



MHCC Employee Satisfaction Survey

Results of the 2016 Administration of the
Noel-Levitz College Employees Satisfaction Survey (CESS)

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Summary

- **Purpose**

- Assess MHCC culture and climate.
- Identify what is working well.
- Explore opportunities to engage and support employees.

- **Data collected Winter/Spring Terms 2016**

- **College environment**

- There was no other employee data gathering efforts occurring during this collection of the CESS.
- There were no substantive changes in personnel during the data collection period.

- **Survey chosen by People's Strategies Council:**

- Format paralleled Student Satisfaction Survey conducted previous year.
- Survey allowed for custom questions within each section.
- Cost was affordable.

- **Methodology:**

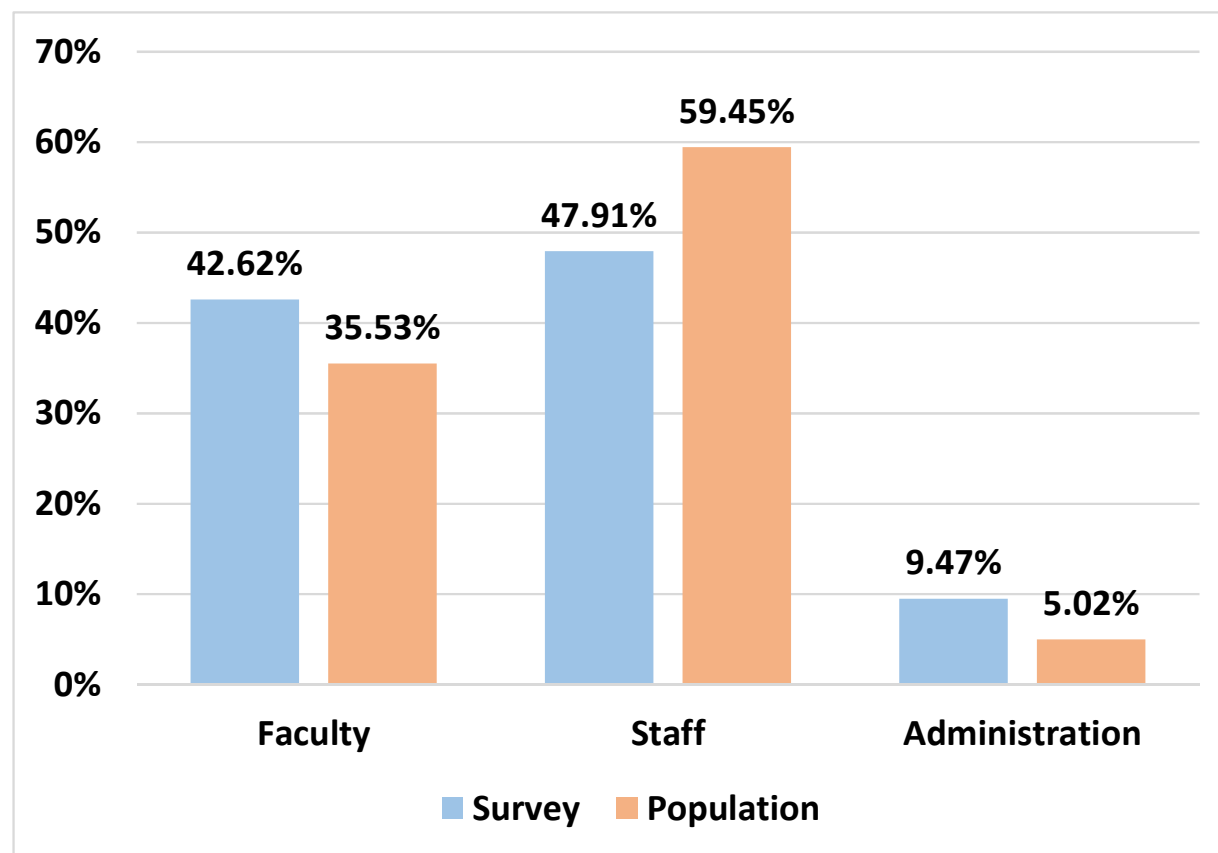
- Online format with *anonymous* survey link.
- Initial introduction of the survey sent out by the President / Invitations sent to All Staff by the HR Director.
- Two reminder emails sent by the HR Director (one and two weeks after initial email) to encourage participation.
- Survey opened for an additional week in Spring Term to encourage participation. An additional reminder was sent by the HR Director and a final reminder sent out by the President.

Who Responded?

Total Employees: 1334

Total Respondents: 433

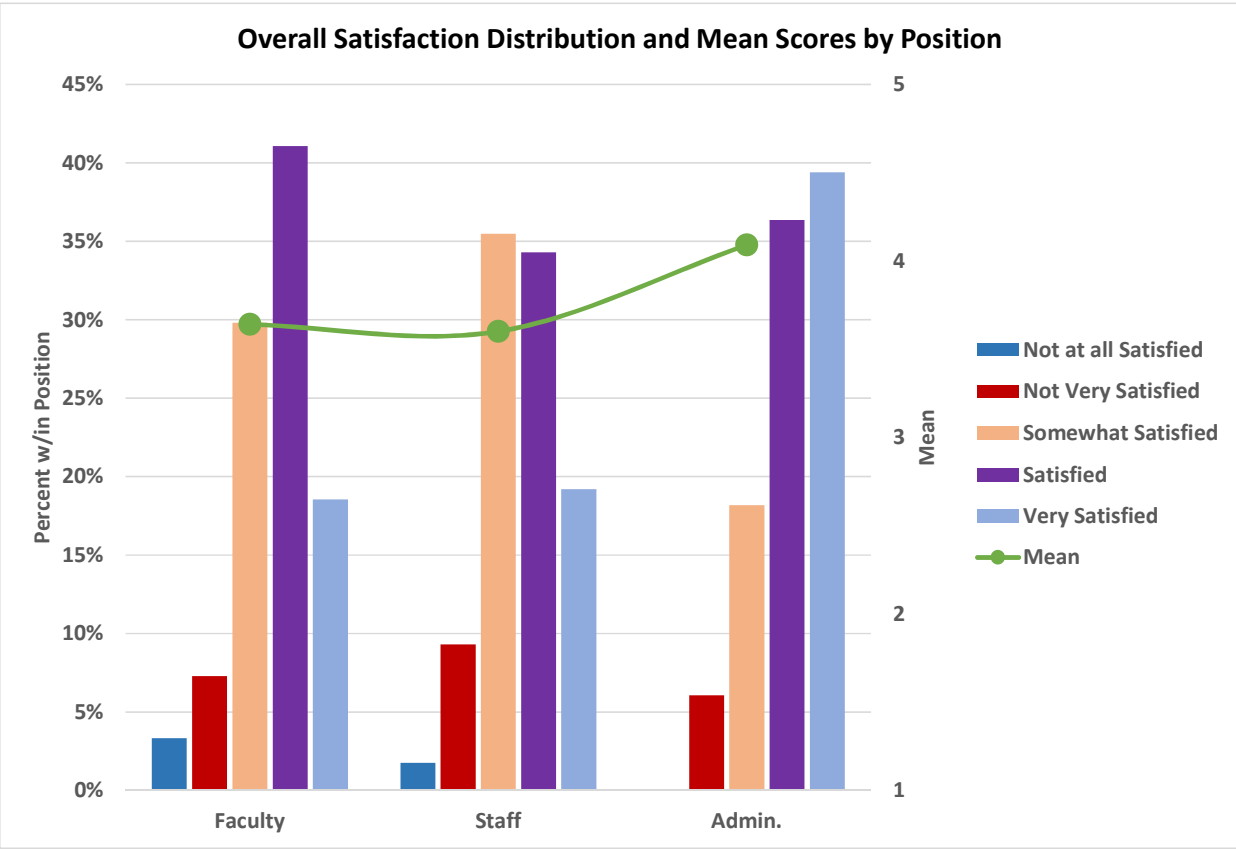
Response Rate: 32.46%



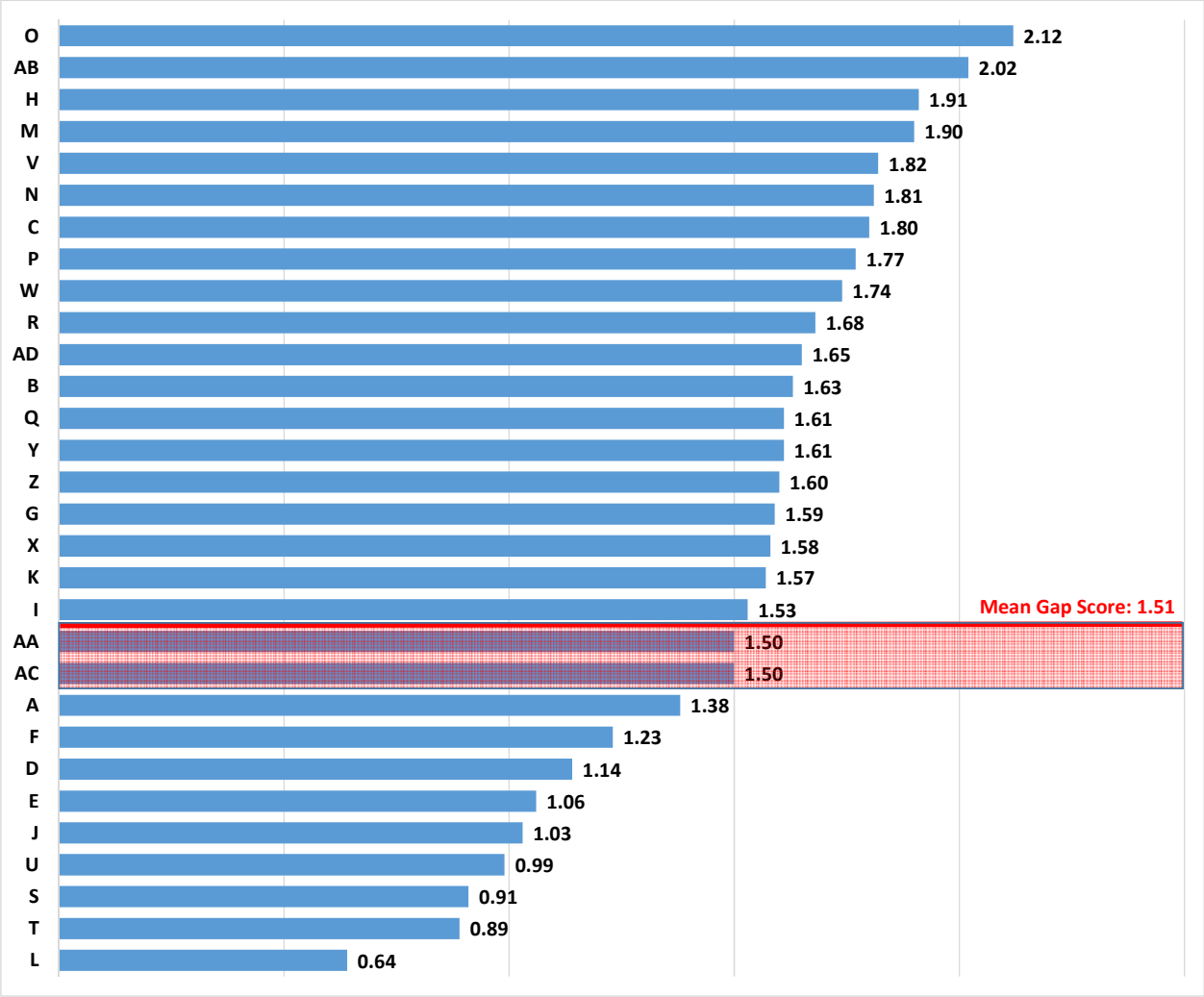
Overall Satisfaction

Question: Overall, how satisfied are you with your employment at this institution so far?

	Faculty	Staff	Admin.	Total
Not at all Satisfied	5 3.31%	3 1.74%	0 0.00%	8 2.25%
Not Very Satisfied	11 7.28%	16 9.30%	2 6.06%	29 8.15%
Somewhat Satisfied	45 29.80%	61 35.47%	6 18.18%	112 31.46%
Satisfied	62 41.06%	59 34.30%	12 36.36%	133 37.36%
Very Satisfied	28 18.54%	33 19.19%	13 39.39%	74 20.79%
Total	151 100.00%	172 100.00%	33 100.00%	356 100.00%
Mean	3.64	3.60	4.09	3.64
s.d.	0.98	0.96	0.91	1.00
2014 Results	3.43	3.47	3.74	3.47
	1.02	1.07	0.89	1.03

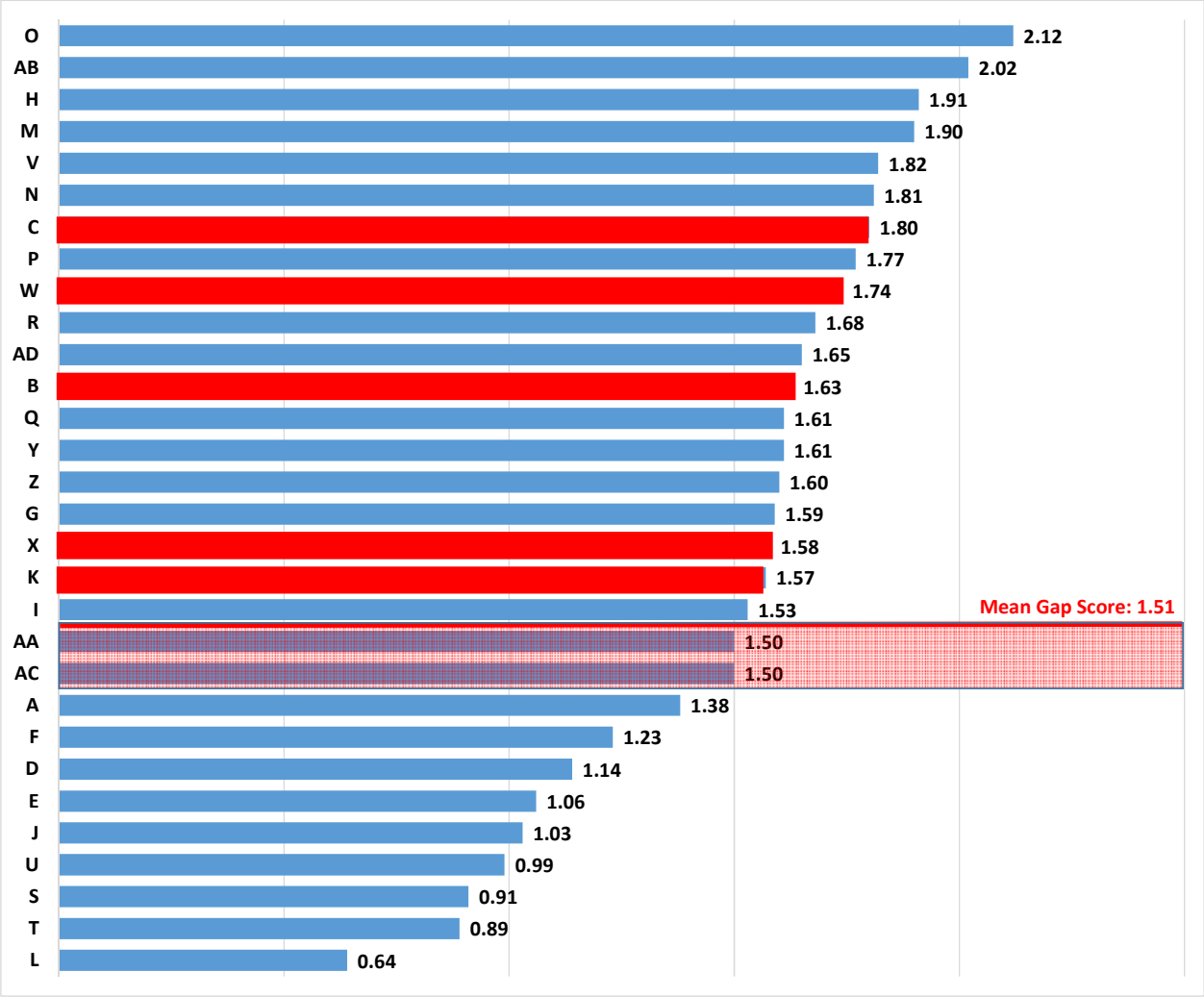


Campus Culture / Policies Gap Scores



- Gap scores calculated by subtracting the mean satisfaction score from the mean importance score.
- The average (mean) gap score for all items in the campus culture / policies section was 1.51.
- Nineteen of thirty items had gaps exceeding the mean gap score (an additional two items were just below the mean and are included in the analysis).
- The twenty-one items fell into four Themes...

Campus Culture / Policies Gap Scores

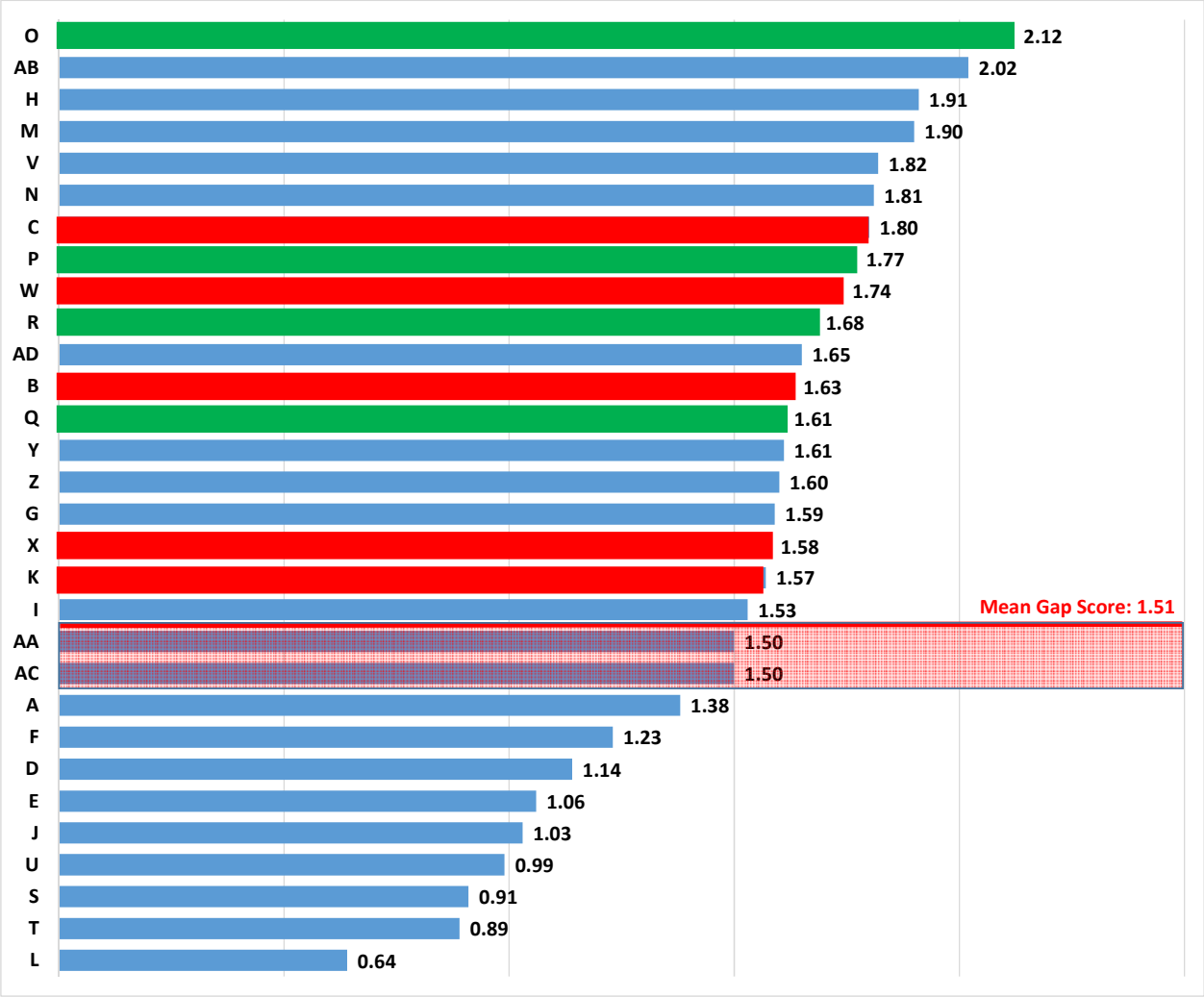


Theme 1: Customer Focus – Five Items

- C** This institution does a good job of meeting the needs of students
- W** The reputation of this institution continues to improve
- B** This institution treats students as its top priority
- X** This institution is well-respected in the community
- K** This institution does a good job of meeting the needs of staff

Customer Focus
(C, W, B, X, and K)

Campus Culture / Policies Gap Scores

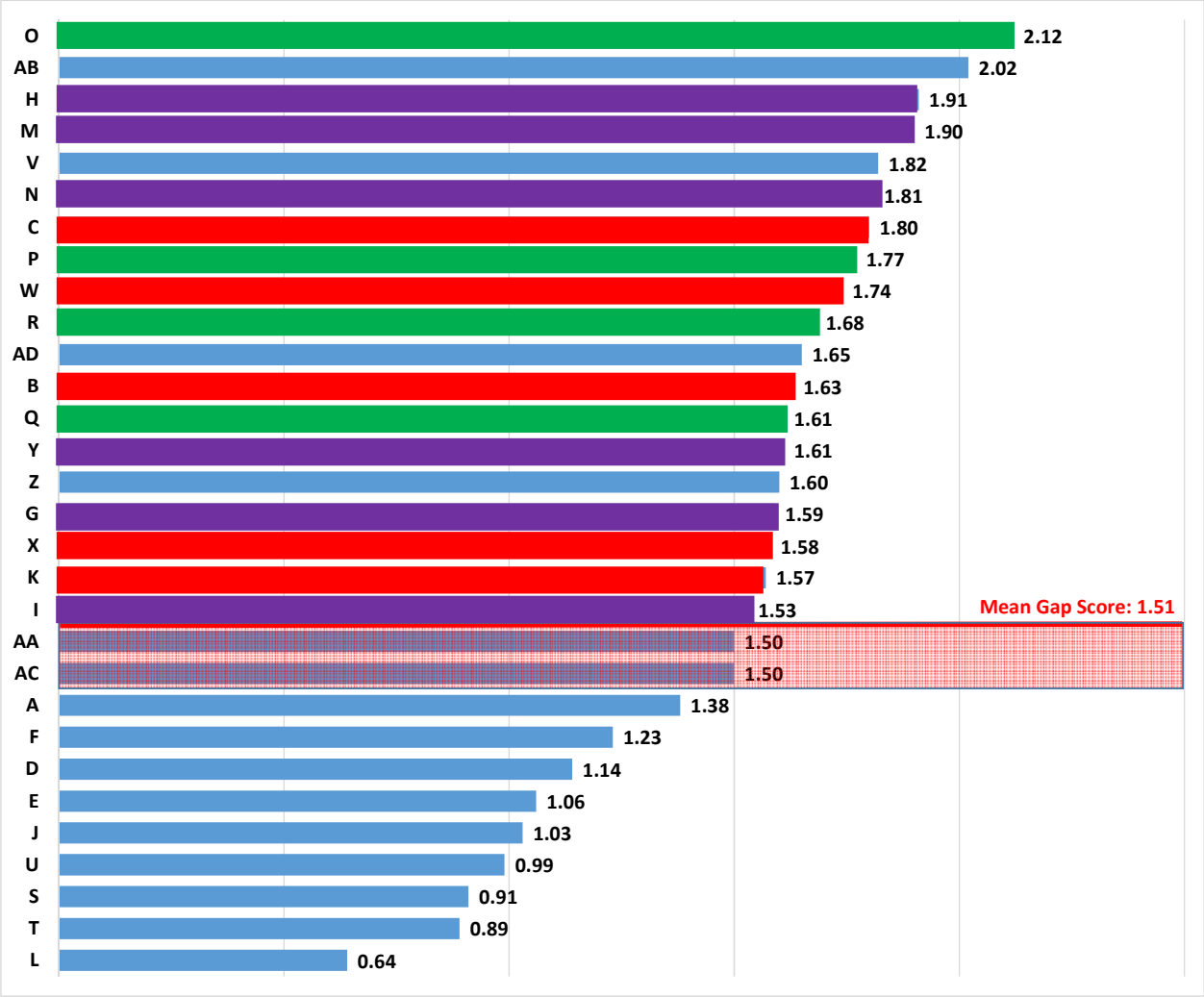


Theme 2: Communications – Four Items

- O** There are effective lines of communication between departments
- P** Administrators share information regularly with faculty and staff
- R** There is good communication between staff and the administration at this institution
- Q** There is good communication between the faculty and the administration at this institution

Customer Focus (C, W, B, X, and K) **Communications** (O, P, R, and Q)

Campus Culture / Policies Gap Scores

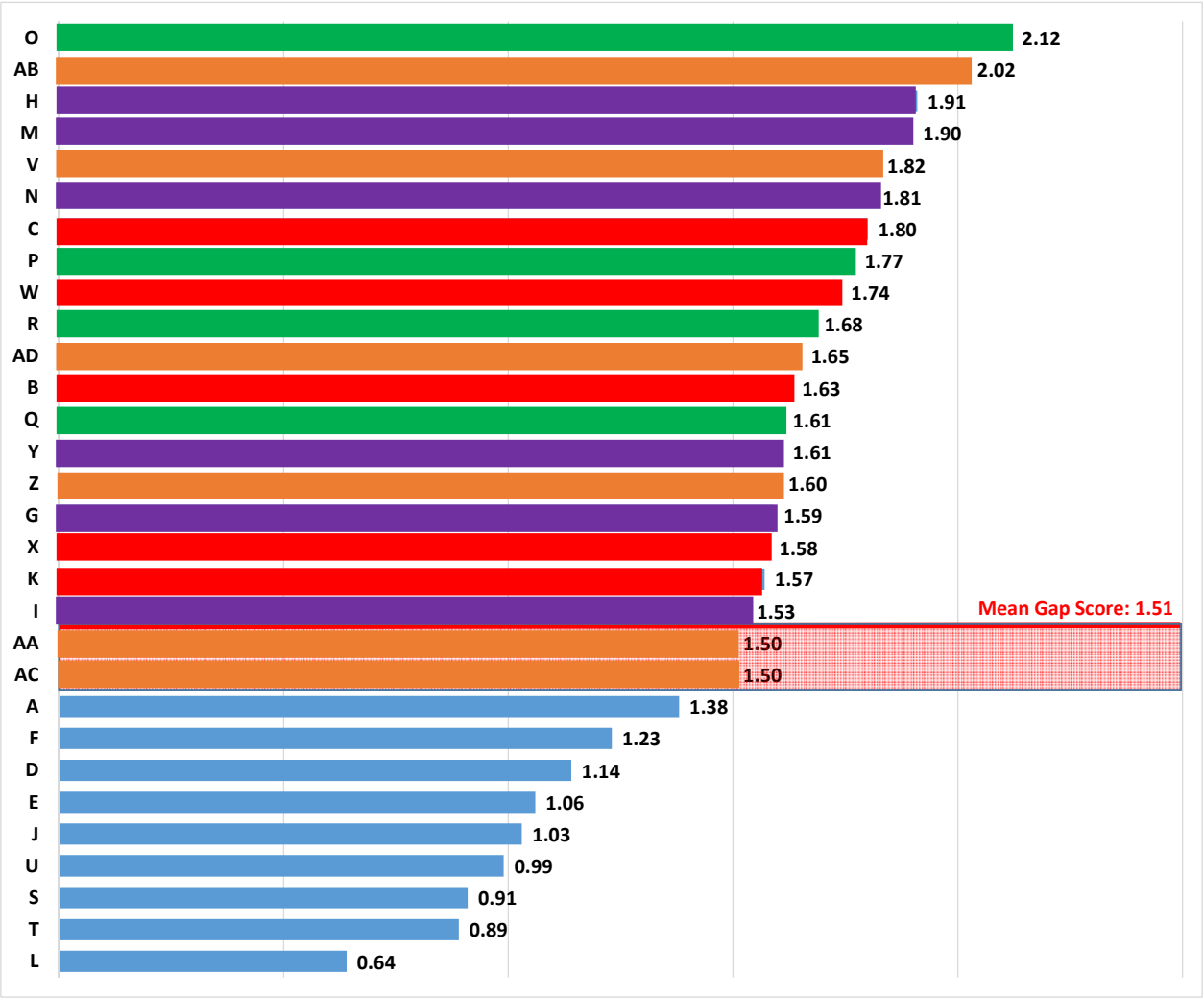


Customer Focus Communications Planning
(C, W, B, X, and K) (O, P, R, and Q) (H, M, N, Y, G, and I)

Theme 3: Planning – Six Items

- H This institution plans carefully
- M This institution makes sufficient budgetary resources available to achieve important objectives
- N This institution makes sufficient staff resources available to achieve important objectives
- Y Efforts to improve quality are paying off at this institution
- G This institution involves its employees in planning for the future
- I The leadership of this institution has a clear sense of purpose

Campus Culture / Policies Gap Scores



Theme 4: Processes – Six Items

- AB** This institution consistently follows clear processes for orienting and training new employees
- V** There is a spirit of teamwork and cooperation at this institution
- AD** This institution has written procedures that clearly define who is responsible for each operation and service
- Z** Employee suggestions are used to improve our institution
- AA** This institution consistently follows clear processes for selecting new employees
- AC** This institution consistently follows clear processes for recognizing employee achievements

Customer Focus

Communications

Planning

Processes

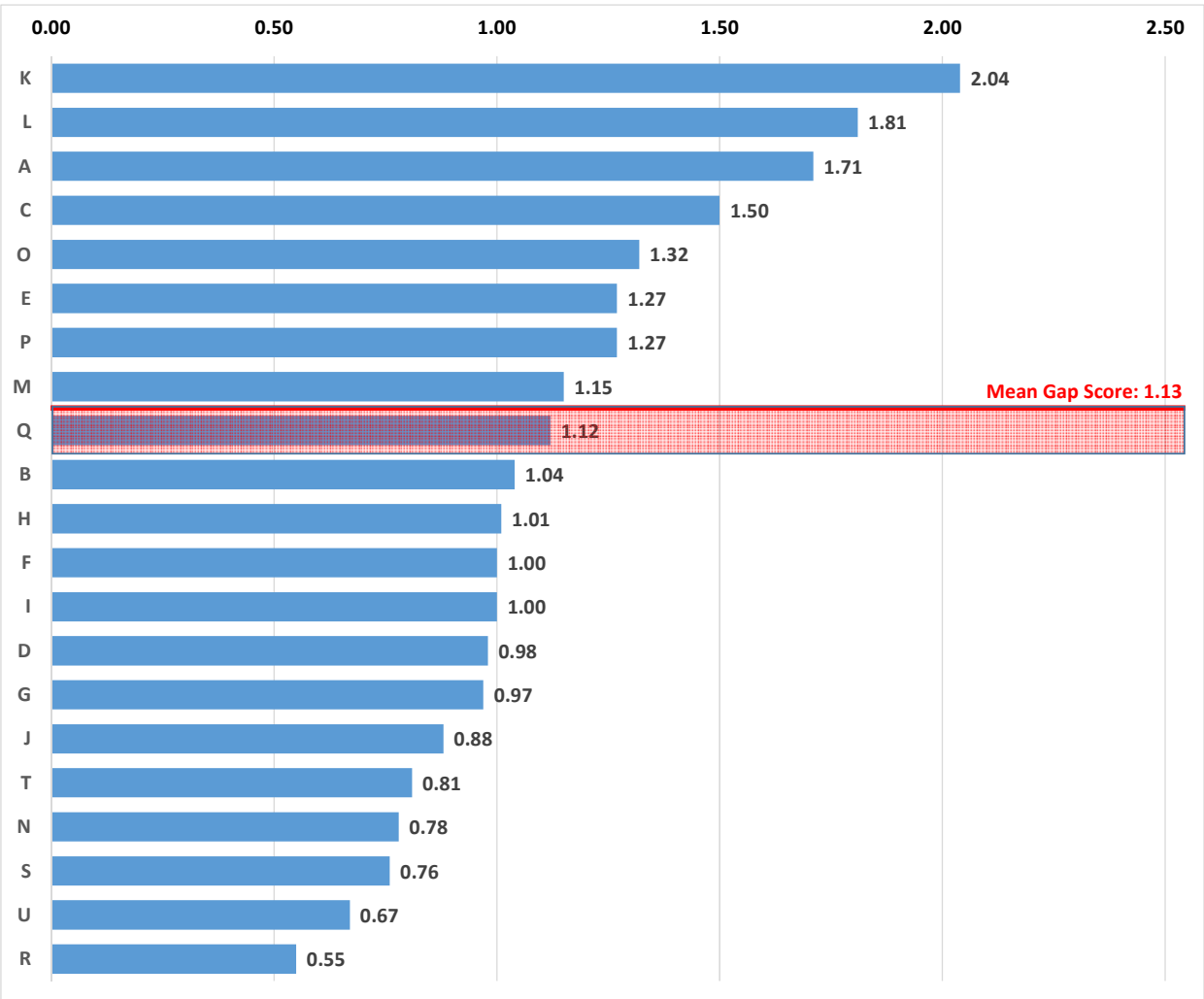
(C, W, B, X, and K)

(O, P, R, and Q)

(H, M, N, Y, G, and I)

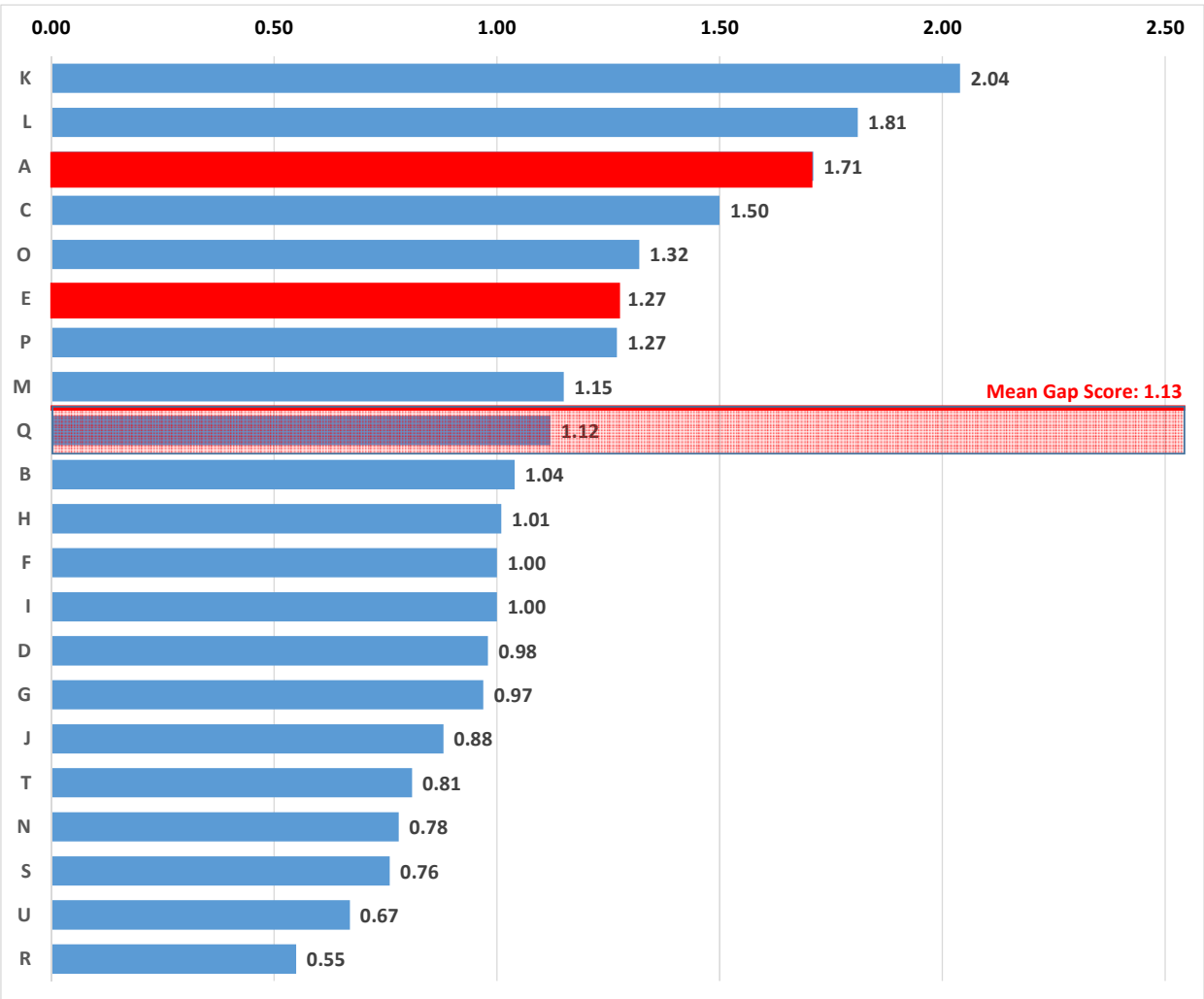
(AB, V, AD, Z, AA, and AC)

Work Environment Gap Scores



- Twenty one items were asked in relation to the work environment.
- The average (mean) gap score for all work environment items was 1.13.
- Eight items had gap scores that exceeded the overall average; one additional item was close enough to the overall to warrant inclusion.
- The nine items fell into four themes...

Work Environment Gap Scores

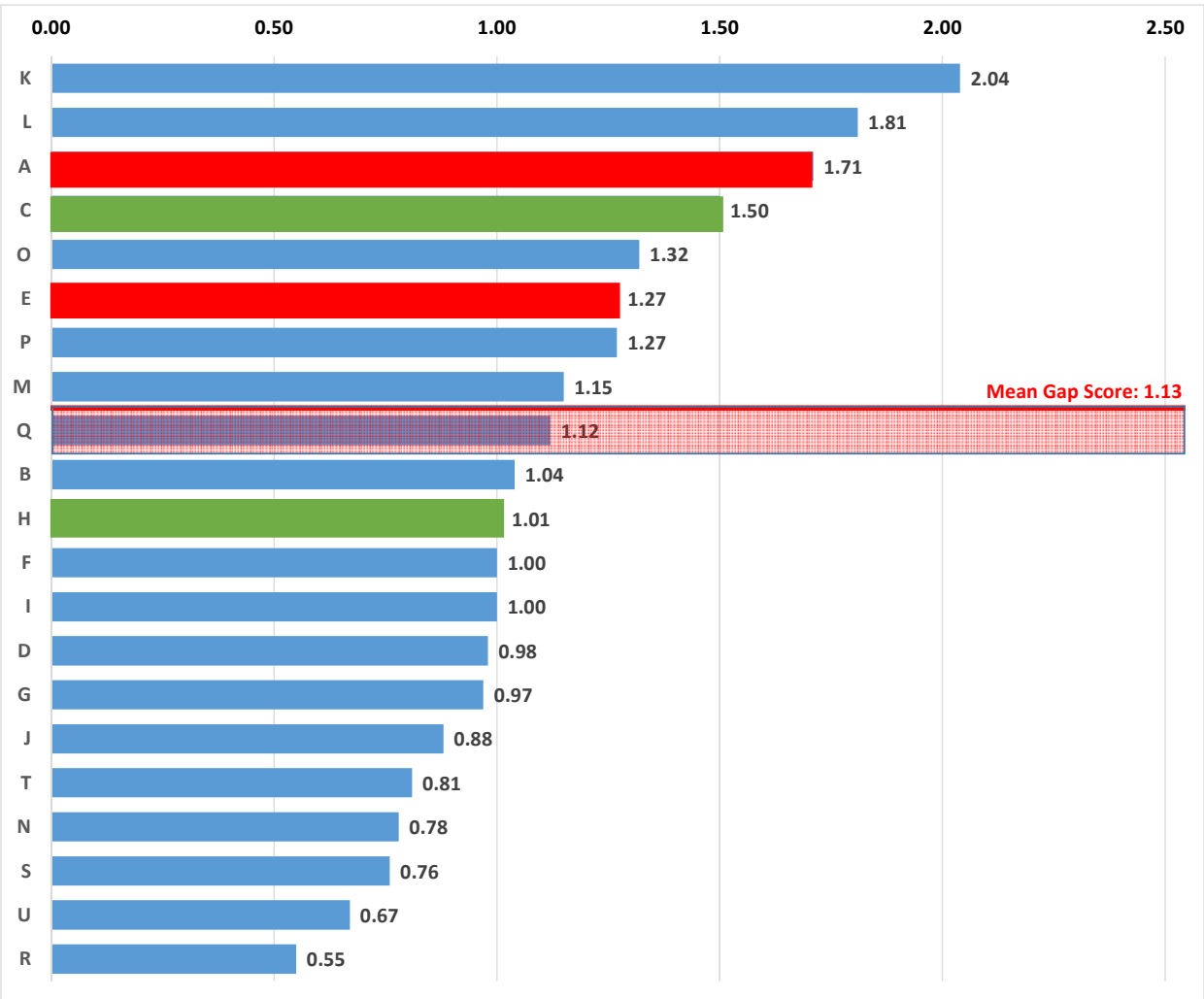


Theme 1: Communication – Two Items

- A It is easy for me to get information at this institution
- E I have the information I need to do my job well

Communication
(A and E)

Work Environment Gap Scores



Communication
(A and E)

Supervision
(C and H)

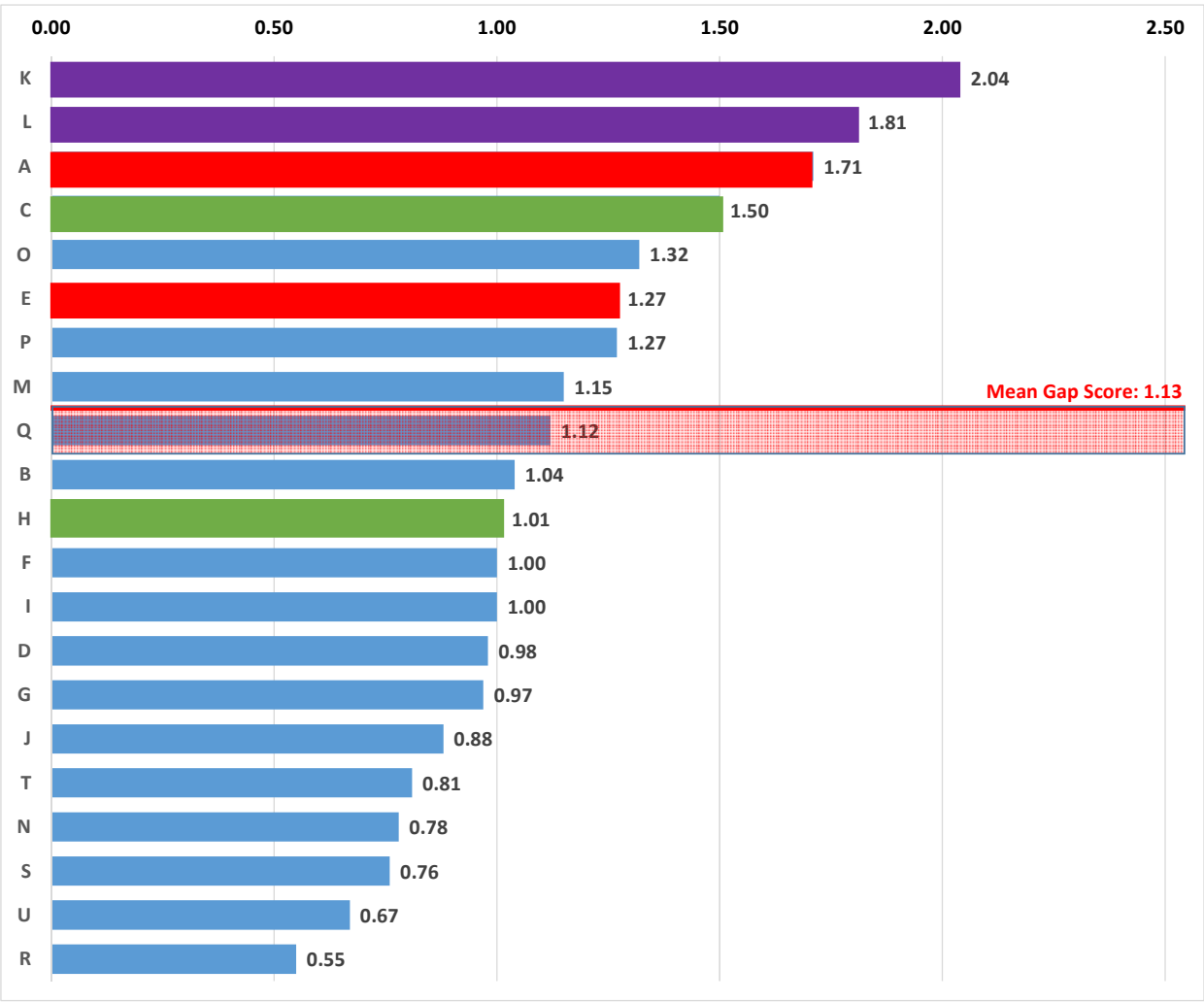
Theme 2: Supervision – One Item

C I am empowered to resolve problems quickly

H* My supervisor helps me to improve me job performance

* Identified in the Importance / Satisfaction Analysis

Work Environment Gap Scores

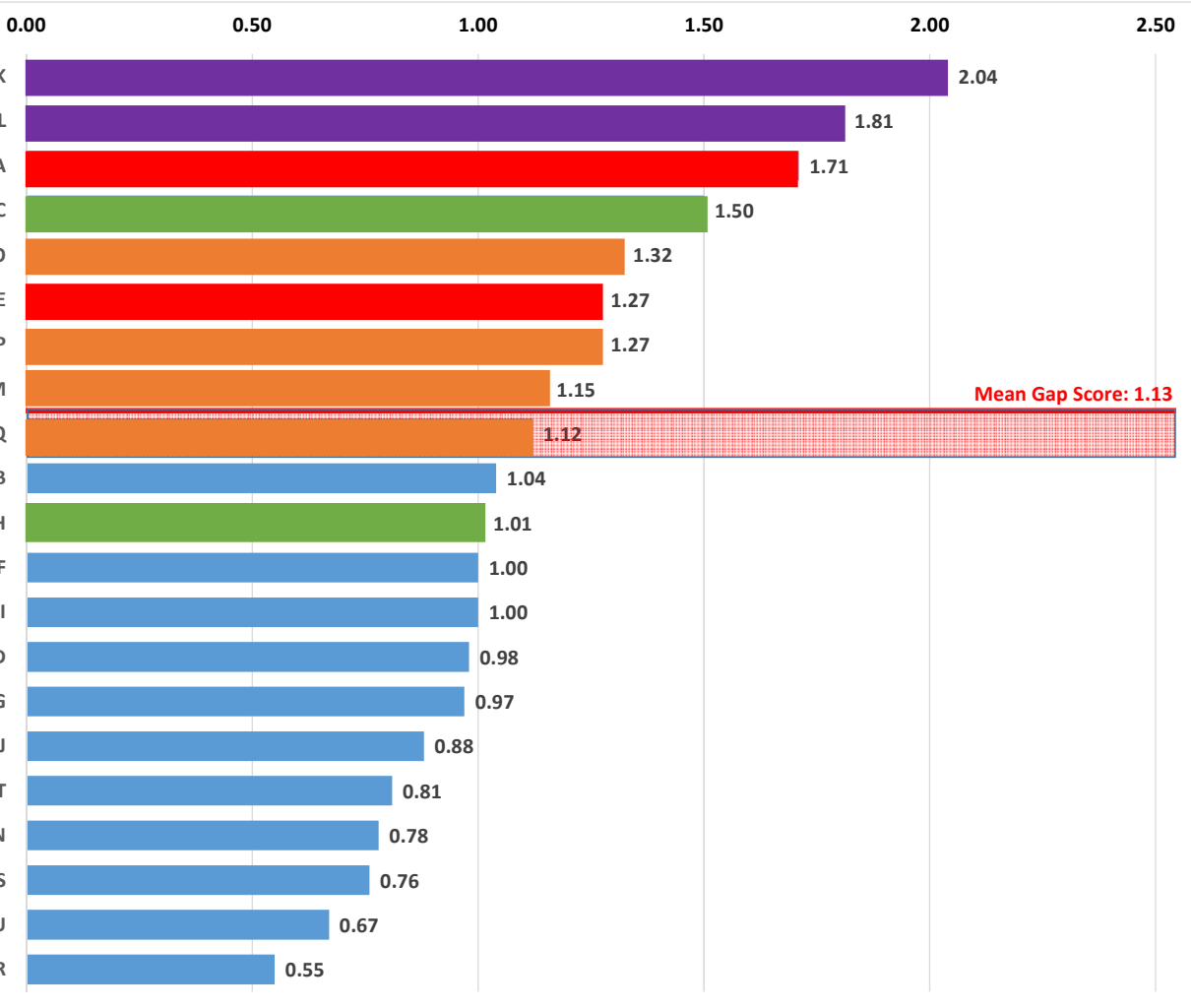


Theme 3: Resources – Two Items

- K** My department has the budget needed to do its job well
- L** My department has the staff needed to do its job well

Communication (A and E)
 Supervision (C)
 Resources (K and L)

Work Environment Gap Scores

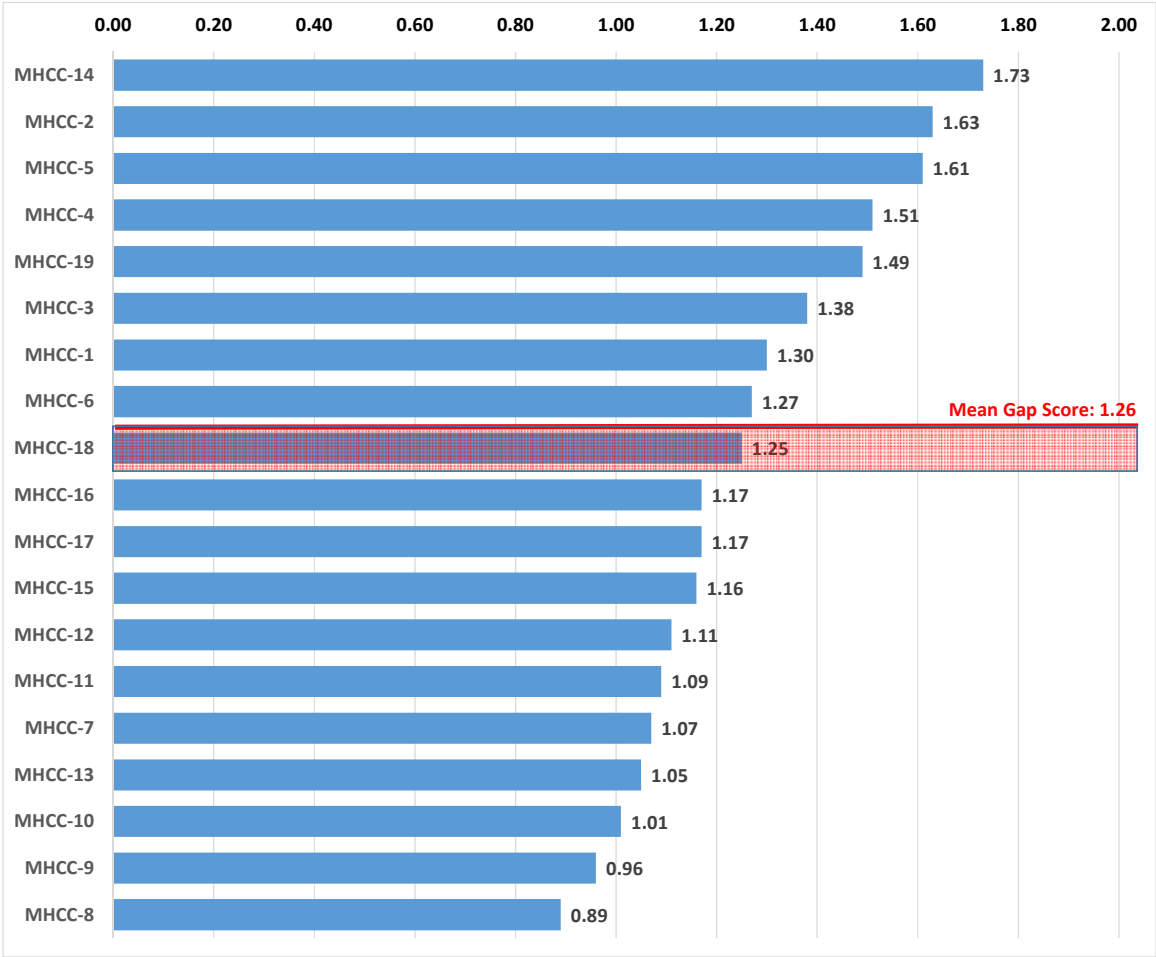


Communication (A and E)
 Supervision (C)
 Resources (K and L)
 Professional Opportunities (O, P, Q, and M)

Theme 4: Professional Opportunity – Four Items

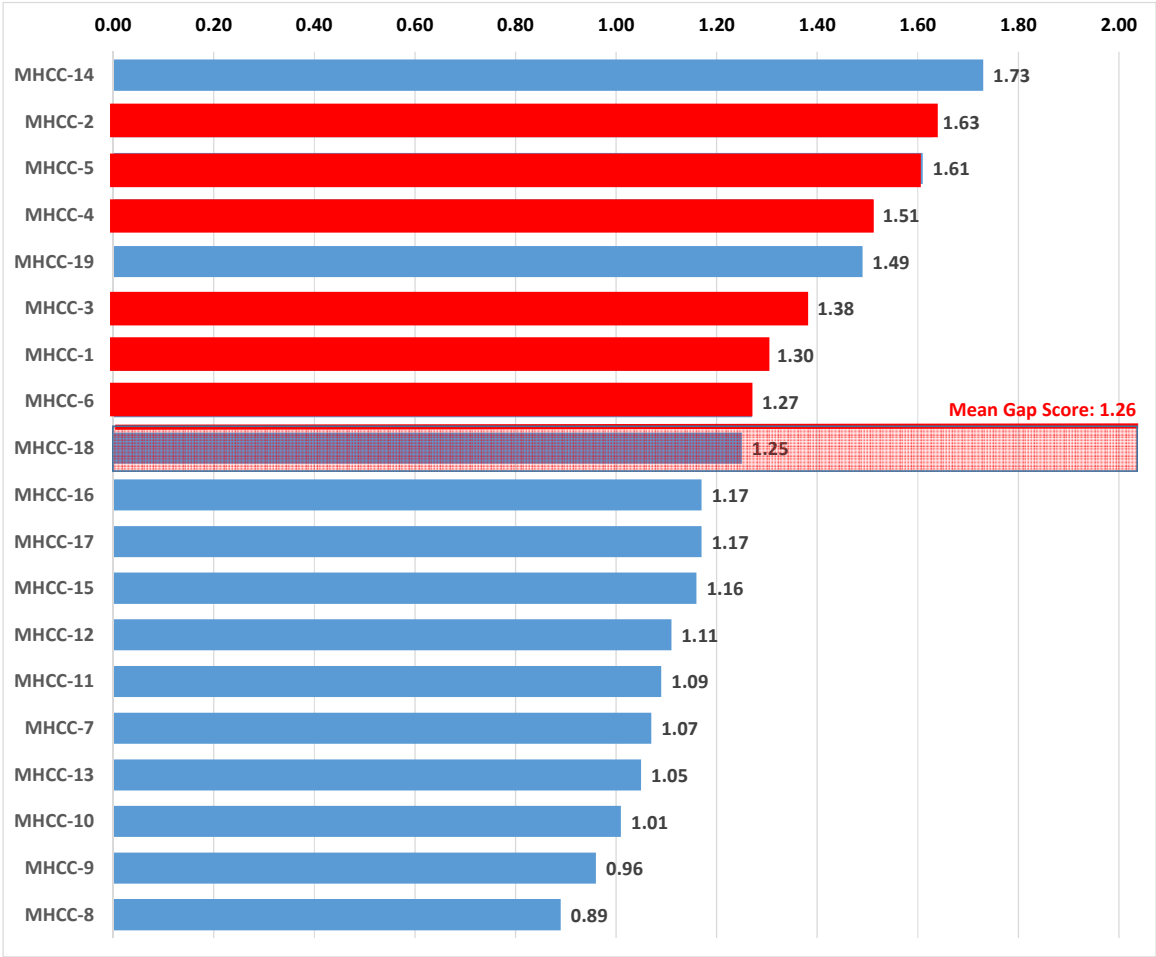
- O I have adequate opportunities for advancement
- P I have adequate opportunities for training to improve my skills
- M I am paid fairly for the work I do
- Q I have adequate opportunities for professional development

MHCC Item Gap Scores



- Nineteen MHCC-specific items were asked; ten with Culture/Policy and nine with Work Environment.
- The average (mean) gap score for all MHCC-specific items was 1.26.
- Eight items had gap scores that exceeded the overall average. One additional item was close to the average gap score and is included.
- The nine items fell into three themes...

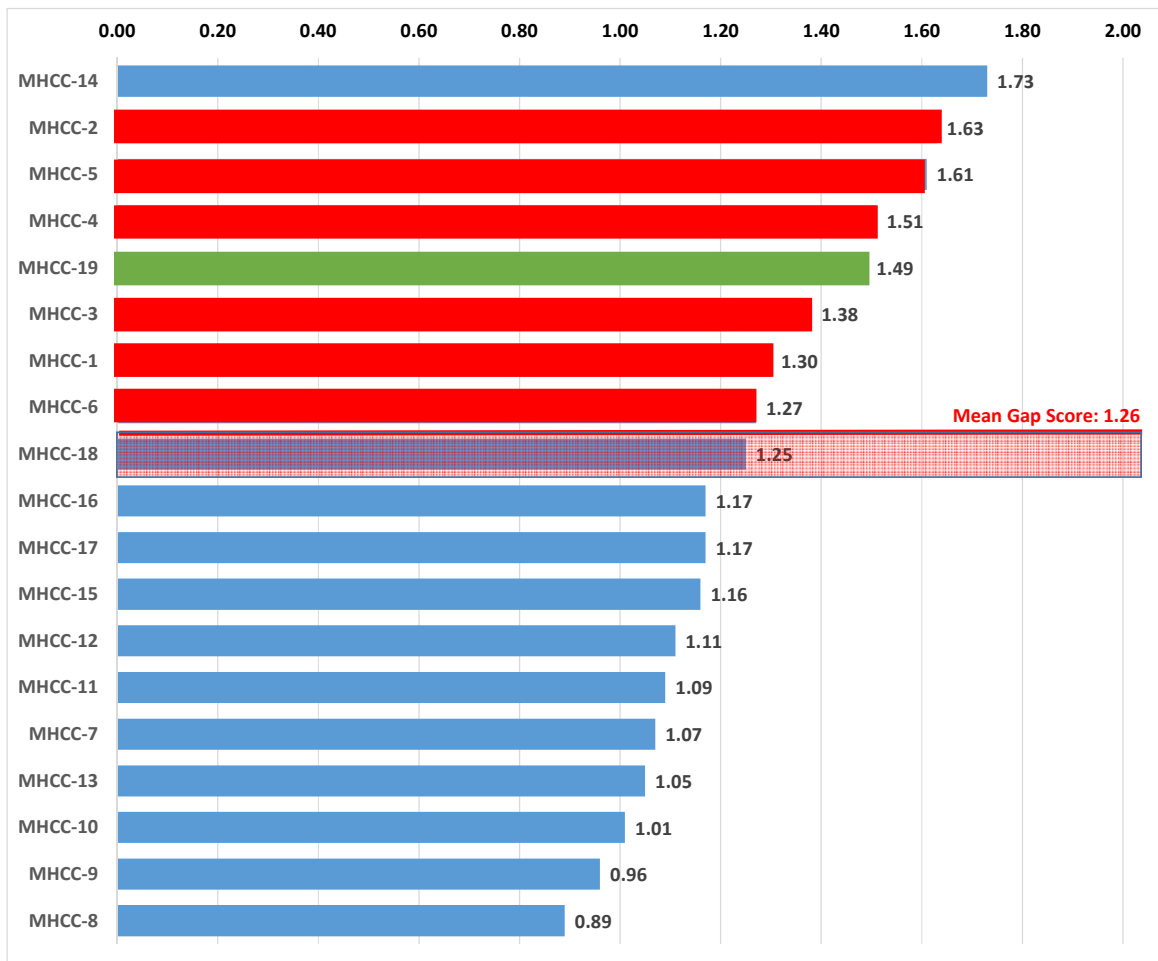
MHCC Item Gap Scores



Leadership
(MHCC- 1, 2, 3, 4, 5,
and 6)

- Theme 1: Leadership (Seven Items)
- MHCC-2) MHCC leaders strategically improve the quality of the
- MHCC-5) MHCC leaders use clear listening, speaking and writing skills to engage honest, open dialogue....MHCC-C “MHCC leaders sustain the mission based on knowledge of the organization, it’s environment, and future trends”
- MHCC-4) MHCC leaders equitably and/or ethically sustain all college assets...to fulfill the mission, vision, and goals of the institution
- MHCC-3) MHCC leaders sustain the mission based on knowledge of the organization, it’s environment, and future trends
- MHCC-1) MHCC leaders promote the success of all students
- MHCC-6) MHCC leaders develop and maintain internal and external relationships that nurture diversity, promote the success...

MHCC Item Gap Scores

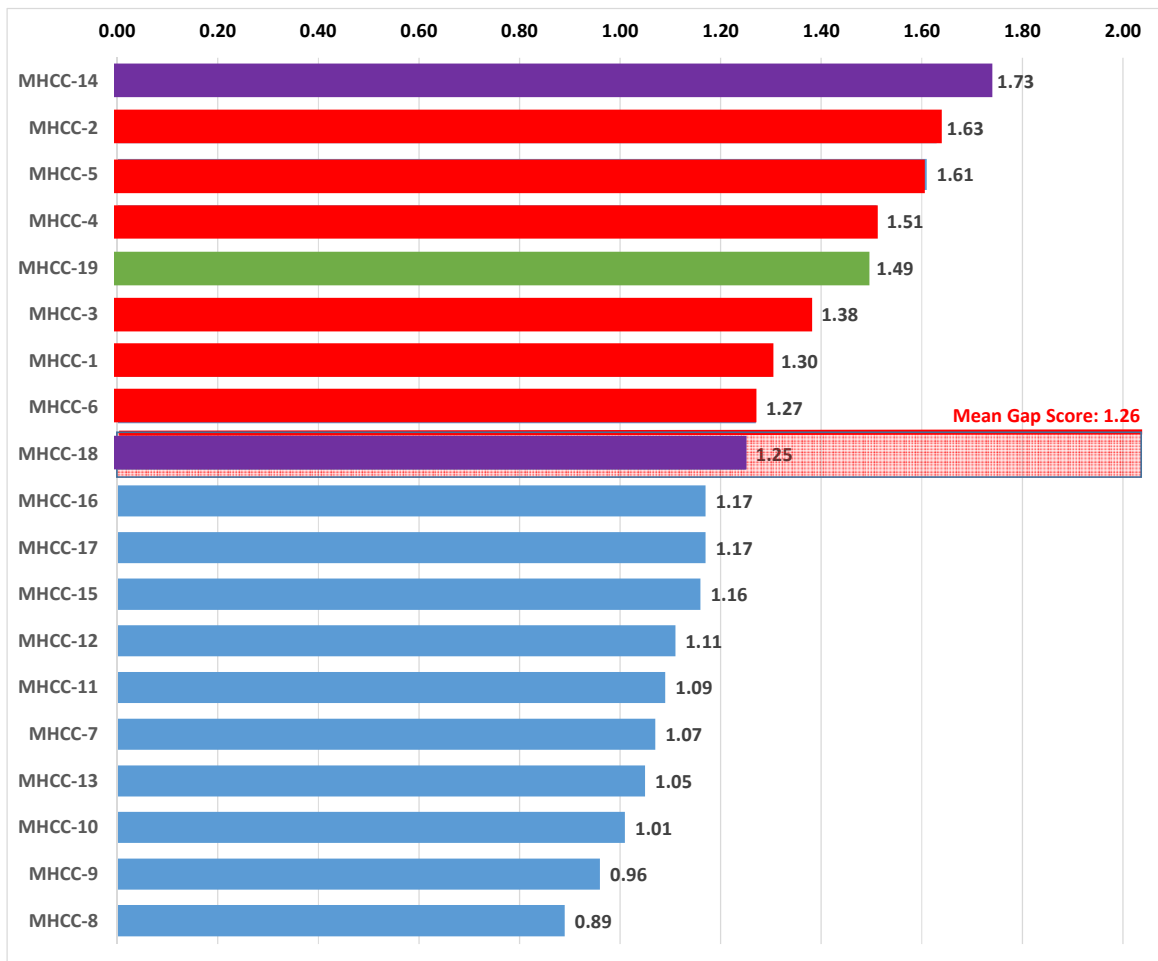


- Theme 2: Resident Access (1 Item)
- MHCC-19 “The college is well-represented in outlying communities within the district”

Leadership
(MHCC- 1, 2, 3, 4, 5,
and 6)

Resident Access
(MHCC- 19)

MHCC Item Gap Scores



Leadership
(MHCC- 1, 2, 3, 4, 5,
and 6)

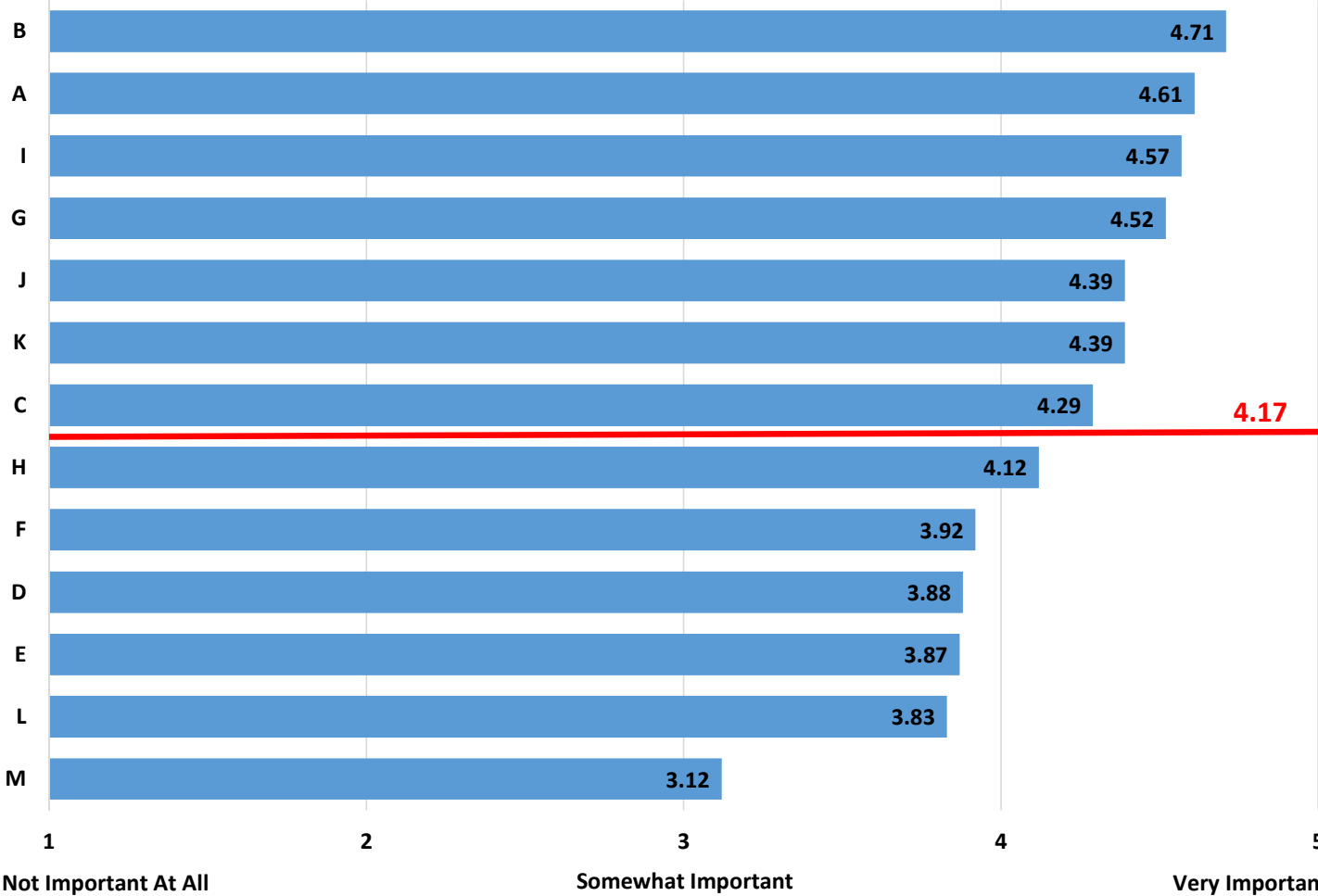
Resident Access
(MHCC- 19)

Student Access
(MHCC- 14 and 18)

- Theme 3: Student Access (2 Items)
- MHCC-14 “Students have access to classes at the times they want to take them”
- MHCC-18 “Students are satisfied with their overall experience at MHCC”

Goals

Mean Importance Scores of Identified Goals



Students
(Goals B, A, and C)

Morale
(Goal I)

Community
(Goals J and K)

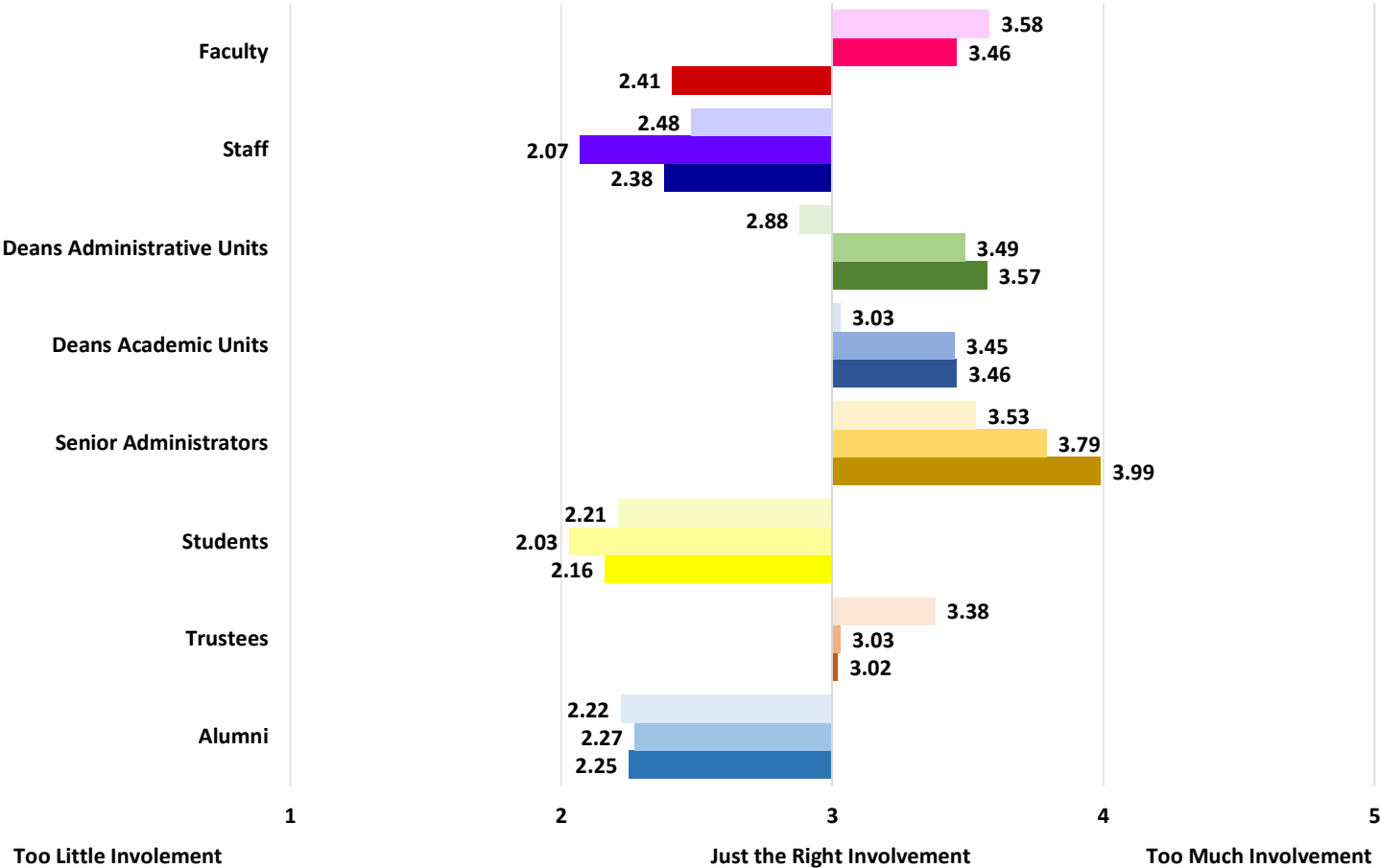
Programs
(Goal G)

Goals

- [B] Retain more of its current students to graduation
- [A] Increase the enrollment of new students
- [I] Improve employee morale
- [G] Improve the quality of existing academic programs
- [J] Increase the college presence within the MHCC District boundary
- [K] Improve relationships with district residents and/or leaders
- [C] Improve the academic ability of entering student classes
- [H] Improve the appearance of campus buildings and grounds
- [F] Develop new academic programs
- [D] Recruit students from new geographic markets
- [E] Increase the diversity of racial and ethnic groups represented among the student body
- [L] Some other goal

Involvement in Decision Making

Mean Involvement in Planning/Decision-Making Scores by Position



- Administration
- Staff
- Faculty

- Employees were asked to rate the involvement in planning and decision making of different groups related to the college. The rating was on a five point scale from 1=“Not Enough Involvement” to 5=“Too Much Involvement.”
- Senior administrators (and both Academic and Administrative Deans) were identified as having—slightly—too much involvement in planning and decision making.
- Faculty and Trustees were identified as having about the right amount of involvement in planning and decision making.
- Staff, Alumni, and Students were all identified as having less than the right amount of involvement in planning and decision making.
- Interestingly, employees indicated that Students had the least amount of involvement; they indicated both Staff and Alumni were involved at closer to the right level of involvement than Students.

Conclusions / Recommendations

To Increase Employee Satisfaction, MHCC Should:

- Communicate, Communicate, Communicate!
- Be Customer Focused
- Use a Strategic Plan
- Examine Processes / Bust Barriers to Service Delivery
- Prioritize and Distribute Resources
- Professional Opportunities

Institutional Goals Should Address:

- Recruiting and Retaining Students
- Community Residents
- Programs Address Industry Needs

Decision Making Issues:

- Clearly Define and Agree to the Definition of “Participatory Governance”
- Develop Strategies to engage Staff and Students in Planning and Decision Making
- Alumni???