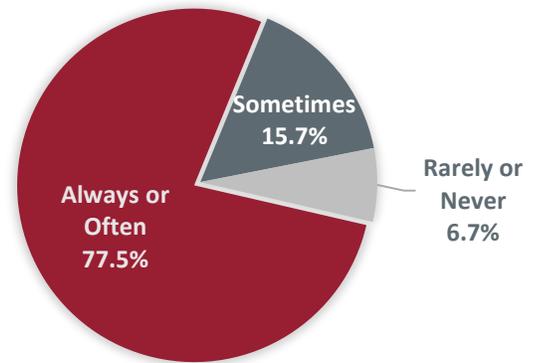


For the 2018 Employee Engagement Survey (EES) there were 90 respondents in 2018 compared to 51 respondents in 2016 who identified their department within the Carson College of Business. For 2018, the survey was sent to 164 active employees within the Carson College of Business resulting in a 54.9% response rate. The response average for statements 1-39 was 3.88 for 2018 compared to 3.77 in 2016 resulting in an increase in the overall response average from 2016. For 2018 53.3% identified themselves as Faculty, 28.9% identified as Administrative Professional and 17.8% identified themselves as Civil Service.

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.

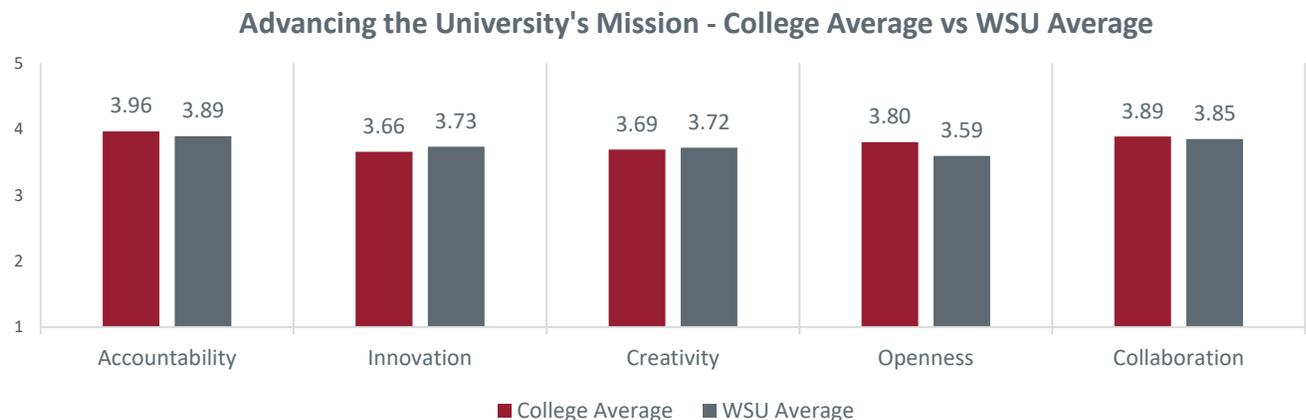
For the 2018 survey, 77.5% of respondents said they always or often enjoy being part of their department (statement 28). Additionally, the response average for overall satisfaction at work (statement 39), increased to 3.96 from 3.80 for 2016. A breakdown of response averages can be found at the end of 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 the Carson College of Business 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.	4.40	4.39	4.44	4.35
My supervisor treats me with dignity and respect.	-	4.39	4.38	4.27
I have positive interactions with my co-workers.	-	4.12	4.27	4.17
I enjoy the work climate that exists between my co-workers and me.	-	3.84	4.25	3.97
I have the training to do my job effectively.*	3.80	3.86	4.24	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.	-	-	2.72	2.49
My department fosters a culture of health and wellness.	-	-	2.94	3.27
I feel appropriately compensated for my level of position.	-	2.92	3.13	3.05
I feel encouraged to focus on my wellbeing both at work and in my personal life.	-	-	3.16	3.28
My supervisor encourages me to use the University resources available to me.	-	3.50	3.18	3.67

*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 enjoy the work climate that exists between my co-workers and me.	-	3.84	4.25	0.41
I have the training to do my job effectively.*	3.80	3.86	4.24	0.38
Knowledge and information sharing is practiced between me and my co-workers.	3.68	3.49	3.83	0.34
A spirit of cooperation and teamwork exists between me and my co-workers.	4.00	3.63	3.94	0.32
Clear reporting structures are established within my department.	3.92	3.74	4.05	0.31
I am comfortable with utilizing University resources.	-	3.90	3.42	-0.48
I feel comfortable bringing work climate concerns to my supervisor.	-	4.02	3.64	-0.38
My supervisor encourages me to use the University resources available to me.	-	3.50	3.18	-0.32

*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 the Carson College of Business, 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.
- Provide employees with internal and external resources for workplace climate concerns and encourage the reporting of concerns.

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 the Carson College of Business:

- *The climate within my department is great. I work for the Carson College of Business at the Everett campus.*
- *I love teaching at WSU and try my best to represent WSU well.*
- *I am thoroughly enjoying my work at WSU.*
- *Compensation:*
 - *I think the rate of pay is dismal for anyone who isn't in sports or a VP;*
 - *There should also be some standardization of compensation.*
- *Nobody is accountable for their failures.*
- *Too much management and operations responsibility/freedom is given to faculty with only a partial appointment in the management of employees and systems.*
- *Instead of giving all the colleges the freedom to organize and utilize their staff however they want, provide some centralized direction and supervision of the management of resources and processes.*
- *Resources in Pullman are different from other campus locations, there should be more standardization across campus.*
- *I would like to see opportunities for leadership and professional development on campus locations other than Pullman.*
- *Wellness Programs:*
 - *I feel the university does pretty well with wellness & fitness programs, but I just recently got approved to start a weight watchers workplace group, but we have no support for marketing/advertising this to the campus community;*
 - *Offer more benefits or resources to make the workplace healthier for employees.*
- *Campuses:*
 - *I do feel somewhat disconnected from the WSU Everett campus as there seems to be a divide between the academic staff and the "campus" staff;*
 - *Being located on Vancouver I report to a supervisor in Vancouver and another one in Pullman. The differences are often quite strong. I enjoy my campus affiliation more than my department affiliation; the latter makes me feel abandoned.*
- *I do not feel that I was adequately trained on WSU policies or who to go to with questions. I seem to get differing communication and answers when I reach out for help that causes problems for the students that I work with as well as for me.*
- *The requirements for annual reviews (publish once a year) are opposed to those used for tenure (publish in journals that even the best scholars hit in once every three years).*
- *myWSU system is cumbersome and makes it difficult for academic advisors to be efficient.*
- *I wish we were doing more to launch the Drive to 25 efforts outlined in the various metric white papers.*
- *I do not feel that the College is invested in their employees unless they are male.*
- *In the last several years, the department has a higher level of collegiality, while the dean's office has become much more hierarchical and far less supportive.*
- *Lack of communication, collaboration, and support between departments within colleges.*

RESPONSE AVERAGE BREAKDOWN:

	# of Respondents	College Average			WSU Average
		2014	2016	2018	2018
	Statement 1-39 Overall Average	3.76	3.77	3.88	3.76
1	I know what is expected of me at work.	4.40	4.39	4.44	4.35
2	I receive the information I need to perform my job.	3.88	4.04	4.01	4.02
3	I have the training to do my job effectively.*	3.80	3.86	4.24	4.10
4	I have the resources I need to do my job efficiently.*	-	-	3.83	3.75
5	I have the technology I need to do my job efficiently.	3.76	4.10	3.94	3.96
6	I am recognized for doing a good job.	3.56	3.46	3.41	3.45
7	My supervisor values me and the work I do.	4.04	3.96	3.97	3.91
8	I feel encouraged to have a good balance between work and personal life.	3.40	3.42	3.59	3.59
9	I feel appropriately compensated for my level of position.	-	2.92	3.13	3.05
10	I am encouraged to develop myself professionally.	3.60	3.62	3.84	3.58
11	I am encouraged to provide input on decisions impacting my work.	3.84	3.55	3.83	3.61
12	I am encouraged to come up with better ways of doing things.	3.75	3.61	3.71	3.66
13	I am given opportunities to be innovative or creative.	-	3.73	3.79	3.66
14	I am given opportunities to be collaborative.	-	3.59	3.85	3.77
15	A spirit of cooperation and teamwork exists between my co-workers and me.	4.00	3.63	3.94	3.83
16	Knowledge and information sharing is practiced between my co-workers and me.	3.68	3.49	3.83	3.79
17	Those around me are committed to doing quality work.	4.24	3.98	4.10	4.10
18	I have positive interactions with my co-workers.	-	4.12	4.27	4.17
19	I enjoy the work climate that exists between my co-workers and me.	-	3.84	4.25	3.97
20	My supervisor gives me ongoing feedback to help me improve my performance.	3.38	3.39	3.51	3.43
21	My supervisor encourages a positive work climate.	-	4.14	4.02	3.88
22	My supervisor promotes open communication and feedback.	-	4.02	4.06	3.83
23	My supervisor treats me with dignity and respect.	-	4.39	4.38	4.27
24	Clear reporting structures are established within my department.	3.92	3.74	4.05	3.80
25	I receive clear information about changes being made within my department.	3.48	3.48	3.67	3.37
26	I know how my department measures success.	3.40	3.54	3.58	3.35
27	I know how my work contributes to the success of my department.	3.84	4.00	3.94	3.87
28	My department demonstrates support for a diverse workforce.	4.13	4.14	4.02	4.00
29	I enjoy being part of my department.	3.96	4.00	4.16	3.96
Rate the extent to which your department approached the following to advance the University Mission:					
30	Accountability	-	3.92	3.96	3.89
31	Innovation	-	3.83	3.66	3.73
32	Creativity	-	3.79	3.69	3.72
33	Openness	-	3.59	3.80	3.59
34	Collaboration	-	3.73	3.89	3.85
35	I am encouraged to improve work processes to benefit students and other University constituents or colleagues.	3.56	3.67	3.82	3.65
36	I receive clear information about changes being made within my college or area.	3.28	3.41	3.57	3.22
37	I receive clear information about changes being made within WSU.	2.96	3.33	3.55	3.22
38	I enjoy being part of Washington State University.	4.12	4.20	4.14	3.93
39	Overall, I am satisfied at work.	3.96	3.80	3.96	3.76
	I am comfortable with utilizing University resources.	-	3.90	3.42	3.62
	My supervisor encourages me to use the University resources available to me.	-	3.50	3.18	3.67
	I have concerns regarding work climate.	-	3.61	3.66	3.46
	I feel comfortable bringing work climate concerns to my supervisor.	-	4.02	3.64	3.73
	I utilize wellbeing programs and resources available to employees.**	-	-	2.72	2.49
	My department fosters a culture of health and wellness.**	-	-	2.94	3.27
	I feel encouraged to focus on my wellbeing both at work and in my personal life.**	-	-	3.16	3.28

*Updated for 2018; **New for 2018