

## Appendix B Exit Interviews

### Part 1 Exit Survey Narrative Comments Summary – January 2016-January 2018

#### Was there a particular incident or time when you began to consider leaving Western or your current department?

- Lack of positive supervision, negative attitudes were toxic.
- Asked to take on additional duties, took an additional year to make it in to my job description, despite the added work, no grade increase. I know then Western had no value for me as an employee.
- Increased workload, lack of support, was asked directly by supervisor to violate Washington State law.
- Promised a re-classification. After the process began, was informed by HR that they would not receive any sort of pay increase or re-class.
- I felt my contributions were not valued by some colleagues and it became clear to me that it would not be possible for me to become a dean at Western.
- After a series of notable instances that demonstrated my department (as it currently exists) is not a great place to work.
- I realized I would be reaching the top of my pay scale and would have no more opportunity for advancement in my current position.
- More dishonesty than I can tolerate. I felt that I was being yelled at and not properly trained. Was told there wasn't enough time for innovative ideas.
- Not satisfied with how my supervisor evaluated my contributions after 10 years. Little growth potential in my department. Supervisor made for a miserable experience.
- Supervisor thwarted my ability to do my job. Demeaned me in front of one of my staff.
- The pressure and tone of my workplace is no longer satisfying and is affecting my health.
- Found higher paying opportunity.
- Seeking a higher wage.
- Closed down the department.
- Workload became too stressful.
- Western does not feel obligated to make sure all of its employee groups are treated equitably. State salary surveys for classified is pegged to the 25<sup>th</sup> percentile of market while Western funds exempt employee salary to a much higher percentage. Disagrees with terms "pro staff" and "professional staff" vs. classified.
- Morale and accountability issues brought up with supervisor and were dismissed.
- Looked for opportunities for professional growth and found job outside of Western.
- Lack of leadership by director.
- Lack of support received through OCR investigation.
- Didn't feel "at home" at WWU or Bellingham.
- Our purpose has changed since new director started – no longer serving students and the mission. Seems we are serving the director and his agenda, which is unclear and ever-changing.
- My position reclassification was denied.
- Lost confidence in WWU.
- Hostile and stressful environment to work in.
- Lack of administration's attention to women's issues and student concerns related to gender-based violence. The pace and demands of my work negatively affected my health.

- Disputed the results of the Pro Staff compensation program analysis. I was compensated thousands below my peers.

**Primary Reason for Leaving WWU or Current Department:**

- The bullying that was happening in the office was constant and throughout every workday, interfering with my ability to think and concentrate. Ended up with PTSD and needed to go on medical leave.
- Chronic lack of support and trust in employees and continued cuts to staffing.
- Failed promises of a raise and a re-classification.
- I am not able to deliver great things largely due to policies and leadership decisions that prevent me from doing work or that minimize the importance of my contributions. Severely underutilized and not growing in my position.
- Felt significantly underpaid.
- Found higher paying opportunity.
- Lack of career opportunities.
- Earning potential not substantial for me.
- Lack of affordable housing in Bellingham.
- Lack of leadership and accountability by the director.
- Lack of leadership in my department led me to feel ineffective, unsupported and disgruntled. Rarely given clear expectations. Supervisor did not advocate for me or my colleagues.
- Not respected.
- Difficult work environment, lack of flexibility.
- Need for more flexibility in my job to accommodate my family's needs and provide more quality of life.
- Talk about inclusion, equity and diversity was hollow. Current department has been infiltrated by bullies and a bully culture has gained a foothold. Disrespect has become part of our office culture.

**If leaving for another position, what does the company/opportunity offer that Western or your current department may not?**

- Better pay.
- Higher salary, more autonomy.
- Position allows me to be considered for deanships or other administrative positions at other colleges or universities.
- Chance to innovate and grow.
- Higher pay.
- Higher total compensation. Career advancement opportunities.
- Opportunity for advancement.
- Higher salary.
- Higher salary. Room for professional growth.
- Appropriate salary for my skill-set.
- Higher pay, better culture, more diverse community.
- Work/life balance, ability to work at home.
- I'm making a lateral move to a very similar position at another state institution but will be making \$20,000 more than I am currently at Western.

- My department and division does not value high performance, excellence, and no space to grow and learn.
- Flexibility, less hierarchy, less stress.

**Would you work for WWU or your current department again in the future?**

- I do not want to work in education.
- I would not want to work for Western again.
- I would not work for \_\_\_\_ again but would love to work for Western again.
- No. Nor would I ever ask my friends to apply for jobs in the department. It is the most racist, misogynistic, backbiting department I have even been a part of.
- Only if \_\_\_\_\_ was not the director.
- I would continue to work for Western.
- Western lack quality leadership. Management is demeaning and disrespectful towards their employees, treating them as “workers” instead of colleagues and valuable professionals in their trades.
- I would consider it if there was a different director.
- I would not want to work for my current department again as it is now.
- Strong lack of structure and communications has made it difficult to work effectively.
- I would definitely recommend Western to others and depart on good terms.
- Leadership is too reactionary; they prefer to manage crisis after crisis rather than fix the underlying problems. As a minority employee, I did not have any influential advocates to look out for my interests.

**Thank you for your service to Western. Please provide any additional comments or suggestions you feel would be beneficial to potential new hires or current staff.**

- Western must develop a comprehensive change in attitude and culture regarding the recruiting, welcoming, serving and retaining international students.
- Salary could be higher – salaries for similar roles as mine are much higher at other institutions. But, Western is an excellent place to work.
- I feel my manager should have leadership trainings, trainings on differences between student staff and a classified employee.
- Do not work for this department.
- Faculty orientation has improved but not all departments are in compliance with the CBA. I have been most disturbed by the attempt by HR to keep staff in their place. Starting salaries for highly skilled individuals is embarrassing and does not reflect well upon Western.
- I am grateful to Western and The Libraries.
- WWU is a great place to work.
- Decisions are made without consulting the people most affected by them. Lack of transparency regarding controversial WWU events.
- It’s been my privilege to work at Western.
- Western has been a great place to work.
- I loved working here.
- Western has so many great amenities.
- New staff orientation is not appropriate to staff working at branch sites.
- We are 10% below the state and around 25% below national wages. Whatcom County cost of living continues to outpace this profession.

- Thankful to Western. However, Western's (HR) approach to compensation as well as the cultural dialog and labels HR uses in speaking about different employee groups divides rather than unites.
- Please consider supporting a lighter workload for professional staff. It can be grueling and very difficult to maintain the level of vigilance that is needed.
- Make sure goals are realistic and reasonable.
- Many of my colleagues are competent and driven, and they are undervalued and underutilized. Overall, I have been proud to work at Western.
- I was harassed and bullied so badly, I frequently left work in tears at the end of the day and was too frightened to use the restroom because of other "peer" employees. I went to HR and nothing was resolved satisfactorily. I lived in terror of coming to work each day. My supervisor and her direct supervisor (mid-level managers) were not given the support needed during a time of leadership transition. This created a power vacuum and a severely hostile work environment. Once I left the role, the position was reclassified and the person who succeeded me was paid more for the very same work I was doing. I had asked for the role to be reviewed and was pushed off.
- It would be helpful to provide a professional development class that teaches employees about how budget/financial systems work at Western. (What FAST indexes are, what JVs are, how purchase orders work, etc.) I had to teach myself all of this.