

TO: Daniel Bernardo, PhD, Interim President  
FROM: Theresa Elliot-Cheslek, Associate Vice President and CHRO  
DATE: July 31, 2015  
SUBJECT: FY 2014-2015 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 465 Exit Survey requests to employees who separated from WSU from July 1, 2014 to June 30, 2015. HRS received responses from 57 employees, approximately 12%. The respondents identified themselves as 29 Administrative Professional employees, 25 Civil Service/Bargaining Unit employees, and 3 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 and between the ages of 22 to 35. Of those who responded, 53% identified themselves as female, and 32% identified themselves as male.

Overall, the responses received for this time period were consistent with the responses in FY2014. Respondents indicated they enjoyed the geographic location and instruction opportunities 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 FY2015 survey response data, below is information comparing responses for key survey questions from FY2011 through FY2015.

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

**FY 2015 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	2	3.5%
Higher Education	11	19.3%
Government Agency	4	7.0%
Non-Profit	1	1.8%
Private Sector Business	4	7.0%
Retired	13	22.8%
Self-Employed	3	5.3%
Not applicable (have not secured other employment)	11	19.3%
<b>Total Responses</b>	<b>49</b>	<b>86.0%</b>
<b>No response provided</b>	<b>8</b>	<b>14.0%</b>

<b>Which factor was the PRIMARY reason you sought employment at WSU? (Select one)</b>		
Academic Programs	1	1.8%
Advancement Opportunities	2	3.5%
Benefits Package	3	5.3%
Career Advancement - Self	13	22.8%
Career Advancement - Partner/Spouse	1	1.8%
Career Change	5	8.8%
Diversity Efforts on Campus or in the Community	0	0.0%
Geographic Location	3	5.3%
Leadership/Management	2	3.5%
Professional Development/Educational Opportunities	5	8.8%
Retirement Plan	2	3.5%
Salary Offered	6	10.5%
Schedule Flexibility	1	1.8%
Spouse/Partner Relocation	2	3.5%
Teaching/Research Opportunities	1	1.8%
University Facilities/Equipment	0	0.0%
Work Office/Location	4	7.0%
<b>Total Responses</b>	<b>51</b>	<b>89.5%</b>
<b>No response provided</b>	<b>6</b>	<b>10.5%</b>

<b>Which factor is the SECONDARY reason you sought employment at WSU? (Select one)</b>		
Academic Programs	1	1.8%
Advancement Opportunities	2	3.5%

Benefits Package	7	12.3%
Career Advancement - Self	5	8.8%
Career Advancement - Partner/Spouse	0	0.0%
Career Change	1	1.8%
Diversity Efforts on Campus or in the Community	1	1.8%
Geographic Location	4	7.0%
Leadership/Management	1	1.8%
Professional Development/Educational Opportunities	4	7.0%
Retirement Plan	1	1.8%
Salary Offered	4	7.0%
Schedule Flexibility	3	5.3%
Spouse/Partner Relocation	1	1.8%
Teaching/Research Opportunities	3	5.3%
University Facilities/Equipment	2	3.5%
Work Office/Location	8	14.0%
Not applicable (no secondary reason)	5	8.8%
<b>Total Responses</b>	<b>53</b>	<b>93.0%</b>
<b>No response provided</b>	<b>4</b>	<b>7.0%</b>

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

Academic Programs	1	1.8%
Advancement Opportunities	4	7.0%
Benefits Package	3	5.3%
Childcare Resources	0	0.0%
Diversity Efforts on Campus or in the Community	1	1.8%
Geographic Location	6	10.5%
Professional Development/Educational opportunities	5	8.8%
Retirement Plan	2	3.5%
Salary	3	5.3%
Instruction Opportunities	6	10.5%
Research Opportunities	3	5.3%
University Facilities/Equipment	2	3.5%
<b>Total Responses</b>	<b>36</b>	<b>63.2%</b>
<b>No response provided</b>	<b>21</b>	<b>36.8%</b>

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

Academic Programs	0	0.0%
Advancement Opportunities	10	17.5%
Benefits Package	0	0.0%
Childcare Resources	1	1.8%

Diversity Efforts on Campus or in the Community	0	0.0%
Geographic Location	3	5.3%
Professional Development/Educational opportunities	3	5.3%
Retirement Plan	1	1.8%
Salary	4	7.0%
Instruction Opportunities	2	3.5%
Research Opportunities	1	1.8%
University Facilities/Equipment	2	3.5%
<b>Total Responses</b>	<b>27</b>	<b>47.4%</b>
<b>No response provided</b>	<b>30</b>	<b>52.6%</b>

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

Communication	0	0.0%
Co-Workers/Colleagues	29	50.9%
Job Duties/Work Performed	14	24.6%
Leadership/Management	1	1.8%
Mentoring	0	0.0%
Office/Work Location	3	5.3%
Professional Development/Educational Opportunities	0	0.0%
Quality of Supervision	1	1.8%
Recognition for Performance	0	0.0%
Schedule Flexibility	4	7.0%
Work/Life Balance	1	1.8%
<b>Total Responses</b>	<b>51</b>	<b>89.5%</b>
<b>No response provided</b>	<b>6</b>	<b>10.5%</b>

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

Communication	5	8.8%
Co-Workers/Colleagues	0	0.0%
Job Duties/Work Performed	0	0.0%
Leadership/Management	22	38.6%
Mentoring	4	7.0%
Office/Work Location	2	3.5%
Professional Development/Educational Opportunities	0	0.0%
Quality of Supervision	3	5.3%
Recognition for Performance	8	14.0%
Schedule Flexibility	1	1.8%
Work/Life Balance	1	1.8%
<b>Total Responses</b>	<b>44</b>	<b>77.2%</b>
<b>No response provided</b>	<b>13</b>	<b>22.8%</b>

**If you separated from WSU BY YOUR OWN CHOICE, which factor is the PRIMARY reason? (Select one)**

Academic Environment/Programs	0	0.0%
Advancement Opportunities - Lack of	4	7.0%
Benefits Package	0	0.0%
Career Advancement - Self	5	8.8%
Career Advancement - Partner/Spouse	1	1.8%
Career Change	0	0.0%
Child Care Concerns	0	0.0%
Diversity on Campus or in the Community - Lack of	0	0.0%
Geographic Location	5	8.8%
Housing Concerns	0	0.0%
Quality of Supervision	4	7.0%
Professional Development/Educational Opportunities	1	1.8%
Retirement	16	28.1%
Salary	1	1.8%
Spouse/Partner Unable to Secure Employment	1	1.8%
Teaching/Research Opportunities	0	0.0%
Workplace Climate	10	17.5%
Work/Life Balance	3	5.3%
University Facilities/Equipment	0	0.0%
Not applicable (did not separate by own choice)	2	3.5%
<b>Total Responses</b>	<b>53</b>	<b>93.0%</b>
<b>No response provided</b>	<b>4</b>	<b>7.0%</b>

**If you separated from WSU NOT BY YOUR OWN CHOICE, which factor is the PRIMARY reason? (Select one)**

Disability Separation/Separation due to medical reasons	0	0.0%
Discontinued appointment (Administrative Professional)	1	1.8%
Lay-off/Reduction in Force	1	1.8%
Non-Reappointment (Temporary Faculty)	0	0.0%
Non-Renewal of Appointment (Temporary Administrative Professional)	0	0.0%
Termination for cause	0	0.0%
Settlement	0	0.0%
Not applicable (separated by own choice)	51	89.5%
<b>Total Responses</b>	<b>53</b>	<b>93.0%</b>
<b>No response provided</b>	<b>4</b>	<b>7.0%</b>

**Which factor is the SECONDARY reason you are separating from WSU? (Select one)**

Academic Environment/Programs	0	0.0%
Advancement Opportunities - Lack of	3	5.3%

Benefits Package	0	0.0%
Career Advancement - Self	2	3.5%
Career Advancement - Partner/Spouse	0	0.0%
Career Change	1	1.8%
Child Care Concerns	0	0.0%
Diversity on Campus or in the Community - Lack of	0	0.0%
Geographic Location	4	7.0%
Housing Concerns	0	0.0%
Quality of Supervision	5	8.8%
Professional Development/Educational Opportunities	2	3.5%
Retirement	2	3.5%
Salary	5	8.8%
Spouse/Partner Unable to Secure Employment	0	0.0%
Teaching/Research Opportunities	0	0.0%
Workplace Climate	7	12.3%
Work/Life Balance	1	1.8%
University Facilities/Equipment	0	0.0%
Not applicable (no secondary reason)	15	26.3%
<b>Total Responses</b>	<b>47</b>	<b>82.5%</b>
<b>No response provide</b>	<b>10</b>	<b>17.5%</b>

**While employed at WSU please indicate all the organizations, programs, and/or committees of which you were aware. (Check all that apply)**

Administrative Professional Advisory Council	30	52.6%
Association for Faculty Women	19	33.3%
Childcare Resource and Referral Network	9	15.8%
Employee Assistance Program	37	64.9%
Employee Recognition Program	30	52.6%
Faculty Senate	29	50.9%
Gender Identity/Expression and Sexual Orientation Resource Center	20	35.1%
Human Resource Services	46	80.7%
Mentoring Programs	13	22.8%
Noon Hour Faculty/Staff Activities Program	17	29.8%
Office for Equal Opportunity (formerly Center for Human Rights)	29	50.9%
Ombudsman	31	54.4%
Parental Leave Policy	18	31.6%
Partner/Spousal Accommodation	19	33.3%
President's Commission on Gender Identity and Sexual Orientation	13	22.8%
President's Commission on the Status of Individuals with Disabilities	11	19.3%
President's Commission on the Status of Women	18	31.6%

“Stop-the-tenure-clock” option	3	5.3%
Tuition Fee Waiver	36	63.2%
University Recreation Center membership	32	56.1%
Women’s Resource Center	18	31.6%
Work/life Advisory Committee	14	24.6%
WSU Children’s Center	22	38.6%

**When initially hired did you attend New Employee Orientation? (Select one)**

Yes	39	68.4%
No	13	22.8%
<i>Total Responses</i>	<i>52</i>	<i>91.2%</i>
<i>No response provided</i>	<i>5</i>	<i>8.8%</i>

**When initially hired did you attend Faculty Orientation? (Select one)**

Yes	5	8.8%
No	8	14.0%
Not applicable (non-Faculty employee)	39	68.4%
<i>Total Responses</i>	<i>52</i>	<i>91.2%</i>
<i>No response provided</i>	<i>5</i>	<i>8.8%</i>

**Would you recommend WSU as an employer to others? (Select one)**

Yes	29	50.9%
No	14	24.6%
No opinion	9	15.8%
<i>Total Responses</i>	<i>52</i>	<i>91.2%</i>
<i>No response provided</i>	<i>5</i>	<i>8.8%</i>

**FY 2015 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	29	50.9%
Classified Staff (Civil Service or Bargaining Unit)	25	43.9%
Faculty	3	5.3%
<i>Total Responses</i>	<b>57</b>	<b>100%</b>
<b>Was your most recent WSU position full-time or part-time? (Select one)</b>		
Full-time	54	94.7%
Part-time	2	3.5%
<i>Total Responses</i>	<b>56</b>	<b>98.2%</b>
<i>No response provided</i>	<b>1</b>	<b>1.8%</b>
<b>What was your appointment term at WSU in your most recent position? (Select one)</b>		
Annual (12 month) appointment	46	80.7%
Academic (9 month) appointment	4	7.0%
<i>Total Responses</i>	<b>50</b>	<b>87.7%</b>
<i>No response provided</i>	<b>7</b>	<b>12.3%</b>
<b>Approximately how many months or years in total were you employed by WSU? (Select one)</b>		
1 to 6 months	1	1.8%
7 months to 1 year	6	10.5%
2 to 5 years	17	29.8%
6 to 10 years	6	10.5%
11 to 15 years	4	7.0%
16 to 20 years	4	7.0%
20+ years	17	29.8%
<i>Total Responses</i>	<b>55</b>	<b>96.5%</b>
<i>No response provided</i>	<b>2</b>	<b>3.5%</b>
<b>At which WSU campus were you employed? (Select one)</b>		
Pullman	34	59.6%
Spokane	9	15.8%
Tri-Cities	3	5.3%
Vancouver	3	5.3%
Extension location	6	10.5%
WSU Downtown Seattle	0	0.0%
<i>Total Responses</i>	<b>55</b>	<b>96.5%</b>



*No response provided* 2 3.5%

**OPTIONAL: What is your gender?**

Female	30	52.6%
Male	18	31.6%
Prefer not to disclose this information	4	7.0%
<b>Total Responses</b>	<b>52</b>	<b>91.2%</b>
<i>No response provided</i>	<b>5</b>	<b>8.8%</b>

**OPTIONAL: What is your age?**

18 to 21	0	0.0%
22 to 35	17	29.8%
36 to 45	6	10.5%
46 to 55	8	14.0%
56 to 65	11	19.3%
Over 65	10	17.5%
Prefer not to disclose this information	0	0.0%
<b>Total Responses</b>	<b>52</b>	<b>91.2%</b>
<i>No response provided</i>	<b>5</b>	<b>8.8%</b>

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

American Indian or Alaskan Native	0	0.0%
Asian	0	0.0%
Black or African American	0	0.0%
Hispanic, Chicano, or Latino	2	3.5%
Native Hawaiian or Pacific Islander	0	0.0%
White or Caucasian	45	78.9%
Prefer not to disclose this information	5	8.8%
<b>Total Responses</b>	<b>52</b>	<b>91.2%</b>
<i>No response provided</i>	<b>5</b>	<b>8.8%</b>

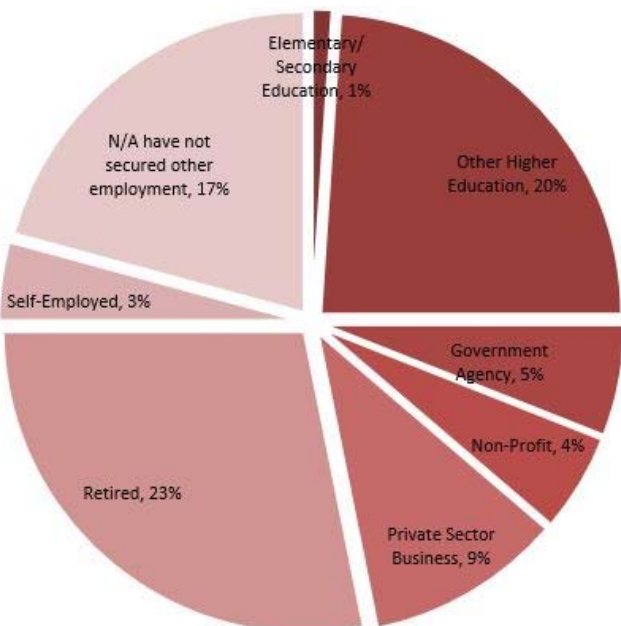
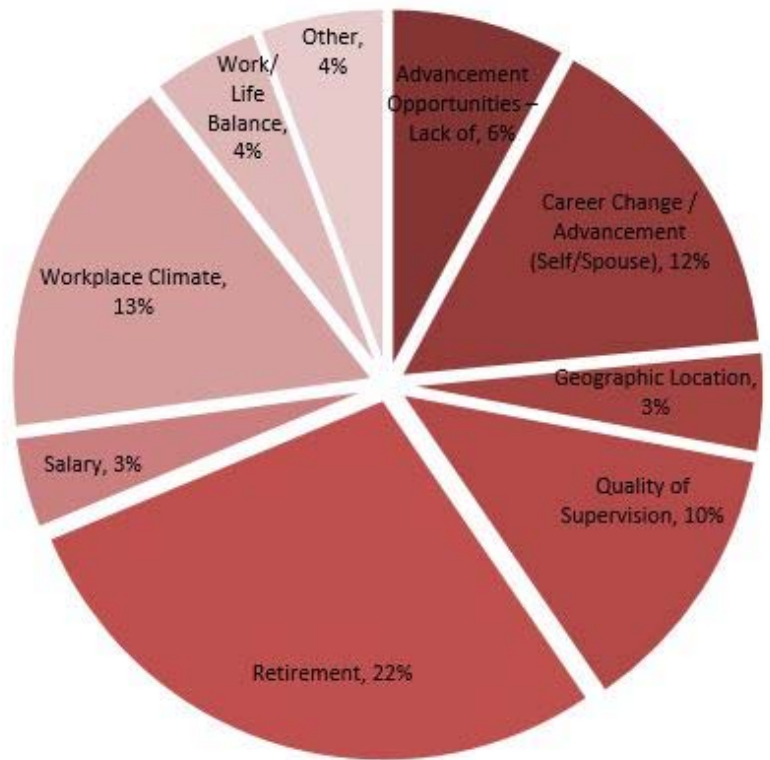
**FY 2011 - FY 2015 COMBINED RESPONSES:**

The following information is based on exit survey data collected from July 2011 - June 2015. Since July 2011, HRS has sent a total of 2,301 exit survey requests, with a return rate of 15%. Of responses received, 44% of respondents indicated they were Administrative Professional, 39% Classified Staff, and 17% 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 workplace climate concerns, followed by reasons due to career changes or career advancement for self or spouse/partner.

*The chart on the right details primary factors for separating from WSU. Percentages are based on those who responded; 23% of employees did not respond to this question.*

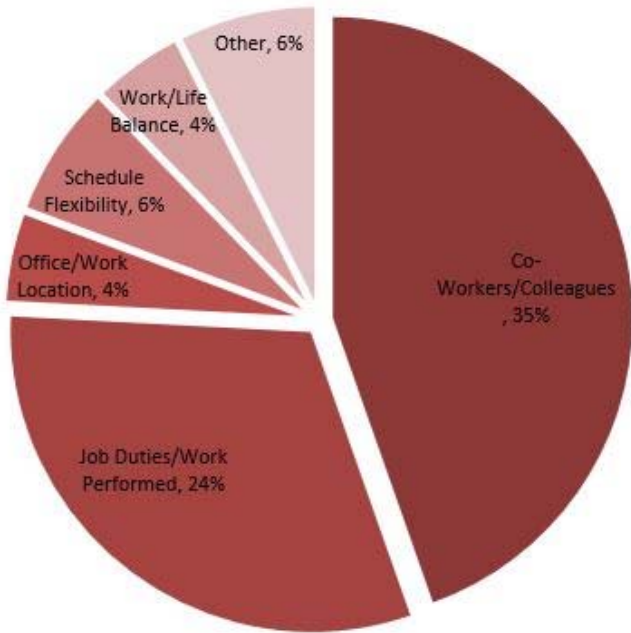
*\* a small percentage of responses were due to other factors, including Academic Environment/Programs, Child Care Concerns, Diversity on campus/in community (lack of), Professional Development/Educational Opportunities, Spouse/Partner unable to secure employment, and Teaching/Research Opportunities.*



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

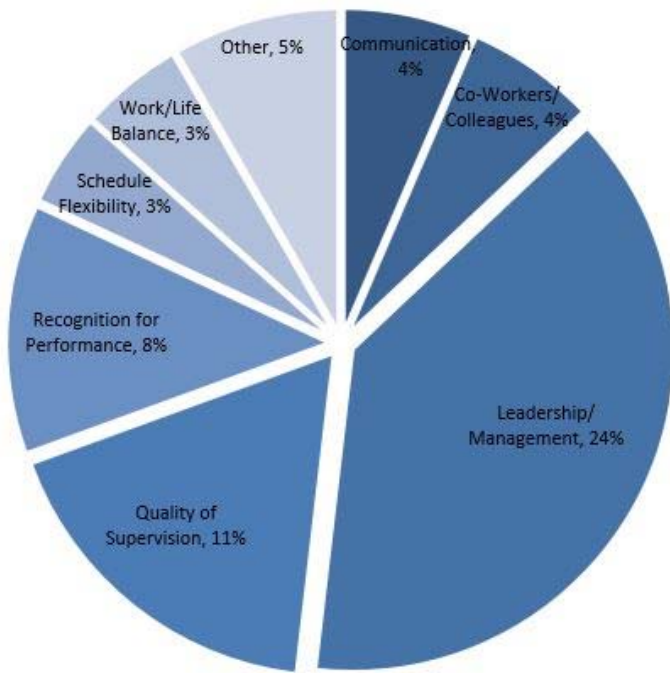
*The chart on the left details where individuals are going following separation with WSU. Percentages are based on those who responded; 18% of employees did not respond to this question.*

**WORKPLACE CLIMATE FACTORS:** Based on responses received over the four year period, within the workplace climate, individuals most enjoyed their co-workers and colleagues and the work they perform, and least enjoyed leadership/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. Percentages are based on those who responded; 21% of employees did not respond to this question.*

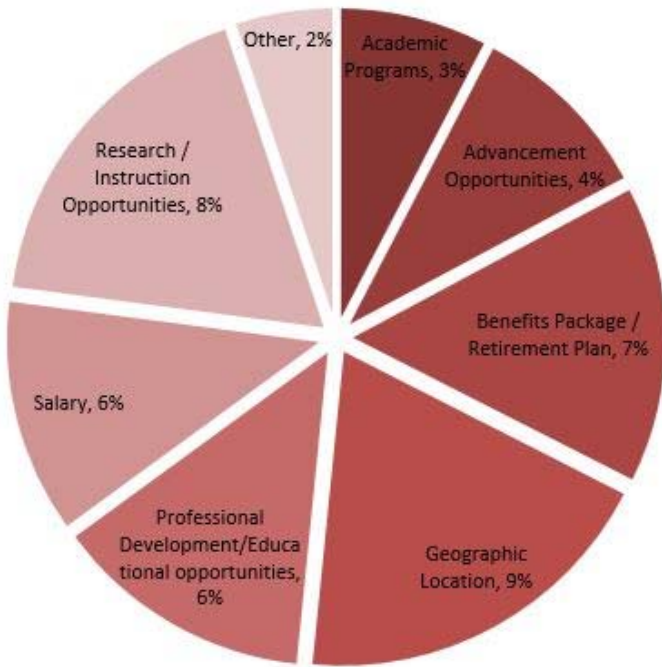
*\*a small percentage of responses where due to other factors, including Leadership/Management, Mentoring, Quality of Supervision, Recognition for Performance, and Professional Development/Educational Opportunities.*



*The chart to the right shows factors which describe what separating individuals enjoyed LEAST about the workplace climate at WSU. Percentages are based on those who responded; 38% of employees did not respond to this question.*

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

**EMPLOYMENT FACTORS:** Based on responses received over the four year period regarding employment and job factors, individuals separating WSU indicated they enjoyed the geographic location, research and/or instructional opportunities, and benefit package and retirement plans the most. However, individuals indicated lack of advancement opportunities and salary 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. Percentages are based on those who responded; 55% of employees did not respond to this question.*

*\*a small percentage of responses were due to other factors, including 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. Percentages are based on those who responded; 65% of employees did not respond to this question.*

*\*a small percentage of responses were due to other factors, including Academic Programs, Benefits Package and Retirement Plan, Childcare resources, and Research/Instructional Opportunities.*

