



## 2019 Employee Perception Survey

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**ModernThink**

# Surveys as Strategic Tools

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- **Strategic Planning**
- **Board Mandate**
- **Change in Leadership**
- **Accreditation**
- **Campus Climate Goals**

*"It isn't that they  
can't see  
the solution.  
It's that they  
can't see  
the problem."*

- G. K. Chesterton

# Survey Overview

## Survey Instrument

- 60 core belief statements
- 6 additional statements
- 12 demographic questions

## Methodology

- Online survey administered March 4 – 18, 2019

## Response Rates

- 2019 Overall response rate: 713/1,711 – 42%
- Ventura Response Rate: 260/641 – 41%

60

Survey statements on a 5-point agreement scale

Additional statements on a 5-point agreement scale

6

9

Demographic Questions

# Survey Definitions

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**Institution** refers to your primary workplace: college or district administrative center.

**Department** refers to your most immediate workgroup or team.

**Senior Leadership** refers to the most senior members of your primary workplace: college or district administrative center (e.g. Chancellor or President and those who report directly to them).

**District Leadership** refers to the district-level leadership.

**Supervisor/Department Chair** refers to the individual to whom you directly report.

# Response Rates by Pre-loaded Job Category

Pre-Loaded Job Category	Total	Responded	% Responded
All Employees	641	260	41%
Manager	15	9	60%
Faculty	464	168	36%
Supervisor	10	6	60%
Classified	152	77	51%

# Response Guidelines

**Response Options:** *Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree, Not Applicable*

**Positive Responses**  
*Strongly Agree, Agree*

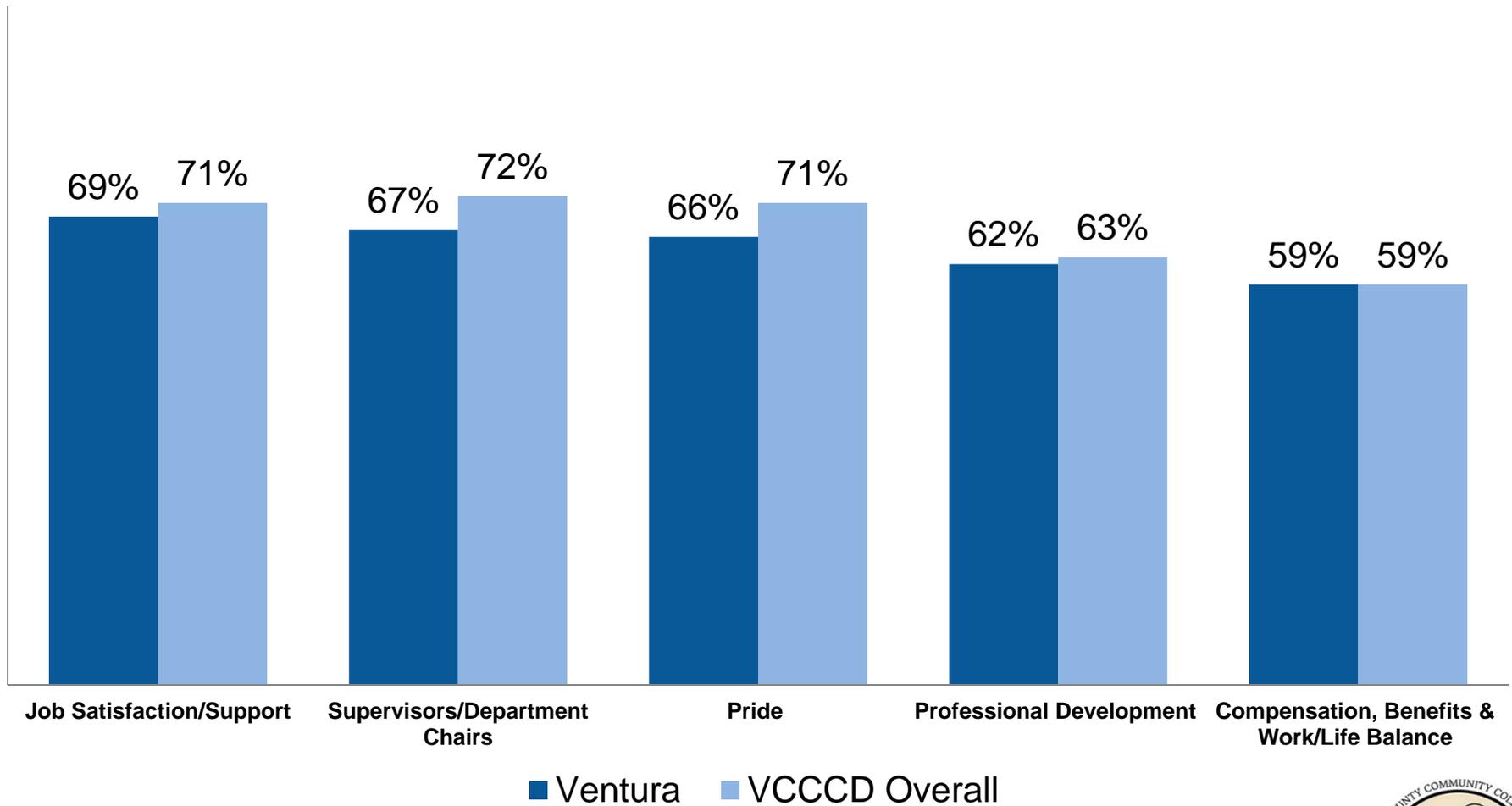
**Negative Responses**  
*Strongly Disagree, Disagree*

Guideline Score	Description	Guideline Score
75% +	Exceptional – Very Good	< 10%
65 – 74%	Fair – Good	10 – 14%
55 – 64%	Yellow Flag	15 – 19%
45 – 54%	Red Flag	20 – 29%
< 45%	Acute	30% +

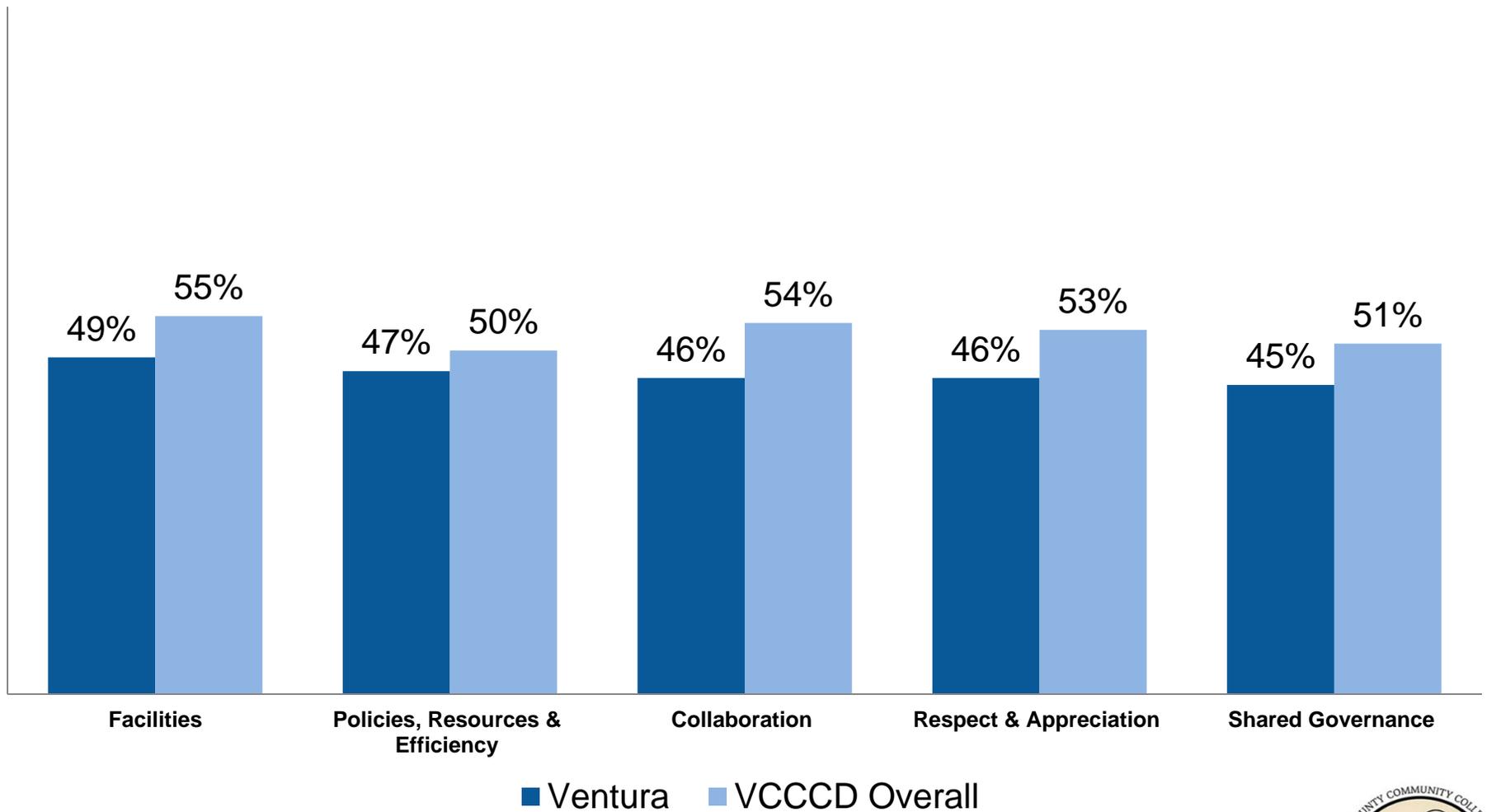
# Survey Dimensions

Job Satisfaction/Support	Policies, Resources & Efficiency	Faculty, Administration & Staff Relations
Teaching Environment	Shared Governance	Communication
Professional Development	Pride	Collaboration
Compensation, Benefits & Work/Life Balance	Supervisors/Department Chairs	Fairness
Facilities	Senior Leadership	Respect & Appreciation

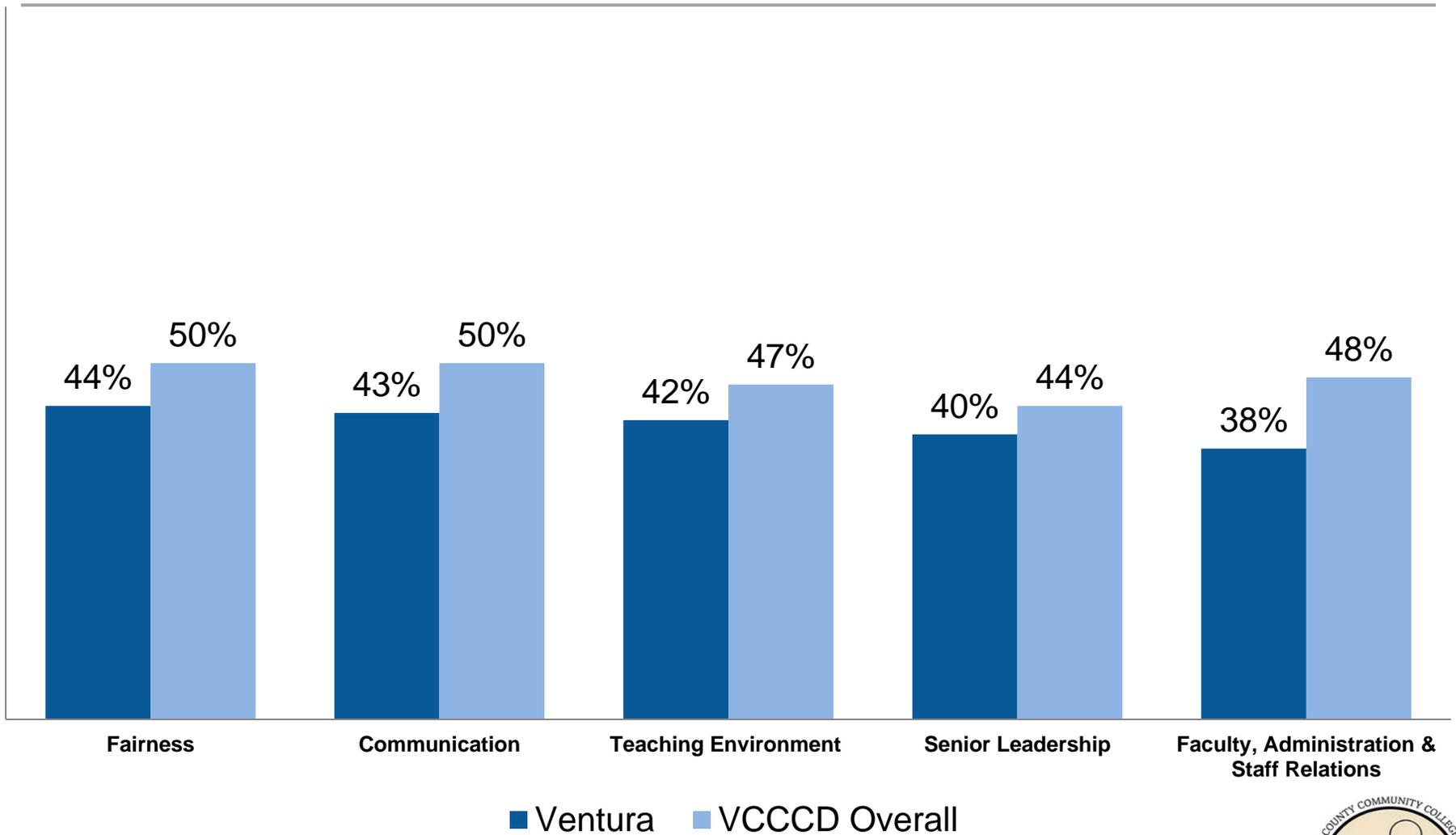
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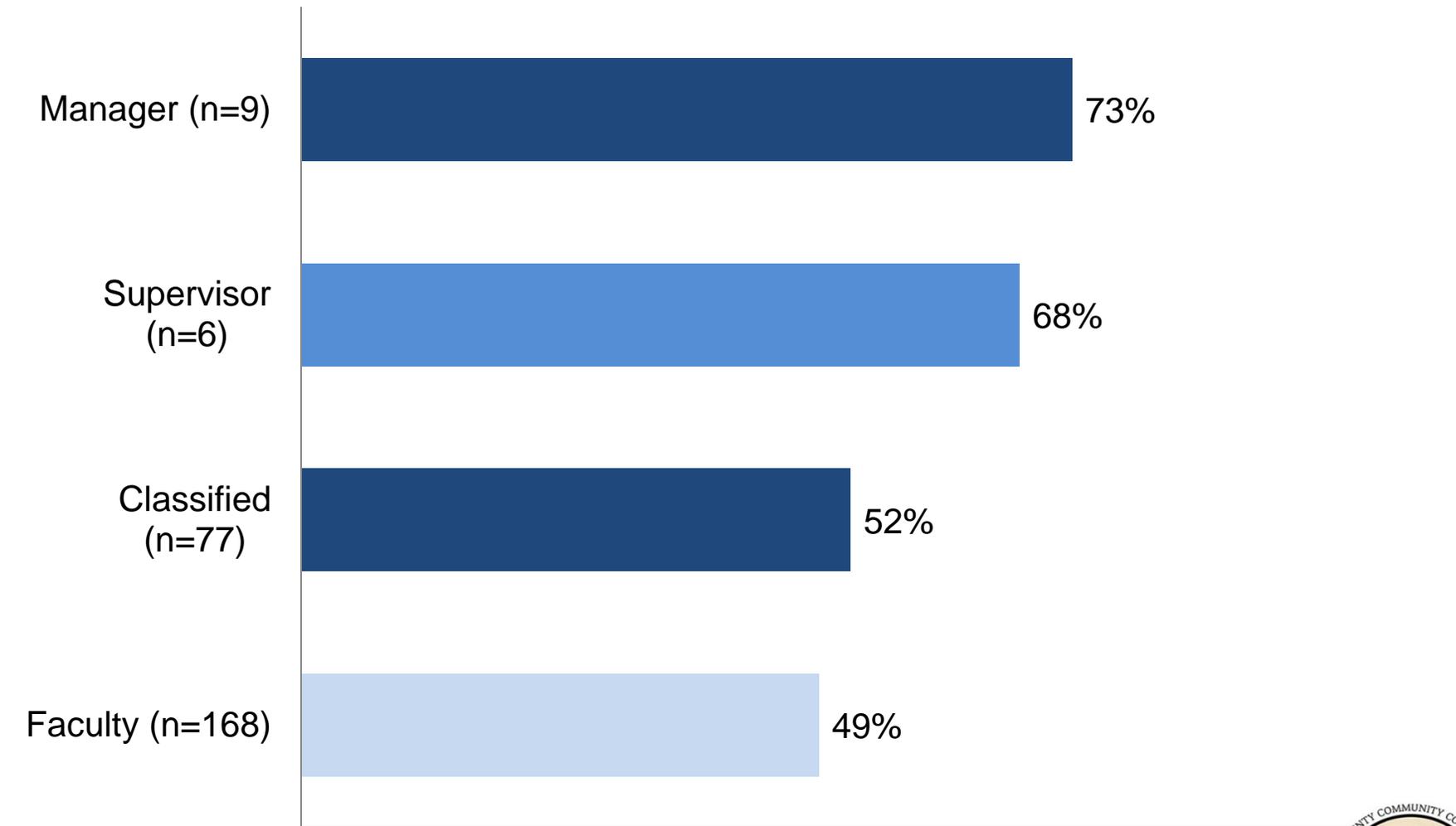
# Dimensions



# Dimensions



# Pre-Loaded Job Category (Overall % Positive 1 – 60)



# Barometer Statements

Survey Statement		2019 Ventura Overall % Positive	2019 Ventura Overall % Negative	2019 VCCCD Overall % Positive	2019 VCCCD Overall % Negative
25	Overall, my department is a good place to work.	75	7	78	7
59	This institution's culture is special – something you don't find just anywhere.	33	37	47	25
60	All things considered, this is a great place to work.	61	12	64	11

# Top Ten Statements

Survey Statement		2019 Ventura Overall % Positive	2019 Ventura Overall % Negative	2019 VCCCD Overall % Positive	2019 VCCCD Overall % Negative
5	I understand how my job contributes to this institution's mission.	88	5	90	3
2	I am given the responsibility and freedom to do my job.	82	5	81	6
24	I have a good relationship with my supervisor/department chair.	79	8	82	7
1	My job makes good use of my skills and abilities.	77	5	80	5
25	Overall, my department is a good place to work.	75	7	78	7

Statements are sorted by highest **positive** response.

# Top Ten Statements

Survey Statement		2019 Ventura Overall % Positive	2019 Ventura Overall % Negative	2019 VCCCD Overall % Positive	2019 VCCCD Overall % Negative
36	I am proud to be part of this institution.	72	7	75	5
19	My supervisor/department chair is consistent and fair.	72	16	73	14
47	My supervisor/department chair supports my efforts to balance my work and personal life.	71	11	76	10
45	At this institution, people are supportive of their colleagues regardless of their heritage or background.	68	13	75	10
3	My supervisor/department chair makes his/her expectations clear.	67	13	73	10

Statements are sorted by highest **positive** response.

# Strengths

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- Job Fit, Autonomy & Connection to Mission
- Work/Life Balance
- Supervisor/Department Chair Competencies
- Diversity, Equity & Inclusion

# Job Fit, Autonomy & Connection to Mission

Survey Statement		2019 Ventura Overall % Positive	2019 Ventura Overall % Negative	2019 VCCCD Overall % Positive	2019 VCCCD Overall % Negative
1	My job makes good use of my skills and abilities.	77	5	80	5
5	I understand how my job contributes to this institution's mission.	88	5	90	3
49	This institution actively contributes to the community.	64	8	68	8
36	I am proud to be part of this institution.	72	7	75	5

# Work/Life Balance

Survey Statement		2019 Ventura Overall % Positive	2019 Ventura Overall % Negative	2019 VCCCD Overall % Positive	2019 VCCCD Overall % Negative
47	My supervisor/department chair supports my efforts to balance my work and personal life.	71	11	76	10
53	This institution's policies and practices give me the flexibility to manage my work and personal life.	66	13	66	13

# Supervisor/Department Chair Competencies

Survey Statement		2019 Ventura Overall % Positive	2019 Ventura Overall % Negative	2019 VCCCD Overall % Positive	2019 VCCCD Overall % Negative
24	I have a good relationship with my supervisor/department chair.	79	8	82	7
3	My supervisor/department chair makes his/her expectations clear.	67	13	73	10
12	I believe what I am told by my supervisor/department chair.	63	12	68	11
15	My supervisor/department chair regularly models this institution's values.	65	15	72	12
19	My supervisor/department chair is consistent and fair.	72	16	73	14

# Diversity, Equity & Inclusion

Survey Statement		2019 Ventura Overall % Positive	2019 Ventura Overall % Negative	2019 VCCCD Overall % Positive	2019 VCCCD Overall % Negative
50	This institution places sufficient emphasis on having diverse faculty, administration and staff.	62	13	66	13
45	At this institution, people are supportive of their colleagues regardless of their heritage or background.	68	13	75	10
54	This institution has clear and effective procedures for dealing with discrimination.	60	19	64	15

# Bottom Ten Statements

Survey Statement		2019 Ventura Overall % Positive	2019 Ventura Overall % Negative	2019 VCCCD Overall % Positive	2019 VCCCD Overall % Negative
63	District leadership shows a genuine interest in the well-being of faculty, administration and staff.	30	44	31	37
58	There's a sense that we're all on the same team at this institution.	25	43	35	35
11	I am paid fairly for my work.	39	42	35	45
35	Our recognition and awards programs are meaningful to me.	30	41	35	36
28	My department has adequate faculty/staff to achieve our goals.	39	40	32	45

Statements are sorted by highest **negative** response.

# Bottom Ten Statements

Survey Statement		2019 Ventura Overall % Positive	2019 Ventura Overall % Negative	2019 VCCCD Overall % Positive	2019 VCCCD Overall % Negative
16	Promotions in my department are based on a person's ability.	35	39	43	33
64	District leadership communicates openly about important matters.	32	38	34	32
43	At this institution, we discuss and debate issues respectfully to get better results.	28	37	41	27
27	Senior leadership provides a clear direction for this institution's future.	33	37	40	32
59	This institution's culture is special - something you don't find just anywhere.	33	37	47	25

Statements are sorted by highest **negative** response.

# Opportunities

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- Resource Constraints
- Performance Management & Accountability
- Respect & Appreciation
- Communication
- Collaboration
- Shared Governance
- Senior Leadership
- District Leadership

# Resource Constraints

Survey Statement		2019 Ventura Overall % Positive	2019 Ventura Overall % Negative	2019 VCCCD Overall % Positive	2019 VCCCD Overall % Negative
4	I am provided the resources I need to be effective in my job.	47	20	51	20
28	My department has adequate faculty/staff to achieve our goals.	39	40	32	45
31	The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.	40	31	46	25
11	I am paid fairly for my work.	39	42	35	45
29	The institution takes reasonable steps to provide a safe and secure environment for the campus.	57	24	63	17

# Performance Management & Accountability

Survey Statement		2019 Ventura Overall % Positive	2019 Ventura Overall % Negative	2019 VCCCD Overall % Positive	2019 VCCCD Overall % Negative
30	Our orientation program prepares new faculty, administration and staff to be effective.	36	35	41	31
17	Our review process accurately measures my job performance.	46	28	54	22
18	Issues of low performance are addressed in my department.	39	32	45	27
16	Promotions in my department are based on a person's ability.	35	39	43	33

# Respect & Appreciation

Survey Statement		2019 Ventura Overall % Positive	2019 Ventura Overall % Negative	2019 VCCCD Overall % Positive	2019 VCCCD Overall % Negative
9	I am regularly recognized for my contributions.	44	29	48	29
35	Our recognition and awards programs are meaningful to me.	30	41	35	36
52	We celebrate significant milestones and important accomplishments at this institution.	42	28	53	20
37	Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	38	34	43	34

# Communication

Survey Statement		2019 Ventura Overall % Positive	2019 Ventura Overall % Negative	2019 VCCCD Overall % Positive	2019 VCCCD Overall % Negative
8	When I offer a new idea, I believe it will be fully considered.	47	20	55	18
21	In my department, we communicate openly about issues that impact each other's work.	57	16	64	15
14	I can speak up or challenge a traditional way of doing something without fear of harming my career.	49	29	51	24
22	Changes that affect me are discussed prior to being implemented.	39	34	40	30
43	At this institution, we discuss and debate issues respectfully to get better results.	28	37	41	27

# Collaboration

Survey Statement		2019 Ventura Overall % Positive	2019 Ventura Overall % Negative	2019 VCCCD Overall % Positive	2019 VCCCD Overall % Negative
13	We have opportunities to contribute to important decisions in my department.	57	17	59	16
23	People in my department work well together.	64	7	71	9
26	I can count on people to cooperate across departments.	36	21	51	16
58	There's a sense that we're all on the same team at this institution.	25	43	35	35

# Shared Governance

Survey Statement		2019 Ventura Overall % Positive	2019 Ventura Overall % Negative	2019 VCCCD Overall % Positive	2019 VCCCD Overall % Negative
38	The role of faculty in shared governance is clearly stated and publicized.	49	25	54	21
39	Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation).	49	26	55	19
42	Faculty, administration and staff are meaningfully involved in institutional planning.	37	27	43	23
46	Faculty, administration and staff work together to ensure the success of institution programs and initiatives.	43	24	54	18
55	There is regular and open communication among faculty, administration and staff.	33	36	41	28

# Senior Leadership

Survey Statement		2019 Ventura Overall % Positive	2019 Ventura Overall % Negative	2019 VCCCD Overall % Positive	2019 VCCCD Overall % Negative
32	Our senior leadership has the knowledge, skills and experience necessary for institutional success.	48	25	49	25
27	Senior leadership provides a clear direction for this institution's future.	33	37	40	32
41	Senior leadership communicates openly about important matters.	33	36	37	33
56	I believe what I am told by senior leadership.	43	31	46	28
57	This institution is well run.	33	35	39	30

# District Leadership

Survey Statement		2019 Ventura Overall % Positive	2019 Ventura Overall % Negative	2019 VCCCD Overall % Positive	2019 VCCCD Overall % Negative
62	Our district leadership has the knowledge, skills and experience necessary for institutional success.	42	32	42	25
61	District leadership provides a clear direction for this institution's future.	30	35	33	29
64	District leadership communicates openly about important matters.	32	38	34	32
66	I believe what I am told by district leadership.	32	36	35	30
65	District leadership regularly models this institution's values.	37	32	37	27

# Next Steps & Recommendations

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1. Communicate a high level summary of the survey results to appropriate leadership groups and to the individual college campuses.
2. Capitalize on linkages to existing ongoing initiatives (e.g. Strategic Planning, CBT Report, and IEPI efforts).
3. Consider introducing formal mechanisms/processes to enhance Senior Leadership visibility, interaction and relationship with the goals of fostering a greater sense of confidence in the credibility/alignment of leadership and the experience of shared governance.
4. Review existing communication structures, processes, and norms to better determine what is currently working well and how best to strengthen the quality of communication and dialogue.
5. Review and address fairness concerns regarding performance management processes and accountability. Ensure systems and processes related to ensuring fair treatment are up-to-date and consistently communicated.

# Additional Resources

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# The Value of Relationships

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# Employee Engagement

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## SHRM

*Employee engagement is a key business driver for organizational success. High levels of engagement in domestic and global firms promote retention of talent, foster customer loyalty and improve organizational performance and stakeholder value. **A complex concept, engagement is influenced by many factors—from workplace culture, organizational communication and managerial styles to trust and respect, leadership and company reputation.***

## CUPA-HR

*Employee engagement is the act of committing - rationally or emotionally - to something or someone within the organization. Engaged employees hold a positive emotional connection to their work. **They value, enjoy and believe in their jobs, managers, teams, and organizations.***

# 15 Core Dimensions

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- **Job Satisfaction/Support** – provides insight into the satisfaction with job fit, autonomy and resources
- **Teaching Environment** – with a particular focus on faculty, this dimension consists of statements that address the balance between teaching, research and service; the support for advising/mentoring students; and recognition for outstanding teaching
- **Professional Development** – provides insight into the reported satisfaction with career/professional development opportunities; and for faculty, support for research and clarity of the tenure process
- **Compensation, Benefits & Work/Life Balance** – captures information about the perceived fairness of compensation and the effectiveness of the benefits offered
- **Facilities** – provides insight into the reported satisfaction with physical workspace, overall campus appearance and confidence in experiencing a safe and secure environment

# 15 Core Dimensions

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- ***Policies, Resources & Efficiency*** – assesses the perceived effectiveness of various systems, policies and infrastructure
- ***Shared Governance*** – captures information about the perception of inclusion and cooperation as related to shared governance
- ***Pride*** – evaluates the sense of pride and connection faculty/employees report regarding their affiliation with the institution
- ***Supervisor/Department Chairs*** – provides insight into the relationship faculty/employees report with their department chair or supervisor and assesses critical managerial competencies
- ***Senior Leadership*** – measures the confidence faculty and employees report in the capabilities and credibility of senior leadership; senior leadership was defined as the most senior members of the institution

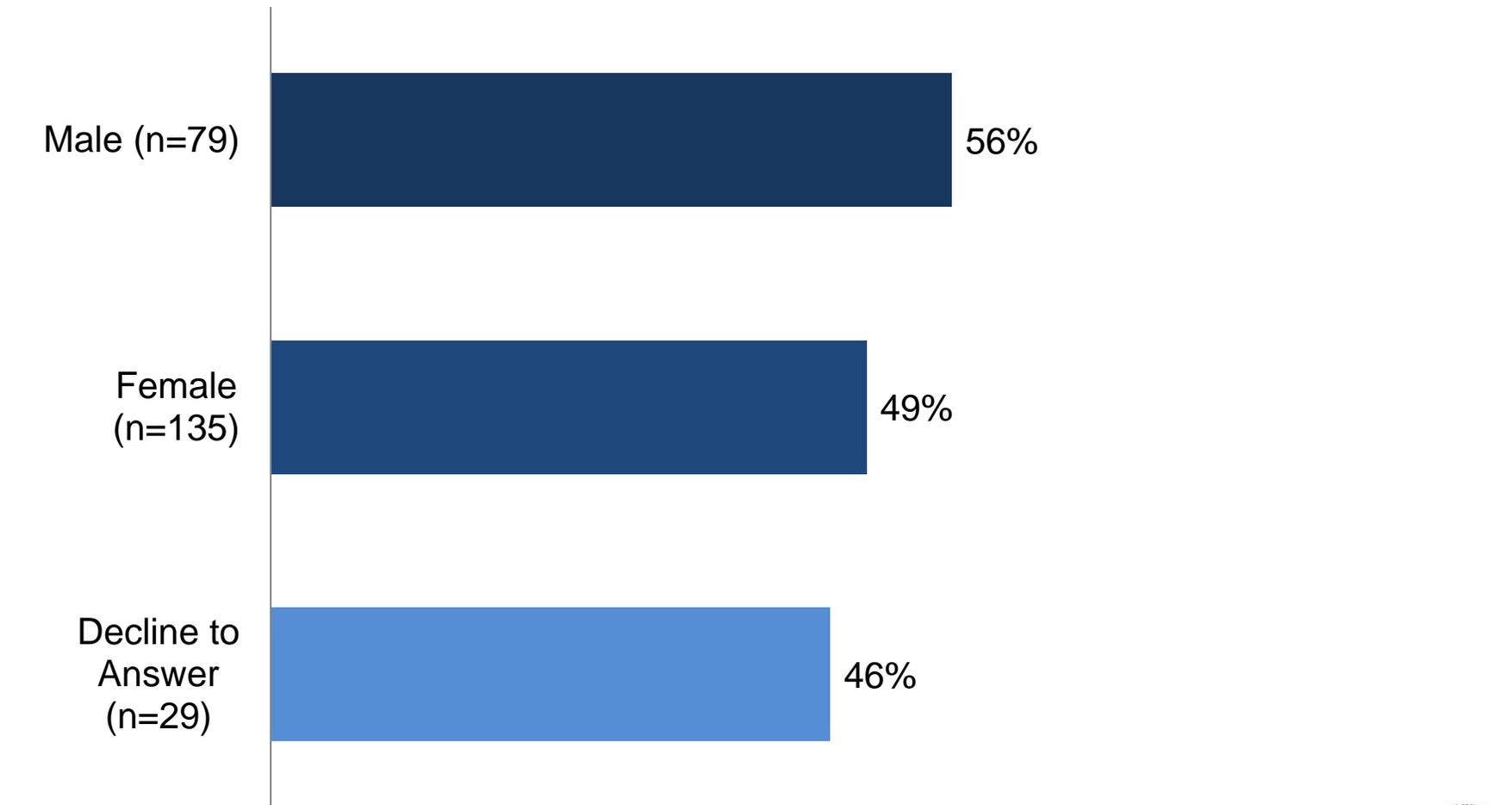
# 15 Core Dimensions

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- **Faculty, Administration & Staff Relations** – provides insight into the quality of faculty, administration and staff relations with a focus on the perception of support, cooperation and collegiality throughout the institution
- **Communication** – assesses the quality of internal communications specifically as related to transparency, clarity and interactivity
- **Collaboration** – measures the perceived cooperation and collegiality within workgroups and across the institution
- **Fairness** – measures confidence in fair and consistent treatment, especially regarding performance management and issues of accountability
- **Respect & Appreciation** – provides insight into the degree to which faculty/employees feel respected and valued

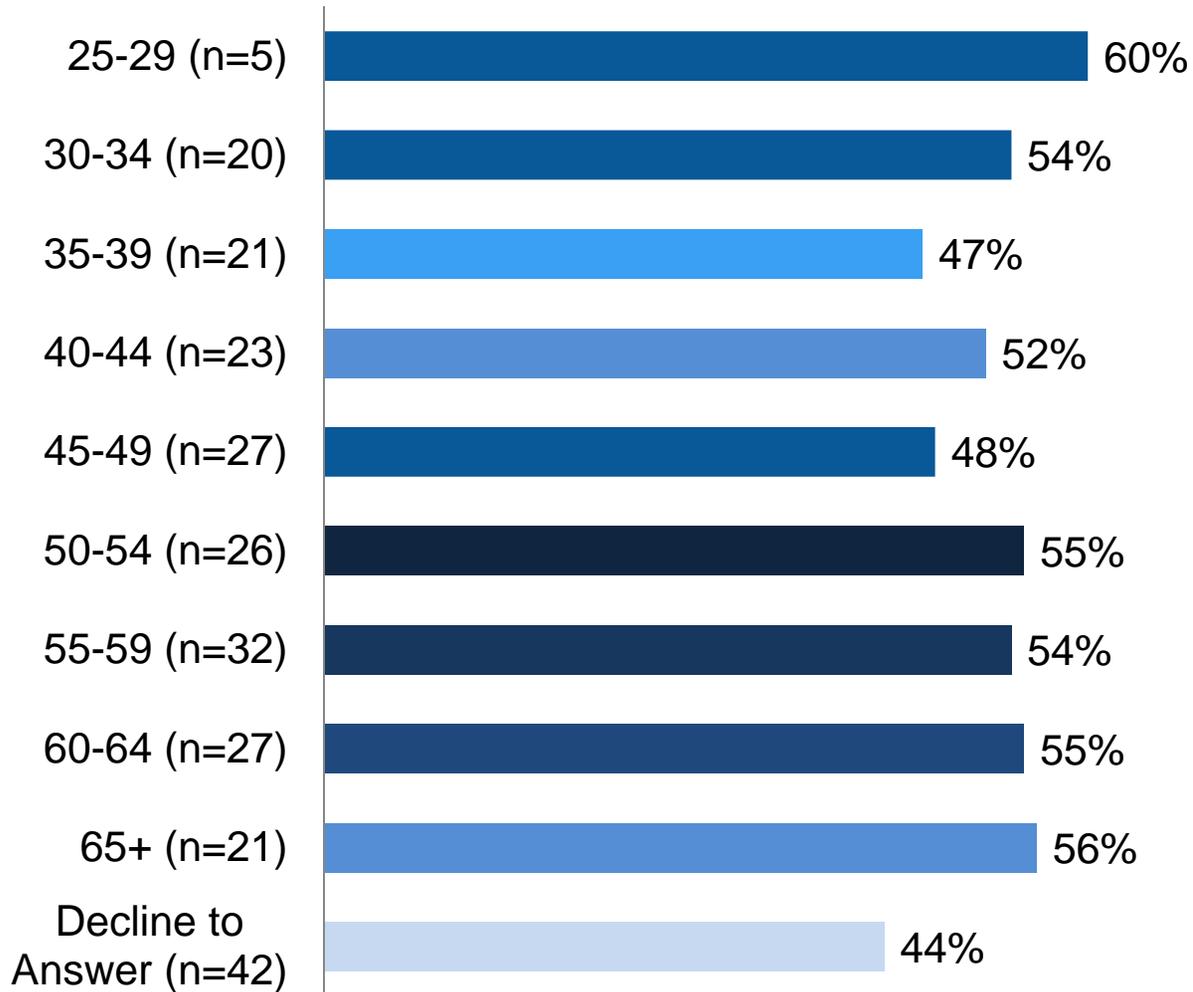
# Gender

(Overall % Positive 1 – 60)



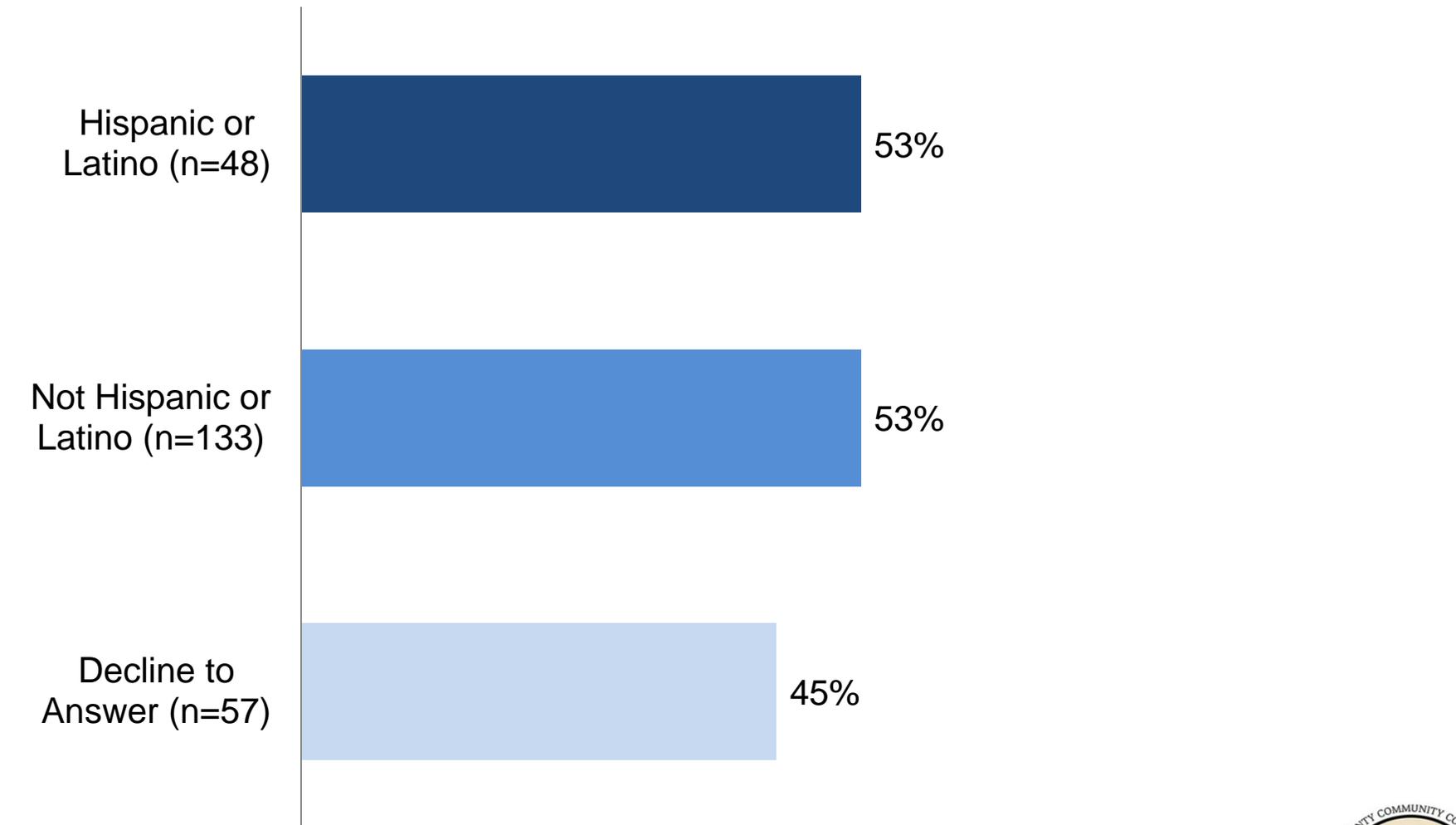
# Age

(Overall % Positive 1 – 60)



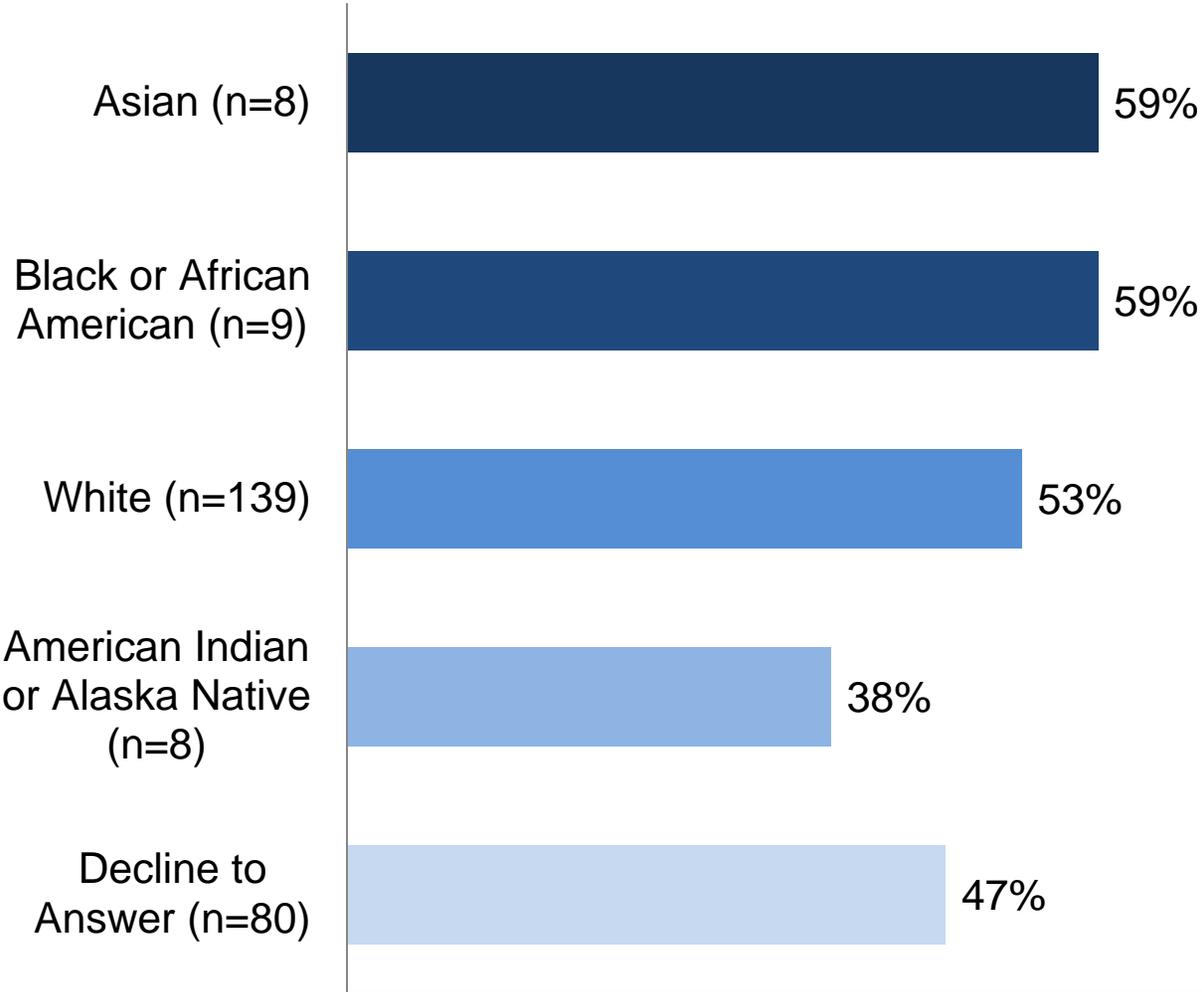
# Ethnicity

(Overall % Positive 1 – 60)

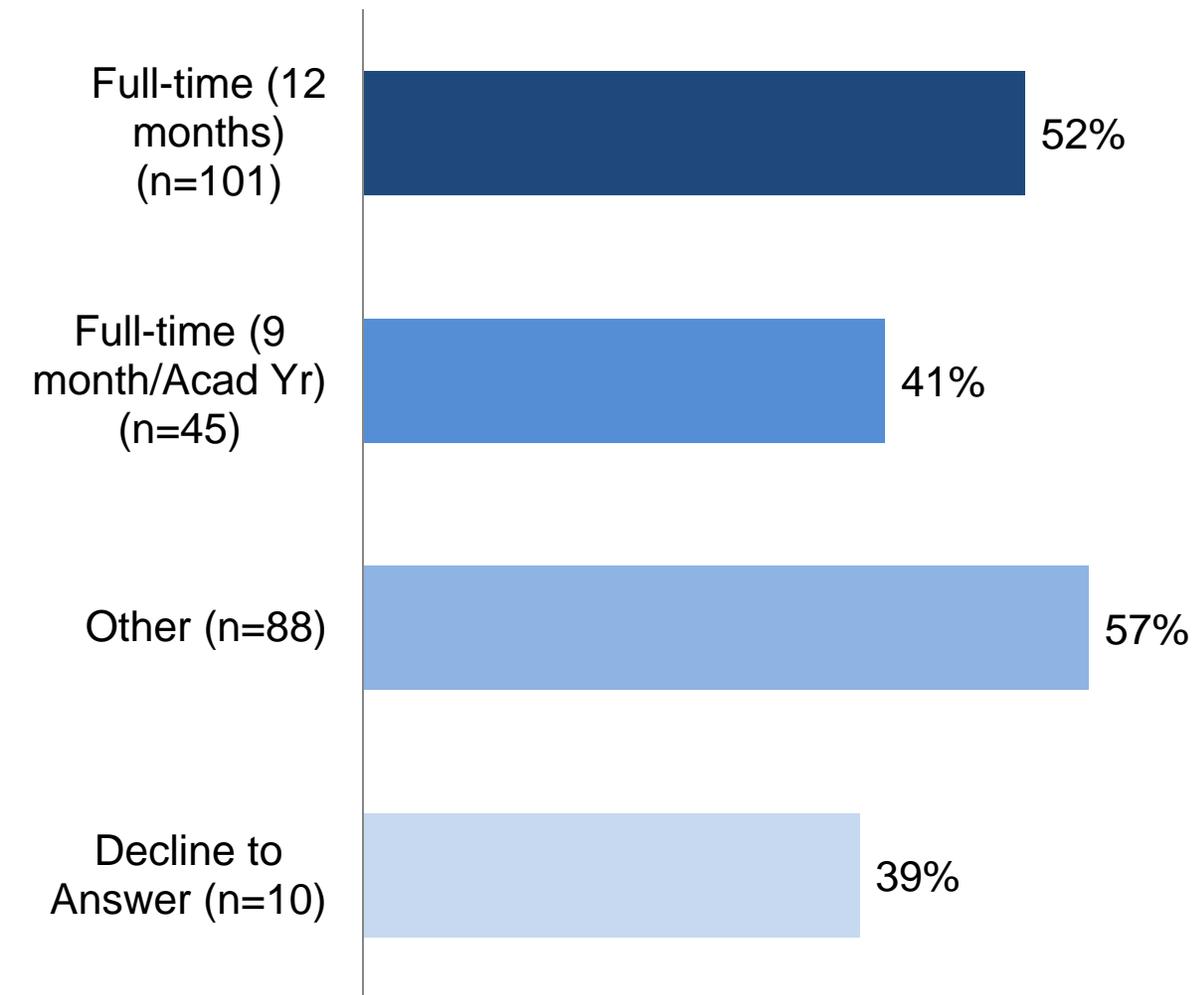


# Race

(Overall % Positive 1 – 60)

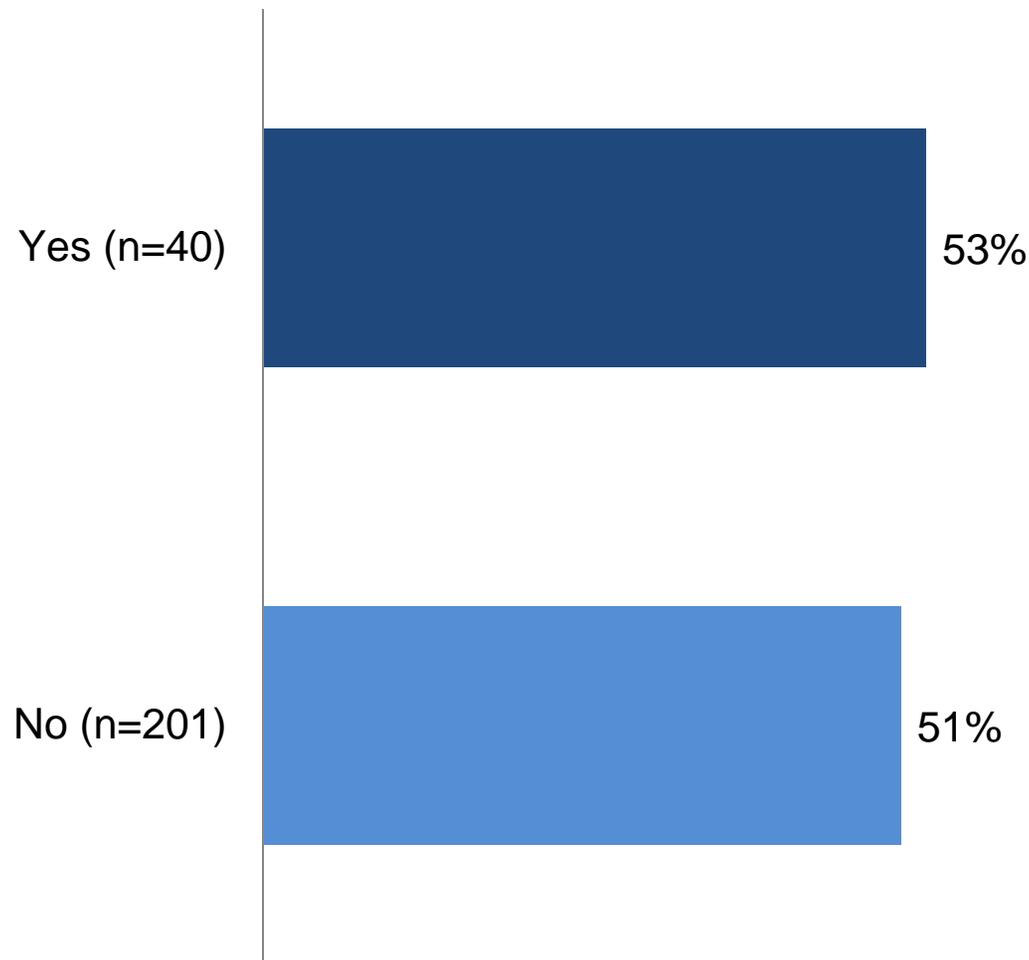


# Job Status (Overall % Positive 1 – 60)

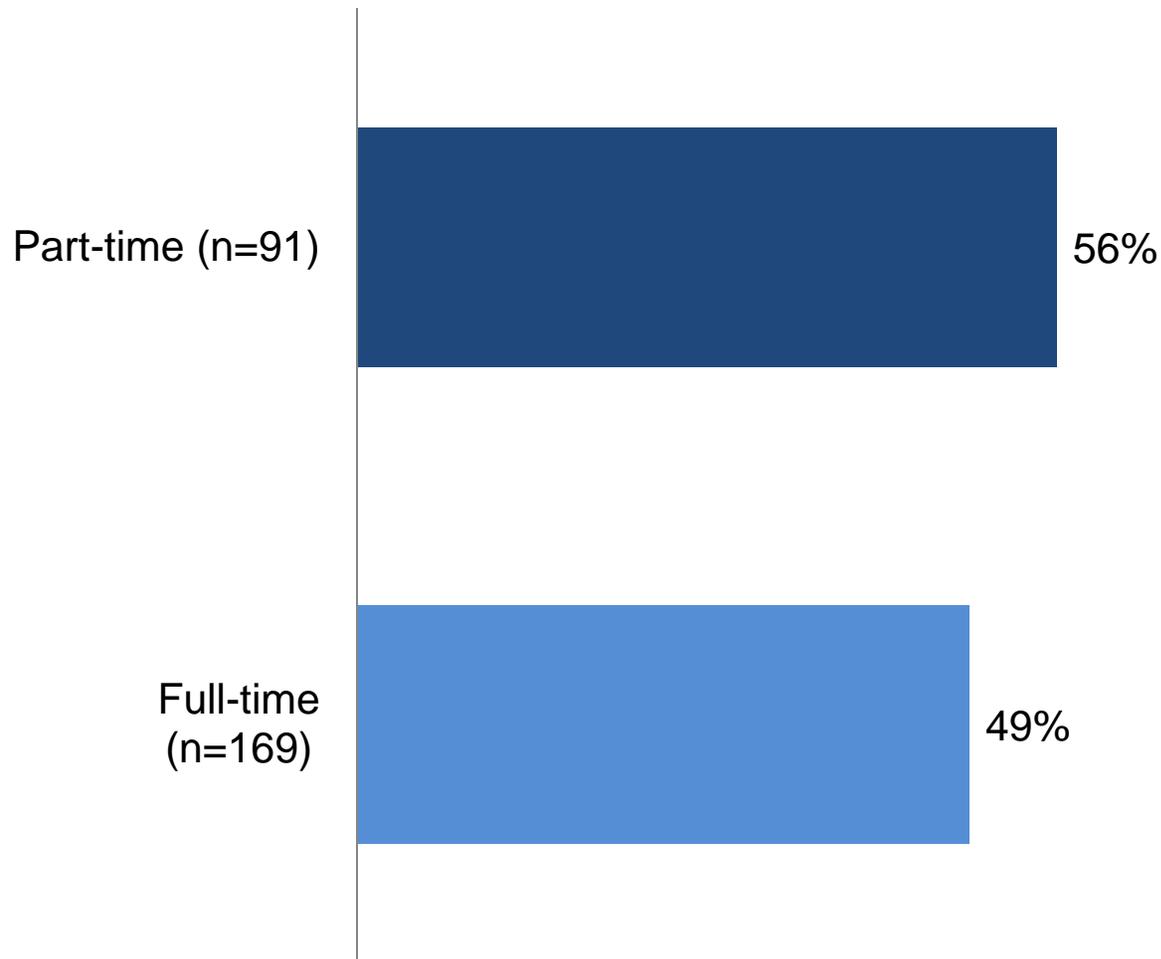


# Supervisory Status

(Overall % Positive 1 – 60)

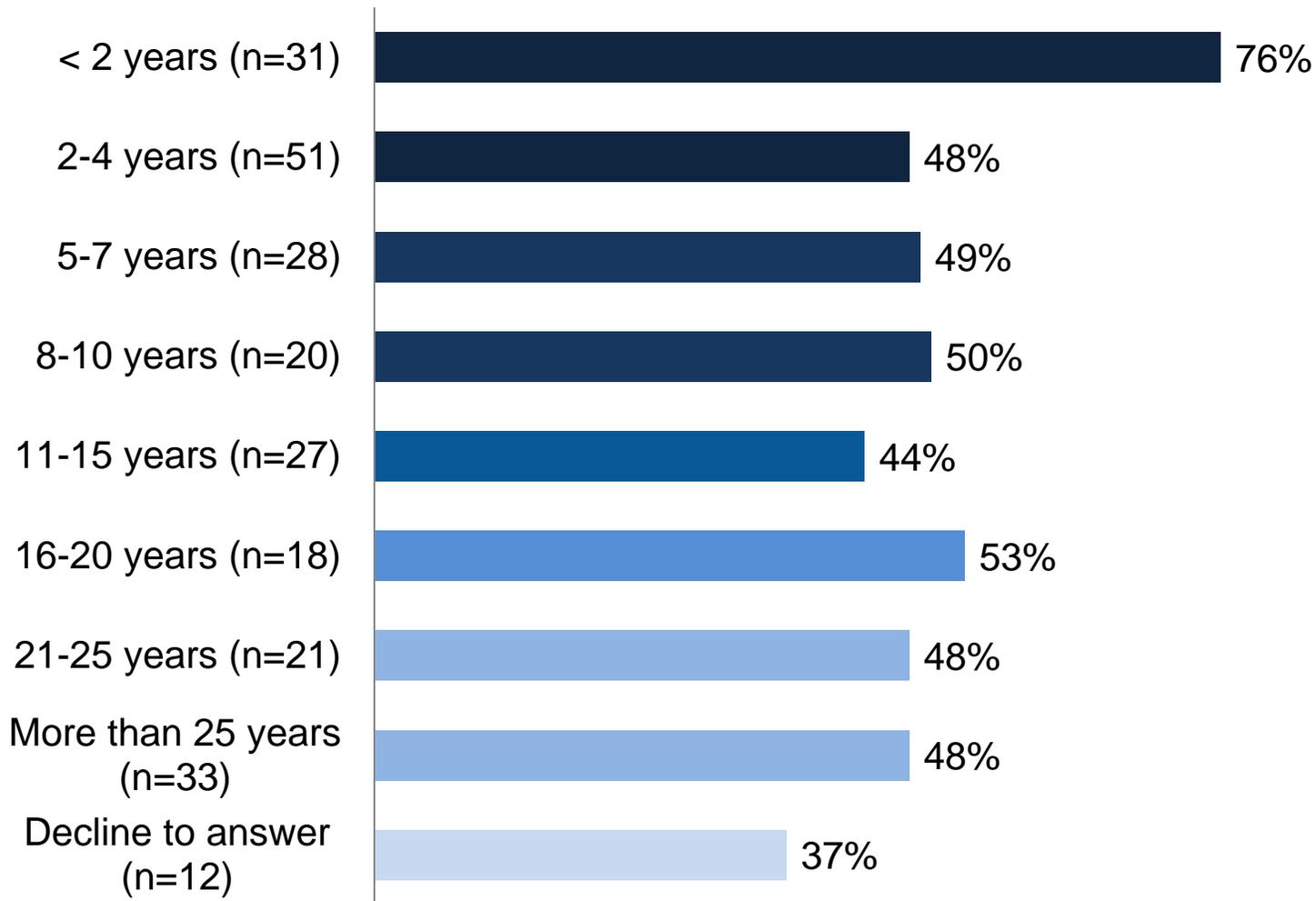


# Pre-loaded Employment Status (Overall % Positive 1 – 60)

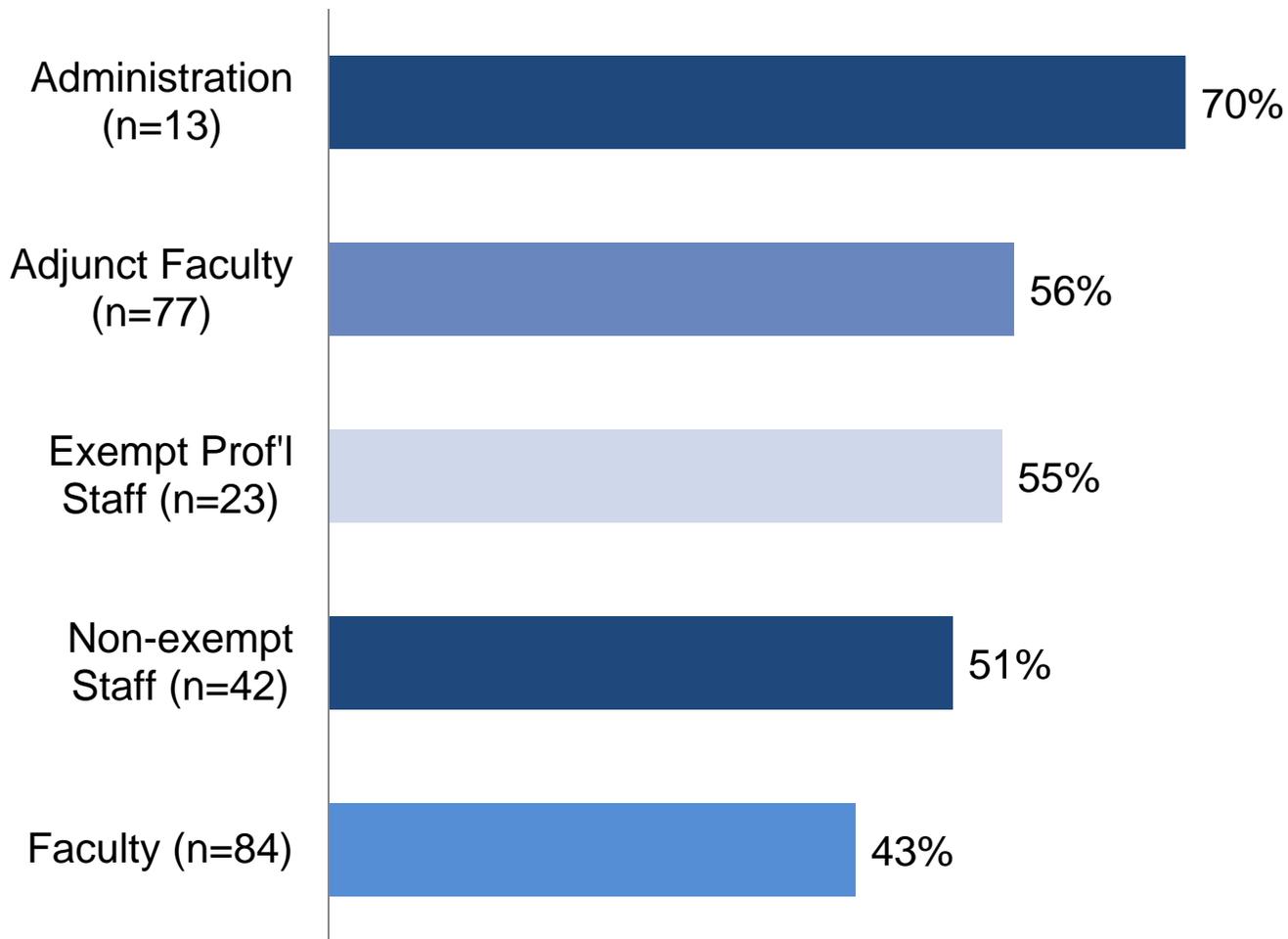


# Years at Institution

(Overall % Positive 1 – 60)



# Self Selected Job Category (Overall % Positive 1 – 60)



# Years in Job Role (Overall % Positive 1 – 60)

