



Theme: *Students First!*

Vision: *Southwestern Leads and Inspires Lifelong Learning*

**SOUTHWESTERN**  
Oregon Community College

**Success Indicator 9**  
**Employee Satisfaction and Opinion**  
**2010-11**

**Presented By:** *Rachele Summerville, Executive Director Human Resources*  
**Date Presented:** March Executive Team

<b>Purpose and Meaning</b>	Satisfied employees are productive contributors to the College environment																																				
<b>Targets</b>	Measured by the level of employee satisfaction and opinion ratings on the annual survey. The baseline was to be set in 2010-11. The survey only included faculty and administrative staff and is currently planned for 2011-12 to include classified at which time the baseline will be established and targets set.																																				
<b>Core Theme and Objective</b>	<i>Innovation &amp; Sustainability:</i> Strong infrastructure of employees, technologies, and facilities																																				
<b>Southwestern Strategic Plan Goal</b>	<b>Goal 7:</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>Achievement</u></b> Results = % of Strongly Agree or Agree responses; 201 surveys distributed – 65 respondents</p> <table border="0"> <tr> <td></td> <td align="right"><b>2011</b></td> </tr> <tr> <td>Participation</td> <td align="right">32%</td> </tr> <tr> <td>Overall positive rating</td> <td align="right">43%</td> </tr> <tr> <td>Job Satisfaction /Support</td> <td align="right">62%</td> </tr> <tr> <td>Teaching Environment</td> <td align="right">32%</td> </tr> <tr> <td>Professional Development</td> <td align="right">65%</td> </tr> <tr> <td>Compensation/Benefits</td> <td align="right">49%</td> </tr> <tr> <td>Facilities</td> <td align="right">54%</td> </tr> <tr> <td>Policies, Resources &amp; Efficiency</td> <td align="right">32%</td> </tr> <tr> <td>Shared Governance</td> <td align="right">30%</td> </tr> <tr> <td>Pride</td> <td align="right">53%</td> </tr> <tr> <td>Supervision</td> <td align="right">49%</td> </tr> <tr> <td>Senior Leadership</td> <td align="right">36%</td> </tr> <tr> <td>Faculty, Admin. &amp; Staff Relations</td> <td align="right">25%</td> </tr> <tr> <td>Communication</td> <td align="right">43%</td> </tr> <tr> <td>Collaboration</td> <td align="right">43%</td> </tr> <tr> <td>Fairness</td> <td align="right">36%</td> </tr> <tr> <td>Respect &amp; Appreciation</td> <td align="right">45%</td> </tr> </table> <p><b><u>Overview</u></b> 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>		<b>2011</b>	Participation	32%	Overall positive rating	43%	Job Satisfaction /Support	62%	Teaching Environment	32%	Professional Development	65%	Compensation/Benefits	49%	Facilities	54%	Policies, Resources & Efficiency	32%	Shared Governance	30%	Pride	53%	Supervision	49%	Senior Leadership	36%	Faculty, Admin. & Staff Relations	25%	Communication	43%	Collaboration	43%	Fairness	36%	Respect & Appreciation	45%
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The survey instrument measured organizational dynamics and managerial competencies while providing insight into the quality and health of the various 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:**

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

OR

2. Develop a survey in-house

	<p>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 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>
<b>Reporting Unit Goal</b>	1. Initiate survey in March – April 2012
<b>Unit Objectives</b>	<ol style="list-style-type: none"> <li>1. Increase employee participation to 50% in 2012</li> <li>2. Increase the scope of participants to include non-exempt support staff</li> </ol>
<b>Planned Accomplishments Institutional Reporting Unit</b>	<p>Planned accomplishments 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> <li>b. Regular Labor Management meetings with Faculty are predicted to improve future survey results.</li> </ol> </li> <li>6. Communication <ol style="list-style-type: none"> <li>a. Continue to improve internal communication through College Council and Instructional Council.</li> </ol> </li> <li>7. Collaboration <ol 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> </ol> </li> <li>8. Fairness <ol 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 faculty evaluation process.</li> </ol> </li> </ol>

<b>Budget Impact and Budgetary Considerations</b>	Budget impact of continuing with a survey that includes all staff is \$1180.00 for 11-12 Fiscal Year.
<b>Accreditation, Federal, State, Audit and Other Reporting Requirements</b>	
<b>Documentation and Process for Measure Data</b>	<p><i>Success Indicator:</i> 9 – Employee Satisfaction and Opinion Report</p> <p><i>Documentation Posted:</i></p> <p><i>Data References:</i></p> <p>Survey Results supplied by ModernThink, LLC dated August 2011</p>