



**Success Indicator 9  
Employee Satisfaction and Opinion  
2011-12**

**Presented By:** Rachele Summerville, Executive Director Human Resources  
**Date Presented:** November, 2012, Board of Education Meeting

<b>Purpose and Meaning</b>	Satisfied employees are productive contributors to the College environment																																																						
<b>Targets</b>	<p>Measured by the level of employee satisfaction and opinion ratings on the annual survey Results = % of Strongly Agree or Agree responses;</p> <p>2010-2011: 201 surveys distributed – 65 respondents (did not include classified staff)          2011-2012: 262 surveys distributed – 144 respondents (included classified staff)</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;"></th> <th style="width: 20%; text-align: center;"><b>2011</b></th> <th style="width: 20%; text-align: center;"><b>2012</b></th> </tr> </thead> <tbody> <tr> <td>Participation</td> <td style="text-align: center;">32%</td> <td style="text-align: center;">55%</td> </tr> <tr> <td>Overall positive rating</td> <td style="text-align: center;">43%</td> <td style="text-align: center;">51%</td> </tr> <tr> <td>Job Satisfaction /Support</td> <td style="text-align: center;">62%</td> <td style="text-align: center;">70%</td> </tr> <tr> <td>Teaching Environment</td> <td style="text-align: center;">32%</td> <td style="text-align: center;">40%</td> </tr> <tr> <td>Professional Development</td> <td style="text-align: center;">65%</td> <td style="text-align: center;">58%</td> </tr> <tr> <td>Compensation/Benefits</td> <td style="text-align: center;">49%</td> <td style="text-align: center;">58%</td> </tr> <tr> <td>Facilities</td> <td style="text-align: center;">54%</td> <td style="text-align: center;">60%</td> </tr> <tr> <td>Policies, Resources &amp; Efficiency</td> <td style="text-align: center;">32%</td> <td style="text-align: center;">42%</td> </tr> <tr> <td>Shared Governance</td> <td style="text-align: center;">30%</td> <td style="text-align: center;">44%</td> </tr> <tr> <td>Pride</td> <td style="text-align: center;">53%</td> <td style="text-align: center;">64%</td> </tr> <tr> <td>Supervision</td> <td style="text-align: center;">49%</td> <td style="text-align: center;">64%</td> </tr> <tr> <td>Senior Leadership</td> <td style="text-align: center;">36%</td> <td style="text-align: center;">39%</td> </tr> <tr> <td>Faculty, Admin. &amp; Staff Relations</td> <td style="text-align: center;">25%</td> <td style="text-align: center;">35%</td> </tr> <tr> <td>Communication</td> <td style="text-align: center;">43%</td> <td style="text-align: center;">46%</td> </tr> <tr> <td>Collaboration</td> <td style="text-align: center;">43%</td> <td style="text-align: center;">46%</td> </tr> <tr> <td>Fairness</td> <td style="text-align: center;">36%</td> <td style="text-align: center;">48%</td> </tr> <tr> <td>Respect &amp; Appreciation</td> <td style="text-align: center;">45%</td> <td style="text-align: center;">53%</td> </tr> </tbody> </table>		<b>2011</b>	<b>2012</b>	Participation	32%	55%	Overall positive rating	43%	51%	Job Satisfaction /Support	62%	70%	Teaching Environment	32%	40%	Professional Development	65%	58%	Compensation/Benefits	49%	58%	Facilities	54%	60%	Policies, Resources & Efficiency	32%	42%	Shared Governance	30%	44%	Pride	53%	64%	Supervision	49%	64%	Senior Leadership	36%	39%	Faculty, Admin. & Staff Relations	25%	35%	Communication	43%	46%	Collaboration	43%	46%	Fairness	36%	48%	Respect & Appreciation	45%	53%
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<b>Core Theme and Objective</b>	<b><i>Innovation &amp; Sustainability:</i></b> Strong infrastructure of employees, technologies, and facilities																																																						
<b>Southwestern Strategic Plan Goal</b>	<b><i>Goal 7:</i></b> Allocate resources to support continuous improvement for a strong infrastructure of employees, technologies, facilities, and educational programs.																																																						
<b>Achievement Overview and Analysis</b>	<p><b><u>Overview</u></b></p> <p>In 2011, “The Great College’s to Work For” survey facilitated ModernThink, LLC was used to establish base line results on employee satisfaction. The survey was limited to Faculty (Full and Part Time), Administration, and Other Exempt Professional Staff. The survey was conducted during March and April of 2011 with an email announcement to staff.</p> <p>In 2012, the College contracted with ModernThink, LLC to include classified staff in the survey. The survey was conducted during March and April of 2012 with email announcements encouraging staff to participate.</p> <p>The survey instrument measured organizational dynamics and managerial competencies while providing insight into the quality and health of the various</p>																																																						

relationships that impact Southwestern's culture and daily experience of our employees. The following 15 themes used for reporting purposes, each representing an important aspect of employee satisfaction at Southwestern;

- Job Satisfaction/Support: provides insight into the satisfaction with job fit, autonomy and resources.
- Teaching Environment: provides insight into the balance between instruction, support for advising/mentoring students, and recognition of outstanding instruction.
- Professional Development: provides insight into the satisfaction with career/professional development opportunities and specifically for faculty to clarify the tenure process.
- Compensation, Benefits & Work/Life Balance: provides information about the perceived fairness of compensation and the effectiveness of benefit and work/life balance programs.
- Facilities: provides insight into the satisfaction of physical workspace, overall campus appearance, and confidence in a safe and secure work/learning environment.
- Policies, Resources & Efficiency: provides insight into the perceived effectiveness of various systems, policies and infrastructure.
- Shared Governance: provides insight into the perception of inclusion and cooperation as related to shared governance.
- Pride: provides insight into the sense of pride and connection of Faculty/Staff have regarding their affiliation with the institution.
- Supervisors/Department Chairs: provides insight into the relationship faculty/staff have with their department chair/supervisor and managerial competencies.
- Senior Leadership: provides insight into the confidence faculty/staff have in the capabilities and credibility of senior leadership (defined as the President and those that report directly to him/her).
- Faculty, Administration & Staff Relations: provides insight into the quality of employee relations with a focus on the perception of support, cooperation, and collegiality.
- Communication: provides insight into the quality of internal communications with a focus on transparency, clarity, and interactivity.
- Collaboration: provides insight into the perceived cooperation and collegiality within workgroups and across the institution.
- Fairness: provides insight into the confidence of fair and consistent treatment, with a focus on performance management and issues of accountability.
- Respect & Appreciation: provides insight into the degree to which faculty/staff feel respected and valued.

**Analysis:**

**2010-2011:** The limited cross-section of employees was not sufficient to set appropriate base lines for the coming years. Therefore, one of two objectives will be set for the 2012 survey;

1. Expand the scope of employees surveyed by ModernThink, LLC
- OR
2. Develop a survey in-house

Although all employees were not surveyed, the results indicate that important work needs to be done in improving the overall satisfaction level of Faculty and

	<p>Administration. Areas for marked improvement include;</p> <ol style="list-style-type: none"> <li>1. Teaching Environment</li> <li>2. Policies, Resources &amp; Efficiency</li> <li>3. Shared Governance</li> <li>4. Senior Leadership</li> <li>5. Faculty, Administration &amp; Staff Relations</li> <li>6. Communication</li> <li>7. Collaboration</li> <li>8. Fairness</li> </ol> <p><b>2011-2012:</b> The College met the first objective outlined for the 2011-2012 survey by increasing the scope of employees surveyed by Moderthink, LLC. The inclusion of classified staff in the survey has allowed the College to truly set base lines for the coming years.</p> <p>The College improved in all areas over the 2010-2011 survey, however since the previous survey did not include a third of the college staff these measurements can not be viewed as improvements per se but rather as base line numbers with which administration can look at for setting appropriate benchmarks for future surveys.</p> <p>Areas that are marked for further analysis by administration include:</p> <ol style="list-style-type: none"> <li>1. Teaching Environment</li> <li>2. Policies, Resources &amp; Efficiency</li> <li>3. Shared Governance</li> <li>4. Senior Leadership</li> <li>5. Faculty, Administration &amp; Staff Relations</li> <li>6. Communication</li> <li>7. Collaboration</li> <li>8. Fairness</li> <li>9. Respect &amp; Appreciation</li> </ol>
<b>Reporting Unit Goal</b>	1. Initiate survey in March – April 2013
<b>Unit Objectives</b>	1. Increase employee participation to 58% and overall survey average to 55%.
<b>Planned Accomplishments Institutional Reporting Unit</b>	<p>Suggested actions to affect change in the significant areas for improvement include;</p> <ol style="list-style-type: none"> <li>1. Teaching Environment <ol style="list-style-type: none"> <li>a. Identify ways to address the balance between teaching and institutional service.</li> <li>b. Develop a systematic process for recognizing outstanding faculty at Southwestern.</li> </ol> </li> <li>2. Policies, Resources &amp; Efficiency <ol style="list-style-type: none"> <li>a. Continue to develop, review, and revise policies that lead to improved effectiveness of management.</li> <li>b. Distribute policies consistently to all staff.</li> </ol> </li> <li>3. Shared Governance <ol style="list-style-type: none"> <li>a. With the resurrection of Instructional Council it is predicted that future survey results will show an improvement in the perception of inclusion and cooperation among faculty and administration.</li> </ol> </li> <li>4. Senior Leadership <ol style="list-style-type: none"> <li>a. Identify avenues of communication and leadership development for administrative staff.</li> </ol> </li> <li>5. Faculty, Administration &amp; Staff Relations <ol style="list-style-type: none"> <li>a. With the resurrection of Instructional Council it is predicted that future survey results will show an improvement in the perception of inclusion and cooperation among faculty and administration.</li> </ol> </li> </ol>

	<ul style="list-style-type: none"> <li>b. Regular Labor Management meetings with Faculty are predicted to improve future survey results.</li> </ul> <p>6. Communication</p> <ul style="list-style-type: none"> <li>a. Continue to improve internal communication though College Council and Instructional Council.</li> <li>b. The creation of a Manager’s advisory group to the President is predicted to increase communication between departments and assist with the dissemination of information throughout campus.</li> </ul> <p>7. Collaboration</p> <ul style="list-style-type: none"> <li>a. Identify avenues of collaboration and communicate the successful endeavors of workgroups across campus that have collaborated on both external and internal projects.</li> </ul> <p>8. Fairness</p> <ul style="list-style-type: none"> <li>a. Train supervisors on evaluating employees fairly and effectively.</li> <li>b. Continue with implementation of Management 360 evaluation process.</li> <li>c. Continue discussions with Faculty Labor Management team concerning contract related issues.</li> </ul> <p>9. Respect and Appreciation</p> <ul style="list-style-type: none"> <li>a. Identify ways in which faculty and staff can be recognized in ways that increase their sense of respect and appreciation. This may be a combination of any one of the suggested ideas above or may result in a new initiative.</li> </ul>
<p><b>Budget Impact and Budgetary Considerations</b></p>	<p>ModernThink, LLC has announced that the “no cost” survey will now include support staff. This will significantly reduce any costs associated with continuing the use of this survey. .</p>
<p><b>Accreditation, Federal, State, Audit and Other Reporting Requirements</b></p>	<p><b>Accreditation Standard:</b> Standard One, Standard Two and Standard Five</p>
<p><b>Documentation and Process for Measure Data</b></p>	<p><b>Success Indicator:</b> 9 – Employee Satisfaction and Opinion Report  <b>Documentation Posted:</b> Mission Fulfillment and Success Indicators webpage at: <a href="http://www.socc.edu/ie/pgs/research/reports/index.shtml">http://www.socc.edu/ie/pgs/research/reports/index.shtml</a>  <b>Data References:</b>  Survey Results supplied by ModernThink, LLC dated August 2012</p>