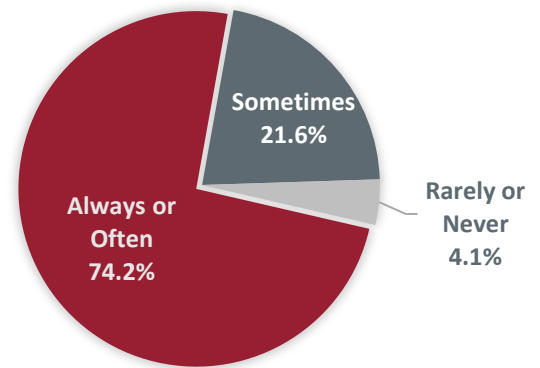


For the 2018 Employee Engagement Survey (EES) there were 100 respondents in 2018 compared to 61 respondents in 2016 who identified their department within WSU Extension. For 2018, the survey was sent to 290 active employees within WSU Extension resulting in a 34.5% response rate. The response average for statements 1-39 was 3.78 for 2018 compared to 3.82 in 2016 resulting in a decrease in the overall response average from 2016. For 2018 41.0% identified themselves as Faculty, 37.0% identified themselves as Civil Service and 22.0% identified themselves 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.

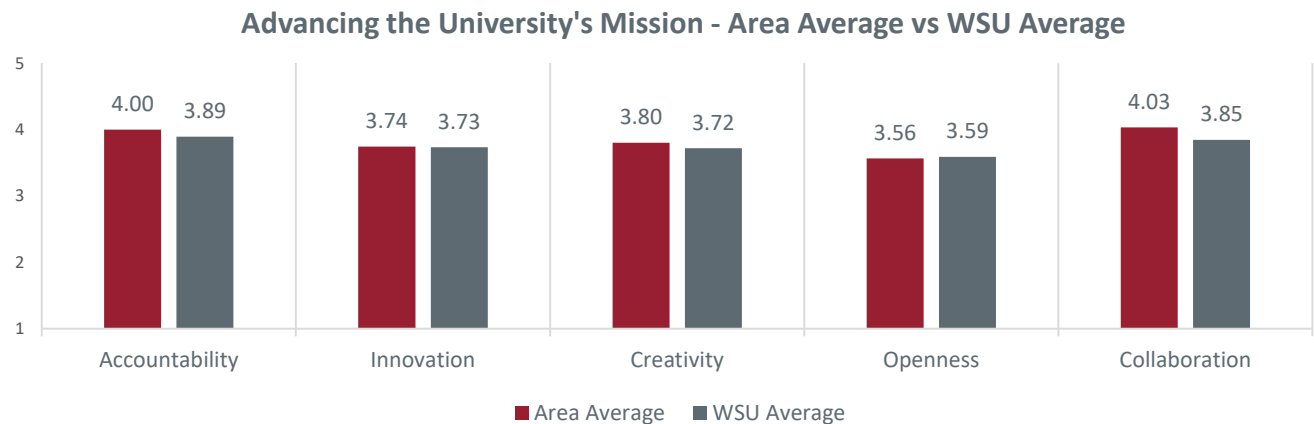
For the 2018 survey, 74.2% of respondents said they always or often enjoy being part of their department (statement 28). Additionally, the response average for overall satisfaction at work (statement 39), decreased to 3.79 from 3.93 for 2016. A breakdown of response averages can be found at the end of 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 WSU Extension compared to the overall WSU average:



HIGHEST 2018 RESPONSE AVERAGE:

Statements	Area Average 2014	Area Average 2016	Area Average 2018	WSU Average 2018
My supervisor treats me with dignity and respect.	-	4.28	4.43	4.27
I know what is expected of me at work.	4.32	4.23	4.34	4.35
I have positive interactions with my co-workers.	-	4.33	4.32	4.17
Those around me are committed to doing quality work.	4.34	4.18	4.32	4.10

**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.	-	-	2.09	2.49
I feel appropriately compensated for my level of position.	-	2.98	2.82	3.05
My department fosters a culture of health and wellness.	-	-	3.00	3.27
My supervisor encourages me to use the University resources available to me.	-	3.29	3.13	3.67
I feel encouraged to focus on my wellbeing both at work and in my personal life.	-	-	3.15	3.28

**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 values me and the work I do.	3.93	3.82	4.06	0.25
My supervisor treats me with dignity and respect.	-	4.28	4.43	0.15
My supervisor encourages a positive work climate.	-	3.86	4.01	0.15
Clear reporting structures are established within my department.	3.68	3.62	3.76	0.14
Those around me are committed to doing quality work.	4.34	4.18	4.32	0.14
I am comfortable with utilizing University resources.	-	3.67	3.31	-0.36
I know how my work contributes to the success of my department.	3.74	3.74	3.48	-0.26
I have concerns regarding work climate.	-	3.64	3.45	-0.19
Innovation	-	3.92	3.74	-0.17
I feel appropriately compensated for my level of position.	-	2.98	2.82	-0.17

**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 WSU Extension, 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 positions with inappropriate compensation.*

ACTION ITEMS (CONTINUED):

- *Promote and provide communication to employees on how their work contributes to the success of the department.*
- *Provide on-going feed-back and recognition to employees.*
- *Provide employees with internal and external 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 WSU Extension:

- *Thank you for asking these questions and for wanting WSU workplaces to be better places to work. Hope this does result in positive change for everyone in the WSU family.*
- *The office environment with my coworkers is so collaborative and positive,*
- *My current work environment, local team, and staff are truly amazing.*
- *I love my position, and the positive effect that it allows me to have on my community.*
- *At the local level in our Extension Office I feel very supported by co-workers and supervisors.*
- *Compensation:*
 - *My salary is ok considering that I am a postdoctoral researcher but it is too low in general considering the education and expertise;*
 - *Issues of salary compression and inversion are problematic;*
 - *Pay raises need to be implemented university-wide; I have found out that my pay is half of what my equivalent colleagues' pay is;*
 - *Extension is not compensated to the same level for a 12 month appt as on-campus faculty with similar years of experience;*
 - *The workload and pay is very inequitable in CAHNRS and has impacted faculty and staff in Extension.*
- *There are too many instances where people are responsible for multiple jobs as a result of the financial situation.*
- *We are so short-staffed that those in Extension with research expectations underperform because they are following the next WSU protocol/process, are engaged in ""administration,"" and are doing tasks that support staff should/could do.*
- *Our annual performance evaluations are less strong because we have excessively limited time for scholarship.*
- *I feel I am in a place that encourages work/life balance, but also makes that impossible. With recent budget cuts, I believe that certain colleges are less valued.*
- *I am promotion track faculty and have a large administrative load as a County Director for Extension. I keep being pushed to secure more funding and write more scholarly activity and do not feel like I am fairly evaluated or compensated for the administrative part of my job.*
- *There is almost no training and support for Administrative Professionals. Morale in our office is very low. Leadership on multiple levels is not addressing issues and staff concerns.*
- *Long-term, soft-funded staff in positions such as mine do not have opportunities or funding for professional development and it's only our own internal drive for excellence that keeps us performing at high levels -- there are no opportunities for advancement without funding.*
- *I went to the 3 day navigating differences workshop. It would be nice to have a follow up workshop or perhaps have monthly meeting set up in university locations to help employees with the information given during the 3 day workshop. I would like opportunity learn more and put what I learned into practice but do not know how.*

EMPLOYEE FEEDBACK (CONTINUED):

- *Extension services are currently under resourced, and under staffed.*
- *As WSU employees are aware of the budget issues of the overall university, it is still vital to invest in your current employees who want to work towards career advancement with WSU.*
- *My workload has increased tremendously with Extension folding under the CAHNRS Business Center, and we do not have resources to hire help.*
- *I do not believe that WSU Pullman is supporting the land grant effort in the county extension offices. We are underfunded, often not included in discussions and not promoted at the university level*
- *I would like to see real collaboration and teamwork between WSU Pullman and Everett and the county extension office.*
- *In general, just feels like there are not enough resources to meet the unreasonable expectations of providing programs and doing scholarly work while also being innovative, creative and collaborative. Lack of money, human resources (actual people to do the work), technology, support systems.*
- *WSU does not provide support for those working on grant funded programs to seek further funding to keep developing their career. In addition, Extension is part of the foundation of the land grant mission. Connecting people to the research from WSU is critical for informed citizens and a healthy prosperous world.*
- *Many times it feels as if the WSU systems get in the way of me doing my work effectively. Some processes (hiring comes to mind) are just too cumbersome, take too long and tax the folks who help the hiring process happen.*
- *I am disappointed in how much money the University spends on athletics and resent the budget constraints placed on colleges because of a multi million dollar budget deficit.*
- *Concerning ANR/CAHNRS I feel like I don't count for much even though my community programs are the public face of WSU in the community I work with.*
- *Working for Extension often makes one feel like the "step-child" of the university. CAHNRS and the university as a whole do not understand the point of extension and often do not comprehend that we are a uniquely structured organization that doesn't fit into the mold of a typical university department.*
- *Work harder to understand the purpose and structure of extension so we aren't stretched so thin and can actually accomplish the mission set forth by the Land Grant mission.*
- *University has become less transparent; It has also become more centralized and top-down*
- *My supervisor does not engage with us in a respectful manner that makes us feel appreciated for our hard work. It feels like there is a strong segregation of class and power between us, now that our supervisor has been promoted to a very high position within our program and at our extension, and are often told that we are "just hourly" or "just educators".*
- *It is exceptionally important to distinguish between management and supervisory actions or inactions that positively or negatively contribute to a positive long term sustainable work environment. The two are neither mutually inclusive nor exclusive. By far the single largest barrier is the extreme 'need to know' philosophy pervasive in my particular work environment.*
- *The need to know is often weeks after needing to know occurs, almost always leading to blind dumb luck decision making.*
- *It's sad that we can be undermined and intentionally harassed by other colleagues in other units with no recourse for bad behavior and unprofessional conduct, despite reporting it formally and informally. Otherwise, love, love, love WSU.*

RESPONSE AVERAGE BREAKDOWN:

	# of Respondents	Area Average			WSU Average
		2014	2016	2018	2018
Statement 1-39 Overall Average		3.79	3.82	3.78	3.76
1	I know what is expected of me at work.	4.32	4.23	4.34	4.35
2	I receive the information I need to perform my job.	4.09	3.92	3.91	4.02
3	I have the training to do my job effectively.*	3.88	3.87	3.79	4.10
4	I have the resources I need to do my job efficiently.*	-	-	3.50	3.75
5	I have the technology I need to do my job efficiently.	4.17	4.03	3.89	3.96
6	I am recognized for doing a good job.	3.49	3.45	3.39	3.45
7	My supervisor values me and the work I do.	3.93	3.82	4.06	3.91
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.49	3.62	3.59
9	I feel appropriately compensated for my level of position.	-	2.98	2.82	3.05
10	I am encouraged to develop myself professionally.	3.65	3.82	3.74	3.58
11	I am encouraged to provide input on decisions impacting my work.	3.67	3.80	3.76	3.61
12	I am encouraged to come up with better ways of doing things.	3.77	3.73	3.77	3.66
13	I am given opportunities to be innovative or creative.	-	3.89	3.86	3.66
14	I am given opportunities to be collaborative.	-	4.07	4.05	3.77
15	A spirit of cooperation and teamwork exists between my co-workers and me.	4.04	3.97	4.01	3.83
16	Knowledge and information sharing is practiced between my co-workers and me.	3.89	3.93	3.93	3.79
17	Those around me are committed to doing quality work.	4.34	4.18	4.32	4.10
18	I have positive interactions with my co-workers.	-	4.33	4.32	4.17
19	I enjoy the work climate that exists between my co-workers and me.	-	4.07	4.12	3.97
20	My supervisor gives me ongoing feedback to help me improve my performance.	3.49	3.58	3.46	3.43
21	My supervisor encourages a positive work climate.	-	3.86	4.01	3.88
22	My supervisor promotes open communication and feedback.	-	4.00	3.96	3.83
23	My supervisor treats me with dignity and respect.	-	4.28	4.43	4.27
24	Clear reporting structures are established within my department.	3.68	3.62	3.76	3.80
25	I receive clear information about changes being made within my department.	3.41	3.36	3.31	3.37
26	I know how my department measures success.	3.42	3.44	3.29	3.35
27	I know how my work contributes to the success of my department.	3.74	3.74	3.48	3.87
28	My department demonstrates support for a diverse workforce.	3.93	3.97	3.96	4.00
29	I enjoy being part of my department.	4.13	4.16	4.07	3.96
Rate the extent to which your department approached the following to advance the University Mission:					
30	Accountability	-	4.10	4.00	3.89
31	Innovation	-	3.92	3.74	3.73
32	Creativity	-	3.93	3.80	3.72
33	Openness	-	3.66	3.56	3.59
34	Collaboration	-	4.03	4.03	3.85
35	I am encouraged to improve work processes to benefit students and other University constituents or colleagues.	3.83	3.39	3.29	3.65
36	I receive clear information about changes being made within my college or area.	3.29	3.18	3.23	3.22
37	I receive clear information about changes being made within WSU.	3.19	3.22	3.26	3.22
38	I enjoy being part of Washington State University.	4.15	4.03	3.88	3.93
39	Overall, I am satisfied at work.	3.93	3.93	3.79	3.76
	I am comfortable with utilizing University resources.	-	3.67	3.31	3.62
	My supervisor encourages me to use the University resources available to me.	-	3.29	3.13	3.67
	I have concerns regarding work climate.	-	3.64	3.45	3.46
	I feel comfortable bringing work climate concerns to my supervisor.	-	3.67	3.74	3.73
	I utilize wellbeing programs and resources available to employees.**	-	-	2.09	2.49
	My department fosters a culture of health and wellness.**	-	-	3.00	3.27
	I feel encouraged to focus on my wellbeing both at work and in my personal life.**	-	-	3.15	3.28

*Updated for 2018; **New for 2018