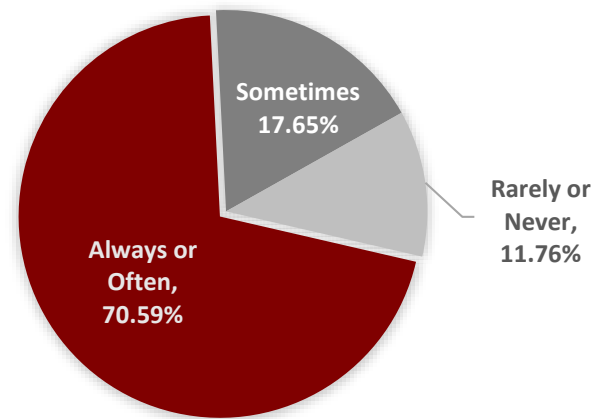


CARSON COLLEGE OF BUSINESS

For the 2016 Employee Engagement Survey (EES) there were 51 respondents in 2016 compared to 25 respondents in 2014 who identified their department within Carson College of Business. Within Carson College of Business, the response average for statements 1-38 was 3.77, resulting in a 0.27% increase in the overall response average from 2014. Of those who responded, 33.33% were administrative professionals, 21.57% were civil service and 45.10% were faculty.

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.

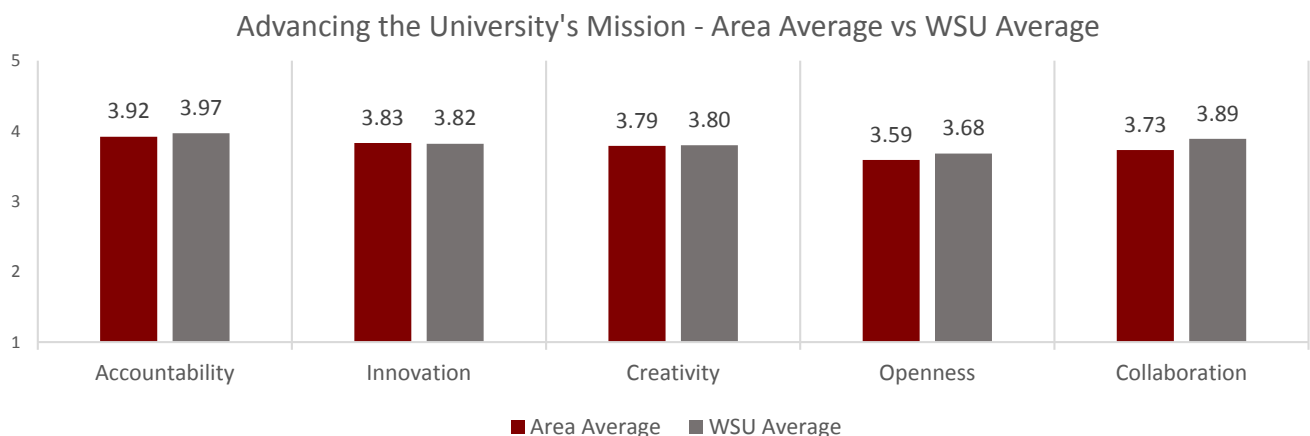
For the 2016 survey, 70.59% of respondents said they always or often enjoy being part of their department (statement 28). However, overall satisfaction at work (statement 38), decreased from 3.96 in 2014 to 3.80 for 2016. A breakdown of response averages can be found at the end of this report on pages 4-5.



ENJOY BEING PART OF THEIR DEPARTMENT

ADVANCING THE UNIVERSITY'S MISSION:

For 2016, the survey 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 Carson College of Business compared to the overall WSU average:



HIGHEST 2016 AREA RESPONSE AVERAGE:

Statements	Area Average	Area Average	2016 WSU Average
	2014	2016	
I know what is expected of me at work.	4.40	4.39	4.37
My supervisor treats me with dignity and respect.**	-	4.39	4.29
I enjoy being part of Washington State University.	4.12	4.20	4.08
My supervisor encourages a positive work climate.**	-	4.14	3.90
My department demonstrates support for a diverse workforce.	4.13	4.14	4.08

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

LOWEST 2016 AREA RESPONSE AVERAGE:

Statements	Area Average	Area Average	2016 WSU Average
	2014	2016	
I feel appropriately compensated for my level of position.**	-	2.92	3.17
I receive clear information about changes being made within WSU.	2.96	3.33	3.33
My supervisor gives me ongoing feedback to help me improve my performance.*	3.38	3.39	3.45
I receive clear information about changes being made within my college.	3.28	3.41	3.29

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

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

Statements	Area Average	Area Average	Change
	2014	2016	
I receive clear information about changes being made within my college.	2.96	3.33	+0.37
I have the technology I need to do my job efficiently.	3.76	4.10	+0.34
Those around me are committed to doing quality work.	4.24	3.98	-0.26
I am encouraged to provide input on decisions impacting my work.	3.84	3.55	-0.29
A spirit of cooperation and teamwork exists between my co-workers and me.	4.00	3.63	-0.37

**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 Carson College of Business:

Policy Prohibiting Discrimination, Sexual Harassment, and Sexual Misconduct	96.08%
Washington State University Ethics, Conflict of Interest, and Technology Transfer	88.24%
Workplace Violence	80.39%
Bullying Prevention and Reporting	68.63%

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 Carson College of Business:

- Bureaucratic and inefficient organizations
- Clear career tracks/promotional criteria are needed for non-tenure track clinical faculty
- Collaborative attitude needed
- Inadequate salary level for adjunct faculty
- Inconsistent treatment of employees
- Low employee morale
- More engagement needed for adjunct faculty
- Top down management style exists in the college

ACTION ITEMS:

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

- Encourage cooperation and teamwork within the work unit
- Evaluate how input is solicited and taken into consideration
- Identify positions with inappropriate compensation
- Improve the area's approach to the University's mission of openness
- Continue to improve communication efforts regarding changes at the college and university levels
- Improve communication regarding the WSU policies concerning Bullying Prevention and Reporting, and provide employees with resources as appropriate
- Provide employees with on-going feedback and recognition

RESPONSE AVERAGE BREAKDOWN:

	Area Average		WSU Average		
	2014	2016	2014	2016	
# of Respondents	25	51	1891	1958	
Overall Average	3.76	3.77	3.72	3.81	
SECTION 1: Do employees feel they have what is needed to do their job?					
1	I know what is expected of me at work.	4.40	4.39	4.38	4.37
2	I receive the information I need to perform my job.	3.88	4.04	4.06	4.03
3	I have the resources and training to do my job effectively.*	3.80	3.86	3.99	4.00
4	I have the technology I need to do my job efficiently.	3.76	4.10	4.15	4.09
SECTION 2: Do employees feel they are valued?					
5	I am recognized for doing a good job.	3.56	3.46	3.41	3.50
6	My supervisor values me and the work I do.	4.04	3.96	3.84	3.93
7	I feel encouraged to have a good balance between work and personal life.	3.40	3.42	3.41	3.63
8	I feel appropriately compensated for my level of position. **	-	2.92	-	3.17
SECTION 3: Do employees feel they provide individual contributions?					
9	I am encouraged to develop myself professionally.	3.60	3.62	3.44	3.59
10	I am encouraged to provide input on decisions impacting my work.	3.84	3.55	3.54	3.64
11	I am encouraged to come up with better ways of doing things.	3.75	3.61	3.56	3.72
12	I am given opportunities to be innovative or creative. **	-	3.73	-	3.69
13	I am given opportunities to be collaborative. **	-	3.59	-	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.	4.00	3.63	3.85	3.88
15	Knowledge and information sharing is practiced between my co-workers and me.	3.68	3.49	3.80	3.84
16	Those around me are committed to doing quality work.	4.24	3.98	4.12	4.10
17	I have positive interactions with my co-workers. **	-	4.12	-	4.19
18	I enjoy the work climate that exists between my co-workers and me. **	-	3.84	-	4.00
SECTION 5: Do employees feel satisfied with their supervisor? **					
19	My supervisor gives me ongoing feedback to help me improve my performance.*	3.38	3.39	3.29	3.45
20	My supervisor encourages a positive work climate. **	-	4.14	-	3.90
21	My supervisor promotes open communication and feedback. **	-	4.02	-	3.90
22	My supervisor treats me with dignity and respect. **	-	4.39	-	4.29
SECTION 6: Do employees feel connected to their department?					
23	Clear reporting structures are established within my department.	3.92	3.74	3.79	3.87
24	I receive clear information about changes being made within my department.	3.48	3.48	3.32	3.43
25	I know how my department measures success.	3.40	3.54	3.26	3.41
26	I know how my work contributes to the success of my department.	3.84	4.00	3.84	3.92
27	My department demonstrates support for a diverse workforce.	4.13	4.14	4.00	4.08
28	I enjoy being part of my department.	3.96	4.00	3.96	4.00
Rate the extent to which your department approaches the following to advance the University Mission: **					
29	Accountability	-	3.92	-	3.97
30	Innovation	-	3.83	-	3.82
31	Creativity	-	3.79	-	3.80
32	Openness	-	3.59	-	3.68
33	Collaboration	-	3.73	-	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	3.67	3.71	3.70
35	I receive clear information about changes being made within my college or area.	3.28	3.41	3.18	3.29
36	I receive clear information about changes being made within WSU.	2.96	3.33	3.16	3.33
37	I enjoy being part of Washington State University.	4.12	4.20	4.07	4.08
38	Overall, I am satisfied at work.	3.96	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. **	-	3.90	-	3.75
	My supervisor encourages me to use the University resources available to me. **	-	3.50	-	3.47
	I have concerns regarding work climate. **	-	3.61	-	3.54
	I feel comfortable bringing work climate concerns to my supervisor. **	-	4.02	-	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.	2.73	3.31	3.61	3.63
I have input regarding my teaching opportunities and assignments.	3.82	3.91	3.77	3.86
I am encouraged to participate in mentoring activities.	2.55	3.67	3.50	3.68
I am encouraged to engage in Extension opportunities. **	-	3.08	-	2.96

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