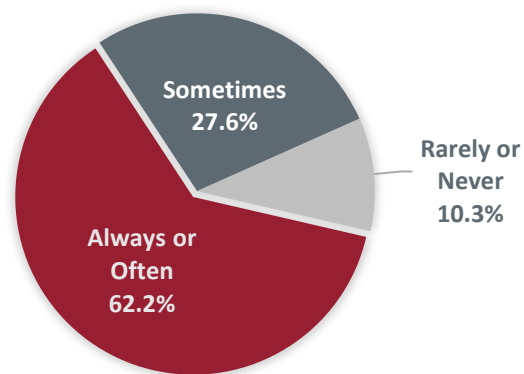


For the 2018 Employee Engagement Survey (EES) there were 158 respondents in 2018 compared to 126 respondents in 2016 who identified their department within College of Veterinary Medicine. For 2018, the survey was sent to 533 active employees within College of Veterinary Medicine resulting in a 29.6% response rate. The response average for statements 1-39 was 3.57 for 2018 compared to 3.75 in 2016 resulting in a decrease in the overall response average from 2016. For 2018 38.6% identified themselves as Faculty, 35.4% identified themselves as Civil Service and 25.9% 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.

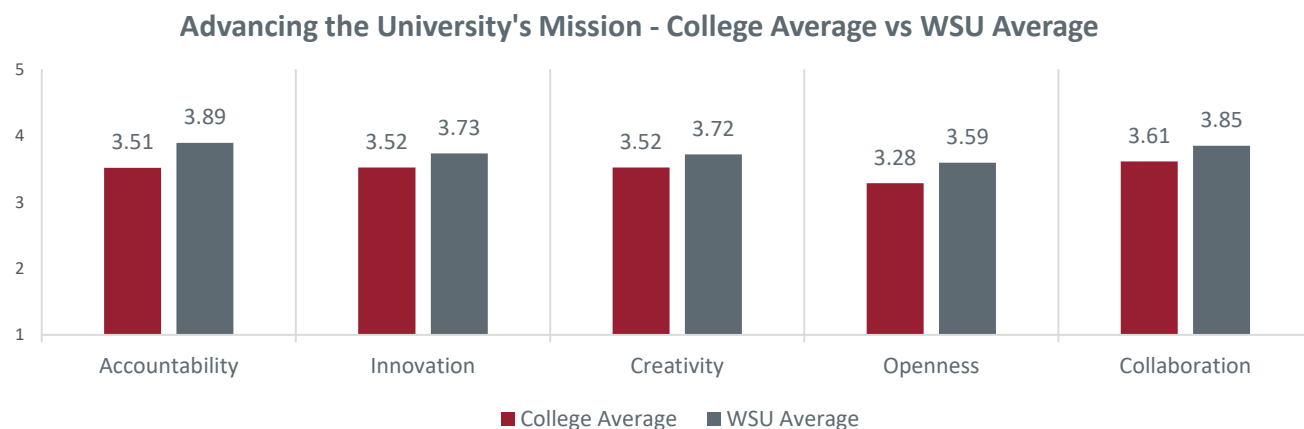
For the 2018 survey, 62.2% of respondents said they always or often enjoy being part of their department (statement 28). Additionally, the response average for overall satisfaction at work (statement 39), decreased to 3.64 from 3.78 for 2016. A breakdown of response averages can be found at the end of 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 College of Veterinary Medicine compared to the overall WSU average:



### HIGHEST 2018 RESPONSE AVERAGE:

Statements	College Average 2014	College Average 2016	College Average 2018	WSU Average 2018
I have the training to do my job effectively.*	4.27	4.17	4.36	4.10
I know what is expected of me at work.	4.50	4.40	4.30	4.35
My supervisor treats me with dignity and respect.	-	4.17	4.03	4.27
I receive the information I need to perform my job.	4.29	4.11	4.02	4.02

*\*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.	-	-	2.32	2.49
My department fosters a culture of health and wellness.	-	-	2.52	3.27
I feel encouraged to focus on my wellbeing both at work and in my personal life.	-	-	2.64	3.28
My supervisor encourages me to use the University resources available to me.	-	3.32	2.73	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 have the training to do my job effectively.*	4.27	4.17	4.36	0.20
My supervisor encourages me to use the University resources available to me.	-	3.32	2.73	-0.59
Accountability	-	3.88	3.51	-0.37
My department demonstrates support for a diverse workforce.	4.12	4.09	3.73	-0.36
My supervisor promotes open communication and feedback.	-	3.77	3.41	-0.36

*\*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 Veterinary Medicine, 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 ways to encourage work/life balance for employees.
- Identify ways to support a diversified workforce.
- Evaluate how input is solicited and taken into consideration.

## 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 Veterinary Medicine:

- *At this time, I am really happy working for WSU.*
- *I feel that I have excellent support and relations with the coworkers in my unit and I am quite satisfied with my unit.*
- *We are ridiculously underpaid. All faculty (clinical track and tenure track) who have been hired in the last decade should receive a salary increase of 20% just to be on par with what new graduates are making.*
- *The increasing caseload and inability to increase faculty hires due to the hiring freeze has made our workload unsustainable.*
- *There is no such thing as work-life balance within the teaching hospital.*
- *I have great loyalty and respect for my faculty colleagues, chair, staff and students. I feel no loyalty to WSU as an institution since I am considered to be a hired hand who is to be manipulated, not a person of value.*
- *I know very much the value of my work and how much it contributes to our college, but our importance as instructors is not valued in our department.*
- *I am concerned about people in my work place who take advantage of when and how long they are at work.*
- *In my opinion, one of the weakest points of working at WSU is the lack of behavioral accountability for staff, faculty, administration, and in areas of leadership. The leadership in my department and my college do not seem to practice enforcing behavioral accountability in any effective level.*
- *It seems unclear what is expected across the university, different colleges/units, and with different faculty responsibilities towards tenure--who gets promotions, who doesn't, and why.*
- *There is a disconnect in expectations and work load and work life balance.*
- *There are very high expectations for our performance but very limited staffing and financial resources to support this performance at a safe, quality, and efficient level.*
- *There is not a clear path for whistle-blower protections in the college of veterinary medicine*
- *The Maternal/paternal Leave is insufficient and behind the times.*
- *I would really like to know more about what is offered to faculty and staff at WSU, in regards to Heath, taking classes and anything special programs offered to employees.*
- *The college of veterinary medicine and more specifically the Veterinary Clinical Sciences department has significant deficiencies in leadership, mentoring, and role modeling.*
- *As a junior faculty member I have been disappointment with my introduction and early career development and support.*
- *Morale within our College is truly at a low point, driven largely by the approach to financial management and allocation of resources at the institutional level.*
- *I find it demoralizing to face budget cuts year after year.*
- *Faculty and staff have been asked to "do more with less" for 2 decades and things are now well past the breaking point.*
- *My work is greatly influenced by the WSU, College of Veterinary Medicine and unit-based budgeting procedures. When there's top-down budget cuts, transparency helps me better understand my job security and value to my unit, college and institution.*
- *I look forward to the modernization process in that it is long overdue, however I am concerned because staff already have more work than can be managed and I worry about the training and time needed to make the transition without staff being overworked even more than they already are.*
- *I have NEVER seen morale so low on our campus as it is right now.*

## EMPLOYEE FEEDBACK (CONTINUED):

- *We are TOP-HEAVY with administrators and high paying salaries.*
- *The CVM has subtle but longstanding problems with gender discrimination.*
- *Our office climate is the worst place I have ever worked or heard about.*
- *The veterinary school is currently a very toxic place to work. There is no leadership. The 'leaders' either do nothing or are dictators. Our mental health is suffering but we are afraid to discuss that here. There are repercussions.*
- *The second-rate treatment of clinical faculty is an issue. We have an important role that tenure faculty cannot even dream of performing, yet the entire promotion process is biased against is.*
- *My boss does not foster an environment of cooperation, seems to barely know what's happening in the lab, and does not hold people accountable.*
- *The climate at WSU Pullman is terrible right now. The current focus on giving raises to most of the upper level people and paying them outrageous salaries, erecting new buildings, creating new departments (Modernization is hiring something like 40 people!!!) while leaving the lower level employees with no way to earn more or afraid of losing their jobs is NOT the way to promote satisfaction and loyalty.*
- *Poor leadership throughout ... Students not getting education they deserve.*
- *There is a big problem within VCS regarding a safe working environment, retribution, scheduling, transparency, and hospital representation. Junior faculty are leaving because of it.*
- *Identification and accountability for appropriate clinical and professional behavior is profoundly lacking in our department and college.*

RESPONSE AVERAGE BREAKDOWN:

	# of Respondents	College Average			WSU Average
		2014	2016	2018	2018
<b>Statement 1-39 Overall Average</b>		<b>3.86</b>	<b>3.75</b>	<b>3.57</b>	<b>3.76</b>
1	I know what is expected of me at work.	4.50	4.40	4.30	4.35
2	I receive the information I need to perform my job.	4.29	4.11	4.02	4.02
3	I have the training to do my job effectively.*	4.27	4.17	4.36	4.10
4	I have the resources I need to do my job efficiently.*	-	-	3.82	3.75
5	I have the technology I need to do my job efficiently.	4.24	4.10	3.98	3.96
6	I am recognized for doing a good job.	3.60	3.54	3.19	3.45
7	My supervisor values me and the work I do.	4.07	3.83	3.57	3.91
8	I feel encouraged to have a good balance between work and personal life.	3.56	3.59	3.24	3.59
9	I feel appropriately compensated for my level of position.	-	3.26	3.10	3.05
10	I am encouraged to develop myself professionally.	3.47	3.52	3.38	3.58
11	I am encouraged to provide input on decisions impacting my work.	3.80	3.60	3.42	3.61
12	I am encouraged to come up with better ways of doing things.	3.78	3.59	3.52	3.66
13	I am given opportunities to be innovative or creative.	-	3.54	3.48	3.66
14	I am given opportunities to be collaborative.	-	3.63	3.54	3.77
15	A spirit of cooperation and teamwork exists between my co-workers and me.	4.05	3.85	3.63	3.83
16	Knowledge and information sharing is practiced between my co-workers and me.	4.04	3.82	3.66	3.79
17	Those around me are committed to doing quality work.	4.21	4.01	3.98	4.10
18	I have positive interactions with my co-workers.	-	4.10	3.94	4.17
19	I enjoy the work climate that exists between my co-workers and me.	-	3.90	3.70	3.97
20	My supervisor gives me ongoing feedback to help me improve my performance.	3.42	3.22	3.03	3.43
21	My supervisor encourages a positive work climate.	-	3.75	3.45	3.88
22	My supervisor promotes open communication and feedback.	-	3.77	3.41	3.83
23	My supervisor treats me with dignity and respect.	-	4.17	4.03	4.27
24	Clear reporting structures are established within my department.	3.76	3.89	3.63	3.80
25	I receive clear information about changes being made within my department.	3.35	3.34	3.25	3.37
26	I know how my department measures success.	3.33	3.31	3.15	3.35
27	I know how my work contributes to the success of my department.	3.89	3.78	3.58	3.87
28	My department demonstrates support for a diverse workforce.	4.12	4.09	3.73	4.00
29	I enjoy being part of my department.	4.12	4.02	3.80	3.96
<b>Rate the extent to which your department approached the following to advance the University Mission:</b>					
30	Accountability	-	3.88	3.51	3.89
31	Innovation	-	3.83	3.52	3.73
32	Creativity	-	3.73	3.52	3.72
33	Openness	-	3.59	3.28	3.59
34	Collaboration	-	3.83	3.61	3.85
35	I am encouraged to improve work processes to benefit students and other University constituents or colleagues.	3.87	3.64	3.40	3.65
36	I receive clear information about changes being made within my college or area.	3.35	3.20	3.13	3.22
37	I receive clear information about changes being made within WSU.	3.19	3.21	3.03	3.22
38	I enjoy being part of Washington State University.	4.18	3.98	3.80	3.93
39	Overall, I am satisfied at work.	3.99	3.78	3.64	3.76
	I am comfortable with utilizing University resources.	-	3.63	3.31	3.62
	My supervisor encourages me to use the University resources available to me.	-	3.32	2.73	3.67
	I have concerns regarding work climate.	-	3.41	3.12	3.46
	I feel comfortable bringing work climate concerns to my supervisor.	-	3.60	3.27	3.73
	I utilize wellbeing programs and resources available to employees.**	-	-	2.32	2.49
	My department fosters a culture of health and wellness.**	-	-	2.52	3.27
	I feel encouraged to focus on my wellbeing both at work and in my personal life.**	-	-	2.64	3.28

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