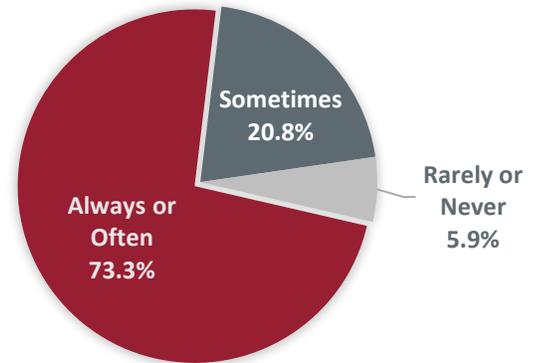


For the 2018 Employee Engagement Survey (EES) there were 103 respondents in 2018 compared to 52 respondents in 2016 who identified their department within the Voiland College of Engineering and Architecture (VCEA). For 2018, the survey was sent to 388 active employees within VCEA resulting in a 26.5% response rate. The response average for statements 1-39 was 3.79 for 2018 compared to 3.86 in 2016 resulting in a decrease in the overall response average from 2016. For 2018 47.6% identified themselves as Faculty, 37.9% identified as Administrative Professional and 14.6% 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.

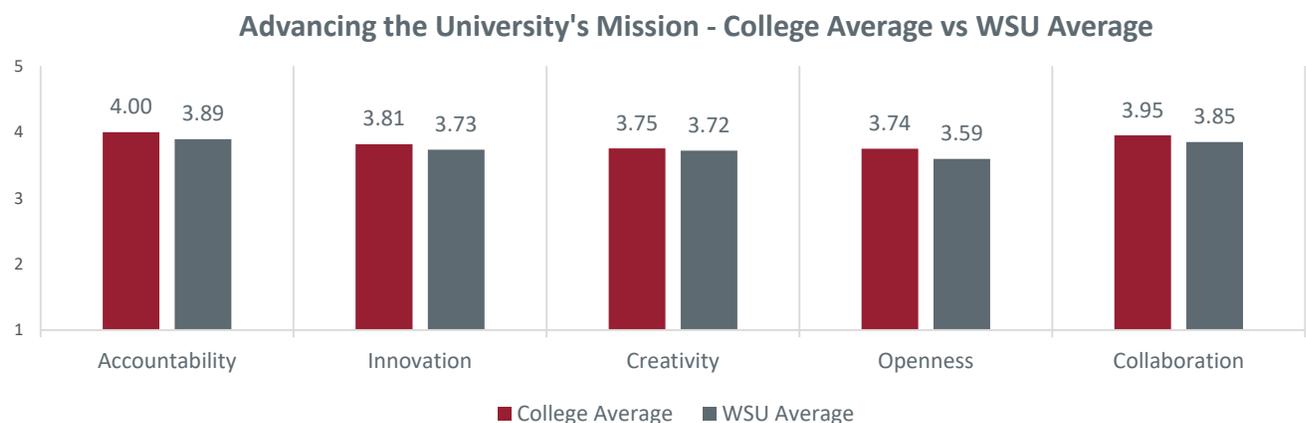
For the 2018 survey, 73.3% of respondents said they always or often enjoy being part of their department (statement 28). Additionally, the response average for overall satisfaction at work (statement 39), decreased to 3.86 from 3.92 for 2016. A breakdown of response averages can be found at the end of 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 VCEA 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.	4.47	4.37	4.36	4.35
I have positive interactions with my co-workers.	-	4.24	4.30	4.17
My supervisor treats me with dignity and respect.	-	4.29	4.29	4.27
Those around me are committed to doing quality work.	4.30	4.20	4.13	4.10
I enjoy the work climate that exists between my co-workers and me.	-	4.12	4.12	3.97
I have the training to do my job effectively.*	4.14	3.84	4.11	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.	-	-	2.60	2.49
My department fosters a culture of health and wellness.	-	-	2.76	3.27
My supervisor encourages me to use the University resources available to me.	-	3.40	2.89	3.67
I feel encouraged to focus on my wellbeing both at work and in my personal life.	-	-	3.11	3.28

*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.*	4.14	3.84	4.11	0.27
I feel encouraged to have a good balance between work and personal life.	3.63	3.35	3.52	0.17
Knowledge and information sharing is practiced between me and my co-workers.	3.88	3.80	3.88	0.08
I have positive interactions with my co-workers.	-	4.24	4.30	0.07
My supervisor encourages me to use the University resources available to me.	-	3.40	2.89	-0.51
I am comfortable with utilizing University resources.	-	3.90	3.40	-0.50
I feel appropriately compensated for my level of position.	-	3.67	3.24	-0.42
I enjoy being part of Washington State University.	4.36	4.30	3.96	-0.34
I receive clear information about changes being made within my department.	3.52	3.67	3.34	-0.33

*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 VCEA, 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 ways to encourage work/life balance for employees.*

ACTION ITEMS (CONTINUED):

- *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 department 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 VCEA:

- *I love my job and the people I work with*
- *The staff and faculty within my immediate area are quite pleasant to work with and overall it is a good environment.*
- *I am very pleased with my immediate supervisor and work environment.*
- *I love it at WSU. I love my department, my colleagues, my students, my research, the community, etc.*
- *I have worked at WSU for many years and it has been a very good place to have a career.*
- *I am very satisfied with my relationship with my supervisors and my students.*
- *I love my job, and I am so grateful to be here at WSU.*
- *I applaud President Schulz' efforts to diversify his cabinet and his open communications. Dean Rezac is also doing a great job*
- *I stay because I'm proud to be a Cougar and work for WSU*
- *Very poor communication between Dean's office and staff; lots of gossip!!*
- *Compensation:*
 - *As a long time employee of WSU it is frustrating to have new employees hired in at or above the same pay, it makes long timers feel considerably less valued;*
 - *Most faculty have 9-month appointments with no pay in the summer, and no paid vacation. Administrators, on the other hand, enjoy higher salaries and 12-month appointments (with paid annual leave);*
 - *Lack of raises is a serious concern for faculty;*
 - *Means of increasing compensation for high-performing tenure-track faculty above the university-wide raises is a necessity;*
 - *WSU values hiring and paying high-salaried administrators and athletic coaches much more than supporting faculty teaching and research.*
- *Stagnation in state support along with a growing culture of top-down administration compounded by hiring of administrators at high-salaries, some without serious academic qualification through experience as faculty.*
- *Seeking input from staff (departmental and college changes in our areas) would be welcome.*
- *I am aware of employee resources but I can say that I do not think that they are effective resources.*
- *I appreciate that I'm at a very small campus, but it's somewhat dispiriting to be invited to social functions which are invariably not at my campus and not scheduled to allow people from other campuses to attend.*
- *Recent restructures in the VCEA were unofficially disclosed to employees months before an actual letter was received. Letter was received a week before changes were to occur.*
- *In the College of Engineering & Architecture, if you're in a non-engineering program, the dean has no idea how tenure and promotion should be handled.*

EMPLOYEE FEEDBACK (CONTINUED):

- *Fall-back on the departments is great as centers are being dissolved, the employees reassigned, and the center employees' work is falling back on the departments that are already over encumbered.*
- *I'm deeply concerned about the ability of the Dean to see the impact she has made, by eliminating positions, to accomplish new her goals has had on employees mental and physical health.*
- *We are being asked to do more with less resources which is unsustainable.*
- *It is disappointing that units that are fiscally responsible are having to face budget reductions to compensate for poor decisions made by leadership.*
- *All of the staff in my department are overworked and stressed out. The Dean of the College has stated she is not willing to provide us with more staff to ease the ever increasing work load, and there isn't much incentive for the staff to continue working here.*
- *The single most significant thing WSU can do to improve employee engagement is to bring coherence to its digital and information systems including video conferencing and video classrooms.*
- *I have concerns that research project funding may be left on the table without adequate staff support to help faculty keep track of the grant budgets and spending.*
- *It seems as though the general work climate has degraded significantly over the past three or so years to the point where I no longer feel comfortable having open conversations with members of the WSU community for fear of reprisal, both in and outside of my unit.*
- *The Cougar Spirit and feeling of family that I came to know and love both as a student and initially as staff feels as though it is on life support and now merely exists in name.*
- *There is a Pullman-centric focus in most of the events that are provided for employees.*
- *The leadership at the Dean's office level does not seem to appreciate, or understand the services that the department I work in provides.*
- *VCEA seems to believe that we should be focusing on entry level students, and research is not what drives our funding.*
- *The WSU administration needs to work very hard to quietly implement a continuous quality improvement culture.*
- *There is an extremely poor work climate here at WSU.*

RESPONSE AVERAGE BREAKDOWN:

	# of Respondents	College Average			WSU Average
		2014	2016	2018	2018
Statement 1-39 Overall Average		3.91	3.86	3.79	3.76
1	I know what is expected of me at work.	4.47	4.37	4.36	4.35
2	I receive the information I need to perform my job.	4.21	3.98	4.01	4.02
3	I have the training to do my job effectively.*	4.14	3.84	4.11	4.10
4	I have the resources I need to do my job efficiently.*	-	-	3.73	3.75
5	I have the technology I need to do my job efficiently.	4.30	3.88	3.80	3.96
6	I am recognized for doing a good job.	3.69	3.68	3.59	3.45
7	My supervisor values me and the work I do.	4.07	3.94	3.94	3.91
8	I feel encouraged to have a good balance between work and personal life.	3.63	3.35	3.52	3.59
9	I feel appropriately compensated for my level of position.	-	3.67	3.24	3.05
10	I am encouraged to develop myself professionally.	3.74	3.56	3.49	3.58
11	I am encouraged to provide input on decisions impacting my work.	3.79	3.69	3.46	3.61
12	I am encouraged to come up with better ways of doing things.	3.84	3.76	3.62	3.66
13	I am given opportunities to be innovative or creative.	-	3.84	3.68	3.66
14	I am given opportunities to be collaborative.	-	3.88	3.76	3.77
15	A spirit of cooperation and teamwork exists between my co-workers and me.	4.07	3.90	3.93	3.83
16	Knowledge and information sharing is practiced between my co-workers and me.	3.88	3.80	3.88	3.79
17	Those around me are committed to doing quality work.	4.30	4.20	4.13	4.10
18	I have positive interactions with my co-workers.	-	4.24	4.30	4.17
19	I enjoy the work climate that exists between my co-workers and me.	-	4.12	4.12	3.97
20	My supervisor gives me ongoing feedback to help me improve my performance.	3.40	3.35	3.27	3.43
21	My supervisor encourages a positive work climate.	-	3.88	3.91	3.88
22	My supervisor promotes open communication and feedback.	-	3.84	3.83	3.83
23	My supervisor treats me with dignity and respect.	-	4.29	4.29	4.27
24	Clear reporting structures are established within my department.	3.81	3.96	3.84	3.80
25	I receive clear information about changes being made within my department.	3.52	3.67	3.34	3.37
26	I know how my department measures success.	3.51	3.49	3.36	3.35
27	I know how my work contributes to the success of my department.	4.12	3.80	3.79	3.87
28	My department demonstrates support for a diverse workforce.	4.27	4.13	4.03	4.00
29	I enjoy being part of my department.	4.21	4.08	4.07	3.96
Rate the extent to which your department approached the following to advance the University Mission:					
30	Accountability	-	3.94	4.00	3.89
31	Innovation	-	4.06	3.81	3.73
32	Creativity	-	3.92	3.75	3.72
33	Openness	-	3.77	3.74	3.59
34	Collaboration	-	4.00	3.95	3.85
35	I am encouraged to improve work processes to benefit students and other University constituents or colleagues.	3.92	3.63	3.67	3.65
36	I receive clear information about changes being made within my college or area.	3.26	3.43	3.26	3.22
37	I receive clear information about changes being made within WSU.	3.19	3.39	3.24	3.22
38	I enjoy being part of Washington State University.	4.36	4.30	3.96	3.93
39	Overall, I am satisfied at work.	4.14	3.92	3.86	3.76
	I am comfortable with utilizing University resources.	-	3.90	3.40	3.62
	My supervisor encourages me to use the University resources available to me.	-	3.40	2.89	3.67
	I have concerns regarding work climate.	-	3.54	3.51	3.46
	I feel comfortable bringing work climate concerns to my supervisor.	-	3.62	3.46	3.73
	I utilize wellbeing programs and resources available to employees.**	-	-	2.60	2.49
	My department fosters a culture of health and wellness.**	-	-	2.76	3.27

I feel encouraged to focus on my wellbeing both at work and in my personal life.**

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3.11

3.28

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