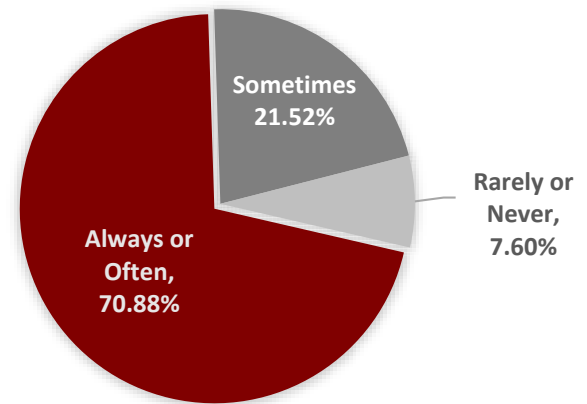


COLLEGE OF AGRICULTURAL, HUMAN & NATURAL RESOURCE SCIENCES

For the 2016 Employee Engagement Survey (EES) there were 247 respondents in 2016 compared to 198 respondents in 2014 who identified their department within the College of Agricultural, Human & Resource Sciences (CAHNRS). Within CAHNRS, the response average for statements 1-38 was 3.80, resulting in a 1.33% increase in the overall response average from 2014. For 2016, 39.7% identified themselves as faculty, 36.8% identified as administrative professional, and 23.5% identified as classified staff.

As explained in the 2016 EES Results Report, responses were measured using a 5-option Likert scale with “Never” equaling 1 and “Always” equaling 5 to determine the frequency in which employees identified with the statements.

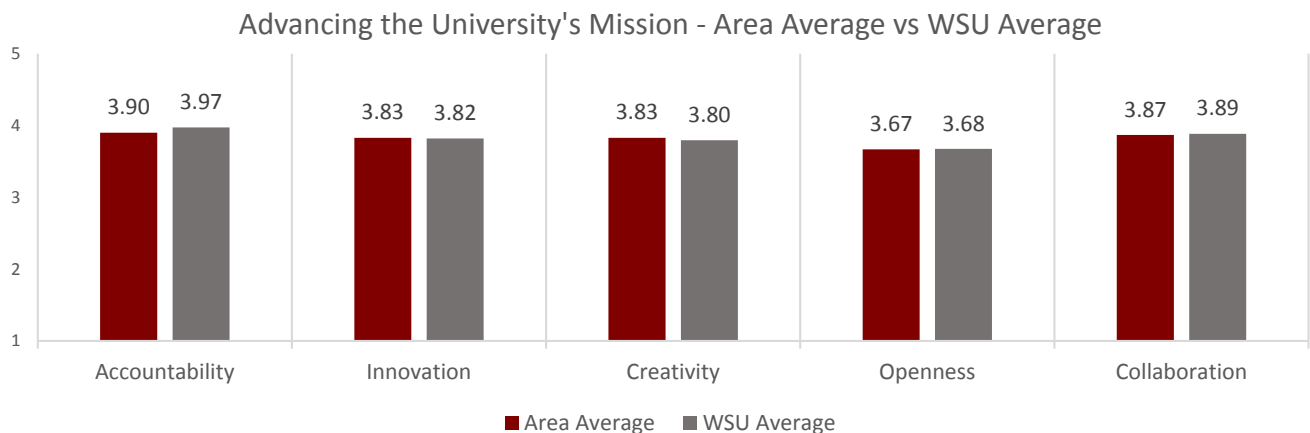
For the 2016 survey, 70.88% of respondents said they always or often enjoy being part of their department (statement 28). However, the overall satisfaction at work (statement 38), decreased from 3.89 in 2014 to 3.80 for 2016. A breakdown of response averages can be found at the end of this report on pages 5-6.



ENJOY BEING PART OF THEIR DEPARTMENT

ADVANCING THE UNIVERSITY'S MISSION:

The 2016 EES asked respondents to identify the extent to which their department approached advancement of the University's mission, specifically as it related to the University goals of accountability, innovation, creativity, openness, and collaboration. This graph demonstrates the response average within CAHNRS compared to the overall WSU average:



HIGHEST 2016 AREA RESPONSE AVERAGE:

Statements	Area Average	Area Average	WSU Average
	2014	2016	2016
I know what is expected of me at work.	4.44	4.34	4.38
My supervisor treats me with dignity and respect. **	-	4.31	4.29
I have positive interactions with my co-workers. **	-	4.13	4.19
Those around me are committed to doing quality work.	4.22	4.12	4.10
I have the technology I need to do my job efficiently.	4.18	4.10	4.09
My department demonstrates support for a diverse workforce.	3.98	4.08	4.08
I enjoy the work climate that exists between my co-workers and me. **		4.02	4.00

**Updated for 2016 ; **New for 2016*

LOWEST 2016 AREA RESPONSE AVERAGE:

Statements	Area Average	Area Average	WSU Average
	2014	2016	2016
I feel appropriately compensated for my level of position. **	-	3.12	3.17
I receive clear information about changes being made within my college/area.	3.14	3.28	3.29
I receive clear information about changes being made within my department.	3.29	3.31	3.43
I receive clear information about changes being made within WSU.	3.17	3.33	3.33
I know how my department measures success.	3.24	3.38	3.41

**Updated for 2016 ; **New for 2016*

SIGNIFICANT AREA RESPONSE CHANGE (HIGHEST/LOWEST RESPONSE CHANGES):

Statements	Area Average	Area Average	Change
	2014	2016	
My supervisor gives me ongoing feedback to help me improve my performance.*	3.35	3.54	0.18
I receive the information I need to perform my job.	4.16	3.96	-0.20

**Updated for 2016 ; **New for 2016*

UNIVERSITY RESOURCES:

Based on feedback, the 2016 survey added additional statements regarding workplace concerns and employee awareness of WSU resources, specifically those resources related to Workplace Violence, Bullying, State Ethics, Discrimination, Sexual Harassment and Sexual Misconduct. This graph demonstrates the percentage of employees who identified awareness of the following University policies within CAHNRs:

Policy Prohibiting Discrimination, Sexual Harassment, and Sexual Misconduct	96.36%
Washington State University Ethics, Conflict of Interest, and Technology Transfer	80.97%
Workplace Violence	78.54%
Bullying Prevention and Reporting	68.42%

EMPLOYEE FEEDBACK:

At the end of the survey, employees were given the opportunity to provide feedback regarding subjects not addressed in the survey. The following feedback, specifically related to employee perceptions of the workplace, was provided by respondents who identified themselves within CAHNRS:

- Love my work; love the college; love working for WSU
- My supervisor is great
- WSU is one of the greatest environments to work
- Communication - lack of transparency and open processes
- Compensation -
 - More financial support for extension employees;
 - Salary is not a reflection of quality of work or increased responsibility;
 - Individuals with years of experience who maintaining higher level of knowledge and thrive to succeed are not offered incentive to remain in the college.
 - Administrative salaries are among the most inflated relative to the average of full professors in the country
 - Salaries of faculty and staff on the west side (metro areas; Vancouver) should reflect higher cost of living.
- Don't feel valued by university or college leadership. Demands for productivity increase, work-life suffers;
- Adjunct/temp faculty "never" recognized for doing a good job
- Lack of performance evaluations, lack of clarity for job specifications and expectations;
- Unrealistic expectations of extension faculty
- Retaliation for using University resources to address discrimination issues
- Concerns with college using position as employer to impose political views
- Nepotism; family members hired by other family members
- Concerns regarding room for growth in position; lack of professional development opportunities
- Issues with technology support; University systems
- More oversight and input on selection of department chairs; department chairs given room to act with bias, preference and even abuse; general mistrust and contempt of department chairs
- Atmosphere of fear; employees feel targeted in college; work environment is "hostile" and "toxic"; CAHNRS administration regularly uses intimidation, threats, bullying tactics;
- Long term pattern of manipulation, dishonesty, backstabbing, and general negative behavior by those higher positions
- Lack of respects by upper management; expectations of upper management cause stress
- Department and college difficult place for minorities
- Concerns for treatment of research staff; fear to raise concerns due to how positions are funded; those in research feel isolated and excluded from WSU community
- University as a whole has had a shift in culture over past few years; a lot of fear
- Lack of leadership at all levels; Cronyism prevails in making high level appointments, rather than leadership ability;
- Lack of feeling connected to higher level administration; struggle to understand decisions made at the college and university level

ACTION ITEMS:

In reviewing the lowest area response averages and the statements with negative change from 2014 to 2016 in CAHNRS, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to:

- Identify positions with inappropriate compensation
- Improve communication efforts regarding changes at all levels of the University
- Encourage communication with employees on how success is measured and provide on-going feedback on how to improve performance
- Evaluate how job-related information is provided to employees
- Improve communication regarding the WSU policies concerning Bullying Prevention and Reporting, and provide employees with resources as appropriate

RESPONSE AVERAGE BREAKDOWN:

		Area Average		WSU Average	
		2014	2016	2014	2016
# of Respondents		198	247		
Overall Average		3.75	3.80	3.72	3.72
SECTION 1: Do employees feel they have what is needed to do their job?					
1	I know what is expected of me at work.	4.44	4.34	4.38	4.37
2	I receive the information I need to perform my job.	4.16	3.96	4.06	4.03
3	I have the resources and training to do my job effectively.*	4.02	3.99	3.99	4.00
4	I have the technology I need to do my job efficiently.	4.18	4.10	4.15	4.09
SECTION 2: Do employees feel they are valued?					
5	I am recognized for doing a good job.	3.52	3.46	3.41	3.50
6	My supervisor values me and the work I do.	3.92	3.90	3.84	3.93
7	I feel encouraged to have a good balance between work and personal life.	3.47	3.54	3.41	3.63
8	I feel appropriately compensated for my level of position. **		3.12	-	3.17
SECTION 3: Do employees feel they provide individual contributions?					
9	I am encouraged to develop myself professionally.	3.52	3.46	3.44	3.59
10	I am encouraged to provide input on decisions impacting my work.	3.92	3.90	3.54	3.64
11	I am encouraged to come up with better ways of doing things.	3.47	3.54	3.56	3.72
12	I am given opportunities to be innovative or creative. **		3.12	-	3.69
13	I am given opportunities to be collaborative. **		3.85	-	3.78
SECTION 4: Do employees feel connected to their co-workers?					
14	A spirit of cooperation and teamwork exists between my co-workers and me.	3.95	3.93	3.85	3.88
15	Knowledge and information sharing is practiced between my co-workers and me.	3.90	3.91	3.80	3.84
16	Those around me are committed to doing quality work.	4.22	4.12	4.12	4.10
17	I have positive interactions with my co-workers. **		4.13	-	4.19
18	I enjoy the work climate that exists between my co-workers and me. **		4.02	-	4.00
SECTION 5: Do employees feel satisfied with their supervisor? **					
19	My supervisor gives me ongoing feedback to help me improve my performance.*	3.35	3.54	3.29	3.45
20	My supervisor encourages a positive work climate. **		3.95	-	3.90
21	My supervisor promotes open communication and feedback. **		3.94	-	3.90
22	My supervisor treats me with dignity and respect. **		4.31	-	4.29
SECTION 6: Do employees feel connected to their department?					
23	Clear reporting structures are established within my department.	3.76	3.72	3.79	3.87
24	I receive clear information about changes being made within my department.	3.29	3.31	3.32	3.43
25	I know how my department measures success.	3.24	3.38	3.26	3.41
26	I know how my work contributes to the success of my department.	3.73	3.79	3.84	3.92
27	My department demonstrates support for a diverse workforce.	3.98	4.08	4.00	4.08
28	I enjoy being part of my department.	3.95	3.96	3.96	4.00
Rate the extent to which your department approaches the following to advance the University Mission: **					
29	Accountability	-	3.90	-	3.97
30	Innovation	-	3.83	-	3.82
31	Creativity	-	3.83	-	3.80
32	Openness	-	3.67	-	3.68
33	Collaboration	-	3.87	-	3.89
SECTION 7: Do employees feel connected to WSU as a whole?					
34	I am encouraged to improve work processes to benefit students and other University constituents or colleagues.*	3.56	3.57	3.71	3.70
35	I receive clear information about changes being made within my college/area.	3.14	3.28	3.18	3.29
36	I receive clear information about changes being made within WSU.	3.17	3.33	3.16	3.33
37	I enjoy being part of Washington State University.	3.99	3.97	4.07	4.08
38	Overall, I am satisfied at work.	3.89	3.80	3.84	3.86
EMPLOYEE RESOURCES: Are employees aware of WSU resources or do they have concerns in the workplace? **					
	I am comfortable with utilizing University resources. **	-	3.75	-	3.75
	My supervisor encourages me to use the University resources available to me. **	-	3.40	-	3.47
	I have concerns regarding work climate. **	-	3.47	-	3.54
	I feel comfortable bringing work climate concerns to my supervisor. **	-	3.82	-	3.77

*Updated for 2016 ; **New for 2016

RESPONSE AVERAGE BREAKDOWN, CONTINUED:

	Area Average		WSU Average	
	2014	2016	2014	2016
FACULTY SPECIFIC: Do faculty members feel they provide contributions within their faculty appointment?				
I have support to pursue my research opportunities.	3.85	3.52	3.61	3.63
I have input regarding my teaching opportunities and assignments.	3.63	3.73	3.77	3.86
I am encouraged to participate in mentoring activities.	3.79	3.52	3.50	3.68
I am encouraged to engage in Extension opportunities. **	-	1.94	-	2.96

**Updated for 2016 ; **New for 2016*