For the 2018 Employee Engagement Survey (EES) there were 67 respondents in 2018 compared to 58 respondents in 2016 who identified their department within the College of Nursing. For 2018, the survey was sent to 126 active employees within College of Nursing resulting in a 52.4% response rate. The response average for statements 1-39 was 3.68 for 2018 compared to 4.04 in 2016 resulting in a decrease in the overall response average from 2016. For 2018 65.2% identified themselves as Faculty, 19.7% identified as Administrative Professional and 15.2% 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.
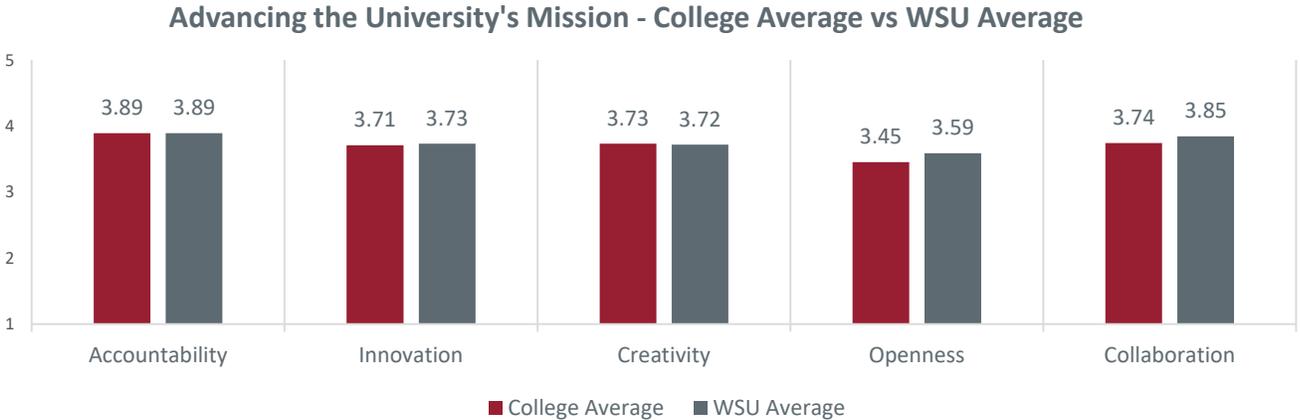
For the 2018 survey, 65.2% of respondents said they always or often enjoy being part of their department (statement 28). Additionally, the response average for overall satisfaction at work (statement 39), decreased to 3.77 from 4.28 for 2016. A breakdown of response averages can be found at the end of this report on page 4.

Sometimes
28.8%

Rarely or
Never
6.1%

Always or
Often
65.2%
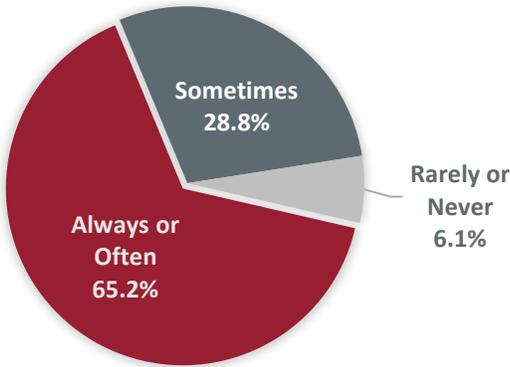
ENJOY BEING PART OF THEIR DEPARTMENT

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 College of Nursing compared to the overall WSU average:

Advancing the University's Mission - College Average vs WSU Average

	Accountability	Innovation	Creativity	Openness	Collaboration
College Average	3.89	3.71	3.73	3.45	3.74
WSU Average	3.89	3.73	3.72	3.59	3.85

■ College Average ■ WSU Average

HIGHEST 2018 RESPONSE AVERAGE:

Statements	College Average 2014	College Average 2016	College Average 2018	WSU Average 2018
I have positive interactions with my co-workers.	-	4.48	4.33	4.17
Those around me are committed to doing quality work.	4.33	4.40	4.28	4.10
I know what is expected of me at work.	4.21	4.59	4.24	4.35
My supervisor treats me with dignity and respect.	-	4.50	4.12	4.27
I have the training to do my job effectively.*	4.13	4.07	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.	-	-	2.55	2.49
I feel appropriately compensated for my level of position.	-	3.00	2.63	3.05
I have concerns regarding work climate.	-	3.82	2.73	3.46
I receive clear information about changes being made within my college/area.	3.31	3.45	2.76	3.22
My supervisor encourages me to use the University resources available to me.	-	3.67	2.81	3.67
I receive clear information about changes being made within my department.	3.44	3.53	2.98	3.37

*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.	4.13	4.07	4.11	0.04
I have concerns regarding work climate.	-	3.82	2.73	-1.10
My supervisor encourages me to use the University resources available to me.	-	3.67	2.81	-0.87
I feel comfortable bringing work climate concerns to my supervisor.	-	3.98	3.20	-0.78
I receive clear information about changes being made within my college/area.	3.31	3.45	2.76	-0.69
Clear reporting structures are established within my department.	3.77	3.96	3.36	-0.61

*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 College of Nursing, 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.*
- *Provide employees with internal and external resources for workplace climate concerns and encourage the reporting of concerns.*
- *Improve communication efforts regarding changes at the department and college level.*

ACTION ITEMS (CONTINUED):

- *Identify positions with inappropriate compensation.*
- *Improve communication efforts regarding department reporting structures.*

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 College of Nursing:

- *My immediate supervisor, for example, is mid-level management, and does well with cultivating a positive workplace.*
- *My department is very supportive of me and my Director is a big believer of Work/Life balance which I'm very thankful for.*
- *I am VERY satisfied with my personal supervisor and immediate colleagues that I work with across disciplines*
- *We have a wonderful, committed team of staff and faculty at the College of Nursing.*
- *Our Dean was brought in by the University to create change. She has led some highly positive initiatives.*
- *Compensation:*
  - *Low wages throughout the University impact retention;*
  - *The pay is unacceptably low, particularly for the number of additional hours and work required; I do not feel our pay is reflective of the work we do and are expected to do;*
  - *There are clear and demonstrated inequities in pay between male and female faculty.*
- *It is my understanding that the Dean of the College of Nursing decided to discontinue staff (civil service and AP) meetings. Now I don't receive any updates or information about position or workplace updates that pertain to me and my position.*
- *Support is available, but there is always pressure to do more--that makes accessing support tough.*
- *I have concern over the political climate and how it affects our workplace. There is an underlying fear that disagreeing with the popular opinion in the university environment may result in overtly negative reactions from the campus community.*
- *There are barriers to research collaboration across campuses - especially when preparing grant proposal budgets. There are competing interests that dis-incentivize this type of collaboration.*
- *Workplace Concerns:*
  - *I have concerns regarding the climate and working environment at the College level that affects many areas - from job satisfaction to personal sense of value;*
  - *I am concerned about the climate at WSU College of Nursing under our current administration;*
  - *Most of my dissatisfaction is due to the top leadership in CON not my colleagues of WSU as a whole;*
  - *I work in a toxic environment. I have no idea who "supervises" me anymore to even ask for help;*
  - *The environment is perceived to be toxic and unsafe; that speaking out against the Dean's views is deemed personally critical of her, instead of trying to help revive a healthy work culture. Her communication style is direct which is a plus, but when it is deemed bullying or demeaning, this isn't safe;*
  - *Our college needs help with improving the work culture here. It's currently a very toxic and what feels like a hostile work environment.*
- *I feel like the focus on students in our college has taken a backseat. Our workplace culture is suffering.*
- *As with any organization undergoing change and budgetary issues, there is stress. This stress is magnified, led by our Dean, to create an unsafe work environment, with the morale being the lowest I've experienced at the College.*

EMPLOYEE FEEDBACK (CONTINUED):

- *I am hopeful that WSU leaders will engage the Dean and College of Nursing faculty and staff, and support us in enhancing a culture that is positive, healthy, and where individuals are supported to feel safe and valued.*
- *It is concerning that we have lost about 20 professional positions - excellent employees - over the last few years since the arrival of our latest Dean.*
- *I am discouraged by the declining morale in our department related to communications, positive work environment, the opportunity for feedback related to our job assignments, the opportunity to provide input to decisions and the safety of expressing concerns.*
- *College has staff and faculty who just want to stay the same - they resist all change and progress.*
- *While we may be encouraged by our supervisor to express concerns, it seems that they aren't taken seriously so we know nothing will change.*

RESPONSE AVERAGE BREAKDOWN:

		College Average			WSU Average
		2014	**2016**	**2018**	**2018**
	# of Respondents	39	58	67	3012
	Statement 1-39 Overall Average	**3.84**	**4.04**	**3.68**	**3.76**
1	I know what is expected of me at work.	4.21	4.59	4.24	4.35
2	I receive the information I need to perform my job.	4.05	4.24	4.02	4.02
3	I have the training to do my job effectively.*	4.13	4.07	4.11	4.10
4	I have the resources I need to do my job efficiently.*	-	-	3.61	3.75
5	I have the technology I need to do my job efficiently.	4.26	4.17	3.92	3.96
6	I am recognized for doing a good job.	3.58	3.79	3.51	3.45
7	My supervisor values me and the work I do.	3.95	4.25	3.86	3.91
8	I feel encouraged to have a good balance between work and personal life.	3.41	3.86	3.54	3.59
9	I feel appropriately compensated for my level of position.	-	3.00	2.63	3.05
10	I am encouraged to develop myself professionally.	3.51	3.93	3.62	3.58
11	I am encouraged to provide input on decisions impacting my work.	3.69	3.88	3.55	3.61
12	I am encouraged to come up with better ways of doing things.	3.74	3.98	3.45	3.66
13	I am given opportunities to be innovative or creative.	-	3.95	3.61	3.66
14	I am given opportunities to be collaborative.	-	4.07	3.60	3.77
15	A spirit of cooperation and teamwork exists between my co-workers and me.	4.00	3.98	3.91	3.83
16	Knowledge and information sharing is practiced between my co-workers and me.	3.90	4.02	3.86	3.79
17	Those around me are committed to doing quality work.	4.33	4.40	4.28	4.10
18	I have positive interactions with my co-workers.	-	4.48	4.33	4.17
19	I enjoy the work climate that exists between my co-workers and me.	-	4.26	4.02	3.97
20	My supervisor gives me ongoing feedback to help me improve my performance.	3.29	3.86	3.42	3.43
21	My supervisor encourages a positive work climate.	-	4.18	3.75	3.88
22	My supervisor promotes open communication and feedback.	-	4.22	3.68	3.83
23	My supervisor treats me with dignity and respect.	-	4.50	4.12	4.27
24	Clear reporting structures are established within my department.	3.77	3.96	3.36	3.80
25	I receive clear information about changes being made within my department.	3.44	3.53	2.98	3.37
26	I know how my department measures success.	3.46	3.59	3.21	3.35
27	I know how my work contributes to the success of my department.	3.77	4.07	3.65	3.87
28	My department demonstrates support for a diverse workforce.	3.95	4.18	3.93	4.00
29	I enjoy being part of my department.	4.21	4.34	3.92	3.96

Rate the extent to which your department approached the following to advance the University Mission:

30	Accountability	-	4.22	3.89	3.89
31	Innovation	-	4.04	3.71	3.73
32	Creativity	-	3.89	3.73	3.72
33	Openness	-	3.88	3.45	3.59
34	Collaboration	-	4.14	3.74	3.85
35	I am encouraged to improve work processes to benefit students and other University constituents or colleagues.	4.03	4.05	3.59	3.65
36	I receive clear information about changes being made within my college or area.	3.31	3.45	2.76	3.22
37	I receive clear information about changes being made within WSU.	3.44	3.68	3.21	3.22
38	I enjoy being part of Washington State University.	4.33	4.50	4.06	3.93
39	Overall, I am satisfied at work.	4.21	4.28	3.77	3.76
	I am comfortable with utilizing University resources.	-	3.93	3.41	3.62
	My supervisor encourages me to use the University resources available to me.	-	3.67	2.81	3.67
	I have concerns regarding work climate.	-	3.82	2.73	3.46
	I feel comfortable bringing work climate concerns to my supervisor.	-	3.98	3.20	3.73
	I utilize wellbeing programs and resources available to employees.**	-	-	2.55	2.49
	My department fosters a culture of health and wellness.**	-	-	3.31	3.27
	I feel encouraged to focus on my wellbeing both at work and in my personal life.**	-	-	3.20	3.28

*Updated for 2018; **New for 2018*