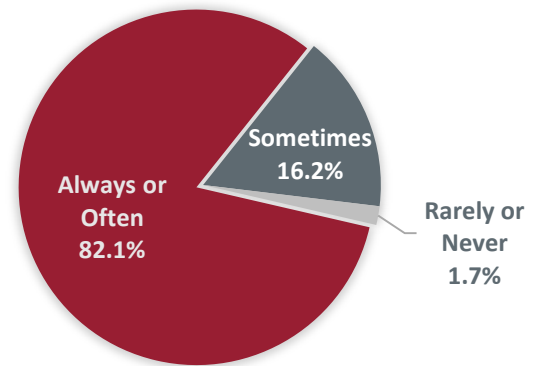


For the 2018 Employee Engagement Survey (EES) there were 117 respondents in 2018 compared to 33 respondents in 2016 who identified their department within Athletics. For 2018, the survey was sent to 172 active employees within Athletics resulting in a 68% response rate. The response average for statements 1-39 was 3.99 for 2018 compared to 3.95 in 2016 resulting in an increase in the overall response average from 2016. For 2018 49.6% identified as Administrative Professional, 29.9% identified themselves as Civil Service and 20.5% identified themselves as Faculty.

As explained in the 2018 EES Results Report, responses were measured using a 5-option Likert scale with “Never” equaling 1 and “Always” equaling 5 to determine the frequency in which employees identified with the statements.

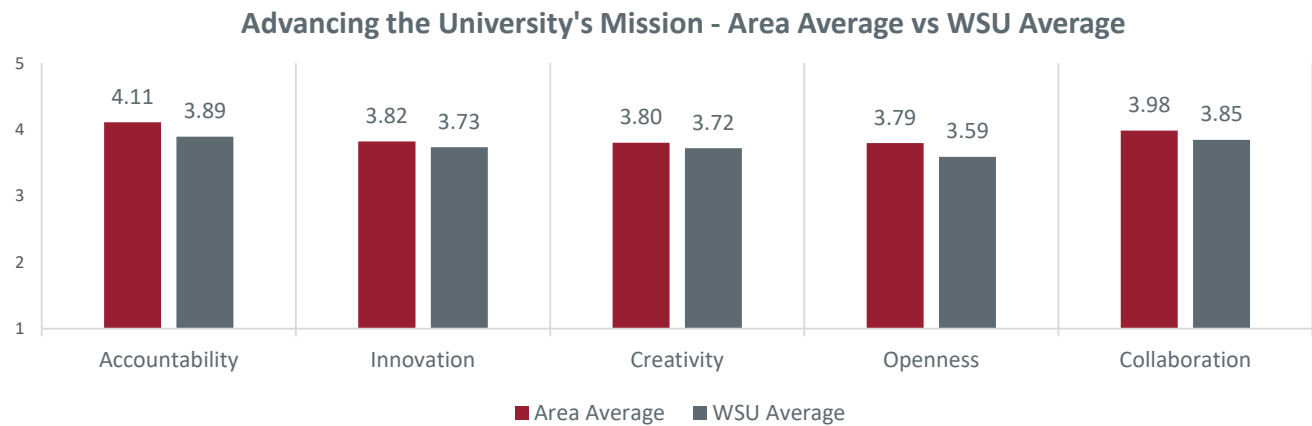
For the 2018 survey, 82.1% of respondents said they always or often enjoy being part of their department (statement 28). Additionally, the response average for overall satisfaction at work (statement 39), increased to 4.16 from 4.06 for 2016. A breakdown of response averages can be found at the end of this report on page 4.



ENJOY BEING PART OF THEIR DEPARTMENT

ADVANCING THE UNIVERSITY’S MISSION:

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



HIGHEST 2018 RESPONSE AVERAGE:

Statements	Area Average 2014	Area Average 2016	Area Average 2018	WSU Average 2018
I know what is expected of me at work.	4.54	4.58	4.56	4.35
My supervisor treats me with dignity and respect.	-	4.64	4.53	4.27
I have the training to do my job effectively.*	4.12	4.42	4.51	4.10
I enjoy being part of Washington State University.	4.46	4.42	4.41	3.93

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

LOWEST 2018 RESPONSE AVERAGE:

Statements	Area Average 2014	Area Average 2016	Area Average 2018	WSU Average 2018
I utilize wellbeing programs and resources available to employees.	-	-	2.58	2.49
I feel appropriately compensated for my level of position.	-	2.82	3.25	3.05
I receive clear information about changes being made within my department.	3.35	3.34	3.43	3.37
I am recognized for doing a good job.	3.69	3.52	3.43	3.45

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

SIGNIFICANT RESPONSE CHANGE (HIGHEST/LOWEST RESPONSE CHANGES):

Statements	Area Average 2014	Area Average 2016	Area Average 2018	Change
I am encouraged to improve work processes to benefit students and other. University constituents or colleagues.	3.96	3.65	4.08	0.43
I feel appropriately compensated for my level of position.	-	2.82	3.25	0.43
My supervisor encourages me to use the University resources available to me.	-	3.34	3.63	0.28
I am encouraged to develop myself professionally.	3.35	3.58	3.82	0.24
I feel encouraged to have a good balance between work and personal life.	3.88	3.97	3.76	-0.21
I know how my work contributes to the success of my department.	4.16	4.33	4.17	-0.16
My supervisor values me and the work I do.	3.92	4.30	4.16	-0.15
My supervisor encourages a positive work climate.	-	4.36	4.22	-0.15

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

ACTION ITEMS:

In reviewing the lowest area response averages and the statements with negative change from 2016 to 2018 in Athletics, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to:

- Provide employees with resources regarding employee wellness and encourage the use of WSU employee wellness programs.
- Identify positions with inappropriate compensation.
- Improve communication efforts regarding changes at the department level.
- Provide employees with on-going feedback and recognition.
- Identify ways to encourage work/life balance for employees.
- Promote and provide communication to employees on how their work contributes to the success of the department.
- Identify ways to encourage a positive work climate.

EMPLOYEE FEEDBACK:

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

- *It is an exciting time to be at WSU!*
- *I feel refreshed and excited under the new leadership and can't wait to see what changes start to emerge. I LOVE my job, the purpose of my job and am so committed to it, and have "hung tough" waiting for change. I'm so hopeful there are positive building blocks now in place.*
- *There are double standards at WSU that have become more apparent over the past few years. Those in the higher administrative positions, i.e., VP and above do not have to abide by the same hiring practices the rest of the university colleges and departments must adhere to.*
- *A lack of integrity, accountability and human resources have been SEVERELY lacking and I hope this changes.*
- *Compensation:*
 - *Across campus AP positions are allowed to have ""merit raises"" but not in athletics;*
 - *Salary compensation across campus for my position title is quite unequal and is based on who you are versus your job duties;*
 - *Over worked under compensated and taken advantage of on a daily basis.*
- *Work-Life balance in my department is a huge challenge - and a feeling of sacrifice and giving all my personal life and time to survive financially is never a fun feeling; Lack of protection for employees who are overtime exempt salary positions to take a lunch break regularly especially when work necessitates long days that start early and end late.*
- *Lack of communication, which hinders are ability to create good plans.*
- *Restrictions put on us by the budget, which hinder us from properly investing in the future of our department.*
- *Most concerns over workplace environment/climate stem from high turnover in the last year within athletics. Anxious to see what new admin can do to help with it!*

RESPONSE AVERAGE BREAKDOWN:

	# of Respondents	Area Average			WSU Average
		2014	2016	2018	2018
Statement 1-39 Overall Average		3.93	3.94	3.99	3.76
1	I know what is expected of me at work.	4.54	4.58	4.56	4.35
2	I receive the information I need to perform my job.	4.27	4.24	4.32	4.02
3	I have the training to do my job effectively.*	4.12	4.42	4.51	4.10
4	I have the resources I need to do my job efficiently.*	-	-	4.09	3.75
5	I have the technology I need to do my job efficiently.	4.15	4.30	4.21	3.96
6	I am recognized for doing a good job.	3.69	3.52	3.43	3.45
7	My supervisor values me and the work I do.	3.92	4.30	4.16	3.91
8	I feel encouraged to have a good balance between work and personal life.	3.88	3.97	3.76	3.59
9	I feel appropriately compensated for my level of position.	-	2.82	3.25	3.05
10	I am encouraged to develop myself professionally.	3.35	3.58	3.82	3.58
11	I am encouraged to provide input on decisions impacting my work.	3.81	3.84	4.00	3.61
12	I am encouraged to come up with better ways of doing things.	3.81	4.03	4.08	3.66
13	I am given opportunities to be innovative or creative.	-	3.94	4.01	3.66
14	I am given opportunities to be collaborative.	-	3.94	4.06	3.77
15	A spirit of cooperation and teamwork exists between my co-workers and me.	4.00	3.97	3.95	3.83
16	Knowledge and information sharing is practiced between my co-workers and me.	3.96	3.88	3.90	3.79
17	Those around me are committed to doing quality work.	4.27	3.97	4.01	4.10
18	I have positive interactions with my co-workers.	-	4.15	4.18	4.17
19	I enjoy the work climate that exists between my co-workers and me.	-	4.06	4.05	3.97
20	My supervisor gives me ongoing feedback to help me improve my performance.	3.36	3.67	3.66	3.43
21	My supervisor encourages a positive work climate.	-	4.36	4.22	3.88
22	My supervisor promotes open communication and feedback.	-	4.24	4.15	3.83
23	My supervisor treats me with dignity and respect.	-	4.64	4.53	4.27
24	Clear reporting structures are established within my department.	4.28	3.82	3.91	3.80
25	I receive clear information about changes being made within my department.	3.35	3.34	3.43	3.37
26	I know how my department measures success.	3.60	3.55	3.63	3.35
27	I know how my work contributes to the success of my department.	4.16	4.33	4.17	3.87
28	My department demonstrates support for a diverse workforce.	4.19	4.03	4.25	4.00
29	I enjoy being part of my department.	4.27	4.24	4.28	3.96
Rate the extent to which your department approached the following to advance the University Mission:					
30	Accountability	-	4.09	4.11	3.89
31	Innovation	-	3.70	3.82	3.73
32	Creativity	-	3.91	3.80	3.72
33	Openness	-	3.63	3.79	3.59
34	Collaboration	-	3.88	3.98	3.85
35	I am encouraged to improve work processes to benefit students and other University constituents or colleagues.	3.96	3.65	4.08	3.65
36	I receive clear information about changes being made within my college or area.	3.32	3.30	3.47	3.22
37	I receive clear information about changes being made within WSU.	3.31	3.47	3.47	3.22
38	I enjoy being part of Washington State University.	4.46	4.42	4.41	3.93
39	Overall, I am satisfied at work.	4.31	4.06	4.16	3.76
	I am comfortable with utilizing University resources.	-	3.63	3.79	3.62
	My supervisor encourages me to use the University resources available to me.	-	3.34	3.63	3.67
	I have concerns regarding work climate.	-	3.79	3.90	3.46
	I feel comfortable bringing work climate concerns to my supervisor.	-	3.91	3.89	3.73
	I utilize wellbeing programs and resources available to employees.**	-	-	2.58	2.49
	My department fosters a culture of health and wellness.**	-	-	4.04	3.27
	I feel encouraged to focus on my wellbeing both at work and in my personal life.**	-	-	3.90	3.28

*Updated for 2018; **New for 2018