

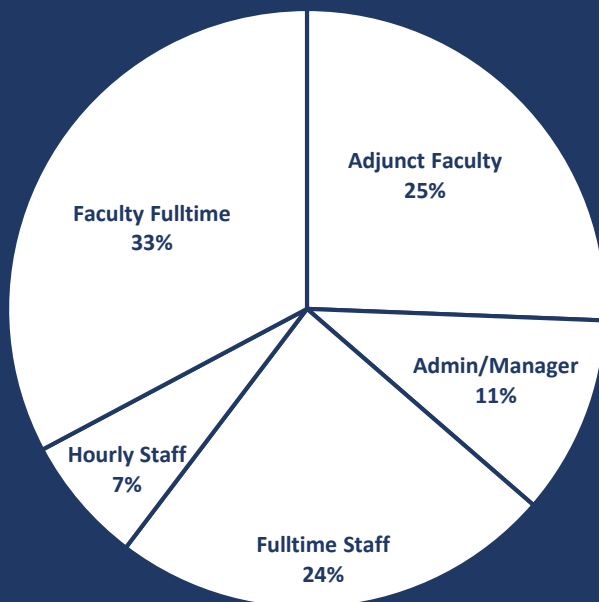
2017 Campus Climate Survey Summary

Introduction and Background Information

The Spring 2017 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.

Although the response rate was lower than previous years, the 2017 Campus Climate recipient list was the largest on record with 2,862 survey invitations. 369 employees completed the survey for an overall response rate of 12.9%. Chart 1 (below) shows a breakdown of respondents by employee class.

CHART 1 - RESPONSE DISTRIBUTION BY EMPLOYEE CLASS



Demographic information is important in ensuring an accurate representation of a population. There were fewer responses from faculty than in 2016, but they still make up nearly 60% of total responses. This year we were able to more closely match our employee makeup at PCC.

The Campus Climate Survey can be divided into five general categories: Job Satisfaction, Employee Relations, Senior Leadership, 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.

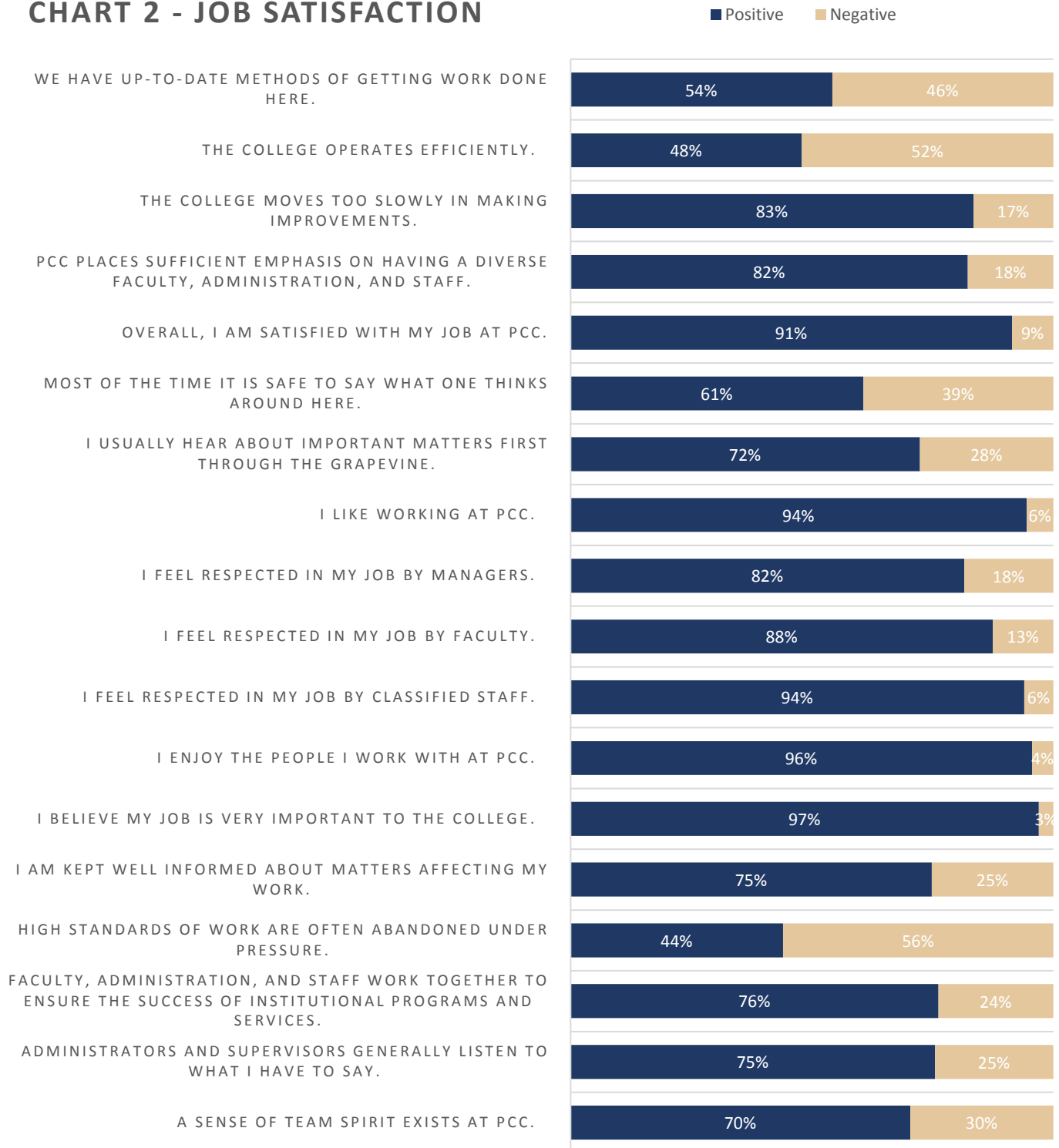
Highlights from the 2017 Campus Climate Survey

- Employee knowledge and awareness of internal processes is low
- There is a divide between Faculty, Staff, and Administrators
- Employees are relatively dissatisfied with the campus-wide movement of information
- Job satisfaction is low but participation in outside activities is low

Job Satisfaction

Job satisfaction has historically been rated very highly in the Campus Climate Surveys and 2017 is no exception. Eight 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 2 shows the percentage of positive (Strongly Agree/Agree) to negative (Strongly Disagree/Disagree) responses for each job satisfaction question.

CHART 2 - JOB SATISFACTION



PCC has made forward progress on job satisfaction with an increase in positive response over the last two years, but in order to further study intrapersonal relationships at work, two new questions were included in the 2017 Campus Climate Survey. Most responses in this area showed a high satisfaction:

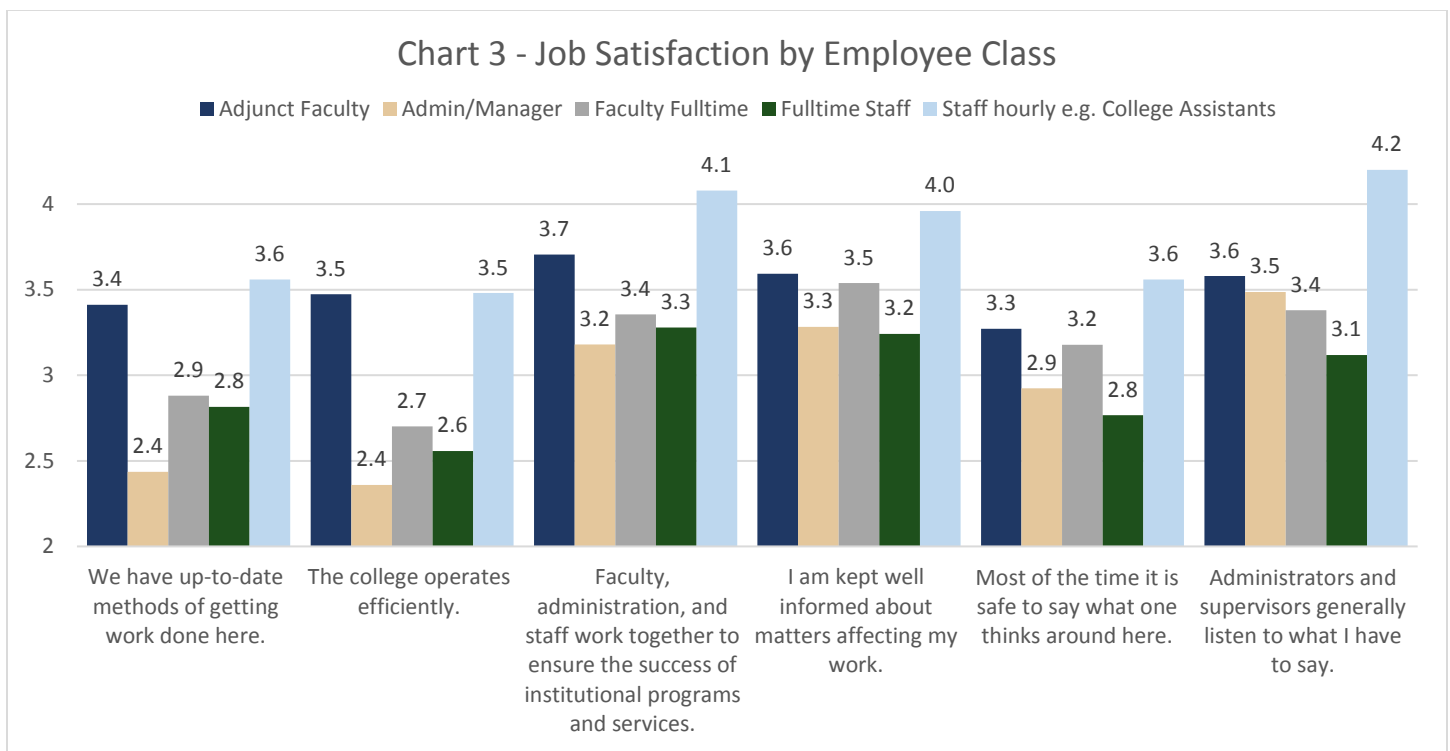
- Faculty, Admins, and Staff work together to ensure the success of inst. programs and services (76% positive)
- PCC places sufficient emphasis on have a diverse Faculty, Administration, and Staff (82% positive)

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:

- The college operates efficiently (52% negative)
- We have up-to-date methods of getting work done here (46% negative)
- Most of the time it is safe to say what one thinks around here (40% negative)

Some responses show a wide variation between employee groups; for example, hourly staff and adjunct faculty tend to be more positive in their responses than other employees. To demonstrate the differences between employee groups, Chart 3 (below) includes an average of a few selected 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.



Fulltime staff and admin/managers have the most negative response average in every category. Fulltime employees show a less than satisfactory response average toward college efficiency and PCC’s up-to-datedness. Interestingly, hourly staff appear to be the most pleased by their communication with the administration, while full time staff are the least pleased.

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 or negative in Chart 4. Of the nine statements only two show lower than a two thirds positive response rating, both in intra-employee communication.



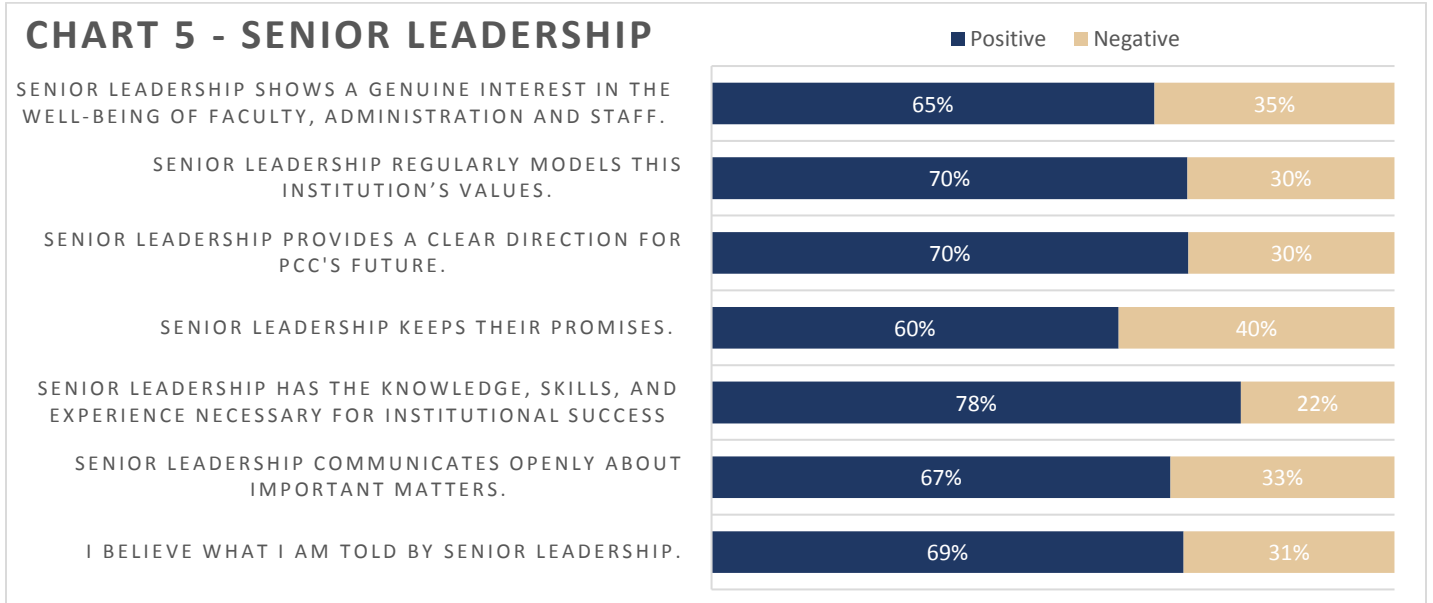
In comparison to years prior, morale is high. Across all nine questions, positive responses improved by an average of 11% since 2015. Employees still feel relatively out of the loop and uninvolved in the decision making, with a lower than 60% average in those two areas, but there was an 8% rise in positive response in the following two questions suggesting that we are on the right track:

- *Employees are asked for their ideas when important decisions are made (61% positive)*
- *Employees work collaboratively (80% positive)*

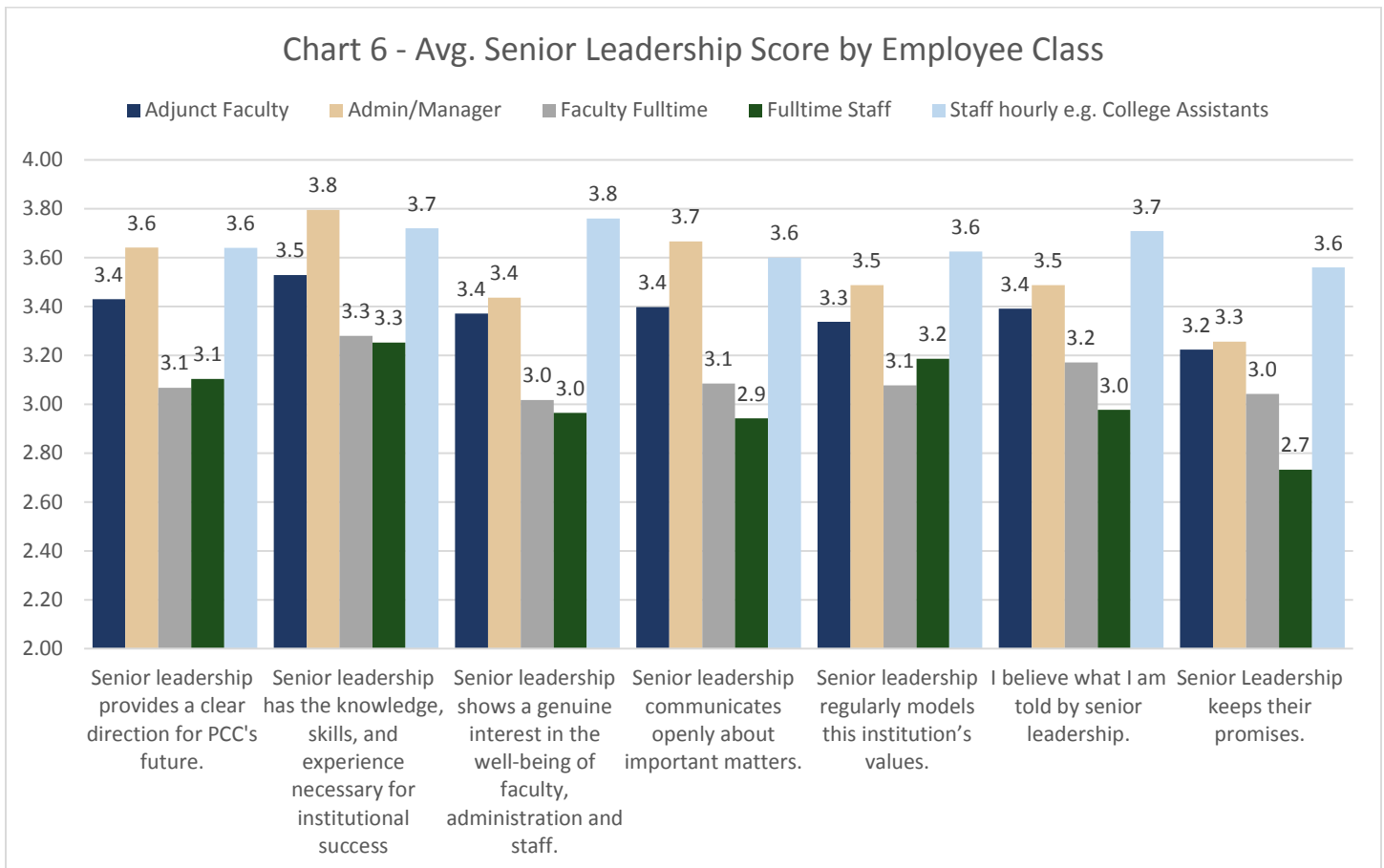
Ensuring that employees feel they are a part of the major college decisions is important for morale and confidence in our leadership. Perhaps part of this feeling of exclusion can be identified by studying employee opinions of PCC's internal processes in the next section.

Senior Leadership

Seven survey questions were added to the 2017 Campus Climate Survey to study the relationships between employees and their senior leadership. The response categories were a 5 point scale of Strongly Agree to Strongly Disagree. Most respondents tended to think positively of their senior leadership, especially in their ability.



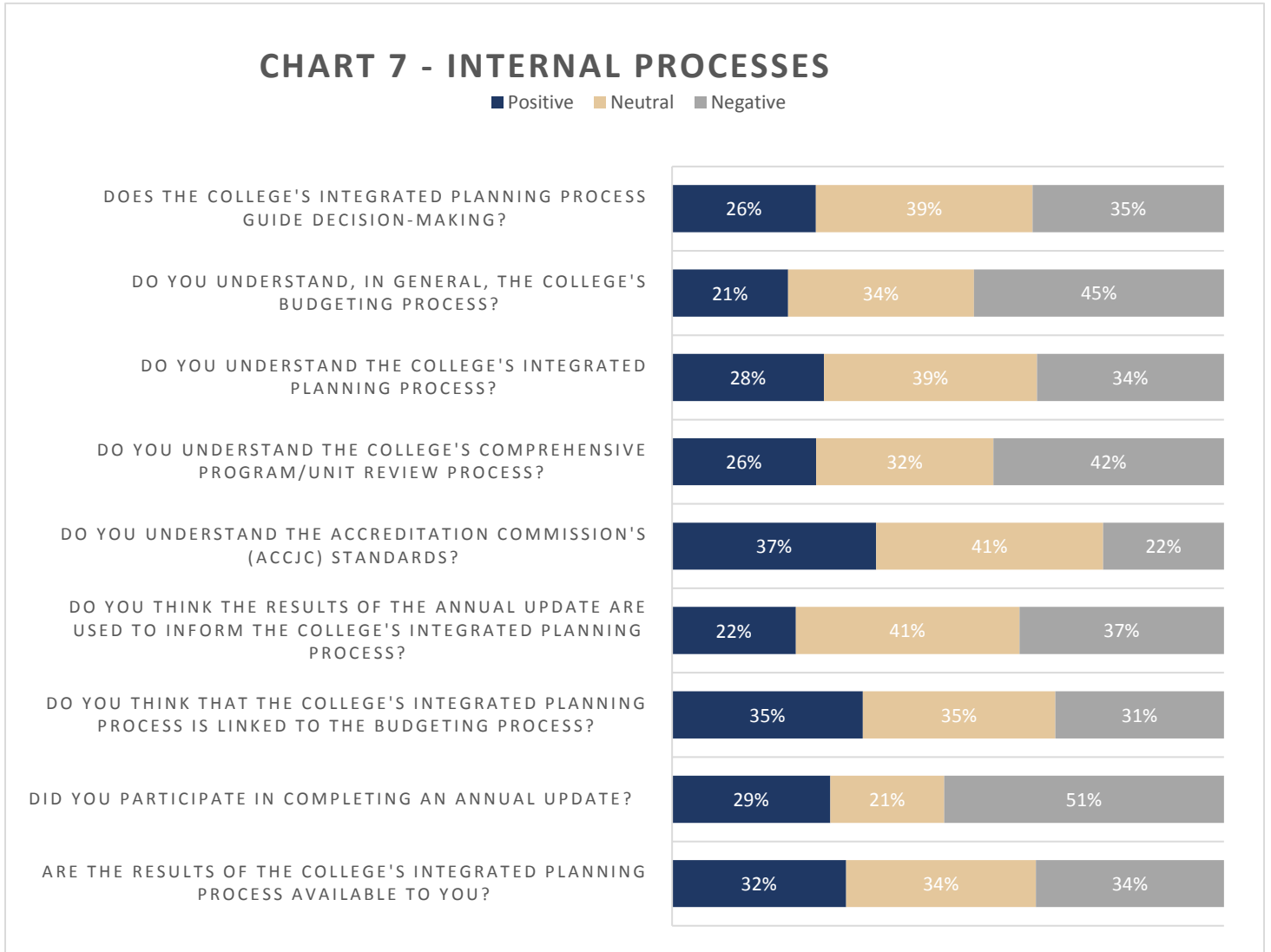
However, if we look at the average scores by employee class (Chart 6) we see that both Fulltime Faculty and Staff are rating their senior leadership at below neutral (3) in several questions.



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.

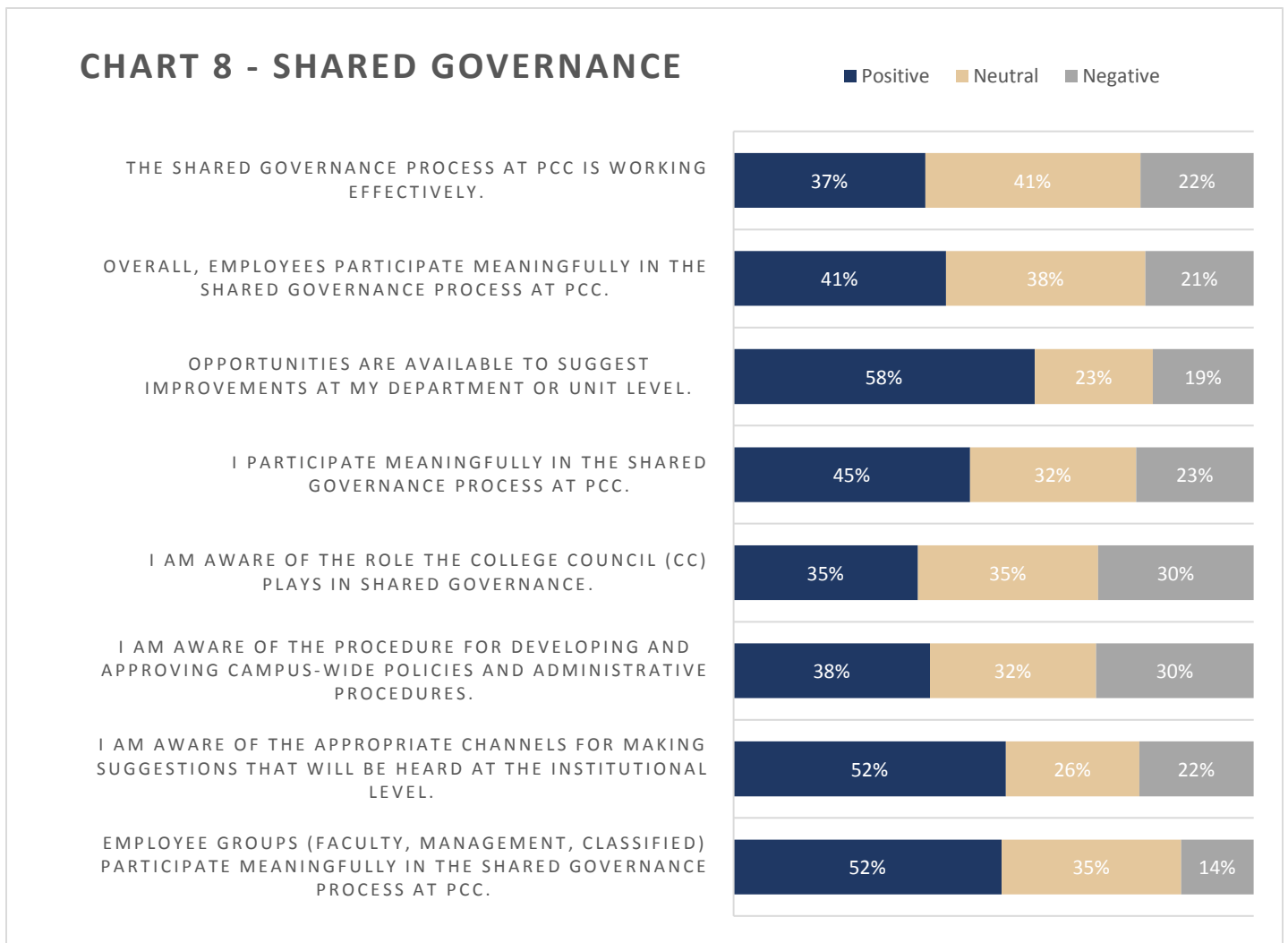


Responses from 2017 stayed very consistent with the last two years, although the average positive response rate (in this case, answers “Very Much” and “A lot”) is the highest yet, which means we are on a good track. However, the general consensus on campus is that a large majority answered somewhere between “Some” and “Not at All” on all of the above questions. In short, 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 are surveyed separately, an external evaluation of the process in addition is important for planning and development. Shared Governance has been a contentious issue at PCC for the past several years, but shared governance is critical to improving information transparency and that has been key complaint among employees at PCC.

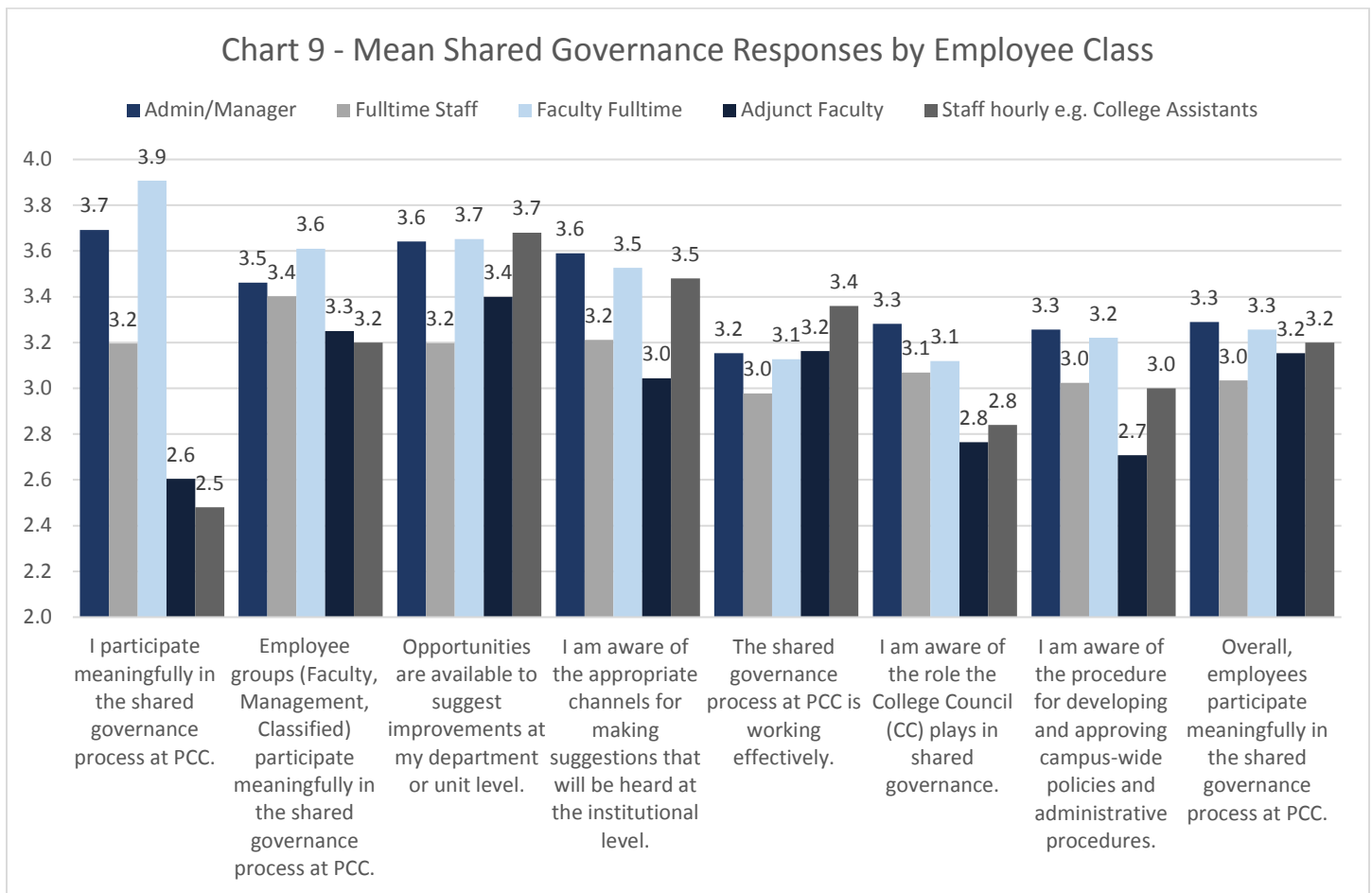
There is a distinction between awareness and participation seen in the following charts. Chart 8 illustrates overall employee responses to the seven general shared governance questions. Compared to 2016, respondents indicated more awareness of the shared governance process across the board, but are also more polarized with fewer neutral responses than before.



In 2015, employees showed a strong distaste for the Shared Governance process, but 2017'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 over the last three years.

- *The Shared Governance process at PCC is working effectively.*
 - 2015: (10% positive, 53% negative)
 - 2016: (29% positive, 25% negative)
 - 2017: (37% positive, 22% negative)
- *Overall, employees participate meaningfully in the Shared Governance process.*
 - 2015: (18% positive, 42% negative)
 - 2016: (35% positive, 21% negative)
 - 2017: (41% positive, 21% negative)

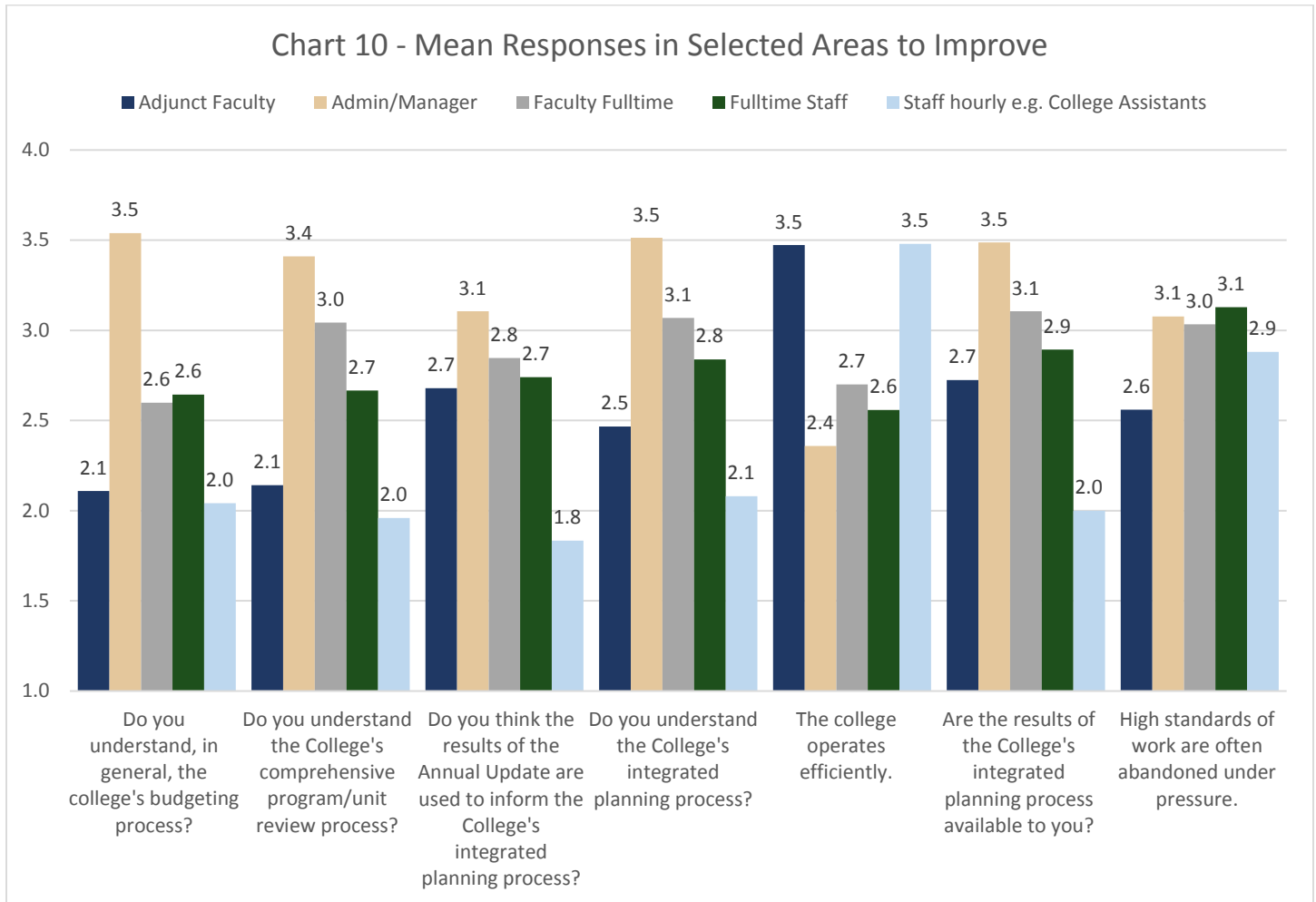
Additionally, we see evidence that employees understand there are opportunities to make suggestions and participate in policy planning, which is in direct contrast to some of the earlier sentiments in decision making. To help identify some of these discrepancies a closer look at individual employee group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



Here we see a higher rating of the Shared Governance process by Admins/Managers and Fulltime Faculty than we do from Staff, but scores are much more consistent across employee classes than last year suggesting that awareness and acceptance of the process has increased campus wide.

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 years prior, 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 2017, there appears to be dissatisfaction in understanding the college's processes.



The difference between Admin/Managers ratings from staff and faculty ratings 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 or new channels of communication need to be opened up to help address the 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. 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 135 employees** provided comments and/or feedback.

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

- There is a divide and lack of communication between Faculty, Staff and Administrators. Several responses indicated a desire for communal lunches, breaks, and breakrooms.
- Hiring practices/internal processes are inefficient and need to be improved. Complaints were directed at Human Resources and Purchasing. Many referenced how cumbersome the hiring process is for both PCC and potential candidates.
- Campus maintenance is lacking, especially in the R and C buildings. Employees noted that cleaner bathrooms and classrooms, as well as renovations to classrooms, hallways, stairwells, and buildings, and better grounds keeping are warranted.
- Classified Staff and Adjunct Faculty feel underappreciated and desire more training opportunities and chances for promotion. They agreed that there is no clear way to move up the ladder in positions at PCC.
- Staff and Faculty feel the flow of information from management is unclear and lacking focus.
- Many felt that the campus is unsafe. Some asked to increase security and others asked for more professional development on how to handle bullying/harassment.
- A few responses from part-time employees asked for better representation to help integrate them into the rest of the employee base.
- Several comments indicated they believed PCC has improved greatly in the last few years and think we will continue to do so as long as we focus on students.