.1%
Neither agree nor disagree	321	12.2%
Somewhat disagree	116	4.4%
Disagree	140	5.3%
Strongly disagree	115	4.4%
Don't know	120	4.6%
All	2,636	100.0%

I believe that most UCF employees demonstrate integrity and ethical behavior.

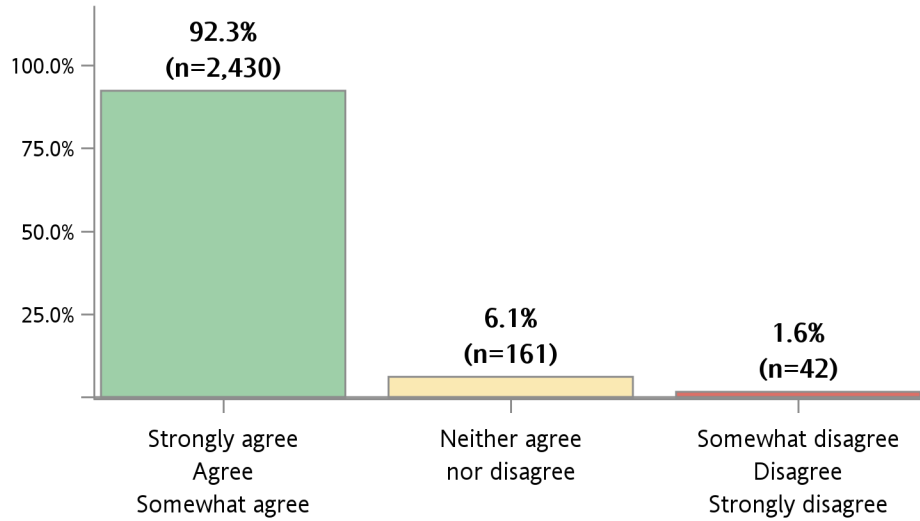


Table 58 . I believe that most UCF employees demonstrate integrity and ethical behavior.	Count	Percent
Strongly agree	729	27.7%
Agree	1,421	54.0%
Somewhat agree	280	10.6%
Neither agree nor disagree	161	6.1%
Somewhat disagree	22	0.8%
Disagree	13	0.5%
Strongly disagree	7	0.3%
All	2,633	100.0%

I believe my co-workers follow the Code.

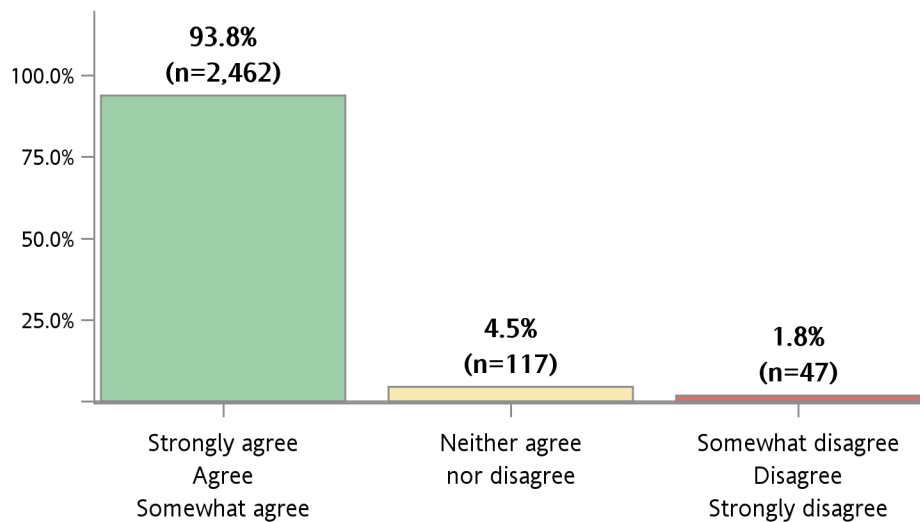


Table 59 . I believe my co-workers follow the Code.	Count	Percent
Strongly agree	944	35.9%
Agree	1,289	49.1%
Somewhat agree	229	8.7%
Neither agree nor disagree	117	4.5%
Somewhat disagree	26	1.0%
Disagree	14	0.5%
Strongly disagree	7	0.3%
All	2,626	100.0%

I have a personal responsibility for making sure the university behaves ethically.

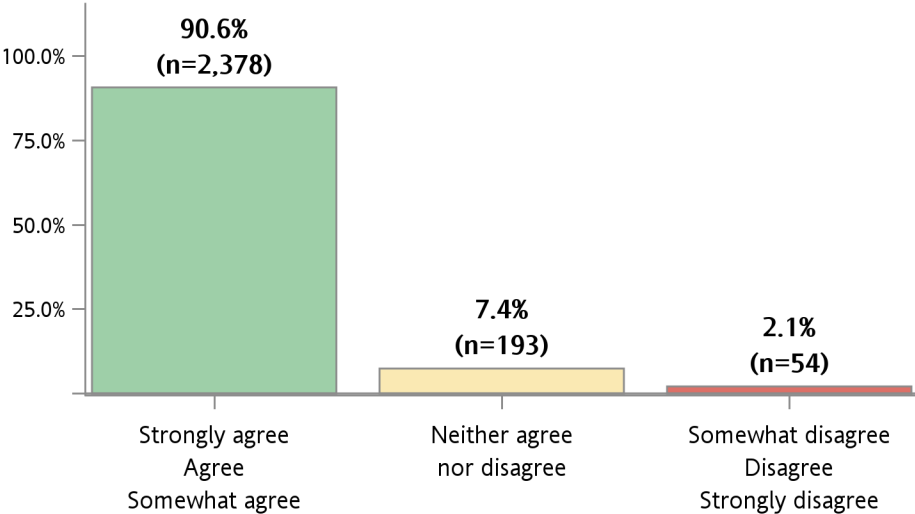


Table 60 . I have a personal responsibility for making sure the university behaves ethically.	Count	Percent
Strongly agree	1,078	41.1%
Agree	1,061	40.4%
Somewhat agree	239	9.1%
Neither agree nor disagree	193	7.4%
Somewhat disagree	20	0.8%
Disagree	23	0.9%
Strongly disagree	11	0.4%
All	2,625	100.0%



COMPLIANCE AND ETHICS CULTURE SURVEY

Trend Report 2018 - 2024



Operational Excellence and Assessment Support

The mission of Operational Excellence and Assessment Support (OEAS) is to support efforts to improve the quality of student learning outcomes and the effectiveness and efficiency of university operations through assessment and analytics. OEAS will accomplish this by providing support to all academic programs and administrative units through integrated processes that include continuous quality improvement, analytical and survey studies, technology integration, and guidance in assessment.

Purpose

Every two years University Compliance and Ethics conducts a Compliance and Ethics Culture Survey to gauge the overall ethical culture at UCF. The office uses the survey results to identify opportunities for improvements to the program including additional training and awareness. This report summarizes trends for responses on key survey items. Please note that some survey items have changed over time and have been annotated in table footnotes.

Survey Methodology

The Compliance and Ethics Culture Survey is typically administered for a duration of approximately four weeks. All UCF employees are invited through a series of emails to participate via a link to an online survey. In 2024, 12,825 UCF employees were initially invited on March 4, 2024 through campus email. Four reminder emails were sent on March 12, March 18, March 28, and April 1. The survey was also promoted through the University Compliance and Ethics IntegrityStar newsletter distributed on March 21 and through a tabling event that was hosted by the office on March 29. To increase participation, University Compliance and Ethics directly contacted student employees to emphasize the importance of their involvement and encouraged all employees to submit an image of their recorded survey for an entry into a prize drawing. The 2024 survey officially closed April 5, 2024. The 2024 survey was available to UCF faculty and staff in English and Spanish versions. The Compliance and Ethics Culture Survey is anonymous, so no identifiable information is collected for individual respondents. All information is reported in aggregate tables.

Historical Response Rates

The table below displays the number of UCF employees invited to participate and the number of survey respondents for each survey administration year.

Administration Year	UCF Employees Invited (Count)	Respondents (Count)	Response Rate (Percent)
2018	8,892	1,700	19.1%
2020	13,492	2,365	17.5%
2022	12,268	2,171	17.7%
2024	12,825	3,251	25.3%

Trends for Responses on Key Survey Items

The following describes my job title or job duties:	2018		2020		2022		2024		6-yr Trend (2024-2018)	4-yr Trend (2024-2020)	2-yr Trend (2024-2022)
	Count	Col %	Count	Col %	Count	Col %	Count	Col %			
No Responses	60	4%	7	0.3%	25	1%	39	1%	-3%	0.7%	0%
Faculty Member	424	25%	635	27%	618	28%	856	26%	1%	-1%	-2%
Executive Leadership ¹	144	8%	23	1%	50	2%	63	2%	-6%	1%	0%
Professional Staff	756	44%	683	29%	1,090	50%	1,555	48%	4%	19%	-2%
Technical, Clerical, Service Personnel	239	14%	767	32%	275	13%	292	9%	-5%	-23%	-4%
Student Employee	77	5%	250	11%	113	5%	446	14%	9%	3%	9%
Total	1,700	100%	2,365	100%	2,171	100%	3,251	100%	-	-	-

1. For the 2018 survey instrument, this option was listed as "Administrator (e.g. Senior Leaders, Deans, Directors)."

How long have you been employed at UCF? ¹	2018		2020		2022		2024		6-yr Trend (2024-2018)	4-yr Trend (2024-2020)	2-yr Trend (2024-2022)
	Count	Col %	Count	Col %	Count	Col %	Count	Col %			
No Responses	53	3%	7	0.3%	13	0.6%	24	1%	-2%	0.7%	0.4%
Less than 1 year	219	13%	455	19%	276	13%	582	18%	5%	-1%	5%
1-2 years (2020-2024)/1-3 years (2018)	427	25%	502	21%	167	8%	506	16%	-9%	-5%	8%
3-4 years (2020-2024)	N/A		339	14%	264	12%	323	10%	N/A	-4%	-2%
5-6 years (2020-2024)/4-6 years (2018)	269	16%	205	9%	245	11%	289	9%	-7%	0%	-2%
7-8 years (2020-2024)/7-10 years (2018)	210	12%	150	6%	205	9%	264	8%	-4%	2%	-1%
9-10 years (2020-2024)	N/A		58	3%	104	5%	161	5%	N/A	2%	0%
Longer than 10 years	522	31%	649	28%	897	41%	1,102	34%	3%	6%	-7%
Total	1,700	100%	2,365	100%	2,171	100%	3,251	100%	-	-	-

1. The survey options for this item were revised in 2020:

For the 2018 survey instruments options were: "Less than 1 year", "1-3 years", "4-6 years", "7-10 years", "11-15 years", "16-20 years", "More than 20 years"

For the 2020-2024 survey instruments options were: "Less than 1 year", "1-2 years", "3-4 years", "5-6 years", "7-8 years", "9-10 years", "Longer than 10 years"

How familiar are you with...	2018		2020		2022		2024		6-yr Trend (2024-2018)	4-yr Trend (2024-2020)	2-yr Trend (2024-2022)
	Count	% Familiar	Count	% Familiar	Count	% Familiar	Count	% Familiar			
University Compliance, Ethics, and Risk office	1,162	69%	1,885	80%	2,009	94%	2,766	92%	23%	12%	-2%
UCF Creed	1,410	84%	2,130	91%	2,023	95%	2,794	93%	9%	2%	-2%
UCF's policy for reporting Misconduct and Protection from Retaliation	1,249	75%	2,129	91%	2,070	97%	2,894	96%	21%	5%	-1%
UCF IntegrityLine for anonymously reporting compliance and ethical concerns	1,117	67%	2,067	88%	2,068	97%	2,891	96%	29%	8%	-1%
UCF Employee Code of Conduct	1,450	86%	2,288	97%	2,112	99%	2,970	99%	13%	2%	0%

% Familiar includes responses of "Very Familiar", "Familiar" or "Somewhat Familiar"

To what extent do you agree or disagree with the statement:	2018		2020		2022		2024		6-yr Trend (2024-2018)	4-yr Trend (2024-2020)	2-yr Trend (2024-2022)
	Count	% Agree	Count	% Agree	Count	% Agree	Count	% Agree			
I know where to find information on UCF policies and procedures.	1,408	84%	2,195	93%	2,007	96%	2,628	94%	10%	1%	-2%
I know where to find information on UCF regulations.	1,340	80%	2,139	91%	1,971	94%	2,588	93%	13%	2%	-1%
I believe that most UCF employees demonstrate integrity and ethical behavior.	1,393	83%	2,162	92%	1,913	92%	2,430	92%	9%	0%	0%
I feel comfortable reporting incidents or concerns of noncompliance to my supervisor/manager. ¹	1,191	71%	1,926	82%	1,696	81%	2,293	84%	13%	2%	3%
I feel I would be protected from retaliation if I report a suspected compliance violation to my supervisor/manager. ¹	1,106	66%	1,814	77%	1,590	76%	2,178	80%	14%	3%	4%
I feel that I would be protected from retaliation if I report a suspected compliance violation to a central office (e.g. Human Resources, OIE, Procurement, etc.)	1,103	66%	1,770	76%	1,530	73%	2,117	78%	12%	2%	5%
I feel that I would be protected from retaliation if I report a suspected compliance violation through UCF IntegrityLine.	1,128	67%	1,893	80%	1,624	78%	2,234	82%	15%	2%	4%

% Agree includes responses of "Strongly Agree", "Agree" or "Somewhat Agree"

1. For the 2018 and 2020 survey instruments, this item referred to "my supervisor" as opposed to "my supervisor/manager."

Please indicate a response to each item:	2018		2020		2022		2024		6-yr Trend (2024-2018)	4-yr Trend (2024-2020)	2-yr Trend (2024-2022)
	Count	% Yes	Count	% Yes	Count	% Yes	Count	% Yes			
A.) I have experienced or observed bullying in the workplace by a supervisor within the last 12 months. Workplace bullying is defined as "repeated, deliberate, disrespectful behavior, which harms the target."	287	17%	337	14%	263	13%	297	11%	-6%	-3%	-2%
B.) Over the past 12 months, have you observed unethical behavior or business misconduct at UCF? ^{1,2}	283	17%	288	12%	248	12%	247	9%	-8%	-3%	-3%
I reported the unethical behavior or misconduct that I observed. ³	N/A		102	36%	100	40%	88	36%	N/A	0%	-4%
C.) I was asked to bend, break, or circumvent laws, regulations, university regulations, or policies during the last 12 months by someone in my department. ²	102	6%	37	2%	30	1%	53	2%	-4%	0%	1%
I reported that I was asked to bend, break, or circumvent laws, regulations, or university regulations or policies. ³	N/A		10	27%	11	37%	12	23%	N/A	-4%	-14%
Answered "Yes" to any of the above three questions (A, B, or C)	410	25%	N/A		384	18%	430	16%	-9%	N/A	-2%
If you answered "Yes" to questions B or C, did you report your concern? ⁴	156	21%	112	34%	106	41%	96	37%	16%	3%	-4%
Total with some level of satisfaction after reporting B or C ⁵	54	36%	61	54%	65	59%	53	53%	17%	-1%	-6%

1. For the 2018 and 2020 survey instruments, this item read "I have experienced or observed a violation of laws, regulations, or university regulation or policy in my office or department within the last 12 months."

2. For the 2018 and 2020 survey instruments, this item had options "Yes", "No"; Starting in 2022, this item had options: "Yes", "No", "Unsure/Decline to answer."

3. This was a new survey item in 2020.

4. The 2018 metrics were based on the following survey question: "If you replied 'yes' to any of the above three questions, did you report your concern?" Starting in 2020, this metric was calculated from survey responses for the individual items B and C listed.

5. An individual observing or experiencing unethical or illegal behavior could report one incident to more than one entity (Immediate Manager, Manager's manager, human resources, UCF IntegrityLine, UCF BOT, etc.) resulting in multiple reports. Starting in 2020, the survey was revised to capture this information. This metric differs from those calculated in 2018, where respondents were simply asked "Was the matter properly resolved?"

Awareness of Program and Resources	2018		2020		2022		2024		6-yr Trend (2024-2018)	4-yr Trend (2024-2020)	2-yr Trend (2024-2022)
	Count	% Agree	Count	% Agree	Count	% Agree	Count	% Agree			
I know where to find our Employee Code of Conduct.	N/A		2,154	91%	2,004	95%	2,631	94%	N/A	3%	-1%
I know how to report ethical concerns or observed misconduct at UCF.			2,120	90%	2,000	95%	2,625	94%		4%	-1%
UCF has clearly communicated ethical expectations to me.			2,162	92%	1,984	95%	2,610	94%		2%	-1%
UCF has clearly communicated disciplinary guidelines to me; therefore, I am aware of the consequences of misconduct.			2,051	87%	1,891	90%	2,512	90%		3%	0%
I am familiar with UCF's stated Values.			2,176	92%	1,954	93%	2,588	93%		1%	0%
I believe UCF follows its Values.			1,767	82%	1,665	79%	2,199	79%		-3%	0%

% Agree includes responses of "Strongly Agree", "Agree" or "Somewhat Agree"

Program Effectiveness	2018		2020		2022		2024		6-yr Trend (2024-2018)	4-yr Trend (2024-2020)	2-yr Trend (2024-2022)
	Count	% Agree	Count	% Agree	Count	% Agree	Count	% Agree			
The training on the UCF Employee Code of Conduct was clear and understandable.	N/A		2,134	91%	1,956	93%	2,615	94%	N/A	3%	1%
UCF's training and communication efforts about ethical responsibilities and conduct are effective.			1,909	81%	1,793	86%	2,441	88%		7%	2%
The Code explains what is expected of me as I conduct university business.			2,220	95%	1,973	94%	2,645	95%		0%	1%
UCF's policies and regulations effectively explain what is expected of me as I conduct university business.			2,204	94%	1,958	94%	2,624	94%		0%	0%
The training I receive on ethics and compliance topics effectively explains what is expected of me as I conduct university business.			2,154	92%	1,952	93%	2,616	94%		2%	1%

% Agree includes responses of "Strongly Agree", "Agree" or "Somewhat Agree"

Observing and Reporting Misconduct	2018		2020		2022		2024		6-yr Trend (2024-2018)	4-yr Trend (2024-2020)	2-yr Trend (2024-2022)
	Count	% Yes / % Agree	Count	% Yes / % Agree	Count	% Yes / % Agree	Count	% Yes / % Agree			
UCF has a policy that prohibits retaliation against employees who report misconduct or participate in an investigation. (% Yes)	N/A		2,088	89%	1,955	93%	2,559	93%	N/A	4%	0%
I believe the University enforces its non-retaliation policy. ¹			1,351	65%	1,264	65%	1,762	69%		4%	4%
I believe my manager complies with the non-retaliation policy. ¹			1,695	82%	1,523	78%	2,064	81%		-1%	3%
If I were to observe misconduct, I would be willing to report it.			2,125	90%	1,950	92%	2,625	95%		5%	3%

% Agree includes responses of "Strongly Agree", "Agree" or "Somewhat Agree"

1. These questions were given only to employees that responded "Yes" to the question, "UCF has a policy that prohibits retaliation against employees who report misconduct or participate in an investigation."

Outcomes from Reporting	2018		2020		2022		2024		6-yr Trend (2024-2018)	4-yr Trend (2024-2020)	2-yr Trend (2024-2022)
	Count	% Agree	Count	% Agree	Count	% Agree	Count	% Agree			
I believe disciplinary actions are taken when individuals engage in unethical behavior or misconduct at the university.	N/A		1,618	69%	1,346	65%	1,883	70%	N/A	1%	5%
I believe the rules and associated disciplinary actions for unethical behavior or misconduct are the same for every employee.			1,313	56%	1,157	56%	1,675	63%		7%	7%
If I raise a concern about unethical behavior or misconduct, I believe UCF will fully investigate it.			1,747	74%	1,453	70%	1,993	75%		1%	5%

% Agree includes responses of "Strongly Agree", "Agree" or "Somewhat Agree"

Perceptions of Managers	2018		2020		2022		2024		6-yr Trend (2024-2018)	4-yr Trend (2024-2020)	2-yr Trend (2024-2022)
	Count	% Agree	Count	% Agree	Count	% Agree	Count	% Agree			
I believe my manager is committed to ethical conduct at all times.	N/A		2,070	88%	1,808	87%	2,367	89%	N/A	1%	2%
I am comfortable approaching my manager with issues or questions related to ethical conduct.			2,023	86%	1,756	85%	2,320	87%			
My manager is consistently a role model for ethical behavior and demonstrates the importance of integrity and ethical behavior.			1,990	85%	1,717	83%	2,287	86%			

% Agree includes responses of "Strongly Agree", "Agree" or "Somewhat Agree"

Perceptions of Senior Leadership	2018		2020		2022		2024		6-yr Trend (2024-2018)	4-yr Trend (2024-2020)	2-yr Trend (2024-2022)
	Count	% Agree	Count	% Agree	Count	% Agree	Count	% Agree			
Senior leadership promotes the importance of ethical behavior throughout the university.	N/A		1,834	78%	1,587	77%	2,085	79%	N/A	1%	2%
I believe our senior leadership team acts ethically at all times.			1,507	64%	1,357	66%	1,824	69%			

% Agree includes responses of "Strongly Agree", "Agree" or "Somewhat Agree"

Perceptions of Peers and the Environment	2018		2020		2022		2024		6-yr Trend (2024-2018)	4-yr Trend (2024-2020)	2-yr Trend (2024-2022)
	Count	% Agree	Count	% Agree	Count	% Agree	Count	% Agree			
I believe that most UCF employees demonstrate integrity and ethical behavior.	1,393	83%	2,162	92%	1,913	92%	2,430	92%	9%	0%	0%
I believe my co-workers follow the Code.	N/A		2,183	93%	1,903	92%	2,462	94%	N/A	1%	2%
I have a personal responsibility for making sure the university behaves ethically.			2,122	90%	1,859	90%	2,378	91%			

% Agree includes responses of "Strongly Agree", "Agree" or "Somewhat Agree"