

# Washington State University

## Human Resource Services

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TO: Elson S. Floyd, PhD, President  
Dan Bernardo, PhD, Provost and Executive Vice President

CC: Roger Patterson, Vice President for Finance and Administration

FROM: Theresa Elliot-Cheslek, Associate Vice President and CHRO

DATE: October 13, 2014

SUBJECT: FY 2013-2014 Exit Survey Summary

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In a continued effort to recruit, develop and retain an outstanding, diverse and fully engaged workforce, Human Resource Services (HRS) mails an Exit Survey each month to Washington State University employees who have separated from the university. Separated employees are invited to complete the Exit Survey by submitting anonymous responses through an online survey system. The following document is intended to summarize the responses.

HRS mailed 397 Exit Survey request to employees who separated from WSU from June 1, 2013 to May 31, 2014. HRS received responses from 65 employees, approximately 16%. The respondents identified themselves as 35 Administrative Professional employees, 20 Civil Service/Bargaining Unit employees, and 10 Faculty members.

The majority of respondents were full-time employees with annual (12 month) appointments who worked on the Pullman campus. They were either employed for approximately two to five years or twenty-plus years.

Voluntary demographic data was also obtained from the survey. The majority of respondents identified themselves as White/Caucasian between the ages of 56 to 65. Of those who responded, 55% identified themselves as female, and 30% identified themselves as male.

Overall, the responses received for this time period were consistent with the responses in FY2013. Respondents indicated they enjoyed the geographic location most, while the lack of advancement opportunities was enjoyed least. When asked what they enjoyed most about the workplace climate at WSU, the majority of respondents indicated co-workers/colleagues, while leadership/management is what they enjoyed least. Most respondents who voluntarily separated from WSU indicated retirement as the primary reason and most would recommend WSU as an employer to others.

Since initiating the online Exit Survey, HRS has been able to identify potential trends. In addition to the FY2014 survey response data, below is information comparing responses for key survey questions for FY2011 through FY2014.

If you have any questions please do not hesitate to contact me.

**FY 2014 EMPLOYEE RESPONSES:**

Question	# of Responses	% of Total Responses
<b>If you have secured other employment, which ONE of the following most closely describes your new employer's field? (Select one)</b>		
Elementary/Secondary Education	1	1.4%
Higher Education	11	15.9%
Government Agency	1	1.4%
Non-Profit	4	5.8%
Private Sector Business	4	5.8%
Retired	14	20.3%
Self-Employed	1	1.4%
Not applicable (have not secured other employment)	16	23.2%
No response provided	13	18.8%

<b>Which factor was the PRIMARY reason you sought employment at WSU? (Select one)</b>		
Academic Environment/Programs	1	1.4%
Advancement Opportunities	5	7.2%
Benefits Package	4	5.8%
Career Advancement - Self	13	18.8%
Career Advancement - Partner/Spouse	2	2.9%
Career Change	4	5.8%
Diversity Efforts on Campus or in the Community	0	0.0%
Geographic Location	6	8.7%
Leadership/Management	1	1.4%
Professional Development/Educational Opportunities	2	2.9%
Retirement Plan	0	0.0%
Salary Offered	6	8.7%
Schedule Flexibility	1	1.4%
Spouse/Partner Relocation	5	7.2%
Teaching/Research Opportunities	4	5.8%
University Facilities/Equipment	0	0.0%
Work Office/Location	4	5.8%
No response provided	7	10.1%

<b>Which factor is the SECONDARY reason you sought employment at WSU? (Select one)</b>		
Academic Environment/Programs	0	0.0%
Advancement Opportunities	1	1.4%
Benefits Package	7	10.1%
Career Advancement - Self	13	18.8%
Career Advancement - Partner/Spouse	1	1.4%
Career Change	1	1.4%
Diversity Efforts on Campus or in the Community	0	0.0%
Geographic Location	9	13.0%
Leadership/Management	1	1.4%
Professional Development/Educational Opportunities	2	2.9%
Retirement Plan	1	1.4%
Salary Offered	6	8.7%
Schedule Flexibility	1	1.4%
Spouse/Partner Relocation	1	1.4%
Teaching/Research Opportunities	6	8.7%
University Facilities/Equipment	1	1.4%
Work Office/Location	4	5.8%
Not applicable (no secondary reason)	8	11.6%
No response provided	2	2.9%

<b>Which factor describes what you enjoyed MOST about your job with WSU? (Select one)</b>		
Academic Programs	2	2.9%
Advancement Opportunities	5	7.2%
Benefits Package	4	5.8%
Childcare Resources	0	0.0%
Diversity Efforts on Campus or in the Community	0	0.0%
Geographic Location	8	11.6%
Professional Development/Educational opportunities	4	5.8%
Retirement Plan	1	1.4%
Salary	4	5.8%
Instruction Opportunities	2	2.9%
Research Opportunities	4	5.8%
University Facilities/Equipment	1	1.4%
No response provided	30	43.5%

**Which factor describes what you enjoyed LEAST about your job with WSU? (Select one)**

Academic Programs	0	0.0%
Advancement Opportunities	6	8.7%
Benefits Package	1	1.4%
Childcare Resources	1	1.4%
Diversity Efforts on Campus or in the Community	4	5.8%
Geographic Location	2	2.9%
Professional Development/Educational opportunities	1	1.4%
Retirement Plan	0	0.0%
Salary	12	17.4%
Instruction Opportunities	1	1.4%
Research Opportunities	1	1.4%
University Facilities/Equipment	1	1.4%
No response provided	35	50.7%

**Which factor describes what you enjoyed MOST about the workplace climate at WSU?(Select one)**

Communication	0	0.0%
Co-Workers/Colleagues	28	40.6%
Job Duties/Work Performed	22	31.9%
Leadership/Management	0	0.0%
Mentoring	1	1.4%
Office/Work Location	3	4.3%
Professional Development/Educational Opportunities	1	1.4%
Quality of Supervision	1	1.4%
Recognition for Performance	2	2.9%
Schedule Flexibility	2	2.9%
Work/Life Balance	2	2.9%
No response provided	3	4.3%

**Which factor describes what you enjoyed LEAST about the workplace climate at WSU?(Select one)**

Communication	5	7.2%
Co-Workers/Colleagues	4	5.8%
Job Duties/Work Performed	1	1.4%
Leadership/Management	17	24.6%
Mentoring	2	2.9%
Office/Work Location	2	2.9%
Professional Development/Educational Opportunities	1	1.4%
Quality of Supervision	12	17.4%
Recognition for Performance	8	11.6%
Schedule Flexibility	1	1.4%
Work/Life Balance	2	2.9%
No response provided	10	14.5%

<b>If you separated from WSU BY YOUR OWN CHOICE, which factor is the PRIMARY reason? (Select one)</b>		
Academic Environment/Programs	1	1.4%
Advancement Opportunities – Lack of	1	1.4%
Benefits Package	0	0.0%
Career Advancement – Self	4	5.8%
Career Advancement – Partner/Spouse	2	2.9%
Career Change	2	2.9%
Child Care Concerns	0	0.0%
Diversity on Campus or in the Community - Lack of	0	0.0%
Geographic Location	4	5.8%
Housing Concerns	0	0.0%
Quality of Supervision	3	4.3%
Professional Development/Educational Opportunities	0	0.0%
Retirement	21	30.4%
Salary	2	2.9%
Spouse/Partner Unable to Secure Employment	2	2.9%
Teaching/Research Opportunities	0	0.0%
Workplace Climate	9	13.0%
Work/Life Balance	4	5.8%
University Facilities/Equipment	0	0.0%
Not applicable (did not separate by own choice)	8	11.6%
No response provided	2	2.9%

<b>If you separated from WSU NOT BY YOUR OWN CHOICE, which factor is the PRIMARY reason? (Select one)</b>		
Disability Separation/Separation due to medical reasons	1	1.4%
Discontinued appointment (Administrative Professional)	3	4.3%
Lay-off/Reduction in Force	3	4.3%
Non-Reappointment (Temporary Faculty)	2	2.9%
Non-Renewal of Appointment (Temporary Administrative Professional)	1	1.4%
Termination for cause	0	0.0%
Settlement	0	0.0%
Not applicable (separated by own choice)	53	76.8%
No response provided	2	2.9%

<b>Which factor is the SECONDARY reason you are separating from WSU? (Select one)</b>		
Academic Environment/Programs	0	0.0%
Advancement Opportunities – Lack of	3	4.3%
Benefits Package	0	0.0%
Career Advancement – Self	4	5.8%
Career Advancement – Partner/Spouse	0	0.0%
Career Change	0	0.0%
Child Care Concerns	1	1.4%
Diversity on Campus or in the Community - Lack of	0	0.0%
Geographic Location	3	4.3%
Housing Concerns	0	0.0%
Quality of Supervision	5	7.2%
Professional Development/Educational Opportunities	1	1.4%
Retirement - did not participate in a Retirement Incentive Program i.e. VERI or VRIP	4	5.8%
Salary	3	4.3%
Spouse/Partner Unable to Secure Employment	0	0.0%
Teaching/Research Opportunities	0	0.0%
Workplace Climate	8	11.6%
Work/Life Balance	4	5.8%
University Facilities/Equipment	0	0.0%
Not applicable (no secondary reason)	18	26.1%
No response provide	11	15.9%

<b>While employed at WSU please indicate all the organizations, programs, and/or committees of which you were aware. (Check all that apply)</b>		
Administrative Professional Advisory Council	38	55.1%
Association for Faculty Women	25	36.2%
Childcare Resource and Referral Network	17	24.6%
Employee Assistance Program	39	56.5%
Employee Recognition Program	37	53.6%
Faculty Senate	36	52.2%
Gender Identity/Expression and Sexual Orientation Resource Center	31	44.9%
Human Resource Services	53	76.8%
Mentoring Programs	13	18.8%
Noon Hour Faculty/Staff Activities Program	22	31.9%
Office for Equal Opportunity (formerly Center for Human Rights)	31	44.9%
Ombudsman	39	56.5%
Parental Leave Policy	29	42.0%
Partner/Spousal Accommodation	26	37.7%

Washington State University  
Human Resource Services

President's Commission on Gender Identity and Sexual Orientation	26	37.7%
President's Commission on the Status of Individuals with Disabilities	19	27.5%
President's Commission on the Status of Women	27	39.1%
"Stop-the-tenure-clock" option	9	13.0%
Tuition Fee Waiver	44	63.8%
University Recreation Center membership	40	58.0%
Women's Resource Center	30	43.5%
Work/life Advisory Committee	22	31.9%
WSU Children's Center	28	40.6%

<b>When initially hired did you attend New Employee Orientation? (Select one)</b>		
Yes	51	73.9%
No	11	15.9%
No response provided	3	4.3%

<b>When initially hired did you attend Faculty Orientation? (Select one)</b>		
Yes	9	13.0%
No	9	13.0%
Not applicable (non-Faculty employee)	44	63.8%
No response provided	3	4.3%

<b>Would you recommend WSU as an employer to others? (Select one)</b>		
Yes	34	49.3%
No	16	23.2%
No opinion	12	17.4%
No response provided	3	4.3%

**FY 2014 EMPLOYEE DEMOGRAPHICS:**

Question	# of Responses	% of Total Responses
<b>What was your employee category in your last position at WSU? (Select one)</b>		
Administrative Professional	35	50.7%
Classified Staff (Civil Service or Bargaining Unit)	20	29.0%
Faculty	10	13.2%
<b>Was your most recent WSU position full-time or part-time? (Select one)</b>		
Full-time	57	82.6%
Part-time	8	11.6%

**What was your appointment term at WSU in your most recent position? (Select one)**

Annual (12 month) appointment	55	79.7%
Academic (9 month) appointment	6	8.7%
No response provided	4	5.8%

**Approximately how many months or years in total were you employed by WSU? (Select one)**

1 to 6 months	2	2.9%
7 months to 1 year	3	4.3%
2 to 5 years	17	24.6%
6 to 10 years	11	15.9%
11 to 15 years	8	11.6%
16 to 20 years	7	10.1%
20+ years	17	24.6%
No response provided	0	0.0%

**At which WSU campus were you employed? (Select one)**

Pullman	44	63.8%
Spokane	3	4.3%
Tri-Cities	4	5.8%
Vancouver	7	10.1%
Extension location	4	5.8%
WSU Downtown Seattle	1	1.4%
No response provided	2	2.9%

**OPTIONAL: What is your gender?**

Female	36	52.2%
Male	20	29.0%
Prefer not to disclose this information	5	7.2%
No response provided	4	5.8%

**OPTIONAL: What is your age?**

18 to 21	0	0.0%
22 to 35	15	21.7%
36 to 45	4	5.8%
46 to 55	11	15.9%
56 to 65	16	23.2%
Over 65	12	17.4%
Prefer not to disclose this information	2	2.9%
No response provided	5	7.2%



**OPTIONAL: What race or ethnic background do you consider your heritage to be?**

American Indian or Alaskan Native	0	0.0%
Asian	2	2.9%
Black or African American	1	1.4%
Hispanic, Chicano, or Latino	0	0.0%
Native Hawaiian or Pacific Islander	0	0.0%
White or Caucasian	50	72.5%
Prefer not to disclose this information	5	7.2%
No response provided	7	10.1%



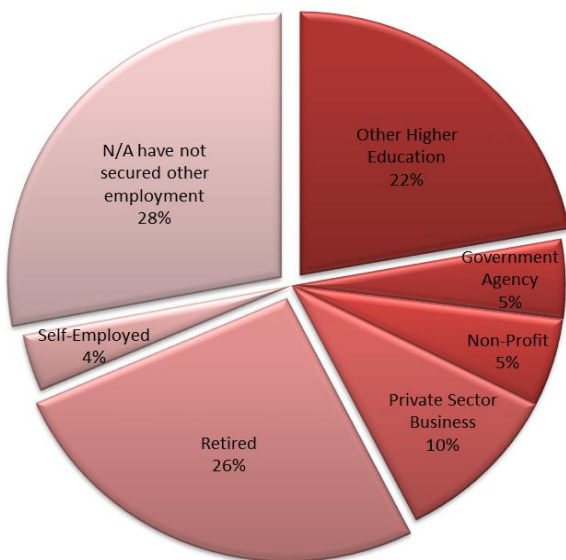
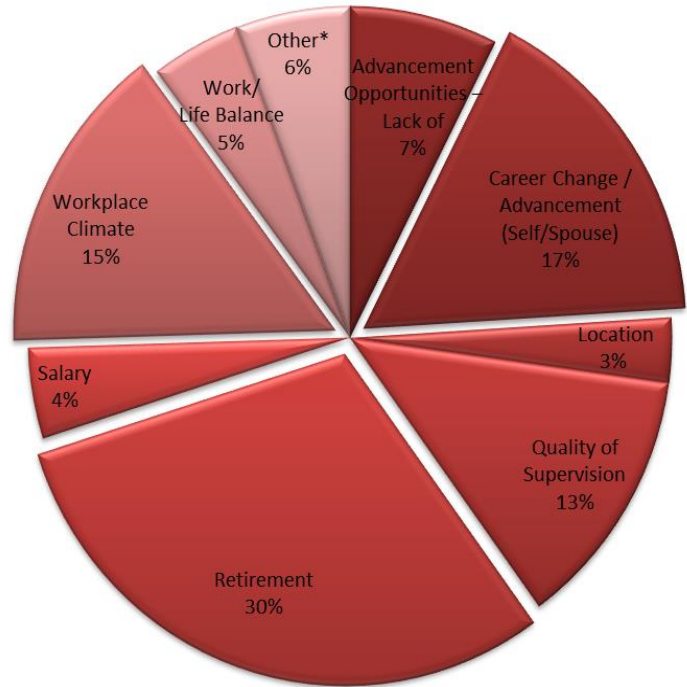
**FY 2011 – FY 2014 COMBINED RESPONSES:**

The following information is based on exit survey data collected from July 2011 – June 2014. Since July 2011, HRS has sent a total of 1,836 exit survey requests, with a return rate of 16%. Of responses received, 43% of respondents indicated they were Administrative Professional, 38% Civil Service and 20% Faculty.

**PRIMARY SEPARATION REASON:** Since 2011, aside from retirement, the majority of individuals separating by their own choice indicated the primary reason for leaving WSU was due to career change or advancement opportunities for their self or spouse, followed by reasons due to workplace climate concerns.

*The chart on the right details primary factors for separating WSU.*

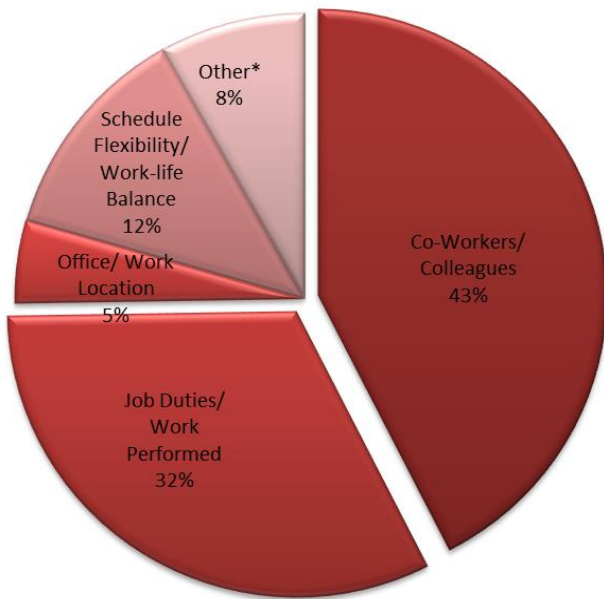
*\*a small percentage of responses where due to other factors, including Academic Environment, Child Care Concerns, Diversity on campus/in community (lack of), Professional Development/Educational Opportunities, Spouse unable to secure employment, and Teaching/Research Opportunities*



**OTHER EMPLOYMENT:** Since 2011, of those who responded the majority indicated they left WSU prior to securing other employment, retired from WSU, or left WSU to work for another higher education institution.

*The chart on the left details where individuals are going following separation with WSU.*

**WORKPLACE CLIMATE FACTORS:** Based on responses received over the 4 year period, within the workplace climate individuals most enjoy their co-workers and colleagues and the work they perform, and least enjoy management and the quality of supervision within WSU.

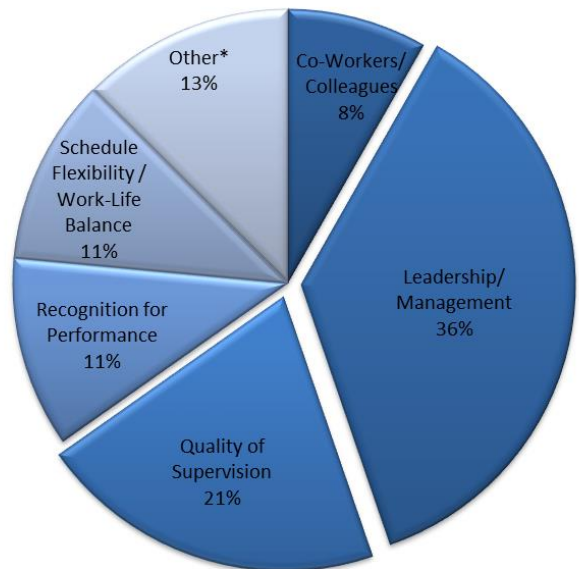


**The chart to the left shows factors which describe what separating individuals enjoyed MOST about the workplace climate at WSU.**

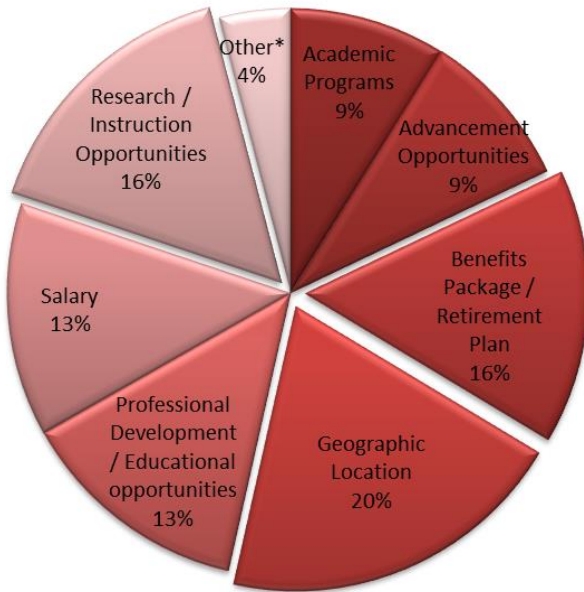
*\*a small percentage of responses where due to other factors, including Communication, Leadership/Management, Mentoring, Quality of Supervision, Recognition for Performance, Professional Development/Educational Opportunities.*

**The chart to the right shows factors which describe what separating individuals enjoyed LEAST about the workplace climate at WSU.**

*\*a small percentage of responses where due to other factors, including Communication, Job Duties/Work Performed, Mentoring, Office/Work Location, Professional Development/Educational Opportunities*



**EMPLOYMENT FACTORS:** Based on responses received over the 4 year period regarding employment and job factors, individuals separating WSU indicated they enjoyed the geographic location, benefit package and retirement plans, and research and/or instructional opportunities the most. However indicated salary and lack of advancement opportunities as factors they enjoyed least.



**The chart to the left shows factors which describe what separating individuals enjoyed MOST about their employment/job at WSU.**

*\*a small percentage of responses where due to other factors, including Child Care Concerns, Diversity Efforts (on and off campus), and University Facilities/Equipment.*

**The chart to the right shows factors which describe what separating individuals enjoyed LEAST about their employment/job at WSU.**

*\*a small percentage of responses where due to other factors, including Academic Programs, Benefits Package and Retirement Plan, Child Care Concerns, Professional development/Educational Opportunities, and Research/Instructional Opportunities.*

