

2016 CAMPUS CLIMATE SURVEY

Introduction and Background Information

The Spring 2016 Campus Climate Survey was administered online to Pasadena City College employees with a viable email address. Employees were sent an initial email invitation to their primary email address on record with the college explaining the purpose of the Campus Climate survey and inviting them to participate. Over the next four weeks, reminder emails and invitations were sent to those employees who had not completed the survey.

This year's recipient list was the largest in recent years with 2,617 survey invitations. 473 employees completed the survey for an overall response rate of 18%. Although the response rate for 2016 is slightly lower than in the 2015 Campus Climate Survey, the actual number of responses went up by over 150. The increase can be almost entirely contributed to the increase in Adjunct Faculty responses. Charts 1 and 2 (below) show a breakdown of respondent demographics:

Chart 1 - Response Distribution by Employee Class

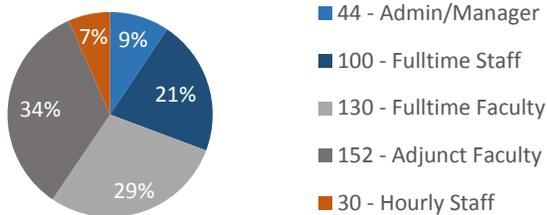
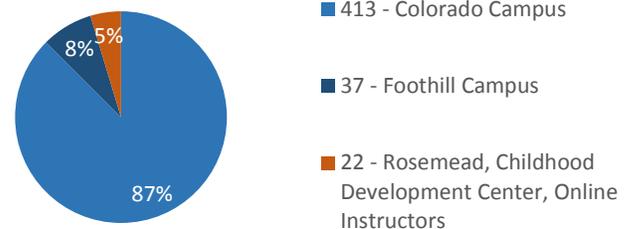


Chart 2 - Response Distribution by Work Location



Demographic information is important in ensuring an accurate representation of a population. In 2015, only three responses were recorded from Adjunct Faculty employees; this year, they are the most represented employee group with 152 responses, which much more closely resemble our employee makeup. Unfortunately, despite attempts to increase representation from our hourly staff, we still see less than 10% identifying as hourly staff.

The Campus Climate Survey can be divided into four general categories: Job Satisfaction, Employee Relations, Internal Processes (Program Review, Planning and Resource Allocation), and Shared Governance. This report will mirror those categories in presenting a summary and analysis of the responses. Most of the charts and text will reflect a comparison between the positive responses and the negative responses. Thus the percentages will not necessarily add up to 100 because responses in the neutral/ambivalent response set are excluded from the comparison.

Highlights from the 2016 Campus Climate Survey

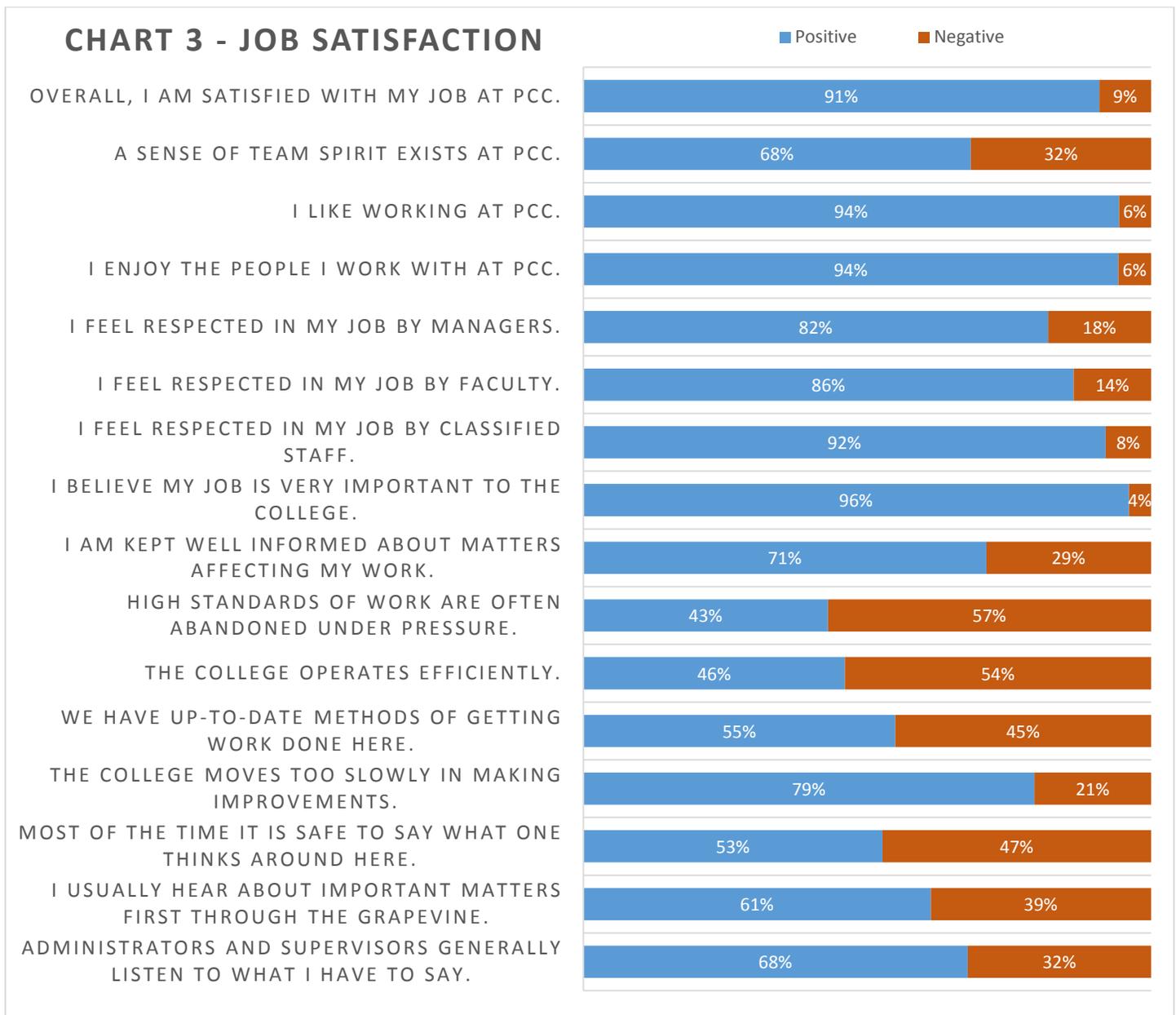
- Employee knowledge and awareness of internal processes is low
- There is a high level of job satisfaction
- Employees are relatively dissatisfied with the campus-wide movement of information
- Full-time Staff has the lowest positive response rate across the entire survey

Job Satisfaction

The Mission of Pasadena City College is:

To provide a high quality, academically robust learning environment that encourages, support and facilitates student learning and success. The College provides an academically rigorous and comprehensive curriculum for students pursuing educational and career goals as well as learning opportunities designed for individual development. The College is committed to providing access to higher education for the members of the diverse communities with the District service areas and of offering courses, programs, and other activities to enhance the economic conditions and the quality of life in these communities.

Job satisfaction has historically been rated very highly in the Campus Climate Surveys and 2016 is no exception. Seven questions have above an 80% positive response rate for questions regarding personal attitudes toward working at PCC; however, some areas show a lower satisfaction rating. Chart 3 shows the percentage of positive (Strongly Agree/Agree) to negative (Strongly Disagree/Disagree) responses for each job satisfaction question.



Compared to 2015, positive responses increased by an average of 8% and negative responses decreased by an average of 6% on all previously included questions. PCC has made forward progress on job satisfaction, but in order to further study intrapersonal relationships at work, several new questions were included in the 2016 Campus Climate Survey. Most responses in this area showed a high satisfaction:

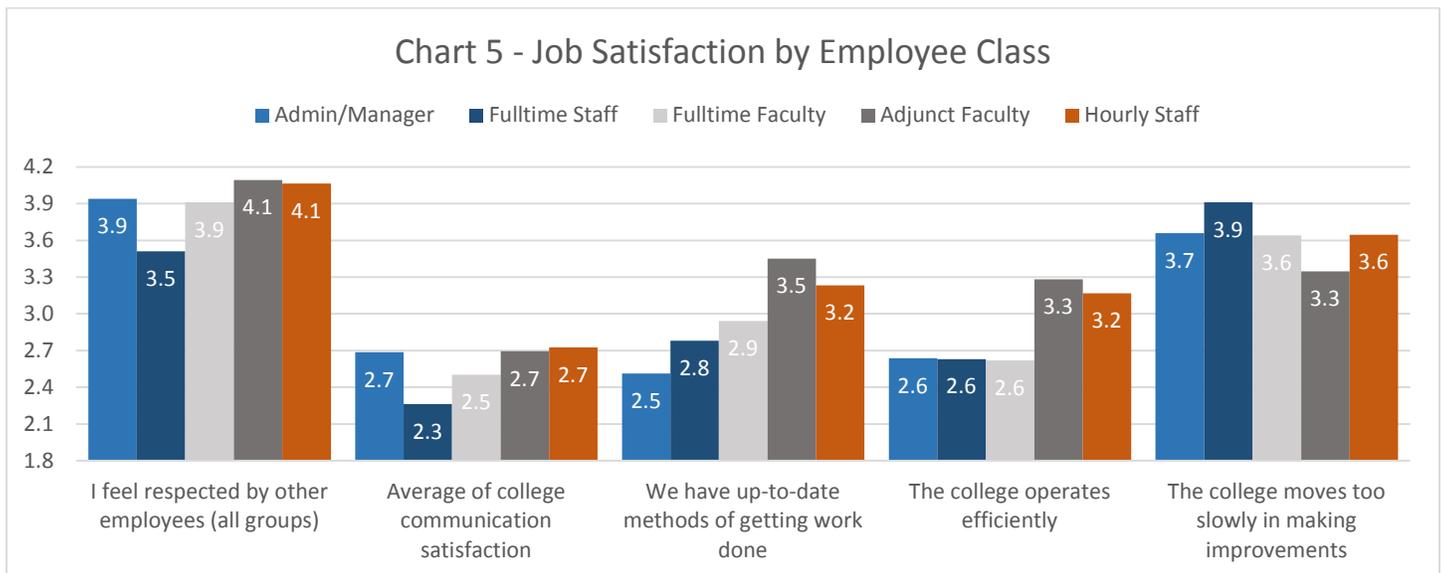
- *I feel respected in my job by managers* (82% positive)
- *I feel respected in my job by faculty* (86% positive)
- *I feel respected in my job by classified staff* (92% positive)
- *I believe my job is very important to the college* (96% positive)

Employees appear to be satisfied with their role, but not necessarily with the campus as a whole. Employees do not share the same positivity about the culture of PCC as a workplace. The following areas may require special attention:

- *A sense of team spirit exists at PCC* (68% positive)
- *The college operates efficiently* (46% positive)
- *We have up-to-date methods of getting work done here* (55% positive)
- *Most of the time it is safe to say what one thinks around here* (53% positive)

Some responses show a wide variation between employee groups; for example, hourly staff tend to be more positive in their responses, while fulltime staff tend to be much more negative. To demonstrate the differences between employee groups, Chart 5 (below) includes an average of the “Respected by Mangers/Faculty/Staff” questions as well as a grouping of the four college-wide communication questions.

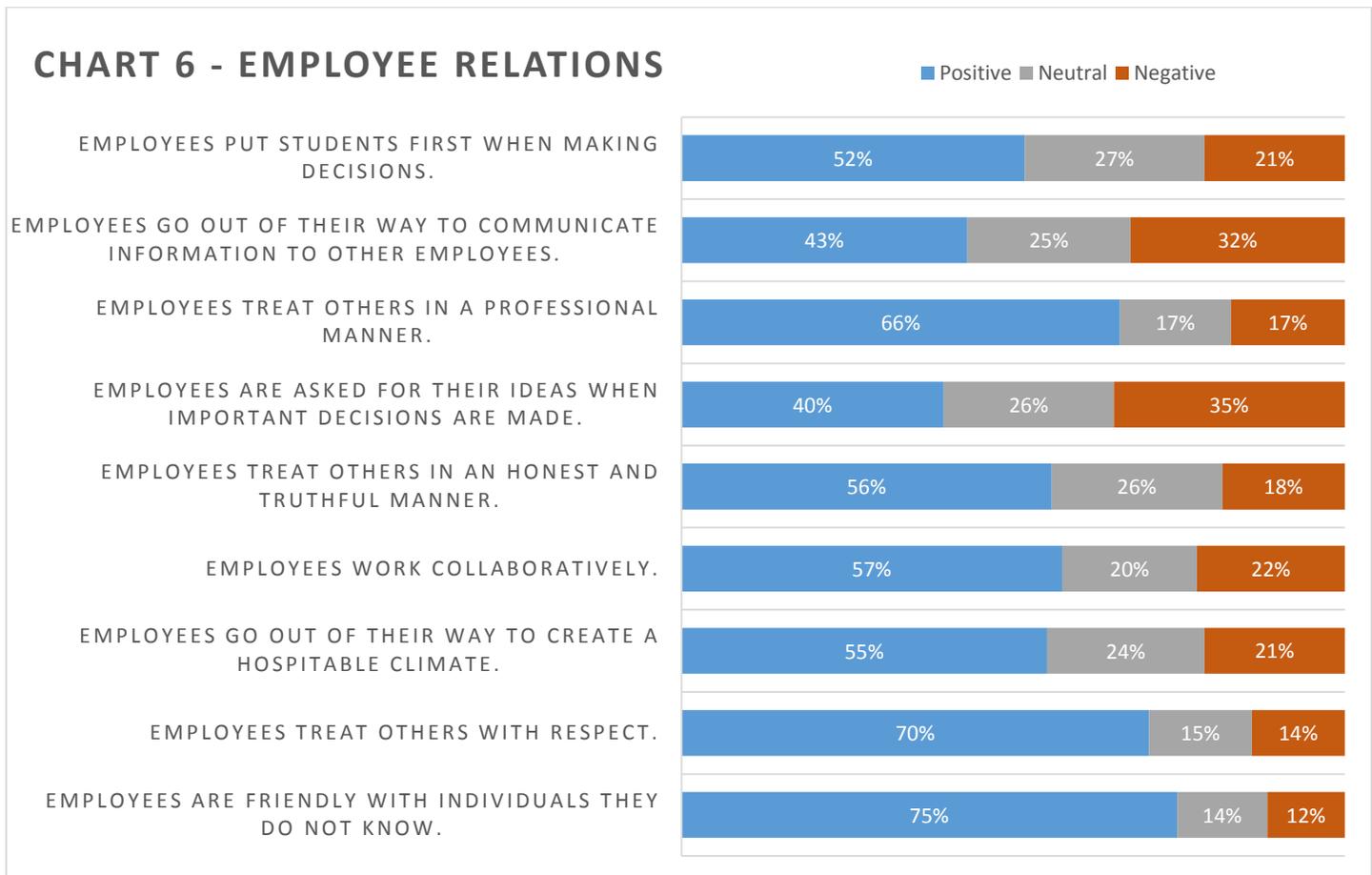
* Please note the score axis from 0 (negative) to 5 (positive) has been cut shorter in order to better display the results on this page.



As previously noted, fulltime staff has the most negative response average in every category except for *We have up-to-date-methods of getting work done*, and this trend will be observed throughout the survey. Interestingly, the classified staff feels the least respected, but also has the highest rating in feeling respected across all employees in “I feel respected by Classified Staff.” Additionally, the Fulltime Staff show a very negative response in feeling that their thoughts are heard by managers, that it is safe to say what one thinks, and in feeling well informed about work-related matters.

Employee Relations

Nine statements on the survey address how employees treat each other and how they work with one another. The response categories were a 5 point scale of Strongly Agree to Strongly Disagree. The responses were grouped into positive, neutral, or negative in Chart 6. Of the nine statements only two show lower than a 50% positive response rating, a big improvement from last year's Campus Climate Survey with only three *above* 50%.



In comparison to 2015, morale is high. Across all nine questions, positive responses improved by 10%, especially in the bottom two questions of Chart 6, regarding respect and friendliness, where positive responses rose by over 15%.

Unfortunately, even with the rise in morale, Employees still appear to feel relatively out of the loop. The survey's three lowest response ratings were in questions about communication and decision making.

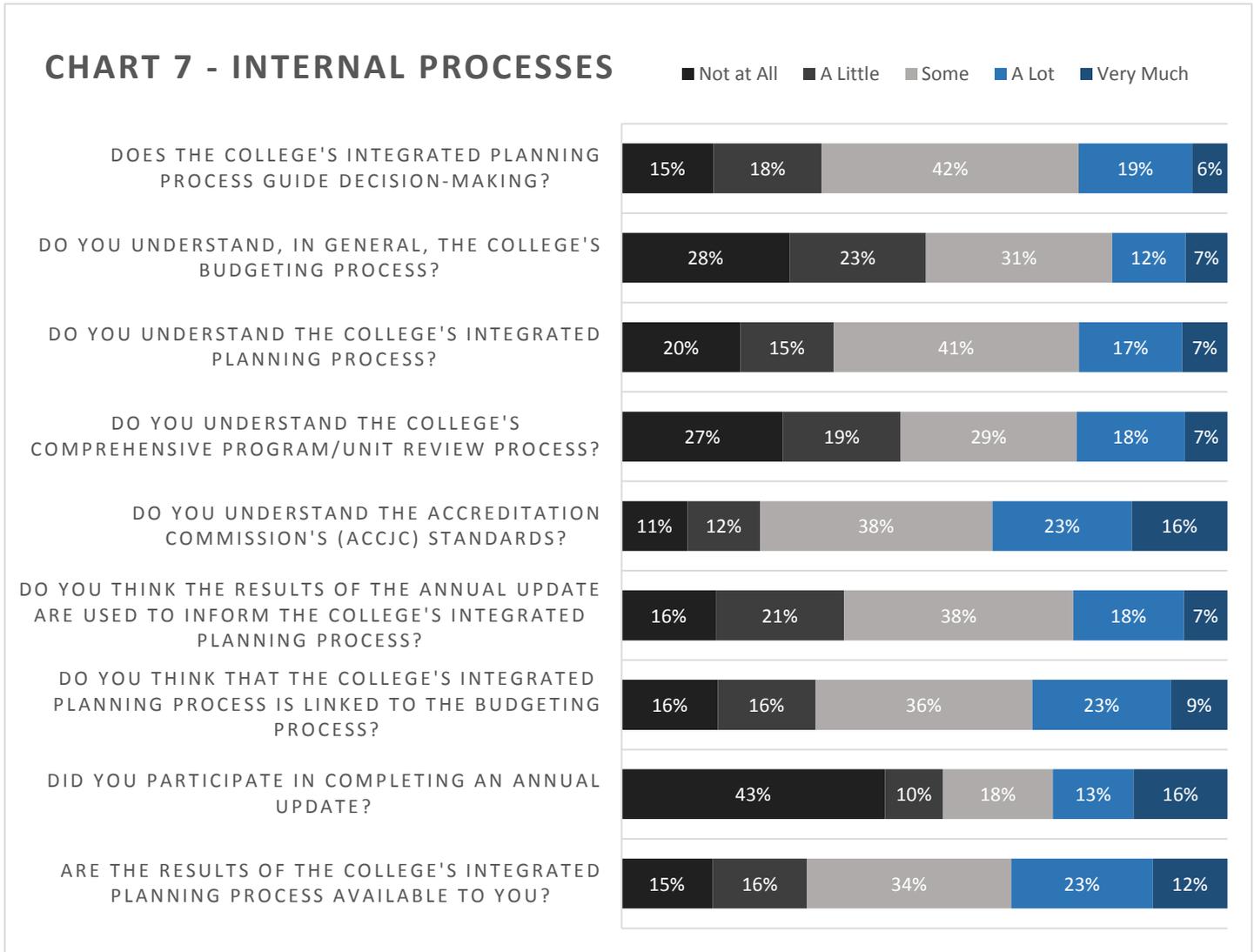
- *Employees go out of their way to communicate information to other employees* (43% positive)
- *Employees are asked for their ideas when important decisions are made* (40% positive)
- *Employees put students first when making decisions* (52% positive)

Ensuring that employees feel they are a part of the major college decisions is important for morale and confidence in our leadership. Perhaps part of this feeling of exclusion can be identified by studying employee opinions of PCC's internal processes in the next section.

Internal Processes

Internal processes include program review, planning, resource allocation, accreditation, and policy development. Understanding internal processes is a very important part of ensuring campus-wide engagement in the development and implementation of the Educational Master Plan, Facilities Master Plan, Technology Master Plan and the college goals.

Nine questions were asked to determine employee understanding and awareness of internal processes. Chart 7 illustrates employee responses to the eleven questions.



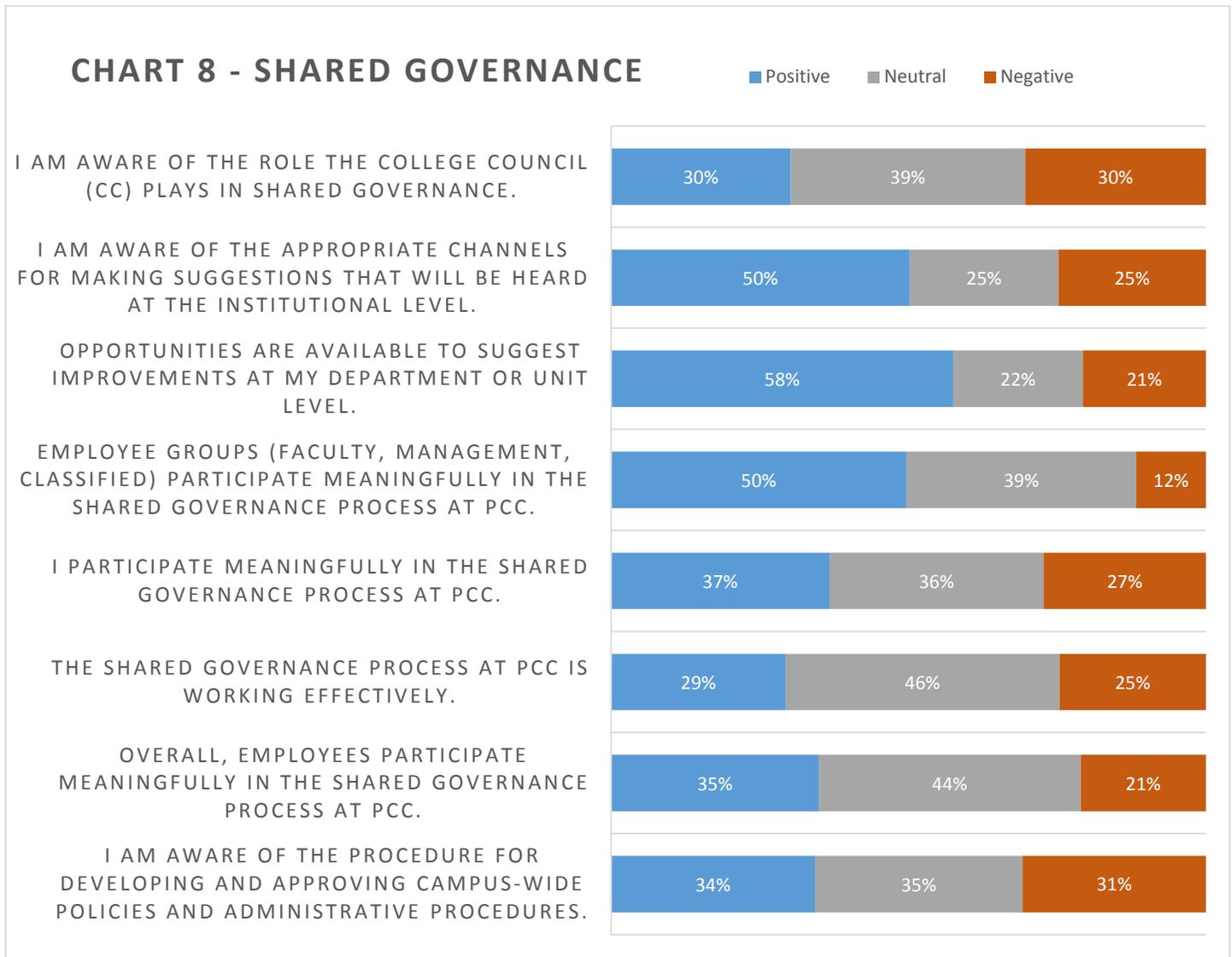
This year's responses are very consistent with 2015's in overall understanding of our internal processes: about 38% of respondent's answering with less than "some" understanding across all internal process questions versus only 28% answering with more than "some" understanding.

In Chart 7, we see a weak understanding of the college's budgeting, planning, and program review processes nearly identical to last year's results. There is slight rise in respondents who indicated that the College's Integrated Planning Process is available to them and those who understand the ACCJC standards, but otherwise, employee understanding of PCC's internal processes has remained at a lower than optimal level.

Shared Governance

Shared Governance provides college constituents an opportunity to participate in the governance processes of the college. Although the individual constituents of the Shared Governance committees have been surveyed separately in 2016 (results to be included in a separate report), an external evaluation of the process is important for planning and development. Shared Governance has been a contentious issue at PCC for the past several years, but the theme of 2016's Campus Climate survey is a lack of communication and shared governance is critical to improving information transparency.

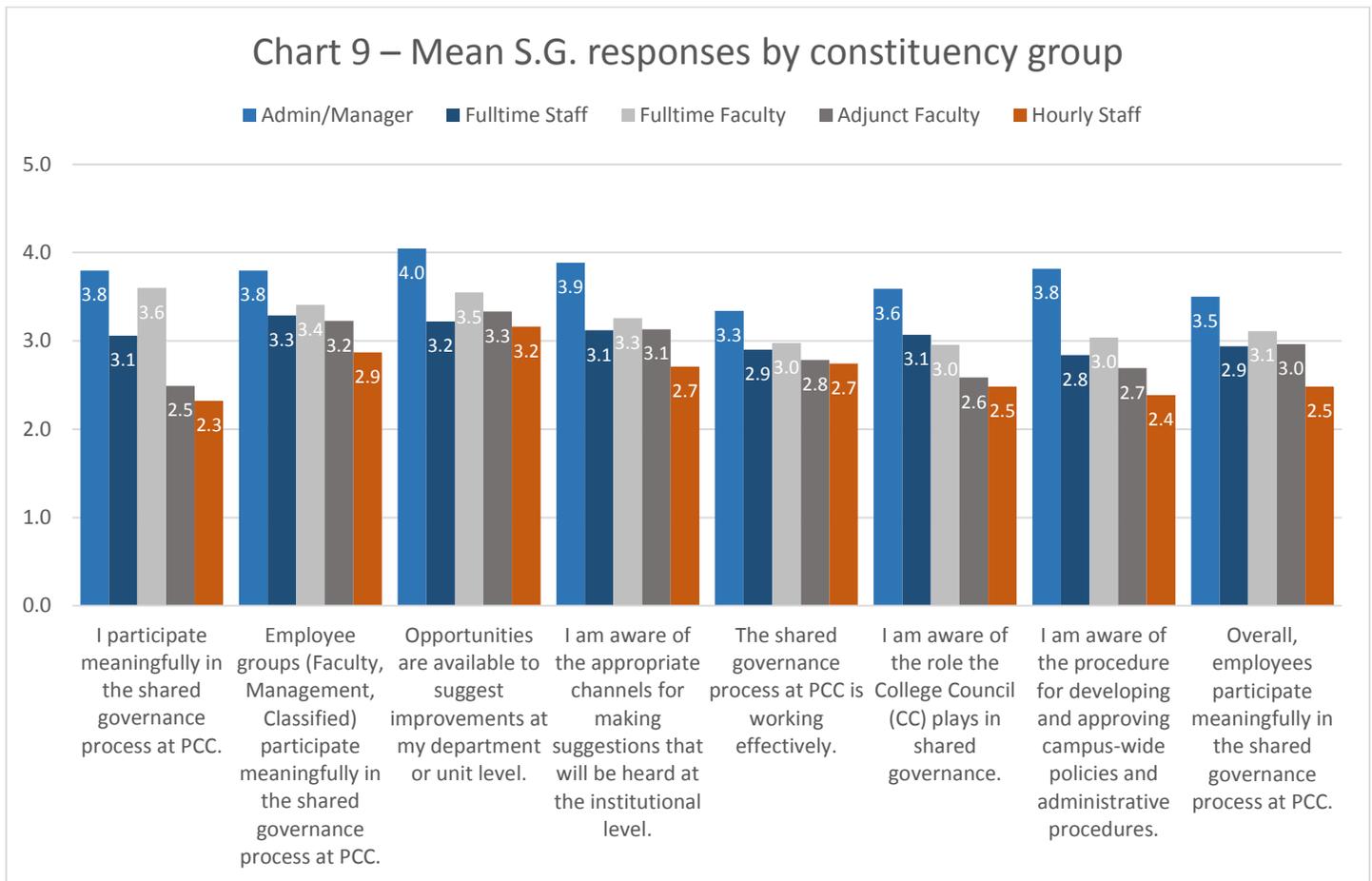
There is a distinction between awareness and participation seen in the following charts. Chart 8 illustrates overall employee responses to the seven general shared governance questions. Chart 9 compares the mean rating for each group to the overall mean rating.



In 2015, employees showed a strong distaste for the Shared Governance process, but 2016's Campus Climate Survey suggests there has been great progress in acceptance and awareness. On the next page, a few of the standout improvements are highlighted.

- *The Shared Governance process at PCC is working effectively.*
 - 2015: (10% positive, 53% negative)
 - 2016: (29% positive, 25% negative)
- *Overall, employees participate meaningfully in the Shared Governance process.*
 - 2015: (18% positive, 42% negative)
 - 2016: (35% positive, 21% negative)
- *I am aware of the appropriate channels for making suggestions that will be heard at the institutional level.*
 - 2015: (36% positive, 29% negative)
 - 2016: (50% positive, 25% negative)
- *Employee groups participate meaningfully in the Shared Governance process.*
 - 2015: (37% positive, 27% negative)
 - 2016: (50% positive, 12% negative)

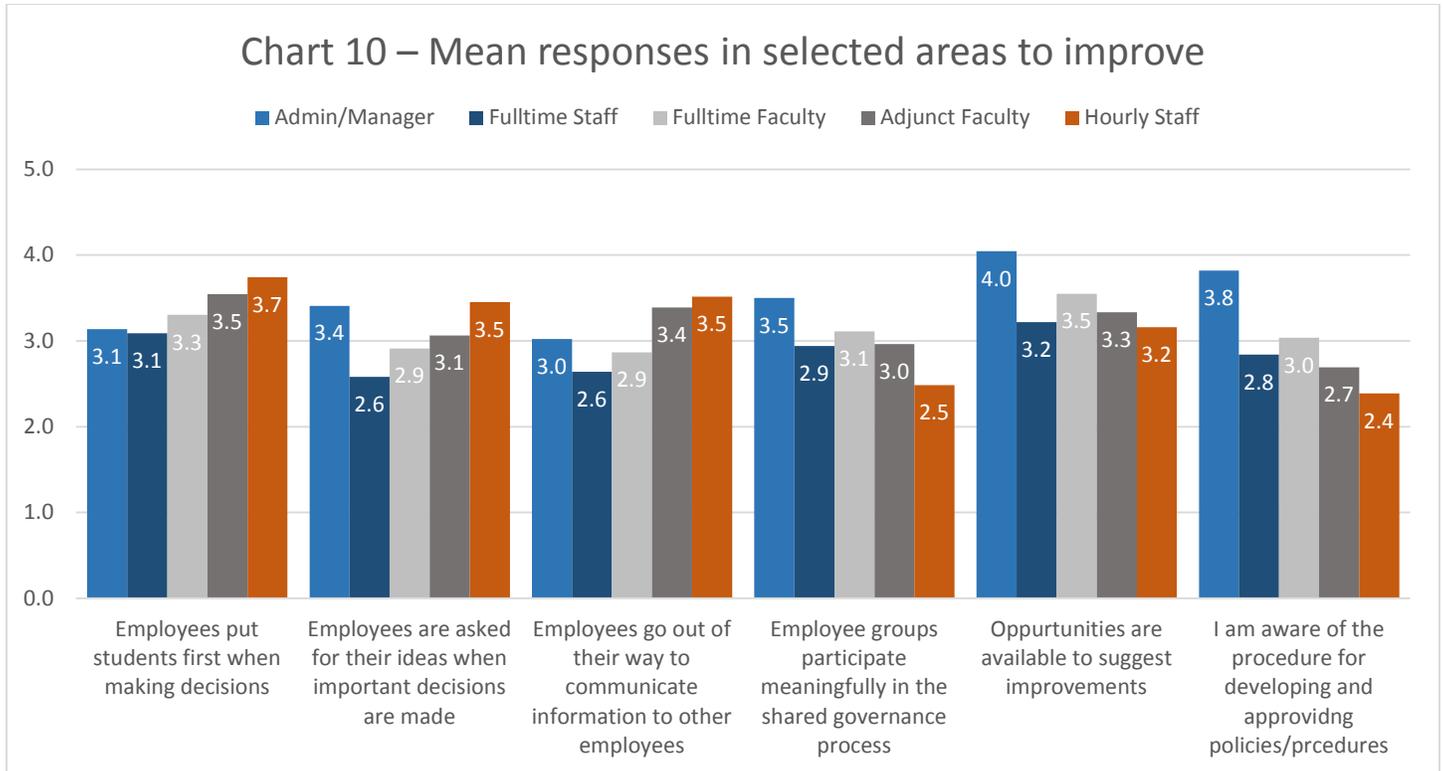
Additionally, we see evidence that employees understand there are opportunities to make suggestions and participate in policy planning, which is in direct contrast to some of the earlier sentiments in decision making. To help identify some of these discrepancies a closer look at individual employee group responses is shown in Chart 9.



Here we see a much higher rating of the Shared Governance process by Admins/Managers than we do from Staff, both full-time and hourly. Seeing as college assistants are likely not involved in Shared Governance, their low scores are not surprising, but the low response from Classified Staff, making up a significant percentage of Shared Governance committee membership, might be worth investigating further.

Things to improve at PCC

Overall, Pasadena City College has mostly satisfied employees who find enjoyment from their work. We have made great strides in increasing positive ratings in low-rated areas from 2015, such as the opinion on Shared Governance; however, there are always improvements to be made, especially at a college as large and diverse as PCC. In 2016, there appears to be a blanket dissatisfaction in college-wide communication, both in having opinions heard and in feeling-informed about policy/procedure changes.



The fulltime staff continue to show a lower positive-rating than the other employee groups in the chart above. The difference between Admin/Managers opinions on *Opportunities are available to suggest improvements* and *Employees are asked for their ideas when important decisions are made* suggests a misalignment of the information structure from top down. Some of the internal processes such as Shared Governance are designed to help share concerns and ideas throughout departments, but according to the survey results awareness, understanding, and acceptance of these processes has only improved slightly from last year. Perhaps shared governance needs to increase participation from staff or new channels of communication need to be opened up to help address this issue.

Additionally, hourly staff show the lowest level of understanding of internal processes and Shared Governance. Likely, this results is biased by the shorter average length of employment of hourly staff, but steps can likely be made to help increase the operational knowledge base of our hourly staff and the campus as a whole. Awareness is critical to understanding, which is an important part of acceptance.

With high job satisfaction ratings and mostly positive ratings across the board, PCC should recognize the substantial improvement both in the number of responses and the positivity of responses we have made since 2015. A near majority of responses included in this survey stem from specific, individual concerns, so analysis of the additional comments from the survey can be found on the following page.

Comments

Question: Is there anything else, not listed above, that you would like to see improved?

Employees were given the opportunity to provide any last comments regarding their working environment. Comments were grouped into common themes and were disaggregated by employment group when possible (i.e., when employees identified themselves as being faculty, staff, or managers in their comments). **A total of 213 employees** provided comments and/or feedback.

Overall

The majority of the comments provided were recommendations for the college and are summarized as follows:

- Improvement of facilities and maintenance was the number one recommendation provided by employees. Employees noted that cleaner bathrooms and classrooms, as well as renovations to classrooms, hallways, stairwells, and buildings, and better grounds keeping are warranted.
- Employees indicated that the campus climate needs to improve by treating each other with respect, being professional in communication and interaction with others, and collaborating more.
- More effective communication, such as responding to e-mails and voicemail messages in a timely manner is necessary.
- Streamlining processes such as submitting key requests, order requests, and requisition forms, and paying vendors. Employees indicated that these processes take too long.
- More professional development and training opportunities for all employee groups.

Other comments provided reflected employees' general thoughts and experiences at PCC and are summarized below:

- Employees that do not work on the main campus indicate that they do not feel like they are part of the larger PCC community. Additionally, they indicate that their requests for more full-time faculty and facilities renovation go unheard.
- Adjunct faculty and hourly employees indicated that they do not feel included or supported on campus.
- There is a lack of collegiality and professionalism.
- There has been significant improvement in the campus climate compared to previous years and have noticed more willingness to collaborate/work together. More work needs to be done to continue to improve the campus climate.

As stated earlier, there were some recommendations and comments that could be attributed to different employment groups. These comments and recommendations are summarized below by employment group.

Management

- Do not feel safe or comfortable voicing concerns or opinions during meetings.
- Do not feel empowered to genuinely participate in the hiring process

Faculty

- More faculty input regarding student programs and don't feel supported to create new/innovative programs
- More collaboration between faculty and departments
- More professional development opportunities and more professional development just prior to or at the beginning of semesters.
- A refocus on student success.
- Collegiality and professional communication, particularly via e-mail.

Adjunct Faculty

- Feel disconnected from their department and full-time colleagues.
- Would like more professional development opportunities and opportunities to participate in decision making processes.
- Increase in pay and benefits.

Staff

- Not feeling entirely supported by their managers
- More training (e.g., Banner) and more/better information sharing regarding changes in policies or procedures.
- An orientation for new hires that provides information regarding benefits, retirement, information on policies and procedures (e.g., travel paperwork, reimbursement paperwork, HR forms etc.)
- Provide hourly employees with opportunities to participate in shared governance