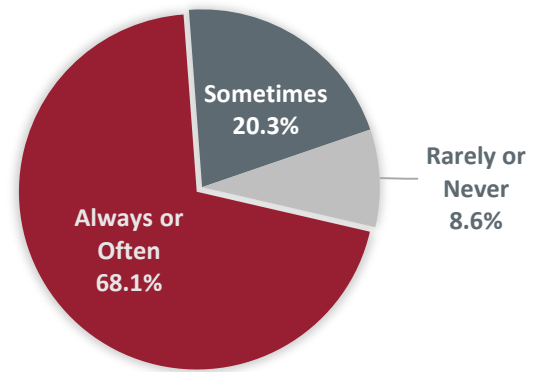


For the 2018 Employee Engagement Survey (EES) there were 301 respondents in 2018 compared to 247 respondents in 2016 who identified their department within College of Agricultural, Human and Natural Resource Sciences (CAHNRS). For 2018, the survey was sent to 768 active employees within the CAHNRS resulting in a 39.2% response rate. The response average for statements 1-39 was 3.73 for 2018 compared to 3.80 in 2016 resulting in a decrease in the overall response average from 2016. For 2018 40.5% identified themselves as Faculty, 34.9% identified themselves as Civil Service and 24.6% identified as Administrative Professional.

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.

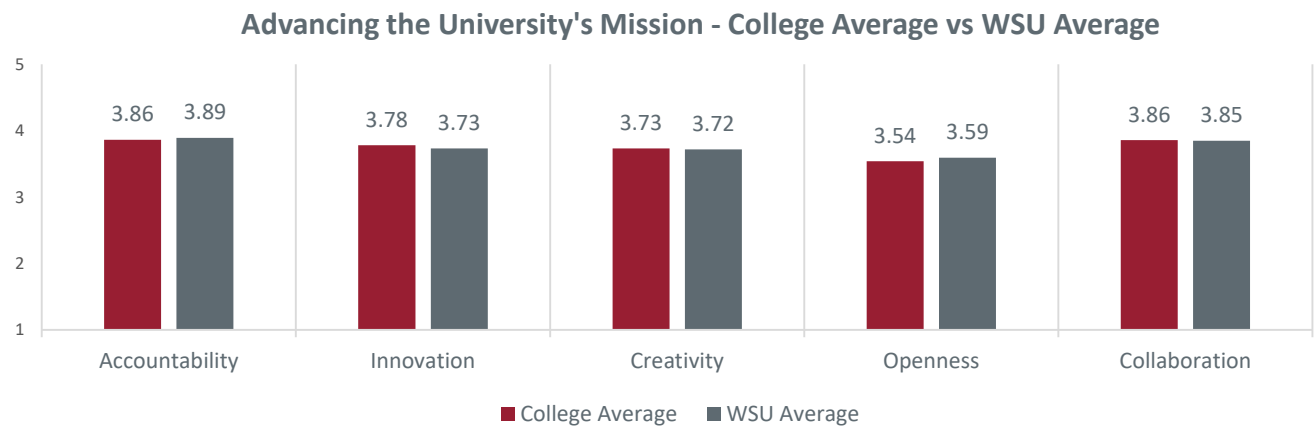
For the 2018 survey, 68.1% of respondents said they always or often enjoy being part of their department (statement 28). Additionally, the response average for overall satisfaction at work (statement 39), decreased to 3.65 from 3.80 for 2016. A breakdown of response averages can be found at the end of 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 CAHNRS compared to the overall WSU average:



### HIGHEST 2018 RESPONSE AVERAGE:

Statements	College Average 2014	College Average 2016	College Average 2018	WSU Average 2018
I know what is expected of me at work.	4.44	4.34	4.38	4.35
My supervisor treats me with dignity and respect.	-	4.31	4.37	4.27
Those around me are committed to doing quality work.	4.22	4.12	4.15	4.10
I have positive interactions with my co-workers.	-	4.13	4.13	4.17
I have the training to do my job effectively.*	4.02	3.99	4.10	4.10

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

### LOWEST 2018 RESPONSE AVERAGE:

Statements	College Average 2014	College Average 2016	College Average 2018	WSU Average 2018
I utilize wellbeing programs and resources available to employees.	-	-	2.43	2.49
My department fosters a culture of health and wellness.	-	-	2.85	3.27
I feel encouraged to focus on my wellbeing both at work and in my personal life.	-	-	2.91	3.28
I feel appropriately compensated for my level of position.	-	3.12	3.01	3.05

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

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

Statements	College Average 2014	College Average 2016	College Average 2018	Change
I have the training to do my job effectively.*	4.02	3.99	4.10	0.11
I am recognized for doing a good job.	3.52	3.46	3.55	0.09
My supervisor values me and the work I do.	3.92	3.90	3.98	0.08
I am comfortable with utilizing University resources.	-	3.75	3.23	-0.52
My supervisor encourages me to use the University resources available to me.	-	3.40	3.11	-0.30
I receive clear information about changes being made within WSU.	3.17	3.33	3.07	-0.26
I enjoy being part of Washington State University.	3.99	3.97	3.72	-0.25

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

### ACTION ITEMS:

In reviewing the lowest college response averages and the statements with negative change from 2016 to 2018 in CAHNRS, 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.
- Ensure supervisors are familiar with resources and provide employees with resources as appropriate and encourage the use of University resources.
- Identify positions with inappropriate compensation.
- Improve communication efforts regarding changes at the University level.

## 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 CAHNRS:

- *Support of WSU and CAHNRS:*
  - *Love my work; love the college; working directly for and with my supervisor and director is fantastic.*
  - *I love my work as researcher and teacher and with the industry I support.*
  - *I feel I have good support at the department level, excellent support at the college level,*
- *Communication has slowly been improving but still has a long way to go;*
- *Compensation:*
  - *Poor pay, lack of a clear path to advance;*
  - *disparity in salary between staff/faculty and administrators*
  - *compensation for faculty well below the top 25 universities;*
- *WSU is not taking care of their employees; Take care of your people better, value them, ask for their input; stop rewarding bad behaviors.*
- *Work/Life balance:*
  - *I'm encouraged to develop my professional skill but I'm not given the time to take classes;*
  - *Wellness and work/home life are verbally expressed and understood but because of the sense of competition in academia, it is hard to escape a culture of working on nights and weekends.*
  - *Wish there were more health and wellness programs for those at the extensions.*
- *Others are allowed to work less than the expected 8 hrs per day, 40 hrs per week.;*
- *AP & Civil Service are always the ones on the chopping block for budget cuts, but also the ones expected to do more than their share to make things continue to run without any ability to feel appreciated or get raises.*
- *Collaboration is also highly encouraged, but the tenure track process sets up a counter dynamic where faculty are driven to get their name on as many projects and publications as possible, with little accountability for how much contribution they might end up having in a given project.*
- *I think it is important to discuss the demands of the University. You want us to publish and write grants but at the same time I am expected to deliver WSU programming to my stakeholders and County Commissioners.*
- *There just seems to be a disconnect between WSU Pullman and the Extension system. WSU is attempting to put us in the same box as all other faculty on campus and it just doesn't work like that in the County.*
- *WSU has a lack of participation by faculty in important university decisions, still a lack of communication and when faculty do voice their opinions through faculty senate, the university appears to ignore them*
- *Hopeful that new CAHNRS Dean will have courage and support to make many, many changes to get the college focused on excellence again*
- *WSU has an awful culture for workers, as management is awful at WSU and management is allowed to foster a bad culture.*
- *Organizational Structure:*
  - *I feel that this whole structure needs to be reviewed and fixed.*
  - *There needs to be a liason between WSU and Extension that is involved, engaged, and aware of the ground work being done, and working to bring the two together for common goals;*
  - *I work for a CAHNRS Program, we are not under a department. We are caught in the middle between CAHNRS and the Tri-Cities campus and issues take very long to resolve .*
  - *The farther they are situated afield from the main campus the farther away they are from the collective resources of the university campus.*
- *I really feel that direct appointments at the senior level are damaging to relationships and progress; The unfairness of how people are promoted within, whether by title or by pay.*

## EMPLOYEE FEEDBACK (CONTINUED):

- *Main concern is related to WSU budget policy; The budget and how it's being handled at WSU is disturbing and disgraceful; The most difficult part of working at WSU is the repeated horizontal cuts to programs that eliminate effective support and add major stress, detracting from the ability to focus on the primary objectives for which we were hired in the first place as faculty.*
- *Start fully funding teaching and research programs while significantly reducing administrative overhead.*
- *I feel WSU Extension's mission as a land grant university has been lost and the university no longer values providing knowledge and education to the underserved persons in communities away from the Pullman location.*
- *There is a huge disconnect between upper administration and the day to day functioning and challenges of those on the academic side of the campus actually delivering on the Land Grant mission.*
- *Workplace Environment:*
  - *CAHNRS administration has fostered and encouraged a hostile workplace environment for a number of years by using threats, harassments, intimidations, unwarranted investigations, and the like.*
  - *Top-down "thou shall" management style which does not want to hear different opinions or views.*
  - *The toxic environment needs to be recognized as a problem and must change if we are to move forward in a positive direction, especially towards supporting the Drive to 25.*
  - *Workplace environment and culture has declined in the last few years. It used to be a great place to work and now it is not.*

RESPONSE AVERAGE BREAKDOWN:

	# of Respondents	College Average			WSU
					Average
		2014	2016	2018	2018
	Statement 1-39 Average	3.75	3.80	3.73	3.76
1	I know what is expected of me at work.	4.44	4.34	4.38	4.35
2	I receive the information I need to perform my job.	4.16	3.96	3.98	4.02
3	I have the training to do my job effectively.*	4.02	3.99	4.10	4.10
4	I have the resources I need to do my job efficiently.*			3.70	3.75
5	I have the technology I need to do my job efficiently.	4.18	4.10	3.89	3.96
6	I am recognized for doing a good job.	3.52	3.46	3.55	3.45
7	My supervisor values me and the work I do.	3.92	3.90	3.98	3.91
8	I feel encouraged to have a good balance between work and personal life.	3.47	3.54	3.45	3.59
9	I feel appropriately compensated for my level of position.	-	3.12	3.01	3.05
10	I am encouraged to develop myself professionally.	3.58	3.58	3.56	3.58
11	I am encouraged to provide input on decisions impacting my work.	3.67	3.72	3.67	3.61
12	I am encouraged to come up with better ways of doing things.	3.73	3.69	3.66	3.66
13	I am given opportunities to be innovative or creative.	-	3.82	3.73	3.66
14	I am given opportunities to be collaborative.	-	3.85	3.84	3.77
15	A spirit of cooperation and teamwork exists between my co-workers and me.	3.95	3.93	3.78	3.83
16	Knowledge and information sharing is practiced between my co-workers and me.	3.90	3.91	3.73	3.79
17	Those around me are committed to doing quality work.	4.22	4.12	4.15	4.10
18	I have positive interactions with my co-workers.	-	4.13	4.13	4.17
19	I enjoy the work climate that exists between my co-workers and me.	-	4.02	3.91	3.97
20	My supervisor gives me ongoing feedback to help me improve my performance.	3.35	3.54	3.43	3.43
21	My supervisor encourages a positive work climate.	-	3.95	3.87	3.88
22	My supervisor promotes open communication and feedback.	-	3.94	3.80	3.83
23	My supervisor treats me with dignity and respect.	-	4.31	4.37	4.27
24	Clear reporting structures are established within my department.	3.76	3.72	3.69	3.80
25	I receive clear information about changes being made within my department.	3.29	3.31	3.30	3.37
26	I know how my department measures success.	3.24	3.38	3.34	3.35
27	I know how my work contributes to the success of my department.	3.73	3.79	3.79	3.87
28	My department demonstrates support for a diverse workforce.	3.98	4.08	3.96	4.00
29	I enjoy being part of my department.	3.95	3.96	3.94	3.96
<b>Rate the extent to which your department approached the following to advance the University Mission:</b>					
30	Accountability	-	3.90	3.86	3.89
31	Innovation	-	3.83	3.78	3.73
32	Creativity	-	3.83	3.73	3.72
33	Openness	-	3.67	3.54	3.59
34	Collaboration	-	3.87	3.86	3.85
35	I am encouraged to improve work processes to benefit students and other University constituents or colleagues.	3.56	3.57	3.41	3.65
36	I receive clear information about changes being made within my college or area.	3.14	3.28	3.09	3.22
37	I receive clear information about changes being made within WSU.	3.17	3.33	3.07	3.22
38	I enjoy being part of Washington State University.	3.99	3.97	3.72	3.93
39	Overall, I am satisfied at work.	3.89	3.80	3.65	3.76
	I am comfortable with utilizing University resources.	-	3.75	3.23	3.62
	My supervisor encourages me to use the University resources available to me.	-	3.40	3.11	3.67
	I feel comfortable bringing work climate concerns to my supervisor.	-	3.47	3.38	3.73
	I have concerns regarding work climate.	-	3.82	3.65	3.46
	I utilize wellbeing programs and resources available to employees.**	-	-	2.43	2.49
	My department fosters a culture of health and wellness.**	-	-	2.85	3.27
	I feel encouraged to focus on my wellbeing both at work and in my personal life.**	-	-	2.91	3.28

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