

# Faculty and Staff Employee Engagement Survey |2018|

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## DETAILED RESULTS

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Human Resource Services  
August 2018*

# TABLE OF CONTENTS

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- EXECUTIVE SUMMARY ..... 2**
- SURVEY OVERVIEW ..... 2**
  - ABOUT THE SURVEY ..... 2
  - WHO PARTICIPATED ..... 3
- OVERALL SURVEY RESULTS ..... 3**
  - ADVANCING THE UNIVERSITY’S MISSION..... 4
  - POSITIVE RESPONSES ..... 4
  - AREAS FOR IMPROVEMENT/EVALUATION..... 5
  - ACTION ITEMS ..... 5
- DEMOGRAPHIC SPECIFIC INFORMATION ..... 6**
  - BREAKDOWN BY EMPLOYEE TYPE ..... 6
  - BREAKDOWN BY GENDER ..... 6
  - BREAKDOWN BY AGE ..... 7
  - BREAKDOWN BY ETHNICITY/RACE..... 7
  - BREAKDOWN BY ETHNICITY/RACE (CONTINUED) ..... 8
  - BREAKDOWN BY NUMBER OF YEARS EMPLOYED BY WSU..... 8
  - BREAKDOWN BY WSU LOCATION/CAMPUS ..... 9
  - BREAKDOWN BY WSU LOCATION/CAMPUS, CONTINUED ..... 9
  - BREAKDOWN BY AREA ..... 9
- EMPLOYEE OVERALL COMMENTS ..... 10**
  - EMPLOYEE FEEDBACK ..... 10
  - AREAS FOR IMPROVEMENT ..... 11

**APPENDICES**

- APPENDIX A: OVERALL BREAKDOWN OF DATA
- APPENDIX B.1: BREAKDOWN BY GENDER
- APPENDIX B.2: BREAKDOWN BY AGE
- APPENDIX B.3: BREAKDOWN BY ETHNICITY/RACE
- APPENDIX B.4: BREAKDOWN BY EMPLOYEE TYPE
- APPENDIX B.5: BREAKDOWN BY YEARS OF SERVICE
- APPENDIX B.6: BREAKDOWN BY LOCATION
- APPENDIX C.1: BREAKDOWN BY AREAS
- APPENDIX C.2: BREAKDOWN BY AREAS (FACULTY)
- APPENDIX D.1: BREAKDOWN BY GENDER (FACULTY)
- APPENDIX D.2: BREAKDOWN BY AGE (FACULTY)
- APPENDIX D.3: BREAKDOWN BY ETHNICITY/RACE (FACULTY)
- APPENDIX D.4: BREAKDOWN BY YEARS OF SERVICE (FACULTY)
- APPENDIX D.5: BREAKDOWN BY LOCATION (FACULTY)

## EXECUTIVE SUMMARY

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The WSU Employee Engagement Survey (EES) is a method for the University to gather feedback from employees to identify strengths and weaknesses of the workplace and evaluate overall perceptions of the work environment.

In line with the WSU Strategic Plan 2014–2019, and in an effort to improve institutional effectiveness, the first institution-wide EES was conducted in April 2014 to serve as a baseline in measuring progress and determining how effective improvement efforts are over time. The 2018 EES was sent to all active faculty, administrative professional, and classified staff employees in April 2018. Results from the 2018 survey will be used to continue to identify areas of improvement and assist in developing strategies to enhance the workplace and advance the University’s mission.

For the 2018 Employee Engagement Survey Vice Presidents, Chancellors, and Deans will be asked to submit a written action plan to the Chief Human Resource Officer (CHRO) to address any concerns identified specific to their area/campus/college within six months of receiving a summary of the results for their area/campus/college.

In addition to the survey results provided within this report, Human Resource Services (HRS) released preliminary survey data which contained an overall response breakdown for each statement. The preliminary report is available on the HRS website: [hrs.wsu.edu/employee-engagement-survey/](https://hrs.wsu.edu/employee-engagement-survey/).

## SURVEY OVERVIEW

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### ABOUT THE SURVEY

For the 2018 EES, minimal statements were added and/or modified based on employee feedback received from the 2016 survey comments, as well as input provided by senior leadership. The 2018 survey was designed to answer the following key questions:

Section 1*	Do employees feel they have what is needed to do their job?
Section 2	Do employees feel they are valued?
Section 3	Do employees feel they provide individual contributions?
Section 4	Do employees feel connected to their co-workers?
Section 5	Do employees feel satisfied with their supervisor?
Section 6	Do employees feel connected to their department and do employees feel their department is advancing the University’s mission?
Section 7	Do employees feel connected to WSU as a whole?
Resources*	Are employees aware of WSU resources available in the workplace?
Faculty Specific	Do faculty feel they provide contributions within their faculty appointments?

*\*Updated for 2018*

HRS continued to utilize the Qualtrics online survey tool to conduct the survey as well as compile the data for analysis and comparison between 2014, 2016, and 2018. A total of 39 statements were available for administrative professional and classified staff employees and a total of 43 statements were available for faculty. For 2018, there were 5 statements added to the survey regarding WSU resources pertaining to employee wellness.

The EES measured the responses using a 5-option Likert scale to determine the frequency in which employees identified with the statements. Specifically, respondents were asked to choose between the following: *Never*; *Rarely*; *Sometimes*; *Often*; *Always*. The statements were scored 1–5, with “Never” equaling 1 and “Always” equaling 5, with the exception of the statement “*I have concerns regarding work climate*,” which was scored in reverse. The statements were analyzed to identify the response average overall, the response average for each section, and the response average for each individual statement.

## WHO PARTICIPATED

HRS sent the EES on April 3, 2018, to 6,739 faculty, administrative professional, and classified staff employees on active appointments. Employees with WSU email addresses received an email with instructions on how to complete the survey online. Employees without a WSU email address were mailed a hard copy of the survey along with a postage-paid return envelope to their mailing address on record. The EES closed on April 13, 2018, with responses received by 3,012 employees, resulting in a 44.7% response rate. The overall response rate increased by 16% (28.7% in 2016 to 44.7% in 2018).

## OVERALL SURVEY RESULTS

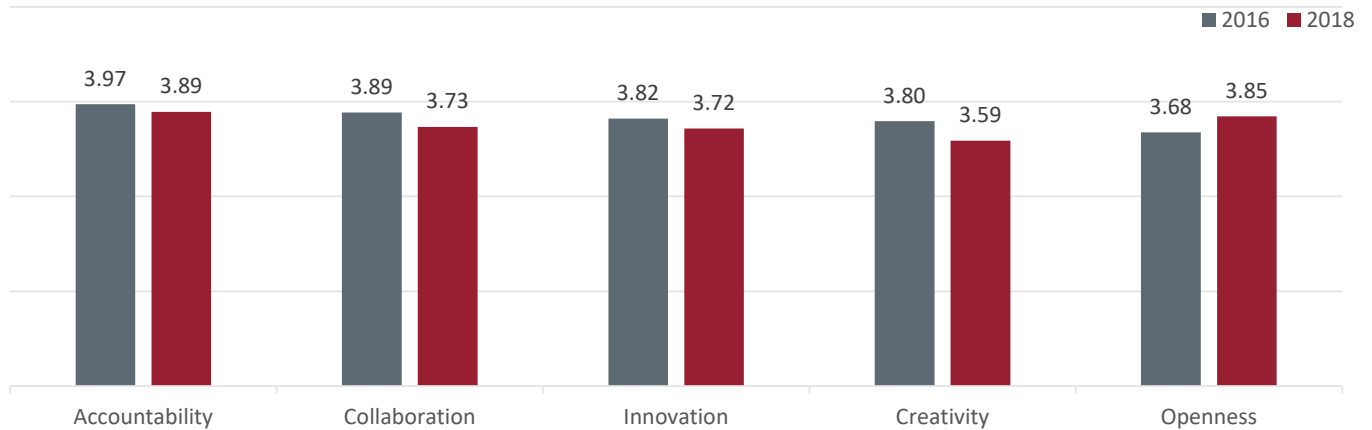
Overall, 64.8% of respondents indicated they are often or always satisfied at work, 25.2% indicated they are sometimes satisfied with work, and 9% are rarely or never satisfied with work. The overall response average for sections 1–7 was 3.76, a slight decrease from 3.81 in 2016. Below is the overall response average breakdown comparison for each section. The detailed results for can be found in [Appendix A](#).

Section	Overarching Question	2014 Average	2016 Average	2018 Average	Change from 2016
Section 1*	Do employees feel they have what is needed to do their job?	4.15	4.12	4.04	<b>-0.09</b>
Section 2	Do employees feel they are valued?	3.49	3.56	3.50	<b>-0.06</b>
Section 3	Do employees feel they provide individual contributions?	3.52	3.68	3.66	<b>-0.02</b>
Section 4	Do employees feel connected to their co-workers?	3.92	4.00	3.97	<b>-0.03</b>
Section 5	Do employees feel satisfied with their supervisor?	N/A	3.88	3.85	<b>-0.03</b>
Section 6	Do employees feel connected to their department?	3.69	3.79	3.73	<b>-0.06</b>
	<i>Do employees feel their department is advancing the University's mission?</i>	<i>N/A</i>	3.83	3.76	<b>-0.07</b>
Section 7	Do employees feel connected to WSU as a whole?	3.59	3.65	3.55	<b>-0.10</b>
Section 8*	Are employees aware of WSU resources available in the workplace?	N/A	3.63	3.62	<b>-0.01</b>
Faculty-Specific	Do faculty feel they provide contributions within their faculty appointments?	3.62	3.73	3.61	<b>-0.12</b>

\*Updated for 2018

## ADVANCING THE UNIVERSITY'S MISSION

The 2016 and 2018 surveys 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.



## POSITIVE RESPONSES

In looking at the overall data for the 2018 survey, over 70% of those who responded indicated positive responses of often or always to the nine statements listed below.

### *Do you feel you have what is needed to do your job?*

- 87.64% indicated they often or always know what is expected of them at work
- 77.24% indicated they often or always have the training needed to do their job efficiently
- 76.39% indicated they often or always receive the information they need to perform their job
- 71.04% indicated they often or always have the technology needed to do their jobs efficiently

### *Do you feel connected to your co-workers?*

- 85.14% indicated they often or always feel they have positive interactions with co-workers
- 76.83% indicated they often or always feel those around them are committed to doing quality work
- 73.83% indicated they often or always enjoy the work climate that exists between themselves and their co-workers

### *Do you feel satisfied with your supervisor?*

- 79.69% indicated they often or always feel their supervisor treats them with dignity and respect

### *Do you feel connected to your department?*

- 70.09% indicated they often or always enjoy being part of their department

## AREAS FOR IMPROVEMENT/EVALUATION

Less than 50% of respondents indicated positive responses of often or always to the 12 statements listed below.

*Do you feel you provide contributions within your faculty appointment?*

19.98% indicated they are often or always encouraged to participate in extension activities

*Do you know and feel you are valued?*

49.08% indicated they feel they are often or always recognized for doing a good job

36.16% indicated they feel they are often or always appropriately compensated for their level of position

*Do you feel connected to your department?*

46.68% indicated they often or always know how their department measures success

45.86% indicated they often or always receive clear information about changes made within their department

*Do you feel connected to WSU?*

38.75% indicated they often or always receive clear information about changes made within their college/area

36.82% indicated they often or always receive clear information about changes made within WSU

*Are employees aware of WSU resources or do employees have concerns in the workplace?*

42.07% indicated they often or always feel comfortable utilizing University resources

33.96% indicated they often or always feel their supervisor encourages them to use University resources

37.07% indicated they often or always feel encouraged to focus on their wellbeing at work and in their personal life

31.26% indicated they often or always feel their department fosters a culture of health and wellness

11.12% indicated they often or always utilize wellbeing programs and resources available to them

## ACTION ITEMS

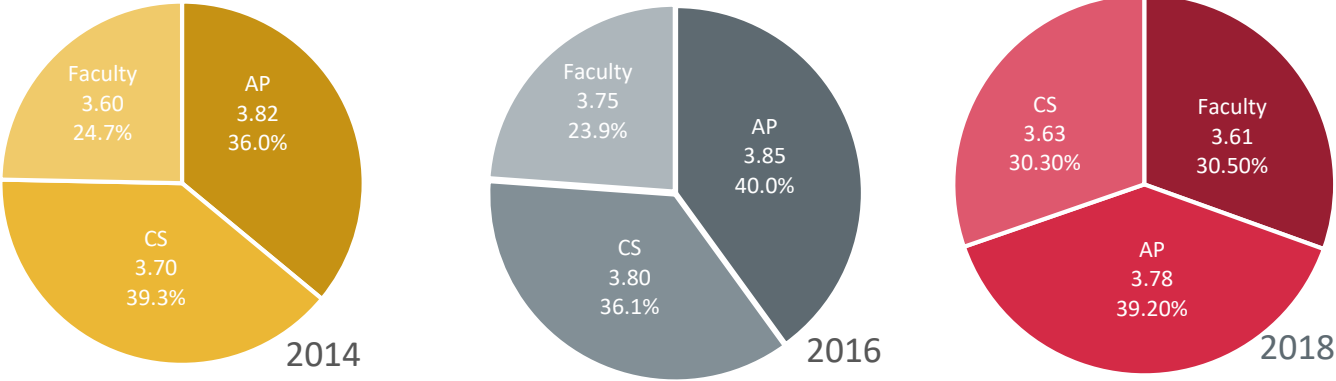
In reviewing the overall survey data, WSU as a whole should focus on initiatives to improve employee engagement and perceptions of the workplace, including but not limited to:

- Encourage faculty to provide contributions within their faculty appointments by encouraging them to engage in extension opportunities (Faculty statement 4)
- Encourage supervisors to identify ways to recognize employees for doing a good job (Statement 6)
- Evaluate employee compensation (Statement 9)
- Improve communication efforts regarding changes at all levels of the University (Statements 25, 36, & 37)
- Provide communication to employees on how success is measured (Statement 26)
- Provide supervisors and departments with information on WSU resources related to workplace concerns and employee health and wellness to better equip them to encourage employees to utilize such resources (Employee Resources)

# DEMOGRAPHIC SPECIFIC INFORMATION

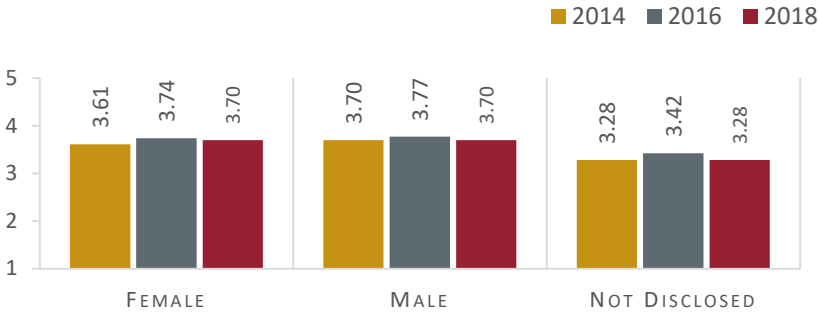
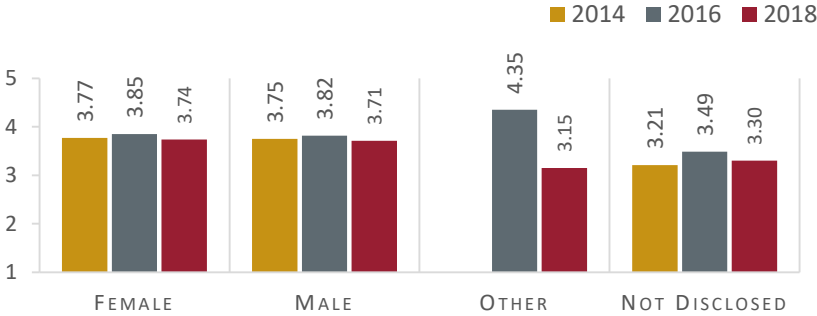
## BREAKDOWN BY EMPLOYEE TYPE

In 2018, Administrative Professional (AP) employees were the largest group of respondents at 39.2%, Classified Staff (CS) employees made up 30.3%, while 30.5% indicated they were Faculty. AP employees had the highest response average for statements 1–39 of 3.78. The detailed breakdown can be found in [Appendix B.4](#).



## BREAKDOWN BY GENDER

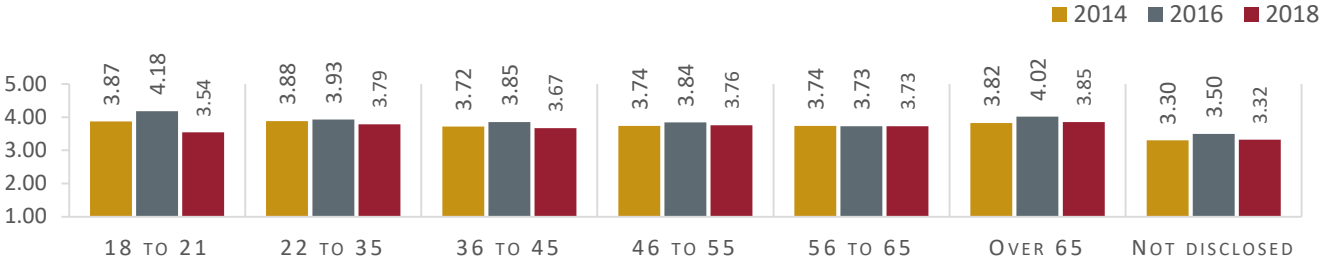
For the 2018 survey, 55.9% identified themselves as female, 35.0% identified themselves as male, 8.7% chose to not self-identify, and .5% identified as other. For statements 1–39, those who identified themselves as female indicated a slightly higher average response of 3.74 compared to those who identified themselves as male, 3.71. The detailed breakdown by each statement can be found in [Appendix B.1](#).



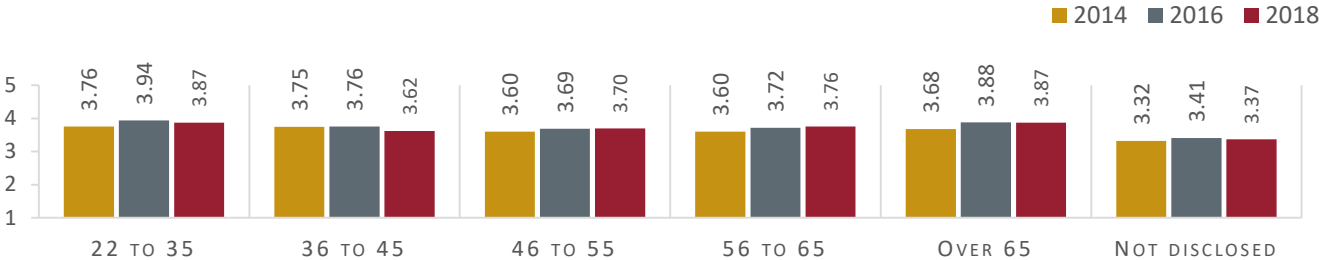
For the faculty-specific demographics, those identified as female as well as those who identified as male had an average response of 3.70. The detailed breakdown by each statement can be found in [Appendix D.1](#).

## BREAKDOWN BY AGE

The majority of survey respondents (85.5%), identified themselves between the ages of 22 and 65 years. Those who identified themselves over the age of 65, (2.5% of respondents) indicated the highest response average for statements 1–39 of 3.85. Those between the ages of 18–21 years, representing only 0.2% of respondents, had the lowest response average for statements 1–39 of 3.54. The detailed breakdown by each statement can be found in [Appendix B.2](#).

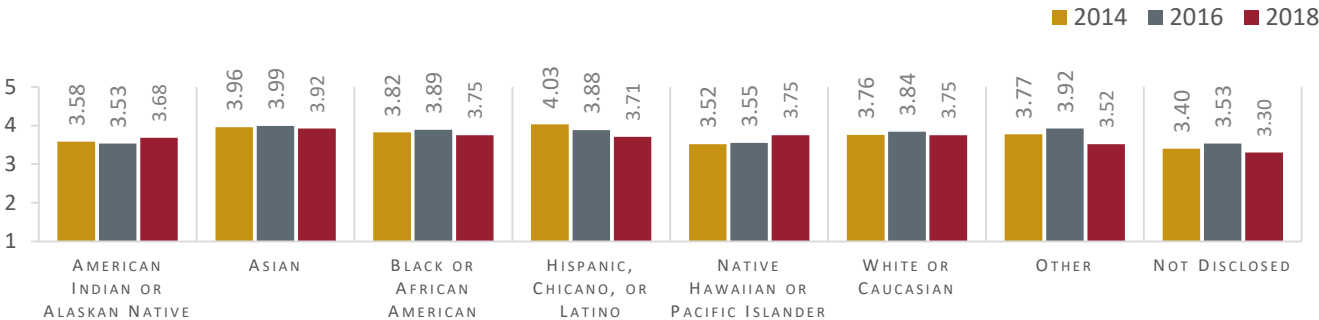


For the faculty-specific data, those age 22 to 35 as well as those over the age of 65 indicated the highest response average of 3.87, while faculty age 36 to 45 indicated the lowest response average of 3.62. The detailed data can be found in [Appendix D.2](#).



## BREAKDOWN BY ETHNICITY/RACE

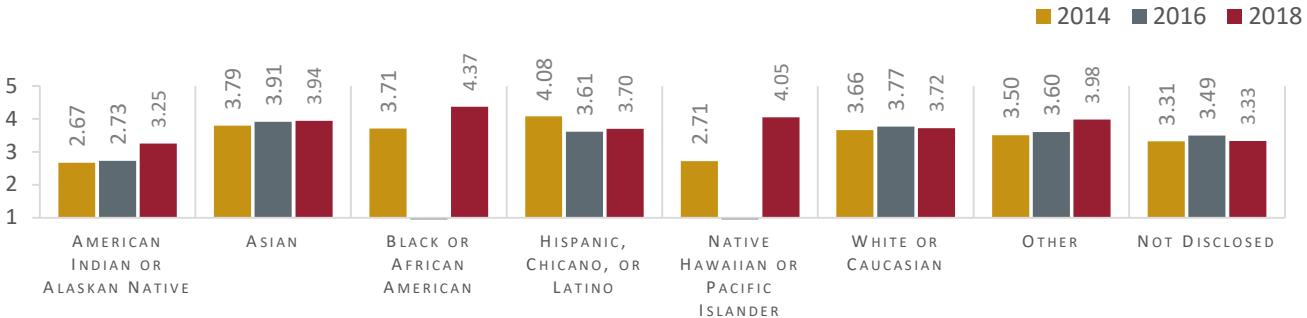
Respondents who identified themselves as Asian (3.8%) indicated the highest response average for statements 1–39 of 3.92. Those who identified as American Indian or Alaskan Native (1.5%) had the lowest response average for statements 1–39 of 3.68. The detailed data can be found in [Appendix B.3](#).





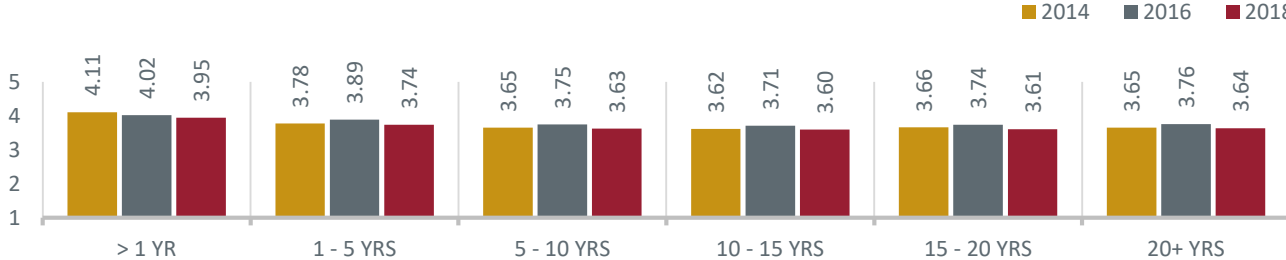
## BREAKDOWN BY ETHNICITY/RACE (CONTINUED)

For the faculty-specific data, those who identified themselves as Black or African American, less than 1% of respondents, indicated the highest response average 4.37. Those who identified as American Indian or Alaskan Native, less than 1% of respondents, had the lowest response average of 3.25. The detailed data can be found in [Appendix D.3](#).

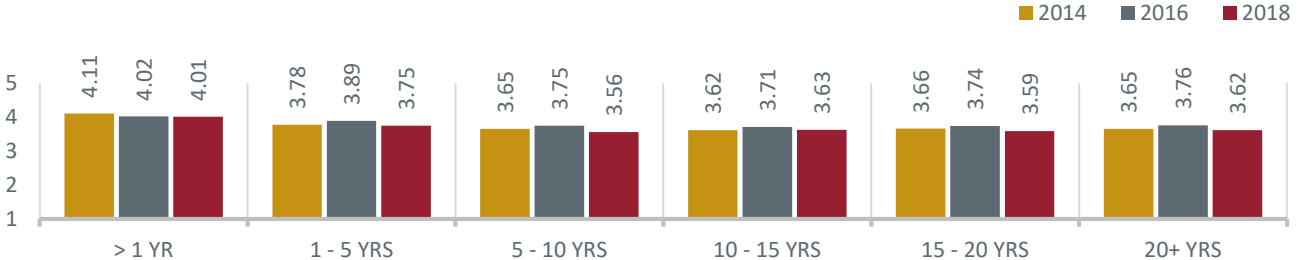


## BREAKDOWN BY NUMBER OF YEARS EMPLOYED BY WSU

Respondents employed for less than one year (9.0%) had the highest response average for statements 1–39 of 3.95 while those employed with WSU for 10 to 15 years (13.5%) indicated the lowest response average of 3.60. The detailed breakdown can be found in [Appendix B.5](#).

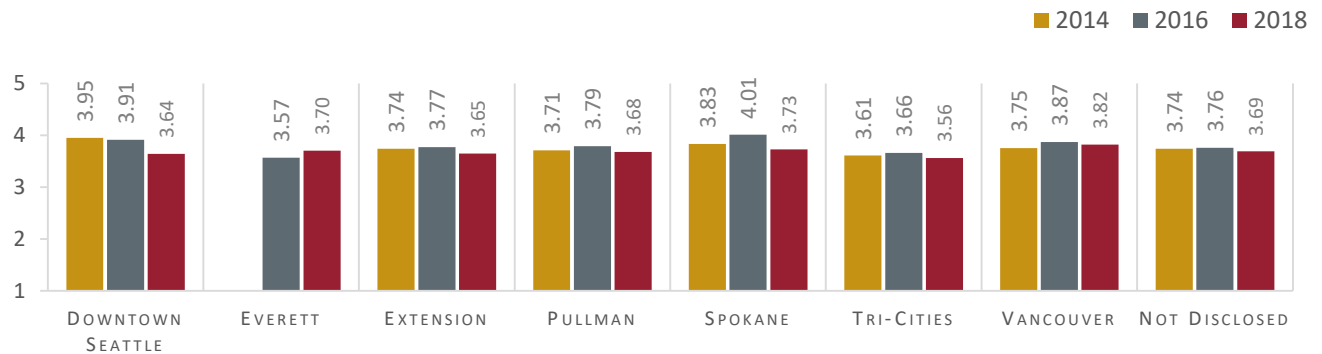


For faculty-specific responses, respondents employed for less than one year had the highest response average of 4.01, while those employed with WSU for 5 to 10 years indicated the lowest response average of 3.56. The detailed breakdown can be found in [Appendix D.4](#).



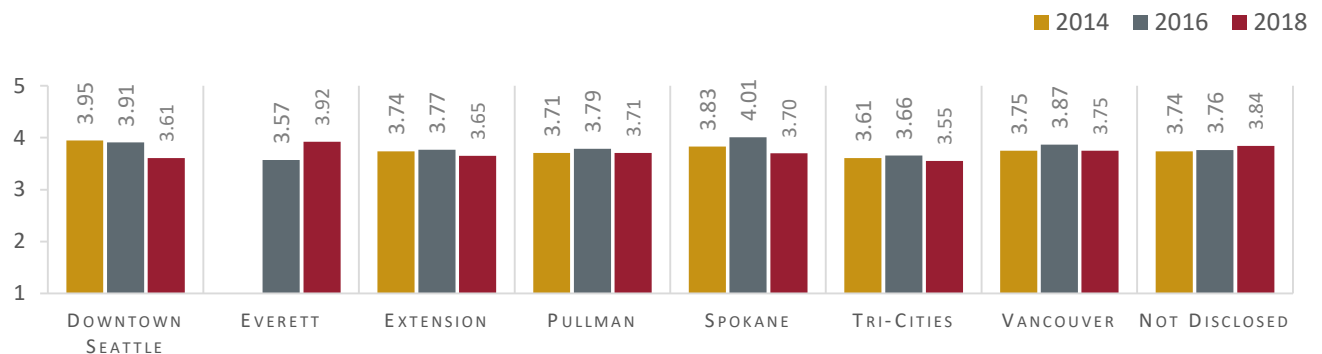
## BREAKDOWN BY WSU LOCATION/CAMPUS

Overall, the respondents located in Tri-Cities (4.8%) indicated the lowest averages for statements 1–39 of 3.56. The respondents located in Vancouver (8.2%) indicated the highest average for statements 1–39 of 3.82. The majority of respondents indicated they were from the Pullman campus (64.6%). The detailed breakdown can be found in [Appendix B.6](#).



## BREAKDOWN BY WSU LOCATION/CAMPUS, CONTINUED

For faculty-specific responses, respondents located in Everett, less than 2% of the total respondents, had the highest response average of 3.92. The respondents located in Tri-Cities had the lowest response average of 3.55. The detailed breakdown can be found in [Appendix D.5](#).



## BREAKDOWN BY AREA

Respondents who identified themselves within Governmental Relations & External Affairs had the lowest response average for statements 1–39 of 3.38, while respondents who identified themselves within the Office of the President & Presidential Units had the highest response average for statements 1–39 of 4.04. The detailed breakdown of all colleges and administrative areas can be found in [Appendix C.1](#).

Faculty respondents who identified themselves within Athletics had the highest response average of 4.29. Faculty respondents who identified themselves within WSU Tri-Cities had the lowest response average of 3.38. The detailed breakdown of all colleges and administrative areas can be found in [Appendix C.2](#).

## EMPLOYEE OVERALL COMMENTS

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At the end of the survey, employees were given the opportunity to provide comments regarding subjects not addressed in the survey. A total of 703 respondents, approximately 23.3% of those who responded the survey, provided feedback which is valuable in assessing employee engagement.

Multiple respondents provided feedback on more than one subject, resulting in 803 comments; 88 comments provided positive feedback related to working for WSU, gathering feedback through the survey, and improvements in the work environment. Respondents provided feedback specific to the survey (74 comments), including recommendations regarding survey questions. Respondents also provided feedback on a number of areas for improvement (643 comments).

## EMPLOYEE FEEDBACK

### **Input on survey subjects and/or questions:**

Respondents identified a number of subjects not addressed within the survey which they felt were important for assessing employee engagement:

- Questions geared toward executive leadership, including support of executive leadership regarding professional development of employees and how/if leadership acts on input or feedback from staff when making decisions
- Additional questions regarding compensation, professional development opportunities, distribution of resources, climate, and satisfaction level of employee/university resources utilized
- Concerns regarding ability to identify those completing the survey and requests to remove demographic information
- Requests to provide clearer definition regarding what is meant by “employee engagement,” “department,” and “supervisor”
- Requests to expand comment box and reevaluate question options
- Comments suggesting survey does not take into consideration those reporting to multiple areas, colleges, campuses, departments, and/or supervisors

### **Additional Feedback:**

While the majority of comments identified areas for improvement or concern, there were 88 positive responses regarding specific supervisors, work environment, and leadership. A number of those who provided positive feedback expressed appreciation and love for their department, their college, and/or WSU as a whole. Additionally, a number of responses expressed appreciation for conducting the survey and soliciting feedback from faculty and staff.

## AREAS FOR IMPROVEMENT

Respondents provided specific feedback on a number of areas for improvement or evaluation throughout the University. Each of the employees' comments were evaluated and sorted into the following themes:

### Communication:

- Communicating change across department, area, and/or WSU
- Transparency of information being communicated at all levels
- Lack of communication at all levels regarding internal changes
- Unprofessional communication at leadership level
- Dissemination of information top-down and across varying geographical locations

### Compensation:

- Inequities across all employee types; executive-heavy compensation
- Inability for merit increase
- Inconsistency in titles across departments
- Pay for non-tenured faculty (adjunct, post-docs, and clinical)
- Pay for faculty and/or staff compared to executive level
- External applicants paid more than internal applicants
- Compensation for amount of work

### Employee Appreciation:

- WSU as a whole not caring for employees during budget crisis
- Lack of acknowledgment/appreciation for a job well done or going above and beyond
- Adjunct faculty not included/appreciated
- Recognizing and rewarding long term employees

### Employee Expectations:

- Inconsistent expectations across employee types and/or staff members
- Inconsistent expectations for teaching/research/service between campuses as well as extension
- Expectation for those in management/leadership roles vs. employees
- Expecting employees to take on more with less staff and be available outside the normal work day
- Lack of accountability across WSU and at all levels

### Employee Input:

- Employees should be given an opportunity to provide feedback and/or evaluate their supervisor as well as higher administrators
- Employee input/feedback is not asked for, appreciated, or taken into consideration

### Employee Resources/Services:

- Employee parking; accessibility and cost of parking
- Discount for Fitness/Recreation Center, Children's center
- Create fitness facility and child care facility at other campuses or provide discount programs
- Expand employee wellness programs, provide more accessible programs at other campuses
- Better promotion of work/life balance; greater flexibility
- Concerns with offices providing employee services; including Graduate School, HRS, Internal Audit, OEO, and Payroll

### Organizational Structure:

- Reporting and administrative structures across campuses (two reporting lines)
- Disconnect from "Pullman" campus when on another campus, research center, or in extension

### Policies and Procedures:

- Clarity regarding policies and procedures and purpose for them
- Department managers and supervisors need more training on WSU policies and procedures
- Changes in policies and procedures not vetted through proper channels or communicated clearly throughout WSU
- Clarity on tenure and/or promotion process
- Inconsistent accountability adhering to policies/procedures
- Input regarding or inconsistency of specific policies, including annual reviews, salary increases, benefits, promotions, and holiday reduced operations

### Professional Growth/Employee Development:

- Lack of career path/growth across employee types
- Lack of professional development and/or advancement opportunities across employee types
- Promotional opportunities given to those who do not have the competency and/or experience
- Better training for and development of supervisors and managers

### Resources:

- Lack of clarity in how resources are allocated
- Concerns regarding how budget constraints are impacting resources
- Budget constraints impact on overall morale
- Departments and employees expected to do more with less
- Loss of funding for programs, Ph.D. students, temp faculty, and tenure-track faculty
- Outdated IT systems, current systems are cumbersome and inefficient

### University Environment:

- WSU is focused more on Athletics than being land-grant
- Drive to 25 focus on research instead of teaching students or focusing on land-grant activities
- Overall negative culture, culture of retaliation, overlooking employee concerns, and lack of accountability of leadership

### Work Environment:

- Bullying, discrimination, harassment, hostile behavior from co-workers, supervisors, and/or administrators
- Climate of fear, favoritism, nepotism, and/or sexism
- Lack of transparency, communication, and/or accountability
- Oppressive, distrusting, toxic environment at all levels of the University



# APPENDIX B.1: Breakdown by Gender

	Overall Average			Female			Male			Other			Not-Disclosed			
	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	
% of Respondents	57.7%	60.4%	55.9%	36.3%	32.9%	35.0%	N/A	0.2%	0.5%	2014	2016	2018	6.0%	6.6%	8.7%	
Overall Average for statements 1-39	3.72	3.81	3.76	3.77	3.85	3.74	3.75	3.82	3.71	N/A	4.35	3.15	3.21	3.49	3.30	
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>																
1 I know what is expected of me at work.	4.38	4.37	4.35	4.43	4.40	4.36	4.40	4.39	4.35	-	5.00	3.77	3.94	4.11	4.07	
2 I receive the information I need to perform my job.	4.06	4.03	4.02	4.12	4.07	4.04	4.08	4.04	4.02	-	4.33	3.38	3.51	3.73	3.69	
3 I have the training to do my job effectively.*	3.99	4.00	4.10	4.07	4.04	4.08	3.96	4.03	4.10	-	5.00	3.38	3.56	3.69	3.86	
4 I have the resources to do my job effectively.*	-	-	3.75	-	-	3.84	-	-	3.69	-	-	3.08	-	-	3.34	
5 I have the technology I need to do my job efficiently.	4.15	4.09	3.96	4.20	4.15	4.02	4.15	4.05	3.91	-	4.67	3.38	3.78	3.82	3.65	
<b>SECTION 2: Do employees feel they are valued?</b>																
6 I am recognized for doing a good job.	3.41	3.50	3.45	3.50	3.54	3.47	3.42	3.55	3.44	-	4.00	2.77	2.82	3.06	3.04	
7 My supervisor values me and the work I do.	3.84	3.93	3.91	3.89	3.94	3.89	3.90	4.00	3.91	-	4.67	3.38	3.20	3.59	3.45	
8 I feel encouraged to have a good balance between work and personal life.	3.41	3.63	3.59	3.53	3.72	3.60	3.41	3.59	3.49	-	4.33	2.62	2.58	3.19	2.95	
9 I feel appropriately compensated for my level of position.	-	3.17	3.05	-	3.19	3.01	-	3.18	3.06	-	4.00	2.69	-	2.98	2.71	
<b>SECTION 3: Do employees feel they provide individual contributions?</b>																
10 I am encouraged to develop myself professionally.	3.44	3.59	3.58	3.51	3.62	3.61	3.44	3.61	3.52	-	3.67	2.69	3.05	3.24	3.17	
11 I am encouraged to provide input on decisions impacting my work.	3.54	3.64	3.61	3.58	3.67	3.63	3.62	3.68	3.66	-	4.00	3.15	2.92	3.31	3.00	
12 I am encouraged to come up with better ways of doing things.	3.56	3.72	3.66	3.65	3.77	3.68	3.56	3.72	3.64	-	4.33	3.23	3.03	3.37	3.16	
13 I am given opportunities to be innovative or creative.	-	3.69	3.66	-	3.70	3.65	-	3.77	3.69	-	4.67	3.00	-	3.36	3.16	
14 I am given opportunities to be collaborative.	-	3.78	3.77	-	3.83	3.79	-	3.78	3.76	-	4.33	2.85	-	3.46	3.35	
<b>SECTION 4: Do employees feel connected to their co-workers?</b>																
15 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.88	3.83	3.91	3.93	3.89	3.87	3.87	3.82	-	4.67	3.15	3.42	3.53	3.40	
16 Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.84	3.79	3.85	3.87	3.82	3.84	3.86	3.79	-	4.00	3.23	3.29	3.54	3.46	
17 Those around me are committed to doing quality work.	4.12	4.10	4.10	4.18	4.15	4.10	4.09	4.05	4.02	-	4.33	3.54	3.82	3.88	3.83	
18 I have positive interactions with my co-workers.	-	4.19	4.17	-	4.23	4.19	-	4.15	4.15	-	4.33	3.31	-	4.01	3.85	
19 I enjoy the work climate that exists between my co-workers and me.	-	4.00	3.97	-	4.04	4.00	-	4.01	3.94	-	4.67	3.31	-	3.74	3.60	
<b>SECTION 5: Do employees feel satisfied with their supervisor.**</b>																
20 My supervisor gives me ongoing feedback to help me improve my performance.	3.29	3.45	3.43	3.33	3.50	3.43	3.35	3.43	3.39	-	4.00	3.00	2.73	3.17	3.10	
21 My supervisor encourages a positive work climate.	-	3.90	3.88	-	3.94	3.84	-	3.91	3.87	-	5.00	3.62	-	3.58	3.45	
22 My supervisor promotes open communication and feedback.	-	3.90	3.83	-	3.92	3.82	-	3.92	3.85	-	4.67	3.54	-	3.62	3.38	
23 My supervisor treats me with dignity and respect.	-	4.29	4.27	-	4.29	4.25	-	4.35	4.26	-	5.00	3.85	-	4.02	3.82	
<b>SECTION 6: Do employees feel connected to their department?</b>																
24 Clear reporting structures are established within my department.	3.79	3.87	3.80	3.85	3.92	3.74	3.79	3.84	3.74	-	5.00	3.38	3.36	3.56	3.38	
25 I receive clear information about changes being made within my department.	3.32	3.43	3.37	3.33	3.45	3.35	3.41	3.49	3.38	-	3.67	2.92	2.84	3.08	2.90	
26 I know how my department measures success.	3.26	3.41	3.35	3.31	3.43	3.30	3.30	3.43	3.31	-	4.00	3.08	2.80	3.11	2.89	
27 I know how my work contributes to the success of my department.	3.84	3.92	3.87	3.86	3.94	3.84	3.92	3.97	3.89	-	4.33	3.46	3.35	3.56	3.44	
28 My department demonstrates support for a diverse workforce.	4.00	4.08	4.00	4.02	4.10	3.81	4.06	4.11	3.73	-	4.50	2.15	3.52	3.82	3.10	
29 I enjoy being part of my department.	3.96	4.00	3.96	4.01	4.05	3.94	3.99	3.99	3.94	-	4.67	3.38	3.38	3.61	3.42	
Rate the extent to which your department approached the following to advance the University Mission:																
30 Accountability	-	3.97	3.89	-	4.03	3.75	-	3.94	3.62	-	4.33	3.69	-	3.66	3.25	
31 Innovation	-	3.82	3.73	-	3.88	3.62	-	3.80	3.53	-	4.33	3.31	-	3.45	3.18	
32 Creativity	-	3.80	3.72	-	3.85	3.59	-	3.77	3.54	-	4.33	3.15	-	3.45	3.09	
33 Openness	-	3.68	3.59	-	3.73	3.49	-	3.67	3.50	-	4.33	3.31	-	3.27	2.92	
34 Collaboration	-	3.89	3.85	-	3.95	3.79	-	3.85	3.68	-	4.00	3.23	-	3.56	3.21	
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>																
35 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.	3.71	3.70	3.65	3.77	3.74	3.58	3.76	3.72	3.56	-	4.00	2.85	3.06	3.34	3.11	
36 I receive clear information about changes being made within my college/area.	3.18	3.29	3.22	3.21	3.32	3.20	3.26	3.31	3.20	-	3.67	2.54	2.62	2.99	2.77	
37 I receive clear information about changes being made within WSU.	3.16	3.33	3.22	3.21	3.38	3.26	3.17	3.30	3.15	-	3.67	2.46	2.72	2.99	2.87	
38 I enjoy being part of Washington State University.	4.07	4.08	3.93	4.15	4.13	3.96	4.06	4.07	3.90	-	4.67	2.85	3.50	3.73	3.49	
39 Overall, I am satisfied at work	3.84	3.86	3.76	3.89	3.91	3.79	3.86	3.87	3.73	-	4.00	3.23	3.35	3.41	3.28	
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace? *</b>																
I am comfortable with utilizing University resources.	-	3.75	3.62	-	3.78	3.15	-	3.79	3.17	-	3.67	2.62	-	3.27	2.51	
My supervisor encourages me to use the University resources available to me.	-	3.47	3.67	-	3.51	2.58	-	3.48	2.67	-	3.33	2.31	-	2.98	2.02	
I have concerns regarding work climate.	-	3.54	3.46	-	3.58	3.27	-	3.55	3.29	-	4.67	2.38	-	3.09	2.86	
I feel comfortable bringing work climate concerns to my supervisor.	-	3.77	3.73	-	3.77	3.32	-	3.90	3.41	-	5.00	3.00	-	3.14	2.90	
I utilize wellbeing programs and resources available to employees.**	-	-	2.49	-	-	3.65	-	-	3.88	-	-	2.92	-	-	3.70	
My department fosters a culture of health and wellness.**	-	-	3.27	-	-	2.81	-	-	2.72	-	-	1.85	-	-	2.21	
I feel encouraged to focus on my wellbeing both at work and in my personal life.**	-	-	3.28	-	-	3.04	-	-	2.97	-	-	2.15	-	-	2.34	

\*Updated for 2018; \*\*New for 2018







# APPENDIX B.4: Breakdown by Employee Type

	Average			Faculty			AP			CS		
	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018
<b>% of Respondents</b>				<b>24.7%</b>	<b>23.9%</b>	<b>30.5%</b>	<b>36.0%</b>	<b>40.0%</b>	<b>39.2%</b>	<b>39.3%</b>	<b>36.1%</b>	<b>30.3%</b>
<b>Overall Average for statements 1-39</b>	<b>3.72</b>	<b>3.81</b>	<b>3.76</b>	<b>3.60</b>	<b>3.75</b>	<b>3.61</b>	<b>3.82</b>	<b>3.85</b>	<b>3.78</b>	<b>3.70</b>	<b>3.80</b>	<b>3.63</b>
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>												
1 I know what is expected of me at work.	4.38	4.37	4.35	4.19	4.33	4.29	4.41	4.32	4.33	4.46	4.44	4.33
2 I receive the information I need to perform my job.	4.06	4.03	4.02	3.92	4.04	3.99	4.12	3.98	4.01	4.10	4.08	3.97
3 I have the training to do my job effectively.*	3.99	4.00	4.10	3.67	3.98	4.16	4.07	3.96	4.03	4.13	4.07	4.00
4 I have the resources to do my job effectively.*	-	-	3.75	-	-	3.52	-	-	3.77	-	-	3.91
5 I have the technology I need to do my job efficiently.	4.15	4.09	3.96	3.85	3.95	3.80	4.27	4.10	3.99	4.23	4.17	4.01
<b>SECTION 2: Do employees feel they are valued?</b>												
6 I am recognized for doing a good job.	3.41	3.50	3.45	3.30	3.44	3.34	3.49	3.49	3.47	3.41	3.55	3.41
7 My supervisor values me and the work I do.	3.84	3.93	3.91	3.66	3.84	3.72	3.95	3.95	3.97	3.85	3.98	3.79
8 I feel encouraged to have a good balance between work and personal life.	3.41	3.63	3.59	2.97	3.19	3.06	3.57	3.70	3.67	3.55	3.84	3.68
9 I feel appropriately compensated for my level of position.	-	3.17	3.05	-	3.04	3.01	-	3.28	3.06	-	3.12	2.89
<b>SECTION 3: Do employees feel they provide individual contributions?</b>												
10 I am encouraged to develop myself professionally.	3.44	3.59	3.58	3.58	3.69	3.69	3.53	3.59	3.58	3.29	3.52	3.30
11 I am encouraged to provide input on decisions impacting my work.	3.54	3.64	3.61	3.49	3.59	3.51	3.73	3.77	3.73	3.41	3.53	3.43
12 I am encouraged to come up with better ways of doing things.	3.56	3.72	3.66	3.44	3.56	3.45	3.79	3.89	3.80	3.43	3.63	3.51
13 I am given opportunities to be innovative or creative.	-	3.69	3.66	-	3.77	3.68	-	3.81	3.75	-	3.50	3.36
14 I am given opportunities to be collaborative.	-	3.78	3.77	-	3.84	3.77	-	3.93	3.91	-	3.57	3.44
<b>SECTION 4: Do employees feel connected to their co-workers?</b>												
15 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.88	3.83	3.71	3.73	3.70	3.97	3.94	3.90	3.84	3.91	3.80
16 Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.84	3.79	3.68	3.72	3.68	3.89	3.89	3.84	3.80	3.86	3.75
17 Those around me are committed to doing quality work.	4.12	4.10	4.10	4.11	4.11	4.05	4.22	4.12	4.10	4.03	4.06	3.95
18 I have positive interactions with my co-workers.	-	4.19	4.17	-	4.12	4.09	-	4.20	4.19	-	4.21	4.10
19 I enjoy the work climate that exists between my co-workers and me.	-	4.00	3.97	-	3.95	3.89	-	4.03	4.00	-	4.01	3.88
<b>SECTION 5: Do employees feel satisfied with their supervisor. **</b>												
20 My supervisor gives me ongoing feedback to help me improve my performance.	3.29	3.45	3.43	3.17	3.39	3.24	3.35	3.44	3.44	3.31	3.50	3.41
21 My supervisor encourages a positive work climate.	-	3.90	3.88	-	3.82	3.66	-	3.95	3.94	-	3.90	3.77
22 My supervisor promotes open communication and feedback.	-	3.90	3.83	-	3.81	3.61	-	3.95	3.90	-	3.90	3.78
23 My supervisor treats me with dignity and respect.	-	4.29	4.27	-	4.28	4.13	-	4.33	4.33	-	4.24	4.11
<b>SECTION 6: Do employees feel connected to their department?</b>												
24 Clear reporting structures are established within my department.	3.79	3.87	3.80	3.68	3.71	3.55	3.94	3.91	3.82	3.72	3.93	3.69
25 I receive clear information about changes being made within my department.	3.32	3.43	3.37	3.45	3.52	3.39	3.39	3.42	3.33	3.19	3.39	3.21
26 I know how my department measures success.	3.26	3.41	3.35	3.44	3.55	3.41	3.29	3.36	3.27	3.14	3.37	3.09
27 I know how my work contributes to the success of my department.	3.84	3.92	3.87	3.64	3.74	3.67	3.97	4.01	3.94	3.85	3.95	3.80
28 My department demonstrates support for a diverse workforce.	4.00	4.08	4.00	3.88	3.97	3.57	4.14	4.17	3.88	3.95	4.06	3.61
29 I enjoy being part of my department.	3.96	4.00	3.96	3.86	3.91	3.80	4.07	4.06	3.97	3.93	4.00	3.87
Rate the extent to which your department approached the following to advance the University Mission:												
30 Accountability	-	3.97	3.89	-	3.86	3.48	-	4.00	3.81	-	4.02	3.61
31 Innovation	-	3.82	3.73	-	3.82	3.46	-	3.90	3.70	-	3.74	3.42
32 Creativity	-	3.80	3.72	-	3.78	3.46	-	3.88	3.69	-	3.71	3.35
33 Openness	-	3.68	3.59	-	3.67	3.35	-	3.70	3.54	-	3.65	3.36
34 Collaboration	-	3.89	3.85	-	3.87	3.62	-	3.96	3.86	-	3.81	3.54
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>												
25 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.	3.71	3.70	3.65	3.48	3.57	3.36	3.86	3.77	3.65	3.72	3.72	3.51
26 I receive clear information about changes being made within my college/area.	3.18	3.29	3.22	3.18	3.32	3.20	3.24	3.29	3.17	3.13	3.27	3.08
27 I receive clear information about changes being made within WSU.	3.16	3.33	3.22	3.10	3.29	3.13	3.20	3.35	3.23	3.17	3.33	3.15
28 I enjoy being part of Washington State University.	4.07	4.08	3.93	3.84	3.91	3.72	4.16	4.13	3.97	4.15	4.14	3.96
29 Overall, I am satisfied at work	3.84	3.86	3.76	3.80	3.80	3.66	3.91	3.88	3.80	3.81	3.87	3.67
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace? *</b>												
I am comfortable with utilizing University resources.	-	3.75	3.62	-	3.75	2.98	-	3.81	3.23	-	3.67	3.01
My supervisor encourages me to use the University resources available to me.	-	3.47	3.67	-	3.37	2.21	-	3.52	2.75	-	3.47	2.63
I have concerns regarding work climate.	-	3.54	3.46	-	3.55	3.15	-	3.55	3.32	-	3.51	3.17
I feel comfortable bringing work climate concerns to my supervisor.	-	3.77	3.73	-	3.77	3.12	-	3.83	3.49	-	3.70	3.24
I utilize wellbeing programs and resources available to employees.**	-	-	2.49	-	-	3.68	-	-	3.78	-	-	3.70
My department fosters a culture of health and wellness.**	-	-	3.27	-	-	2.44	-	-	2.93	-	-	2.72
I feel encouraged to focus on my wellbeing both at work and in my personal life.**	-	-	3.28	-	-	2.66	-	-	3.14	-	-	2.97

\*Updated for 2018; \*\*New for 2018

# APPENDIX B.5: Breakdown by Years of Service

	Average			> 1yr			1-5 yrs			5-10 yrs			10-15 yrs			15-20 yrs			20+ yrs		
	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018
<b>% of Respondents</b>	<b>10.9%</b>	<b>10.6%</b>	<b>9.0%</b>	<b>22.9%</b>	<b>31.1%</b>	<b>35.1%</b>	<b>21.7%</b>	<b>16.0%</b>	<b>15.7%</b>	<b>14.7%</b>	<b>13.9%</b>	<b>13.5%</b>	<b>9.7%</b>	<b>10.5%</b>	<b>10.2%</b>	<b>20.4%</b>	<b>20.1%</b>	<b>20.2%</b>	<b>18.0%</b>	<b>16.5%</b>	
<b>Overall Average for statements 1-39</b>	<b>3.72</b>	<b>3.81</b>	<b>3.76</b>	<b>4.11</b>	<b>4.02</b>	<b>3.95</b>	<b>3.78</b>	<b>3.89</b>	<b>3.74</b>	<b>3.65</b>	<b>3.75</b>	<b>3.63</b>	<b>3.62</b>	<b>3.71</b>	<b>3.60</b>	<b>3.66</b>	<b>3.74</b>	<b>3.61</b>	<b>3.65</b>	<b>3.76</b>	<b>3.64</b>
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>																					
1 I know what is expected of me at work.	4.38	4.37	4.35	4.45	4.26	4.36	4.38	4.40	4.30	4.33	4.37	4.31	4.37	4.36	4.31	4.38	4.44	4.36	4.43	4.37	4.40
2 I receive the information I need to perform my job.	4.06	4.03	4.02	4.20	4.06	4.15	4.10	4.06	3.98	4.02	3.99	3.95	4.01	4.01	3.96	4.04	4.03	4.03	4.07	4.06	4.02
3 I have the training to do my job effectively.*	3.99	4.00	4.10	4.21	3.97	4.14	4.04	4.05	4.04	3.92	3.98	4.03	3.91	3.97	4.07	3.95	3.94	4.09	3.99	4.06	4.12
4 I have the resources to do my job effectively.*	-	-	3.75	-	-	4.02	-	-	3.75	-	-	3.64	-	-	3.70	-	-	3.65	-	-	3.74
5 I have the technology I need to do my job efficiently.	4.15	4.09	3.96	4.28	4.20	4.18	4.14	4.08	3.93	4.11	4.10	3.85	4.14	4.00	3.91	4.20	4.13	3.97	4.14	4.10	3.98
<b>SECTION 2: Do employees feel they are valued?</b>																					
6 I am recognized for doing a good job.	3.41	3.50	3.45	3.93	3.81	3.77	3.48	3.60	3.47	3.33	3.40	3.33	3.28	3.39	3.31	3.36	3.39	3.34	3.32	3.46	3.34
7 My supervisor values me and the work I do.	3.84	3.93	3.91	4.32	4.14	4.03	3.89	4.07	3.94	3.86	3.87	3.83	3.71	3.83	3.80	3.79	3.82	3.74	3.68	3.82	3.73
8 I feel encouraged to have a good balance between work and personal life.	3.41	3.63	3.59	3.98	4.02	4.00	3.51	3.81	3.67	3.43	3.54	3.38	3.16	3.43	3.32	3.35	3.49	3.26	3.20	3.45	3.26
9 I feel appropriately compensated for my level of position.	-	-	3.17	3.05	-	3.61	4.00	-	3.16	3.00	-	3.07	2.92	-	2.98	2.87	-	3.13	2.92	-	3.17
<b>SECTION 3: Do employees feel they provide individual contributions?</b>																					
10 I am encouraged to develop myself professionally.	3.44	3.59	3.58	4.01	3.93	4.00	3.59	3.77	3.64	3.40	3.53	3.54	3.30	3.44	3.34	3.25	3.30	3.39	3.24	3.46	3.32
11 I am encouraged to provide input on decisions impacting my work.	3.54	3.64	3.61	3.98	3.95	3.92	3.63	3.78	3.64	3.43	3.61	3.55	3.44	3.46	3.41	3.46	3.47	3.48	3.48	3.54	3.53
12 I am encouraged to come up with better ways of doing things.	3.56	3.72	3.66	4.03	4.02	3.96	3.65	3.86	3.69	3.45	3.64	3.58	3.47	3.55	3.47	3.42	3.61	3.44	3.50	3.61	3.55
13 I am given opportunities to be innovative or creative.	-	3.69	3.66	-	3.88	3.81	-	3.73	3.64	-	3.65	3.64	-	3.57	3.49	-	3.63	3.53	-	3.71	3.59
14 I am given opportunities to be collaborative.	-	3.78	3.77	-	4.02	4.03	-	3.87	3.80	-	3.72	3.74	-	3.67	3.58	-	3.70	3.61	-	3.71	3.65
<b>SECTION 4: Do employees feel connected to their co-workers?</b>																					
15 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.88	3.83	4.18	4.07	3.98	3.99	3.93	3.86	3.74	3.79	3.78	3.73	3.78	3.77	3.82	3.82	3.73	3.80	3.89	3.76
16 Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.84	3.79	4.13	4.08	4.00	3.92	3.89	3.82	3.69	3.77	3.70	3.67	3.76	3.71	3.77	3.82	3.72	3.76	3.78	3.72
17 Those around me are committed to doing quality work.	4.12	4.10	4.10	4.38	4.34	4.25	4.14	4.10	4.08	4.05	3.98	3.95	4.01	4.04	4.01	4.11	4.05	3.99	4.13	4.11	4.04
18 I have positive interactions with my co-workers.	-	4.19	4.17	-	4.29	4.30	-	4.23	4.18	-	4.11	4.11	-	4.19	4.08	-	4.14	4.05	-	4.16	4.10
19 I enjoy the work climate that exists between my co-workers and me.	-	4.00	3.97	-	4.17	4.11	-	4.04	3.97	-	3.93	3.91	-	3.94	3.88	-	3.93	3.86	-	4.02	3.92
<b>SECTION 5: Do employees feel satisfied with their supervisor. **</b>																					
20 My supervisor gives me ongoing feedback to help me improve my performance.	3.29	3.45	3.43	3.82	3.71	3.71	3.40	3.54	3.48	3.26	3.38	3.34	3.16	3.37	3.27	3.14	3.35	3.27	3.08	3.37	3.21
21 My supervisor encourages a positive work climate.	-	3.90	3.88	-	4.09	4.17	-	4.04	3.90	-	3.77	3.74	-	3.79	3.71	-	3.80	3.67	-	3.85	3.70
22 My supervisor promotes open communication and feedback.	-	3.90	3.83	-	4.14	4.17	-	4.05	3.86	-	3.81	3.72	-	3.75	3.68	-	3.76	3.65	-	3.81	3.67
23 My supervisor treats me with dignity and respect.	-	4.29	4.27	-	4.54	4.43	-	4.41	4.29	-	4.21	4.13	-	4.22	4.13	-	4.12	4.11	-	4.15	4.16
<b>SECTION 6: Do employees feel connected to their department?</b>																					
24 Clear reporting structures are established within my department.	3.79	3.87	3.80	4.18	3.87	3.76	3.77	3.93	3.73	3.65	3.77	3.58	3.73	3.88	3.67	3.73	3.83	3.72	3.83	3.89	3.76
25 I receive clear information about changes being made within my department.	3.32	3.43	3.37	3.87	3.59	3.50	3.34	3.53	3.34	3.22	3.35	3.24	3.20	3.33	3.24	3.28	3.43	3.35	3.24	3.37	3.30
26 I know how my department measures success.	3.26	3.41	3.35	3.65	3.51	3.34	3.27	3.46	3.25	3.14	3.33	3.26	3.14	3.31	3.24	3.30	3.40	3.37	3.25	3.43	3.25
27 I know how my work contributes to the success of my department.	3.84	3.92	3.87	4.15	4.09	4.03	3.86	3.95	3.86	3.71	3.88	3.76	3.77	3.82	3.73	3.83	3.94	3.77	3.82	3.91	3.77
28 My department demonstrates support for a diverse workforce.	4.00	4.08	4.00	4.36	4.29	3.95	3.99	4.15	3.75	3.95	3.99	3.56	3.91	4.02	3.66	3.91	3.98	3.67	3.99	4.06	3.71
29 I enjoy being part of my department.	3.96	4.00	3.96	4.40	4.23	4.25	4.03	4.10	3.91	3.87	3.89	3.85	3.84	3.91	3.80	3.92	3.95	3.82	3.86	3.91	3.83
30 Rate the extent to which your department approached the following to advance the University Mission:																					
Accountability	-	3.97	3.89	-	4.17	3.98	-	4.01	3.74	-	3.99	3.46	-	3.80	3.58	-	3.96	3.49	-	3.96	3.66
Innovation	-	3.82	3.73	-	3.99	3.82	-	3.84	3.58	-	3.81	3.40	-	3.73	3.53	-	3.77	3.47	-	3.82	3.55
Creativity	-	3.80	3.72	-	4.05	3.74	-	3.80	3.56	-	3.80	3.44	-	3.63	3.48	-	3.76	3.45	-	3.81	3.52
Openness	-	3.68	3.59	-	4.04	3.90	-	3.80	3.52	-	3.59	3.33	-	3.45	3.33	-	3.65	3.30	-	3.56	3.30
Collaboration	-	3.89	3.85	-	4.15	4.12	-	4.00	3.78	-	3.85	3.63	-	3.72	3.59	-	3.81	3.53	-	3.77	3.56
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>																					
35 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.	3.71	3.70	3.65	4.14	3.84	3.78	3.80	3.79	3.56	3.65	3.67	3.48	3.62	3.60	3.41	3.54	3.62	3.40	3.65	3.65	3.56
36 I receive clear information about changes being made within my college/area.	3.18	3.29	3.22	3.79	3.55	3.41	3.23	3.39	3.22	3.12	3.20	3.10	3.08	3.19	3.08	3.08	3.21	3.09	3.03	3.20	3.06
37 I receive clear information about changes being made within WSU.	3.16	3.33	3.22	3.62	3.59	3.47	3.25	3.43	3.26	3.10	3.23	3.09	3.11	3.25	3.03	2.98	3.14	3.16	3.02	3.27	3.08
38 I enjoy being part of Washington State University.	4.07	4.08	3.93	4.51	4.28	4.26	4.16	4.20	3.92	4.02	4.03	3.87	3.95	4.00	3.78	4.02	3.98	3.83	3.95	3.94	3.80
39 Overall, I am satisfied at work	3.84	3.86	3.76	4.25	4.13	4.03	3.88	3.93	3.76	3.74	3.77	3.67	3.74	3.83	3.62	3.83	3.81	3.65	3.76	3.74	3.66
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace? *</b>																					
I am comfortable with utilizing University resources.	-	3.75	3.62	-	3.92	3.28	-	3.83	3.08	-	3.70	3.01	-	3.65	2.99	-	3.64	3.19	-	3.68	3.15
My supervisor encourages me to use the University resources available to me.	-	3.47	3.67	-	3.82	2.66	-	3.60	2.51	-	3.35	2.61	-	3.37	2.49	-	3.32	2.48	-	3.32	2.66
I have concerns regarding work climate.	-	3.54	3.46	-	3.99	3.55	-	3.75	3.33	-	3.46	3.15	-	3.32	3.03	-	3.28	3.08	-	3.31	3.20
I feel comfortable bringing work climate concerns to my supervisor.	-	3.77	3.73	-	3.97	3.38	-	3.88	3.33	-	3.72	3.27	-	3.60	3.24	-	3.70	3.27	-	3.71	3.36
I utilize wellbeing programs and resources available to employees.**	-	-	2.49	-	-	3.17	-	-	3.84	-	-	3.59	-	-	3.79	-	-	-	-	-	3.79
My department fosters a culture of health and wellness.**	-	-	3.27	-	-	2.94	-	-	2.84	-	-	2.63	-	-	2.60	-	-	2.60	-	-	2.62
I feel encouraged to focus on my wellbeing both at work and in my personal life.**	-	-	3.28	-	-	3.36	-	-	3.08	-	-	2.86	-	-	2.74	-	-	2.78	-	-	2.84

\*Updated for 2018; \*\*New for 2018

# APPENDIX B.6: Breakdown by Location

	Overall			Everett			Extension			Pullman			Spokane			Tri-Cities			Vancouver			WSU West/ Downtown Seattle			Other								
	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018						
% of Respondents																																	
Overall Average for statements 1-39	3.72	3.81	3.76	3.57	3.70	3.65	3.74	3.77	3.65	3.71	3.79	3.68	3.83	4.01	3.73	4.01	4.29	3.66	3.75	3.87	3.82	3.75	3.87	3.82	3.95	3.91	3.64	3.94	4.09	3.76	3.98	4.06	3.82
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>																																	
1 I know what is expected of me at work.	4.38	4.37	4.35	-	3.57	4.18	4.30	4.33	4.31	4.40	4.38	4.36	4.36	4.45	4.29	4.29	4.35	4.22	4.40	4.34	4.29	4.14	4.24	4.23	4.46	4.27	4.33						
2 I receive the information I need to perform my job.	4.06	4.03	4.02	-	3.29	3.82	4.03	4.01	3.89	4.09	4.04	4.00	4.04	4.09	4.02	3.95	3.87	3.88	3.97	4.12	4.10	4.07	3.86	3.77	4.01	3.94	4.03						
3 I have the training to do my job effectively.*	3.99	4.00	4.10	-	3.43	4.06	3.83	3.85	3.85	4.02	4.02	4.10	4.07	4.10	4.08	3.93	3.88	3.89	3.83	4.05	4.08	4.07	3.86	3.86	4.03	3.95	3.95						
4 I have the resources to do my job effectively.*	-	-	3.75	-	-	3.71	-	-	3.46	-	-	3.46	-	-	3.69	-	-	3.49	-	-	3.73	-	-	3.55	-	-	3.85						
5 I have the technology I need to do my job effectively.	4.15	4.09	3.96	-	4.00	3.97	4.09	4.12	3.77	4.15	4.09	3.96	4.29	4.20	4.03	4.16	3.94	3.75	4.02	4.13	3.92	4.36	3.90	3.86	4.16	4.03	4.02						
<b>SECTION 2: Do employees feel they are valued?</b>																																	
6 I am recognized for doing a good job.	3.41	3.50	3.45	-	3.43	3.32	3.43	3.43	3.44	3.41	3.49	3.38	3.57	3.78	3.54	3.11	3.25	3.31	3.41	3.50	3.53	3.71	3.86	3.36	3.56	3.34	3.62						
7 My supervisor values me and the work I do.	3.84	3.93	3.91	-	3.71	3.74	3.80	3.91	3.99	3.86	3.90	3.83	3.94	4.20	3.92	3.69	3.80	3.79	3.85	4.01	3.96	4.14	4.33	4.09	3.90	3.85	3.81						
8 I feel encouraged to have a good balance between work and personal life.	3.41	3.63	3.59	-	3.00	3.26	3.35	3.59	3.44	3.42	3.62	3.49	3.48	3.93	3.65	3.07	3.19	3.30	3.44	3.61	3.46	3.46	4.24	3.91	3.68	3.60	3.64						
9 I feel appropriately compensated for my level of position.	-	3.17	3.05	-	3.29	2.62	-	2.96	2.88	-	3.23	3.03	-	3.24	3.07	-	2.82	2.67	-	2.84	2.91	-	2.90	3.05	-	3.18	3.05						
<b>SECTION 3: Do employees feel they provide individual contributions?</b>																																	
10 I am encouraged to develop myself professionally.	3.44	3.59	3.58	-	3.29	3.79	3.64	3.58	3.70	3.42	3.55	3.51	3.59	3.90	3.59	3.39	3.47	3.47	3.55	3.73	3.55	3.46	4.00	3.64	3.46	3.35	3.63						
11 I am encouraged to provide input on decisions impacting my work.	3.54	3.64	3.61	-	3.71	3.44	3.66	3.76	3.69	3.54	3.60	3.57	3.62	3.84	3.61	3.32	3.39	3.39	3.69	3.76	3.72	3.79	3.90	3.68	3.44	3.60	3.62						
12 I am encouraged to come up with better ways of doing things.	3.56	3.72	3.66	-	3.57	3.50	3.80	3.60	3.77	3.56	3.72	3.62	3.71	3.99	3.63	3.41	3.45	3.40	3.46	3.76	3.63	3.43	3.86	3.45	3.54	3.50	3.68						
13 I am given opportunities to be innovative or creative.	-	3.69	3.66	-	3.57	3.71	-	3.80	3.72	-	3.65	3.58	-	3.88	3.64	-	3.72	3.56	-	3.64	3.73	-	3.95	3.73	-	3.77	3.77						
14 I am given opportunities to be collaborative.	-	3.78	3.77	-	3.71	3.68	-	3.86	3.86	-	3.74	3.72	-	4.00	3.83	-	3.72	3.45	-	3.83	3.77	-	4.14	4.09	-	3.69	3.92						
<b>SECTION 4: Do employees feel connected to their co-workers?</b>																																	
15 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.88	3.83	-	3.57	3.91	4.00	3.90	3.82	3.83	3.87	3.80	3.89	4.06	3.86	4.00	3.73	3.66	3.87	3.84	3.91	4.14	4.05	3.91	3.89	3.78	3.98						
16 Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.84	3.79	-	3.29	3.79	3.84	3.82	3.81	3.79	3.83	3.75	3.89	4.06	3.83	3.95	3.73	3.62	3.79	3.82	3.85	3.93	4.00	3.77	3.79	3.80	3.92						
17 Those around me are committed to doing quality work.	4.12	4.10	4.10	-	4.43	4.35	4.24	4.14	4.13	4.07	4.04	4.01	4.21	4.26	4.14	4.28	4.13	4.01	4.22	4.19	4.13	4.43	4.43	4.00	4.28	4.23	4.11						
18 I have positive interactions with my co-workers.	-	4.19	4.17	-	4.29	4.35	-	4.17	4.13	-	4.17	4.13	-	4.37	4.12	-	4.05	4.08	-	4.13	4.27	-	4.33	4.23	-	4.17	4.20						
19 I enjoy the work climate that exists between my co-workers and me.	-	4.00	3.97	-	4.00	4.09	-	3.97	3.95	-	3.99	3.93	-	4.16	3.87	-	3.92	3.84	-	4.05	4.07	-	4.00	4.05	-	4.01	4.05						
<b>SECTION 5: Do employees feel satisfied with their supervisor.**</b>																																	
20 My supervisor gives me ongoing feedback to help me improve my performance.	3.29	3.45	3.43	-	3.00	3.18	3.43	3.53	3.51	3.29	3.42	3.34	3.42	3.78	3.52	3.15	3.05	3.22	3.16	3.47	3.54	3.21	3.76	3.45	3.31	3.32	3.49						
21 My supervisor encourages a positive work climate.	-	3.90	3.88	-	3.29	3.65	-	3.95	3.97	-	3.87	3.80	-	4.09	3.82	-	3.72	3.64	-	4.09	4.06	-	4.00	4.00	-	3.87	3.66						
22 My supervisor promotes open communication and feedback.	-	3.90	3.83	-	3.14	3.65	-	3.98	3.90	-	3.85	3.77	-	4.20	3.81	-	3.68	3.66	-	4.01	4.00	-	4.29	4.09	-	3.89	3.71						
23 My supervisor treats me with dignity and respect.	-	4.29	4.27	-	3.71	4.24	-	4.35	4.35	-	4.24	4.21	-	4.51	4.16	-	4.25	4.13	-	4.35	4.34	-	4.43	4.41	-	4.37	4.20						
<b>SECTION 6: Do employees feel connected to their department?</b>																																	
24 Clear reporting structures are established within my department.	3.79	3.87	3.80	-	3.71	3.50	3.62	3.56	3.65	3.80	3.92	3.75	3.92	3.90	3.62	3.60	3.49	3.42	3.89	3.94	3.84	4.14	3.62	3.36	3.71	3.78	3.59						
25 I receive clear information about changes being made within my department.	3.32	3.43	3.37	-	3.00	3.43	3.36	3.28	3.19	3.30	3.43	3.31	3.47	3.54	3.29	3.11	3.22	3.14	3.56	3.70	3.66	3.71	3.14	3.09	3.21	3.37	3.23						
26 I know how my department measures success.	3.26	3.41	3.35	-	3.14	3.06	3.31	3.40	3.29	3.23	3.39	3.25	3.46	3.50	3.30	3.11	3.26	3.17	3.45	3.56	3.56	3.64	3.43	3.18	3.17	3.46	3.13						
27 I know how my work contributes to the success of my department.	3.84	3.92	3.87	-	3.29	3.53	3.64	3.73	3.64	3.85	3.92	3.82	3.88	4.11	3.86	3.76	3.86	3.82	3.95	4.08	4.00	4.36	4.10	3.64	3.85	3.72	3.62						
28 My department demonstrates support for a diverse workforce.	4.00	4.08	4.00	-	4.50	3.88	3.86	3.96	3.61	3.99	4.06	3.74	4.12	4.25	3.67	3.72	4.07	3.54	4.30	4.21	3.94	4.31	4.05	3.77	4.00	3.94	3.38						
29 I enjoy being part of my department.	3.96	4.00	3.96	-	3.86	4.12	4.04	3.99	3.78	3.93	3.95	3.88	4.14	4.25	3.90	3.81	3.97	3.91	4.05	4.13	4.06	4.43	4.19	3.82	4.00	4.02	3.83						
Rate the extent to which your department approached the following to advance the University Mission:																																	
30 Accountability	-	3.97	3.89	-	4.00	3.71	-	3.94	3.63	-	3.95	3.63	-	4.17	3.77	-	3.73	3.56	-	4.06	3.87	-	4.14	3.45	-	4.02	3.58						
31 Innovation	-	3.82	3.73	-	3.57	3.62	-	3.83	3.56	-	3.79	3.52	-	4.08	3.70	-	3.87	3.53	-	3.75	3.60	-	4.00	3.55	-	3.79	3.50						
32 Creativity	-	3.80	3.72	-	3.86	3.82	-	3.82	3.50	-	3.77	3.49	-	4.04	3.69	-	3.81	3.43	-	3.68	3.62	-	4.00	3.45	-	3.72	3.52						
33 Openness	-	3.68	3.59	-	3.14	3.62	-	3.69	3.33	-	3.65	3.42	-	3.85	3.38	-	3.45	3.38	-	3.89	3.72	-	3.76	3.50	-	3.63	3.29						
34 Collaboration	-	3.89	3.85	-	3.57	4.06	-	3.95	3.65	-	3.86	3.68	-	4.03	3.73	-	3.75	3.58	-	3.97	3.86	-	3.95	3.62	-	3.86	3.65						
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>																																	
25 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.	3.71	3.70	3.65	-	3.29	3.59	3.80	3.26	3.04	3.71	3.74	3.57	3.84	3.92	3.55	3.59	3.38	3.43	3.60	3.79	3.78	3.80	3.67	3.00	3.75	3.62	3.11						
36 I receive clear information about changes being made within my college/area.	3.18	3.29	3.22	-	3.14	3.26	3.25	3.15	2.96	3.17	3.29	3.15	3.30	3.43	3.12	2.92	3.04	2.93	3.33	3.54	3.56	3.79	3.19	2.77	3.11	3.25	3.20						
37 I receive clear information about changes being made within WSU.	3.16	3.33	3.22	-	3.29	3.09	3.18	3.26	3.01	3.14	3.31	3.17	3.31	3.50	3.25	2.97	3.20	2.96	3.13	3.50	3.44	3.71	3.14	2.95	3.26	3.34	3.23						
38 I enjoy being part of Washington State University.	4.07	4.08	3.93	-	4.29	4.09	4.10	3.96	3.56	4.05	4.06	3.90	4.29	4.39	3.98	4.15	3.91	3.85	3.94	4.18	3.99	4.43	3.90	3.50	4.11	4.08	3.88						
39 Overall, I am satisfied at work	3.84	3.86	3.76	-	3.86	3.91	3.95	3.83	3.65	3.80	3.82	3.70	4.06	4.15	3.74	3.85	3.80	3.66	3.76	3.94	3.86	4.00	3.86	3.59	3.89	3.85	3.82						
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace?*</b>																																	
I am comfortable with utilizing University resources.	-	3.75	3.62	-	3.86	3.41	-	3.69	2.73	-	3.75	3.13	-	3.99	3.14	-	3.67	2.79	-	3.68	3.13	-	3.48	3.18	-	3.49	3.14						
My supervisor encourages me to use the University resources available to me.	-	3.47	3.67	-	3.43	3.06	-	3.31	2.35	-	3.48	2.60	-	3.67	2.39	-</																	

# APPENDIX C.1: Breakdown by Areas

	Overall Average			Academic Outreach & Innovation			Agricultural, Human & Natural Resources Sciences, College of			Arts and Sciences, College of			Athletics			Business, Carson College of			Communications, Edward F. Murrell College of			Education, College of			Engineering & Architecture, Vancouver College of			Enrollment			Finance and Administration (Including Public Services, Facilities Services, Financial Services)		
	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018			
SECTION 1: Do employees feel they have what is needed to do their job?																																	
<b>1</b> I know what is expected of me at work.	4.38	4.37	4.35	4.57	4.27	4.38	4.44	4.34	4.38	4.20	4.34	4.34	4.54	4.58	4.56	4.40	4.39	4.44	4.21	4.28	4.30	4.35	4.55	4.56	4.47	4.37	4.36	4.61	4.51	4.28	4.46	4.32	4.36
<b>2</b> I receive the information I need to perform my job.	4.06	4.03	4.02	3.93	4.00	4.11	4.16	3.96	3.98	3.99	3.99	4.00	4.27	4.24	4.32	3.88	4.04	4.01	3.92	3.92	3.88	4.06	4.27	4.32	4.21	3.98	4.01	4.17	4.26	3.98	4.04	4.00	3.96
<b>3</b> I have the training to do my job effectively.*	3.99	4.00	4.10	3.79	4.00	3.94	4.02	3.99	4.10	3.51	3.93	4.25	4.12	4.42	4.51	3.80	3.86	4.24	4.04	3.68	3.98	3.94	4.16	4.34	4.14	3.84	4.11	4.19	4.02	3.95	4.02	3.96	4.05
<b>4</b> I have the resources to do my job effectively.*	-	-	3.75	-	-	4.09	-	-	3.70	-	-	3.46	-	-	4.09	-	-	3.83	-	-	3.74	-	-	4.00	-	-	3.73	-	-	3.73	-	-	3.83
<b>5</b> I have the technology I need to do my job efficiently.	4.15	4.09	3.96	4.14	4.27	4.27	4.18	4.10	3.89	3.64	3.88	3.75	4.15	4.30	4.21	3.76	4.10	3.94	4.33	3.72	3.98	3.96	4.43	4.16	4.30	3.88	3.80	4.26	4.26	4.05	4.06	3.93	3.86
SECTION 2: Do employees feel they are valued?																																	
<b>6</b> I am recognized for doing a good job.	3.41	3.50	3.45	3.31	3.55	3.71	3.52	3.46	3.55	3.28	3.37	3.33	3.69	3.52	3.43	3.56	3.46	3.41	3.33	3.60	3.38	3.73	3.69	3.76	3.69	3.68	3.59	3.54	3.88	3.25	3.31	3.49	3.44
<b>7</b> My supervisor values me and the work I do.	3.84	3.93	3.91	3.77	3.77	4.06	3.92	3.90	3.98	3.60	3.83	3.79	3.92	4.30	4.16	4.04	3.96	3.97	3.74	3.92	3.73	4.02	4.11	3.98	4.07	3.94	3.94	3.86	4.26	3.90	3.75	3.94	3.96
<b>8</b> I feel encouraged to have a good balance between work and personal life.	3.41	3.63	3.59	3.29	3.72	3.87	3.47	3.54	3.45	2.70	3.26	3.08	3.88	3.97	3.76	3.40	3.42	3.59	3.50	3.70	3.59	3.36	3.38	3.55	3.63	3.35	3.52	3.37	4.00	3.77	3.28	3.79	3.95
<b>9</b> I feel appropriately compensated for my level of position.	-	3.17	3.05	-	3.07	3.28	-	3.12	3.01	-	2.72	2.63	-	2.82	3.25	-	2.92	3.13	-	3.52	3.02	-	3.24	3.15	-	3.67	3.24	-	3.47	3.05	-	3.24	3.10
SECTION 3: Do employees feel they provide individual contributions?																																	
<b>10</b> I am encouraged to develop myself professionally.	3.44	3.59	3.58	3.07	3.40	3.36	3.58	3.58	3.56	3.49	3.39	3.46	3.35	3.58	3.82	3.60	3.62	3.84	3.54	3.36	3.56	3.73	3.73	3.74	3.74	3.56	3.49	3.39	3.79	3.55	3.40	3.52	3.45
<b>11</b> I am encouraged to provide input on decisions impacting my work.	3.54	3.64	3.61	3.29	3.70	3.72	3.67	3.72	3.67	3.39	3.37	3.49	3.81	3.84	4.00	3.84	3.55	3.83	3.38	3.67	3.50	3.78	3.82	3.72	3.79	3.69	3.46	3.66	4.12	3.72	3.26	3.61	3.65
<b>12</b> I am encouraged to come up with better ways of doing things.	3.56	3.72	3.66	3.57	4.03	3.91	3.73	3.69	3.66	3.21	3.44	3.45	3.81	4.03	4.08	3.75	3.61	3.71	3.17	3.44	3.60	3.61	3.78	3.75	3.84	3.76	3.62	3.72	4.12	3.85	3.44	3.76	3.73
<b>13</b> I am given opportunities to be innovative or creative.	-	3.69	3.66	-	3.83	3.74	-	3.82	3.73	-	3.47	3.58	-	3.94	4.01	-	3.73	3.79	-	3.56	3.54	-	3.77	3.87	-	3.84	3.68	-	3.90	3.54	-	3.54	3.56
<b>14</b> I am given opportunities to be collaborative.	-	3.78	3.77	-	3.77	4.00	-	3.85	3.84	-	3.48	3.56	-	3.94	4.06	-	3.59	3.85	-	3.64	3.74	-	4.00	3.97	-	3.88	3.76	-	4.02	3.77	-	3.62	3.66
SECTION 4: Do employees feel connected to their co-workers?																																	
<b>15</b> A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.88	3.83	3.79	3.60	3.98	3.95	3.93	3.78	3.49	3.60	3.59	4.00	3.97	3.95	4.00	3.63	3.94	3.79	4.04	3.82	3.92	3.71	3.71	4.07	3.90	3.93	4.00	4.19	3.85	3.34	3.91	3.99
<b>16</b> Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.84	3.79	3.64	3.60	3.91	3.90	3.91	3.73	3.51	3.54	3.66	3.96	3.88	3.90	3.68	3.49	3.83	3.71	4.00	3.74	3.76	3.71	3.69	3.88	3.80	3.88	4.08	4.10	3.78	3.78	3.93	3.93
<b>17</b> Those around me are committed to doing quality work.	4.12	4.10	4.10	3.71	3.80	4.20	4.22	4.12	4.15	4.21	3.98	4.08	4.27	3.97	4.01	4.24	3.98	4.10	4.38	4.16	4.10	4.24	4.16	4.07	4.30	4.20	4.13	4.17	4.17	4.00	3.73	3.98	3.96
<b>18</b> I have positive interactions with my co-workers.	-	4.19	4.17	-	4.10	4.41	-	4.13	4.13	-	3.99	4.03	-	4.15	4.18	-	4.12	4.27	-	4.20	4.24	-	4.22	4.20	-	4.24	4.30	-	4.31	4.33	-	4.22	4.21
<b>19</b> I enjoy the work climate that exists between my co-workers and me.	-	4.00	3.97	-	3.83	4.18	-	4.02	3.91	-	3.78	3.82	-	4.06	4.05	-	3.84	4.25	-	4.08	4.24	-	4.02	4.00	-	4.12	4.12	-	4.12	4.13	-	4.01	4.02
SECTION 5: Do employees feel satisfied with their supervisor?																																	
<b>20</b> My supervisor gives me ongoing feedback to help me improve my performance.	3.29	3.45	3.43	3.14	3.41	3.85	3.35	3.54	3.43	3.03	3.18	3.30	3.36	3.67	3.66	3.38	3.39	3.51	3.08	3.48	3.18	3.61	3.77	3.50	3.40	3.35	3.27	3.06	3.84	3.45	3.96	3.33	3.48
<b>21</b> My supervisor encourages a positive work climate.	-	3.90	3.88	-	3.77	4.09	-	3.95	3.87	-	3.72	3.81	-	4.36	4.22	-	4.14	4.02	-	4.00	3.86	-	3.93	3.93	-	3.88	3.91	-	4.26	4.00	-	3.78	3.88
<b>22</b> My supervisor promotes open communication and feedback.	-	3.90	3.83	-	3.87	4.11	-	3.94	3.80	-	3.64	3.76	-	4.24	4.15	-	4.02	4.06	-	3.84	3.68	-	4.05	3.97	-	3.84	3.83	-	4.31	3.85	-	3.77	3.97
<b>23</b> My supervisor treats me with dignity and respect.	-	4.29	4.27	-	4.20	4.44	-	4.31	4.37	-	4.21	4.24	-	4.64	4.53	-	4.39	4.38	-	4.16	4.20	-	4.36	4.31	-	4.29	4.29	-	4.57	4.41	-	4.12	4.28
SECTION 6: Do employees feel connected to their department?																																	
<b>24</b> Clear reporting structures are established within my department.	3.79	3.87	3.80	3.79	3.70	3.88	3.76	3.72	3.69	3.69	3.62	3.76	4.28	3.82	3.91	3.92	3.74	4.05	3.79	3.75	3.43	3.74	4.23	3.87	3.81	3.96	3.84	4.00	4.47	3.93	3.72	3.85	3.90
<b>25</b> I receive clear information about changes being made within my department.	3.32	3.43	3.37	3.29	3.13	3.28	3.29	3.31	3.30	3.63	3.27	3.53	3.35	3.34	3.43	3.48	3.48	3.67	3.04	3.38	3.28	3.64	3.75	3.77	3.52	3.67	3.34	3.32	3.95	3.46	3.25	3.44	3.38
<b>26</b> I know how my department measures success.	3.26	3.41	3.35	3.29	3.17	3.40	3.24	3.38	3.34	3.65	3.32	3.50	3.60	3.55	3.63	3.40	3.54	3.58	2.96	3.25	3.08	3.45	3.60	3.67	3.51	3.49	3.36	3.29	3.95	3.51	3.06	3.31	3.25
<b>27</b> I know how my work contributes to the success of my department.	3.84	3.92	3.87	3.86	3.80	4.03	3.73	3.79	3.79	3.77	3.87	3.84	4.16	4.33	4.17	3.84	4.00	3.94	3.75	3.88	3.76	3.82	3.98	4.03	4.12	3.80	3.79	3.89	4.31	4.21	3.81	3.93	3.99
<b>28</b> My department demonstrates support for a diverse workforce.	4.00	4.08	4.00	4.08	3.66	4.10	3.98	4.08	3.96	3.86	3.86	3.95	4.19	4.03	4.25	4.13	4.14	4.02	3.79	3.96	3.88	4.10	4.19	4.14	4.27	4.13	4.03	4.00	4.50	4.16	3.77	3.95	4.00
<b>29</b> I enjoy being part of my department.	3.96	4.00	3.96	3.79	3.83	4.05	3.95	3.96	3.94	3.80	3.66	3.86	4.27	4.24	4.28	3.96	4.00	4.16	3.74	4.04	3.94	4.04	4.18	4.15	4.21	4.08	4.07	4.06	4.31	4.05	3.89	3.92	4.02
Rate the extent to which your department approached the following to advance the University Mission:																																	
<b>30</b> Accountability	-	3.97	3.89	-	3.75	3.93	-	3.90	3.86	-	3.77	3.84	-	4.09	4.11	-	3.92	3.96	-	4.38	4.00	-	4.18	4.05	-	3.94	4.00	-	4.32	4.00	-	3.90	3.84
<b>31</b> Innovation	-	3.82	3.73	-	3.86	4.11	-	3.83	3.78	-	3.67	3.81	-	3.70	3.82	-	3.83	3.66	-	3.65	3.60	-	4.03	3.90	-	4.06	3.81	-	4.23	3.65	-	3.49	3.61
<b>32</b> Creativity	-	3.80	3.72	-	3.79	3.97	-	3.83	3.73	-	3.71	3.83	-	3.91	3.80	-	3.79	3.69	-	3.61	3.88	-	3.92	3.93	-	3.92	3.75	-	4.13	3.70	-	3.45	3.52
<b>33</b> Openness	-	3.68	3.59	-	3.52	3.70	-	3.67	3.54	-	3.53	3.64	-	3.63	3.79	-	3.59	3.80	-	3.74	3.56	-	3.90	3.97	-	3.77	3.74	-	4.20	3.58	-	3.53	3.62
<b>34</b> Collaboration	-	3.89	3.85	-	3.59	3.97	-	3.87	3.86	-	3.71	3.76	-	3.88	3.98	-	3.73	3.89	-	3.88	3.80	-	4.08	4.13	-	4.00	3.95	-	4.29	3.95	-	3.70	3.82
SECTION 7: Do employees feel connected to WSU as a whole?																																	
<b>35</b> I am encouraged to improve work processes to benefit students and other University constituents or colleagues.	3.71	3.70	3.65	3.92	3.79	3.97	3.56	3.57	3.41	3.25	3.60	3.42	3.96	3.65	4.08	3.56	3.67	3.82	3.38	3.36	3.63	3.89	3.77	3.90	3.92	3.63	3.67	3.94	4.35	4.00	3.75	3.68	3.72
<b>36</b> I receive clear information about changes being made within my college/area.	3.18	3.29	3.22	3.21	3.10	3.30	3.14	3.28	3.09	3.19	3.06	3.07	3.32	3.30	3.47	3.28	3.41	3.57	3.00	3.08	3.30	3.47	3.69	3.76	3.26	3.43	3.26	3.31	3.72	3.29	3.20	3.21	3.32
<b>37</b> I receive clear information about changes being made within WSU.	3.16	3.33	3.22	3.43	3.27	3.31	3.17	3.33	3.07	3.06	3																						



# APPENDIX C.1: Breakdown by Areas (cont.)

	Overall Average			Research, Office of			Student Affairs and Administrative Services/Journalism Support*			University Advancement**			University Marketing & Communications*			Veterinary Medicine, College of			WSU Everett			WSU Extension			WSU Spokane			WSU Tri-Cities			WSU Vancouver			No Disclosure						
	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018							
	# of Respondents	1891	1958	3012	18	41	92	106	163	216	26	11	58	36	36	49	107	126	158	2014	2016	2018	4	12	109	61	100	100	48	47	59	33	33	45	74	30	49	94	271	112
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>	<b>Overall Average for statements 1-39</b>																																							
1 I know what is expected of me at work.	4.38	4.37	4.35	4.13	4.68	4.39	4.31	4.40	4.35	4.12	4.36	4.16	4.33	4.25	4.22	4.50	4.40	4.30	-	3.25	3.83	4.32	4.23	4.34	4.54	4.45	4.26	4.41	4.24	4.24	4.63	4.21	4.34	4.32	4.20	4.19				
2 I receive the information I need to perform my job.	4.06	4.03	4.02	3.81	4.22	4.00	3.98	4.03	3.97	4.23	4.36	4.02	4.03	3.97	3.82	4.29	4.11	4.02	-	3.00	3.75	4.09	3.92	3.91	4.21	4.17	4.05	4.03	3.71	3.93	4.20	4.00	4.08	3.97	3.70	3.85				
3 I have the training to do my job effectively.**	3.99	4.00	4.10	3.75	4.22	4.10	4.10	4.03	4.05	4.08	4.09	3.90	4.03	3.89	3.90	4.27	4.17	4.36	-	3.25	3.83	3.88	3.87	3.79	4.17	4.26	4.11	4.15	3.82	3.78	3.97	4.12	4.01	3.87	3.81	4.08				
4 I have the resources I need to do my job efficiently.	-	-	3.75	-	-	3.73	-	-	3.84	-	-	3.90	-	-	3.53	-	-	3.82	-	-	3.58	-	-	3.50	-	-	3.67	-	-	3.53	-	-	3.76	-	-	3.68				
<b>SECTION 2: Do employees feel they are valued?</b>	4.15	4.09	3.96	4.38	4.15	4.09	4.31	4.27	4.11	4.15	3.73	3.91	4.31	4.11	3.73	4.24	4.10	3.98	-	4.25	3.67	4.17	4.03	3.89	4.38	4.28	3.84	4.30	3.86	3.78	4.23	4.18	3.99	4.06	4.01	3.80				
6 I am recognized for doing a good job.	3.41	3.50	3.45	3.13	3.78	3.40	3.25	3.26	3.24	3.58	3.73	3.55	3.50	3.29	3.41	3.60	3.54	3.19	-	2.75	2.92	3.49	3.45	3.39	3.72	3.80	3.45	3.18	3.27	3.33	3.50	3.55	3.69	3.19	3.05	3.22				
7 My supervisor values me and the work I do.	3.84	3.93	3.91	3.75	4.20	3.89	3.79	3.73	3.75	3.92	4.18	4.05	4.06	3.80	3.80	4.07	3.83	3.57	-	3.00	3.42	3.93	3.82	4.06	4.13	4.24	3.76	3.88	3.74	3.89	4.23	4.08	4.11	3.61	3.58	3.55				
8 I feel encouraged to have a good balance between work and personal life.	3.41	3.63	3.59	3.00	3.90	3.69	3.65	3.66	3.63	3.56	4.45	3.67	3.86	3.86	3.65	3.56	3.59	3.24	-	2.25	3.17	3.42	3.49	3.62	3.81	4.04	3.76	3.44	3.19	3.42	4.77	3.78	3.78	3.14	3.30	3.32				
9 I feel appropriately compensated for my level of position.	-	3.17	3.05	-	3.20	2.98	-	3.21	3.04	-	3.64	3.14	-	3.25	2.98	-	3.26	3.10	-	3.00	2.33	-	2.98	2.82	-	3.32	3.09	-	2.80	2.64	-	2.98	2.99	-	3.22	2.98				
<b>SECTION 3: Do employees feel they provide individual contributions?</b>	3.44	3.59	3.58	3.53	3.95	3.63	3.27	3.53	3.46	3.92	4.30	3.88	3.33	3.08	3.18	3.47	3.52	3.38	-	3.00	3.67	3.65	3.82	3.74	3.85	3.98	3.54	3.55	3.50	3.50	3.60	3.78	3.67	3.18	3.07	3.30				
10 I am encouraged to develop myself professionally.	3.54	3.64	3.61	3.27	4.08	3.63	3.50	3.59	3.38	3.68	4.00	3.75	3.78	3.36	3.33	3.80	3.60	3.42	-	3.25	3.17	3.67	3.80	3.76	3.83	3.83	3.73	3.34	3.36	3.45	3.77	3.96	3.77	3.27	3.22	3.32				
11 I am encouraged to provide input on decisions impacting my work.	3.56	3.72	3.66	3.27	4.15	3.79	3.44	3.70	3.54	3.80	4.18	3.74	3.84	3.67	3.50	3.78	3.59	3.52	-	3.50	3.00	3.77	3.73	3.77	3.88	3.98	3.50	3.34	3.52	3.53	3.57	3.83	3.77	3.37	3.29	3.40				
12 I am encouraged to come up with better ways of doing things.	-	3.69	3.66	-	4.12	3.67	-	3.66	3.41	-	3.55	3.67	-	3.50	3.55	-	3.54	3.48	-	3.00	3.58	-	3.89	3.86	-	3.77	3.36	-	3.64	3.65	-	3.76	3.78	-	3.39	3.57				
13 I am given opportunities to be innovative or creative.	-	3.78	3.77	-	4.18	3.98	-	3.74	3.54	-	4.40	3.84	-	3.81	3.51	-	3.63	3.54	-	3.00	3.58	-	4.07	4.05	-	4.06	3.59	-	3.71	3.56	-	3.83	3.92	-	3.36	3.58				
<b>SECTION 4: Do employees feel connected to their co-workers?</b>	3.85	3.88	3.83	3.38	4.12	3.92	3.74	3.82	3.80	3.65	4.36	3.75	3.94	3.83	3.76	4.05	3.85	3.63	-	3.00	3.42	4.04	3.97	4.01	3.69	4.15	3.74	4.21	3.60	3.62	3.97	3.86	3.94	3.64	3.63	3.53				
15 A spirit of cooperation and teamwork exists between me and my co-workers.	3.80	3.84	3.79	3.63	4.27	3.73	3.83	3.77	3.74	3.77	4.55	3.76	3.78	3.36	3.33	3.80	3.60	3.42	-	2.75	3.50	3.89	3.93	3.93	3.88	4.02	3.88	4.12	3.69	3.61	3.97	3.80	3.90	3.64	3.67	3.44				
16 Knowledge and information sharing is practiced between me and my co-workers.	4.12	4.10	4.10	3.60	4.22	4.10	3.75	3.96	4.07	4.04	4.45	3.86	4.11	4.08	4.14	4.21	4.01	3.98	-	4.50	4.00	4.34	4.18	4.32	3.81	4.17	3.95	4.24	3.98	3.88	4.23	4.25	4.20	4.00	4.05	3.85				
17 Those around me are committed to doing quality work.	-	4.19	4.17	-	4.37	4.22	-	4.15	4.19	-	4.45	4.02	-	4.08	4.10	-	4.10	3.94	-	4.25	4.08	-	4.33	4.32	-	4.34	4.00	-	3.98	4.09	-	4.14	4.23	-	4.07	3.96				
18 I have positive interactions with my co-workers.	-	4.00	3.97	-	4.32	3.97	-	3.94	3.97	-	4.18	3.90	-	3.78	3.92	-	3.90	3.70	-	4.00	3.83	-	4.07	4.12	-	4.11	3.78	-	3.76	3.88	-	4.08	4.13	-	3.77	3.78				
<b>SECTION 5: Do employees feel satisfied with their supervisor?</b>	3.29	3.45	3.43	3.06	3.80	3.42	3.36	3.40	3.28	3.44	3.82	3.41	3.33	3.31	3.35	3.42	3.22	3.03	-	2.25	3.00	3.49	3.58	3.46	3.68	3.96	3.64	3.48	3.16	3.33	3.73	3.47	3.72	3.05	3.13	3.01				
20 My supervisor gives me ongoing feedback to help me improve my performance.	-	3.90	3.88	-	4.28	3.80	-	3.70	3.75	-	4.36	3.93	-	3.77	3.81	-	3.75	3.45	-	2.75	3.42	-	3.86	4.01	-	4.04	3.86	-	3.71	3.70	-	4.18	4.15	-	3.51	3.59				
21 My supervisor encourages a positive work climate.	-	3.90	3.83	-	4.34	3.77	-	3.75	3.67	-	4.45	3.81	-	3.66	3.92	-	3.77	3.41	-	2.50	3.25	-	4.00	3.96	-	4.20	3.90	-	3.72	3.67	-	4.16	4.01	-	3.51	3.46				
22 My supervisor promotes open communication and feedback.	-	4.29	4.27	-	4.49	4.25	-	4.09	4.07	-	4.45	4.19	-	4.14	4.42	-	4.17	4.03	-	3.00	3.83	-	4.28	4.43	-	4.50	4.15	-	4.14	4.11	-	4.51	4.43	-	4.04	3.93				
<b>SECTION 6: Do employees feel connected to their department?</b>	3.79	3.87	3.80	3.80	4.18	3.89	3.92	4.04	3.84	3.68	4.09	3.76	3.58	3.77	3.82	3.76	3.89	3.63	-	3.00	3.08	3.68	3.62	3.76	4.10	4.06	3.65	3.48	3.52	3.57	4.23	3.89	4.08	3.74	3.60	3.74				
24 Clear reporting structures are established within my department.	3.32	3.43	3.37	2.88	3.73	3.33	3.21	3.43	3.14	3.40	4.00	3.26	3.33	3.42	3.20	3.35	3.34	3.25	-	2.25	3.17	3.41	3.36	3.31	3.65	3.67	3.35	2.85	3.02	3.14	3.87	3.74	3.76	3.24	3.00	3.30				
25 I receive clear information about changes being made within my department.	3.26	3.41	3.35	2.87	3.83	3.33	3.21	3.39	3.13	3.44	3.91	3.18	3.11	3.11	2.92	3.33	3.31	3.15	-	2.50	3.00	3.42	3.44	3.29	3.50	3.60	3.42	3.21	3.12	3.24	3.73	3.51	3.69	3.10	3.15	3.24				
26 I know how my department measures success.	3.84	3.92	3.87	3.69	4.41	3.89	3.85	3.99	3.85	4.08	4.18	4.05	3.89	3.92	3.59	3.89	3.78	3.58	-	2.75	3.33	3.74	3.74	3.48	4.02	4.11	3.96	3.64	3.82	3.90	4.33	3.94	4.16	3.70	3.68	3.80				
27 I know how my work contributes to the success of my department.	4.00	4.08	4.00	3.69	4.26	4.06	4.13	4.25	4.12	4.16	4.27	3.85	4.03	4.06	3.91	4.12	4.09	3.73	-	4.50	3.92	3.93	3.97	3.96	4.30	4.33	3.84	3.64	3.88	3.85	4.67	4.40	4.11	3.89	3.60	4.00				
28 My department demonstrates support for a diverse workforce.	3.96	4.00	3.96	3.80	4.20	3.83	4.05	4.00	3.91	3.60	4.55	3.81	4.06	3.74	3.63	4.12	4.02	3.80	-	3.50	3.83	4.13	4.16	4.07	4.10	4.13	3.88	3.88	3.86	3.88	4.27	4.08	4.05	3.73	3.68	3.87				
29 I enjoy being part of my department.																																								
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>	3.71	3.70	3.65	3.40	4.00	3.71	3.80	3.88	3.76	3.76	3.82	3.57	3.64	3.38	3.42	3.87	3.64	3.40	-	3.50	3.58	3.83	3.39	3.29	3.94	3.81	3.53	3.63	3.20	3.54	4.03	3.79	3.78	3.54	3.51	3.36				
35 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.	3.18	3.29	3.22	2.94	3.74	3.40	3.27	3.32	3.02	3.46	3.73	3.09	3.28	3.36	3.10	3.35	3.20	3.13	-	2.75	3.08	3.29	3.18	3.23	3.46	3.62	3.29	2.76	2.89	2.94	3.63	3.61	3.63	2.93	2.88	2.84				
36 I receive clear information about changes being made within my college/area.	3.16	3.33	3.22	3.19	3.70	3.41	3.12	3.37	3.07	3.27	3.82	3.25	3.11	3.42	3.06	3.19	3.21	3.03	-	3.25	3.42	3.38	3.52	3.26	3.38	3.52	3.17	2.88	3.05	3.01	3.30	3.61	3.52	3.04	3.00	2.83				
37 I receive clear information about changes being made within WSU.	4.07	4.08	3.93	4.00	4.34	4.10	4.24	4.11	3.97	3.96	4.40	3.98	3.86	4.06	3.78	4.18	3.98	3.80	-	4.00	3.83	4.15	4.03	3.88</																





# APPENDIX C.2: Breakdown by Areas (Faculty) cont.

	Overall Average (Faculty)			Medicine, Bon S. Roy College of*			Nursing, College of			Pharmacy, College of			Provost & Executive Vice President			Research, Office of			Student Affairs			Veterinary Medicine, College of			WSU Everett			WSU Extension			WSU Spokane			WSU Tri-Cities			WSU Vancouver			Not Disclosed																	
	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018																		
	472	467	501	6	8	44	17	32	42	3.76	4.07	3.67	3.57	3.73	3.59	4.10	3.72	3.93	3.76	4.07	3.67	4.10	3.90	3.27	3.40	4.00	3.52	3.00	4.00	3.82	-	4.17	3.50	1.67	2.25	3.25	3.85	3.52	3.25	-	-	2.00	3.65	3.75	3.40	4.00	3.00	3.50	3.50	3.67	2.89	3.00	3.00	3.60	3.43	3.25	3.07
<b>FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?</b>																																																									
I have support to pursue my research opportunities.	3.56	3.63	3.48	4.33	4.50	3.67	4.10	3.90	3.27	3.40	4.00	3.52	3.00	4.00	3.82	-	4.17	3.50	1.67	2.25	3.25	3.85	3.52	3.25	-	-	2.00	3.65	3.75	3.40	4.00	3.00	3.50	3.50	3.67	2.89	3.00	3.00	3.60	3.43	3.25	3.07															
I have input regarding my teaching opportunities and assignments.	3.55	3.86	3.76	3.83	4.00	4.00	4.06	3.97	3.18	3.40	4.09	3.73	3.00	5.00	4.29	-	5.00	5.00	3.50	2.75	3.67	3.63	3.73	3.55	-	-	3.50	3.47	3.40	3.69	4.00	-	3.20	3.00	4.33	3.47	4.00	4.13	4.12	3.56	3.50	3.31															
I am encouraged to participate in mentoring activities.	3.40	3.68	3.59	3.50	4.29	3.51	3.82	4.07	3.34	3.35	4.31	3.97	3.33	4.50	3.64	-	4.33	3.83	3.00	3.50	3.57	3.79	3.52	3.60	-	-	4.00	3.36	3.53	3.51	4.33	4.00	3.50	3.50	3.00	3.20	2.89	3.50	3.38	3.76	3.59	3.00	3.33														
I am encouraged to engage in extension opportunities.	-	2.96	2.64	-	3.50	2.29	-	2.40	1.56	-	3.20	2.71	-	3.00	2.14	-	3.67	3.00	-	4.00	2.67	-	-	3.57	-	-	4.00	3.97	3.74	3.46	4.33	5.00	4.29	3.00	3.86	3.76	4.00	4.09	3.81	3.90	4.05	3.62															
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>																																																									
1 I know what is expected of me at work.	4.18	4.33	4.29	4.17	4.25	4.34	3.94	4.59	4.12	4.29	4.50	4.31	4.00	3.75	4.31	-	4.50	4.00	4.25	4.17	4.46	4.38	4.19	4.08	-	-	3.50	4.19	4.00	4.32	4.67	3.00	4.43	4.00	4.24	4.14	4.25	4.10	4.39	4.03	3.49	4.24															
2 I receive the information I need to perform my job.	3.89	4.04	3.99	4.00	3.38	4.19	3.82	4.31	3.88	3.82	4.21	4.13	4.00	4.25	4.08	-	4.67	3.78	3.75	3.67	4.38	3.92	4.11	3.93	-	-	3.50	3.94	3.74	3.71	4.33	3.00	4.29	3.50	3.71	3.85	4.00	3.90	4.07	3.63	3.59	4.05															
3 I have the training to do my job effectively.**	3.68	3.98	4.16	4.33	3.63	4.27	3.88	4.16	3.95	3.71	4.14	4.17	3.60	3.75	3.85	-	4.50	4.11	3.00	4.00	4.23	4.12	4.07	4.30	-	-	3.50	3.61	3.70	3.61	4.00	4.50	4.57	3.50	3.82	4.05	4.25	3.73	4.32	3.48	4.21	4.25	-	-	3.39												
4 I have the resources to do my job effectively.**	-	-	3.52	-	-	3.70	-	-	3.36	-	-	3.70	-	-	3.31	-	-	3.00	-	-	3.92	-	-	3.59	-	-	4.00	-	-	3.07	-	-	4.00	-	-	3.38	-	-	3.57	-	-	3.57	-	-	3.39												
5 I have the technology I need to do my job efficiently.	3.90	3.95	3.80	4.50	4.13	4.14	4.06	4.03	3.76	3.88	4.50	4.13	4.80	4.50	4.08	-	4.17	3.67	3.50	4.00	4.38	4.08	4.00	3.75	-	-	4.00	3.97	3.74	3.46	4.33	5.00	4.29	3.00	3.86	3.76	4.00	4.09	3.81	3.90	4.05	3.62															
<b>SECTION 2: Do employees feel they are valued?</b>																																																									
6 I am recognized for doing a good job.	3.25	3.44	3.34	3.83	3.63	3.77	3.50	3.91	3.36	3.44	3.79	3.70	3.20	4.00	3.62	-	4.40	2.89	2.00	2.50	3.62	3.52	3.90	2.97	-	-	3.00	3.51	3.35	3.05	3.67	2.50	3.50	3.50	3.27	3.05	4.00	2.64	3.44	3.15	2.75	3.14															
7 My supervisor values me and the work I do.	3.60	3.84	3.72	4.17	4.00	4.02	3.88	4.35	3.74	3.59	4.31	3.93	4.20	4.25	3.92	-	4.67	3.56	2.67	2.50	3.54	3.96	3.63	3.24	-	-	4.00	3.92	3.86	3.79	4.33	2.50	3.83	3.50	3.74	3.55	4.00	3.18	4.15	3.41	3.00	3.38															
8 I feel encouraged to have a good balance between work and personal life.	2.96	3.19	3.06	3.33	3.63	3.91	3.00	3.78	3.27	3.06	3.64	3.48	3.20	4.00	3.46	-	4.33	3.75	2.50	2.50	3.77	3.21	3.00	2.86	-	-	3.00	3.02	3.09	2.95	3.67	3.50	3.43	3.00	3.19	2.79	3.25	2.44	3.42	2.63	2.93	3.00															
9 I feel appropriately compensated for my level of position.	-	3.04	3.01	-	4.13	3.98	-	3.00	2.56	-	3.36	3.53	-	3.50	4.15	-	3.50	3.00	-	2.67	3.31	-	3.32	3.31	-	-	2.00	-	3.00	2.49	-	4.00	3.83	-	2.80	2.81	-	1.91	3.11	-	3.13	2.75															
<b>SECTION 3: Do employees feel they provide individual contributions?</b>																																																									
10 I am encouraged to develop myself professionally.	3.48	3.69	3.69	3.83	3.50	4.00	3.88	4.09	3.67	3.59	3.79	4.07	3.40	5.00	4.38	-	4.20	3.58	3.00	3.17	4.31	3.44	3.64	3.53	-	-	3.50	4.00	3.91	3.88	4.00	3.00	4.00	3.00	3.50	3.52	4.00	3.09	3.81	3.28	3.14	3.47															
11 I am encouraged to provide input on decisions impacting my work.	3.45	3.59	3.51	4.17	3.00	3.84	3.76	4.06	3.39	3.24	3.86	3.53	3.00	4.25	3.77	-	4.33	3.56	3.00	3.33	3.46	3.56	3.46	3.30	-	-	3.50	3.67	3.91	3.61	4.00	2.50	3.86	3.00	3.36	3.10	4.25	3.20	3.78	3.23	3.67	3.44															
12 I am encouraged to come up with better ways of doing things.	3.37	3.56	3.45	3.83	3.25	3.84	3.59	4.22	3.26	3.41	3.86	3.57	4.00	4.25	4.00	-	4.50	3.78	2.00	3.00	3.23	3.60	3.39	3.46	-	-	3.00	3.78	3.68	3.73	4.00	3.50	3.83	3.00	3.52	3.45	4.00	2.90	3.35	3.36	3.36	3.56															
13 I am given opportunities to be innovative or creative.	-	3.77	3.68	-	3.23	3.88	-	4.16	3.51	-	4.36	3.70	-	4.75	4.23	-	4.50	4.67	-	3.00	3.54	-	3.54	3.46	-	-	3.50	-	3.96	3.85	-	2.50	3.67	-	3.64	3.48	-	3.36	3.78	-	3.75	3.88															
14 I am given opportunities to be collaborative.	-	3.84	3.77	-	3.63	4.09	-	4.31	3.43	-	4.36	3.93	-	4.50	4.23	-	4.50	4.22	-	3.17	3.77	-	3.75	3.69	-	-	3.50	-	4.17	4.02	-	4.50	4.00	-	3.71	3.29	-	3.30	3.89	-	3.77	3.71															
<b>SECTION 4: Do employees feel connected to their co-workers?</b>																																																									
15 A spirit of cooperation and teamwork exists between me and my co-workers.	3.73	3.73	3.70	4.50	3.75	4.23	3.71	4.09	3.86	3.59	4.00	3.70	3.40	4.25	4.00	-	4.17	4.11	3.50	3.83	4.31	3.96	3.86	3.41	-	-	3.50	4.11	3.61	3.80	4.00	4.50	3.71	4.00	3.60	3.52	3.50	3.27	3.85	3.57	3.83	3.66															
16 Knowledge and information sharing is practiced between me and my co-workers.	3.70	3.72	3.68	4.50	3.75	3.95	3.71	4.13	3.76	3.71	4.21	3.57	3.00	4.25	4.00	-	4.33	4.11	4.00	3.83	4.23	4.00	3.68	3.49	-	-	3.50	3.89	3.48	3.80	4.33	4.50	4.00	4.50	3.69	3.43	3.50	3.27	3.96	3.51	4.00	3.57															
17 Those around me are committed to doing quality work.	4.14	4.11	4.05	4.67	3.75	4.41	4.41	4.41	4.19	4.24	4.21	4.17	4.40	4.75	4.54	-	4.83	4.67	4.00	3.67	4.54	4.16	4.25	3.95	-	-	4.50	4.11	3.82	4.10	4.33	4.50	4.43	3.50	3.98	3.81	4.00	4.40	4.29	4.02	4.31	3.97															
18 I have positive interactions with my co-workers.	-	4.12	4.09	-	4.25	4.30	-	4.47	4.31	-	4.50	4.17	-	4.75	4.46	-	4.67	4.25	-	4.33	4.38	-	4.07	3.90	-	-	4.00	-	4.17	4.22	-	4.50	4.33	-	3.98	4.05	-	3.82	4.25	-	4.08	4.14															
19 I enjoy the work climate that exists between my co-workers and me.	-	3.95	3.89	-	4.00	4.09	-	4.28	4.14	-	4.43	3.73	-	4.25	4.38	-	4.67	3.89	-	4.17	4.46	-	3.89	3.62	-	-	4.00	-	3.83	3.90	-	4.50	3.86	-	3.76	3.95	-	3.64	4.22	-	4.00	3.83															
<b>SECTION 5: Do employees feel satisfied with their supervisor?</b>																																																									
20 My supervisor gives me ongoing feedback to help me improve my performance.	3.08	3.39	3.24	4.20	3.38	3.63	3.19	4.09	3.26	3.18	3.69	3.43	3.00	3.75	3.54	-	4.00	3.33	1.75	1.83	3.42	3.25	3.11	2.83	-	-	3.00	3.51	3.48	3.10	3.67	2.50	3.57	3.00	3.16	2.86	3.50	2.82	3.42	3.89	2.73	3.03															
21 My supervisor encourages a positive work climate.	-	3.82	3.66	-	4.00	4.02	-	4.19	3.54	-	4.00	3.67	-	4.25	3.92	-	4.60	3.78	-	2.33	3.75	-	3.57	3.32	-	-	4.00	-	3.90	3.79	-	2.00	4.14	-	3.71	3.14	-	3.73	4.15	-	3.69	3.76															
22 My supervisor promotes open communication and feedback.	-	3.81	3.61	-	4.00	4.00	-	4.38	3.44	-	3.92	3.57	-	4.25	3.62	-	4.67	3.33	-	2.00	3.67	-	3.61	3.22	-	-	4.00	-	3.90	3.73	-	3.00	4.14	-	3.72	3.10	-	3.82	4.11	-	3.46	3.55															
23 My supervisor treats me with dignity and respect.	-	4.28	4.13	-	4.50	4.42	-	4.63	3.90	-	4.77	4.20	-	5.00	4.38	-	4.67	4.00	-	2.60	4.00	-	4.14	4.00	-	-	4.50	-	4.30	4.41	-	3.50	4.29	-	4.14	3.57	-	4.18	4.59	-	4.00	4.33															
<b>SECTION 6: Do employees feel connected to their department?</b>																																																									
24 Clear reporting structures are established within my department.	3.59	3.71	3.55	3.67	3.00	3.69	3.53	4.16	3.20	3.35	3.83	3.62	4.20	4.00	3.77	-	4.40	3.38	4.50	3.60	4.09	3.64	3.56	3.41	-	-	3.50	3.94	3.61	3.71	3.33	2.00	4.25	2.50	3.52	3.55	3.75	3.20	3.96	3.66	3.27	3.79															
25 I receive clear information about changes being made within my department.	3.40	3.52	3.39	3.67	3.25	3.74	3.53	3.63	2.88	3.06	3.83	3.10	2.60	4.25	3.62	-	4.60	3.38	4.00	3.17	3.23	3.36	3.39	3.28	-	-	4.00	3.69	3.32	3.22	3.33	2.50	3.80	3.00	3.02	3.26	3.50	3.30	3.77	3.24	3.00	3.43															
26 I know how my department measures success.	3.32	3.55	3.41	3.83	3.13	3.67	3.35	3.69	3.05	3.24	3.77	3.21	2.60	3.75	3.62	-	4.20	3.00	2.75	2.67	3.69	3.58	3.63	3.10	-	-	3.00	3.69	3.50	3.34	4.33	2.00	3.80	3.00	3.12	3.11	3.50																				



# APPENDIX D.1: Breakdown by Gender (Faculty)

	% of Respondents	OVERALL Average			Female			Male			Not-Disclosed		
		2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018
<b>Faculty Response Average (including faculty specific)</b>		<b>3.57</b>	<b>3.73</b>	<b>3.59</b>	<b>46.3%</b>	<b>49.3%</b>	<b>49.3%</b>	<b>41.6%</b>	<b>39.6%</b>	<b>40.9%</b>	<b>12.1%</b>	<b>11.1%</b>	<b>9.3%</b>
<b>FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?</b>													
I have support to pursue my research opportunities.		3.56	3.63	3.48	3.60	3.54	3.49	3.74	3.79		3.15	3.24	3.25
I have input regarding my teaching opportunities and assignments.		3.55	3.86	3.76	3.79	3.91	3.73	3.86	3.92		3.43	3.28	3.55
I am encouraged to participate in mentoring activities.		3.40	3.68	3.59	3.48	3.70	3.57	3.58	3.74		3.33	3.26	3.32
I am encouraged to engage in extension opportunities.		-	2.96	2.64	-	2.98	2.66	-	3.02		-	2.44	2.20
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>													
1 I know what is expected of me at work.		4.18	4.33	4.29	4.19	4.28	4.31	4.28	4.46	4.38	4.00	4.04	4.06
2 I receive the information I need to perform my job.		3.89	4.04	3.99	3.94	4.10	4.05	4.01	4.05	4.04	3.60	3.61	3.69
3 I have the training to do my job effectively.*		3.68	3.98	4.16	3.63	3.96	4.19	3.78	4.04	4.19	3.48	3.80	4.11
4 I have the resources to do my job effectively.*		-	-	3.52	-	-	3.56	-	-	3.56	-	-	3.22
5 I have the technology I need to do my job efficiently.		3.90	3.95	3.80	3.72	3.95	3.85	4.04	4.01	3.87	3.72	3.75	3.49
<b>SECTION 2: Do employees feel they are valued?</b>													
6 I am recognized for doing a good job.		3.25	3.44	3.34	3.38	3.51	3.40	3.40	3.51	3.45	2.70	2.73	2.86
7 My supervisor values me and the work I do.		3.60	3.84	3.72	3.66	3.91	3.81	3.83	3.92	3.89	3.15	3.05	3.36
8 I feel encouraged to have a good balance between work and personal life.		2.96	3.19	3.06	3.01	3.31	3.21	3.12	3.16	3.15	2.26	2.64	2.53
9 I feel appropriately compensated for my level of position.		-	3.04	3.01	-	2.96	3.00	-	3.17	3.16	-	2.86	2.61
<b>SECTION 3: Do employees feel they provide individual contributions?</b>													
10 I am encouraged to develop myself professionally.		3.48	3.69	3.69	3.63	3.71	3.81	3.63	3.75	3.69	3.23	3.28	3.36
11 I am encouraged to provide input on decisions impacting my work.		3.45	3.59	3.51	3.51	3.64	3.58	3.63	3.58	3.65	2.96	3.37	2.84
12 I am encouraged to come up with better ways of doing things.		3.37	3.56	3.45	3.48	3.63	3.52	3.51	3.57	3.59	3.04	3.15	2.95
13 I am given opportunities to be innovative or creative.		-	3.77	3.68	-	3.79	3.74	-	3.85	3.80	-	3.37	3.18
14 I am given opportunities to be collaborative.		-	3.84	3.77	-	3.92	3.86	-	3.83	3.85	-	3.48	3.29
<b>SECTION 4: Do employees feel connected to their co-workers?</b>													
15 A spirit of cooperation and teamwork exists between me and my co-workers.		3.73	3.73	3.70	3.75	3.80	3.80	3.76	3.69	3.72	3.38	3.56	3.29
16 Knowledge and information sharing is practiced between me and my co-workers.		3.73	3.72	3.68	3.75	3.77	3.77	3.71	3.71	3.70	3.30	3.56	3.35
17 Those around me are committed to doing quality work.		4.14	4.11	4.05	4.21	4.15	4.17	4.08	4.07	4.05	3.92	4.03	3.85
18 I have positive interactions with my co-workers.		-	4.12	4.09	-	4.19	4.19	-	4.04	4.09	-	4.05	3.86
19 I enjoy the work climate that exists between my co-workers and me.		-	3.95	3.89	-	3.99	3.98	-	3.91	3.90	-	3.88	3.63
<b>SECTION 5: Do employees feel satisfied with their supervisor?</b>													
20 My supervisor gives me ongoing feedback to help me improve my performance.		3.08	3.39	3.24	3.20	3.49	3.37	3.27	3.35	3.31	2.78	3.00	3.05
21 My supervisor encourages a positive work climate.		-	3.82	3.66	-	3.83	3.79	-	3.86	3.76	-	3.51	3.24
22 My supervisor promotes open communication and feedback.		-	3.81	3.61	-	3.84	3.69	-	3.84	3.73	-	3.59	3.26
23 My supervisor treats me with dignity and respect.		-	4.28	4.13	-	4.28	4.25	-	4.37	4.20	-	3.90	3.87
<b>SECTION 6: Do employees feel connected to their department?</b>													
24 Clear reporting structures are established within my department.		3.59	3.71	3.55	3.67	3.69	3.71	3.75	3.77	3.70	3.59	3.54	3.38
25 I receive clear information about changes being made within my department.		3.40	3.52	3.39	3.41	3.50	3.43	3.57	3.61	3.56	3.28	3.17	3.14
26 I know how my department measures success.		3.32	3.55	3.41	3.41	3.46	3.52	3.57	3.66	3.51	3.14	3.49	3.17
27 I know how my work contributes to the success of my department.		3.63	3.74	3.67	3.57	3.70	3.72	3.79	3.87	3.81	3.40	3.31	3.27
28 My department demonstrates support for a diverse workforce.		3.90	3.97	3.57	3.85	3.91	3.86	4.04	4.05	3.73	3.43	3.91	3.37
29 I enjoy being part of my department.		3.81	3.91	3.80	3.85	3.91	3.93	3.93	3.95	3.92	3.66	3.65	3.39
Rate the extent to which your department approached the following to advance the University Mission:													
30 Accountability		-	3.86	3.48	-	3.88	3.87	-	3.88	3.59	-	3.57	3.57
31 Innovation		-	3.82	3.46	-	3.80	3.76	-	3.86	3.58	-	3.69	3.35
32 Creativity		-	3.78	3.46	-	3.75	3.74	-	3.84	3.62	-	3.69	3.38
33 Openness		-	3.67	3.35	-	3.61	3.59	-	3.74	3.50	-	3.60	3.07
34 Collaboration		-	3.87	3.62	-	3.88	3.93	-	3.91	3.66	-	3.62	3.30
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>													
35 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.		3.51	3.57	3.36	3.49	3.59	3.56	3.59	3.63	3.42	3.03	3.09	3.00
36 I receive clear information about changes being made within my college/area.		3.14	3.32	3.20	3.18	3.32	3.20	3.26	3.37	3.34	2.96	3.06	2.92
37 I receive clear information about changes being made within WSU.		3.08	3.29	3.13	3.15	3.32	3.23	3.13	3.34	3.15	2.82	2.86	2.85
38 I enjoy being part of Washington State University.		3.88	3.91	3.72	3.86	3.92	3.80	3.93	3.98	3.78	3.45	3.47	3.32
39 Overall, I am satisfied at work.		3.80	3.80	3.66	3.78	3.82	3.73	3.88	3.87	3.72	3.62	3.30	3.30
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace? *</b>													
I am comfortable with utilizing University resources.		-	3.75	2.98	-	3.77	3.26	-	3.78	3.12	-	3.38	2.81
My supervisor encourages me to use the University resources available to me.		-	3.37	2.21	-	3.39	2.88	-	3.43	2.35	-	2.75	2.39
I have concerns regarding work climate.		-	3.55	3.15	-	3.59	3.27	-	3.58	3.27	-	3.14	2.88
I feel comfortable bringing work climate concerns to my supervisor.		-	3.77	3.12	-	3.75	3.35	-	3.90	3.27	-	3.00	2.92
I utilize wellbeing programs and resources available to employees.**		-	-	1.69	-	-	1.58	-	3.65	1.72	-	-	1.64
My department fosters a culture of health and wellness.**		-	-	2.44	-	-	2.81	-	-	2.54	-	-	2.36
I feel encouraged to focus on my wellbeing both at work and in my personal life.**		-	-	2.66	-	-	2.90	-	-	2.75	-	-	2.27

\*Updated for 2018; \*\*New for 2018



# APPENDIX D.3: Breakdown by Ethnicity / Race (Faculty)

	Overall Average			American Indian or Alaskan Native			Asian			Black or African American			Hispanic, Chicano, or Latino			Native Hawaiian or Pacific Islander			White or Caucasian			Other			Not Disclosed		
	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018
<b>FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?</b>																											
5 I have support to pursue my research opportunities.																											
6 I am encouraged to engage in extension opportunities.																											
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>																											
1 I know what is expected of me at work.																											
2 I receive the information I need to perform my job.																											
3 I have the training to do my job effectively.**																											
4 I have the resources to do my job effectively.*																											
5 I have the technology I need to do my job efficiently.																											
<b>SECTION 2: Do employees feel they are valued?</b>																											
6 I am recognized for doing a good job.																											
7 My supervisor values me and the work I do.																											
8 I feel encouraged to have a good balance between work and personal life.																											
9 I feel appropriately compensated for my level of position.																											
<b>SECTION 3: Do employees feel they provide individual contributions?</b>																											
10 I am encouraged to develop myself professionally.																											
11 I am encouraged to provide input on decisions impacting my work.																											
12 I am encouraged to come up with better ways of doing things.																											
13 I am given opportunities to be innovative or creative.																											
14 I am given opportunities to be collaborative.																											
<b>SECTION 4: Do employees feel connected to their co-workers?</b>																											
15 A spirit of cooperation and teamwork exists between me and my co-workers.																											
16 Knowledge and information sharing is practiced between me and my co-workers.																											
17 Those around me are committed to doing quality work.																											
18 I have positive interactions with my co-workers.																											
19 I enjoy the work climate that exists between my co-workers and me.																											
<b>SECTION 5: Do employees feel satisfied with their supervisor?</b>																											
20 My supervisor gives me ongoing feedback to help me improve my performance.																											
21 My supervisor encourages a positive work climate.																											
22 My supervisor promotes open communication and feedback.																											
23 My supervisor treats me with dignity and respect.																											
<b>SECTION 6: Do employees feel connected to their department?</b>																											
24 Clear reporting structures are established within my department.																											
25 I receive clear information about changes being made within my department.																											
26 I know how my department measures success.																											
27 I know how my work contributes to the success of my department.																											
28 My department demonstrates support for a diverse workforce.																											
29 I enjoy being part of my department.																											
Rate the extent to which your department approached the following to advance the University Mission:																											
30 Accountability																											
31 Innovation																											
32 Creativity																											
33 Openness																											
34 Collaboration																											
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>																											
35 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.																											
36 I receive clear information about changes being made within my college/area.																											
37 I receive clear information about changes being made within WSU.																											
38 I enjoy being part of Washington State University.																											
39 Overall, I am satisfied at work.																											
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace? *</b>																											
I am comfortable with utilizing University resources.																											
My supervisor encourages me to use the University resources available to me.																											
I have concerns regarding work climate.																											
I feel comfortable bringing work climate concerns to my supervisor.																											
I utilize wellbeing programs and resources available to employees.**																											
My department fosters a culture of health and wellness.**																											
I feel encouraged to focus on my wellbeing both at work and in my personal life.**																											

\*Updated for 2018; \*\*New for 2018

# APPENDIX D.4: Breakdown by Years of Service (Faculty)

	Average			>1yr			1-5 yrs			5-10 yrs			10-15 yrs			15-20 yrs			20+ yrs			
	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	2014	2016	2018	
<b>FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?</b>																						
Faculty Response Average		3.57	3.73	3.59	3.95	4.02	4.01	3.70	3.85	3.75	3.55	3.52	3.56	3.59	3.63	3.63	3.54	3.68	3.59	3.43	3.70	3.62
I have support to pursue my research opportunities.		3.56	3.63	3.48	4.15	4.11	3.77	3.65	3.75	3.59	3.54	3.33	3.32	3.52	3.45	3.46	3.50	3.60	3.39	3.42	3.69	3.43
I have input regarding my teaching opportunities and assignments.		3.55	3.86	3.76	3.62	4.00	4.17	3.69	3.97	3.71	3.82	3.78	3.61	3.95	3.66	3.83	3.89	3.93	3.65	3.68	3.88	3.87
I am encouraged to participate in mentoring activities.		3.40	3.68	3.59	3.79	3.80	3.70	3.13	3.84	3.61	3.63	3.20	3.40	3.59	3.65	3.68	3.64	3.80	3.67	3.44	3.83	3.60
I am encouraged to engage in extension opportunities.		-	2.96	2.64	-	3.70	2.96	-	3.03	2.73	-	2.44	2.47	-	2.49	2.64	-	3.14	2.34	-	3.20	2.80
<b>SECTION 1: Do employees feel they have what is needed to do their job?</b>																						
1 I know what is expected of me at work.		4.18	4.33	4.29	4.49	4.23	4.33	4.11	4.31	4.22	4.17	4.34	4.33	4.14	4.39	4.38	4.15	4.40	4.33	4.27	4.27	4.49
2 I receive the information I need to perform my job.		3.89	4.04	3.99	4.11	4.13	4.18	3.93	4.11	4.02	3.88	4.01	4.00	3.89	4.07	4.02	3.91	4.03	3.99	3.91	3.96	4.06
3 I have the training to do my job effectively.*		3.68	3.98	4.16	3.80	4.12	4.32	3.84	4.06	4.14	3.73	3.96	4.16	3.47	3.91	4.28	3.50	3.88	4.09	3.61	3.89	4.39
4 I have the resources to do my job effectively.*		-	-	3.52	-	-	3.87	-	-	3.58	-	-	3.53	-	-	3.48	-	-	3.31	-	-	3.41
5 I have the technology I need to do my job efficiently.		3.90	3.95	3.80	3.78	4.15	4.12	3.89	4.06	3.84	3.88	3.87	3.79	3.82	3.71	3.74	3.88	4.00	3.70	3.84	3.89	3.81
<b>SECTION 2: Do employees feel they are valued?</b>																						
6 I am recognized for doing a good job.		3.25	3.44	3.34	3.80	3.77	3.77	3.43	3.54	3.50	3.24	3.20	3.24	3.35	3.49	3.29	3.23	3.38	3.25	3.03	3.42	3.25
7 My supervisor values me and the work I do.		3.60	3.84	3.72	4.15	4.10	4.20	3.77	4.03	3.91	3.69	3.75	3.69	3.76	3.74	3.90	3.41	3.78	3.76	3.31	3.73	3.58
8 I feel encouraged to have a good balance between work and personal life.		2.96	3.19	3.06	3.45	3.78	3.78	3.23	3.39	3.40	2.96	3.01	3.01	2.85	2.99	2.98	2.85	3.20	3.02	2.51	2.86	2.86
9 I feel appropriately compensated for my level of position.		-	3.04	3.01	-	3.41	3.67	-	3.14	3.19	-	2.92	2.99	-	2.59	2.76	-	3.20	2.90	-	3.04	2.84
<b>SECTION 3: Do employees feel they provide individual contributions?</b>																						
10 I am encouraged to develop myself professionally.		3.48	3.69	3.69	4.09	4.04	4.19	3.72	3.93	3.93	3.43	3.27	3.62	3.62	3.61	3.48	3.36	3.59	3.57	3.29	3.71	3.63
11 I am encouraged to provide input on decisions impacting my work.		3.45	3.59	3.51	3.81	4.12	3.94	3.58	3.77	3.67	3.46	3.39	3.47	3.49	3.41	3.44	3.38	3.38	3.40	3.30	3.47	3.45
12 I am encouraged to come up with better ways of doing things.		3.37	3.56	3.45	3.91	4.18	3.91	3.64	3.79	3.71	3.30	3.24	3.42	3.44	3.42	3.40	3.25	3.44	3.36	3.19	3.35	3.39
13 I am given opportunities to be innovative or creative.		-	3.77	3.68	-	4.08	4.06	-	3.85	3.81	-	3.51	3.62	-	3.60	3.64	-	3.75	3.64	-	3.88	3.64
14 I am given opportunities to be collaborative.		-	3.84	3.77	-	4.21	4.06	-	3.86	3.88	-	3.47	3.70	-	3.79	3.75	-	3.85	3.70	-	3.97	3.76
<b>SECTION 4: Do employees feel connected to their co-workers?</b>																						
15 A spirit of cooperation and teamwork exists between me and my co-workers.		3.73	3.73	3.70	4.00	4.12	3.99	4.02	3.89	3.81	3.61	3.46	3.71	3.61	3.64	3.66	3.60	3.63	3.51	3.49	3.64	3.63
16 Knowledge and information sharing is practiced between me and my co-workers.		3.73	3.72	3.68	3.93	4.16	3.94	3.94	3.88	3.74	3.62	3.50	3.70	3.53	3.55	3.67	3.56	3.66	3.58	3.54	3.59	3.64
17 Those around me are committed to doing quality work.		4.14	4.11	4.05	4.18	4.36	4.38	4.18	4.17	4.12	4.01	3.83	4.00	4.12	4.12	4.12	4.23	4.07	4.10	4.09	4.07	4.14
18 I have positive interactions with my co-workers.		-	4.12	4.09	-	4.31	4.38	-	4.26	4.16	-	3.89	4.13	-	4.15	4.09	-	3.97	4.03	-	4.08	4.03
19 I enjoy the work climate that exists between my co-workers and me.		-	3.95	3.89	-	4.30	4.19	-	4.04	3.97	-	3.78	3.90	-	3.87	3.90	-	3.77	3.82	-	3.93	3.85
<b>SECTION 5: Do employees feel satisfied with their supervisor?</b>																						
20 My supervisor gives me ongoing feedback to help me improve my performance.		3.08	3.39	3.24	3.68	3.73	3.74	3.35	3.56	3.43	3.16	3.16	3.21	3.20	3.45	3.35	2.91	3.37	3.20	2.73	3.14	3.12
21 My supervisor encourages a positive work climate.		-	3.82	3.66	-	4.04	4.25	-	4.06	3.85	-	3.59	3.66	-	3.55	3.84	-	3.72	3.66	-	3.89	3.54
22 My supervisor promotes open communication and feedback.		-	3.81	3.61	-	4.16	4.17	-	4.08	3.75	-	3.58	3.59	-	3.59	3.72	-	3.62	3.53	-	3.84	3.55
23 My supervisor treats me with dignity and respect.		-	4.28	4.13	-	4.53	4.51	-	4.47	4.30	-	4.11	4.07	-	4.12	4.32	-	4.20	4.19	-	4.25	4.16
<b>SECTION 6: Do employees feel connected to their department?</b>																						
24 Clear reporting structures are established within my department.		3.59	3.71	3.55	3.96	3.81	3.83	3.61	3.70	3.71	3.54	3.52	3.48	3.85	3.76	3.79	3.68	3.77	3.75	3.67	3.75	3.83
25 I receive clear information about changes being made within my department.		3.40	3.52	3.39	3.94	3.71	3.67	3.51	3.59	3.53	3.29	3.33	3.30	3.40	3.51	3.46	3.52	3.48	3.48	3.31	3.59	3.52
26 I know how my department measures success.		3.32	3.55	3.41	3.72	3.60	3.62	3.45	3.58	3.45	3.32	3.24	3.32	3.24	3.55	3.57	3.68	3.48	3.61	3.51	3.80	3.68
27 I know how my work contributes to the success of my department.		3.63	3.74	3.67	3.94	3.92	3.91	3.57	3.68	3.76	3.53	3.58	3.60	3.61	3.82	3.87	3.75	3.67	3.63	3.62	3.88	3.75
28 My department demonstrates support for a diverse workforce.		3.90	3.97	3.57	4.29	4.23	4.16	3.92	4.09	3.89	3.90	3.72	3.64	3.81	3.97	3.79	3.93	3.86	3.95	3.71	3.97	3.88
29 I enjoy being part of my department.		3.81	3.91	3.80	4.43	4.24	4.35	4.08	4.10	4.00	3.79	3.69	3.80	3.68	3.83	3.87	3.75	3.83	3.80	3.55	3.78	3.72
Rate the extent to which your department approached the following to advance the University Mission:																						
30 Accountability	-	3.86	3.48	-	3.95	4.20	-	3.97	3.87	-	3.77	3.66	-	3.74	3.80	-	3.88	3.74	-	3.84	4.02	
31 Innovation	-	3.82	3.46	-	4.06	4.13	-	3.94	3.81	-	3.60	3.49	-	3.70	3.58	-	3.80	3.80	-	3.81	3.72	
32 Creativity	-	3.78	3.46	-	4.18	4.03	-	3.90	3.84	-	3.68	3.53	-	3.47	3.65	-	3.74	3.76	-	3.78	3.69	
33 Openness	-	3.67	3.35	-	4.06	4.07	-	3.83	3.73	-	3.52	3.37	-	3.46	3.46	-	3.58	3.47	-	3.60	3.50	
34 Collaboration	-	3.87	3.62	-	4.15	4.20	-	4.00	3.96	-	3.68	3.68	-	3.76	3.72	-	3.78	3.74	-	3.88	3.73	
<b>SECTION 7: Do employees feel connected to WSU as a whole?</b>																						
35 I am encouraged to improve work processes to benefit students and other University constituents or colleagues.		3.51	3.57	3.36	4.00	3.86	3.89	3.65	3.66	3.71	3.24	3.41	3.36	3.64	3.58	3.28	3.17	3.57	3.40	3.33	3.32	3.40
36 I receive clear information about changes being made within my college/area.		3.14	3.32	3.20	3.71	3.47	3.63	3.32	3.38	3.35	3.03	3.19	3.10	3.27	3.32	3.15	3.13	3.23	3.06	2.86	3.29	3.23
37 I receive clear information about changes being made within WSU.		3.08	3.29	3.13	3.35	3.45	3.63	3.27	3.43	3.34	3.04	3.14	3.05	3.27	3.23	2.98	2.88	3.17	3.02	2.81	3.26	3.01
38 I enjoy being part of Washington State University.		3.88	3.91	3.72	4.34	4.37	4.29	4.09	4.06	3.85	3.76	3.75	3.70	3.77	3.79	3.63	3.67	3.81	3.69	3.53	3.76	3.46
39 Overall, I am satisfied at work.		3.80	3.80	3.66	4.22	4.15	4.08	4.01	3.91	3.81	3.68	3.61	3.66	3.74	3.83	3.58	3.73	3.76	3.60	3.55	3.60	3.47
<b>Employee Resources: Are employees aware of WSU resources or have concerns in the workplace? *</b>																						
I am comfortable with utilizing University resources.		-	3.75	2.98	-	4.04	3.72	-	3.74	3.29	-	3.58	3.19	-	3.83	3.23	-	3.68	3.35	-	3.67	3.39
My supervisor encourages me to use the University resources available to me.		-	3.37	2.21	-	3.75	3.19	-	3.64	2.95	-	2.97	2.83	-	3.30	2.95	-	3.16	2.91	-	3.31	2.92
I have concerns regarding work climate.		-	3.55	3.15	-	4.08	3.82	-	3.76	3.43	-	3.46	3.17	-	3.31	3.15	-	3.22	3.08	-	3.46	3.18
I feel comfortable bringing work climate concerns to my supervisor.		-	3.77	3.12	-	4.17	3.78	-	3.94	3.48	-	3.62	3.26	-	3.40	3.35	-	3.70	3.46	-	3.81	3.41
I utilize wellbeing programs and resources available to employees.**		-	-	1.69	-	-	1.59	-	-	1.78	-	-	1.52	-	-	1.61	-	-	1.61	-	-	1.70
My department fosters a culture of health and wellness.**		-	-	2.44	-	-	3.37	-	-	3.00	-	-	2.52	-	-	2.62	-	-	2.70	-	-	2.72
I feel encouraged to focus on my wellbeing both at work and in my personal life.**		-	-	2.66	-	-	3.50	-	-	3.05	-	-	2.71	-	-	2.65	-	-	2.65	-	-	2.66

