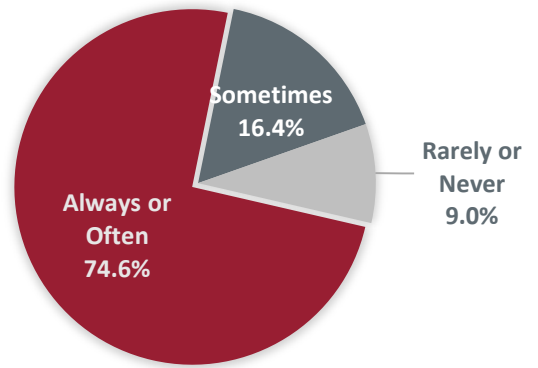


For the 2018 Employee Engagement Survey (EES) there were 203 respondents in 2018 compared to 183 respondents in 2016 who identified their department within Finance and Administration, which includes, Facilities Services, Financial Services, and Public Services. For 2018, the survey was sent to 95 active employees within Finance and Administration resulting in a 42.1% response rate. The response average for statements 1-39 was 3.82 for 2018 compared to 4.13 in 2016 resulting in a decrease in the overall response average from 2016. For 2018 64.2% identified themselves as Civil Service and 35.8% 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.

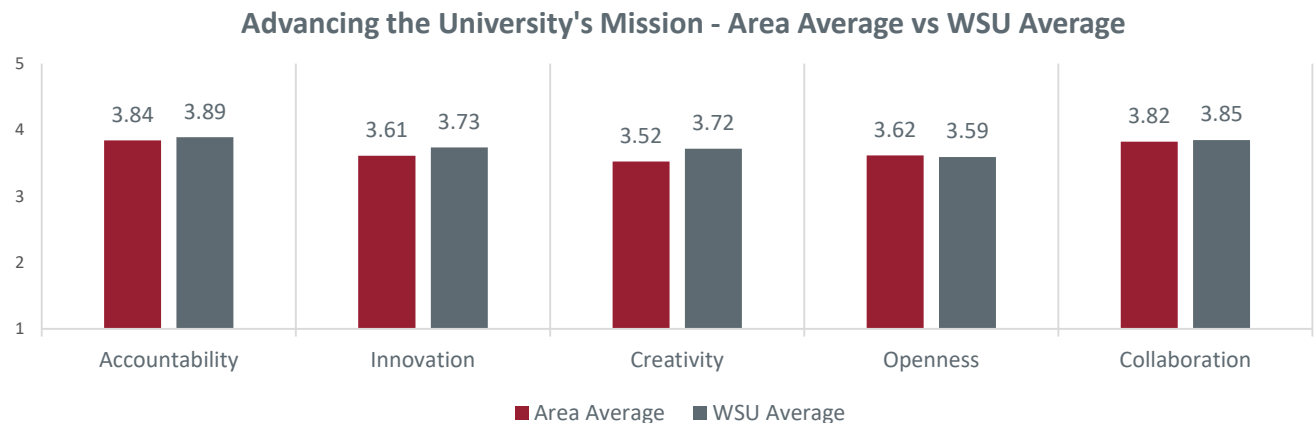
For the 2018 survey, 74.6% of respondents said they always or often enjoy being part of their department (statement 28). Additionally, the response average for overall satisfaction at work (statement 39), decreased to 3.85 from 3.89 for 2016. A breakdown of response averages can be found at the end of 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 Finance and Administration compared to the overall WSU average:



HIGHEST 2018 RESPONSE AVERAGE:

Statements	Area Average 2014	Area Average 2016	Area Average 2018	WSU Average 2018
I know what is expected of me at work.	4.46	4.32	4.36	4.35
My supervisor treats me with dignity and respect.	-	4.12	4.28	4.27
I have positive interactions with my co-workers.	-	4.22	4.21	4.17

*Updated for 2018; **New for 2018

LOWEST 2018 RESPONSE AVERAGE:

Statements	Area Average 2014	Area Average 2016	Area Average 2018	WSU Average 2018
I utilize wellbeing programs and resources available to employees.	-	-	2.37	2.49
My department fosters a culture of health and wellness.	-	-	2.81	3.27
I feel encouraged to focus on my wellbeing both at work and in my personal life.	-	-	3.08	3.28
I feel appropriately compensated for my level of position.	-	3.24	3.10	3.05

*Updated for 2018; **New for 2018

SIGNIFICANT RESPONSE CHANGE (HIGHEST/LOWEST RESPONSE CHANGES):

Statements	Area Average 2014	Area Average 2016	Area Average 2018	Change
My supervisor promotes open communication and feedback.	-	3.77	3.97	0.20
I feel encouraged to have a good balance between work and personal life.	3.28	3.79	3.95	0.16
My supervisor treats me with dignity and respect.	-	4.12	4.28	0.15
My supervisor gives me ongoing feedback to help me improve my performance.	3.96	3.33	3.48	0.15
I am comfortable with utilizing University resources.	-	3.63	3.47	-0.16
I have concerns regarding work climate.	-	3.53	3.37	-0.15
I enjoy being part of Washington State University.	4.19	4.21	4.06	-0.15
My supervisor encourages me to use the University resources available to me.	-	3.42	3.27	-0.15
I feel appropriately compensated for my level of position.	-	3.24	3.10	-0.14

*Updated for 2018; **New for 2018

ACTION ITEMS:

In reviewing the lowest area response averages and the statements with negative change from 2016 to 2018 in Finance and Administration, 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 positions with inappropriate compensation.
- Provide employees with 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 Finance and Administration:

- *WSU is an excellent employer, and we need to be reminded of that.*
- *Interactions between staff on this campus are generally positive, and there's a mutual interest in advancing the university and helping students.*
- *I appreciate President Schulz's positive approach to correcting our financial problems, but communicating a great vision. Thank you!*
- *Within my department, there's a break in communication somewhere between the VP's leadership meetings, and what gets put out in my office.*
- *Compensation:*
 - *Lower than standard rate of pay;*
 - *Classified staff as well as some faculty and AP staff are severely underpaid university-wide while being overworked. Some people get huge raises when other department have to save portions of their budgets;*
 - *For the amount of work I do I don't feel I am being compensated for all that I do;*
 - *Raises should be given to those who truly deserve them*
- *The lack of accountability between management and the classified staff really sucks! We are all UNDER PAID, under appreciated and expendable to the university.*
- *Wish WSU would care more about Staff employees and all that we do.*
- *We are expected to teach ourselves the job.*
- *BU 13 has had very limited accountability*
- *Sometimes I feel that some people follow the rules and then you have some that break the rules all the time. I feel that some people just get a slap on the hand when they do not do their job.*
- *There is a lack of ability for supervisors to deal with employee performance & conduct issues.*
- *The University needs to stand up for ALL employees not just minority employees.*
- *I am ashamed of our lack of management and lack of employee performance evaluations. I am disappointed as to how WSU treats the dedicated and willing employees. And disappointed as to how WSU maintains dysfunctional management to maintain status quo.*
- *It is very sad to come to work and train your supervisor how to process work, create step by step guides and teach them the process of daily task.*
- *Staffing:*
 - *I think the running of WSU would go a lot better if the lower level "workers" would quit being let go. I think there is too many "big wigs" and not enough "workers" and only the "workers" get cut when someone has to go;*
 - *My department has an extremely high turnover rate because we can't fill all of our open positions;*
 - *Not replacing employees when staff leave, is not right. Many of us are already doing "above and beyond", but when we are not allowed to replace key positions - that puts more work on our desks;*
 - *We have lost many employees within our dept and are VERY shorthanded. We make due however the workload is intense and will not let up;*
 - *Budget cuts have made it so that we haven't been able to fill many of our open positions which is causing the rest of the department to pick up the slack.*
- *We lack current technology to perform our duties to the standard that WSU might benefit from, and now, with the budget cuts, we are required to purchase our own cleaning supplies for our office.*
- *WSU has not kept up with advances in technology in the maintenance of its facilities and it waste lots of money for this reason.*
- *underpaid and over worked for my position compared to other places even locally to work.*

EMPLOYEE FEEDBACK (CONTINUED):

- *What happened to Cougar Pride Not the one in front of the Stadium.*
- *Tired of working for a boys club. I see incompetents groomed and promoted, largely because they are men. White men.*
- *More top-down pushes for collaboration across campus would be fantastic.*
- *Not near enough emphasis has been put on promoting racial and gender equality and diversity around WSU, particularly in non-academic departments.*
- *This is a hostile work environment.*
- *A very cohesive work unit within Facilities Services has been badly damaged by a supervisor who has been allowed to bully and harass.*
- *I work for a manager that bullies and belittles his employees on a regular basis.*
- *I wish that Morale could be Higher between all of the Shop's.*
- *Over-all, I am disappointed as to how WSU treats the dedicated and willing employees. And disappointed as to how WSU maintains dysfunctional management to maintain status quo.*
- *I think my work group or the groups I work with are in the process of find their way. I hope a great deal for our success and try to improve the things I can.*

RESPONSE AVERAGE BREAKDOWN:

	# of Respondents	Area Average			WSU
		2014	2016	2018	Average
Statement 1-39 Overall Average		3.66	3.75	3.78	3.76
1	I know what is expected of me at work.	4.46	4.32	4.36	4.35
2	I receive the information I need to perform my job.	4.04	4.00	3.96	4.02
3	I have the training to do my job effectively.*	4.02	3.96	4.05	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.	4.06	3.93	3.86	3.96
6	I am recognized for doing a good job.	3.31	3.49	3.44	3.45
7	My supervisor values me and the work I do.	3.75	3.94	3.96	3.91
8	I feel encouraged to have a good balance between work and personal life.	3.28	3.79	3.95	3.59
9	I feel appropriately compensated for my level of position.	-	3.24	3.10	3.05
10	I am encouraged to develop myself professionally.	3.40	3.52	3.45	3.58
11	I am encouraged to provide input on decisions impacting my work.	3.26	3.61	3.65	3.61
12	I am encouraged to come up with better ways of doing things.	3.44	3.76	3.73	3.66
13	I am given opportunities to be innovative or creative.	-	3.54	3.56	3.66
14	I am given opportunities to be collaborative.	-	3.62	3.66	3.77
15	A spirit of cooperation and teamwork exists between my co-workers and me.	3.34	3.91	3.99	3.83
16	Knowledge and information sharing is practiced between my co-workers and me.	3.78	3.93	3.93	3.79
17	Those around me are committed to doing quality work.	3.73	3.98	3.96	4.10
18	I have positive interactions with my co-workers.	-	4.22	4.21	4.17
19	I enjoy the work climate that exists between my co-workers and me.	-	4.01	4.02	3.97
20	My supervisor gives me ongoing feedback to help me improve my performance.	3.96	3.33	3.48	3.43
21	My supervisor encourages a positive work climate.	-	3.78	3.88	3.88
22	My supervisor promotes open communication and feedback.	-	3.77	3.97	3.83
23	My supervisor treats me with dignity and respect.	-	4.12	4.28	4.27
24	Clear reporting structures are established within my department.	3.72	3.85	3.90	3.80
25	I receive clear information about changes being made within my department.	3.25	3.44	3.38	3.37
26	I know how my department measures success.	3.06	3.31	3.25	3.35
27	I know how my work contributes to the success of my department.	3.81	3.93	3.99	3.87
28	My department demonstrates support for a diverse workforce.	3.77	3.95	4.00	4.00
29	I enjoy being part of my department.	3.89	3.92	4.02	3.96
Rate the extent to which your department approached the following to advance the University Mission:					
30	Accountability	-	3.90	3.84	3.89
31	Innovation	-	3.49	3.61	3.73
32	Creativity	-	3.45	3.52	3.72
33	Openness	-	3.53	3.62	3.59
34	Collaboration	-	3.70	3.82	3.85
35	I am encouraged to improve work processes to benefit students and other University constituents or colleagues.	3.75	3.68	3.72	3.65
36	I receive clear information about changes being made within my college or area.	3.20	3.21	3.32	3.22
37	I receive clear information about changes being made within WSU.	3.14	3.31	3.28	3.22
38	I enjoy being part of Washington State University.	4.19	4.21	4.06	3.93
39	Overall, I am satisfied at work.	3.81	3.89	3.85	3.76
	I am comfortable with utilizing University resources.	-	3.63	3.47	3.62
	My supervisor encourages me to use the University resources available to me.	-	3.42	3.27	3.67
	I have concerns regarding work climate.	-	3.53	3.37	3.46
	I feel comfortable bringing work climate concerns to my supervisor.	-	3.57	3.64	3.73
	I utilize wellbeing programs and resources available to employees.**	-	-	2.37	2.49
	My department fosters a culture of health and wellness.**	-	-	2.81	3.27
	I feel encouraged to focus on my wellbeing both at work and in my personal life.**	-	-	3.32	3.28

*Updated for 2018; **New for 2018