

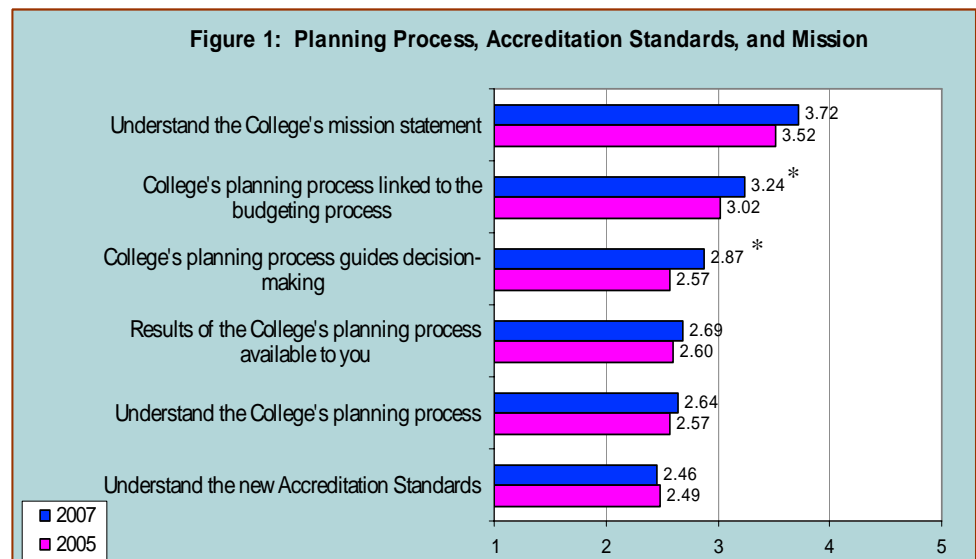
Employees' Perceptions about the Planning Process, College's Mission, Accreditation Standards, and Areas Needing Improvement

In 2003, the Accreditation Commission recommended that Pasadena City College (PCC) promote widespread understanding of its mission statement, ensure that institutional planning and decision making are guided by the mission statement, link its planning and budgeting processes, and ensure that the results of its planning and budgeting processes are clearly communicated to all constituents. As a response to the recommendations, PCC improved its planning process, developed the online planning system, and increased employee access to the results of the planning process. In Spring 2005 and again in Spring 2007, PCC administered a survey to examine the impact of its efforts and to identify areas in which the College can better serve its employees. The survey asked employees questions about the planning and budgeting processes, the College's mission, the Accreditation Standards, and areas needing improvement. This *Research Findings* issue presents a brief overview and highlights of the results. To identify the changes over time, the results of both surveys, Spring 2005 and Spring 2007, are presented.

College's Mission, Planning Process, and Accreditation Standards

Employees were asked to indicate if they knew where to find the College's mission statement. Over **73%** of the employees report that they know where to find the mission statement in 2007 compared to **69%** in 2005. The **27%** of the employees that report in 2007 that they do not know or are not sure where to find the College's mission statement can find the mission statement on page 1 of the College catalog and on the College's web site (<http://www.pasadena.edu/about/president/philosophy.cfm>). Employees were also asked to indicate to what extent they understood the College's mission statement, planning process, and the new Accreditation Standards. In the same section, they were asked to indicate to what extent the planning process guides decision-making, the results of the planning process are available to them, and is the planning process linked to the budgeting process. Employees used a five-point scale (1 = Not at all, 2 = A little, 3 = Some, 4 = A Lot, and 5 = Very much) to answer these questions. Results show slight improvements in employees' ratings for five of the six statements in 2007 compared to 2005 (see Figure 1). Below are some highlights of the findings:

- Employees report that they have a greater understanding of the College's mission statement in 2007 than in 2005, giving it the highest rating of **3.72**.
- Employees report that there is a greater linkage between the planning and budgeting processes and there is a greater degree of decision-making guided by the planning process in 2007 than in 2005, resulting in significant increases for both statements.



* Statistically significant difference at the .05 level.

- There is almost no change in employees' responses to the statement of understanding the new Accreditation Standards in 2007 compared to 2005. The new Accreditation Standards are posted on the College's web site (<http://www.pasadena.edu/IPRO/Accreditation/accreditstandards.cfm>).

College's Mission, Planning and Budgeting Processes, and Accreditation Standards by Job Classification

In 2007, 134 contract faculty, 122 classified staff, 14 managers/supervisors, 15 educational administrators, 112 hourly faculty, and 66 hourly classified staff completed the survey. Below are the results by job classification (see Table 1).

- With the exception of the hourly classified staff and educational administrators, all employee groups report that they have a greater understanding of the College's mission statement in 2007 than in 2005.
- Hourly employees, both faculty and classified, generally report that they have a lesser understanding of the College's processes than do full-time employees.
- With the exception of hourly faculty and educational administrators, all employee groups report that they have more access to the results of the College's planning process in 2007 than in 2005.
- With the exception of the contract faculty and educational administrators, all employee groups feel that there is a greater linkage between the planning and budgeting processes in 2007 than in 2005. Notably, the classified employees' ratings resulted in a significant increase of **.45**.
- With the exception of the educational administrators, all employee groups report that there is a greater degree of decision-making guided by the planning process in 2007 than in 2005.

Table 1. College's Mission, Planning and Budgeting Processes, and Accreditation Standards by Job Classification

	CONTRACT FACULTY		HOURLY FACULTY		CLASSIFIED		HOURLY CLASSIFIED		MANAGER/SUPERVISOR		EDUCATIONAL ADMINISTRATOR		PCC AVERAGE	
	2005	2007	2005	2007	2005	2007	2005	2007	2005	2007	2005	2007	2005	2007
Understand the College's mission statement	3.80	3.92	3.28	3.55	3.49	3.93*	3.03	3.05	4.04	4.46	4.45	3.87	3.52	3.72
College's planning process linked to the budgeting process	3.20	3.13	2.90	3.18	3.04	3.49*	2.68	2.92	3.09	3.54	3.50	3.40	3.02	3.24*
College's planning process guides decision-making	2.61	2.80	2.53	2.69	2.56	3.09*	2.32	2.66*	2.52	3.46	3.35	3.27	2.57	2.87
Results of the College's planning process available to you	2.74	2.85	2.32	2.31	2.63	2.85	2.05	2.35	3.00	3.54	4.25	3.20*	2.60	2.69
Understand the College's planning process	2.74	2.63	2.25	2.19	2.63	2.94	2.03	2.20*	3.09	3.85	4.10	3.73	2.57	2.64
Understand the new Accreditation standards	2.63	2.60	2.36	2.21	2.53	2.60	1.82	2.03	3.04	2.69	3.60	3.13	2.49	2.46

* Statistically significant difference at the .05 level.

Things Employees would Improve at PCC

Employees were asked to indicate two things they would improve at PCC. They were given the option to select two of the 15 listed things, report their own, or state that there is nothing they would improve at PCC. The top four things that employees would improve at PCC in 2007 are the same things they would improve in 2005 (see Table 2). Below are some findings:

- The top four items that employees most frequently selected in 2007 are promotional advancement opportunities (**24%**), employee morale across the College (**20%**), communication (**19%**), and equipment/technology (**19%**).
- The four items that employees least frequently selected in 2007 are the option that nothing needs improvement (**5%**), quality of on-the-job training (**6%**), the shared governance process (**7%**), and the position review process (**7%**).

Table 2. Things Employees would Improve at PCC

	% 2005	% 2007		% 2005	% 2007
Promotional advancement opportunities	20.2	24.0	Level of recognition	10.0	9.7
Employee morale across the college	18.1	20.4	Management union relations	15.6	9.4
Communication	17.0	18.9	Overall workload	5.9	9.4
Equipment/technology provided to do the job	16.9	18.7	Co-workers relations	6.7	7.9
Employee evaluation process	7.6	10.9	Position review process	7.2	7.1
Working conditions	10.4	10.7	Shared governance process	8.1	6.9
Immediate supervisor's management skills	9.6	10.3	Quality of on-the-job training	5.6	6.4
Supervisor and employee relations	10.9	10.1	There is nothing I would improve at PCC	2.4	4.9

Things Employees would Improve at PCC by Job Classification

Below are the findings by job classification (see Table 3).

- The top two things that contract faculty would improve in 2007 are equipment/technology (26%) and management union relations (21%).
- The top two things that classified staff and managers/supervisors would improve in 2007 are employee morale across the College and promotional advancement opportunities.
- The top two things hourly faculty would improve in 2007 are promotional advancement opportunities (29%) and equipment/technology(25%).
- The top two things hourly classified staff would improve in 2007 are promotional advancement opportunities (25%) and the level of recognition (19%).
- The top things educational administrators would improve in 2007 are the employee evaluation process (29%), employee morale across the College (21%), and communication (21%).

Table 3. Things Employees would Improve at PCC by Job Classification

	Contract Faculty %		Hourly Faculty %		Classified %		Hourly Classified %		Manager/Supervisor %		Educational Administrator %		PCC Average %	
	2005	2007	2005	2007	2005	2007	2005	2007	2005	2007	2005	2007	2005	2007
Promotional advancement opportunities	6.4	9.8	29.2	29.0	20.4	33.1	33.3	25.4	17.4	30.8	10.0	14.3	20.2	24.0
Employee moral across the college	22.1	19.5	10.0	10.3	26.1	33.1	6.1	14.3	17.4	30.8	15.0	21.4	18.1	20.4
Communication	17.1	17.1	10.0	12.1	20.4	30.6	19.7	12.7	26.1	23.1	15.0	21.4	17.0	18.9
Equipment/technology provided to do the job	17.1	25.6	24.2	25.2	10.2	11.6	19.7	14.3	17.4	15.4	10.0	0.0	16.9	18.7
Employee evaluation process	7.1	13.4	5.0	8.4	5.7	7.4	9.1	7.9	13.0	7.7	35.0	28.6	7.6	10.9
Working conditions	12.1	7.3	12.5	13.1	9.6	13.2	9.1	12.7	8.7	7.7	5.0	7.1	10.4	10.7
Immediate supervisor's management skills	11.4	14.6	2.5	0.9	15.3	13.2	4.5	6.3	8.7	0.0	20.0	14.3	9.6	10.3
Supervisor and employee relations	12.1	2.4	9.2	7.5	15.3	18.2	7.6	6.3	4.3	0.0	5.0	7.1	10.9	10.1
Level of recognition	5.7	3.7	10.0	13.1	10.2	8.3	19.7	19.0	8.7	7.7	0.0	0.0	10.0	9.7
Management union relations	29.3	20.7	13.3	8.4	8.3	4.1	3.0	3.2	26.1	7.7	25.0	7.1	15.6	9.4
Overall workload	7.9	13.4	3.3	9.3	3.8	4.1	6.1	4.8	8.7	15.4	15.0	14.3	5.9	9.4
Co-workers relations	5.0	9.8	7.5	5.6	8.3	9.1	4.5	12.7	8.7	7.7	10.0	14.3	6.7	7.9
Position review process	0.0	1.2	5.8	1.9	15.3	14.9	4.5	9.5	8.7	23.1	10.0	0.0	7.2	7.1
Shared governance process	15.0	11.0	6.7	5.6	5.7	2.5	3.0	7.9	8.7	0.0	10.0	14.3	8.1	6.9
Quality of on-the-job training	3.6	6.1	2.5	8.4	10.8	4.1	3.0	7.9	4.3	7.7	5.0	7.1	5.6	6.4
There is nothing I would improve	0.7	2.4	5.0	8.4	0.0	2.5	9.1	12.7	0.0	0.0	0.0	7.1	2.4	4.9

Things Employees would Improve about Themselves

The last section of the survey asked employees to state two things they would improve about themselves. Employees were given the option to select two of the 13 listed things, report their own, or state that there is nothing they would improve. The top four things that employees would improve are their participation at PCC events/activities (32%), skill at solving problems/complaints at PCC (19%), leadership skills (16%), and oral communication skills (16%). Table 4 provides detailed results.

Table 4. Things Employees would Improve about Themselves

	% 2005	% 2007		% 2005	% 2007
Participation at PCC events/activities	29.6	32.4	Sill to take initiative at PCC	12.8	12.2
Skill at making suggestions/express and opinion	20.3	18.7	Initiative to seek the training I need to do my job more effectively at PCC	10.2	11.4
Leadership skills at PCC	15.1	15.7	Attitude towards my job	5.6	6.2
Oral communication skills	10.2	15.7	There is nothing I would improve about myself	10.0	6.2
Skill at solving problems/complaints at PCC	16.4	14.8	Level of commitment to achieving PCC's mission	4.7	5.8
Efficiency/productivity at PCC	14.5	14.4	Level of professionalism at PCC	3.8	3.9
Written communication skills	8.7	13.3	How I treat other employees at PCC	1.3	1.9

Things Employees would Improve about Themselves by Job Classification

Below are the findings by job classification (see Table 5).

- The top two things that contract faculty would improve are their skill at solving problems/complaints (**26%**) and participation at PCC events/activities (**25%**).
- The top two things that hourly faculty would improve are their participation at PCC events/activities (**38%**) and skill at making suggestions (**22%**).
- The top four things that classified staff would improve are their participation at PCC events/activities (**36%**), skill at making suggestions (**19%**), oral communication skills (**19%**), and written communication skills (**19%**).
- The top two things hourly classified staff would improve are their participation at PCC events/activities (**36%**) and oral communication skills (**27%**).
- The top three things that managers/supervisors would improve are their initiative to seek training to do their job more effectively (**39%**), participation at PCC events/activities (**23%**), and leadership skills (**23%**).
- The top two things that educational administrators would improve are their skill at solving problems/complaints (**46%**) and efficiency/productivity at PCC (**46%**).

Table 5. Things Employees would Improve about Themselves by Job Classification

	Contract Faculty %		Hourly Faculty %		Classified %		Hourly Classified %		Manager/Supervisor %		Educational Administrator %		PCC Average %	
	2005	2007	2005	2007	2005	2007	2005	2007	2005	2007	2005	2007	2005	2007
Participation at PCC events/activities	20.3	25.0	37.0	38.3	34.4	35.5	19.7	35.9	27.3	23.1	38.9	0.0	29.6	32.4
Skill at making suggestions/express an opinion	27.5	16.3	18.5	21.5	19.1	19.0	16.7	18.8	27.3	7.7	5.6	0.0	20.3	18.7
Leadership skills at PCC	24.6	16.3	2.5	11.2	19.1	14.9	10.6	20.3	18.2	23.1	5.6	15.4	15.1	15.7
Oral communication skills	9.4	6.3	4.2	17.8	13.4	19.0	15.2	26.6	9.1	15.4	16.7	7.7	10.2	15.7
Skill at solving problems/complaints at PCC	21.0	26.3	16.0	7.5	15.3	9.1	10.6	14.1	9.1	15.4	22.2	46.3	16.4	14.8
Efficiency/productivity at PCC	15.9	13.8	16.0	13.1	12.7	10.7	9.1	15.6	13.6	7.7	38.9	46.2	14.5	14.4
Written communication skills	8.0	6.3	10.1	8.4	5.7	19.0	13.6	18.8	18.2	7.7	5.6	15.4	8.7	13.3
Skill to take initiative at PCC	16.7	20.0	21.0	12.1	10.2	9.9	1.5	9.4	4.5	15.4	0.0	0.0	12.8	12.2
Initiative to seek the training I need to do my job more effectively at PCC	9.4	17.5	10.1	6.5	7.6	14.0	15.2	6.3	9.1	38.5	11.1	0.0	10.2	11.4
Attitude towards job	5.8	2.5	4.2	3.7	3.8	8.3	9.1	7.8	9.1	15.4	11.1	15.4	5.6	6.2
There is nothing I would improve about myself	7.9	8.8	5.9	8.4	8.3	8.3	9.1	3.1	18.1	0.0	16.7	0.0	10.0	6.2
Level of commitment to achieving PCC's mission	4.3	3.8	5.9	8.4	5.7	6.6	4.5	3.1	0.0	15.4	0.0	15.4	4.7	5.8
Level of professionalism	0.7	1.3	2.5	4.7	6.4	5.0	6.1	6.3	0.0	0.0	5.6	0.0	3.8	3.9
How I treat other employees	1.4	2.5	2.5	1.9	1.3	0.8	0.0	4.7	0.0	0.0	0.0	0.0	1.3	1.9

Possible Action Implications for the College

- * Employees report that they want to improve their participation at PCC activities/events. If the College offers more activities/events, will employees participate? Are there things the College can do to encourage employees to participate at PCC activities/events? Are there things the managers can do to encourage their employees to participate?
- * The results of the survey suggest possible topics for staff development activities such as improving leadership skills, written communications skills, oral communication skills, and skills at solving problems/complaints at PCC. The appropriate offices or groups at the College need to consider offering staff development activities/workshops on these topics.