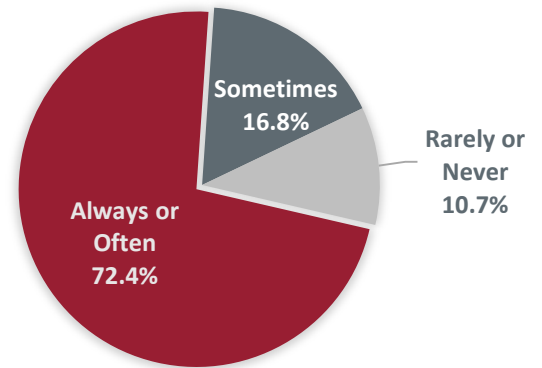


For the 2018 Employee Engagement Survey (EES) there were 216 respondents in 2018 compared to 163 respondents in 2016 who identified their department within Student Affairs. For 2018, the survey was sent to 548 active employees within Student Affairs resulting in a 39.4% response rate. The response average for statements 1-39 was 3.69 for 2018 compared to 3.79 in 2016 resulting in a decrease in the overall response average from 2016. For 2018 56.0% identified as Administrative Professional, 38.0% identified themselves as Civil Service and 6.0% identified themselves as Faculty.

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.

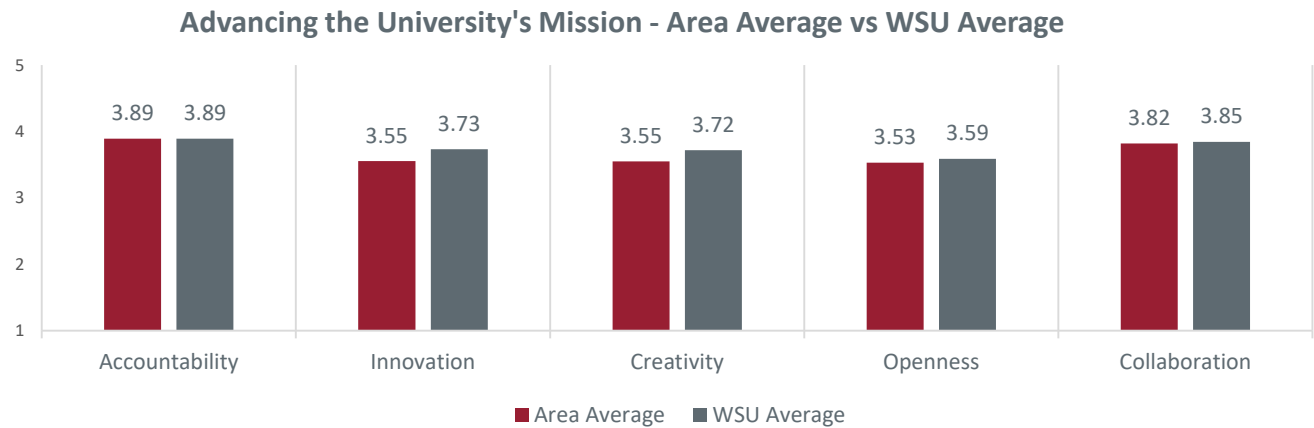
For the 2018 survey, 72.4% of respondents said they always or often enjoy being part of their department (statement 28). Additionally, the response average for overall satisfaction at work (statement 39), decrease to 3.74 from 3.83 for 2016. A breakdown of response averages can be found at the end of 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 Student Affairs 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.	4.31	4.40	4.35	4.35
I have positive interactions with my co-workers.	-	4.15	4.19	4.17
My department demonstrates support for a diverse workforce.	4.13	4.25	4.12	4.00
I have the technology I need to do my job efficiently.	4.31	4.27	4.11	3.96

*\*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.	-	-	2.50	2.49
I receive clear information about changes being made within my college/area.	3.27	3.32	3.02	3.22
I feel appropriately compensated for my level of position.	-	3.21	3.04	3.05
I receive clear information about changes being made within WSU.	3.12	3.37	3.07	3.22

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

### SIGNIFICANT RESPONSE CHANGE (HIGHEST/LOWEST RESPONSE CHANGES):

Statements	Area Average 2014	Area Average 2016	Area Average 2018	Change
Those around me are committed to doing quality work.	3.75	3.96	4.07	0.11
My supervisor encourages a positive work climate.	-	3.70	3.75	0.04
I am comfortable with utilizing University resources.	-	3.74	3.32	-0.41
I receive clear information about changes being made within WSU.	3.12	3.37	3.07	-0.30
I receive clear information about changes being made within my college/area.	3.27	3.32	3.02	-0.29
I receive clear information about changes being made within my department.	3.21	3.43	3.14	-0.28
I have concerns regarding work climate.	-	3.49	3.22	-0.28

*\*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 Student Affairs, 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 all levels of the University.*

## 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 Student Affairs:

- *I greatly enjoy the working environment at WSU. I think it is a very nice place to work.*
- *From what I hear, my department is the oddity in that we all feel supported and happy and know basically what's going on; most others I talk to feel quite the opposite.*
- *I really like working at WSU. I think many of the challenges here are present at most workplaces. I can't imagine finding a better place to work.*
- *I enjoy my department and what we stand for and overall I am happy to be working at WSU.*
- *I enjoy the work that I do with my department,*
- *I love working in my department. My coworkers and supervisor are excellent. For the past three years I have loved working for WSU;*
- *My department works well with each other and my supervisor does a good job of managing our department.*
- *I think the experience I've had working in my department has been phenomenal. I love the people I work with and for, I truly believe in the work we're doing, and the leaders of our department.*
- *I think the work we do here is extremely valuable and has a daily impact on students, their well-being, their retention, and their success as Cougs.*
- *The University overall is a fantastic place to work. Being a working professional here is wonderful and I feel very fortunate to work with such dedicated professionals and for such a great university.*
- *My supervisor is excellent.*
- *I am thankful for the opportunity to work at WSU. Thank You*
- *I think the university should be more open about the current budget situation and steps being taken to resolve the budget issues. Specifically, more hard data should be shared regarding where the shortfalls are coming from and what exactly is being cut to make up the difference.*
- *Compensation:*
  - *Pay is no longer comparable to other places;*
  - *WSU salaries are not competitive nor keeping abreast of increasing costs;*
  - *I don't feel I am compensated enough for the work I do and often look at openings at other institutions who do pay more;*
  - *Discrepancy between upper administrator's pay and the work resources/level of pay available to those who are not in upper administration;*
  - *I am currently paid below average for my job classification at WSU;*
  - *It seems that WSU tries to bargain and get its professionals for a cheap deal instead of looking at the numbers in the country and state as to what is fair pay for positions;*
  - *Compensation/room for growth for Civil Service employees is lacking;*
  - *Wages are not keeping up with inflation*
- *Lack of ability to move up is a deterrent to long time service.*
- *WSU as an institution does a VERY POOR job of recognizing and rewarding long-term employees who are not in managerial/leadership positions.*
- *I am continually discouraged by the lack of inclusion the university has for the work of Student Affairs, grounds staff and those units outside Academic Affairs/Colleges and Athletics.*
- *There are employees that have been around for 20+ years and are considered untouchable even though their quality of work is at a level that they should not be allowed to continue working. And yet they make a lot more money and do a lot less work than others in the office.*

## EMPLOYEE FEEDBACK (CONTINUED):

- *My supervisor is positive but it's because she ignores anything that's negative/a sign of conflict - if it's negative (like a problem that needs to be fixed) it's ignored. This is an issue that goes up the chain; if it doesn't concern leadership they don't care if anyone else is impacted (in my particular department).*
- *There needs to be more flexibility with work hours. Families all have needs, if you want to encourage work life balance, there needs to be more flexibility with hours.*
- *No structure in place for career advancement and pay raise for a certain position no matter how long and how hard I work to contribute to WSU.*
- *I'm aware WSU has an AP mentorship program, but it would be VERY helpful if there was a civil service mentorship program.*
- *I love my department but have become increasingly disappointed in the division of Student Affairs. The decisions being made about budgets and priorities of what areas deserve more spending while others are getting cut is upsetting.*
- *It has felt, this year in particular, that upper administration in my division are blocking departments from posting open positions to be fully staffed.*
- *I am frustrated by the leadership that my division experiences.*
- *Our underrepresented students on campus still have the very real perception that senior admin is not putting their priorities first*
- *Campus environment it great. Administration is not.*
- *It is challenging to be fully engaged and satisfied in an environment where so many decisions run all the way to the VP level due to the financial constraints. Very few decisions of significance can be made at an appropriate level. I feel that I am administering far more than I am leading.*
- *This institution seems devoid of a sense of self, focused not on students, learning or research but instead on propping up the egos of administrators/leaders that cling to political capital and institutional gravitas instead of evaluating and implementing evidence based best practices for higher education administration.*
- *I have concerns about how I am treated as a staff of color in regards to compensation. My white colleagues with similar jobs (some with same job titles) have all received additional compensation as their department expanded.*
- *Age discrimination in the workplace*
- *My direct supervisor has created a hostile work environment, threatening disciplinary action and termination.*
- *We have a major problem with the promoting of relatives and buddies here in Housing. They ignore hard work and length of service and move up people who have only been around a very short time sometimes.*
- *Turnover has been terrible. My supervisor has specifically stated that they have no interest/capacity to manage concerns related to turnover.*
- *People do not feel as if the VP respects or values them professionally, and no one knows what her true vision is for the division. When she is asked about her vision she turns it around on those asking and asks them what they feel the vision should be.*
- *The Division of Student Affairs at WSU Pullman has changed very drastically since the start of the new VP. Many staff members are unhappy and feel devalued and mistreated by the new VP and interim Dean of Students.*
- *Management does not want to be bothered with problems.*
- *I do not feel engaged in the process of my day-to-day work environment. I am not encouraged to participate in improving work-place processes, even for my own duties.*
- *I feel as though with the current division climate, that I am very replaceable and that the work and dedication I have put into my job is of no consequence because I am just a laborer*

RESPONSE AVERAGE BREAKDOWN:

	# of Respondents	College/Area Average			WSU Average
		2014	2016	2018	2018
<b>Statement 1-39 Overall Average</b>		<b>3.72</b>	<b>3.79</b>	<b>3.69</b>	<b>3.76</b>
1	I know what is expected of me at work.	4.31	4.40	4.35	4.35
2	I receive the information I need to perform my job.	3.98	4.03	3.97	4.02
3	I have the training to do my job effectively.*	4.10	4.03	4.05	4.10
4	I have the resources I need to do my job efficiently.*	-	-	3.84	3.75
5	I have the technology I need to do my job efficiently.	4.31	4.27	4.11	3.96
6	I am recognized for doing a good job.	3.25	3.26	3.24	3.45
7	My supervisor values me and the work I do.	3.79	3.73	3.75	3.91
8	I feel encouraged to have a good balance between work and personal life.	3.65	3.66	3.63	3.59
9	I feel appropriately compensated for my level of position.	-	3.21	3.04	3.05
10	I am encouraged to develop myself professionally.	3.27	3.53	3.46	3.58
11	I am encouraged to provide input on decisions impacting my work.	3.50	3.59	3.38	3.61
12	I am encouraged to come up with better ways of doing things.	3.44	3.70	3.54	3.66
13	I am given opportunities to be innovative or creative.	-	3.66	3.41	3.66
14	I am given opportunities to be collaborative.	-	3.74	3.54	3.77
15	A spirit of cooperation and teamwork exists between my co-workers and me.	3.74	3.82	3.80	3.83
16	Knowledge and information sharing is practiced between my co-workers and me.	3.83	3.77	3.74	3.79
17	Those around me are committed to doing quality work.	3.75	3.96	4.07	4.10
18	I have positive interactions with my co-workers.	-	4.15	4.19	4.17
19	I enjoy the work climate that exists between my co-workers and me.	-	3.94	3.97	3.97
20	My supervisor gives me ongoing feedback to help me improve my performance.	3.36	3.40	3.28	3.43
21	My supervisor encourages a positive work climate.	-	3.70	3.75	3.88
22	My supervisor promotes open communication and feedback.	-	3.75	3.67	3.83
23	My supervisor treats me with dignity and respect.	-	4.09	4.07	4.27
24	Clear reporting structures are established within my department.	3.92	4.04	3.84	3.80
25	I receive clear information about changes being made within my department.	3.21	3.43	3.14	3.37
26	I know how my department measures success.	3.21	3.39	3.13	3.35
27	I know how my work contributes to the success of my department.	3.85	3.99	3.85	3.87
28	My department demonstrates support for a diverse workforce.	4.13	4.25	4.12	4.00
29	I enjoy being part of my department.	4.05	4.00	3.91	3.96
<b>Rate the extent to which your department approached the following to advance the University Mission:</b>					
30	Accountability	-	3.89	3.89	3.89
31	Innovation	-	3.77	3.55	3.73
32	Creativity	-	3.80	3.55	3.72
33	Openness	-	3.69	3.53	3.59
34	Collaboration	-	3.90	3.82	3.85
35	I am encouraged to improve work processes to benefit students and other University constituents or colleagues.	3.80	3.88	3.76	3.65
36	I receive clear information about changes being made within my college or area.	3.27	3.32	3.02	3.22
37	I receive clear information about changes being made within WSU.	3.12	3.37	3.07	3.22
38	I enjoy being part of Washington State University.	4.24	4.11	3.97	3.93
39	Overall, I am satisfied at work.	3.81	3.83	3.74	3.76
	I am comfortable with utilizing University resources.	-	3.74	3.32	3.62
	My supervisor encourages me to use the University resources available to me.	-	3.46	3.25	3.67
	I have concerns regarding work climate.	-	3.49	3.22	3.46
	I feel comfortable bringing work climate concerns to my supervisor.	-	3.58	3.40	3.73
	I utilize wellbeing programs and resources available to employees.**	-	-	2.50	2.49
	My department fosters a culture of health and wellness.**	-	-	3.36	3.27
	I feel encouraged to focus on my wellbeing both at work and in my personal life.**	-	-	3.37	3.28

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