



**ACHIEVEMENT**

Achieved 55% =



**CORE THEME**

Sustainability

**OBJECTIVE**

S.2: Southwestern builds and maintains a sustainable Infrastructure of human, technology, and facility resources

**INDICATOR**

S.2.1: Success Indicator 9 – Employee Opinion and Satisfaction

Measured by the aggregate level of employee satisfaction and opinion ratings on the annual nationally normed survey Great Colleges to Work For.

**Indicator Thresholds**

Green: 65% or greater

Yellow: Between 45% and 64%

Red: Below 45%

**Purpose and Meaning**

Satisfied employees are productive contributors to the college environment. The national survey used to measure this indicator, Great Colleges to Work For, allows the college administration to gather data on employee satisfaction in multiple areas such as teaching environment, professional development, communication, and overall relations between staff and administration. This data is then used to support the continuous improvement efforts necessary for a strong infrastructure of employees. A strong employee base with high level of satisfaction in the institution and teaching environment leads to improved student engagement which in turn leads to improved student success and completion. This is essential to Mission fulfillment.

### WHAT WAS ACHIEVED AND WHAT IS PLANNED FOR THE FUTURE

**The Present:**

In 2015, the College contracted with ModernThink, LLC to conduct its annual employee satisfaction survey. The survey was conducted during March 2015 with email announcements encouraging staff to participate. Faculty, MASSC, Classified staff were included in the 2015 survey.

The College continued to improve the overall employee satisfaction rating in 2014-2015; realizing a 3% increase in overall satisfaction among employees and improving from a Warrants Attention rating to a Fair to Mediocre rating. The individual unit objective of increasing employee participation to 65% was not met in 2014-2015; 33.3% of those sent surveys responded, resulting in a 10% drop from last year.

The College maintained survey results in eight (8) theme areas from 2013-2014. SWOCC improved in 6 theme areas from 2013-2014; with Professional Development; and Compensation, Benefits & Work/Life Balance moving from a fair to mediocre rating to a good rating. \* see achievement analysis section for results sheet from ModernThink

The implementation of Leadership SWOCC may be partially responsible for the increase in positive perception of Communication as well as Senior Leadership.

The College saw a reduction in satisfaction in 8 theme areas: Job Satisfaction/Support, Facilities; Shared Governance; Supervisors/Department Chairs; and Respect and Appreciation. The College believes the new Facility Services Director hired in September 2014 will improve Facilities satisfaction. The year 2014-2015 has been a time of continuing changes in senior staff and stabilization in the upcoming year should improve this theme area.

### **The Future:**

The area marked for further analysis by administration is Facilities. The other areas for which there was a reduction in satisfaction had changes of only 1 or 2%. That, combined with the low response to this survey, make the changes negligible.

Suggested actions to affect change in the significant area for improvement include;

1. Facilities

- a. New Facilities Services Director hired September 1, 2014 will bring new ideas and building improvements to our campus.
- b. Acting on deferred maintenance concerns as soon as fiscally possible.

### **FACTORS AFFECTING RESULTS/PROGRESS**

Factors affecting the results in 2014-2015 and the College's continued progress towards a "green" threshold are as follows:

- Budget – limited resources make implementation of new programs, software, and initiative difficult.
- Turnover – with the improved economy and aging workforce, lack of stability in the College workforce will continue to impact employee satisfaction.
- The low participation rate, 33.3%, may be affected by the faculty sponsored survey conducted at the same time.

### **BUDGET IMPACT ASSOCIATED WITH FUTURE PLANNING**

- Budget to fund deferred maintenance projects
- Funding for a satisfaction survey taken at a different time of year; the survey is free. (There may be budget impact when projects are planned associated with increasing employee satisfaction).

### **Success Indicator Changes for 2014-15 supporting NWCCU accreditation standards: 1.B.2; 4.A.1; 4.B.1; 5.B.2**

There are currently no planned changes associated with this indicator

---

#### **Planned Project**

**Strategic Objective – S2:** Southwestern builds and maintains a strong infrastructure of human, technology, and facility resources.

**Project S2.12:** Offer and support employee training and credentialing including professional development opportunities for faculty and staff along with a part-time Faculty support plan

**Project S2.13:** Explore activities and programs to enhance employee engagement

**Project S2.16:** Develop a plan to provide support, evaluation, compensation, and mentoring to part-time faculty to enhance their connection with the campus community and their contribution to the instructional programs.

**Project S2.17:** Work with faculty and staff to develop a consistent program review process and schedule for the college.

**Project S2.18:** Determine the current culture present in instruction and student services and the culture that is desired and work to close the gap between the two

**Project S2.19:** Work with faculty and staff to develop consistent, flexible, multi-tiered professional development options to support instructional excellence, maintain institutional vitality, promote professional/occupational scholarship and training, encourage individual education and personal growth, and improve morale and performance

### Unit Planning

Initiate survey in March – April 2016

1. Realize a 2% increase in overall employee satisfaction rating.
2. Employee participation goal set at 45%.
3. Realize an increase 5 % in the Facilities theme
4. Observe two (2) Warrants Attention categories increase to Fair to Mediocre.
5. Observe 2 Poor category increase to Warrants Attention.

There is no budget impact associated with this survey.

### Achievement Analysis

2010-2011: 201 surveys distributed – 65 respondents (did not include classified staff)

2011-2012: 262 surveys distributed – 144 respondents (included classified staff)

2012-2013: 204 surveys distributed – 81 respondents

2013-2014: 204 surveys distributed – 81 respondents

2014-2015: 177 surveys distributed – 59 respondents

	2011	2012	2013	2014	2015
Participation	32%	55%	39.7%	39.7%	33.3%
Overall positive rating	43%	52%	54%	52%	55%
Job Satisfaction /Support	62%	72%	70%	73%	71%
Teaching Environment	32%	42%	39%	43%	46%
Professional Development	65%	61%	67%	63%	65%
Compensation/Benefits	49%	59%	63%	63%	65%
Facilities	54%	67%	70%	61%	56%
Policies, Resources & Efficiency	32%	42%	43%	40%	43%
Shared Governance	30%	44%	47%	49%	48%
Pride	53%	63%	63%	62%	64%
Supervision	49%	63%	64%	68%	67%
Senior Leadership	36%		41%		44%
Faculty, Admin. & Staff Relations	25%	36%	36%	39%	40%
Communication	43%	47%	51%	48%	50%
Collaboration	43%	47%	50%	44%	50%
Fairness	36%	50%	54%	48%	56%
Respect & Appreciation	45%	55%	48%	48%	47%

## DATA DOCUMENTATION

### *Documentation Posted:*

Portal: Resource Center Core Themes – Objectives – Success Indicator Page:

[https://mylakerlink.socc.edu/ICS/icsfs/SI\\_9\\_EmployeeSatisfaction\\_2014\\_2015.pdf?target=0d39fae8-39b8-444e-90e4-8e3a19cd4d43](https://mylakerlink.socc.edu/ICS/icsfs/SI_9_EmployeeSatisfaction_2014_2015.pdf?target=0d39fae8-39b8-444e-90e4-8e3a19cd4d43)

**Data References:**

Great Colleges to Work For annual survey data; files located within HR and documented at:  
\\itt\InstitutionalResearch\InstitutionalEffectiveness\SuccessIndicators\SI\_9\_EmployeeSatisfaction

**ABOUT THE DATA**

The report and chart information was prepared and coordinated by Jan Baxter, Human Resources Executive Director and Robin Bunnell, Institutional Researcher.

Contributions to the narrative were supplied by Rachele Summerville, Human Resources Executive Director.

**DETERMINING MEASUREMENT AND SETTING THRESHOLD LEVELS**

To measure this indicator, the college chose to rely on industry standard surveys that compare the College to national data by contracting with Modern Think as part of a nationally normed survey, Great Colleges to Work For. The thresholds represent levels that represent an acceptable achievement green level that is based on the survey rating for the categories good and very good or excellent. The yellow threshold represents a range that includes the survey rating for the categories fair to mediocre and warrants attention, a level that clearly requires the college to focus efforts to improve employee satisfaction. The thresholds require yearly review to ensure the indicator provides meaningful and applicable data to be used in decision making, specifically for planning and budget development.

**Requirements**

NWCCU Accreditation; Human Resources Program Review.

For more detailed information, contact the Institutional Research office - [ir@socc.edu](mailto:ir@socc.edu)