WASHINGTON STATE UNIVERSITY
Employee Engagement Survey
2014

WASHINGTON STATE UNIVERSITY

Washington State University
Employee Engagement Survey Report

Prepared by:
Human Resource Services
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The WSU Employee Engagement Survey is a method for the university to gather feedback from employees to identify strengths and weaknesses of the workplace and evaluate overall perceptions of the work environment.

In line with 2014-2019 WSU Strategic Plan, and in an effort to improve institutional effectiveness, the first institution-wide Employee Engagement Survey was sent to all active faculty, administrative professional and civil service employees in April, 2014.

The intent of the survey is to identify, evaluate, and monitor key indicators contributing to an engaged workforce. Results from this year's survey will serve as a baseline and be compared to future surveys to measure progress and determine how effective improvement efforts are in the long term.

In addition to the survey results provided within this report, in May 2014, HRS released preliminary survey data which contained an overall response breakdown for each item. The preliminary report is available on the HRS website: *www.hrs.wsu/Employee Engagement Survey Summary.com*

SURVEY OVERVIEW

ABOUT THE SURVEY:

HRS collaborated with WSU senior leadership as well as incorporated researched data to compile a survey designed to answer the following key questions related to employee engagement:

Section 1	Do employees know and have what they need to do their jobs?
Section 2	Do employees feel they are valued?
Section 3	Do employees feel they provide individual contributions?
Section 4	Do employees feel connected to their co-workers?
Section 5	Do employees feel connected to their department?
Section 6	Do employees feel connected to WSU as a whole?
Faculty Specific	Do faculty feel they provide contributions within their faculty appointments

The 2014 survey utilized QuestionPro, an online survey software provider to conduct and analyze the online survey. Each section within the survey contained 3-6 statements in which employees could provide a response. A total of 25 statements were available for administrative professional and civil service employees and a total of 28 statements for faculty.

The survey measured responses using a 5-option Likert scale to determine the frequency in which employees identified with the statements. Specifically, respondents were asked to choose between the following: *Never*; *Infrequently*; *Occasionally*; *Frequently*; *Always*. The items were scored 1-5, with "Never" equaling 1 and "Always" equaling 5.

WHO PARTICIPATED:

The survey was sent to 6,289 faculty, administrative professional, and civil service employees on active appointments and was completed by 1,891 employees, resulting in a 30.2% response rate. Employees with WSU email addresses received an email with instructions on how to complete the survey online, and employees without a WSU email address were mailed a hard copy of the survey and a postage-paid return envelope, to their mailing address on record.

Overall, 69% of respondents indicated they are frequently or always satisfied at work, 28% of respondents indicated they are occasionally or infrequently satisfied with work, and 3% of respondents indicated they are never satisfied with work. The overall response average for section 1-6 was 3.72; while the overall response average for the faculty specific section was 3.63. Below is the overall response average breakdown for each section. Detailed results are found in Appendix A.

Section	Overarching Question	Average	Difference
Section 1	Do employees know and have what they need to do their jobs?	4.15	0.43
Section 2	Do employees feel they are valued?	3.49	-0.23
Section 3	Do employees feel they provide individual contributions?	3.52	-0.2
Section 4	Do employees feel connected to their co-workers?	3.92	0.2
Section 5	Do employees feel connected to their department?	3.69	-0.03
Section 6	Do employees feel connected to WSU as a whole?	3.84	0.12
Faculty Specific	Do faculty feel they provide contributions within their appointments?	3.63	N/A

POSITIVE RESPONSES:

In looking at the overall data for survey, over 70% of those who responded indicated positive responses of frequently or always to the seven statements listed below.

Do you feel you have what is needed to do your job?
    88.7% know what is expected of them at work.
    81.5% have the technology needed to do their jobs efficiently.
    80.3% receive the information they need to perform their job.
    76.2% have the resources needed to do their job efficiently.

Do you feel connected to your co-workers?
    78.8% feel those around them are committed to doing quality work.

Do you feel connected to your department?
    70.9% enjoy being part of their department.

Do you feel connected to WSU?
    75.7% enjoy being part of WSU.

AREAS FOR IMPROVEMENT / EVALUATION:

Less than 50% of respondents indicated positive responses to the nine statements listed below.

Do you feel you provide contributions within your faculty appointment?
    47.5% have support to pursue their research opportunities.
    47.7% have input regarding teaching opportunities and assignments.
    47.1% are encouraged to participate in mentoring activities.

Do you know and feel you are valued?

> 48.7% are recognized for doing a good job.
>
> 44.1% feel their supervisor gives ongoing feedback to help improve performance.

Do you feel connected to your department?

> 46.5% receive information about changes made within their department.
>
> 44.3% know how their department measures success.

Do you feel connected to WSU?

> 38.8% receive information about changes made within their college/area.
>
> 35.7% receive information about changes made within WSU.

ACTION ITEMS:

In reviewing the overall survey data, WSU should focus on initiatives to improve employee engagement and perceptions of the workplace, including but not limited to:

> *Encouraging faculty to provide contributions within their faculty appointments. (Statements 26 -28)*
>
> *Provide employees with on-going feedback and recognition. (Statements 5 & 7)*
>
> *Improve communication efforts regarding changes at all levels of the university. (Statements 16, 22, & 23)*
>
> *Provide communication to employees on how success is measured. (Statement 17)*

DEMOGRAPHIC SPECIFIC INFORMATION

BREAKDOWN BY FEMALE / MALE:

Overall, 58% identified themselves as female, 36% identified themselves as male, and 6% chose to not self –identify. For statements 1-25, those who identified themselves as female indicated a slightly higher average response of 3.77 compared to those identified themselves as male, 3.75.

Not-Disclosed, 3.21
Male, 3.75
Female, 3.77
WSU 3.72
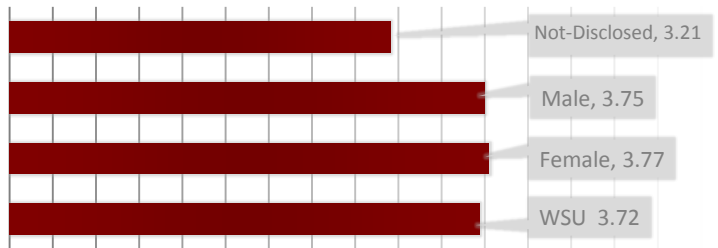
Statements 1-25 Average by Female / Male

Faculty Specific Average by Female / Male

Not-Disclosed, 3.07
Male, 3.73
Female, 3.63
WSU 3.63

For the faculty specific statements, those identified as male indicated a higher average response of 3.73 compared to females, 3.63. The detailed breakdown by each statement can be found in Appendix B.1.

BREAKDOWN BY AGE:

The majority of respondents, slightly less than 52%, identified themselves as between the ages of 46-65, with a response average for statements 1-25 of 3.74. Respondents who identified themselves between the ages of 22-35, indicated the highest response average for statements 1-25 of 3.88. For the faculty specific data, those over the age of 65 indicated the highest response average of 3.82. There were no responses to faculty specific statements from employees between the ages of 18-21. The detailed data can be found in Appendix B.2.

	Average	18 to 21	22 to 35	36 to 45	46 to 55	56 to 65	Over 65	Not-Disclosed
Overall Average	3.72	3.87	3.88	3.72	3.74	3.74	3.82	3.30
Faculty Specific Average	3.63		3.62	3.70	3.67	3.64	3.82	3.37

■ Overall Average ■ Faculty Specific Average
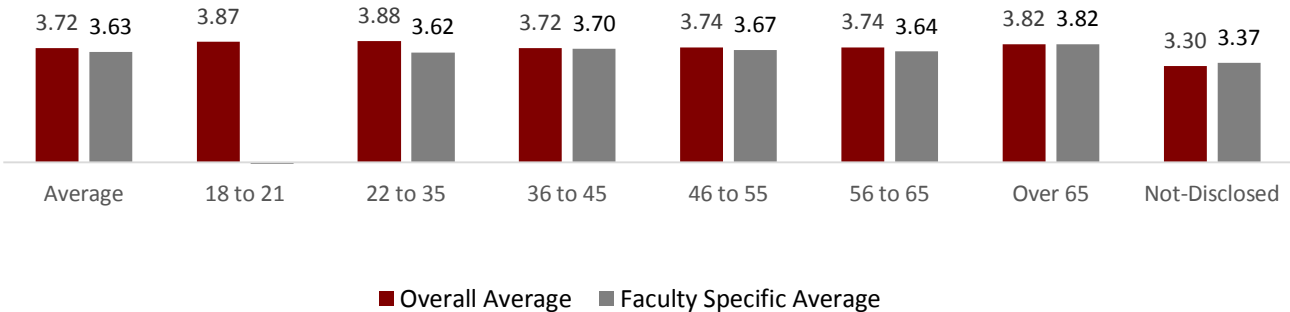
BREAKDOWN BY ETHNICITY / RACE:

The majority of respondents, 79%, identified themselves as white or Caucasian, with an overall response average of 3.76. Respondents, who identified themselves Hispanic, Chicano or Latino, indicated the highest response average for statements 1-25 as well as the highest response average for the faculty specific statements. The detailed data can be found in Appendix B.3.

	Average	American Indian or Alaskan Native	Asian	Black or African American	Hispanic, Chicano, or Latino	Native Hawaiian or Pacific Islander	White or Caucasian	Other	Not Disclosed
Overall Average	3.72	3.58	3.96	3.82	4.03	3.52	3.76	3.77	3.40
Faculty Specific Average	3.63	2.42	3.42	3.44	3.95	2.50	3.74	3.53	3.26

■ Overall Average ■ Faculty Specific Average
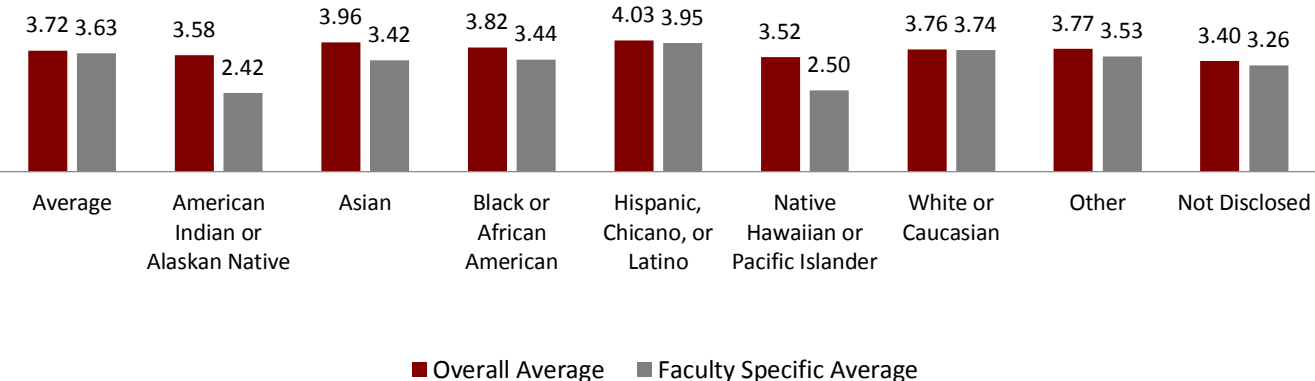
BREAKDOWN BY EMPLOYEE TYPE:

Civil service (CS) employees made up the majority of respondents at 39.3%; administrative professional employees (AP) at 36%, while 24.7% indicated they were Faculty. AP employees had the highest response average for statements 1-25 of 3.82 and rated individual statements in line with the overall averages across WSU. Faculty had the lowest overall average of 3.60. The detailed breakdown can be found in Appendix B.4.

Breakdown by Number of Years Employed by WSU:

Individuals employed at WSU 1-5 years made up the highest percentage of respondents at 22.5%, however had the lowest response average for the faculty specific statements. Respondents employed for less than one year had the response average for statements 1-25 as well as with the faculty specific statements. Detailed breakdown can be found in Appendix B.5.
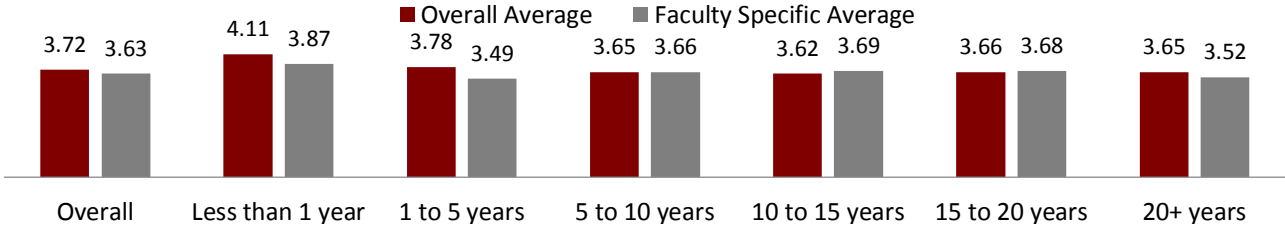
Breakdown by WSU Location / Campus:

Employees located on the Pullman campus made up the majority of respondents, with 69.8%. Overall, the respondents located in Tri-Cities indicated the lowest averages for statements 1-25 of 3.61, and the faculty specific statements, 3.32. The respondents located in Spokane indicated the second highest average for statements 1-25 of 3.83, and the highest for the faculty specific statements 3.75. Those located at WSU Downtown Seattle, had the highest average for statements 1-25 of 3.95, however they made up less than 1% of the total respondents. Detailed breakdown can be found in Appendix B.6.
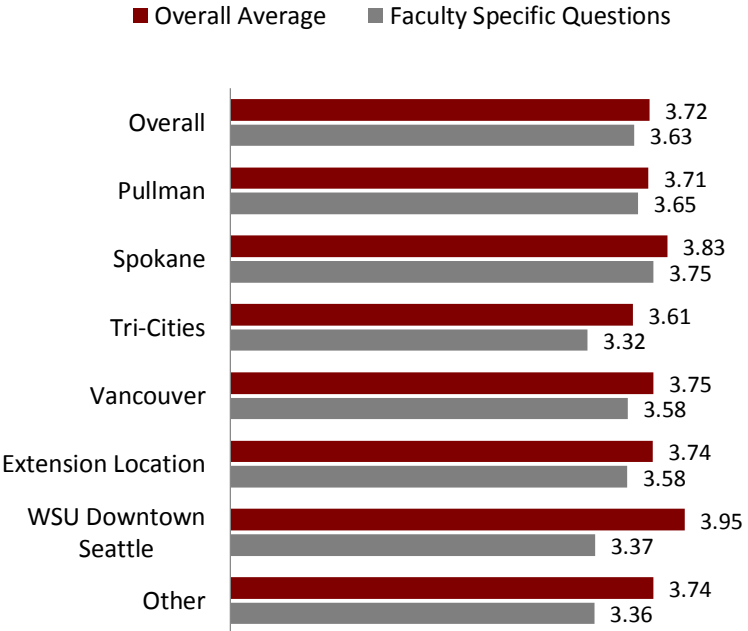
Breakdown by Area:

Respondents who identified themselves within the area of International Programs had the lowest response average, for statements 1-25 of 3.37, while respondents who identified themselves within the Graduate School had the highest response average for statements 1-25 of 4.23.

Faculty respondents who identified themselves within the Voiland College of Engineering and Architecture had the highest response average of 4.59, for faulty specific statements. Those who identified themselves within the Murrow College of Communication had the lowest response average of 2.17. Detailed breakdown can be found in Appendix C.

At the end of the survey, employees were given the opportunity to provide comments regarding subjects not addressed in the survey.   A total of 477 respondents, approximately 25% of those who completed the survey, provided feedback which was valuable in assessing employee engagement.

Multiple respondents provided feedback on more than one subject resulting in 551 comments; 142 comments were regarding the survey and 408 comments provided feedback on a number of areas for improvement.

EMPLOYEE FEEDBACK:

Input on Subjects and/or questions:

Respondents identified a number of subjects not addressed within the survey which they felt were important for assessing employee engagement:

- Compensation, including salary and benefits
- Workplace behavior of supervisors, such as favoritism, respect, bullying, harassment
- Workplace environment, such as culture, hostile work place, sense of community, and office space/facilities
- Workplace conflict, including conflict resolution with supervisors and co-workers, and if concerns are addressed
- Identifying intrinsic motivators for employees
- Identifying employee development and advancement opportunities
- Technology, such as Zzusis, and electronic processes
- Type of leadership within department/campus etc.
- Faculty specific questions regarding extension, student engagement, and interdisciplinary efforts

Additional Feedback:

While the majority of comments identified areas for improvement or concern, there were a number of positive responses regarding specific supervisors and those within leadership roles who foster an environment of collaboration and recognition. Additionally, there were also a number of responses showing appreciation for conducting the survey and soliciting feedback from faculty and staff.

AREAS FOR IMPROVEMENT:

Respondents provided specific feedback on a number of areas for improvement or evaluation throughout the university. Based on responses, comments were evaluated and the following themes were identified:

Communication:
- Communication between coworkers
- Institutional communication regarding changes
- Interdepartmental communication regarding decisions and changes
- Open/transparent communication
- Using technology to communicate

Compensation:
- Difference across campuses
- No salary increase for CS, only a lump sum
- Lack of cost of living (COL) increases
- Pay inequities between employee types & those doing similar duties
- Faculty salary inequities

Employee Appreciation:
- Those in leadership, university administration don't understand or appreciate day to day work
- Lack of appreciation for taking on additional tasks/duties/responsibilities

Employee Expectations:
- Employees types have different expectations
- Evaluations & expectations not always based on job descriptions
- Supervisors have different expectations for favorite employees
- Supervisors don't hold poor performers to the same expectations as others
- Supervisors should be evaluated & held to the same expectations as employees
- Faculty expectations are not consistently applied

Employee Input:
- Input not encouraged or solicited from administrators
- Input may be solicited but not used

Employee Orientation:
- Orientation needed within departments for new employee to familiarize them with departmental offices, technology, & policies
- Orientation/mentors needed for faculty
- Orientation needed at the campus level

Employee Resources:
- Common gathering places at regional campuses
- Employee leave and flexible work schedule options
- Work/Life balance
- Concerns with customer service and resources provided within service units including Facility Services, Human Resource Services, Internal Audit, and Parking Services

Organizational Structure:
- Organizational changes done quickly
- Clarification of roles & reporting lines within departments, colleges/areas, regional campuses
- Top-down structure and decision making

Policies and Procedures:
- Not informed when changes occur
- Those making policy changes don't solicit feedback
- Enforcement of policies and procedures
- Outdated policies/procedures

Professional Growth/Employee Development:
- Training needed for supervisors & managers
- Individuals not given the same opportunities as others
- Lack of internal growth options
- Lack of support for professional growth & development

Resources:
- Individuals are overworked; departments have lost staffing
- Lack of funding for resources
- Inequity in issuing funding
- Out of date or lack of effective technology

Work Environment:
- Lack of support & recognition from those within administrative roles
- Bullying, intimidation, harassment, hostile behavior from co-workers, supervisors, and administrators
- No unity, cohesiveness, collaboration within teams, throughout departments, and across campuses
- Discrimination taking place need to be addressed
- Lack of leadership through the university
- Poor supervisory behavior, including belittling, favoritism, intimidation

APPENDIX A: Overall Breakdown

	Never	Infrequently	Occasionally	Frequently	Always	Positive Responses	Overall Average	Section Average
FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?								
I have support to pursue my research opportunities.	3.72%	9.30%	18.39%	29.75%	17.77%	47.52%	3.62	
I have input regarding my teaching opportunities and assignments.	3.93%	7.64%	16.53%	22.93%	24.79%	47.73%	3.75	3.62
I am encouraged to participate in mentoring activities.	8.68%	11.16%	20.66%	22.31%	24.79%	47.11%	3.50	
SECTION 1: Do employees know and have what they need to do their job?								
1 I know what is expected of me at work.	0.26%	2.71%	7.73%	37.10%	51.59%	88.69%	4.38	
2 I receive the information I need to perform my job.	0.72%	4.45%	13.82%	49.28%	31.06%	80.35%	4.06	
3 I have the resources I need to do my job effectively.	0.77%	6.45%	16.07%	45.65%	30.55%	76.20%	3.99	4.15
4 I have the technology I need to do my job efficiently.	0.82%	4.04%	12.85%	42.94%	38.59%	81.53%	4.15	
SECTION 2: Do employees feel they are valued?								
5 I am recognized for doing a good job.	4.67%	15.82%	29.53%	31.69%	17.00%	48.69%	3.41	
6 My supervisor values me and the work I do.	3.49%	10.53%	19.21%	29.58%	34.77%	64.36%	3.84	
7 My supervisor gives me ongoing feedback to help me improve my performance.	7.91%	18.08%	27.84%	26.25%	17.82%	44.07%	3.29	3.49
8 I feel encouraged to have a good balance between work and personal life.	10.48%	14.43%	19.93%	27.79%	23.57%	51.36%	3.41	
SECTION 3: Do employees feel they provide individual contributions?								
9 I am encouraged to develop myself professionally.	7.93%	13.34%	25.97%	29.37%	21.74%	51.11%	3.44	
10 I am encouraged to provide input on decisions impacting my work.	5.82%	13.60%	23.24%	33.54%	22.62%	56.16%	3.54	3.52
11 I am encouraged to come up with better ways of doing things.	6.65%	11.70%	24.57%	31.01%	24.78%	55.80%	3.56	
SECTION 4: Do employees feel connected to their co-workers?								
12 A spirit of cooperation and teamwork exists between me and my co-workers.	2.22%	8.06%	19.38%	41.60%	27.80%	69.41%	3.85	
13 Knowledge and information sharing is practiced between me and my co-workers.	2.02%	9.61%	19.28%	43.26%	24.86%	68.11%	3.80	3.92
14 Those around me are committed to doing quality work.	0.72%	4.03%	14.52%	42.53%	36.28%	78.81%	4.12	
SECTION 5: Do employees feel connected to their department?								
15 Clear reporting structures are established within my department.	3.74%	9.67%	18.88%	36.19%	28.97%	65.16%	3.79	
16 I receive clear information about changes being made within my department.	5.36%	19.76%	27.04%	30.79%	15.70%	46.49%	3.32	
17 I know how my department measures success.	9.31%	16.28%	27.35%	28.29%	16.02%	44.31%	3.26	3.69
18 I know how my work contributes to the success of my department.	3.69%	8.42%	19.92%	34.84%	31.98%	66.82%	3.84	
19 My department demonstrates support for a diverse workforce.	2.76%	6.97%	15.08%	31.15%	36.97%	68.12%	4.00	
20 I enjoy being part of my department.	2.39%	7.18%	17.58%	35.88%	35.05%	70.93%	3.96	
SECTION 6: Do employees feel connected to WSU as a whole?								
21 I am encouraged to improve work processes to benefit customers.	4.34%	9.15%	21.96%	29.06%	27.13%	56.19%	3.71	
22 I receive clear information about changes being made within my college/area.	5.96%	20.39%	32.88%	27.65%	11.19%	38.84%	3.18	
23 I receive clear information about changes being made within WSU.	4.39%	18.09%	40.36%	28.49%	7.16%	35.65%	3.16	3.84
24 I enjoy being part of Washington State University.	1.20%	5.12%	16.57%	37.95%	37.74%	75.69%	4.07	
25 Overall, I am satisfied at work	1.46%	7.06%	20.91%	45.64%	23.58%	69.21%	3.84	

APPENDIX B.1: Breakdown by Female / Male

	OVERALL Average	Female	Male	Not-Disclosed
# of Respondents		57.7%	36.3%	6.0%
Overall Average for statements 1-25	3.72	3.77	3.75	3.21
Faculty Specific Response Average	3.62	3.63	3.73	3.07

	OVERALL Average	Female	Male	Not-Disclosed
FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?				
I have support to pursue my research opportunities.	3.62	3.60	3.74	2.83
I have input regarding my teaching opportunities and assignments.	3.75	3.79	3.86	3.19
I am encouraged to participate in mentoring activities.	3.50	3.49	3.58	3.18
SECTION 1: Do employees know and have what they need to do their job?				
1 I know what is expected of me at work.	4.38	4.43	4.40	3.94
2 I receive the information I need to perform my job.	4.06	4.12	4.08	3.51
3 I have the resources I need to do my job effectively.	3.99	4.07	3.96	3.56
4 I have the technology I need to do my job efficiently.	4.15	4.20	4.15	3.78
SECTION 2: Do employees feel they are valued?				
5 I am recognized for doing a good job.	3.41	3.50	3.42	2.82
6 My supervisor values me and the work I do.	3.84	3.89	3.90	3.20
7 My supervisor gives me ongoing feedback to help me improve my performance.	3.29	3.33	3.35	2.73
8 I feel encouraged to have a good balance between work and personal life.	3.41	3.53	3.41	2.58
SECTION 3: Do employees feel they provide individual contributions?				
9 I am encouraged to develop myself professionally.	3.44	3.51	3.44	3.05
10 I am encouraged to provide input on decisions impacting my work.	3.54	3.58	3.62	2.92
11 I am encouraged to come up with better ways of doing things.	3.56	3.65	3.56	3.03
SECTION 4: Do employees feel connected to their co-workers?				
12 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.91	3.87	3.42
13 Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.85	3.84	3.29
14 Those around me are committed to doing quality work.	4.12	4.18	4.09	3.82
SECTION 5: Do employees feel connected to their department?				
15 Clear reporting structures are established within my department.	3.79	3.85	3.79	3.36
16 I receive clear information about changes being made within my department.	3.32	3.33	3.41	2.84
17 I know how my department measures success.	3.26	3.31	3.30	2.80
18 I know how my work contributes to the success of my department.	3.84	3.86	3.92	3.35
19 My department demonstrates support for a diverse workforce.	4.00	4.02	4.06	3.52
20 I enjoy being part of my department.	3.96	4.01	3.99	3.38
SECTION 6: Do employees feel connected to WSU as a whole?				
21 I am encouraged to improve work processes to benefit customers.	3.71	3.77	3.76	3.06
22 I receive clear information about changes being made within my college/area.	3.18	3.21	3.26	2.62
23 I receive clear information about changes being made within WSU.	3.16	3.21	3.17	2.72
24 I enjoy being part of Washington State University.	4.07	4.15	4.06	3.50
25 Overall, I am satisfied at work	3.84	3.89	3.86	3.35

APPENDIX B.2: Breakdown by Age

	Overall Average	18 to 21	22 to 35	36 to 45	46 to 55	56 to 65	Over 65	Not-Disclosed
# of Respondents		0.3%	20.0%	18.1%	27.6%	24.3%	2.1%	7.6%
Overall Average for statements 1-25	**3.72**	**3.87**	**3.88**	**3.72**	**3.74**	**3.74**	**3.82**	**3.30**
Faculty Specific Response Average	**3.62**	**0.00**	**3.62**	**3.70**	**3.67**	**3.64**	**3.82**	**3.37**
FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?								
I have support to pursue my research opportunities.	3.62	0.00	4.11	3.79	3.55	3.50	3.38	3.25
I have input regarding my teaching opportunities and assignments.	3.75	0.00	3.49	3.77	3.99	3.78	4.00	3.51
I am encouraged to participate in mentoring activities.	3.50	0.00	3.26	3.55	3.48	3.63	4.07	3.34
SECTION 1: Do employees know and have what they need to do their job?								
1 I know what is expected of me at work.	4.38	4.83	4.44	4.29	4.43	4.45	4.58	4.02
2 I receive the information I need to perform my job.	4.06	4.17	4.18	3.99	4.11	4.08	4.34	3.67
3 I have the resources I need to do my job effectively.	3.99	4.17	4.14	3.89	4.01	4.06	4.10	3.69
4 I have the technology I need to do my job efficiently.	4.15	4.17	4.22	4.09	4.18	4.21	4.21	3.96
SECTION 2: Do employees feel they are valued?								
5 I am recognized for doing a good job.	3.41	3.50	3.64	3.41	3.41	3.48	3.50	2.88
6 My supervisor values me and the work I do.	3.84	4.00	4.08	3.92	3.87	3.84	3.92	3.18
7 My supervisor gives me ongoing feedback to help me improve my performance.	3.29	3.80	3.54	3.34	3.31	3.27	3.11	2.74
8 I feel encouraged to have a good balance between work and personal life.	3.41	4.20	3.72	3.51	3.39	3.39	3.34	2.72
SECTION 3: Do employees feel they provide individual contributions?								
9 I am encouraged to develop myself professionally.	3.44	3.33	3.78	3.48	3.41	3.37	3.50	3.04
10 I am encouraged to provide input on decisions impacting my work.	3.54	3.50	3.80	3.59	3.53	3.54	3.82	2.88
11 I am encouraged to come up with better ways of doing things.	3.56	3.83	3.86	3.62	3.55	3.53	3.67	2.99
SECTION 4: Do employees feel connected to their co-workers?								
12 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.83	4.03	3.82	3.87	3.82	4.08	3.57
13 Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.67	4.01	3.76	3.80	3.79	3.92	3.50
14 Those around me are committed to doing quality work.	4.12	3.83	4.09	4.11	4.14	4.22	4.31	3.88
SECTION 5: Do employees feel connected to their department?								
15 Clear reporting structures are established within my department.	3.79	3.83	3.84	3.74	3.84	3.81	3.97	3.54
16 I receive clear information about changes being made within my department.	3.32	3.50	3.44	3.28	3.36	3.35	3.51	2.97
17 I know how my department measures success.	3.26	2.83	3.34	3.25	3.28	3.34	3.50	2.91
18 I know how my work contributes to the success of my department.	3.84	4.17	3.97	3.85	3.83	3.91	3.92	3.40
19 My department demonstrates support for a diverse workforce.	4.00	4.17	4.09	4.00	4.00	4.05	4.08	3.70
20 I enjoy being part of my department.	3.96	3.67	4.11	3.95	4.01	3.96	4.08	3.51
SECTION 6: Do employees feel connected to WSU as a whole?								
21 I am encouraged to improve work processes to benefit customers.	3.71	4.17	3.92	3.72	3.76	3.73	3.63	3.12
22 I receive clear information about changes being made within my college/area.	3.18	3.67	3.41	3.22	3.18	3.15	3.15	2.75
23 I receive clear information about changes being made within WSU.	3.16	3.33	3.28	3.16	3.17	3.18	3.05	2.90
24 I enjoy being part of Washington State University.	4.07	4.50	4.21	4.13	4.13	4.07	4.05	3.53
25 Overall, I am satisfied at work	3.84	4.00	3.96	3.80	3.88	3.88	4.10	3.37

APPENDIX B.3: Breakdown by Ethnicity / Race

	Overall Average	American Indian or Alaskan Native	Asian	Black or African American	Hispanic, Chicano, or Latino	Native Hawaiian or Pacific Islander	White or Caucasian	Other	Not Disclosed
# of Respondents		1.1%	3.2%	0.9%	2.6%	0.4%	79.1%	2.2%	10.6%
Overall Average for statements 1-25	3.72	3.58	3.96	3.82	4.03	3.52	3.76	3.77	3.40
Faculty Specific Response Average	3.62	2.42	3.42	3.44	3.95	2.50	3.74	3.53	3.26
FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?									
I have support to pursue my research opportunities.	3.62	2.00	4.00	4.25	4.07	2.50	3.67	2.75	3.21
I have input regarding my teaching opportunities and assignments.	3.75	3.25	3.05	3.33	4.08	3.00	3.92	3.56	3.43
I am encouraged to participate in mentoring activities.	3.50	2.00	3.21	2.75	3.69	2.00	3.62	4.29	3.16
SECTION 1: Do employees know and have what they need to do their job?									
1 I know what is expected of me at work.	4.38	4.20	4.73	4.44	4.53	4.50	4.41	4.48	4.10
2 I receive the information I need to perform my job.	4.06	3.95	4.31	4.19	4.40	3.63	4.10	4.08	3.70
3 I have the resources I need to do my job effectively.	3.99	4.10	4.25	4.13	4.40	3.88	4.02	3.93	3.69
4 I have the technology I need to do my job efficiently.	4.15	4.15	4.19	4.31	4.39	4.25	4.18	4.23	3.92
SECTION 2: Do employees feel they are valued?									
5 I am recognized for doing a good job.	3.41	3.30	3.67	3.13	3.83	3.00	3.47	3.44	3.02
6 My supervisor values me and the work I do.	3.84	3.50	3.91	3.87	4.15	3.43	3.90	3.84	3.48
7 My supervisor gives me ongoing feedback to help me improve my performance.	3.29	2.85	3.64	3.31	3.78	2.75	3.32	3.32	2.99
8 I feel encouraged to have a good balance between work and personal life.	3.41	3.15	3.61	3.80	3.80	3.13	3.48	3.18	2.88
SECTION 3: Do employees feel they provide individual contributions?									
9 I am encouraged to develop myself professionally.	3.44	2.90	3.76	3.44	3.98	3.13	3.47	3.54	3.21
10 I am encouraged to provide input on decisions impacting my work.	3.54	3.35	3.71	3.69	3.98	3.38	3.59	3.48	3.15
11 I am encouraged to come up with better ways of doing things.	3.56	3.35	3.74	3.94	4.04	3.38	3.60	3.46	3.25
SECTION 4: Do employees feel connected to their co-workers?									
12 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.75	4.24	4.19	4.08	3.50	3.87	3.79	3.62
13 Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.60	4.17	4.00	4.00	3.50	3.83	3.82	3.56
14 Those around me are committed to doing quality work.	4.12	3.90	4.21	4.31	4.10	4.00	4.15	4.32	3.94
SECTION 5: Do employees feel connected to their department?									
15 Clear reporting structures are established within my department.	3.79	3.95	4.00	3.88	3.94	3.38	3.82	4.10	3.44
16 I receive clear information about changes being made within my department.	3.32	3.25	3.76	3.40	3.55	3.38	3.34	3.58	3.02
17 I know how my department measures success.	3.26	3.05	3.49	2.93	3.48	3.38	3.30	3.38	2.95
18 I know how my work contributes to the success of my department.	3.84	3.65	3.95	3.88	4.10	3.75	3.88	4.05	3.46
19 My department demonstrates support for a diverse workforce.	4.00	4.11	3.98	3.33	3.94	3.50	4.05	4.11	3.77
20 I enjoy being part of my department.	3.96	3.95	4.08	4.25	4.24	3.75	4.00	3.95	3.63
SECTION 6: Do employees feel connected to WSU as a whole?									
21 I am encouraged to improve work processes to benefit customers.	3.71	3.50	3.98	3.93	4.15	4.00	3.74	3.79	3.38
22 I receive clear information about changes being made within my college/area.	3.18	2.80	3.71	3.44	3.65	3.00	3.21	3.18	2.79
23 I receive clear information about changes being made within WSU.	3.16	3.00	3.68	3.44	3.49	3.13	3.19	3.15	2.77
24 I enjoy being part of Washington State University.	4.07	4.30	4.22	4.31	4.52	3.75	4.11	4.13	3.71
25 Overall, I am satisfied at work	3.84	3.90	4.02	3.94	4.24	3.63	3.87	3.85	3.51

APPENDIX B.4: Breakdown by Employee Type

	Average	Faculty	AP	CS
# of Respondents		**24.7%**	**36.0%**	**39.3%**
Overall Average for statements 1-25	**3.72**	**3.60**	**3.82**	**3.70**
Faculty Specific Response Average	**3.62**	**3.62**	**N/A**	**N/A**
FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?				
I have support to pursue my research opportunities.	3.62	3.62	N/A	N/A
I have input regarding my teaching opportunities and assignments.	3.75	3.75	N/A	N/A
I am encouraged to participate in mentoring activities.	3.50	3.50	N/A	N/A
SECTION 1: Do employees know and have what they need to do their job?				
1 I know what is expected of me at work.	4.38	4.19	4.41	4.46
2 I receive the information I need to perform my job.	4.06	3.92	4.12	4.10
3 I have the resources I need to do my job effectively.	3.99	3.67	4.07	4.13
4 I have the technology I need to do my job efficiently.	4.15	3.85	4.27	4.23
SECTION 2: Do employees feel they are valued?				
5 I am recognized for doing a good job.	3.41	3.30	3.49	3.41
6 My supervisor values me and the work I do.	3.84	3.66	3.95	3.85
7 My supervisor gives me ongoing feedback to help me improve my performance.	3.29	3.17	3.35	3.31
8 I feel encouraged to have a good balance between work and personal life.	3.41	2.97	3.57	3.55
SECTION 3: Do employees feel they provide individual contributions?				
9 I am encouraged to develop myself professionally.	3.44	3.58	3.53	3.29
10 I am encouraged to provide input on decisions impacting my work.	3.54	3.49	3.73	3.41
11 I am encouraged to come up with better ways of doing things.	3.56	3.44	3.79	3.43
SECTION 4: Do employees feel connected to their co-workers?				
12 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.71	3.97	3.84
13 Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.68	3.89	3.80
14 Those around me are committed to doing quality work.	4.12	4.11	4.22	4.03
SECTION 5: Do employees feel connected to their department?				
15 Clear reporting structures are established within my department.	3.79	3.68	3.94	3.72
16 I receive clear information about changes being made within my department.	3.32	3.45	3.39	3.19
17 I know how my department measures success.	3.26	3.44	3.29	3.14
18 I know how my work contributes to the success of my department.	3.84	3.64	3.97	3.85
19 My department demonstrates support for a diverse workforce.	4.00	3.88	4.14	3.95
20 I enjoy being part of my department.	3.96	3.86	4.07	3.93
SECTION 6: Do employees feel connected to WSU as a whole?				
21 I am encouraged to improve work processes to benefit customers.	3.71	3.48	3.86	3.72
22 I receive clear information about changes being made within my college/area.	3.18	3.18	3.24	3.13
23 I receive clear information about changes being made within WSU.	3.16	3.10	3.20	3.17
24 I enjoy being part of Washington State University.	4.07	3.84	4.16	4.15
25 Overall, I am satisfied at work	3.84	3.80	3.91	3.81

APPENDIX B.5: Breakdown by Years of Service

	Average	> 1yr	1-5 yrs	5-10 yrs	10-15 yrs	15-20 yrs	20+ yrs
# of Respondents		10.9%	22.9%	21.7%	14.7%	9.7%	20.2%
Overall Average for statements 1-25	**3.72**	**4.11**	**3.78**	**3.65**	**3.62**	**3.66**	**3.65**
Faculty Specific Response Average	**3.62**	**3.87**	**3.49**	**3.66**	**3.69**	**3.68**	**3.52**
FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?							
I have support to pursue my research opportunities.	3.62	4.15	3.65	3.54	3.52	3.50	3.43
I have input regarding my teaching opportunities and assignments.	3.75	3.63	3.69	3.82	3.95	3.89	3.69
I am encouraged to participate in mentoring activities.	3.50	3.82	3.13	3.63	3.59	3.64	3.45
SECTION 1: Do employees know and have what they need to do their job?							
1 I know what is expected of me at work.	4.38	4.45	4.38	4.33	4.37	4.38	4.43
2 I receive the information I need to perform my job.	4.06	4.20	4.10	4.02	4.01	4.04	4.07
3 I have the resources I need to do my job effectively.	3.99	4.21	4.04	3.92	3.91	3.95	3.99
4 I have the technology I need to do my job efficiently.	4.15	4.28	4.14	4.11	4.14	4.20	4.14
SECTION 2: Do employees feel they are valued?							
5 I am recognized for doing a good job.	3.41	3.93	3.48	3.33	3.28	3.36	3.32
6 My supervisor values me and the work I do.	3.84	4.32	3.89	3.86	3.71	3.79	3.68
7 My supervisor gives me ongoing feedback to help me improve my performance.	3.29	3.82	3.40	3.26	3.16	3.14	3.08
8 I feel encouraged to have a good balance between work and personal life.	3.41	3.98	3.51	3.43	3.16	3.35	3.20
SECTION 3: Do employees feel they provide individual contributions?							
9 I am encouraged to develop myself professionally.	3.44	4.01	3.59	3.40	3.30	3.25	3.24
10 I am encouraged to provide input on decisions impacting my work.	3.54	3.98	3.63	3.43	3.44	3.46	3.48
11 I am encouraged to come up with better ways of doing things.	3.56	4.03	3.65	3.45	3.47	3.42	3.50
SECTION 4: Do employees feel connected to their co-workers?							
12 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	4.18	3.99	3.74	3.73	3.82	3.80
13 Knowledge and information sharing is practiced between me and my co-workers.	3.80	4.13	3.92	3.69	3.67	3.77	3.76
14 Those around me are committed to doing quality work.	4.12	4.38	4.14	4.05	4.01	4.11	4.13
SECTION 5: Do employees feel connected to their department?							
15 Clear reporting structures are established within my department.	3.79	4.18	3.77	3.65	3.73	3.73	3.83
16 I receive clear information about changes being made within my department.	3.32	3.87	3.34	3.22	3.20	3.28	3.24
17 I know how my department measures success.	3.26	3.65	3.27	3.14	3.14	3.30	3.25
18 I know how my work contributes to the success of my department.	3.84	4.15	3.86	3.71	3.77	3.83	3.82
19 My department demonstrates support for a diverse workforce.	4.00	4.36	3.99	3.95	3.91	3.91	3.99
20 I enjoy being part of my department.	3.96	4.40	4.03	3.87	3.84	3.92	3.86
SECTION 6: Do employees feel connected to WSU as a whole?							
21 I am encouraged to improve work processes to benefit customers.	3.71	4.14	3.80	3.65	3.62	3.54	3.65
22 I receive clear information about changes being made within my college/area.	3.18	3.79	3.23	3.12	3.08	3.08	3.03
23 I receive clear information about changes being made within WSU.	3.16	3.62	3.25	3.10	3.11	2.98	3.02
24 I enjoy being part of Washington State University.	4.07	4.51	4.16	4.02	3.95	4.02	3.95
25 Overall, I am satisfied at work	3.84	4.25	3.88	3.74	3.74	3.83	3.76

APPENDIX B.6: Breakdown by Location

	Overall	Pullman	Spokane	Tri-Cities	Vancouver	Extension	Downtown Seattle	Other
# of Respondents		69.8%	10.2%	4.0%	5.0%	6.4%	0.7%	3.9%
Overall Average for statements 1-25	3.72	3.71	3.83	3.61	3.75	3.74	3.95	3.74
Faculty Specific Response Average	3.62	3.65	3.75	3.32	3.58	3.58	3.37	3.36
FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?								
I have support to pursue my research opportunities.	3.62	3.64	3.76	3.32	3.19	3.75	3.50	3.33
I have input regarding my teaching opportunities and assignments.	3.75	3.78	3.84	3.33	4.12	3.58	3.00	3.25
I am encouraged to participate in mentoring activities.	3.50	3.52	3.63	3.30	3.42	3.40	3.60	3.50
SECTION 1: Do employees know and have what they need to do their job?								
1 I know what is expected of me at work.	4.38	4.40	4.36	4.29	4.40	4.30	4.14	4.46
2 I receive the information I need to perform my job.	4.06	4.09	4.04	3.95	3.97	4.03	4.07	4.01
3 I have the resources I need to do my job effectively.	3.99	4.02	4.07	3.93	3.83	3.83	4.07	4.03
4 I have the technology I need to do my job efficiently.	4.15	4.15	4.29	4.16	4.02	4.09	4.36	4.16
SECTION 2: Do employees feel they are valued?								
5 I am recognized for doing a good job.	3.41	3.41	3.57	3.11	3.41	3.43	3.71	3.56
6 My supervisor values me and the work I do.	3.84	3.86	3.94	3.69	3.85	3.80	4.14	3.90
7 My supervisor gives me ongoing feedback to help me improve my performance.	3.29	3.29	3.42	3.15	3.16	3.43	3.21	3.31
8 I feel encouraged to have a good balance between work and personal life.	3.41	3.42	3.48	3.07	3.44	3.35	3.46	3.68
SECTION 3: Do employees feel they provide individual contributions?								
9 I am encouraged to develop myself professionally.	3.44	3.42	3.59	3.39	3.55	3.64	3.46	3.46
10 I am encouraged to provide input on decisions impacting my work.	3.54	3.54	3.62	3.32	3.69	3.66	3.79	3.44
11 I am encouraged to come up with better ways of doing things.	3.56	3.56	3.71	3.41	3.46	3.80	3.43	3.54
SECTION 4: Do employees feel connected to their co-workers?								
12 A spirit of cooperation and teamwork exists between me and my co-workers.	3.85	3.83	3.89	4.00	3.87	4.00	4.14	3.89
13 Knowledge and information sharing is practiced between me and my co-workers.	3.80	3.79	3.89	3.95	3.79	3.84	3.93	3.79
14 Those around me are committed to doing quality work.	4.12	4.07	4.21	4.28	4.22	4.24	4.43	4.28
SECTION 5: Do employees feel connected to their department?								
15 Clear reporting structures are established within my department.	3.79	3.80	3.92	3.60	3.89	3.62	4.14	3.71
16 I receive clear information about changes being made within my department.	3.32	3.30	3.47	3.11	3.56	3.36	3.71	3.21
17 I know how my department measures success.	3.26	3.23	3.46	3.11	3.45	3.31	3.64	3.17
18 I know how my work contributes to the success of my department.	3.84	3.85	3.88	3.76	3.95	3.64	4.36	3.85
19 My department demonstrates support for a diverse workforce.	4.00	3.99	4.12	3.72	4.30	3.86	4.31	4.00
20 I enjoy being part of my department.	3.96	3.93	4.14	3.81	4.05	4.04	4.43	4.00
SECTION 6: Do employees feel connected to WSU as a whole?								
21 I am encouraged to improve work processes to benefit customers.	3.71	3.71	3.84	3.59	3.60	3.80	3.80	3.75
22 I receive clear information about changes being made within my college/area.	3.18	3.17	3.30	2.92	3.33	3.25	3.79	3.11
23 I receive clear information about changes being made within WSU.	3.16	3.14	3.31	2.97	3.13	3.18	3.71	3.26
24 I enjoy being part of Washington State University.	4.07	4.05	4.29	4.15	3.94	4.10	4.43	4.11
25 Overall, I am satisfied at work	3.84	3.80	4.06	3.85	3.76	3.95	4.00	3.89

APPENDIX C: Breakdown by Areas

	Overall Average	Advancement and External Affairs	Agricultural, Human & Natural Resource Sciences, College of	CAHNRS: Agricultural Research Center	CAHNRS: Extension	Arts and Sciences, College of	Athletics	Business, Carson College of	Communication, Edward R. Murrow College of	Education, College of	Engineering & Architecture, Voiland College of	Enrollment	Finance and Administration	F&A: Facilities Services	F&A: Financial Services	F&A: Public Service	Global Campus	Graduate School	Information Technology	International Programs
# of Respondents		11	149	49	109	137	26	25	24	51	43	36	15	129	32	44	14	9	41	12
Overall Average for statements 1-25	3.72	4.11	3.75	3.75	3.79	3.54	3.93	3.76	3.61	3.83	3.91	3.83	4.04	3.59	3.43	3.90	3.66	4.23	3.56	3.37
Faculty Specific Response Average	3.63	*	3.60	3.52	3.49	3.13	*	3.03	2.17	3.83	4.59	*	*	*	*	*	*	*	*	3.67
FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?																				
I have support to pursue my research opportunities.	3.61	*	3.73	4.00	3.65	2.67	*	2.73	4.00	3.79	4.73	*	*	*	*	*	*	*	*	4.00
I have input regarding my teaching opportunities and assignments.	3.77	*	3.59	3.00	3.47	3.57	*	3.82	1.50	3.94	4.33	*	*	*	*	*	*	*	*	3.60
I am encouraged to participate in mentoring activities.	3.50	*	3.46	3.56	3.36	3.16	*	2.55	1.00	3.77	4.70	*	*	*	*	*	*	*	*	3.40
SECTION 1: Do employees know and have what they need to do their job?																				
1 I know what is expected of me at work.	4.39	4.30	4.41	4.54	4.32	4.20	4.54	4.40	4.21	4.35	4.47	4.61	4.57	4.49	4.45	4.36	4.57	4.78	4.29	4.33
2 I receive the information I need to perform my job.	4.07	4.40	4.18	4.12	4.09	3.99	4.27	3.88	3.92	4.06	4.21	4.17	4.36	3.96	3.93	4.27	3.93	4.67	3.98	4.08
3 I have the resources I need to do my job effectively.	4.00	4.30	4.01	4.04	3.88	3.51	4.12	3.80	4.04	3.94	4.14	4.19	4.29	3.91	3.97	4.27	3.79	4.56	3.85	3.92
4 I have the technology I need to do my job efficiently.	4.16	4.45	4.17	4.19	4.17	3.64	4.15	3.76	4.33	3.96	4.30	4.26	4.14	4.02	3.75	4.32	4.14	4.78	4.20	3.50
SECTION 2: Do employees feel they are valued?																				
5 I am recognized for doing a good job.	3.42	3.64	3.50	3.58	3.49	3.28	3.69	3.56	3.33	3.73	3.69	3.54	3.57	3.20	3.21	3.67	3.31	3.78	3.41	3.25
6 My supervisor values me and the work I do.	3.85	3.91	3.93	3.92	3.93	3.60	3.92	4.04	3.74	4.02	4.07	3.86	3.93	3.81	3.38	3.84	3.77	3.89	3.90	3.33
7 My supervisor gives me ongoing feedback to help me improve my performance.	3.29	3.45	3.35	3.35	3.49	3.03	3.36	3.38	3.08	3.61	3.40	3.06	3.71	3.21	3.07	3.57	3.14	3.89	3.27	3.17
8 I feel encouraged to have a good balance between work and personal life.	3.42	4.09	3.42	3.60	3.42	2.70	3.88	3.40	3.50	3.36	3.63	3.37	4.00	3.24	3.24	3.72	3.29	3.89	3.64	3.00
SECTION 3: Do employees feel they provide individual contributions?																				
9 I am encouraged to develop myself professionally.	3.45	3.73	3.56	3.65	3.65	3.49	3.35	3.60	3.54	3.73	3.74	3.39	4.07	3.17	3.11	3.39	3.07	3.78	3.49	3.33
10 I am encouraged to provide input on decisions impacting my work.	3.55	3.73	3.68	3.65	3.67	3.39	3.81	3.84	3.38	3.78	3.79	3.66	3.86	3.38	3.03	3.73	3.29	4.22	3.56	3.00
11 I am encouraged to come up with better ways of doing things.	3.57	3.82	3.77	3.59	3.77	3.21	3.81	3.75	3.17	3.61	3.84	3.72	4.07	3.22	3.17	3.55	3.57	4.22	3.55	3.17
SECTION 4: Do employees feel connected to their co-workers?																				
12 A spirit of cooperation and teamwork exists between me and my co-workers.	3.86	4.64	3.99	3.84	4.04	3.49	4.00	4.00	3.79	3.92	4.07	4.00	4.29	3.74	3.57	3.91	3.79	4.33	3.71	3.75
13 Knowledge and information sharing is practiced between me and my co-workers.	3.81	4.18	3.95	3.76	3.89	3.51	3.96	3.68	3.71	3.76	3.88	4.08	4.07	3.66	3.45	4.02	3.64	4.22	3.54	3.67
14 Those around me are committed to doing quality work.	4.12	4.82	4.26	4.10	4.34	4.21	4.27	4.24	4.38	4.24	4.30	4.17	4.50	3.91	3.93	4.05	3.71	4.33	3.88	3.67
SECTION 5: Do employees feel connected to their department?																				
15 Clear reporting structures are established within my department.	3.79	4.09	3.76	3.75	3.68	3.69	4.28	3.92	3.79	3.74	3.81	4.00	4.21	3.62	3.45	4.07	3.79	4.56	3.68	3.17
16 I receive clear information about changes being made within my department.	3.33	3.82	3.29	3.27	3.41	3.63	3.35	3.48	3.04	3.64	3.52	3.32	3.71	3.09	2.97	3.82	3.29	4.44	2.76	2.75
17 I know how my department measures success.	3.27	3.82	3.28	3.10	3.42	3.65	3.60	3.40	2.96	3.45	3.51	3.29	3.50	2.91	2.70	3.59	3.29	3.78	2.66	2.92
18 I know how my work contributes to the success of my department.	3.84	4.36	3.71	3.79	3.74	3.77	4.16	3.84	3.75	3.82	4.12	3.89	4.07	3.76	3.57	4.05	3.86	4.44	3.59	3.42
19 My department demonstrates support for a diverse workforce.	4.00	4.10	3.97	4.00	3.93	3.86	4.19	4.13	3.79	4.10	4.27	4.00	4.38	3.70	3.39	4.02	4.08	4.75	3.93	3.58
20 I enjoy being part of my department.	3.96	4.55	3.95	3.98	4.13	3.80	4.27	3.96	3.74	4.04	4.21	4.06	4.50	3.90	3.46	3.93	3.79	4.11	3.66	3.67
SECTION 6: Do employees feel connected to WSU as a whole?																				
21 I am encouraged to improve work processes to benefit customers.	3.72	4.33	3.50	3.73	3.83	3.25	3.96	3.56	3.38	3.89	3.92	3.94	4.21	3.73	3.48	3.84	3.92	4.11	3.44	3.08
22 I receive clear information about changes being made within my college/area.	3.18	3.70	3.15	3.10	3.29	3.19	3.32	3.28	3.00	3.47	3.26	3.31	3.38	3.13	2.79	3.69	3.21	3.89	2.71	2.50
23 I receive clear information about changes being made within WSU.	3.16	3.55	3.16	3.18	3.19	3.06	3.31	2.96	3.13	3.27	3.19	3.34	3.14	3.02	3.07	3.55	3.43	3.67	2.93	2.75
24 I enjoy being part of Washington State University.	4.08	4.64	3.99	4.00	4.15	3.69	4.46	4.12	4.04	4.06	4.36	4.60	4.29	4.16	4.00	4.36	4.07	4.56	3.90	3.67
25 Overall, I am satisfied at work	3.84	4.27	3.89	3.92	3.93	3.69	4.31	3.96	3.58	4.08	4.14	3.97	4.21	3.80	3.64	3.84	3.71	4.11	3.49	3.50

* Not data or not enough data to provide average response

APPENDIX C: Breakdown by Areas (cont.)

	Overall Average	Libraries	Medical Sciences, College of	Nursing, College of	Office of the President	Office of Research	Provost & Executive Vice President	Pharmacy, College of	Student Affairs	University Development	University Relations	Veterinary Medicine, College of	WSU Spokane	WSU Tri-Cities	WSU Vancouver	Not Disclosed Pullman	Not Disclosed Spokane	Not Disclosed Tri Cities	Not Disclosed Vancouver
# of Respondents		42	10	39	14	18	35	33	106	26	36	107	48	33	30	271	46	17	21
Overall Average for statements 1-25	3.72	3.71	3.86	3.84	4.01	3.51	3.85	3.88	3.72	3.77	3.75	3.86	3.94	3.67	3.98	3.54	3.76	3.46	3.52
Faculty Specific Response Average	3.63	3.8033	3.89	3.99	*	*	2.89	3.38	3.00	*	*	3.7577	4.11	3.1667	3.5	3.6	3.68	2.78	4.0367
FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?																			
I have support to pursue my research opportunities.	3.61	3.94	4.33	4.10	*	*	2.67	3.40	2.00	*	*	3.85	4	3.5	3	3.44	3.60	3.00	3.67
I have input regarding my teaching opportunities and assignments.	3.77	4.11	3.83	4.06	*	*	3	3.40	4.00	*	*	3.6316	4	3	4	3.88	3.80	2.33	4.22
I am encouraged to participate in mentoring activities.	3.50	3.36	3.50	3.82	*	*	3	3.35	3.00	*	*	3.7917	4.33	3	3.5	3.48	3.65	3.00	4.22
SECTION 1: Do employees know and have what they need to do their job?																			
1 I know what is expected of me at work.	4.39	4.33	4.10	4.21	4.36	4.13	4.42	4.42	4.31	4.12	4.33	4.50	4.54	4.41	4.63	4.32	4.36	4.21	4.19
2 I receive the information I need to perform my job.	4.07	4.17	4.00	4.05	4.36	3.81	4.08	3.91	3.98	4.23	4.03	4.29	4.21	4.03	4.20	3.97	4.04	3.79	3.57
3 I have the resources I need to do my job effectively.	4.00	3.98	4.10	4.13	4.43	3.75	4.31	3.91	4.10	4.08	4.03	4.27	4.17	4.15	3.97	3.87	3.89	3.68	3.71
4 I have the technology I need to do my job efficiently.	4.16	4.07	4.40	4.26	4.43	4.38	4.42	4.18	4.31	4.15	4.31	4.24	4.38	4.30	4.23	4.06	4.17	3.89	4.29
SECTION 2: Do employees feel they are valued?																			
5 I am recognized for doing a good job.	3.42	3.33	3.20	3.58	3.64	3.13	3.50	3.74	3.25	3.58	3.50	3.60	3.72	3.18	3.50	3.19	3.41	2.94	2.95
6 My supervisor values me and the work I do.	3.85	3.68	4.10	3.95	4.31	3.75	3.96	3.91	3.79	3.92	4.06	4.07	4.13	3.88	4.23	3.61	3.80	3.72	3.40
7 My supervisor gives me ongoing feedback to help me improve my performance.	3.29	2.98	3.44	3.29	3.86	3.06	3.08	3.55	3.36	3.44	3.33	3.42	3.68	3.48	3.73	3.05	3.40	2.94	2.70
8 I feel encouraged to have a good balance between work and personal life.	3.42	3.50	3.40	3.41	3.85	3.00	3.58	3.48	3.65	3.56	3.86	3.56	3.81	3.44	3.77	3.14	3.33	2.56	2.90
SECTION 3: Do employees feel they provide individual contributions?																			
9 I am encouraged to develop myself professionally.	3.45	3.51	3.70	3.51	3.64	3.53	3.65	3.59	3.27	3.92	3.33	3.47	3.85	3.55	3.60	3.18	3.48	3.00	3.48
10 I am encouraged to provide input on decisions impacting my work.	3.55	3.43	3.90	3.69	3.50	3.27	3.50	3.67	3.50	3.68	3.78	3.80	3.83	3.34	3.77	3.27	3.41	3.11	3.37
11 I am encouraged to come up with better ways of doing things.	3.57	3.33	3.70	3.74	3.64	3.27	3.62	3.91	3.44	3.80	3.67	3.78	3.88	3.34	3.57	3.37	3.64	3.56	3.32
SECTION 4: Do employees feel connected to their co-workers?																			
12 A spirit of cooperation and teamwork exists between me and my co-workers.	3.86	3.88	4.30	4.00	3.93	3.38	4.00	3.97	3.74	3.65	3.94	4.05	3.69	4.21	3.97	3.64	3.87	3.89	3.90
13 Knowledge and information sharing is practiced between me and my co-workers.	3.81	3.68	4.30	3.90	4.00	3.63	3.73	3.97	3.83	3.77	3.78	4.04	3.88	4.12	3.97	3.64	3.82	3.83	3.60
14 Those around me are committed to doing quality work.	4.12	4.00	4.70	4.33	4.31	3.60	4.46	4.33	3.75	4.04	4.11	4.21	3.81	4.24	4.23	4.00	4.31	4.22	4.20
SECTION 5: Do employees feel connected to their department?																			
15 Clear reporting structures are established within my department.	3.79	4.00	3.30	3.77	4.08	3.80	4.08	3.84	3.92	3.68	3.58	3.76	4.10	3.48	4.23	3.74	4.08	3.59	3.79
16 I receive clear information about changes being made within my department.	3.33	3.51	3.40	3.44	3.67	2.88	3.31	3.33	3.21	3.40	3.33	3.35	3.65	2.85	3.87	3.24	3.52	2.89	3.53
17 I know how my department measures success.	3.27	3.29	3.20	3.46	3.31	2.87	3.23	3.55	3.21	3.44	3.11	3.33	3.50	3.21	3.73	3.10	3.45	2.78	3.26
18 I know how my work contributes to the success of my department.	3.84	3.79	4.00	3.77	4.15	3.69	4.31	4.15	3.85	4.08	3.89	3.89	4.02	3.64	4.33	3.70	3.77	3.94	4.00
19 My department demonstrates support for a diverse workforce.	4.00	4.03	4.20	3.95	4.54	3.69	4.16	4.13	4.13	4.16	4.03	4.12	4.30	3.64	4.67	3.89	4.19	3.76	4.00
20 I enjoy being part of my department.	3.96	3.90	4.20	4.21	4.36	3.80	4.27	4.21	4.05	3.60	4.06	4.12	4.10	3.88	4.27	3.73	4.02	3.72	3.80
SECTION 6: Do employees feel connected to WSU as a whole?																			
21 I am encouraged to improve work processes to benefit customers.	3.72	3.85	3.90	4.03	4.00	3.40	3.96	3.94	3.80	3.76	3.64	3.87	3.94	3.63	4.03	3.54	3.66	3.61	3.50
22 I receive clear information about changes being made within my college/area.	3.18	3.40	3.50	3.31	3.67	2.94	2.88	3.36	3.27	3.46	3.28	3.35	3.46	2.76	3.63	2.93	3.12	2.71	3.21
23 I receive clear information about changes being made within WSU.	3.16	3.33	3.20	3.44	3.54	3.19	3.15	3.44	3.12	3.27	3.11	3.19	3.38	2.88	3.30	3.04	3.33	2.65	3.00
24 I enjoy being part of Washington State University.	4.08	3.88	4.30	4.33	4.50	4.00	4.27	4.36	4.24	3.96	3.86	4.18	4.40	4.15	4.23	3.79	4.12	3.94	3.52
25 Overall, I am satisfied at work	3.84	3.81	4.00	4.21	4.21	3.80	4.20	4.06	3.81	3.54	3.83	3.99	4.15	3.94	3.83	3.57	3.88	3.65	3.43

* Not data or not enough data to provide average response

There were 11 respondents who identified their department within University Advancement & External Affairs (including; Economic Development, Governmental Relations, Office of Commercialization, and Small Business Development Center) with a response average for statements 1-25 of 4.11, which was higher than the WSU average of 3.72. Due to the number of responses, the employee breakdown has not been provided.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I enjoy being part of my department.	*3.96*	*4.55*
A spirit of cooperation and teamwork exists between me and my co-workers.	*3.86*	*4.64*
I enjoy being part of Washington State University.	*4.08*	*4.64*
Those around me are committed to doing quality work.	*4.12*	*4.82*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
My supervisor gives me ongoing feedback to help improve my performance.	*3.29*	*3.45*
I receive clear information about changes being made within WSU.	*3.16*	*3.55*
I am recognized for doing a good job.	*3.42*	*3.64*
I receive clear information about changes within my college/area.	*3.18*	*3.70*
I am encouraged to develop myself professionally.	*3.45*	*3.73*
I am encouraged to provide input on decisions impacting my work.	*3.55*	*3.73*

EMPLOYEE FEEDBACK:

Of those who identified themselves within the area, the only comment provided was positive feedback regarding having a supportive working environment within Government Relations.

ACTION ITEMS:

In reviewing the data for those respondents who identified themselves within a unit reporting through University Advancement & External Affairs, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to:

- Improve efforts to promote and encourage professional development of employees
- Provide employees with on-going feedback and recognition
- Evaluate how input is solicited and taken into consideration
- Improve communication efforts regarding changes at the Area and University level

RESPONSE AVERAGE BREAKDOWN:

		WSU	Advancement
# of Respondents			11
Overall response average for statements 1-25		**3.72**	**4.11**

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.30
2	I receive the information I need to perform my job.	4.07	4.40
3	I have the resources I need to do my job effectively.	4.00	4.30
4	I have the technology I need to do my job efficiently.	4.16	4.45

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.64
6	My supervisor values me and the work I do.	3.85	3.91
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.45
8	I feel encouraged to have a good balance between work and personal life.	3.42	4.09

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.73
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.73
11	I am encouraged to come up with better ways of doing things.	3.57	3.82

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	4.64
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	4.18
14	Those around me are committed to doing quality work.	4.12	4.82

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	4.09
16	I receive clear information about changes made within my department.	3.33	3.82
17	I know how my department measures success.	3.27	3.82
18	I know how my work contributes to the success of my department.	3.84	4.36
19	My department demonstrates support for a diverse workforce.	4.00	4.10
20	I enjoy being part of my department.	3.96	4.55

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	4.33
22	I receive clear information about changes made within my college/area.	3.18	3.70
23	I receive clear information about changes being made within WSU.	3.16	3.55
24	I enjoy being part of Washington State University.	4.08	4.64
25	Overall, I am satisfied at work.	3.84	4.27

COLLEGE OF AGRICULTURAL, HUMAN, AND NATURAL RESOURCE SCIENCES

There were a total of 307 respondents who identified their department within the College of Agricultural, Human, and Natural Resource Sciences (CAHNRS). Data has been broken down to include information specific to those who identified themselves within an Agricultural Research Center, and WSU Extension

Of those who responded, 149 identified themselves within departments, schools, or programs reporting directly through CAHNRS. Respondents had an average response for statements 1-25 of 3.75, which was higher than the WSU average of 3.72. The average response for the faculty specific statements was 3.60, which was lower than the WSU average of 3.63. Of those who responded within CAHNRS, 40% were faculty, 33% were civil service, and 26% were administrative professionals.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I have the technology I need to do my job efficiently.	*4.16*	*4.17*
I receive the information I need to perform my job.	*4.07*	*4.18*
Those around me are committed to doing quality work.	*4.12*	*4.26*
I know what is expected of me at work.	*4.39*	*4.41*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes within my college/area.	*3.18*	*3.15*
I receive clear information about changes being made within WSU.	*3.16*	*3.16*
I know how my department measures success.	*3.27*	*3.28*
I receive clear information about changes within my department.	*3.33*	*3.29*
My supervisor gives me ongoing feedback to help improve my performance.	*3.29*	*3.35*

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, was provided by respondents who identified themselves within CAHNRS:

- CAHNRS is a great place
- Support and encouragement given to employees within the Creamery
- Forms of discrimination take place within the work environment on a regular basis despite efforts to investigate and mitigate these occurrences
- CAHNRS is a top-down organizational structure, input from faculty and staff are not solicited or considered
- College needs to be more honest with employees
- Lack of "face to face" communication across campus, newsletters and blogs should not replace personal interactions

- Higher level administrators at the college and university level do not understand or value employees, decisions made without consideration of day to day impacts
- Poor supervisory behavior; lack good managers; supervisors only criticize employee's and treat employee's poorly
- College leadership, supervisors, and faculty members display favoritism; new faculty display nepotism
- Employees bullied over difference of opinions
- Poor performers and harassers are not held accountable; lack of support to address behavior
- Employee compensation at all levels should be addressed; appropriate compensation for level of work
- Lack of college/department training opportunities for temporary faculty and new employees within department
- Lack of resources including technology and facility space; monetary resources distributed inequitably

ACTION ITEMS:

In reviewing the data for those respondents who identified themselves within CAHNRS, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to:

- Evaluate how to improve communication efforts regarding changes at all levels within the University
- Encourage communication with employees on how success is measured and provide ongoing feedback on how to improve performance
- Promote ongoing training and reporting of discriminatory behavior at all levels within the college
- Evaluate and promote supervisory/manager, faculty, and staff training efforts
- Evaluate how input from faculty and staff is solicited and taken into consideration

Response Average Breakdown:

	WSU	CAHNRS
# of Respondents		149
Overall response average for statements 1-25	3.72	3.75
Faculty Specific Response Average	3.63	3.60

FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?		
I have support to pursue my research opportunities.	3.61	3.73
I have input regarding my teaching opportunities and assignments.	3.77	3.59
I am encouraged to participate in mentoring activities.	3.50	3.46

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.41
2	I receive the information I need to perform my job.	4.07	4.18
3	I have the resources I need to do my job effectively.	4.00	4.01
4	I have the technology I need to do my job efficiently.	4.16	4.17

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.50
6	My supervisor values me and the work I do.	3.85	3.93
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.35
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.42

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.56
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.68
11	I am encouraged to come up with better ways of doing things.	3.57	3.77

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.99
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.95
14	Those around me are committed to doing quality work.	4.12	4.26

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.76
16	I receive clear information about changes made within my department.	3.33	3.29
17	I know how my department measures success.	3.27	3.28
18	I know how my work contributes to the success of my department.	3.84	3.71
19	My department demonstrates support for a diverse workforce.	4.00	3.97
20	I enjoy being part of my department.	3.96	3.95

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.50
22	I receive clear information about changes made within my college/area.	3.18	3.15
23	I receive clear information about changes being made within WSU.	3.16	3.16
24	I enjoy being part of Washington State University.	4.08	3.99
25	Overall, I am satisfied at work.	3.84	3.89

Of those who responded 49 identified themselves within an Agricultural Research Center, with a response average for statements 1-25 of 3.75, which is slightly higher than the WSU average of 3.72. The average response for the faculty specific statements was 3.52, which was lower than the WSU average of 3.63. Of those who responded, 49% were administrative professionals, 31% were civil service, and 20% were faculty.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
Those around me are committed to doing quality work.	*4.12*	*4.10*
I receive the information I need to perform my job.	*4.07*	*4.12*
I have the technology I need to do my job efficiently.	*4.16*	*4.19*
I know what is expected of me at work.	*4.39*	*4.54*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes made within my college/area.	*3.18*	*3.10*
I know how my department measures success.	*3.27*	*3.10*
I receive clear information about changes being made within WSU.	*3.16*	*3.18*
I receive clear information about changes made within my department.	*3.33*	*3.27*
My supervisor gives me ongoing feedback to help improve my performance.	*3.29*	*3.35*

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, was provided by respondents who identified themselves within an Agricultural Research Center:

- Enjoy and value employment and working for WSU
- Being off campus the campus community feeling/culture is missing
- Lack of collaboration when there are multiple reporting lines and supervisors
- Lack of feedback from department heads and chairs
- Support for work/life balance is verbalized, but not practiced.
- AP employees working in research are not recognized or developed professionally
- Compensation; no increases in years
- Changes regarding how WSU assigns credit for grants is not communicated
- Lack of performance evaluations; internal advancement opportunities are not communicated

ACTION ITEMS:

In reviewing the data for those respondents who identified themselves within an Agricultural Research Center, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to:

- Encourage communication with all employees on how success is measured and provide ongoing feedback on how to improve performance
- Identify ways to encourage work/life balance throughout all employee types
- Identify initiatives to promote a sense of community for those not on the Pullman campus
- Evaluate how to improve communication efforts regarding changes at all levels within the university

RESPONSE AVERAGE BREAKDOWN:

	WSU	ARC
# of Respondents		**49**
Overall response average for statements 1-25	**3.72**	**3.75**
Faculty Specific Response Average	**3.63**	**3.52**

FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?		
I have support to pursue my research opportunities.	3.61	4.00
I have input regarding my teaching opportunities and assignments.	3.77	3.00
I am encouraged to participate in mentoring activities.	3.50	3.56

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.54
2	I receive the information I need to perform my job.	4.07	4.12
3	I have the resources I need to do my job effectively.	4.00	4.04
4	I have the technology I need to do my job efficiently.	4.16	4.19

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.58
6	My supervisor values me and the work I do.	3.85	3.92
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.35
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.60

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.65
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.65
11	I am encouraged to come up with better ways of doing things.	3.57	3.59

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.84
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.76
14	Those around me are committed to doing quality work.	4.12	4.10

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.75
16	I receive clear information about changes made within my department.	3.33	3.27
17	I know how my department measures success.	3.27	3.10
18	I know how my work contributes to the success of my department.	3.84	3.79
19	My department demonstrates support for a diverse workforce.	4.00	4.00
20	I enjoy being part of my department.	3.96	3.98

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.73
22	I receive clear information about changes made within my college/area.	3.18	3.10
23	I receive clear information about changes being made within WSU.	3.16	3.18
24	I enjoy being part of Washington State University.	4.08	4.00
25	Overall, I am satisfied at work.	3.84	3.92

Of those who responded 109 identified themselves within WSU Extension, with a response average for statements 1-25 of 3.79, which was higher than the WSU average of 3.72. The average for the faculty specific statements was 3.49, which was lower than the WSU average of 3.63. Of those who responded, 41% were civil service, 33% were faculty, and 26% were administrative professionals.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I have the technology I need to do my job efficiently.	4.16	4.17
I receive the information I need to perform my job.	4.07	4.18
Those around me are committed to doing quality work.	4.12	4.26
I know what is expected of me at work.	4.39	4.41

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes being made within WSU.	3.16	3.19
I receive clear information about changes within my college/area.	3.18	3.29
I receive clear information about changes within my department.	3.33	3.41
I feel encouraged to have a good balance between work and personal life.	3.42	3.42
I know how my department measures success.	3.27	3.42

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, was provided by respondents who identified themselves within WSU Extension:

- Enjoy working for CAHNRS and Extension
- Supported at all levels
- Lack of funding and encouragement for professional development
- Salary inequities; lack of salary increases; performing more work for less pay
- Lack of support from higher administrative levels within the college and university
- Work/life balance
- Employee input may be solicited, but is not taken into consideration
- Lack of regular face-to-face communication with supervisor
- Collaborative/Cohesive environment is not encouraged
- Supervisory behavior; displaying favoritism and treating employee's poorly, lack of positive leadership
- College and department training for new employees
- Extension faculty not valued by college and university administration; changing/inconsistent expectations for tenure/promotion
- Top-down organizational structure; Pullman-campus centered; lack of connection between extension and Pullman campus
- AP employees not recognized for research or extension work

ACTION ITEMS:

In reviewing the data for those respondents who identified themselves within WSU Extension, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to:

- Improve efforts to promote and encourage professional development of employees
- Encourage communication with employees on how success is measured and provide ongoing feedback on how to improve performance
- Identify ways to promote collaborative work environments
- Encourage and promote supervisory/manager, and new employee training efforts
- Evaluate how input from faculty and staff is solicited and taken into consideration
- Identify initiatives to promote a sense of community for those not on the Pullman campus
- Evaluate how to improve communication efforts at all levels within the university

Response Average Breakdown:

		WSU	Extension
# of Respondents			**109**
Overall response average for statements 1-25		**3.72**	**3.59**
Faculty Specific Response Average		**3.63**	**3.49**

FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?			
	I have support to pursue my research opportunities.	3.61	3.65
	I have input regarding my teaching opportunities and assignments.	3.77	3.47
	I am encouraged to participate in mentoring activities.	3.50	3.36

SECTION 1: Do employees know and have what they need to do their job?			
1	I know what is expected of me at work.	4.39	4.32
2	I receive the information I need to perform my job.	4.07	4.09
3	I have the resources I need to do my job effectively.	4.00	3.88
4	I have the technology I need to do my job efficiently.	4.16	4.17

SECTION 2: Do employees feel they are valued?			
5	I am recognized for doing a good job.	3.42	3.49
6	My supervisor values me and the work I do.	3.85	3.93
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.49
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.42

SECTION 3: Do employees feel they provide individual contributions?			
9	I am encouraged to develop myself professionally.	3.45	3.65
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.67
11	I am encouraged to come up with better ways of doing things.	3.57	3.77

SECTION 4: Do employees feel connected to their co-workers?			
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	4.04
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.89
14	Those around me are committed to doing quality work.	4.12	4.34

SECTION 5: Do employees feel connected to their department?			
15	Clear reporting structures are established within my department.	3.79	3.68
16	I receive clear information about changes made within my department.	3.33	3.41
17	I know how my department measures success.	3.27	3.42
18	I know how my work contributes to the success of my department.	3.84	3.74
19	My department demonstrates support for a diverse workforce.	4.00	3.93
20	I enjoy being part of my department.	3.96	4.13

SECTION 6: Do employees feel connected to WSU as a whole?			
21	I am encouraged to improve work processes to benefit customers.	3.72	3.83
22	I receive clear information about changes made within my college/area.	3.18	3.29
23	I receive clear information about changes being made within WSU.	3.16	3.19
24	I enjoy being part of Washington State University.	4.08	4.15
25	Overall, I am satisfied at work.	3.84	3.93

There were 137 respondents who identified their department within the College of Arts & Sciences with a response average for statements 1-25 of 3.54, which was lower than the WSU average of 3.72. The average response for the faculty specific statements was 3.13, which was also lower than the WSU average of 3.63. Of those who responded, 51% were faculty, 26% were civil service, and 23% were administrative professionals.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
My department demonstrates support for a diverse workforce.	*4.00*	*3.86*
I receive the information I need to perform my job.	*4.07*	*3.99*
I know what is expected of me at work.	*4.39*	*4.20*
Those around me are committed to doing quality work.	*4.12*	*4.21*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I feel encouraged to have a good balance between work and personal life.	*3.42*	*2.70*
My supervisor gives me ongoing feedback to help improve my performance.	*3.29*	*3.03*
I receive clear information about changes made within WSU.	*3.16*	*3.06*
I receive clear information about changes made within my college/area.	*3.18*	*3.19*

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, was provided by respondents who identified themselves within College of Arts and Sciences:

- Enjoy working for WSU
- Great cohesiveness within department and college
- Poor supervisory behavior, treating employee's poorly, supervisors/directors creating and promoting toxic work environments, supervisors showing favoritism based on age
- Bullying/high conflict personalities of colleagues; behavior not addressed by college & university administrators
- Salary inequities at all levels; salary increases for AP and Faculty versus CS; inconsistent communication regarding salaries for new employees
- Inconsistent and changing expectations
- Work/Life balance is difficult to balance in academic environment
- Leadership within the Tri-Cities campus; loss of good staff and faculty; campus administration drives a wedge between faculty; lack of support for academic research and engagement
- Organizational structure between Pullman and Vancouver campus; inefficient and disempower employees
- Policies regarding various employee types are concerning; faculty full-time academic workload criteria; civil service treated different; too regulated; policies outdated
- Lack of resources; employees overworked; funding constraints impact operations; inequitable distribution of resources
- Undervalued and underappreciated by college and university administration

ACTION ITEMS:

In reviewing the data for those respondents who identified themselves within College of Arts & Sciences, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to:

- Provide ongoing feedback to employees on how to improve performance
- Identify ways to encourage work/life balance for all employee types
- Identify ways to promote collaboration across campuses
- Promote ongoing training and reporting of discriminatory and bullying behavior at all levels within the college
- Encourage and promote supervisory/manager training efforts
- Improve communication efforts regarding changes at the college and university level

RESPONSE AVERAGE BREAKDOWN:

		WSU	A & S
# of Respondents			137
Overall response average for statements 1-25		3.72	3.54
Faculty Specific Response Average		3.63	3.13

FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?		WSU	A & S
	I have support to pursue my research opportunities.	3.61	2.67
	I have input regarding my teaching opportunities and assignments.	3.77	3.57
	I am encouraged to participate in mentoring activities.	3.50	3.16

SECTION 1: Do employees know and have what they need to do their job?			
1	I know what is expected of me at work.	4.39	4.20
2	I receive the information I need to perform my job.	4.07	3.99
3	I have the resources I need to do my job effectively.	4.00	3.51
4	I have the technology I need to do my job efficiently.	4.16	3.64

SECTION 2: Do employees feel they are valued?			
5	I am recognized for doing a good job.	3.42	3.28
6	My supervisor values me and the work I do.	3.85	3.60
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.03
8	I feel encouraged to have a good balance between work and personal life.	3.42	2.70

SECTION 3: Do employees feel they provide individual contributions?			
9	I am encouraged to develop myself professionally.	3.45	3.49
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.39
11	I am encouraged to come up with better ways of doing things.	3.57	3.21

SECTION 4: Do employees feel connected to their co-workers?			
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.49
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.51
14	Those around me are committed to doing quality work.	4.12	4.21

SECTION 5: Do employees feel connected to their department?			
15	Clear reporting structures are established within my department.	3.79	3.69
16	I receive clear information about changes made within my department.	3.33	3.63
17	I know how my department measures success.	3.27	3.65
18	I know how my work contributes to the success of my department.	3.84	3.77
19	My department demonstrates support for a diverse workforce.	4.00	3.86
20	I enjoy being part of my department.	3.96	3.80

SECTION 6: Do employees feel connected to WSU as a whole?			
21	I am encouraged to improve work processes to benefit customers.	3.72	3.25
22	I receive clear information about changes made within my college/area.	3.18	3.19
23	I receive clear information about changes being made within WSU.	3.16	3.06
24	I enjoy being part of Washington State University.	4.08	3.69
25	Overall, I am satisfied at work.	3.84	3.69

There were 26 respondents who identified their department within Athletics with a response average for statements 1-25 of 3.93, which was higher than the university average of 3.72. Of those who responded 69% were civil service and the remaining 31% were faculty and administrative professional.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
Clear reporting structures are established within my department.	*3.79*	*4.28*
Overall, I am satisfied at work	*3.84*	*4.31*
I enjoy being part of Washington State University.	*4.08*	*4.46*
I know what is expected of me at work.	*4.39*	*4.54*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes being made within WSU.	*3.16*	*3.31*
I receive clear information about changes within my college/area.	*3.18*	*3.32*
I am encouraged to develop myself professionally.	*3.45*	*3.35*
I receive clear information about changes within my department.	*3.33*	*3.35*

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, was provided by respondents who identified themselves within Athletics:

- Ability for employees to earn extra income throughout campus
- Lack of salary increases in 5 years
- No opportunity for internal growth within Athletics

ACTION ITEMS:

In looking at the data for those respondents who identified themselves within Athletics, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to:

- Improve efforts to promote and encourage professional development of employees
- Improve communication efforts regarding changes at all levels within the university

RESPONSE AVERAGE BREAKDOWN:

		WSU	Athletics
# of Respondents			**26**
Overall response average for statements 1-25		**3.72**	**3.93**

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.54
2	I receive the information I need to perform my job.	4.07	4.27
3	I have the resources I need to do my job effectively.	4.00	4.12
4	I have the technology I need to do my job efficiently.	4.16	4.15

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.69
6	My supervisor values me and the work I do.	3.85	3.92
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.36
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.88

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.35
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.81
11	I am encouraged to come up with better ways of doing things.	3.57	3.81

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	4.00
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.96
14	Those around me are committed to doing quality work.	4.12	4.27

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	4.28
16	I receive clear information about changes made within my department.	3.33	3.35
17	I know how my department measures success.	3.27	3.60
18	I know how my work contributes to the success of my department.	3.84	4.16
19	My department demonstrates support for a diverse workforce.	4.00	4.19
20	I enjoy being part of my department.	3.96	4.27

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.96
22	I receive clear information about changes made within my college/area.	3.18	3.32
23	I receive clear information about changes being made within WSU.	3.16	3.31
24	I enjoy being part of Washington State University.	4.08	4.46
25	Overall, I am satisfied at work.	3.84	4.31

There were 25 respondents who identified their department within the Carson College of Business with a response average for statements 1-25 of 3.76, which was higher than the WSU average of 3.72. The average for the faculty specific statements was 3.03, which was lower than the WSU average of 3.63. Of those who responded, 56% were civil service and administrative professionals, and 44% were faculty.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
A spirit of cooperation and teamwork exists between me and my co-workers.	*3.86*	*4.00*
My supervisor values me and the work I do.	*3.85*	*4.04*
I enjoy being part of Washington State University.	*4.08*	*4.12*
My department demonstrates support for a diverse workforce.	*4.00*	*4.13*
Those around me are committed to doing quality work.	*4.12*	*4.24*
I know what is expected of me at work.	*4.39*	*4.40*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes made within WSU.	*3.16*	*2.96*
I receive clear information about changes made within my college/area.	*3.18*	*3.28*
My supervisor gives me ongoing feedback to help improve my performance.	*3.29*	*3.38*
I know how my department measures success.	*3.27*	*3.40*
I feel encouraged to have a good balance between work and personal life.	*3.42*	*3.40*

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, was provided by respondents who identified themselves within the Carson College of Business:

- Vancouver campus is supportive of progressive initiatives; Pullman campus resistant to initiatives
- Forms of discrimination take place within the work environment on a regular basis
- Campus culture is one of fear, people fear they will be fired or transitioned/demoted if leadership doesn't like what they are doing
- Issues regarding information technology across the university; technology is out of date
- Inequity in compensation compared to amount of work and effort put into job
- Inconsistency in expectations between faculty and AP

ACTION ITEMS:

In looking at the data for those respondents who identified themselves within College of Business, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Encourage communication with all employees on how success is measured and provide ongoing feedback on how to improve performance
- Identify ways to encourage work/life balance throughout the various employee types
- Evaluate how to improve communication efforts regarding changes at all levels within the University
- Promote ongoing training and reporting of discriminatory behavior at all levels within the college

RESPONSE AVERAGE BREAKDOWN:

		WSU	Business
# of Respondents			**25**
Overall response average for statements 1-25		**3.72**	**3.76**
Faculty Specific Response Average		**3.63**	**3.03**

	FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?	WSU	Business
	I have support to pursue my research opportunities.	3.61	2.73
	I have input regarding my teaching opportunities and assignments.	3.77	3.82
	I am encouraged to participate in mentoring activities.	3.50	2.55

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.40
2	I receive the information I need to perform my job.	4.07	3.88
3	I have the resources I need to do my job effectively.	4.00	3.80
4	I have the technology I need to do my job efficiently.	4.16	3.76

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.56
6	My supervisor values me and the work I do.	3.85	4.04
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.38
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.40

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.60
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.84
11	I am encouraged to come up with better ways of doing things.	3.57	3.75

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	4.00
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.68
14	Those around me are committed to doing quality work.	4.12	4.24

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.92
16	I receive clear information about changes made within my department.	3.33	3.48
17	I know how my department measures success.	3.27	3.40
18	I know how my work contributes to the success of my department.	3.84	3.84
19	My department demonstrates support for a diverse workforce.	4.00	4.13
20	I enjoy being part of my department.	3.96	3.96

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.56
22	I receive clear information about changes made within my college/area.	3.18	3.28
23	I receive clear information about changes being made within WSU.	3.16	2.96
24	I enjoy being part of Washington State University.	4.08	4.12
25	Overall, I am satisfied at work.	3.84	3.96

There were 24 respondents who identified their department within the Murrow College of Communication with a response average for statements 1-25, of 3.61, which was lower than the WSU average of 3.72. The average for the faculty specific statements was 2.17, which was lower than the WSU average of 3.63. Of those who responded, 54% were civil service and 46% were faculty and administrative professionals.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I enjoy being part of Washington State University.	*4.08*	*4.04*
I have the resources I need to do my job effectively.	*4.00*	*4.04*
I know what is expected of me at work.	*4.39*	*4.21*
I have the technology I need to do my job efficiently.	*4.16*	*4.33*
Those around me are committed to doing quality work.	*4.12*	*4.38*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I know how my department measures success.	*3.27*	*2.96*
I receive clear information about changes made within my college/area.	*3.18*	*3.00*
I receive clear information about changes made within my department.	*3.33*	*3.04*
My supervisor gives me ongoing feedback to help me improve performance.	*3.29*	*3.08*
I receive clear information about changes made within WSU.	*3.16*	*3.13*
I am encouraged to come up with better ways of doing things.	*3.57*	*3.17*

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, was provided by respondents who identified themselves within the Murrow College of Communication.

- Equal pay for equal work; pay discrepancies in area compared to across campus
- Underutilization of employees with significant experience and years of WSU service to help new employees and departmental development
- Lack of and inequity in internal career advancement opportunities
- Lack of support from administrative levels
- Hostile work behavior from supervisor and high level college administrators

ACTION ITEMS:

In looking at the data for those respondents who identified themselves within the Murrow College of Communication, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes at all levels within the university
- Encourage communication with employee on how success is measured and provide ongoing feedback to employees on how to improve performance
- Evaluate how input from faculty and staff is solicited and taken into consideration
- Promote ongoing training and reporting of unprofessional behavior at all levels within the college
- Improve efforts to promote and encourage professional development of employees at all levels

RESPONSE AVERAGE BREAKDOWN:

		WSU	Communication
# of Respondents			**24**
Overall response average for statements 1-25		**3.72**	**3.61**
Faculty Specific Response Average		**3.63**	**2.17**

	FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?		
	I have support to pursue my research opportunities.	3.61	4.00
	I have input regarding my teaching opportunities and assignments.	3.77	1.50
	I am encouraged to participate in mentoring activities.	3.50	1.00

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.21
2	I receive the information I need to perform my job.	4.07	3.92
3	I have the resources I need to do my job effectively.	4.00	4.04
4	I have the technology I need to do my job efficiently.	4.16	4.33

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.33
6	My supervisor values me and the work I do.	3.85	3.74
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.08
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.50

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.54
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.38
11	I am encouraged to come up with better ways of doing things.	3.57	3.17

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.79
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.71
14	Those around me are committed to doing quality work.	4.12	4.38

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.79
16	I receive clear information about changes made within my department.	3.33	3.04
17	I know how my department measures success.	3.27	2.96
18	I know how my work contributes to the success of my department.	3.84	3.75
19	My department demonstrates support for a diverse workforce.	4.00	3.79
20	I enjoy being part of my department.	3.96	3.74

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.38
22	I receive clear information about changes made within my college/area.	3.18	3.00
23	I receive clear information about changes being made within WSU.	3.16	3.13
24	I enjoy being part of Washington State University.	4.08	4.04
25	Overall, I am satisfied at work.	3.84	3.58

There were 51 respondents who identified their department within the College of Education with a response average for statements 1-25, of 3.83, which was higher than the WSU average of 3.72. The average for the faculty specific statements was 3.83, which was also higher than the WSU average of 3.63. Of those who responded, 63% were faculty, 19% were civil service and 18% were administrative professionals.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I enjoy being part of Washington State University.	4.08	4.06
Overall, I am satisfied at work	3.84	4.08
My department demonstrates support for a diverse workforce.	4.00	4.10
Those around me are committed to doing quality work.	4.12	4.24
I know what is expected of me at work.	4.39	4.35

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes being made within WSU.	3.16	3.27
I feel encouraged to have a good balance between work and personal life.	3.42	3.36
I know how my department measures success.	3.27	3.45
I receive clear information about changes being made within my college/area.	3.18	3.47
My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.61
I am encouraged to come up with better ways of doing things.	3.57	3.61

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, was provided by respondents who identified themselves within the College of Education.

- Inequities across employee types; divide in employee types; faculty salaries and expectations
- Bullying in the workplace, fear of retaliation for bringing concerns forward
- Limited and outdated technology
- Concerns in organizational structure; move toward business model; relationships between campuses; move toward AAU status
- Inequity in promotional opportunities

ACTION ITEMS:

In looking at the data for those respondents who identified themselves within College of Education, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Encourage communication with all employees on how success is measured and provide ongoing feedback on how to improve performance
- Identify ways to encourage work/life balance throughout the various employee types
- Evaluate how to improve communication efforts regarding changes at all levels within the University
- Evaluate how input from faculty and staff is solicited and taken into consideration
- Identify initiatives to promote collaborative work environments across campuses
- Promote ongoing training and reporting of discriminatory and bullying behavior at all levels within the college

Response Average Breakdown:

	WSU	Education
# of Respondents		51
Overall response average for statements 1-25	**3.72**	**3.83**
Faculty Specific Response Average	**3.63**	**3.83**

		WSU	Education
FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?			
	I have support to pursue my research opportunities.	3.61	3.79
	I have input regarding my teaching opportunities and assignments.	3.77	3.94
	I am encouraged to participate in mentoring activities.	3.50	3.77
SECTION 1: Do employees know and have what they need to do their job?			
1	I know what is expected of me at work.	4.39	4.35
2	I receive the information I need to perform my job.	4.07	4.06
3	I have the resources I need to do my job effectively.	4.00	3.94
4	I have the technology I need to do my job efficiently.	4.16	3.96
SECTION 2: Do employees feel they are valued?			
5	I am recognized for doing a good job.	3.42	3.73
6	My supervisor values me and the work I do.	3.85	4.02
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.61
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.36
SECTION 3: Do employees feel they provide individual contributions?			
9	I am encouraged to develop myself professionally.	3.45	3.73
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.78
11	I am encouraged to come up with better ways of doing things.	3.57	3.61
SECTION 4: Do employees feel connected to their co-workers?			
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.92
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.76
14	Those around me are committed to doing quality work.	4.12	4.24
SECTION 5: Do employees feel connected to their department?			
15	Clear reporting structures are established within my department.	3.79	3.74
16	I receive clear information about changes made within my department.	3.33	3.64
17	I know how my department measures success.	3.27	3.45
18	I know how my work contributes to the success of my department.	3.84	3.82
19	My department demonstrates support for a diverse workforce.	4.00	4.10
20	I enjoy being part of my department.	3.96	4.04
SECTION 6: Do employees feel connected to WSU as a whole?			
21	I am encouraged to improve work processes to benefit customers.	3.72	3.89
22	I receive clear information about changes made within my college/area.	3.18	3.47
23	I receive clear information about changes being made within WSU.	3.16	3.27
24	I enjoy being part of Washington State University.	4.08	4.06
25	Overall, I am satisfied at work.	3.84	4.08

There were 43 respondents who identified their department within the Voiland College of Engineering & Architecture with a response average for statements 1-25, of 3.91, which was higher than the WSU average of 3.72. The average for the faculty specific statements was 4.59, which was higher than the WSU average of 3.63. Of those who responded 44% were civil service, 28% were faculty, and 28% were administrative professionals.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
My department demonstrates support for a diverse workforce.	*4.00*	*4.27*
I have the technology I need to do my job efficiently.	*4.16*	*4.30*
Those around me are committed to doing quality work.	*4.12*	*4.30*
I enjoy being part of Washington State University.	*4.08*	*4.36*
I know what is expected of me at work.	*4.39*	*4.47*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes being made within WSU.	*3.16*	*3.19*
I receive clear information about changes being made within my college/area.	*3.18*	*3.26*
My supervisor gives me ongoing feedback to help me improve performance.	*3.29*	*3.40*
I know how my department measures success.	*3.27*	*3.51*
I receive clear information about changes being made within my department.	*3.33*	*3.52*
I feel encouraged to have a good balance between work and personal life.	*3.42*	*3.63*

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, was provided by respondents who identified themselves within the Voiland College of Engineering & Architecture:

- Enjoy working for college, enjoy working for WSU
- Faculty are committed to their jobs and the institution
- Leadership is not clear or concise; does not share decision making
- Employees are overworked and departments/programs/schools are understaffed; staff are not replaced when they leave; business center has created more work and inefficiencies; lack of resources to complete work
- Professional development is not encouraged
- Technology at satellite location
- Communication between the college and department is lacking or not timely

ACTION ITEMS:

In looking at the data for those respondents who identified themselves within Voiland College of Engineering & Architecture, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes at all levels within the University
- Encourage communication with employee on how success is measured and provide ongoing feedback on how to improve performance.
- Evaluate and promote faculty and staff training and professional development.
- Evaluate how input from faculty and staff is solicited and taken into consideration
- Identify ways to encourage work/life balance throughout the various employee types.
- Evaluate department technology and staffing resources

Response Average Breakdown:

		WSU	VCEA
	# of Respondents		**43**
	Overall response average for statements 1-25	**3.72**	**3.91**
	Faculty Specific Response Average	**3.63**	**4.59**

FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?		
I have support to pursue my research opportunities.	3.61	4.73
I have input regarding my teaching opportunities and assignments.	3.77	4.33
I am encouraged to participate in mentoring activities.	3.50	4.70

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.47
2	I receive the information I need to perform my job.	4.07	4.21
3	I have the resources I need to do my job effectively.	4.00	4.14
4	I have the technology I need to do my job efficiently.	4.16	4.30

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.69
6	My supervisor values me and the work I do.	3.85	4.07
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.40
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.63

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.74
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.79
11	I am encouraged to come up with better ways of doing things.	3.57	3.84

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	4.07
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.88
14	Those around me are committed to doing quality work.	4.12	4.30

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.81
16	I receive clear information about changes made within my department.	3.33	3.52
17	I know how my department measures success.	3.27	3.51
18	I know how my work contributes to the success of my department.	3.84	4.12
19	My department demonstrates support for a diverse workforce.	4.00	4.27
20	I enjoy being part of my department.	3.96	4.21

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.92
22	I receive clear information about changes made within my college/area.	3.18	3.26
23	I receive clear information about changes being made within WSU.	3.16	3.19
24	I enjoy being part of Washington State University.	4.08	4.36
25	Overall, I am satisfied at work.	3.84	4.14

There were 36 respondents who identified their department within Enrollment with a response average for statements 1-25 of 3.83, which was higher than the WSU average of 3.72. Of those who responded, 36% were faculty and administrative professional, and 64% were civil service.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
Those around me are committed to doing quality work.	*4.12*	*4.17*
I receive the information I need to perform my job.	*4.07*	*4.17*
I have the resources I need to do my job effectively.	*4.00*	*4.19*
I have the technology I need to do my job efficiently.	*4.16*	*4.26*
I enjoy being part of Washington State University.	*4.08*	*4.60*
I know what is expected of me at work.	*4.39*	*4.61*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
My supervisor gives me ongoing feedback to help me improve performance.	*3.29*	*3.06*
I know how my department measures success.	*3.27*	*3.29*
I receive clear information about changes made within my college/area.	*3.18*	*3.31*
I receive clear information about changes made within my department.	*3.33*	*3.32*
I receive clear information about changes made within WSU.	*3.16*	*3.34*
I feel encouraged to have a good balance between work and personal life.	*3.42*	*3.37*

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, was provided by respondents who identified themselves within Enrollment.

- Staff not notified or kept abreast of departmental changes
- Employee suggestions and feedback are not acknowledged
- Inequity between AP and CS employees job expectations and salaries; increases for AP and not CS
- Co-workers bullying behavior is not addressed; create unpleasant and stressful environment
- Lack of management skills of those in supervisory positions
- Employees are overworked and department is understaffed

ACTION ITEMS:

In looking at the data for those respondents who identified themselves within Enrollment, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes at all levels within the University
- Encourage communication with employees on how success is measured and provide ongoing feedback on how to improve performance
- Promote ongoing training and reporting of inappropriate and bullying behavior at all levels within the college
- Identify ways to encourage work/life balance throughout the various employee types
- Evaluate how input from faculty and staff is solicited and taken into consideration
- Evaluate and promote supervisory/manager training efforts

RESPONSE AVERAGE BREAKDOWN:

		WSU	Enrollment
# of Respondents			**36**
Overall response average for statements 1-25		**3.72**	**3.83**

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.61
2	I receive the information I need to perform my job.	4.07	4.17
3	I have the resources I need to do my job effectively.	4.00	4.19
4	I have the technology I need to do my job efficiently.	4.16	4.26

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.54
6	My supervisor values me and the work I do.	3.85	3.86
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.06
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.37

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.39
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.66
11	I am encouraged to come up with better ways of doing things.	3.57	3.72

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	4.00
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	4.08
14	Those around me are committed to doing quality work.	4.12	4.17

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	4.00
16	I receive clear information about changes made within my department.	3.33	3.32
17	I know how my department measures success.	3.27	3.29
18	I know how my work contributes to the success of my department.	3.84	3.89
19	My department demonstrates support for a diverse workforce.	4.00	4.00
20	I enjoy being part of my department.	3.96	4.06

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.94
22	I receive clear information about changes made within my college/area.	3.18	3.31
23	I receive clear information about changes being made within WSU.	3.16	3.34
24	I enjoy being part of Washington State University.	4.08	4.60
25	Overall, I am satisfied at work.	3.84	3.97

There were a total of 220 respondents who identified their department or unit within Finance & Administration. Data has been broken down further to include information specific to those who identified themselves within Facilities Services, Public Services, and Financial Services.

There were 15 respondents who identified their department within the VP, Finance & Administration with a response average for statements 1-25, of 4.04, which was higher than the WSU average of 3.72. Due to the number of responses, the employee breakdown has not been provided.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive the information I need to perform my job.	4.07	4.36
My department demonstrates support for a diverse workforce.	4.00	4.38
I enjoy being part of my department.	3.96	4.50
Those around me are committed to doing quality work.	4.12	4.50
I know what is expected of me at work.	4.39	4.57

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes made within WSU.	3.16	3.14
I receive clear information about changes made within my college/area.	3.18	3.38
I know how my department measures success.	3.27	3.50
I am recognized for doing a good job.	3.42	3.57
I receive clear information about changes made within my department.	3.33	3.71
My supervisor gives me ongoing feedback to help me improve performance.	3.29	3.71

ACTION ITEMS:

In reviewing the data for those respondents who identified themselves within the VP, Finance & Administration, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Provide employees with on-going feedback and recognition
- Improve communication efforts regarding changes at all levels of the university
- Provide communication to employees on how success is measured

RESPONSE AVERAGE BREAKDOWN:

		WSU	F & A
	# of Respondents		**15**
	Overall response average for statements 1-25	**3.72**	**4.04**

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.57
2	I receive the information I need to perform my job.	4.07	4.36
3	I have the resources I need to do my job effectively.	4.00	4.29
4	I have the technology I need to do my job efficiently.	4.16	4.14

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.57
6	My supervisor values me and the work I do.	3.85	3.93
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.71
8	I feel encouraged to have a good balance between work and personal life.	3.42	4.00

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	4.07
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.86
11	I am encouraged to come up with better ways of doing things.	3.57	4.07

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	4.29
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	4.07
14	Those around me are committed to doing quality work.	4.12	4.50

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	4.21
16	I receive clear information about changes made within my department.	3.33	3.71
17	I know how my department measures success.	3.27	3.50
18	I know how my work contributes to the success of my department.	3.84	4.07
19	My department demonstrates support for a diverse workforce.	4.00	4.38
20	I enjoy being part of my department.	3.96	4.50

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	4.21
22	I receive clear information about changes made within my college/area.	3.18	3.38
23	I receive clear information about changes being made within WSU.	3.16	3.14
24	I enjoy being part of Washington State University.	4.08	4.29
25	Overall, I am satisfied at work.	3.84	4.21

There were 129 respondents who identified their department within Facilities Services with a response average for statements 1-25 of 3.59, which was lower than the WSU average of 3.72. Of those who responded, 84% were administrative professionals, and 16% were civil service.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes made within my college/area.	4.07	3.96
I have the technology I need to do my job efficiently.	4.16	4.02
I enjoy being part of Washington State University.	4.08	4.16
I know what is expected of me at work.	4.39	4.49

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I know how my department measures success.	3.27	2.91
I receive clear information about changes being made within WSU.	3.16	3.02
I receive clear information about changes being made within my department.	3.33	3.09
I receive clear information about changes being made within my college/area.	3.18	3.13
I am encouraged to develop myself professionally.	3.45	3.17
I am recognized for doing a good job.	3.42	3.20

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, was provided by respondents who identified themselves within Facilities Services.

- Facilities is a great place to work; enjoy people within the group
- Enjoy working for WSU; home away from home
- Supervisor encourages collaboration; encouragement and motivation of employees; professional development opportunities
- Uniforms within facility services; promote a more professional image
- Communication between shops/departments, within units, and between shifts; lack of cohesive work environments; no unity or feelings of being part of a "team"
- Cost of living increases; salary increase differences between AP and CS; no increased to retain motivated and long term staff; new employees hired in a higher salaries than current staff; pay discrepancies between different job classifications
- Hostile work environment is not addressed by supervisor
- Ability to work flexible schedules; four-ten work schedule

- Employee Appreciation; services not appreciated by WSU Administration; lack of "thanks" and acknowledge for doing a good job
- Supervisory behavior; favoritism shown in employment and advancement opportunities; inequity in treatment of employees and opportunities for training; different standards for different people
- Supervisory/manager training and accountability for dealing with personnel issues; training on supervising employee effectively
- Individuals create hostile work environments; hostility between shops and units; concerns have been raised by not addressed
- Individuals discriminated against based on social status; employee should be treated as equals and fairly
- Lack of resources; increased workloads and decreased personnel; outsourcing services
- Out of date technology

ACTION ITEMS:

In reviewing the data for those respondents who identified themselves within Facilities Services, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes at all levels within the University
- Encourage communication with employee on how success is measured and provide ongoing feedback to employees regarding their performance, and how to improve performance
- Improve efforts to promote and encourage professional development, and recognition of employees
- Identify ways to promote collaborative work environments
- Evaluate and promote supervisory/manager training efforts
- Promote ongoing reporting unprofessional and discriminatory behavior and training on how to address behavior in the workplace at all levels

RESPONSE AVERAGE BREAKDOWN:

		WSU	Facility Services
	# of Respondents		**129**
	Overall response average for statements 1-25	**3.72**	**3.59**

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.49
2	I receive the information I need to perform my job.	4.07	3.96
3	I have the resources I need to do my job effectively.	4.00	3.91
4	I have the technology I need to do my job efficiently.	4.16	4.02

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.20
6	My supervisor values me and the work I do.	3.85	3.81
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.21
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.24

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.17
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.38
11	I am encouraged to come up with better ways of doing things.	3.57	3.22

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.74
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.66
14	Those around me are committed to doing quality work.	4.12	3.91

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.62
16	I receive clear information about changes made within my department.	3.33	3.09
17	I know how my department measures success.	3.27	2.91
18	I know how my work contributes to the success of my department.	3.84	3.76
19	My department demonstrates support for a diverse workforce.	4.00	3.70
20	I enjoy being part of my department.	3.96	3.90

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.73
22	I receive clear information about changes made within my college/area.	3.18	3.13
23	I receive clear information about changes being made within WSU.	3.16	3.02
24	I enjoy being part of Washington State University.	4.08	4.16
25	Overall, I am satisfied at work.	3.84	3.80

There were 32 respondents who identified their department within Financial Services, with a response average for statements 1-25 of 3.43, which was lower than the WSU average of 3.72. Of those who responded, 78% were administrative professionals, and 22% were civil service.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
Those around me are committed to doing quality work.	*4.12*	*3.93*
I receive the information I need to perform my job.	*4.07*	*3.93*
I have the resources I need to do my job effectively.	*4.00*	*3.97*
I enjoy being part of Washington State University.	*4.08*	*4.00*
I know what is expected of me at work.	*4.39*	*4.45*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I know how my department measures success.	*3.27*	*2.70*
I receive clear information about changes made within my college/area.	*3.18*	*2.79*
I receive clear information about changes made within my department.	*3.33*	*2.97*
I am encouraged to provide input on decisions impacting my work.	*3.55*	*3.03*
I receive clear information about changes being made within WSU.	*3.16*	*3.07*
My supervisor gives me ongoing feedback to help me improve performance.	*3.29*	*3.07*

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, was provided by respondents who identified themselves within Financial Services.

- Lack of helpful communication and/or feedback within department
- Supervisor behavior; lack of support; favoritism; different expectations for different employees; fear to ask questions or approach supervisor; "walking on eggshells"
- Employees not recognized for hard work; no incentive to work hard; discouraged from speaking up and/or suggesting changes
- Schedule flexibility
- Departmental and job specific training for new employees or employee with newly assigned duties
- Employees are overworked and department is understaffed
- Lack of technology support

ACTION ITEMS:

In looking at the data for those respondents who identified themselves within Financial Services, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes at all levels within the University
- Encourage communication with employees on how success is measured and provide ongoing feedback on how to improve performance
- Evaluate how input from staff is solicited and taken into consideration
- Evaluate and promote supervisory/manager training
- Evaluate and promote staff training, professional development, and orientation efforts
- Evaluate departmental resources in terms of technology and staffing

RESPONSE AVERAGE BREAKDOWN:

		WSU	Financial Services
	# of Respondents		**32**
	Overall response average for statements 1-25	**3.72**	**3.43**

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.45
2	I receive the information I need to perform my job.	4.07	3.93
3	I have the resources I need to do my job effectively.	4.00	3.97
4	I have the technology I need to do my job efficiently.	4.16	3.75

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.21
6	My supervisor values me and the work I do.	3.85	3.38
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.07
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.24

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.11
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.03
11	I am encouraged to come up with better ways of doing things.	3.57	3.17

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.57
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.45
14	Those around me are committed to doing quality work.	4.12	3.93

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.45
16	I receive clear information about changes made within my department.	3.33	2.97
17	I know how my department measures success.	3.27	2.70
18	I know how my work contributes to the success of my department.	3.84	3.57
19	My department demonstrates support for a diverse workforce.	4.00	3.39
20	I enjoy being part of my department.	3.96	3.46

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.48
22	I receive clear information about changes made within my college/area.	3.18	2.79
23	I receive clear information about changes being made within WSU.	3.16	3.07
24	I enjoy being part of Washington State University.	4.08	4.00
25	Overall, I am satisfied at work.	3.84	3.64

There were 44 respondents who identified their department within Public Services with a response average for statements 1-25 of 3.90, which was higher than the WSU average of 3.72. Of those who responded, 70% were administrative professionals, and 30% were civil service.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I have the resources I need to do my job effectively.	*4.00*	*4.27*
I receive the information I need to perform my job.	*4.07*	*4.27*
I have the technology I need to do my job efficiently.	*4.16*	*4.32*
I enjoy being part of Washington State University.	*4.08*	*4.36*
I know what is expected of me at work.	*4.39*	*4.36*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I am encouraged to develop myself professionally.	*3.45*	*3.39*
I receive clear information about changes made within WSU.	*3.16*	*3.55*
I am encouraged to come up with better ways of doing things.	*3.57*	*3.55*
My supervisor gives me ongoing feedback to help me improve performance.	*3.29*	*3.57*
I know how my department measures success.	*3.27*	*3.59*
I am recognized for doing a good job.	*3.42*	*3.67*

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, was provided by respondents who identified themselves within Public Services.

- Technology issues inhibit completion of work at times
- Some co-workers do extra work, some only do minimal amount

ACTION ITEMS:

In reviewing the data for those respondents who identified themselves within Public Services, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes at all levels of the university
- Encourage communication with employees on how success is measured and provide ongoing feedback on how to improve performance
- Improve efforts to promote and encourage professional development and recognition of employees
- Evaluate how input from staff is solicited and taken into consideration
- Evaluate department technology resources

RESPONSE AVERAGE BREAKDOWN:

		WSU	Public Services
# of Respondents			**44**
Overall response average for statements 1-25		**3.72**	**3.90**

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.36
2	I receive the information I need to perform my job.	4.07	4.27
3	I have the resources I need to do my job effectively.	4.00	4.27
4	I have the technology I need to do my job efficiently.	4.16	4.32

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.67
6	My supervisor values me and the work I do.	3.85	3.84
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.57
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.72

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.39
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.73
11	I am encouraged to come up with better ways of doing things.	3.57	3.55

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.91
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	4.02
14	Those around me are committed to doing quality work.	4.12	4.05

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	4.07
16	I receive clear information about changes made within my department.	3.33	3.82
17	I know how my department measures success.	3.27	3.59
18	I know how my work contributes to the success of my department.	3.84	4.05
19	My department demonstrates support for a diverse workforce.	4.00	4.02
20	I enjoy being part of my department.	3.96	3.93

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.84
22	I receive clear information about changes made within my college/area.	3.18	3.69
23	I receive clear information about changes being made within WSU.	3.16	3.55
24	I enjoy being part of Washington State University.	4.08	4.36
25	Overall, I am satisfied at work.	3.84	3.84

There were 14 respondents who identified their department within Global Campus with a response average for statements 1-25 of 3.66, which was lower than the WSU average of 3.72. Due to the number of responses, the employee breakdown has not been provided.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I enjoy being part of Washington State University.	*4.08*	*4.07*
My department demonstrates support for a diverse workforce.	*4.00*	*4.08*
I have the technology I need to do my job efficiently.	*4.16*	*4.14*
I know what is expected of me at work.	*4.39*	*4.57*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I am encouraged to develop myself professionally.	*3.45*	*3.07*
My supervisor gives me ongoing feedback to help me improve performance.	*3.29*	*3.14*
I receive clear information about changes made within my college/area.	*3.18*	*3.21*
I know how my department measures success.	*3.27*	*3.29*
I am encouraged to provide input on decisions impacting my work.	*3.55*	*3.29*
I feel encouraged to have a good balance between work and personal life.	*3.42*	*3.29*

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, was provided by respondents who identified themselves within Global Campus.

- Positive support from Supervisor
- Area is focused on growth, but is not addressing personnel resources needed to support growth
- Lack of increased compensation for additional work
- Lack of internal growth and development of staff

ACTION ITEMS:

In reviewing the data for those respondents who identified themselves within Global Campus, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes at all levels within the University
- Encourage communication with employees on how success is measured and provide ongoing feedback on how to improve performance
- Evaluate how input from faculty and staff is solicited and taken into consideration
- Identify ways to encourage work/life balance throughout the various employee types
- Improve efforts to promote and encourage professional development of employees

Response Average Breakdown:

		WSU	Global Campus
# of Respondents			**14**
Overall response average for statements 1-25		**3.72**	**3.66**

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.57
2	I receive the information I need to perform my job.	4.07	3.93
3	I have the resources I need to do my job effectively.	4.00	3.79
4	I have the technology I need to do my job efficiently.	4.16	4.14

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.31
6	My supervisor values me and the work I do.	3.85	3.77
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.14
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.29

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.07
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.29
11	I am encouraged to come up with better ways of doing things.	3.57	3.57

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.79
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.64
14	Those around me are committed to doing quality work.	4.12	3.71

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.79
16	I receive clear information about changes made within my department.	3.33	3.29
17	I know how my department measures success.	3.27	3.29
18	I know how my work contributes to the success of my department.	3.84	3.86
19	My department demonstrates support for a diverse workforce.	4.00	4.08
20	I enjoy being part of my department.	3.96	3.79

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.92
22	I receive clear information about changes made within my college/area.	3.18	3.21
23	I receive clear information about changes being made within WSU.	3.16	3.43
24	I enjoy being part of Washington State University.	4.08	4.07
25	Overall, I am satisfied at work.	3.84	3.71

There were 9 respondents who identified their department within the Graduate School with a response average for statements 1-25 of 4.23, which was higher than the WSU average of 3.72. Due to the number of responses, the employee breakdown has not been provided.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
Clear reporting structures are established within my department.	*3.79*	*4.56*
I have the resources I need to do my job effectively.	*4.00*	*4.56*
I receive the information I need to perform my job.	*4.07*	*4.67*
My department demonstrates support for a diverse workforce.	*4.00*	*4.75*
I have the technology I need to do my job efficiently.	*4.16*	*4.78*
I know what is expected of me at work.	*4.39*	*4.78*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes being made within WSU.	*3.16*	*3.67*
I know how my department measures success.	*3.27*	*3.78*
I am encouraged to develop myself professionally.	*3.45*	*3.78*
I am recognized for doing a good job.	*3.42*	*3.78*

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, was provided by respondents who identified themselves within the Graduate School.

- Graduate school and departments are on a positive path, happy to be part of current team
- Employees underpaid and overworked; inequity in pay and promotional opportunities
- Higher level administrators do not understand day-to-day job functions
- Individuals placed in leadership roles without leadership/management training

ACTION ITEMS:

In reviewing the data for those respondents who identified themselves within Graduate School, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes within WSU
- Encourage communication with employees on how success is measured
- Improve efforts to promote and encourage professional development and recognition of employees
- Evaluate and promote supervisory/manager training efforts

RESPONSE AVERAGE BREAKDOWN:

		WSU	Graduate School
# of Respondents			**9**
Overall response average for statements 1-25		**3.72**	**4.23**

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.78
2	I receive the information I need to perform my job.	4.07	4.67
3	I have the resources I need to do my job effectively.	4.00	4.56
4	I have the technology I need to do my job efficiently.	4.16	4.78

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.78
6	My supervisor values me and the work I do.	3.85	3.89
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.89
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.89

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.78
10	I am encouraged to provide input on decisions impacting my work.	3.55	4.22
11	I am encouraged to come up with better ways of doing things.	3.57	4.22

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	4.33
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	4.22
14	Those around me are committed to doing quality work.	4.12	4.33

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	4.56
16	I receive clear information about changes made within my department.	3.33	4.44
17	I know how my department measures success.	3.27	3.78
18	I know how my work contributes to the success of my department.	3.84	4.44
19	My department demonstrates support for a diverse workforce.	4.00	4.75
20	I enjoy being part of my department.	3.96	4.11

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.79	4.56
22	I receive clear information about changes made within my college/area.	3.33	4.44
23	I receive clear information about changes being made within WSU.	3.27	3.78
24	I enjoy being part of Washington State University.	3.84	4.44
25	Overall, I am satisfied at work.	4.00	4.75

There were 41 respondents who identified their department within Information Technology Services (ITS) with a response average for statements 1-25, of 3.56, which is lower than the WSU average of 3.72. Of those who responded, 54% were administrative professionals and 46% were civil service.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
My department demonstrates support for a diverse workforce.	*4.00*	*3.93*
I receive the information I need to perform my job.	*4.07*	*3.98*
I have the technology I need to do my job efficiently.	*4.16*	*4.20*
I know what is expected of me at work.	*4.39*	*4.29*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I know how my department measures success.	*3.27*	*2.66*
I receive clear information about changes made within my college/area.	*3.18*	*2.71*
I receive clear information about changes made within my department.	*3.33*	*2.76*
I receive clear information about changes being made within WSU.	*3.16*	*2.93*
My supervisor gives me ongoing feedback to help me improve performance.	*3.29*	*3.27*

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, was provided by respondents who identified themselves within ITS.

- Classification and job functions are not in alignment; unclear expectations
- Lack of clear management direction and vision; lack of leadership
- Training and professional development opportunities not supported by upper management/director; inconsistency in support for career advancement amongst supervisors
- Employees are overworked; department understaffed; employees putting in long hours to complete work; lack of personnel resources not addressed by upper management
- Lack of trust within the work environment; not a cohesive or collaborative environment

ACTION ITEMS:

In reviewing the data for those respondents who identified themselves within ITS, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes at all levels within the University
- Encourage communication with employees on how success is measured and provide ongoing feedback to employees on how to improve performance
- Evaluate and promote manager, supervisory, and staff training and professional development efforts
- Identify ways to promote collaborative work environments
- Update and clarify position descriptions and employee expectations

RESPONSE AVERAGE BREAKDOWN:

		WSU	Information Technology
	# of Respondents		41
	Overall response average for statements 1-25	3.72	3.56
	SECTION 1: Do employees know and have what they need to do their jobs?		
1	I know what is expected of me at work.	4.39	4.29
2	I receive the information I need to perform my job.	4.07	3.98
3	I have the resources I need to do my job effectively.	4.00	3.85
4	I have the technology I need to do my job efficiently.	4.16	4.20
	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.41
6	My supervisor values me and the work I do.	3.85	3.90
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.27
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.64
	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.49
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.56
11	I am encouraged to come up with better ways of doing things.	3.57	3.55
	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.71
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.54
14	Those around me are committed to doing quality work.	4.12	3.88
	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.68
16	I receive clear information about changes made within my department.	3.33	2.76
17	I know how my department measures success.	3.27	2.66
18	I know how my work contributes to the success of my department.	3.84	3.59
19	My department demonstrates support for a diverse workforce.	4.00	3.93
20	I enjoy being part of my department.	3.96	3.66
	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.44
22	I receive clear information about changes made within my college/area.	3.18	2.71
23	I receive clear information about changes being made within WSU.	3.16	2.93
24	I enjoy being part of Washington State University.	4.08	3.90
25	Overall, I am satisfied at work.	3.84	3.49

There were 12 respondents who identified their department within the International Programs with a response average for statements 1-25, of 3.37, which was lower than the WSU average of 3.72. The average for the faculty specific statements was 3.67, which was higher than the WSU average of 3.63. Due to the number of responses, the employee breakdown has not been provided.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
A spirit of cooperation and teamwork exists between me and my co-workers.	*3.86*	*3.75*
I have the resources I need to do my job effectively.	*4.00*	*3.92*
I receive the information I need to perform my job.	*4.07*	*4.08*
I know what is expected of me at work.	*4.39*	*4.33*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes made within my college/area.	*3.18*	*2.50*
I receive clear information about changes made within my department.	*3.33*	*2.75*
I receive clear information about changes being made within WSU.	*3.16*	*2.75*
I know how my department measures success.	*3.27*	*2.92*
I am encouraged to provide input on decisions impacting my work.	*3.55*	*3.00*
I feel encouraged to have a good balance between work and personal life.	*3.42*	*3.00*

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, was provided by respondents who identified themselves within International Programs.

- Inequity in duties performed and compensation
- Concerns regarding organizational reporting structure

ACTION ITEMS:

In looking at the data for those respondents who identified themselves within International Programs, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes at all levels within the University
- Encourage communication with employee on how success is measured and provide ongoing feedback to employees on how to improve performance
- Evaluate how input from faculty and staff is solicited and taken into consideration
- Identify ways to encourage work/life balance throughout the various employee types

RESPONSE AVERAGE BREAKDOWN:

		WSU	International Programs
# of Respondents			**12**
Overall response average for statements 1-25		**3.72**	**3.37**
Faculty Specific Response Average		**3.63**	**3.67**

	FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?	WSU	International Programs
	I have support to pursue my research opportunities.	3.61	4.00
	I have input regarding my teaching opportunities and assignments.	3.77	3.60
	I am encouraged to participate in mentoring activities.	3.50	3.40

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.33
2	I receive the information I need to perform my job.	4.07	4.08
3	I have the resources I need to do my job effectively.	4.00	3.92
4	I have the technology I need to do my job efficiently.	4.16	3.50

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.25
6	My supervisor values me and the work I do.	3.85	3.33
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.17
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.00

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.33
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.00
11	I am encouraged to come up with better ways of doing things.	3.57	3.17

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.75
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.67
14	Those around me are committed to doing quality work.	4.12	3.67

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.17
16	I receive clear information about changes made within my department.	3.33	2.75
17	I know how my department measures success.	3.27	2.92
18	I know how my work contributes to the success of my department.	3.84	3.42
19	My department demonstrates support for a diverse workforce.	4.00	3.58
20	I enjoy being part of my department.	3.96	3.67

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.08
22	I receive clear information about changes made within my college/area.	3.18	2.50
23	I receive clear information about changes being made within WSU.	3.16	2.75
24	I enjoy being part of Washington State University.	4.08	3.67
25	Overall, I am satisfied at work.	3.84	3.50

There were 42 respondents who identified their department within the Libraries with a response average for statements 1-25, of 3.71, which was lower than the WSU average of 3.72. The average for the faculty specific statements was 3.80, which was higher than the WSU average of 3.63. Of those who responded 60% were civil service and administrative professionals, and 40% were faculty.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
Clear reporting structures are established within my department.	*3.79*	*4.00*
Those around me are committed to doing quality work.	*4.12*	*4.00*
My department demonstrates support for a diverse workforce.	*4.00*	*4.03*
I have the technology I need to do my job efficiently.	*4.16*	*4.07*
I receive the information I need to perform my job.	*4.07*	*4.17*
I know what is expected of me at work.	*4.39*	*4.33*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
My supervisor gives me ongoing feedback to help me improve performance.	*3.29*	*2.98*
I know how my department measures success.	*3.27*	*3.29*
I receive clear information about changes being made within WSU.	*3.16*	*3.33*
I am encouraged to come up with better ways of doing things.	*3.57*	*3.33*
I am recognized for doing a good job.	*3.42*	*3.33*

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, was provided by respondents who identified themselves within Libraries.

- Poor management impacts on employee morale and satisfaction; favoritism and lack of respect
- Under appreciation of civil service staff
- WSU is run by and for administration
- Budgets cuts have greatly impacted staffing levels

ACTION ITEMS:

In looking at the data for those respondents who identified themselves within Libraries, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Encourage communication with employees on how success is measured and provide ongoing feedback on how to improve performance
- Evaluate how input from faculty and staff is solicited and taken into consideration
- Evaluate how employees are recognized and appreciated within the work place
- Evaluate how to improve communication efforts regarding changes within WSU

RESPONSE AVERAGE BREAKDOWN:

		WSU	Libraries
	# of Respondents		**42**
	Overall response average for statements 1-25	**3.72**	**3.71**
	Faculty Specific Response Average	**3.63**	**3.80**

	FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?	WSU	Libraries
	I have support to pursue my research opportunities.	3.61	3.94
	I have input regarding my teaching opportunities and assignments.	3.77	4.11
	I am encouraged to participate in mentoring activities.	3.50	3.36

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.33
2	I receive the information I need to perform my job.	4.07	4.17
3	I have the resources I need to do my job effectively.	4.00	3.98
4	I have the technology I need to do my job efficiently.	4.16	4.07

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.33
6	My supervisor values me and the work I do.	3.85	3.68
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	2.98
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.50

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.51
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.43
11	I am encouraged to come up with better ways of doing things.	3.57	3.33

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.88
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.68
14	Those around me are committed to doing quality work.	4.12	4.00

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	4.00
16	I receive clear information about changes made within my department.	3.33	3.51
17	I know how my department measures success.	3.27	3.29
18	I know how my work contributes to the success of my department.	3.84	3.79
19	My department demonstrates support for a diverse workforce.	4.00	4.03
20	I enjoy being part of my department.	3.96	3.90

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.85
22	I receive clear information about changes made within my college/area.	3.18	3.40
23	I receive clear information about changes being made within WSU.	3.16	3.33
24	I enjoy being part of Washington State University.	4.08	3.88
25	Overall, I am satisfied at work.	3.84	3.81

There were 10 respondents who identified their department within the College of Medical Sciences with an overall response average for statements 1-25, of 3.86, which was higher than the WSU average of 3.72. The response average for faculty statements was 3.89, which was higher than the WSU average of 3.63. Due to the number of responses, the employee breakdown has not been provided.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
Knowledge & information sharing is practiced between me & my co-workers.	3.81	4.30
A spirit of cooperation & teamwork exists between me & my co-workers.	3.86	4.30
I enjoy being part of Washington State University.	4.08	4.30
I have the technology I need to do my job efficiently.	4.16	4.40
Those around me are committed to doing quality work.	4.12	4.70

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes being made within WSU.	3.16	3.20
I know how my department measures success.	3.27	3.20
I am recognized for doing a good job.	3.42	3.20
Clear reporting structures are established within my department.	3.79	3.30
I feel encouraged to have a good balance between work and personal life.	3.42	3.40

ACTION ITEMS:

In looking at the data for those respondents who identified themselves within College of Medical Sciences, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes with WSU
- Encourage communication with employees on how success is measured and provide ongoing feedback and recognition
- Identify ways to encourage work/life balance throughout the various employee types
- Evaluate reporting structures within the area

RESPONSE AVERAGE BREAKDOWN:

	WSU	Medical Sciences
# of Respondents		**10**
Overall response average for statements 1-25	**3.72**	**3.86**
Faculty Specific Response Average	**3.63**	**3.89**

FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?		
I have support to pursue my research opportunities.	3.61	4.33
I have input regarding my teaching opportunities and assignments.	3.77	3.83
I am encouraged to participate in mentoring activities.	3.50	3.50

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.10
2	I receive the information I need to perform my job.	4.07	4.00
3	I have the resources I need to do my job effectively.	4.00	4.10
4	I have the technology I need to do my job efficiently.	4.16	4.40

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.20
6	My supervisor values me and the work I do.	3.85	4.10
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.44
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.40

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.70
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.90
11	I am encouraged to come up with better ways of doing things.	3.57	3.70

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	4.30
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	4.30
14	Those around me are committed to doing quality work.	4.12	4.70

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.30
16	I receive clear information about changes made within my department.	3.33	3.40
17	I know how my department measures success.	3.27	3.20
18	I know how my work contributes to the success of my department.	3.84	4.00
19	My department demonstrates support for a diverse workforce.	4.00	4.20
20	I enjoy being part of my department.	3.96	4.20

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.90
22	I receive clear information about changes made within my college/area.	3.18	3.50
23	I receive clear information about changes being made within WSU.	3.16	3.20
24	I enjoy being part of Washington State University.	4.08	4.30
25	Overall, I am satisfied at work.	3.84	4.00

There were 39 respondents who identified their department within the College of Nursing with a response average for statements 1-25 of 3.84, which was higher than the WSU average of 3.72. The average for the faculty specific statements was 3.99, which was higher than the WSU average of 3.63. Of those who responded, 44% were faculty, 33% were civil service and 23% were administrative professionals.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I enjoy being part of my department.	3.96	4.21
I know what is expected of me at work.	4.39	4.21
I have the technology I need to do my job efficiently.	4.16	4.26
Those around me are committed to doing quality work.	4.12	4.33
I enjoy being part of Washington State University.	4.08	4.33

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.29
I receive clear information about changes made within my college/area.	3.18	3.31
I feel encouraged to have a good balance between work and personal life.	3.42	3.41
I receive clear information about changes made within WSU.	3.16	3.44
I receive clear information about changes made within my department.	3.33	3.44

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, was provided by respondents who identified themselves within the College of Nursing.

- Supervisory behavior; favoritism; not addressing performance issues
- Compensation compared to other higher education institutions; inconsistency in pay for performing same work
- New employee orientation within the college/department; new faculty should be assigned mentors
- Inconsistency in reporting structures
- Internal advancement and professional development
- Inequity in resource allocation across campuses
- Lack of sense of community and cohesiveness

ACTION ITEMS:

In looking at the data for those respondents who identified themselves within College of Nursing, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Provide ongoing feedback on how to improve performance
- Improve efforts to promote and encourage professional development of employees
- Identify ways to encourage work/life balance throughout the various employee types
- Evaluate how to improve communication efforts regarding changes at all levels within the University
- Identify initiatives to promote sense of community and a collaborative work environments
- Encourage and promote supervisory/manager training efforts

RESPONSE AVERAGE BREAKDOWN:

		WSU	Nursing
# of Respondents			**39**
Overall response average for statements 1-25		**3.72**	**3.84**
Faculty Specific Response Average		**3.63**	**3.99**

	FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?	WSU	Nursing
	I have support to pursue my research opportunities.	3.61	4.10
	I have input regarding my teaching opportunities and assignments.	3.77	4.06
	I am encouraged to participate in mentoring activities.	3.50	3.82

	SECTION 1: Do employees know and have what they need to do their job?	WSU	Nursing
1	I know what is expected of me at work.	4.39	4.21
2	I receive the information I need to perform my job.	4.07	4.05
3	I have the resources I need to do my job effectively.	4.00	4.13
4	I have the technology I need to do my job efficiently.	4.16	4.26

	SECTION 2: Do employees feel they are valued?	WSU	Nursing
5	I am recognized for doing a good job.	3.42	3.58
6	My supervisor values me and the work I do.	3.85	3.95
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.29
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.41

	SECTION 3: Do employees feel they provide individual contributions?	WSU	Nursing
9	I am encouraged to develop myself professionally.	3.45	3.51
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.69
11	I am encouraged to come up with better ways of doing things.	3.57	3.74

	SECTION 4: Do employees feel connected to their co-workers?	WSU	Nursing
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	4.00
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.90
14	Those around me are committed to doing quality work.	4.12	4.33

	SECTION 5: Do employees feel connected to their department?	WSU	Nursing
15	Clear reporting structures are established within my department.	3.79	3.77
16	I receive clear information about changes made within my department.	3.33	3.44
17	I know how my department measures success.	3.27	3.46
18	I know how my work contributes to the success of my department.	3.84	3.77
19	My department demonstrates support for a diverse workforce.	4.00	3.95
20	I enjoy being part of my department.	3.96	4.21

	SECTION 6: Do employees feel connected to WSU as a whole?	WSU	Nursing
21	I am encouraged to improve work processes to benefit customers.	3.72	4.03
22	I receive clear information about changes made within my college/area.	3.18	3.31
23	I receive clear information about changes being made within WSU.	3.16	3.44
24	I enjoy being part of Washington State University.	4.08	4.33
25	Overall, I am satisfied at work.	3.84	4.21

There were 14 respondents who identified their department within a unit reporting directly to the Office of the President (including; Budget office, Enterprise Systems, Internal Audit, and Office of Equal Opportunity) with a response average for statements 1-25, of 4.01, which is higher than the WSU average of 3.72. Due to the number of responses, the employee breakdown has not been provided.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive the information I need to perform my job.	4.07	4.36
I know what is expected of me at work.	4.39	4.36
I have the resources I need to do my job effectively.	4.00	4.43
I have the technology I need to do my job efficiently.	4.16	4.43
I enjoy being part of Washington State University.	4.08	4.50
My department demonstrates support for a diverse workforce.	4.00	4.54

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I know how my department measures success.	3.27	3.31
I am encouraged to provide input on decisions impacting my work.	3.55	3.50
I receive clear information about changes being made within WSU.	3.16	3.54
I am recognized for doing a good job.	3.42	3.64
I am encouraged to come up with better ways of doing things.	3.57	3.64

ACTION ITEMS:

In reviewing the data for those respondents who identified themselves within a unit reporting directly to the Office of the President, initiatives to improve employee engagement and perceptions of the workplace include, but are not limited to:

- Encourage communication with employees on how success is measured
- Evaluate how to improve communication efforts regarding changes within WSU
- Evaluate how input from staff is solicited and taken into consideration
- Evaluate how employees are recognized within the workplace

RESPONSE AVERAGE BREAKDOWN:

		WSU	Office of President
# of Respondents			**14**
Overall response average for statements 1-25		**3.72**	**4.01**

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.36
2	I receive the information I need to perform my job.	4.07	4.36
3	I have the resources I need to do my job effectively.	4.00	4.43
4	I have the technology I need to do my job efficiently.	4.16	4.43

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.64
6	My supervisor values me and the work I do.	3.85	4.31
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.86
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.85

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.64
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.50
11	I am encouraged to come up with better ways of doing things.	3.57	3.64

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.93
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	4.00
14	Those around me are committed to doing quality work.	4.12	4.31

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	4.08
16	I receive clear information about changes made within my department.	3.33	3.67
17	I know how my department measures success.	3.27	3.31
18	I know how my work contributes to the success of my department.	3.84	4.15
19	My department demonstrates support for a diverse workforce.	4.00	4.54
20	I enjoy being part of my department.	3.96	4.36

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	4.00
22	I receive clear information about changes made within my college/area.	3.18	3.67
23	I receive clear information about changes being made within WSU.	3.16	3.54
24	I enjoy being part of Washington State University.	4.08	4.50
25	Overall, I am satisfied at work.	3.84	4.21

There were 18 respondents who identified their department within the Office of Research with a response average for statements 1-25 of 3.51, which was lower than the WSU average of 3.72. Due to the number of responses, the employee breakdown has not been provided.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive the information I need to perform my job.	*4.07*	*3.81*
I enjoy being part of Washington State University.	*4.08*	*4.00*
I know what is expected of me at work.	*4.39*	*4.13*
I have the technology I need to do my job efficiently.	*4.16*	*4.38*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I know how my department measures success.	*3.27*	*2.87*
I receive clear information about changes made within my department.	*3.33*	*2.88*
I receive clear information about changes made within my college/area.	*3.18*	*2.94*
I feel encouraged to have a good balance between work and personal life.	*3.42*	*3.00*
My supervisor gives me ongoing feedback to help me improve performance.	*3.29*	*3.06*

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, was provided by respondents who identified themselves within the Office of Research.

- Open communication throughout WSU
- Internal career advancement opportunities

ACTION ITEMS:

In reviewing the data for those respondents who identified themselves within the Office of Research, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes at all levels within the University
- Encourage communication with employees on how success is measured and provide ongoing feedback on how to improve performance
- Identify ways to encourage work/life balance throughout the various employee types
- Improve efforts to promote and encourage professional development of employees

RESPONSE AVERAGE BREAKDOWN:

		WSU	Office of Research
# of Respondents			**18**
Overall response average for statements 1-25		**3.72**	**3.51**

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.13
2	I receive the information I need to perform my job.	4.07	3.81
3	I have the resources I need to do my job effectively.	4.00	3.75
4	I have the technology I need to do my job efficiently.	4.16	4.38

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.13
6	My supervisor values me and the work I do.	3.85	3.75
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.06
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.00

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.53
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.27
11	I am encouraged to come up with better ways of doing things.	3.57	3.27

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.38
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.63
14	Those around me are committed to doing quality work.	4.12	3.60

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.80
16	I receive clear information about changes made within my department.	3.33	2.88
17	I know how my department measures success.	3.27	2.87
18	I know how my work contributes to the success of my department.	3.84	3.69
19	My department demonstrates support for a diverse workforce.	4.00	3.69
20	I enjoy being part of my department.	3.96	3.80

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.40
22	I receive clear information about changes made within my college/area.	3.18	2.94
23	I receive clear information about changes being made within WSU.	3.16	3.19
24	I enjoy being part of Washington State University.	4.08	4.00
25	Overall, I am satisfied at work.	3.84	3.80

There were 35 respondents who identified their department within a unit reporting directly to Provosts Office (Center for Advising and Career Development, Equity and Diversity, Honors College, Institutional Research, Writing Program) with a response average for statements 1-25, of 3.85, which was higher than the WSU average of 3.72. The average for the faculty specific statements was 2.89, which was lower than the WSU average of 3.63. Of those who responded, 14% were faculty, 40% were civil service and 46% were administrative professionals.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I know how my work contributes to the success of my department.	3.84	4.31
I have the resources I need to do my job effectively.	4.00	4.31
I know what is expected of me at work.	4.39	4.42
I have the technology I need to do my job efficiently.	4.16	4.42
Those around me are committed to doing quality work.	4.12	4.46

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes made within my college/area.	3.18	2.88
My supervisor gives me ongoing feedback to help me improve performance.	3.29	3.08
I receive clear information about changes made within WSU.	3.16	3.15
I know how my department measures success.	3.27	3.23
I receive clear information about changes made within my department.	3.33	3.31

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, was provided by respondents who identified themselves within a unit reporting directly to the Provosts Office.

- Fortunate to be employed at WSU
- Salary increases for civil services; monetarily undervalued in program
- Funding going to new programs rather than evaluating potential of existing programs
- Loss of staff leaves people doing two jobs; no communication on long term goals within department

ACTION ITEMS:

In reviewing the data for those respondents who identified themselves within a unit reporting directly to the Provosts Office, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes at all levels within the university
- Encourage communication with employee on how success is measured and provide ongoing feedback to employees on how to improve performance

RESPONSE AVERAGE BREAKDOWN:

		WSU	Provost
# of Respondents			**35**
Overall response average for statements 1-25		**3.72**	**3.85**
Faculty Specific Response Average		**3.63**	**2.89**

	FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?	WSU	Provost
	I have support to pursue my research opportunities.	3.61	2.67
	I have input regarding my teaching opportunities and assignments.	3.77	3.00
	I am encouraged to participate in mentoring activities.	3.50	3.00

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.42
2	I receive the information I need to perform my job.	4.07	4.08
3	I have the resources I need to do my job effectively.	4.00	4.31
4	I have the technology I need to do my job efficiently.	4.16	4.42

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.50
6	My supervisor values me and the work I do.	3.85	3.96
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.08
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.58

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.65
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.50
11	I am encouraged to come up with better ways of doing things.	3.57	3.62

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	4.00
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.73
14	Those around me are committed to doing quality work.	4.12	4.46

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	4.08
16	I receive clear information about changes made within my department.	3.33	3.31
17	I know how my department measures success.	3.27	3.23
18	I know how my work contributes to the success of my department.	3.84	4.31
19	My department demonstrates support for a diverse workforce.	4.00	4.16
20	I enjoy being part of my department.	3.96	4.27

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.96
22	I receive clear information about changes made within my college/area.	3.18	2.88
23	I receive clear information about changes being made within WSU.	3.16	3.15
24	I enjoy being part of Washington State University.	4.08	4.27
25	Overall, I am satisfied at work.	3.84	4.20

There were 33 respondents who identified their department within the College of Pharmacy with a response average for statements 1-25 of 3.88, which was higher than the WSU average of 3.72. The average for the faculty specific statements was 3.38, which was lower than the WSU average of 3.63. Of those who responded, 51% were faculty, 49% were civil service and administrative professionals.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I know how my work contributes to the success of my department.	*3.84*	*4.15*
I have the technology I need to do my job efficiently.	*4.16*	*4.18*
I enjoy being part of my department.	*3.96*	*4.21*
Those around me are committed to doing quality work.	*4.12*	*4.33*
I enjoy being part of Washington State University.	*4.08*	*4.36*
I know what is expected of me at work.	*4.39*	*4.42*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes made within my department.	*3.33*	*3.33*
I receive clear information about changes made within my college/area.	*3.18*	*3.36*
I receive clear information about changes made within WSU.	*3.16*	*3.44*
I feel encouraged to have a good balance between work and personal life.	*3.42*	*3.48*
My supervisor gives me ongoing feedback to help improve my performance.	*3.29*	*3.55*
I know how my department measures success.	*3.27*	*3.55*

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, was provided by respondents who identified themselves within the College of Pharmacy.

- Information not passed down from department chairs and/or college administration; lack of communication across campuses
- Inequity regarding compensation and work performed; and job classifications vs. duties performed
- New employee orientation within the department/college
- Reporting structures within departments and across campuses
- Classroom and student technology support
- Hostile work behavior within the college

ACTION ITEMS:

In looking at the data for those respondents who identified themselves within College of Pharmacy, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes at all levels within the University
- Encourage communication with employees on how success is measured and provide ongoing feedback on how to improve performance
- Promote ongoing training and reporting of hostile behavior at all levels within the college
- Evaluate and promote supervisory/manager, faculty, and staff training and orientation efforts
- Identify ways to encourage work/life balance throughout the various employee types
- Identify initiatives to promote collaborative work environments across campuses

RESPONSE AVERAGE BREAKDOWN:

	WSU	Pharmacy
# of Respondents		**33**
Overall response average for statements 1-25	**3.72**	**3.88**
Faculty Specific Response Average	**3.63**	**3.38**

FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?		
I have support to pursue my research opportunities.	3.61	3.40
I have input regarding my teaching opportunities and assignments.	3.77	3.40
I am encouraged to participate in mentoring activities.	3.50	3.35

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.42
2	I receive the information I need to perform my job.	4.07	3.91
3	I have the resources I need to do my job effectively.	4.00	3.91
4	I have the technology I need to do my job efficiently.	4.16	4.18

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.74
6	My supervisor values me and the work I do.	3.85	3.91
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.55
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.48

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.59
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.67
11	I am encouraged to come up with better ways of doing things.	3.57	3.91

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.97
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.97
14	Those around me are committed to doing quality work.	4.12	4.33

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.84
16	I receive clear information about changes made within my department.	3.33	3.33
17	I know how my department measures success.	3.27	3.55
18	I know how my work contributes to the success of my department.	3.84	4.15
19	My department demonstrates support for a diverse workforce.	4.00	4.13
20	I enjoy being part of my department.	3.96	4.21

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.94
22	I receive clear information about changes made within my college/area.	3.18	3.36
23	I receive clear information about changes being made within WSU.	3.16	3.44
24	I enjoy being part of Washington State University.	4.08	4.36
25	Overall, I am satisfied at work.	3.84	4.06

There were 106 respondents who identified their department within Student Affairs with a response average for statements 1-25, of 2.72, which was the same as the WSU average. The average for the faculty specific statements was 3.00, which was lower than the WSU average of 3.63. Of those who responded, 64% were faculty and administrative professionals, and 36% were civil service.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I enjoy being part of my department.	3.96	4.05
I have the resources I need to do my job effectively.	4.00	4.10
My department demonstrates support for a diverse workforce.	4.00	4.13
I enjoy being part of Washington State University.	4.08	4.24
I know what is expected of me at work.	4.39	4.31
I have the technology I need to do my job efficiently.	4.16	4.31

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes being made within WSU.	3.16	3.12
I know how my department measures success.	3.27	3.21
I receive clear information about changes made within my department.	3.33	3.21
I am recognized for doing a good job.	3.42	3.25
I am encouraged to develop myself professionally.	3.45	3.27

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, was provided by respondents who identified themselves within Student Affairs.

- Communication is not always open and transparent; communication needed to flow bottom-up as well as top-down
- Equal pay for equal work; salary inequities for title compared to others; cost of living increases
- Work/life balance is promoted but difficult to take advantage of
- Poor performers are not held accountable to do their jobs; not addressed by supervisors; those who intimidate and bully others thrive
- Lack of encouragement and respect for staff
- Supervisory behavior; create toxic work environments; lack of concern for staff; favoritism in employment and promotional opportunities; inappropriate behavior
- Improve university training opportunities
- Policies and procedures inconsistently applied from one department to another
- Organizational changes create on on-going state of flux; impact communication and building trust and collaboration

ACTION ITEMS:

In looking at the data for those respondents who identified themselves within Student Affairs initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes at all levels within the University
- Encourage communication with employee on how success is measured
- Improve efforts to promote and encourage recognition and professional development of employees
- Identify ways to promote collaborative work environments
- Evaluate and promote supervisory/manager, and staff training, and professional development efforts
- Identify ways to encourage work/life balance throughout the various employee types.

Response Average Breakdown:

	WSU	Student Affairs
# of Respondents		**106**
Overall response average for statements 1-25	**3.72**	**3.72**
Faculty Specific Response Average	**3.63**	**3.00**

FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?		
I have support to pursue my research opportunities.	3.61	2.00
I have input regarding my teaching opportunities and assignments.	3.77	4.00
I am encouraged to participate in mentoring activities.	3.50	3.00

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.31
2	I receive the information I need to perform my job.	4.07	3.98
3	I have the resources I need to do my job effectively.	4.00	4.10
4	I have the technology I need to do my job efficiently.	4.16	4.31

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.25
6	My supervisor values me and the work I do.	3.85	3.79
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.36
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.65

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.27
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.50
11	I am encouraged to come up with better ways of doing things.	3.57	3.44

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.74
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.83
14	Those around me are committed to doing quality work.	4.12	3.75

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.92
16	I receive clear information about changes made within my department.	3.33	3.21
17	I know how my department measures success.	3.27	3.21
18	I know how my work contributes to the success of my department.	3.84	3.85
19	My department demonstrates support for a diverse workforce.	4.00	4.13
20	I enjoy being part of my department.	3.96	4.05

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.80
22	I receive clear information about changes made within my college/area.	3.18	3.27
23	I receive clear information about changes being made within WSU.	3.16	3.12
24	I enjoy being part of Washington State University.	4.08	4.24
25	Overall, I am satisfied at work.	3.84	3.81

There were 26 respondents who identified their department within University Development with a response average for statements 1-25 of 3.77, which was higher than the WSU average of 3.72. Of those who responded 67% were civil service and 33% were administrative professionals.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I know what is expected of me at work.	4.39	4.12
I have the technology I need to do my job efficiently.	4.16	4.15
My department demonstrates support for a diverse workforce.	4.00	4.16
I receive the information I need to perform my job.	4.07	4.23

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes made within WSU.	3.16	3.27
I receive clear information about changes made within my department.	3.33	3.40
My supervisor gives me ongoing feedback to help me improve performance.	3.29	3.44
I know how my department measures success.	3.27	3.44
I receive clear information about changes made within my college/area.	3.18	3.46

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, was provided by respondents who identified themselves within University Development.

- Enjoy working for WSU
- Supervisors enable employees to grow and continually learn
- Policies for employees in terms of requesting and taking leave; inconsistencies across supervisors
- Lack of leadership, clear goals and objectives, and overall guidance; poor management styles; communication
- WSU Foundation does not have a trusted and safe work environment
- Decisions made without adhering to university policies

ACTION ITEMS:

In reviewing the data for those respondents who identified themselves within University Development, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes at all levels within the University
- Encourage communication with employees on how success is measured and provide ongoing feedback on how to improve performance.

RESPONSE AVERAGE BREAKDOWN:

		WSU	University Development
# of Respondents			**26**
Overall response average for statements 1-25		**3.72**	**3.77**

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.12
2	I receive the information I need to perform my job.	4.07	4.23
3	I have the resources I need to do my job effectively.	4.00	4.08
4	I have the technology I need to do my job efficiently.	4.16	4.15

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.58
6	My supervisor values me and the work I do.	3.85	3.92
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.44
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.56

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.92
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.68
11	I am encouraged to come up with better ways of doing things.	3.57	3.80

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.65
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.77
14	Those around me are committed to doing quality work.	4.12	4.04

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.68
16	I receive clear information about changes made within my department.	3.33	3.40
17	I know how my department measures success.	3.27	3.44
18	I know how my work contributes to the success of my department.	3.84	4.08
19	My department demonstrates support for a diverse workforce.	4.00	4.16
20	I enjoy being part of my department.	3.96	3.60

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.76
22	I receive clear information about changes made within my college/area.	3.18	3.46
23	I receive clear information about changes being made within WSU.	3.16	3.27
24	I enjoy being part of Washington State University.	4.08	3.96
25	Overall, I am satisfied at work.	3.84	3.54

There were 36 respondents who identified their department within University Relations with a response average for statements 1-25 of 3.75, which was higher than the WSU average of 3.72. Of those who responded, 75% were civil service and 25% were administrative professionals.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I enjoy being part of my department.	3.96	4.06
My supervisor values me and the work I do.	3.85	4.06
Those around me are committed to doing quality work.	4.12	4.11
I have the technology I need to do my job efficiently.	4.16	4.31
I know what is expected of me at work.	4.39	4.33

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes being made within WSU.	3.16	3.11
I know how my department measures success.	3.27	3.11
I receive clear information about changes made within my college/area.	3.18	3.28
My supervisor gives me ongoing feedback to help me improve performance.	3.29	3.33
I am encouraged to develop myself professionally.	3.45	3.33

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, was provided by respondents who identified themselves within University Relations.

- Communication regarding the WSU vision, and how we contribute to it
- Lack of inter-group communication; collaboration within units
- Decisions within the university are made without all the information; made as "knee-jerk" reactions
- Equal pay for equal work; pay discrepancies in area compared to across campus
- No encouragement for professional development; lack of internal growth opportunities; lack of acknowledgement for doing a good job

ACTION ITEMS:

In reviewing the data for those respondents who identified themselves within University Relations, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes at all levels within the University
- Encourage communication with employees on how success is measured and provide ongoing feedback on how to improve performance
- Improve efforts to promote and encourage professional development of employees
- Identify ways to promote collaborative work environments
- Evaluate how input regarding decisions is solicited and taken into consideration

RESPONSE AVERAGE BREAKDOWN:

		WSU	University Relations
# of Respondents			**36**
Overall response average for statements 1-25		**3.72**	**3.75**

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.33
2	I receive the information I need to perform my job.	4.07	4.03
3	I have the resources I need to do my job effectively.	4.00	4.03
4	I have the technology I need to do my job efficiently.	4.16	4.31

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.50
6	My supervisor values me and the work I do.	3.85	4.06
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.33
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.86

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.33
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.78
11	I am encouraged to come up with better ways of doing things.	3.57	3.67

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.94
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.78
14	Those around me are committed to doing quality work.	4.12	4.11

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.58
16	I receive clear information about changes made within my department.	3.33	3.33
17	I know how my department measures success.	3.27	3.11
18	I know how my work contributes to the success of my department.	3.84	3.89
19	My department demonstrates support for a diverse workforce.	4.00	4.03
20	I enjoy being part of my department.	3.96	4.06

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.64
22	I receive clear information about changes made within my college/area.	3.18	3.28
23	I receive clear information about changes being made within WSU.	3.16	3.11
24	I enjoy being part of Washington State University.	4.08	3.86
25	Overall, I am satisfied at work.	3.84	3.83

There were 107 respondents who identified their department within the College of Veterinary Medicine with a response average for statements 1-25 of 3.86, higher than the WSU average of 3.72. Additionally, the average for the faculty specific statements was 3.76, which was higher than the WSU average of 3.63. Of those who responded, 23% were faculty, 28% were civil service and 49% were administrative professionals.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
Those around me are committed to doing quality work.	*4.12*	*4.21*
I have the technology I need to do my job efficiently.	*4.16*	*4.24*
I have the resources I need to do my job effectively.	*4.00*	*4.27*
I receive the information I need to perform my job.	*4.07*	*4.29*
I know what is expected of me at work.	*4.39*	*4.50*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes made within WSU.	*3.16*	*3.19*
I know how my department measures success.	*3.27*	*3.33*
I receive clear information about changes made within my college/area.	*3.18*	*3.35*
I receive clear information about changes made within my department.	*3.33*	*3.35*
My supervisor gives me ongoing feedback to help me improve performance.	*3.29*	*3.42*

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, was provided by respondents who identified themselves within the College of Veterinary Medicine.

- Enjoy working for WSU
- Staff and faculty are welcoming and friendly
- Feel valued at work and within new department
- Lack of face-to-face communication; minimal engagement and communication between senior management/college administrators and staff; training regarding communication within the workplace
- Compensation equity and fairness; compensation compared to peer institutions
- Under appreciation of staff
- Feedback from supervisors on performance; conduct evaluations regularly; solicit feedback from employee regarding performance of supervisors
- Flexibility in schedules for work/life balance
- Supervisory and management training on how to effectively manage employees
- Enforcement of university policies for all employee types; concerns with poor performers are not addressed
- Decline in professional development training and opportunities within the university
- Efficiency regarding technology initiatives and implementations; Technology has added to workload; outdated technology; focus on university technology has decreased efficiency of departmental technology
- Insufficient resources including people, funding, and equipment; Employees expected to do more with less
- Supervisory behavior; lack of staff supervision; intimidation of staff

ACTION ITEMS:

In reviewing the data for those respondents who identified themselves within College of Veterinary Medicine, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes at all levels within the University
- Encourage communication with employees on how success is measured and provide ongoing feedback on how to improve performance
- Promote ongoing training and reporting of unprofessional behavior at all levels within the college
- Evaluate and promote supervisory/manager, faculty, and staff training and professional development efforts
- Identify ways to encourage work/life balance throughout the various employee types.
- Evaluate department technology resources

Response Average Breakdown:

		WSU	VetMed
# of Respondents			**107**
Overall response average for statements 1-25		**3.72**	**3.86**
Faculty Specific Response Average		**3.63**	**3.76**

	Faculty Specific Section: Do faculty feel they provide contributions within their faculty appointments?	WSU	VetMed
	I have support to pursue my research opportunities.	3.61	3.85
	I have input regarding my teaching opportunities and assignments.	3.77	3.63
	I am encouraged to participate in mentoring activities.	3.50	3.79

	Section 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.50
2	I receive the information I need to perform my job.	4.07	4.29
3	I have the resources I need to do my job effectively.	4.00	4.27
4	I have the technology I need to do my job efficiently.	4.16	4.24

	Section 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.60
6	My supervisor values me and the work I do.	3.85	4.07
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.42
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.56

	Section 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.47
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.80
11	I am encouraged to come up with better ways of doing things.	3.57	3.78

	Section 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	4.05
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	4.04
14	Those around me are committed to doing quality work.	4.12	4.21

	Section 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.76
16	I receive clear information about changes made within my department.	3.33	3.35
17	I know how my department measures success.	3.27	3.33
18	I know how my work contributes to the success of my department.	3.84	3.89
19	My department demonstrates support for a diverse workforce.	4.00	4.12
20	I enjoy being part of my department.	3.96	4.12

	Section 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.87
22	I receive clear information about changes made within my college/area.	3.18	3.35
23	I receive clear information about changes being made within WSU.	3.16	3.19
24	I enjoy being part of Washington State University.	4.08	4.18
25	Overall, I am satisfied at work.	3.84	3.99

There were 48 respondents who identified their department within WSU Spokane with a response average for statements 1-25, of 3.94, which was higher than the WSU average of 3.72. The average for the faculty specific statements was 4.11, higher than the WSU average of 3.63. Of those who responded, 50% were administrative professionals, 42% were civil service, and 8% were faculty.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive the information I need to perform my job.	4.07	4.21
My department demonstrates support for a diverse workforce.	4.00	4.30
I have the technology I need to do my job efficiently.	4.16	4.38
I enjoy being part of Washington State University.	4.08	4.40
I know what is expected of me at work.	4.39	4.54

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes made within WSU.	3.16	3.46
I receive clear information about changes made within my college/area.	3.18	3.38
I know how my department measures success.	3.27	3.50
I receive clear information about changes made within my department.	3.33	3.65
My supervisor gives me ongoing feedback to help me improve performance.	3.29	3.68

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, was provided by respondents who identified themselves within WSU Spokane.

- Atmosphere at WSU Spokane is very positive
- Missing a common gathering place; sense of community; promotion of activities available to Spokane campus; social hour
- Communication; feedback solicited but not used; communication between the college level and department level is inconsistent and difficult; communication between Pullman and Spokane campus
- Cost of living increases
- Supervisory behavior; favoritism by faculty and supervisors; employee treatment; no accountability for poor performers; employees treated different
- Workplace bullying; employees bully supervisor
- More flexible schedule for work/life balance
- Lack of one-on-one; campus new employee orientation
- Being within Spokane campus there is confusion in who to contact within college and administrative units; reporting and supervisory reporting at Pullman campus is confusing
- Security and safety issues on the Spokane campus

ACTION ITEMS:

In looking at the data for those respondents who identified themselves within WSU Spokane, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes at all levels within the University
- Encourage communication with employees on how success is measured and provide ongoing feedback on how to improve performance
- Identify ways to encourage work/life balance throughout the various employee types
- Identify ways to promote collaborative work environments across campuses
- Identify initiatives to promote and sense of campus community for those not on the Pullman campus
- Evaluate organizational structures and reporting lines for those one Spokane campus reporting to Pullman campus
- Promote ongoing training and reporting of discriminatory and bullying behavior at all levels within the college
- Evaluate and promote supervisory/manager, faculty, and staff training, professional development, and orientation efforts
- Evaluate how input from faculty and staff is solicited and taken into consideration
- Identify ways to encourage work/life balance throughout the various employee types

Response Average Breakdown:

	WSU	Spokane
# of Respondents		48
Overall response average for statements 1-25	3.72	3.94
Faculty Specific Response Average	3.63	4.11

FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?		
I have support to pursue my research opportunities.	3.61	4.00
I have input regarding my teaching opportunities and assignments.	3.77	4.00
I am encouraged to participate in mentoring activities.	3.50	4.33

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.54
2	I receive the information I need to perform my job.	4.07	4.21
3	I have the resources I need to do my job effectively.	4.00	4.17
4	I have the technology I need to do my job efficiently.	4.16	4.38

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.72
6	My supervisor values me and the work I do.	3.85	4.13
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.68
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.81

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.85
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.83
11	I am encouraged to come up with better ways of doing things.	3.57	3.88

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.69
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.88
14	Those around me are committed to doing quality work.	4.12	3.81

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	4.10
16	I receive clear information about changes made within my department.	3.33	3.65
17	I know how my department measures success.	3.27	3.50
18	I know how my work contributes to the success of my department.	3.84	4.02
19	My department demonstrates support for a diverse workforce.	4.00	4.30
20	I enjoy being part of my department.	3.96	4.10

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.94
22	I receive clear information about changes made within my college/area.	3.18	3.46
23	I receive clear information about changes being made within WSU.	3.16	3.38
24	I enjoy being part of Washington State University.	4.08	4.40
25	Overall, I am satisfied at work.	3.84	4.15

There were 34 respondents who identified their department within WSU Tri Cities with a response average for statements 1-25, of 3.67, which was lower than the WSU average of 3.72. The average for the faculty specific statements was 3.17, which was lower than the WSU average of 3.63. Of those who responded, 50% were administrative professionals, 44% were civil service, and 6% were faculty.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
A spirit of cooperation and teamwork exists between me and my co-workers.	*3.86*	*4.21*
Those around me are committed to doing quality work.	*4.12*	*4.24*
I have the technology I need to do my job efficiently.	*4.16*	*4.30*
I know what is expected of me at work.	*4.39*	*4.41*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes made within my college/area.	*3.18*	*2.76*
I receive clear information about changes made within my department.	*3.33*	*2.85*
I receive clear information about changes being made within WSU.	*3.16*	*2.88*
I have input regarding my teaching opportunities and assignments.	*3.77*	*3.00*
I am encouraged to participate in mentoring activities.	*3.50*	*3.00*

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, was provided by respondents who identified themselves within WSU Tri Cities.

- Collaborative working relationships on campus
- Hostile work environment
- Lack of trust in upper management on the campus; university administration drives a wedge between faculty within differing departments; lowers collaboration and morale
- Lack of timely communication and information regarding departmental and employee changes
- Tension between Tri-Cities and Pullman campus
- Supervisory behavior; poor leadership; no support for co-worker communication and collaboration; create poor work environment

ACTION ITEMS:

In looking at the data for those respondents who identified themselves within WSU Tri Cities, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes at all levels within the University
- Encourage communication with employees on how success is measured
- Promote ongoing training and reporting of inappropriate behavior at all levels within the college
- Evaluate and promote supervisory/manager, faculty, and staff training, and professional development, efforts
- Identify ways to encourage work/life balance throughout the various employee types
- Identify ways to promote collaborative work environments

Response Average Breakdown:

	WSU	Tri Cities
# of Respondents		33
Overall response average for statements 1-25	**3.72**	**3.67**
Faculty Specific Response Average	**3.63**	**3.17**

Faculty Specific Section: Do faculty feel they provide contributions within their faculty appointments?		
I have support to pursue my research opportunities.	3.61	3.50
I have input regarding my teaching opportunities and assignments.	3.77	3.00
I am encouraged to participate in mentoring activities.	3.50	3.00

	Section 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.41
2	I receive the information I need to perform my job.	4.07	4.03
3	I have the resources I need to do my job effectively.	4.00	4.15
4	I have the technology I need to do my job efficiently.	4.16	4.30

	Section 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.18
6	My supervisor values me and the work I do.	3.85	3.88
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.48
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.44

	Section 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.55
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.34
11	I am encouraged to come up with better ways of doing things.	3.57	3.34

	Section 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	4.21
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	4.12
14	Those around me are committed to doing quality work.	4.12	4.24

	Section 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.48
16	I receive clear information about changes made within my department.	3.33	2.85
17	I know how my department measures success.	3.27	3.21
18	I know how my work contributes to the success of my department.	3.84	3.64
19	My department demonstrates support for a diverse workforce.	4.00	3.64
20	I enjoy being part of my department.	3.96	3.88

	Section 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.63
22	I receive clear information about changes made within my college/area.	3.18	2.76
23	I receive clear information about changes being made within WSU.	3.16	2.88
24	I enjoy being part of Washington State University.	4.08	4.15
25	Overall, I am satisfied at work.	3.84	3.94

There were 30 respondents who identified their department within WSU Vancouver with a response average for statements 1-25, of 3.98, which was higher than the WSU average of 3.72. The average for the faculty specific statements was 3.50, which was lower than the WSU average of 3.63. Of those who responded, 47% were administrative professionals, 40% were civil service, and 13% were faculty.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I enjoy being part of my department.	3.96	4.27
I know how my work contributes to the success of my department.	3.84	4.33
I know what is expected of me at work.	4.39	4.63
My department demonstrates support for a diverse workforce.	4.00	4.67

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I have support to pursue my research opportunities.	3.61	3.00
I receive clear information about changes being made within WSU.	3.16	3.30
I am encouraged to participate in mentoring activities.	3.50	3.50
I am recognized for doing a good job.	3.42	3.50
I am encouraged to come up with better ways of doing things.	3.57	3.57

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, was provided by respondents who identified themselves within WSU Vancouver.

- Inequities in salaries; underpaid for job duties; compensation is behind market
- Reporting line is back to Pullman campus; difficult to interact and be part of the larger office; interactions between departments on both campuses
- Limited professional development and advancement opportunities on the Vancouver campus
- Lacking staffing levels to provide good customer service
- Lack of support or understanding from Pullman campus regarding positions; resources and campus initiatives
- Out of date technology

ACTION ITEMS:

In looking at the data for those respondents who identified themselves within WSU Vancouver, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to the following:

- Evaluate how to improve communication efforts regarding changes within WSU
- Encourage recognition of employees
- Identify ways to encourage work/life balance throughout the various employee types
- Improve efforts to promote and encourage professional development of employees
- Identify ways to promote collaborative work environments across campuses
- Evaluate department technology resources
- Evaluate how input from faculty and staff is solicited and taken into consideration

RESPONSE AVERAGE BREAKDOWN:

	WSU	Vancouver
# of Respondents		**30**
Overall response average for statements 1-25	**3.72**	**3.98**
Faculty Specific Response Average	**3.63**	**3.50**

FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?		
I have support to pursue my research opportunities.	3.61	3.00
I have input regarding my teaching opportunities and assignments.	3.77	4.00
I am encouraged to participate in mentoring activities.	3.50	3.50

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.63
2	I receive the information I need to perform my job.	4.07	4.20
3	I have the resources I need to do my job effectively.	4.00	3.97
4	I have the technology I need to do my job efficiently.	4.16	4.23

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.50
6	My supervisor values me and the work I do.	3.85	4.23
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.73
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.77

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.60
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.77
11	I am encouraged to come up with better ways of doing things.	3.57	3.57

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.97
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.97
14	Those around me are committed to doing quality work.	4.12	4.23

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	4.23
16	I receive clear information about changes made within my department.	3.33	3.87
17	I know how my department measures success.	3.27	3.73
18	I know how my work contributes to the success of my department.	3.84	4.33
19	My department demonstrates support for a diverse workforce.	4.00	4.67
20	I enjoy being part of my department.	3.96	4.27

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	4.03
22	I receive clear information about changes made within my college/area.	3.18	3.63
23	I receive clear information about changes being made within WSU.	3.16	3.30
24	I enjoy being part of Washington State University.	4.08	4.23
25	Overall, I am satisfied at work.	3.84	3.83

PULLMAN CAMPUS

There were 247 respondents who did not identified their department, however identified themselves located on the Pullman campus with a response average for statements 1-25, of 3.54, which was higher than the WSU average of 3.72. The average for the faculty specific statements was 3.60, which was higher than the WSU average of 3.63. Of those who responded, 39% were civil service 27% were administrative professionals, and 24% were faculty.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive the information I need to perform my job.	*4.07*	*3.97*
Those around me are committed to doing quality work.	*4.12*	*4.00*
I have the technology I need to do my job efficiently.	*4.16*	*4.06*
I know what is expected of me at work.	*4.39*	*4.32*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes being made within my college/area.	*3.18*	*2.93*
I receive clear information about changes being made within WSU.	*3.16*	*3.04*
My supervisor gives me ongoing feedback to help me improve performance.	*3.29*	*3.05*
I know how my department measures success.	*3.27*	*3.10*
I feel encouraged to have a good balance between work and personal life.	*3.42*	*3.14*

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, was provided by respondents who identified themselves located on the WSU Pullman.

- Enjoy working for WSU
- Enjoy co-workers and people on campus
- Compensation; underpaid for job duties; inequities in salary increases and value assessments
- Poor performers not held to the same expectations; those who complain get rewarded; different expectations for various employee types; university administrators and leaders not held to the same expectations
- Changes are made to employees positions without input from employee
- Leadership training for all administrators in high level positions
- Organizational changes across the university don't make sense
- Opportunities for advancement; career development
- Trust and respect are lacking
- Departmental silos; us vs them mentality across departments and colleges
- Supervisory behavior; lack of open communication

RESPONSE AVERAGE BREAKDOWN:

	WSU	Not Disclosed Pullman
# of Respondents		247
Overall response average for statements 1-25	**3.72**	**3.54**
Faculty Specific Response Average	**3.63**	**3.60**

	FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?		
	I have support to pursue my research opportunities.	3.61	3.44
	I have input regarding my teaching opportunities and assignments.	3.77	3.88
	I am encouraged to participate in mentoring activities.	3.50	3.48

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.32
2	I receive the information I need to perform my job.	4.07	3.97
3	I have the resources I need to do my job effectively.	4.00	3.87
4	I have the technology I need to do my job efficiently.	4.16	4.06

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.19
6	My supervisor values me and the work I do.	3.85	3.61
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.05
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.14

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.18
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.27
11	I am encouraged to come up with better ways of doing things.	3.57	3.37

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.64
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.64
14	Those around me are committed to doing quality work.	4.12	4.00

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.74
16	I receive clear information about changes made within my department.	3.33	3.24
17	I know how my department measures success.	3.27	3.10
18	I know how my work contributes to the success of my department.	3.84	3.70
19	My department demonstrates support for a diverse workforce.	4.00	3.89
20	I enjoy being part of my department.	3.96	3.73

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.54
22	I receive clear information about changes made within my college/area.	3.18	2.93
23	I receive clear information about changes being made within WSU.	3.16	3.04
24	I enjoy being part of Washington State University.	4.08	3.79
25	Overall, I am satisfied at work.	3.84	3.57

SPOKANE CAMPUS

There were 46 respondents who did not identified their department, however identified themselves located on the Spokane campus with a response average for statements 1-25, of 3.76, which was higher than the WSU average of 3.72. The average for the faculty specific statements was 3.68, higher than the WSU average of 3.63. Of those who responded, 41% were faculty, 37% were civil service and 22% were administrative professionals.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I enjoy being part of Washington State University.	*4.08*	*4.12*
I have the technology I need to do my job efficiently.	*4.16*	*4.17*
My department demonstrates support for a diverse workforce.	*4.00*	*4.19*
Those around me are committed to doing quality work.	*4.12*	*4.31*
I know what is expected of me at work.	*4.39*	*4.36*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I receive clear information about changes being made within my college/area.	*3.18*	*3.12*
I feel encouraged to have a good balance between work and personal life.	*3.42*	*3.33*
I receive clear information about changes being made within WSU.	*3.16*	*3.33*
My supervisor gives me ongoing feedback to help me improve performance.	*3.29*	*3.40*
I am recognized for doing a good job.	*3.42*	*3.41*
I am encouraged to provide input on decisions impacting my work.	*3.55*	*3.41*

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, was provided by respondents who identified themselves located on the Spokane campus.

- Communication; transparency of information
- Supervisory behavior; favoritism by faculty and supervisors; employee treatment
- Support staff in college make hiring and promoting appropriate individuals difficult
- Work environment within the college is poor
- Lack of one-on-one new employee orientation
- Out of date technology; time reporting

RESPONSE AVERAGE BREAKDOWN:

		WSU	Not Disclosed Spokane
	# of Respondents		48
	Overall response average for statements 1-25	**3.72**	**3.94**
	Faculty Specific Response Average	**3.63**	**4.11**

	FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?		
	I have support to pursue my research opportunities.	3.61	4.00
	I have input regarding my teaching opportunities and assignments.	3.77	4.00
	I am encouraged to participate in mentoring activities.	3.50	4.33

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.54
2	I receive the information I need to perform my job.	4.07	4.21
3	I have the resources I need to do my job effectively.	4.00	4.17
4	I have the technology I need to do my job efficiently.	4.16	4.38

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	3.72
6	My supervisor values me and the work I do.	3.85	4.13
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	3.68
8	I feel encouraged to have a good balance between work and personal life.	3.42	3.81

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.85
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.83
11	I am encouraged to come up with better ways of doing things.	3.57	3.88

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.69
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.88
14	Those around me are committed to doing quality work.	4.12	3.81

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	4.10
16	I receive clear information about changes made within my department.	3.33	3.65
17	I know how my department measures success.	3.27	3.50
18	I know how my work contributes to the success of my department.	3.84	4.02
19	My department demonstrates support for a diverse workforce.	4.00	4.30
20	I enjoy being part of my department.	3.96	4.10

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.94
22	I receive clear information about changes made within my college/area.	3.18	3.46
23	I receive clear information about changes being made within WSU.	3.16	3.38
24	I enjoy being part of Washington State University.	4.08	4.40
25	Overall, I am satisfied at work.	3.84	4.15

TRI CITIES CAMPUS

There were 19 respondents who did not identified their department, however identified themselves located on the Tri Cities campus with a response average for statements 1-25, of 3.46, which was lower than the WSU average of 3.72. The average for the faculty specific statements was 2.78, which was lower than the WSU average of 3.63. Of those who responded, 47% were administrative professionals, 37% were civil service and 16% were faculty.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
A spirit of cooperation and teamwork exists between me and co-workers.	*3.86*	*3.89*
I have the technology I need to do my job efficiently.	*4.16*	*3.89*
I enjoy being part of Washington State University.	*4.08*	*3.94*
I know how my work contributes to the success of my department.	*3.84*	*3.94*
I know what is expected of me at work.	*4.39*	*4.21*
Those around me are committed to doing quality work.	*4.12*	*4.22*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I feel encouraged to have a good balance between work and personal life.	*3.42*	*2.56*
I receive clear information about changes being made within WSU.	*3.16*	*2.65*
I receive clear information about changes being made within my college/area.	*3.18*	*2.71*
I know how my department measures success.	*3.27*	*2.78*
I receive clear information about changes being made within my department.	*3.33*	*2.89*

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, was provided by respondents who identified themselves located on the WSU Tri Cities.

- Lack of internal advancement opportunities

Response Average Breakdown:

	WSU	Not Disclosed Tri Cities
# of Respondents		**17**
Overall response average for statements 1-25	**3.72**	**3.46**
Faculty Specific Response Average	**3.63**	**2.78**

FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointments?		
I have support to pursue my research opportunities.	3.61	3.00
I have input regarding my teaching opportunities and assignments.	3.77	2.33
I am encouraged to participate in mentoring activities.	3.50	3.00

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.21
2	I receive the information I need to perform my job.	4.07	3.79
3	I have the resources I need to do my job effectively.	4.00	3.68
4	I have the technology I need to do my job efficiently.	4.16	3.89

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	2.94
6	My supervisor values me and the work I do.	3.85	3.72
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	2.94
8	I feel encouraged to have a good balance between work and personal life.	3.42	2.56

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.00
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.11
11	I am encouraged to come up with better ways of doing things.	3.57	3.56

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.89
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.83
14	Those around me are committed to doing quality work.	4.12	4.22

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.59
16	I receive clear information about changes made within my department.	3.33	2.89
17	I know how my department measures success.	3.27	2.78
18	I know how my work contributes to the success of my department.	3.84	3.94
19	My department demonstrates support for a diverse workforce.	4.00	3.76
20	I enjoy being part of my department.	3.96	3.72

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.61
22	I receive clear information about changes made within my college/area.	3.18	2.71
23	I receive clear information about changes being made within WSU.	3.16	2.65
24	I enjoy being part of Washington State University.	4.08	3.94
25	Overall, I am satisfied at work.	3.84	3.65

VANCOUVER CAMPUS

There were 21 respondents who did not identified their department, however identified themselves located on the Vancouver campus with a response average for statements 1-25, of 3.52, which was lower than the WSU average of 3.72. The average for the faculty specific statements was 4.04, which was higher than the WSU average of 3.63. Of those who responded, 29% were administrative professionals, 29% were civil service and 43% were faculty.

HIGHEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
I know what is expected of me at work.	*4.39*	*4.19*
Those around me are committed to doing quality work.	*4.12*	*4.20*
I have input regarding my teaching opportunities and assignments.	*3.77*	*4.22*
I am encouraged to participate in mentoring activities.	*3.50*	*4.22*
I have the technology I need to do my job efficiently.	*4.16*	*4.29*

LOWEST RESPONSE AVERAGE:

Statements	WSU Average	Area Average
My supervisor gives me ongoing feedback to help me improve performance.	*3.29*	*2.70*
I feel encouraged to have a good balance between work and personal life.	*3.42*	*2.90*
I am recognized for doing a good job.	*3.42*	*2.95*
I receive clear information about changes being made within WSU.	*3.16*	*3.00*
I receive clear information about changes being made within my college/area.	*3.18*	*3.21*

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, was provided by respondents who identified themselves located on the WSU Vancouver.

- Inequities in salaries; underpaid for job duties
- Out of date technology

Response Average Breakdown:

	WSU	Not Disclosed Vancouver
# of Respondents		**21**
Overall response average for statements 1-25	**3.72**	**3.52**
Faculty Specific Response Average	**3.63**	**4.04**

FACULTY SPECIFIC SECTION: Do faculty feel they provide contributions within their faculty appointment?		
I have support to pursue my research opportunities.	3.61	3.67
I have input regarding my teaching opportunities and assignments.	3.77	4.22
I am encouraged to participate in mentoring activities.	3.50	4.22

	SECTION 1: Do employees know and have what they need to do their job?		
1	I know what is expected of me at work.	4.39	4.19
2	I receive the information I need to perform my job.	4.07	3.57
3	I have the resources I need to do my job effectively.	4.00	3.71
4	I have the technology I need to do my job efficiently.	4.16	4.29

	SECTION 2: Do employees feel they are valued?		
5	I am recognized for doing a good job.	3.42	2.95
6	My supervisor values me and the work I do.	3.85	3.40
7	My supervisor gives me ongoing feedback to help improve my performance.	3.29	2.70
8	I feel encouraged to have a good balance between work and personal life.	3.42	2.90

	SECTION 3: Do employees feel they provide individual contributions?		
9	I am encouraged to develop myself professionally.	3.45	3.48
10	I am encouraged to provide input on decisions impacting my work.	3.55	3.37
11	I am encouraged to come up with better ways of doing things.	3.57	3.32

	SECTION 4: Do employees feel connected to their co-workers?		
12	A spirit of cooperation and teamwork exists between me & my co-workers.	3.86	3.90
13	Knowledge & information sharing is practiced between me & my co-workers.	3.81	3.60
14	Those around me are committed to doing quality work.	4.12	4.20

	SECTION 5: Do employees feel connected to their department?		
15	Clear reporting structures are established within my department.	3.79	3.79
16	I receive clear information about changes made within my department.	3.33	3.53
17	I know how my department measures success.	3.27	3.26
18	I know how my work contributes to the success of my department.	3.84	3.43
19	My department demonstrates support for a diverse workforce.	4.00	4.00
20	I enjoy being part of my department.	3.96	3.80

	SECTION 6: Do employees feel connected to WSU as a whole?		
21	I am encouraged to improve work processes to benefit customers.	3.72	3.50
22	I receive clear information about changes made within my college/area.	3.18	3.21
23	I receive clear information about changes being made within WSU.	3.16	3.00
24	I enjoy being part of Washington State University.	4.08	3.52
25	Overall, I am satisfied at work.	3.84	3.43