College of the Redwoods

Spring 2024 Employee Survey Results

DR AMY MOFFAT

*DIRECTOR, INSTITUTIONAL EFFECTIVENESS & RESEARCH*

& TIM WOLCOTT

Presentation Overview

Introduction

The Spring 2024 Employee Survey was designed to collect data about the experiences and opinions of College of the Redwoods (CR) employees. The primary goal is to better understand how employees feel about working for CR including areas of strength and opportunities for improvement.
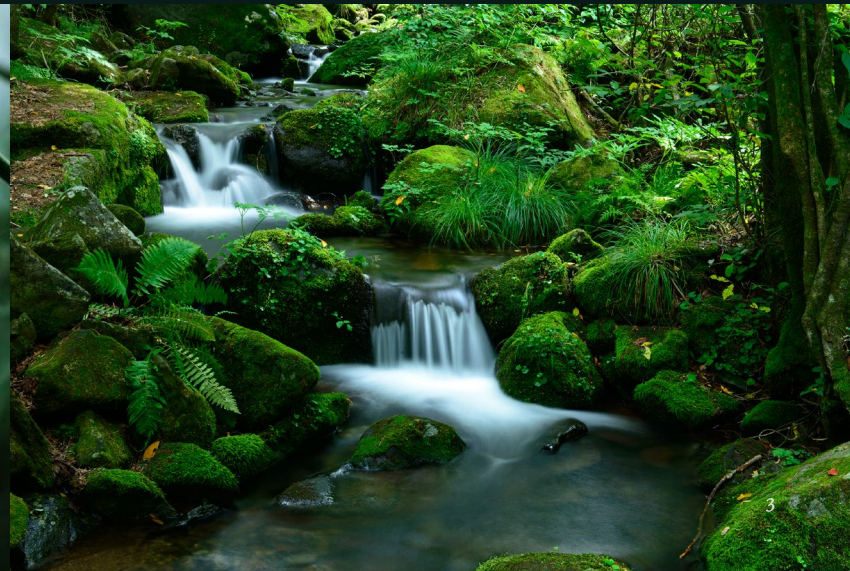
Survey Design Elements:

WHEN DEVELOPING THE SURVEY, IT WAS IMPORTANT TO:

- Keep the survey length and complexity under control to make it accessible to all employees.

- Ask about a variety of topics to gain a broader understanding of employee opinions of the institution.

- Focus on handling survey data sensitively to ensure that employees felt comfortable being direct.

- Include open-ended questions so employees could introduce topics that were important to them.
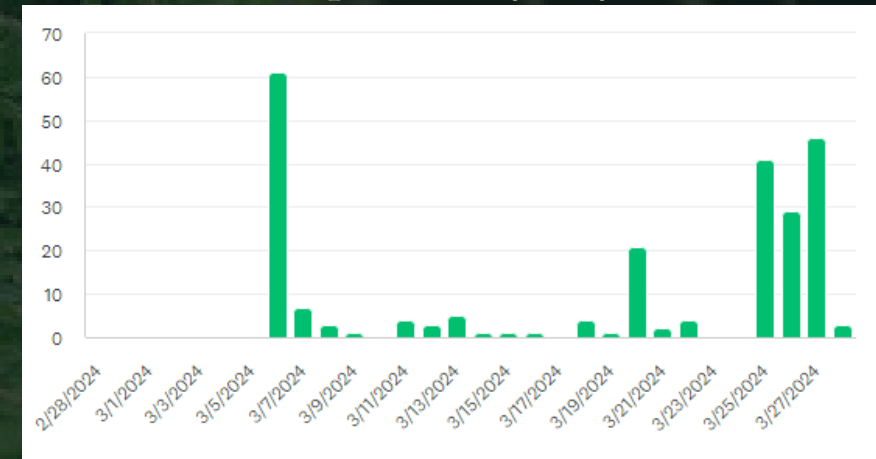
Participant Demographics

Participant Demographics:

- Total CR employees as of Fall 2023 = 479

- Total responses to the survey (aka sample size), including partial responses ($n = 239$)

- Survey completion rate = 90%

- Typical time spent taking survey ~ 6 minutes

- Overall response rate = ~45% (most questions)

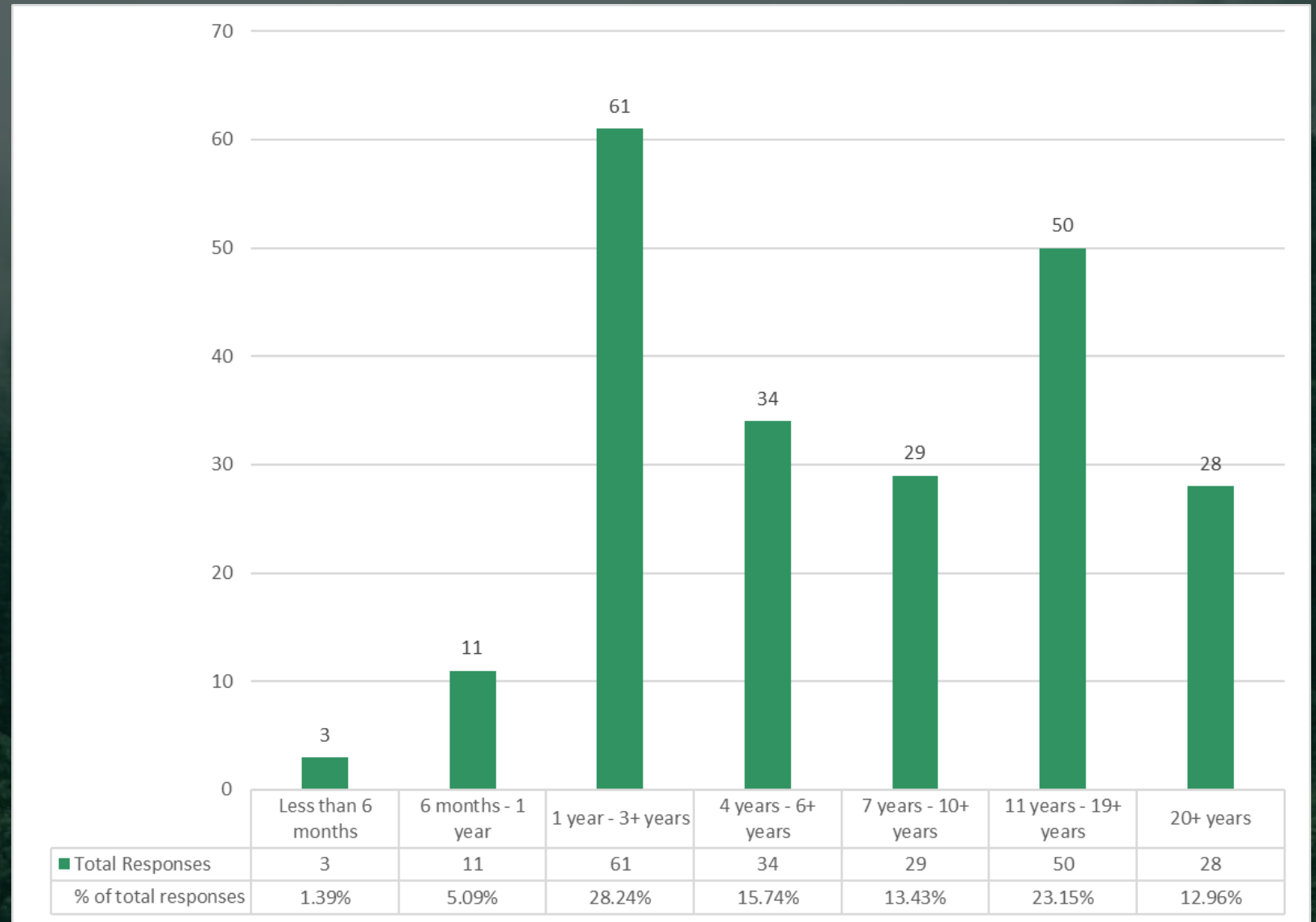- Demographic questions were used to evaluate group differences on survey items.

Responses by day:

Participant Demographics: Time Associated with CR

"How long have you been associated with College of the Redwoods?"

Total responses = 216

	Less than 6 months	6 months - 1 year	1 year - 3+ years	4 years - 6+ years	7 years - 10+ years	11 years - 19+ years	20+ years
■ Total Responses	3	11	61	34	29	50	28
% of total responses	1.39%	5.09%	28.24%	15.74%	13.43%	23.15%	12.96%

Participant Demographics: Gender

"Please select your gender."

Total responses = 216

	Female	Male	Non-Binary	Prefer not to answer
■ Total Responses	113	69	2	32
% of total responses	52.31%	31.94%	0.93%	14.81%
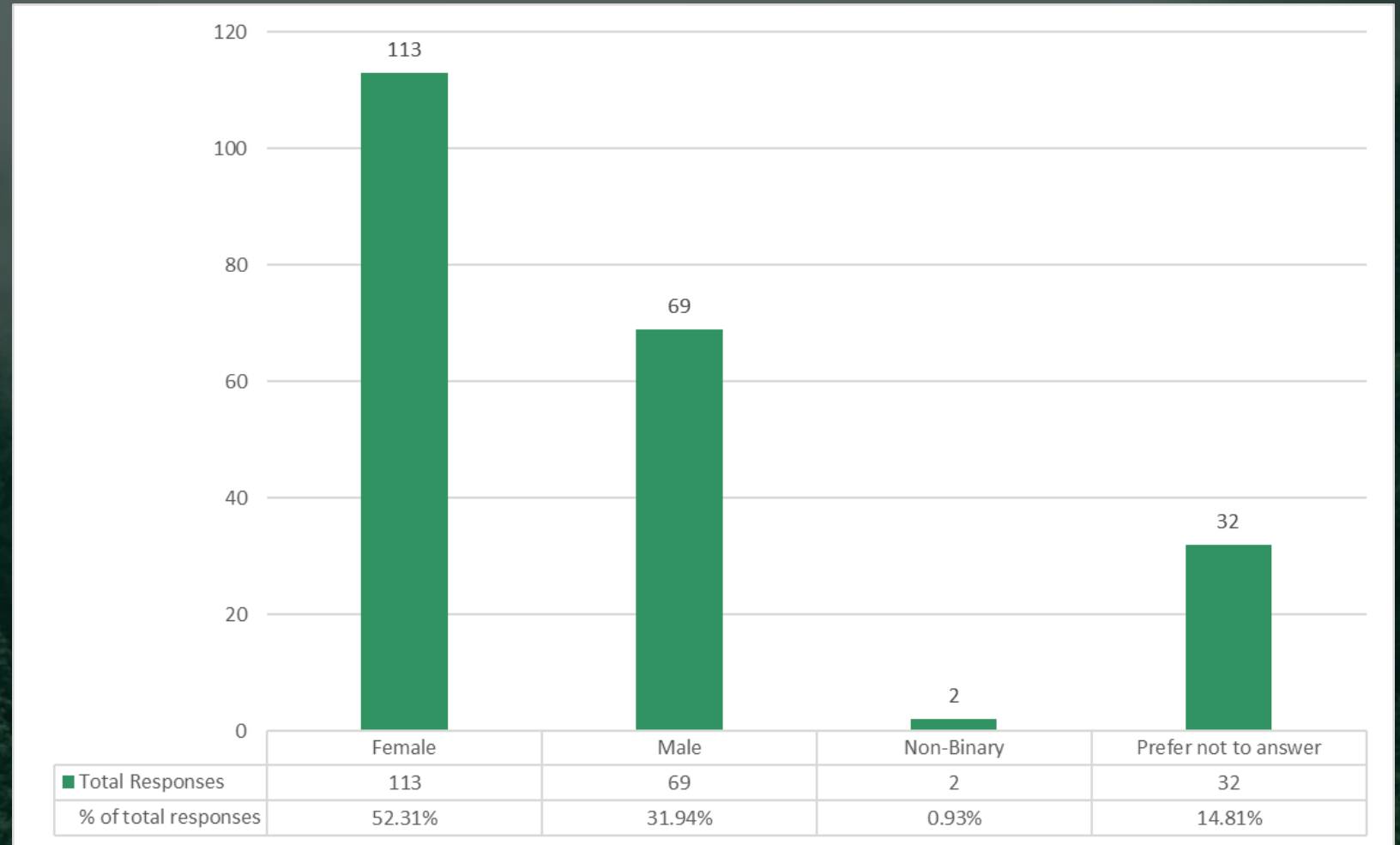
Participant Demographics: Race and Ethnicity

"Are you Hispanic / Latino?

Total responses = 216

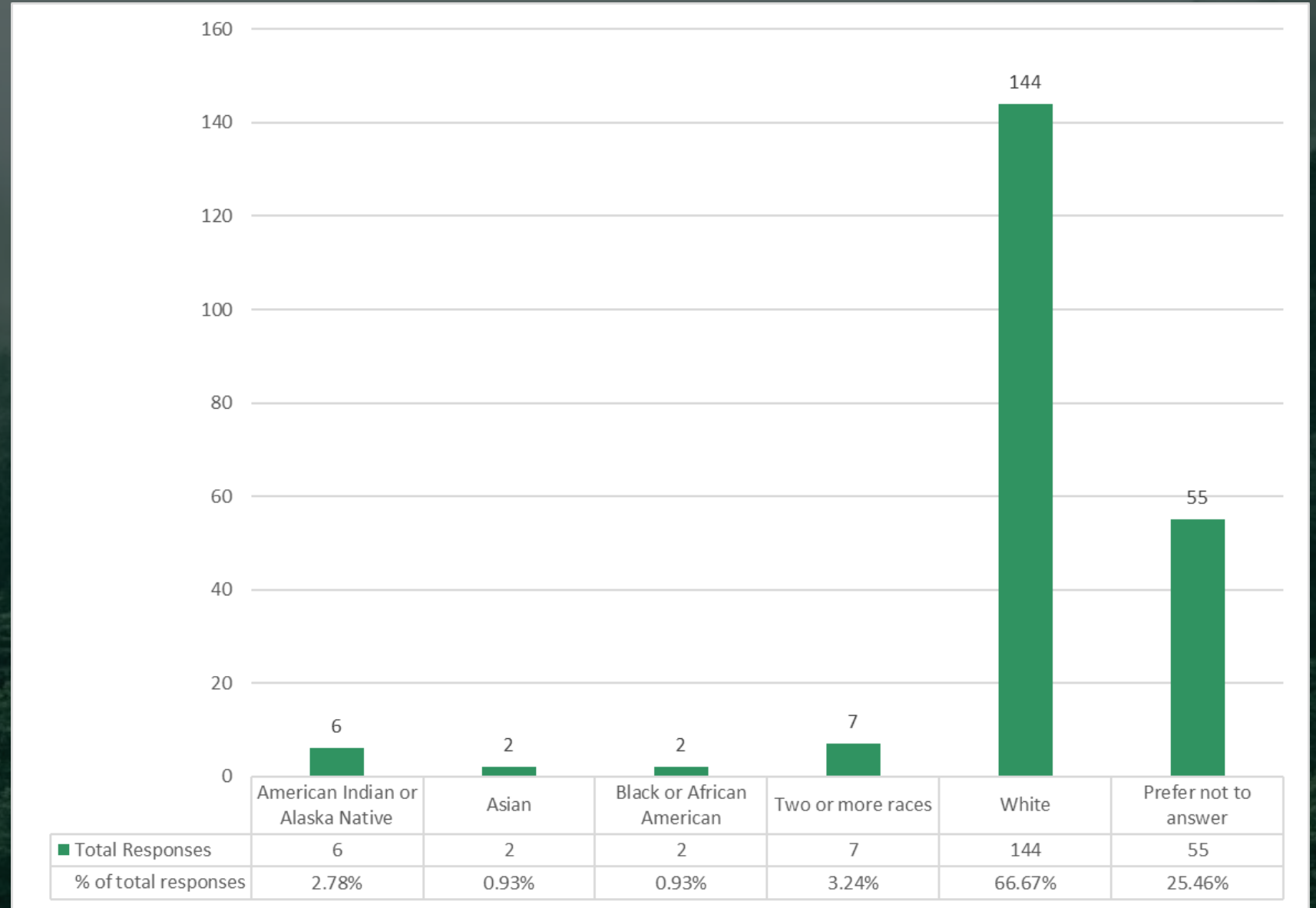|	No	Yes
■ Total Responses	192	24
% of total responses	88.89%	11.11%
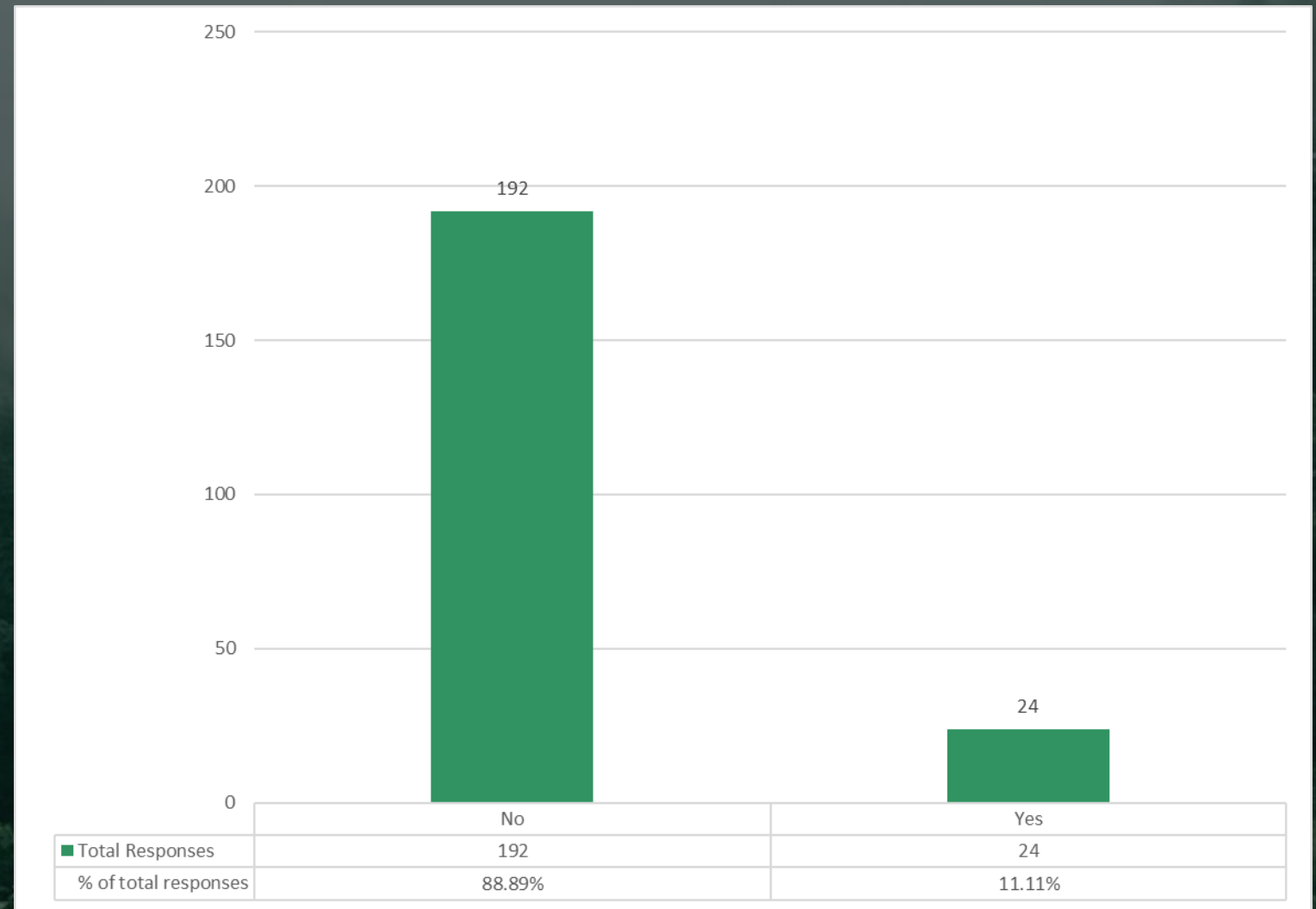
Participant Demographics: Race and Ethnicity

"What is your race?
(please select all that apply).

Total responses = 216

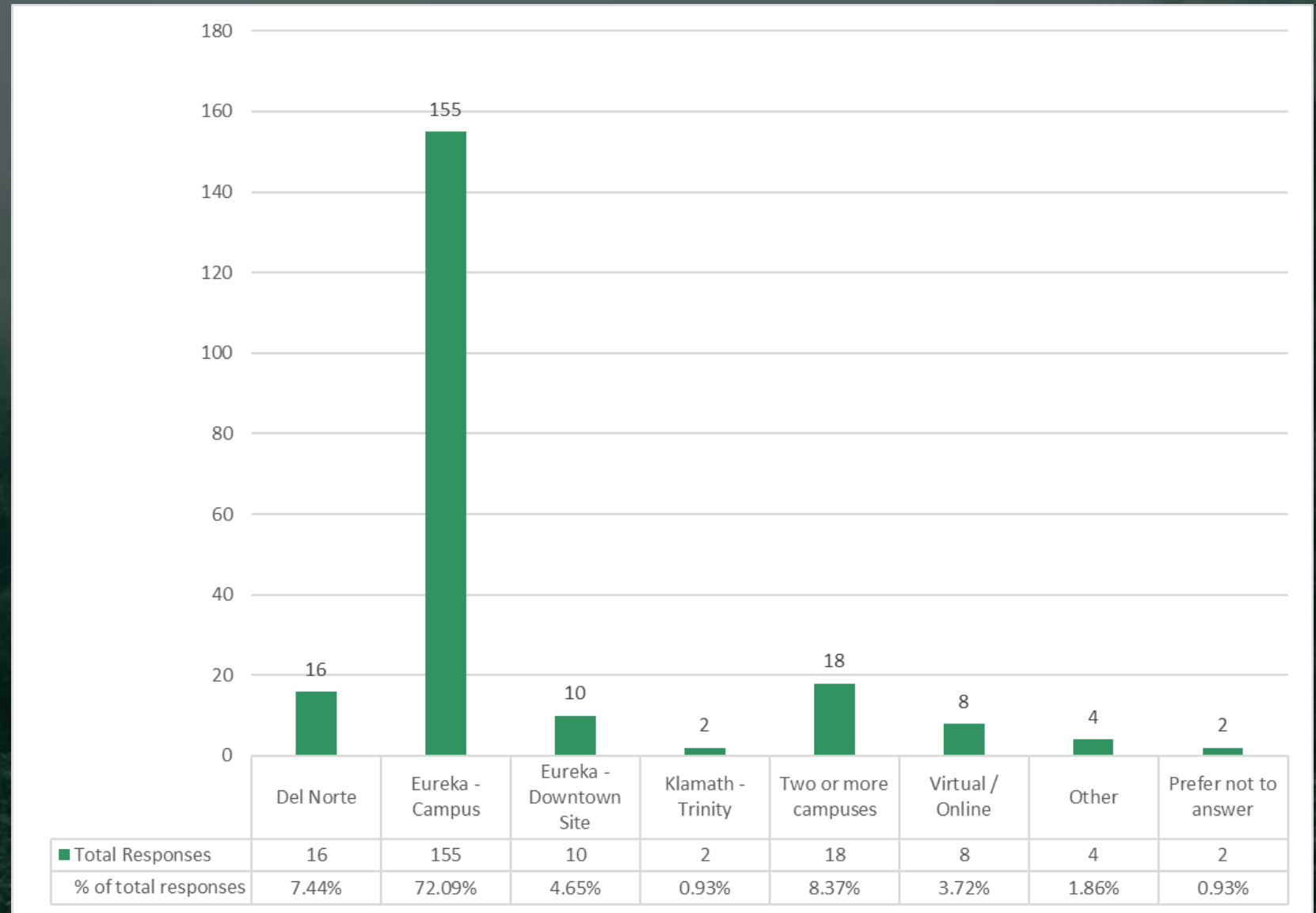|	American Indian or Alaska Native	Asian	Black or African American	Two or more races	White	Prefer not to answer
■ Total Responses	6	2	2	7	144	55
% of total responses	2.78%	0.93%	0.93%	3.24%	66.67%	25.46%

Participant Demographics: Campus Site

"Please select your campus site."

(please select all that apply).

Total responses = 215

	Del Norte	Eureka - Campus	Eureka - Downtown Site	Klamath - Trinity	Two or more campuses	Virtual / Online	Other	Prefer not to answer
Total Responses	16	155	10	2	18	8	4	2
% of total responses	7.44%	72.09%	4.65%	0.93%	8.37%	3.72%	1.86%	0.93%

Participant Demographics: Division

"Please select your division."

Total responses = 216

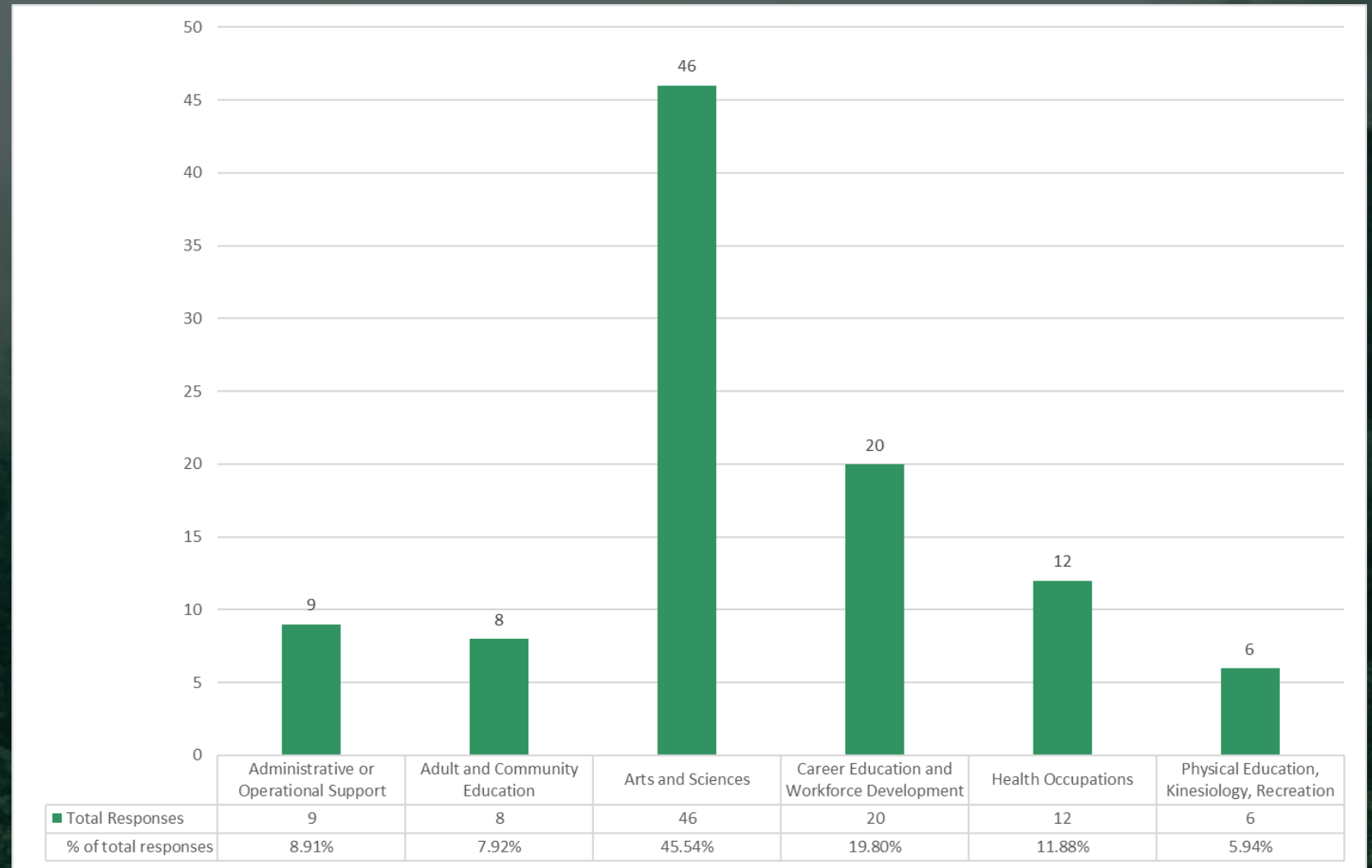|	Administrative Services (E.g., Facilities, Business Office)	Office of Instruction (see next question for specifics)	President's Office (E.g., Human Resources, Athletics, Institutional Research, Marketing/Communications, Foundation, Police Department)	Student Services (E.g., Admissions / Financial Aid, Counseling / Advising, Special Programs, Library)	Other / Not Listed Here (please specify):
■ Total Responses	15	97	14	60	30
% of total responses	6.94%	44.91%	6.48%	27.78%	13.89%

Participant Demographics: Office of Instruction Area

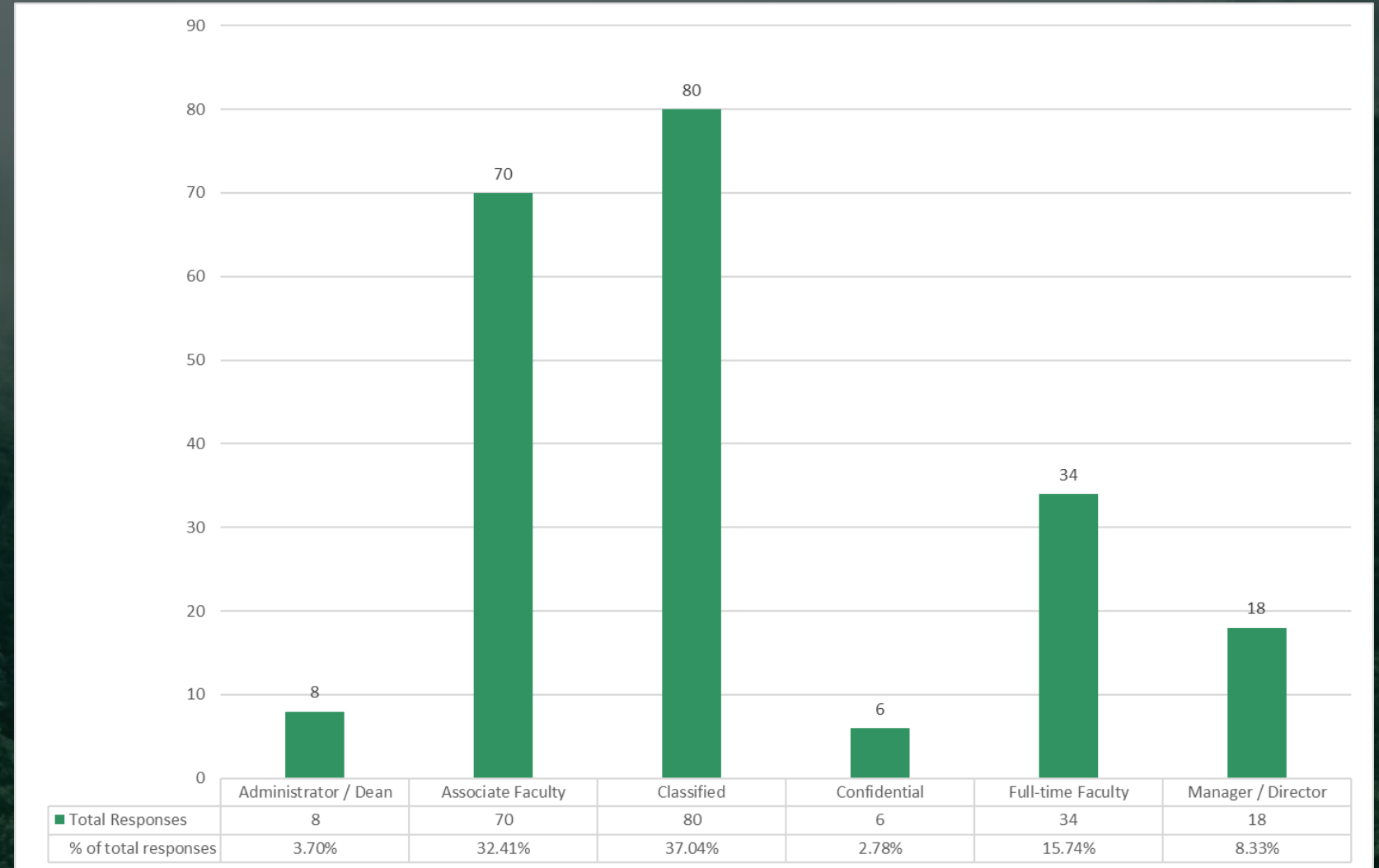"If you answered 'Office of Instruction' above, please specify."

Total responses = 101

	Administrative or Operational Support	Adult and Community Education	Arts and Sciences	Career Education and Workforce Development	Health Occupations	Physical Education, Kinesiology, Recreation
■ Total Responses	9	8	46	20	12	6
% of total responses	8.91%	7.92%	45.54%	19.80%	11.88%	5.94%

Participant Demographics: Designation

"Please select your designation."

Total responses = 216

	Administrator / Dean	Associate Faculty	Classified	Confidential	Full-time Faculty	Manager / Director
■ Total Responses	8	70	80	6	34	18
% of total responses	3.70%	32.41%	37.04%	2.78%	15.74%	8.33%

Participant Demographics: Primary Work Modality

"The majority of my work is done:"

Total responses = 216

	In person	Online
Total Responses	184	32
% of total responses	85.19%	14.81%
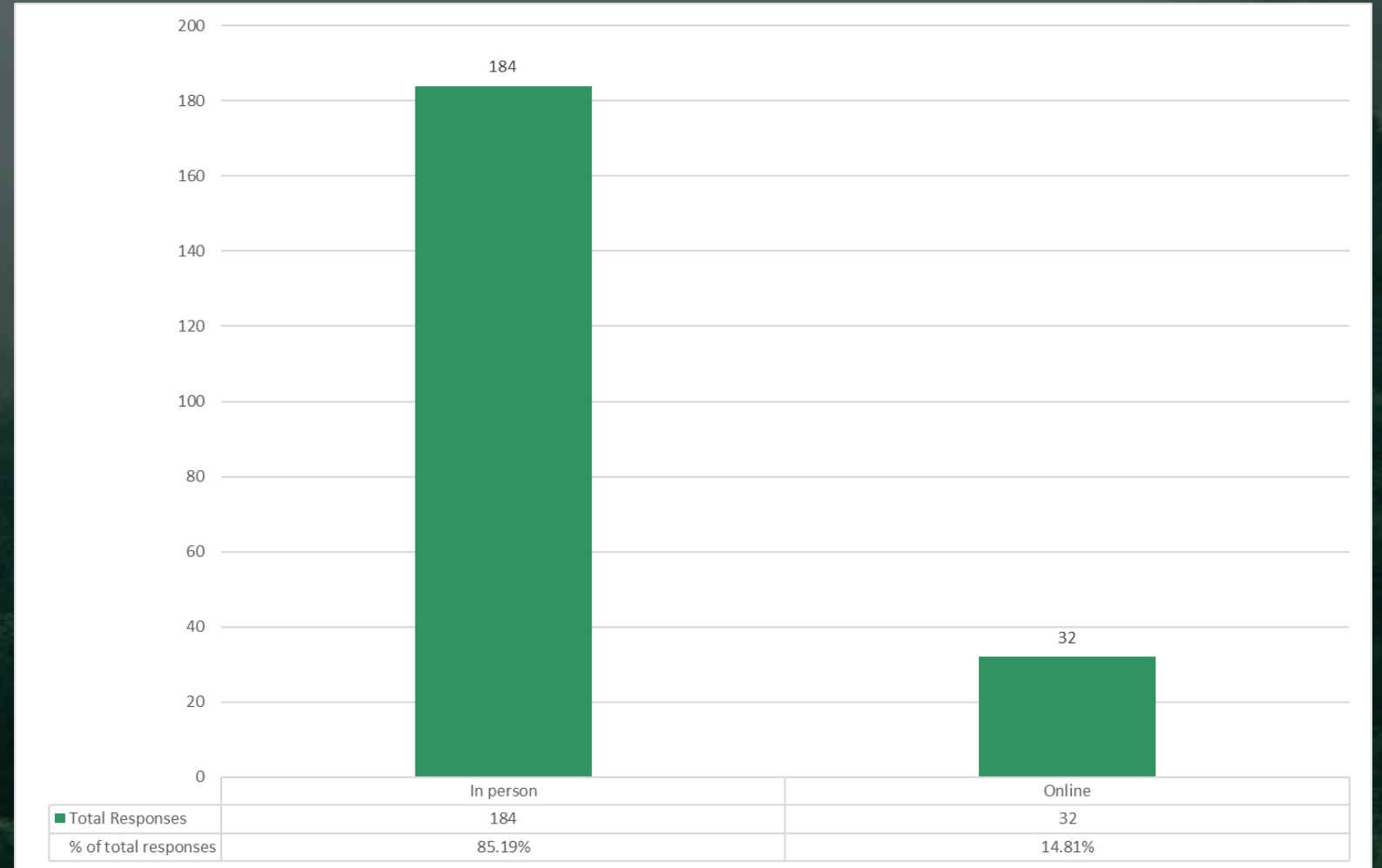
Survey Results by Section: | Job Context
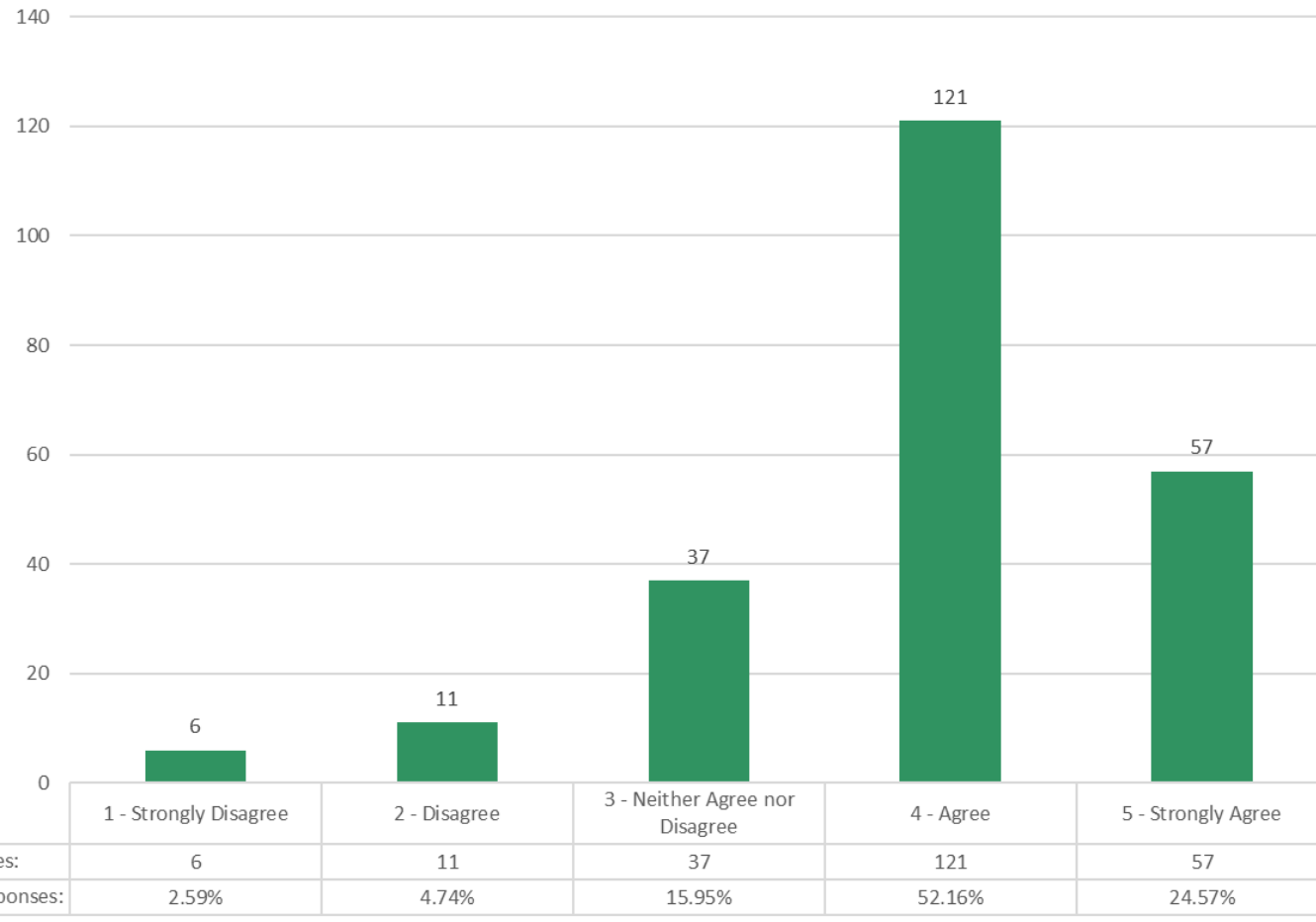
"I can seek help and guidance from my peers."

Total responses = 232

Mean (average) = 3.91

"The benefits we receive are as good as most other organizations offer."

Total responses = 231

Mean (average) = 3.78

	1 - Strongly Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Strongly Agree
■ Total Responses:	8	24	52	73	74
% of Total Responses:	3.46%	10.39%	22.51%	31.60%	32.03%

Group Differences:

Category: Employee Designation (e.g., Associate Faculty, Classified / Confidential, etc.)

Among those who responded to the survey, the average response for Associate Faculty ($M = 2.99$) was significantly lower than for Administrators / Deans / Managers / Directors ($M = 4.46$), Classified / Confidential staff ($M = 4.14$), and Full-time Faculty ($M = 4.21$).

"The benefits we receive are as good as most other organizations offer."

Total responses = 231

Overall mean (average) = 3.78

Group Differences:

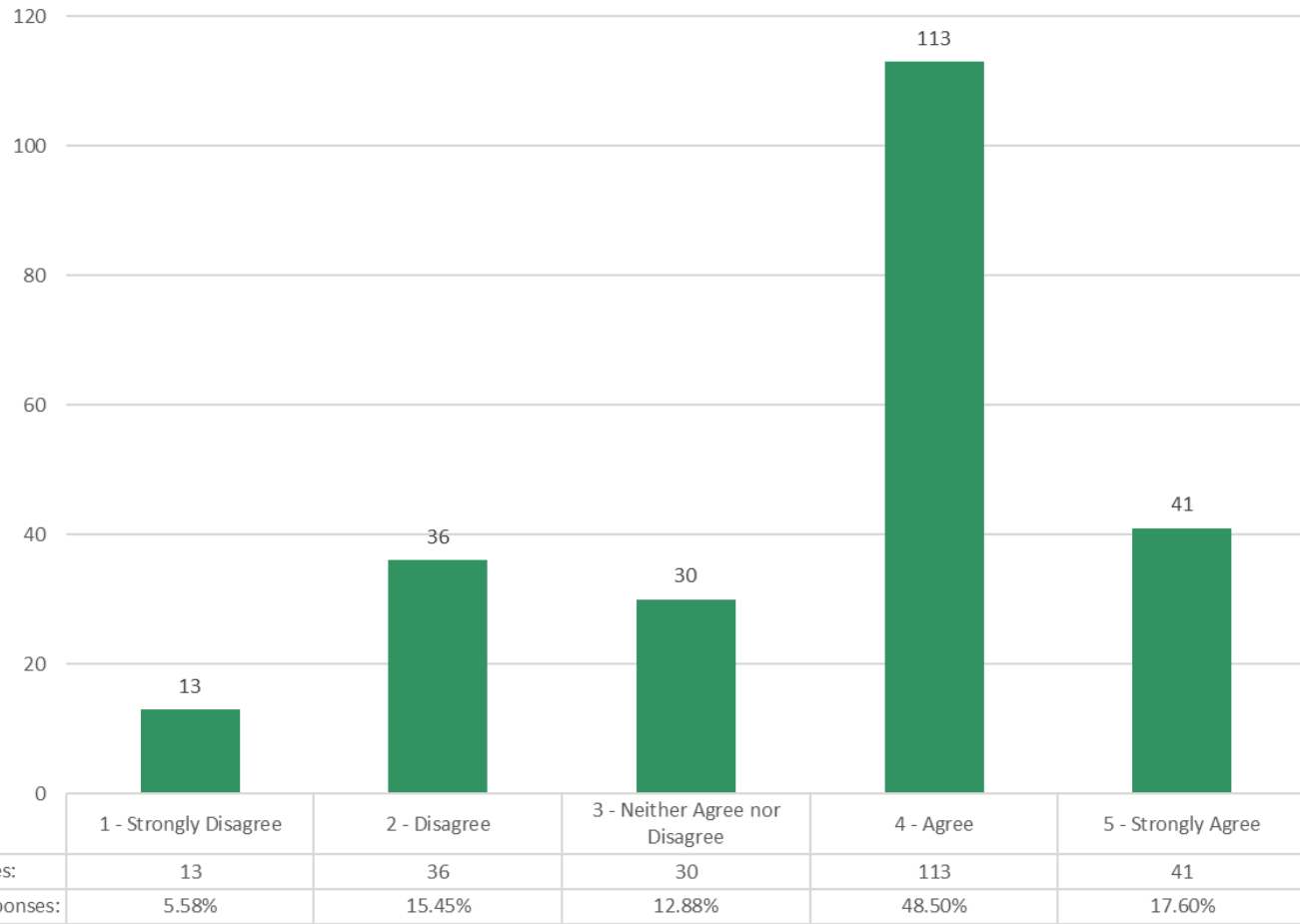Category: Primary Work Modality (i.e., In person, Online)

Among those who responded to the survey, the average response for employees who primarily worked online ($M = 3.38$) was significantly lower than for those who primarily worked in person ($M = 3.90$).

"The benefits we receive are as good as most other organizations offer."

Total responses = 231

Overall mean (average) = 3.78

"I feel I am being paid a fair amount for the work I do."

Total responses = 233

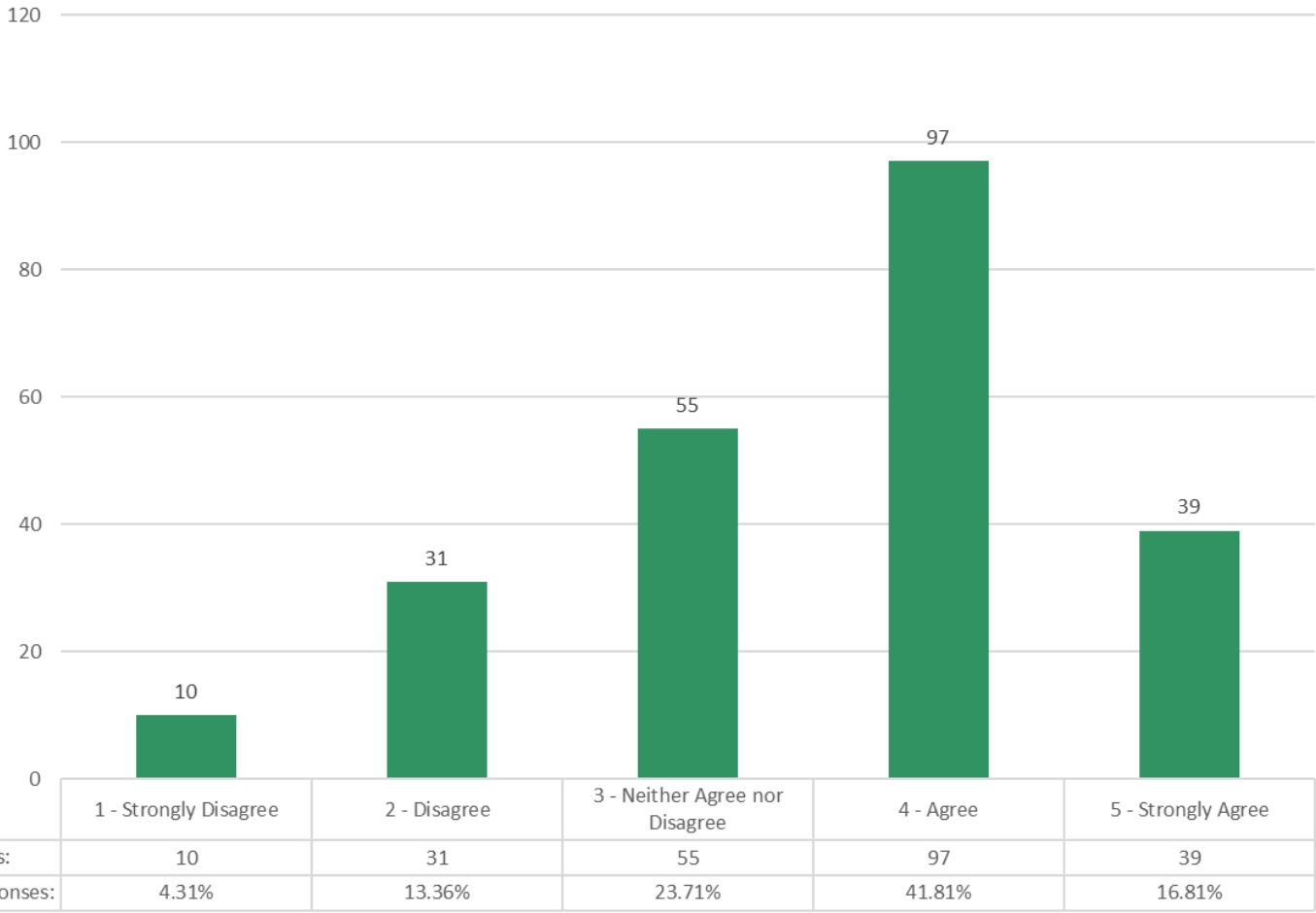Mean (average) = 3.57

Group Differences:

Category: Race

Among those who responded to the survey, the average response for white employees ($M = 3.71$) was significantly higher than for employees of color ($M = 3.00$).

"I feel I am being paid a fair amount for the work I do."

Total responses = 233

Mean (average) = 3.57

"I feel connected with my colleagues."

Total responses = 232

Mean (average) = 3.53

	1 - Strongly Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Strongly Agree
■ Total Responses:	10	31	55	97	39
% of Total Responses:	4.31%	13.36%	23.71%	41.81%	16.81%

Group Differences:

Category: Gender (i.e., Female, Male)

Among those who responded to the survey, the average response for those identifying as men ($M = 3.35$) was significantly lower than for those identifying as women ($M = 3.71$).

"I feel connected with my colleagues."

Total responses = 232

Mean (average) = 3.53

Group Differences:

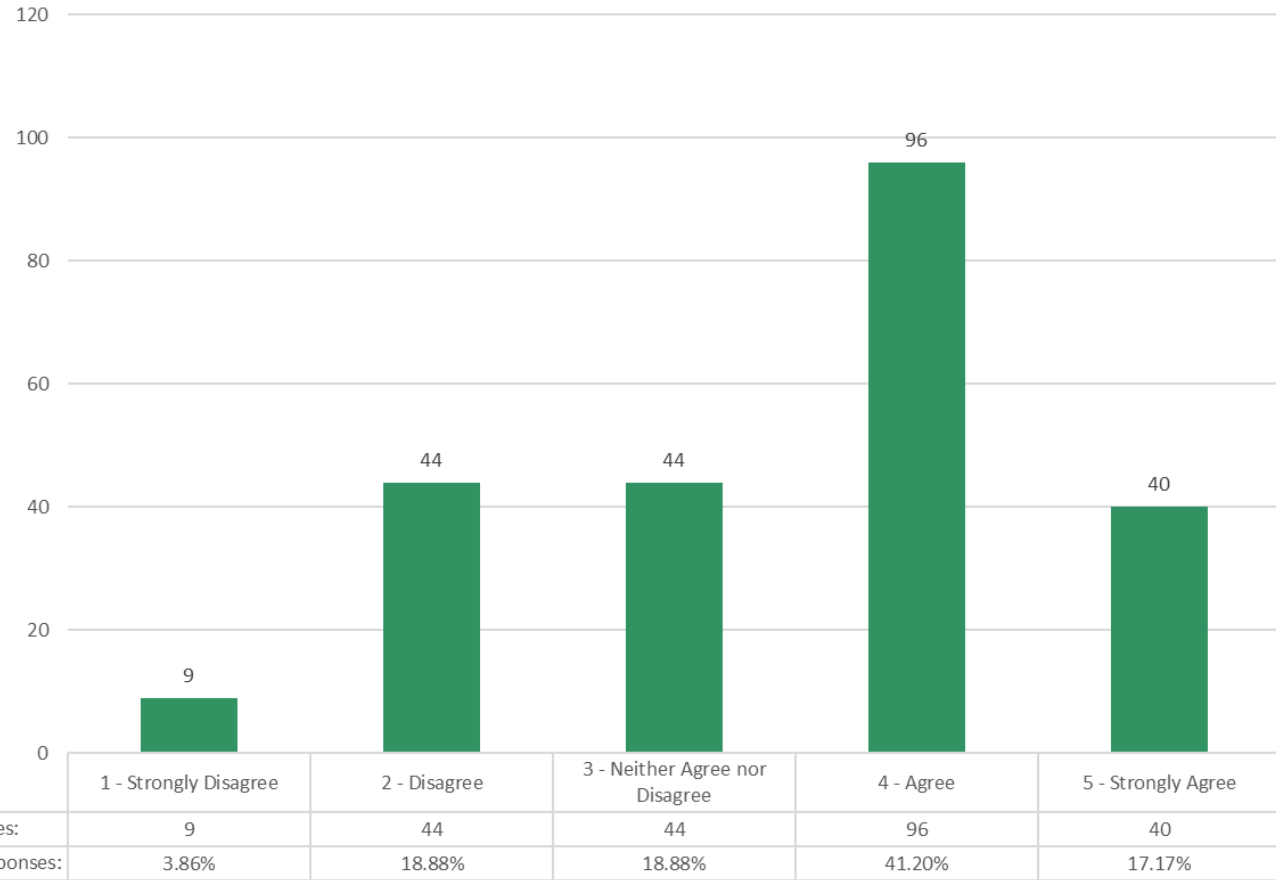Category: Employee Designation (e.g., Associate Faculty, Classified / Confidential, etc.)

Among those who responded to the survey, the average response for Associate Faculty ($M = 3.17$) was significantly lower than for Administrators / Deans / Managers / Directors ($M = 3.81$) and Classified / Confidential staff ($M = 3.83$).

"I feel connected with my colleagues."

Total responses = 232

Mean (average) = 3.53

Group Differences:

Category: Campus Location (e.g., Del Norte, Eureka – Campus, Klamath-Trinity, etc.)

Among those who responded to the survey, the average response for employees working virtually/online ($M = 4.38$) was significantly higher than for those working at the Del Norte Campus ($M = 3.06$), Eureka – Campus ($M = 3.25$), and on two or more campuses ($M = 2.50$).

Additionally, the average response for employees working at the Eureka downtown site ($M = 4.10$) was significantly higher than for those working on two or more campuses ($M = 2.50$).

"My department has the staff needed to do its job well."
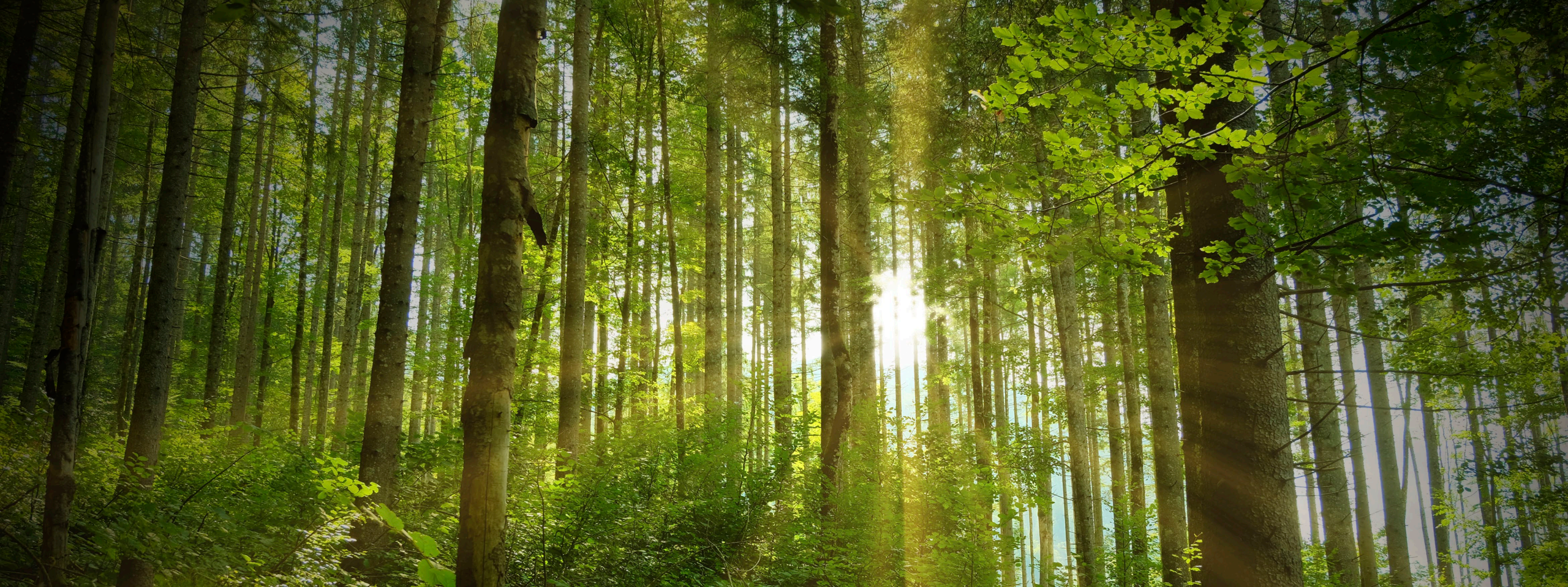
Total responses = 233

Mean (average) = 3.25

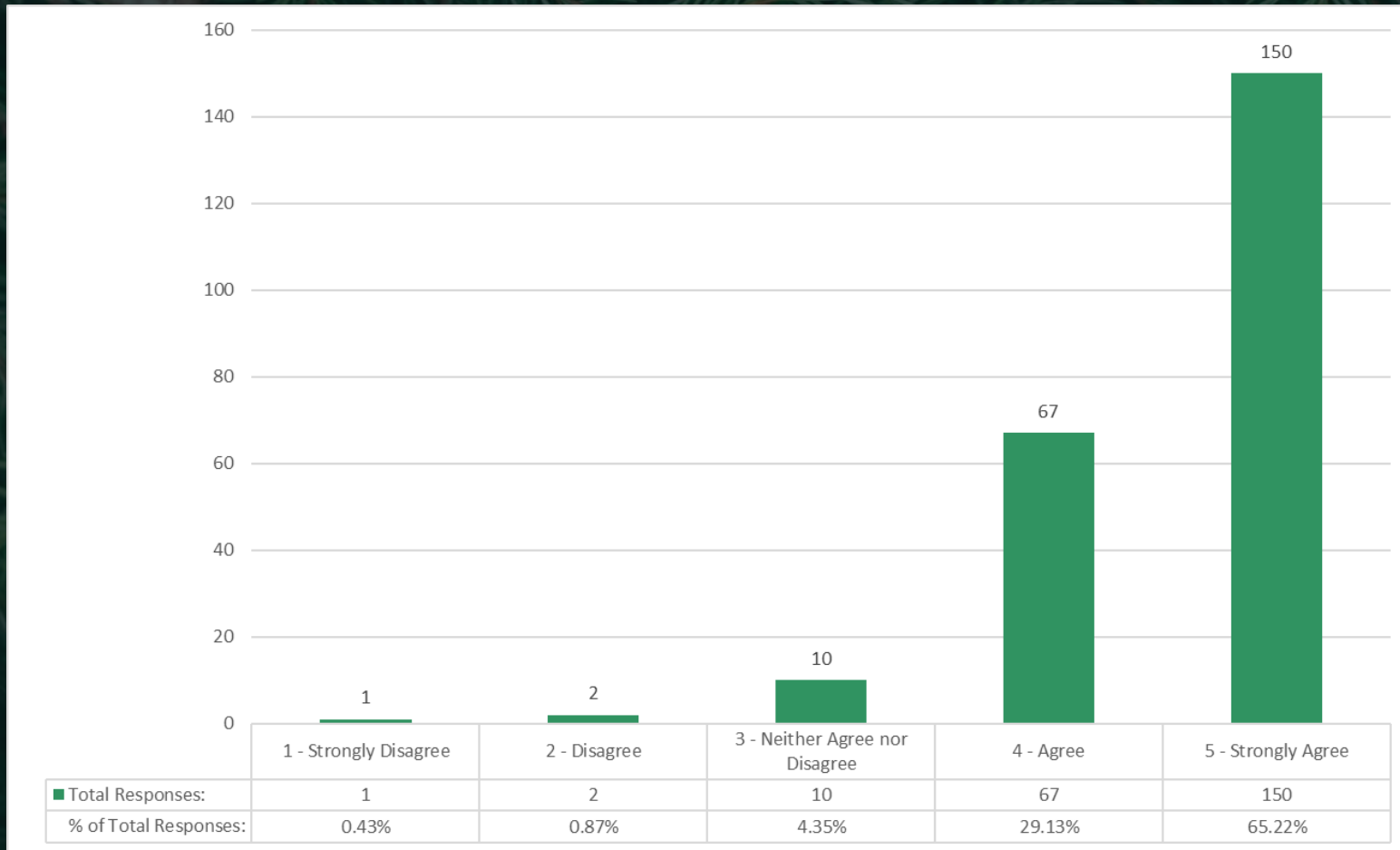|	Category - Job Context Survey Items:					
	I can seek help and guidance from my peers.	The benefits we receive are as good as most other organizations offer.	I feel I am being paid a fair amount for the work I do.	I feel connected with my colleagues.	I am well informed about resources and tools to perform my duties well.	My department has the staff needed to do its job well.
% who agreed:	77%	64%	66%	59%	58%	51%
% who disagreed:	7%	14%	21%	18%	23%	33%
% who felt neutral:	16%	23%	13%	24%	19%	16%
Mean (Average) Response:	3.91	3.78	3.57	3.53	3.49	3.25

Survey Results by Section:

Career Advancement and Job Content

"The work I do is valuable to the organization."

Total responses = 230

Mean (average) = 4.58

	1 - Strongly Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Strongly Agree
■ Total Responses:	1	2	10	67	150
% of Total Responses:	0.43%	0.87%	4.35%	29.13%	65.22%

Survey Results by Section: Career Advancement and Job Content

"I find my work satisfying."

Total responses = 230

Mean (average) = 4.21

	1 - Strongly Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Strongly Agree
■ Total Responses:	3	8	21	103	95
% of Total Responses:	1.30%	3.48%	9.13%	44.78%	41.30%

Group Differences:

Category: Gender (i.e., Female, Male)

Among those who responded to the survey, the average response for those identifying as men ($M = 4.04$) was significantly lower than for those identifying as women ($M = 4.35$).

"I find my work satisfying."

Total responses = 230

Mean (average) = 4.21

Survey Results by Section: Career Advancement and Job Content

"I get the opportunity to fully use my skills, knowledge, and abilities at work."

Total responses = 230

Mean (average) = 4.03

	1 - Strongly Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Strongly Agree
■ Total Responses:	5	25	20	89	91
% of Total Responses:	2.17%	10.87%	8.70%	38.70%	39.57%

Group Differences:

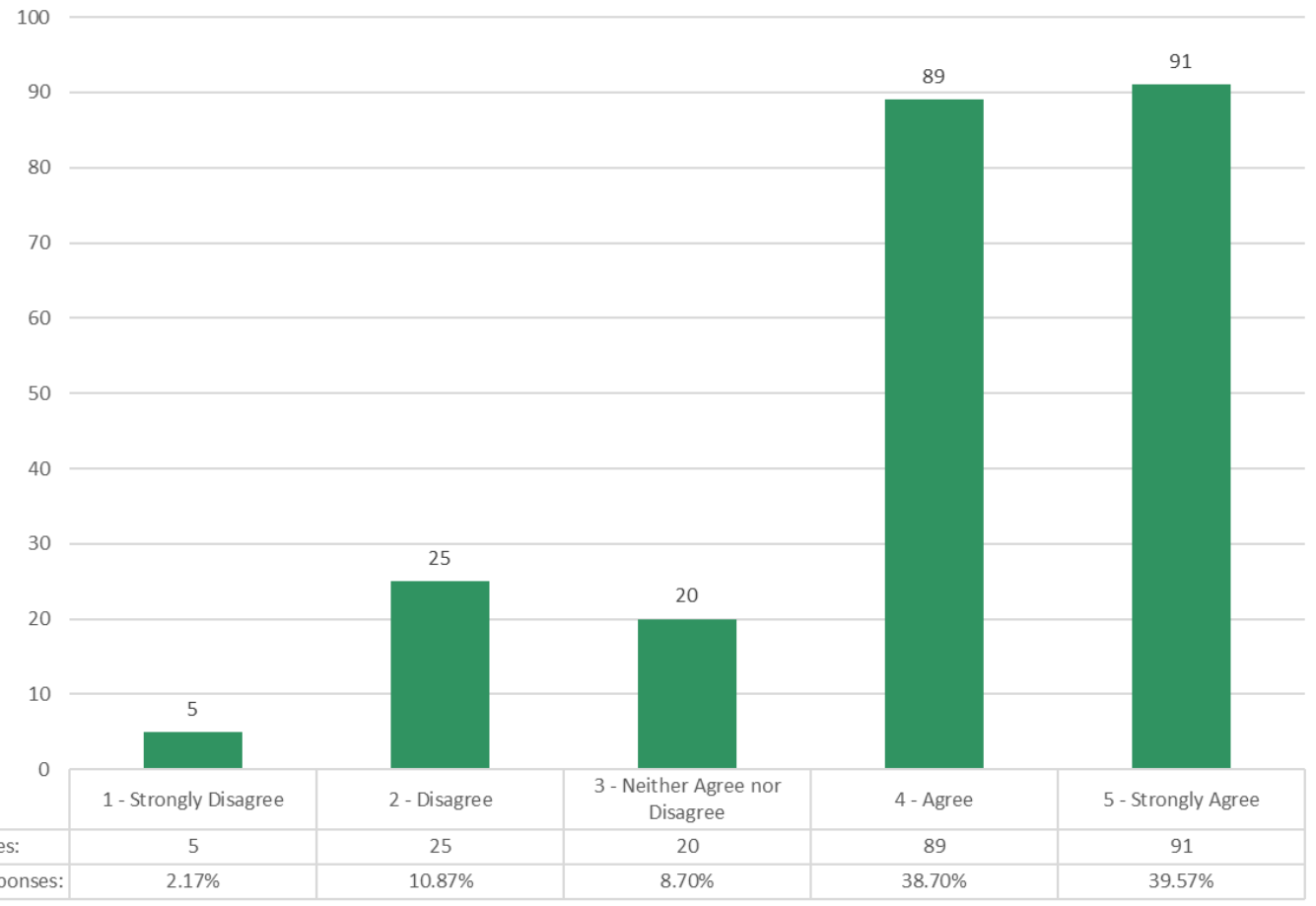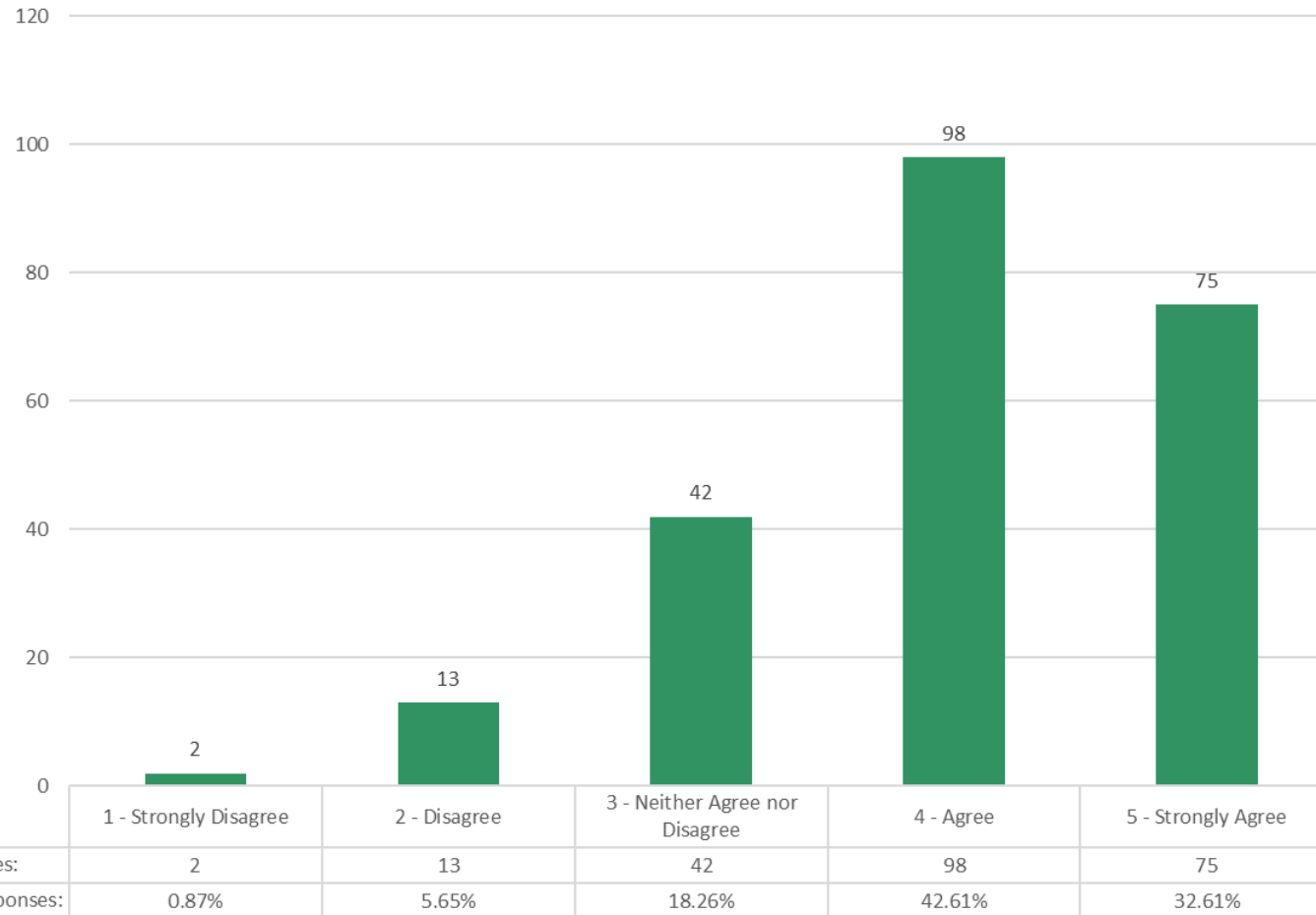<u>Category:</u> Gender (i.e., Female, Male)

Among those who responded to the survey, the average response for those identifying as men ($M = 3.84$) was significantly lower than for those identifying as women ($M = 4.18$).

"I get the opportunity to fully use my skills, knowledge, and abilities at work."

Total responses = 230

Mean (average) = 4.03

Survey Results by Section: Career Advancement and Job Content

"I find my work challenging."

Total responses = 230

Mean (average) = 4.00

	1 - Strongly Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Strongly Agree
■ Total Responses:	2	13	42	98	75
% of Total Responses:	0.87%	5.65%	18.26%	42.61%	32.61%

Group Differences:

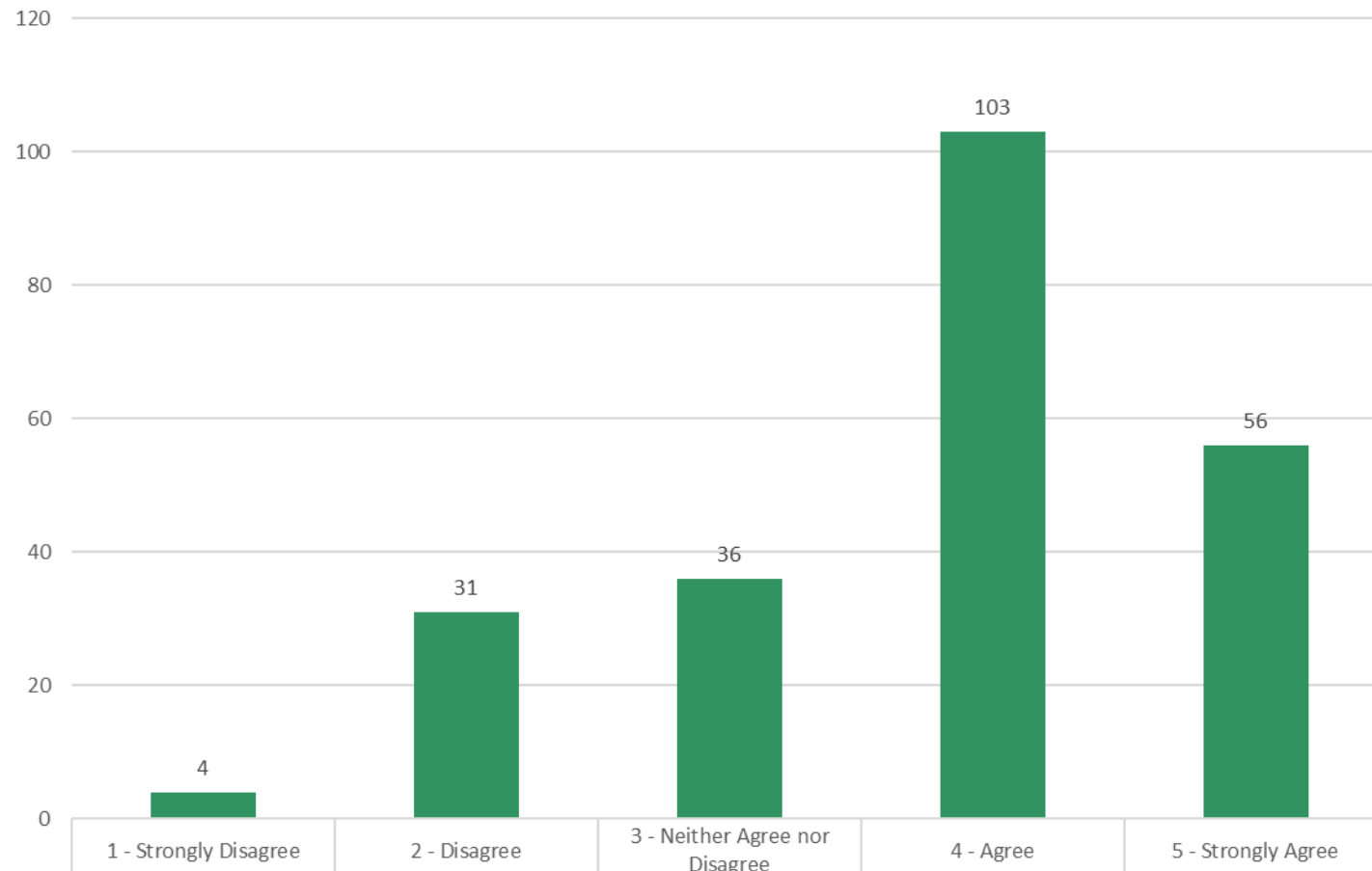Category: Employee Designation (e.g., Associate Faculty, Classified / Confidential, etc.)

Among those who responded to the survey, the average response for Administrators / Deans / Managers / Directors ($M = 4.46$) was significantly higher than for Classified / Confidential staff ($M = 3.79$).

"I find my work challenging."

Total responses = 230

Mean (average) = 4.00

Group Differences:

Category: Employee Designation (e.g., Associate Faculty, Classified / Confidential, etc.)

Among those who responded to the survey, the average response for Associate Faculty ($M = 4.16$) was significantly higher than for Administrators / Deans / Managers / Directors ($M = 3.35$), Classified / Confidential staff ($M = 3.70$) and Full-time Faculty ($M = 3.38$).

"My workload is manageable."

Total responses = 230

Mean (average) = 3.77

Survey Results by Section: Career Advancement and Job Content

"My workload is appropriate."

Total responses = 230

Mean (average) = 3.50

|	1 - Strongly Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Strongly Agree
■ Total Responses:	7	47	36	104	36
% of Total Responses:	3.04%	20.43%	15.65%	45.22%	15.65%

Group Differences:

Category: Race

Among those who responded to the survey, the average response for white employees ($M = 3.63$) was significantly higher than for employees of color ($M = 3.00$).
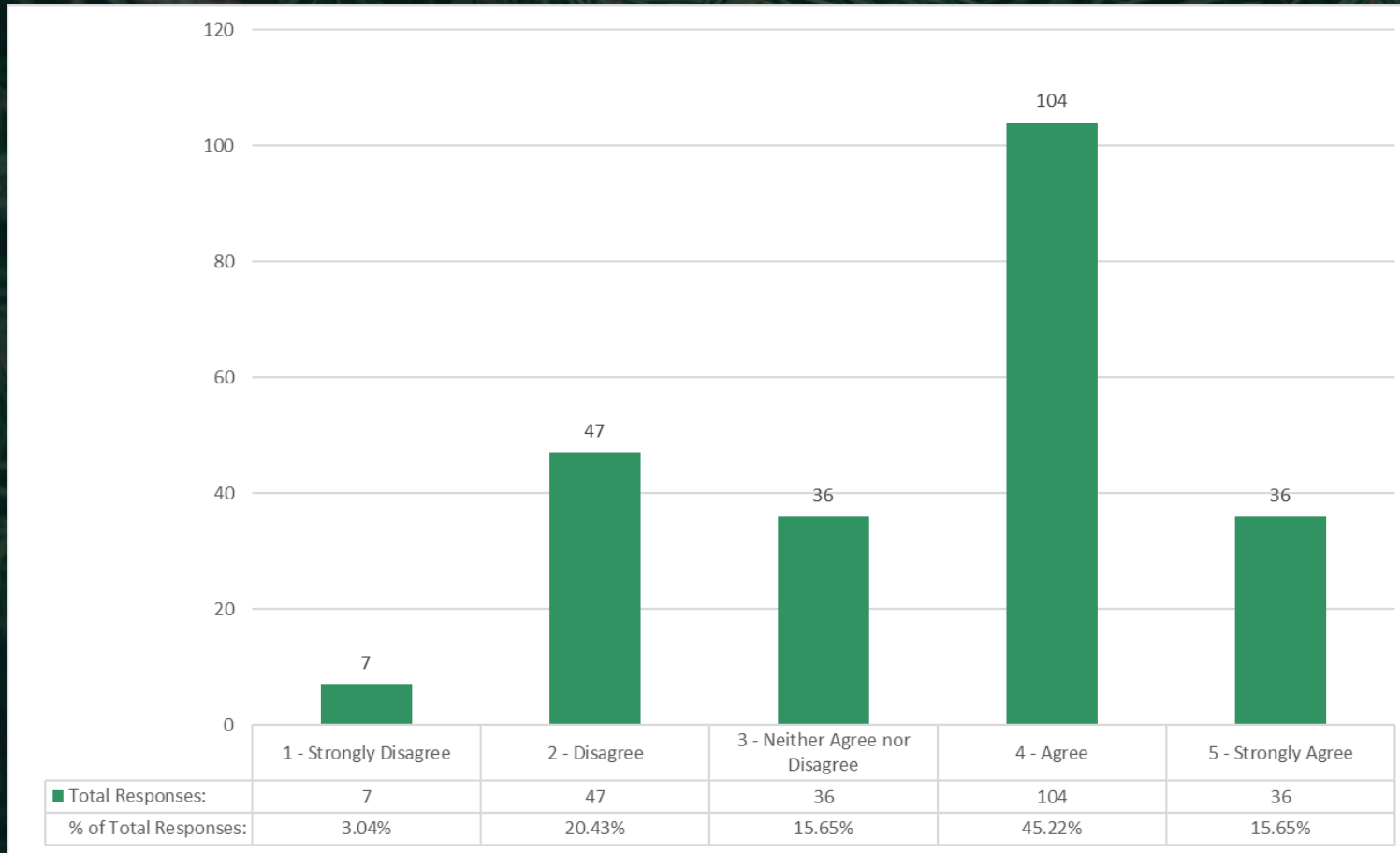
"My workload is appropriate."

Total responses = 230

Mean (average) = 3.50

Survey Results by Section: Career Advancement and Job Content
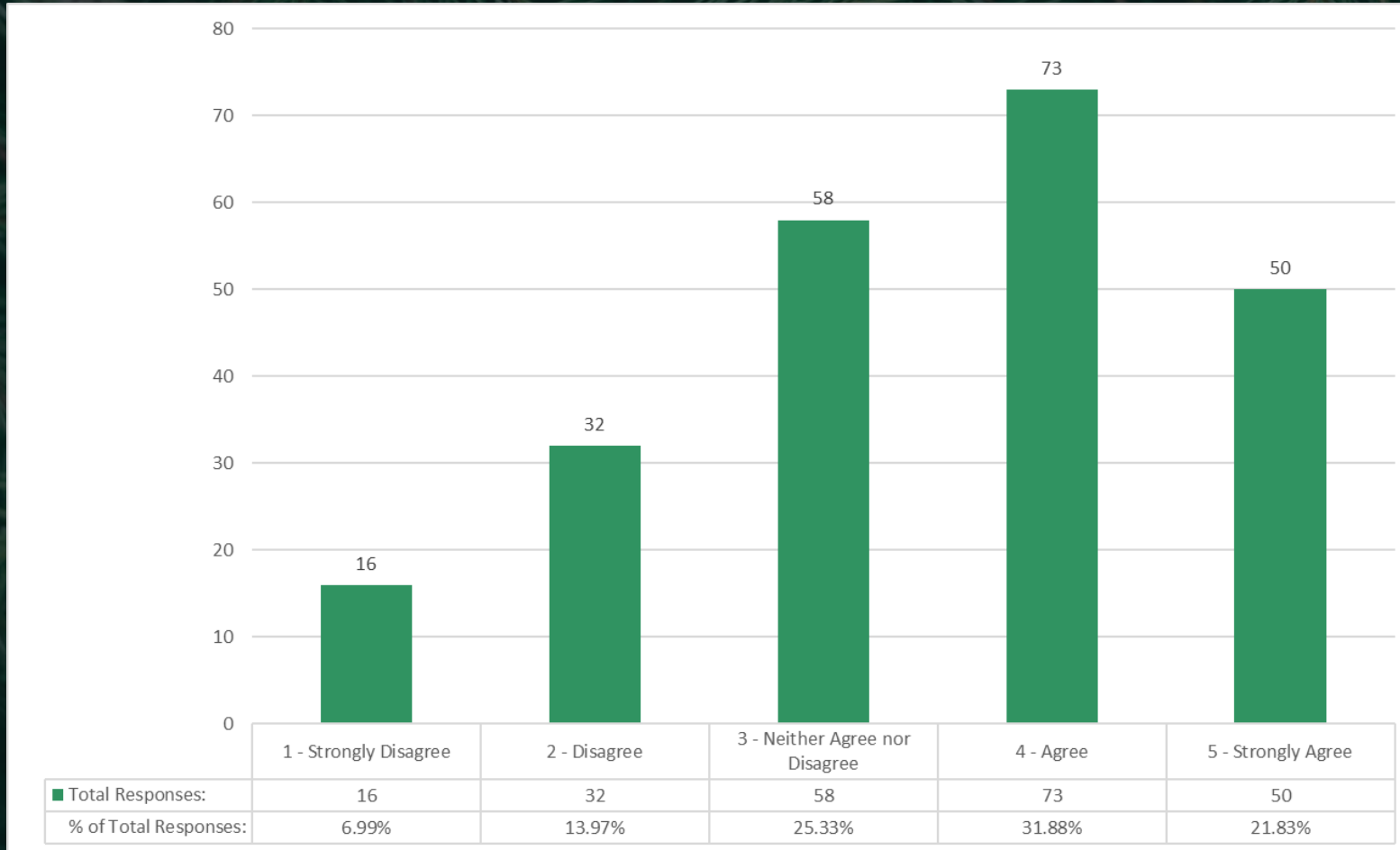
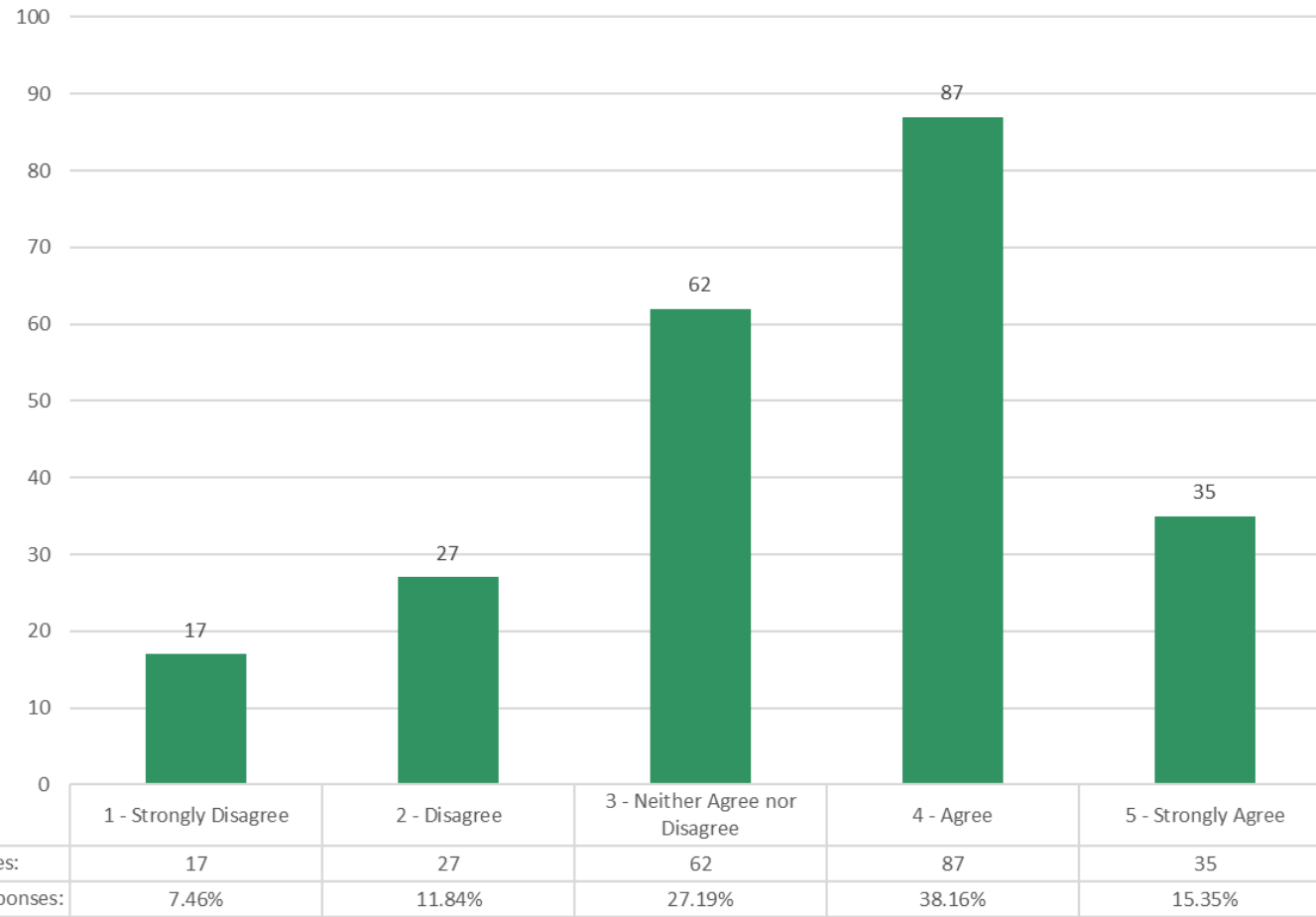"Doing my job well leads to things like recognition and respect from those I work with."

Total responses = 229

Mean (average) = 3.48

	1 - Strongly Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Strongly Agree
Total Responses:	16	32	58	73	50
% of Total Responses:	6.99%	13.97%	25.33%	31.88%	21.83%

Survey Results by Section: Career Advancement and Job Content

"I am satisfied with the career opportunities available to me."

Total responses = 228

Mean (average) = 3.42

	1 - Strongly Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Strongly Agree
■ Total Responses:	17	27	62	87	35
% of Total Responses:	7.46%	11.84%	27.19%	38.16%	15.35%

Group Differences:

Category: Employee Designation (e.g., Associate Faculty, Classified / Confidential, etc.)

Among those who responded to the survey, the average response for Administrators / Deans / Managers / Directors ($M = 3.92$) was significantly higher than for Associate Faculty ($M = 3.10$).

"I am satisfied with the career opportunities available to me."

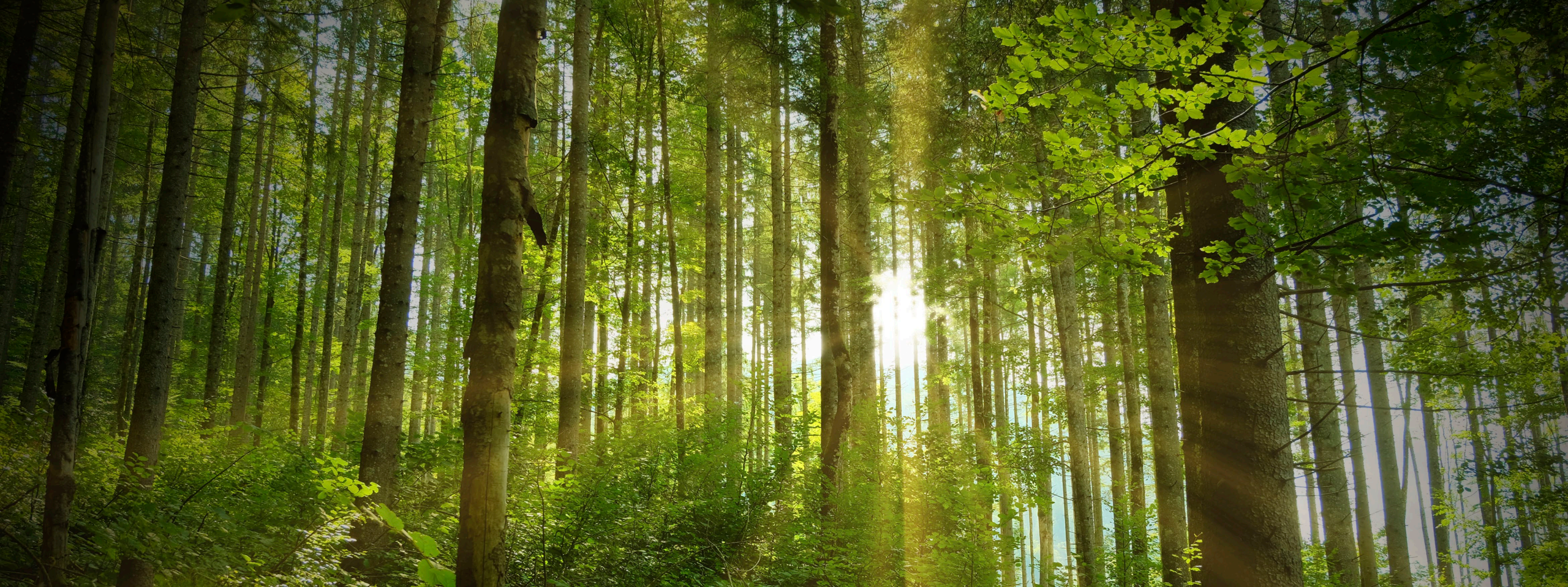Total responses = 228

Mean (average) = 3.42

|	Category - Career Advancement & Job Content Survey Items:							
	The work I do is valuable to the organization.	I find my work satisfying.	I get the opportunity to fully use my skills, knowledge, and abilities at work.	I find my work challenging.	My workload is manageable.	My workload is appropriate.	Doing my job well leads to things like recognition and respect from those I work with.	I am satisfied with the career opportunities available to me.
% who agreed:	94%	86%	78%	75%	69%	61%	54%	54%
% who disagreed:	1%	5%	13%	7%	15%	23%	21%	19%
% who felt neutral:	4%	9%	9%	18%	16%	16%	25%	27%
Mean (Average) Response:	4.58	4.21	4.03	4.00	3.77	3.50	3.48	3.42

Survey Results by Section:

Organizational Trust and Structure

Survey Results by Section: Organizational Trust and Structure
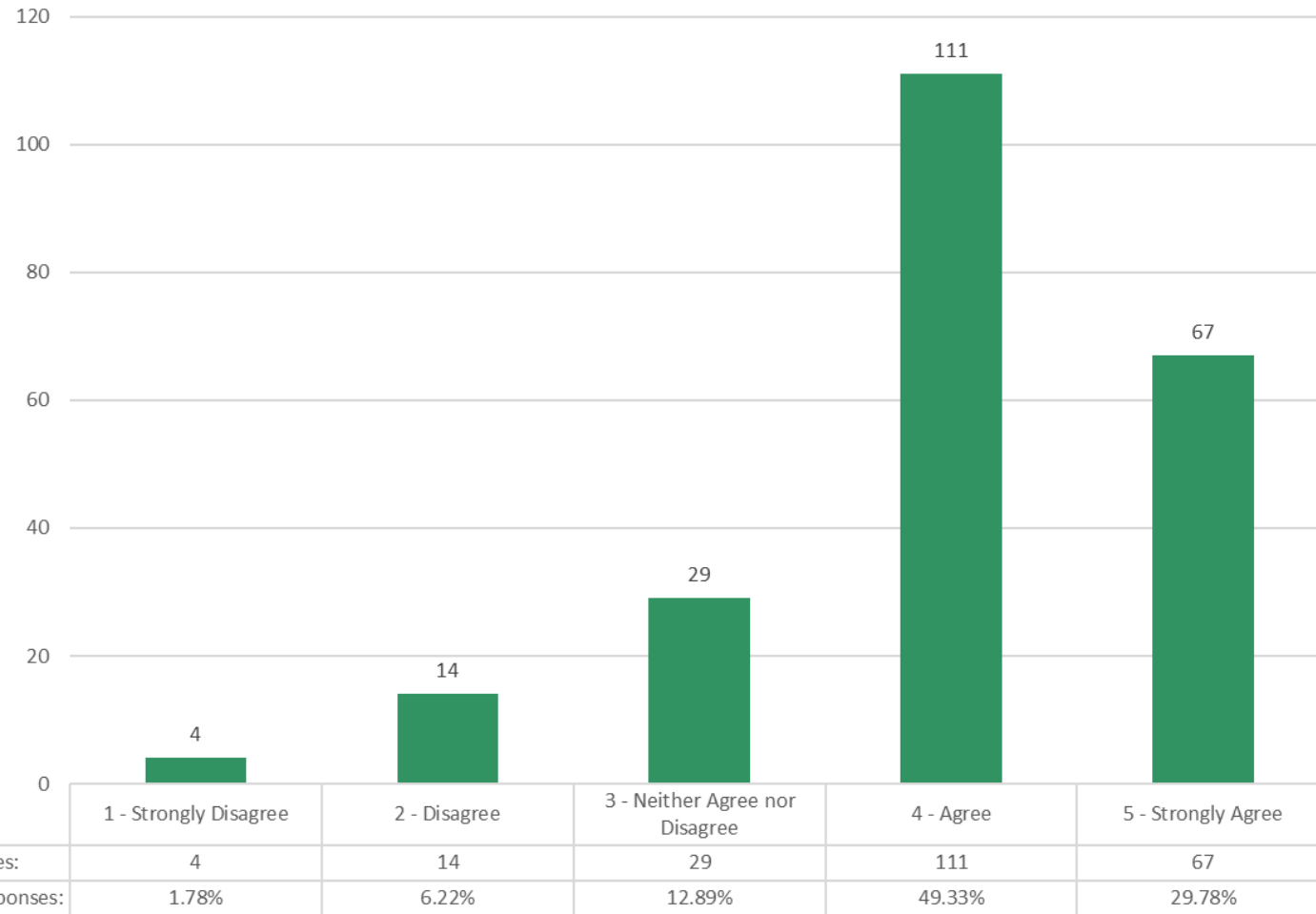
"I am very familiar with the mission and vision of the District."

Total responses = 225

Mean (average) = 3.99

	1 - Strongly Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Strongly Agree
Total Responses:	4	14	29	111	67
% of Total Responses:	1.78%	6.22%	12.89%	49.33%	29.78%

Survey Results by Section: Organizational Trust and Structure

Group Differences:

Category: Gender (i.e., Female, Male)

Among those who responded to the survey, the average response for those identifying as men ($M = 3.80$) was significantly lower than for those identifying as women ($M = 4.11$).

"I am very familiar with the mission and vision of the District."

Total responses = 225

Mean (average) = 3.99

Survey Results by Section: Organizational Trust and Structure

Group Differences:

Category: Employee Designation (e.g., Associate Faculty, Classified / Confidential, etc.)

Among those who responded to the survey, the average response for Associate Faculty ($M = 3.59$) was significantly lower than for Administrators / Deans / Managers / Directors ($M = 4.58$), Classified / Confidential staff ($M = 4.02$) and Full-time Faculty ($M = 4.24$).
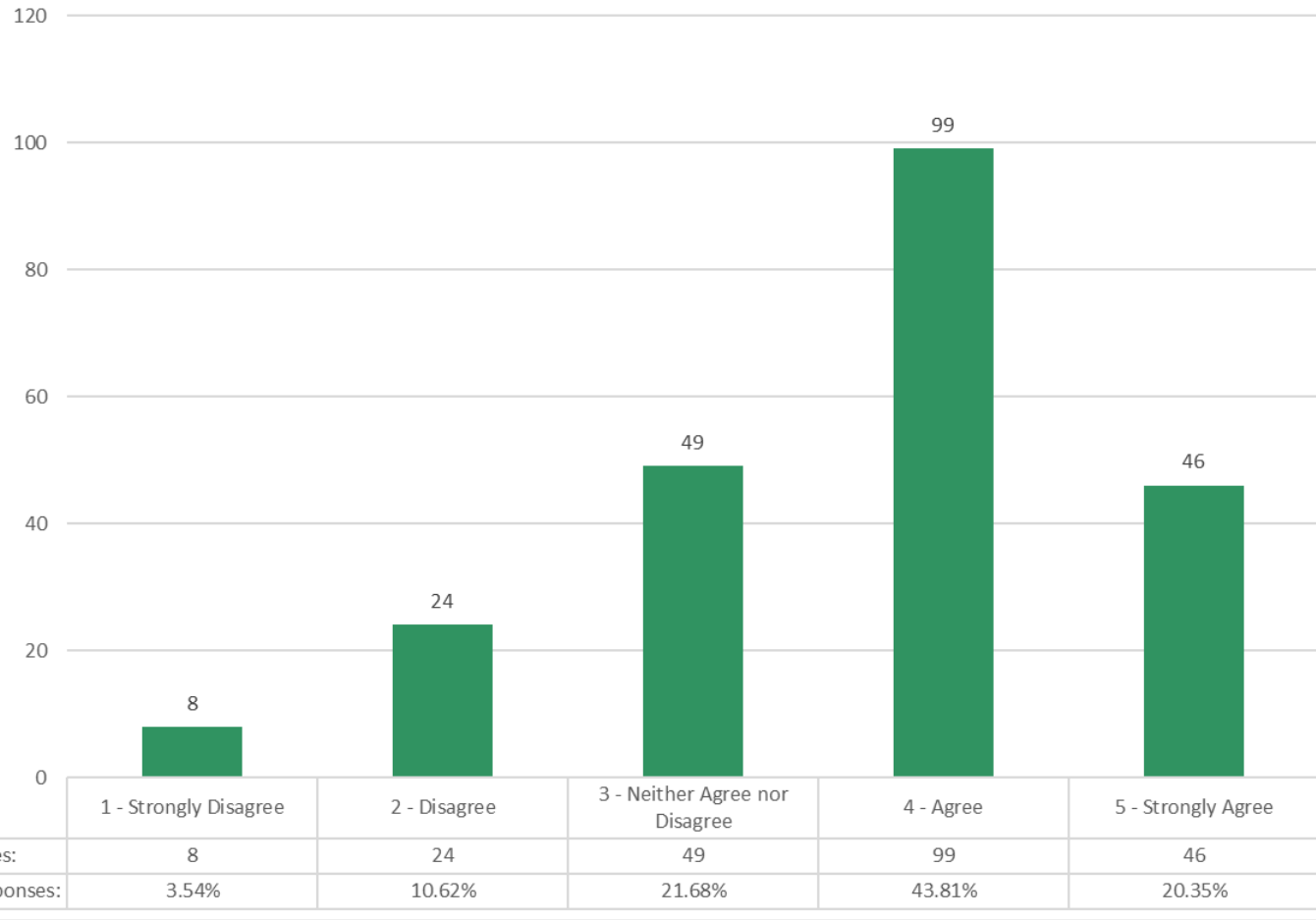
Additionally, the average response for Administrators / Deans / Managers / Directors ($M = 4.58$) was significantly higher than for Classified / Confidential staff ($M = 4.02$).

"I am very familiar with the mission and vision of the District."

Total responses = 225

Mean (average) = 3.99

Survey Results by Section: Organizational Trust and Structure

"I can openly communicate new ideas to the administrative / management team."

Total responses = 226

Mean (average) = 3.67

	1 - Strongly Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Strongly Agree
Total Responses:	8	24	49	99	46
% of Total Responses:	3.54%	10.62%	21.68%	43.81%	20.35%

Group Differences:

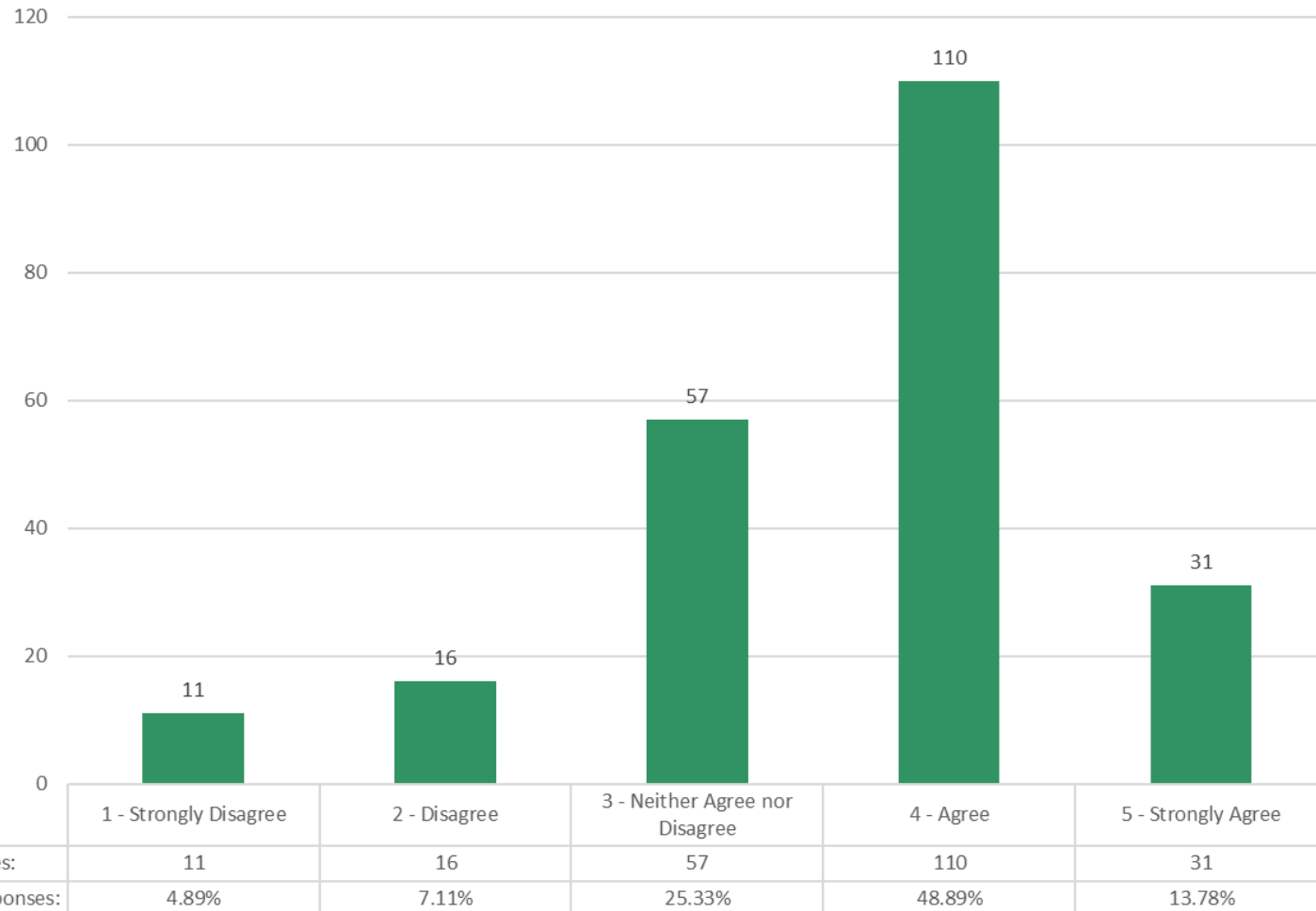Category: Years associated with CR (e.g., less than 6 months, 6 months – 1 year, etc.)

Among those who responded to the survey, the average response for those associated with CR for 1 year – 3+ years (M = 3.90) was significantly higher than for those with CR for 7 years to 10+ years (M = 3.21).

"I can openly communicate new ideas to the administrative / management team."

Total responses = 226

Mean (average) = 3.67

Survey Results by Section: Organizational Trust and Structure

"I feel connected to my organization."

Total responses = 225

Mean (average) = 3.60

	1 - Strongly Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Strongly Agree
■ Total Responses:	11	16	57	110	31
% of Total Responses:	4.89%	7.11%	25.33%	48.89%	13.78%

Survey Results by Section: Organizational Trust and Structure

Group Differences:
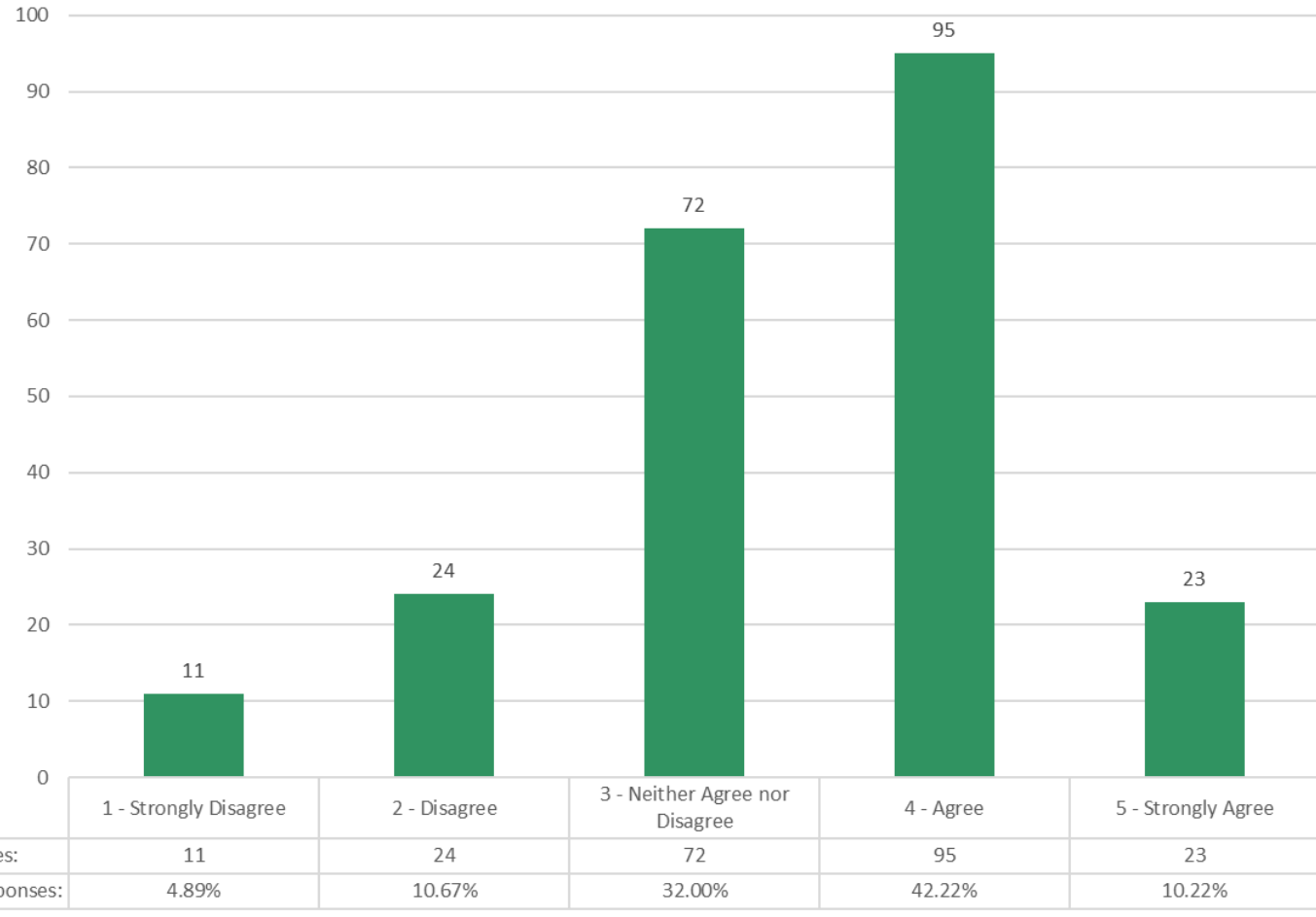
Category: Gender (i.e., Female, Male)

Among those who responded to the survey, the average response for those identifying as men ($M = 3.42$) was significantly lower than for those identifying as women ($M = 3.79$).

"I feel connected to my organization."

Total responses = 225

Mean (average) = 3.60

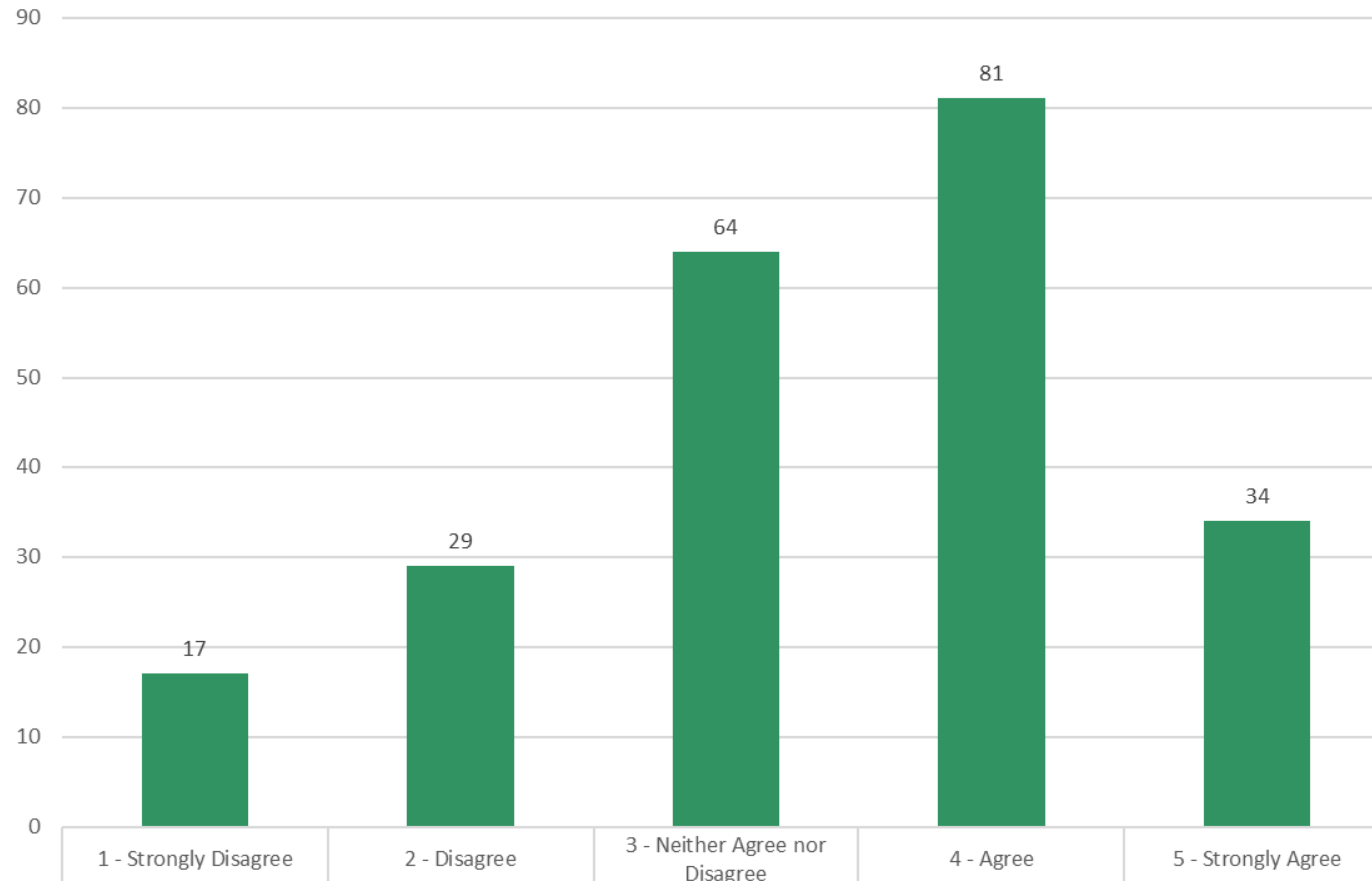# Survey Results by Section: Organizational Trust and Structure

"Administration keeps their commitments to employees."

Total responses = 225

Mean (average) = 3.42

	1 - Strongly Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Strongly Agree
Total Responses:	11	24	72	95	23
% of Total Responses:	4.89%	10.67%	32.00%	42.22%	10.22%

Survey Results by Section: Organizational Trust and Structure

"Senior leadership listens to employees' concerns."

Total responses = 225

Mean (average) = 3.38

	1 - Strongly Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Strongly Agree
Total Responses:	17	29	64	81	34
% of Total Responses:	7.56%	12.89%	28.44%	36.00%	15.11%

Survey Results by Section: Organizational Trust and Structure

Group Differences:

<u>Category:</u> Employee Designation (e.g., Associate Faculty, Classified / Confidential, etc.)
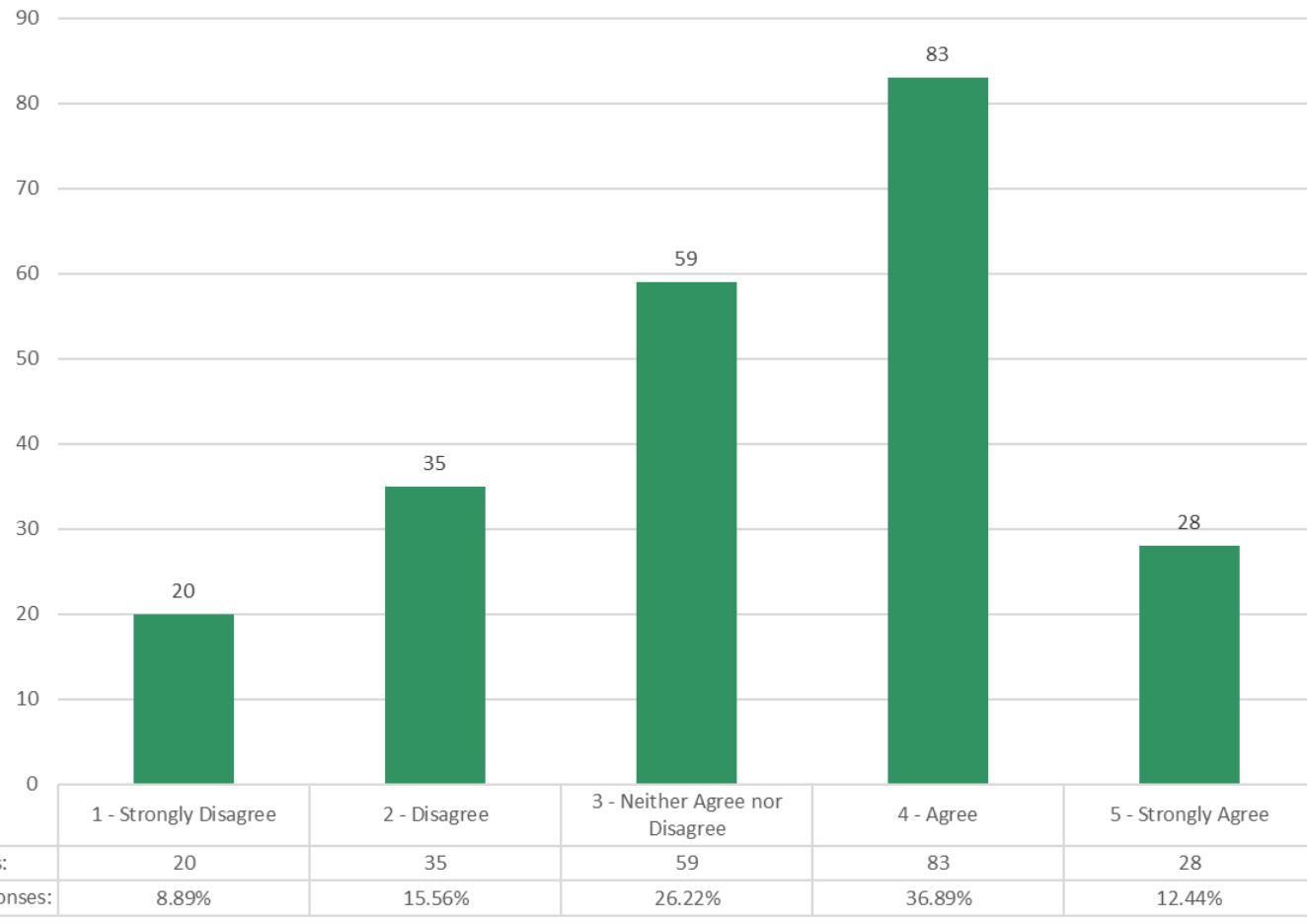
Among those who responded to the survey, the average response for Administrators / Deans / Managers / Directors ($M = 3.88$) was significantly higher than for Classified / Confidential staff ($M = 3.19$).

"Senior leadership listens to employees' concerns."

Total responses = 225

Mean (average) = 3.38

Survey Results by Section: Organizational Trust and Structure

"My efforts to do a good job are seldom blocked by bureaucratic red tape."

Total responses = 225

Mean (average) = 3.28

	1 - Strongly Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Strongly Agree
■ Total Responses:	20	35	59	83	28
% of Total Responses:	8.89%	15.56%	26.22%	36.89%	12.44%

Survey Results by Section: Organizational Trust and Structure

Group Differences:

Category: Employee Designation (e.g., Associate Faculty, Classified / Confidential, etc.)

Among those who responded to the survey, the average response for Associate Faculty ($M = 3.59$) was significantly higher than for Full-time Faculty ($M = 2.91$).

"My efforts to do a good job are seldom blocked by bureaucratic red tape."

Total responses = 225

Mean (average) = 3.28

Survey Results by Section: Organizational Trust and Structure
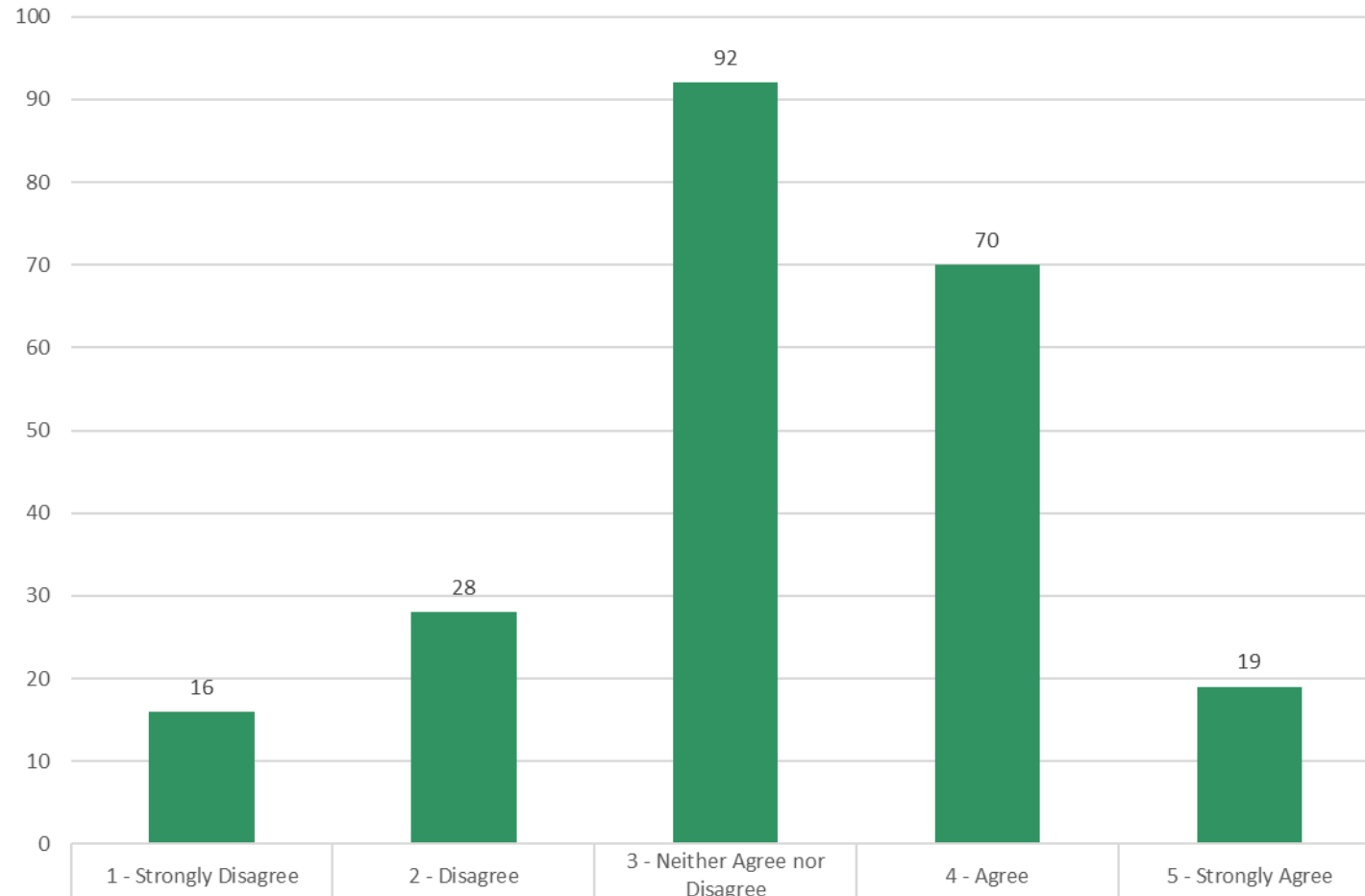
"Administrators make decisions about district policy with appropriate faculty and staff input."

Total responses = 225

Mean (average) = 3.21

	1 - Strongly Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Strongly Agree
■ Total Responses:	16	28	92	70	19
% of Total Responses:	7.11%	12.44%	40.89%	31.11%	8.44%

Survey Results by Section: Organizational Trust and Structure

Group Differences:

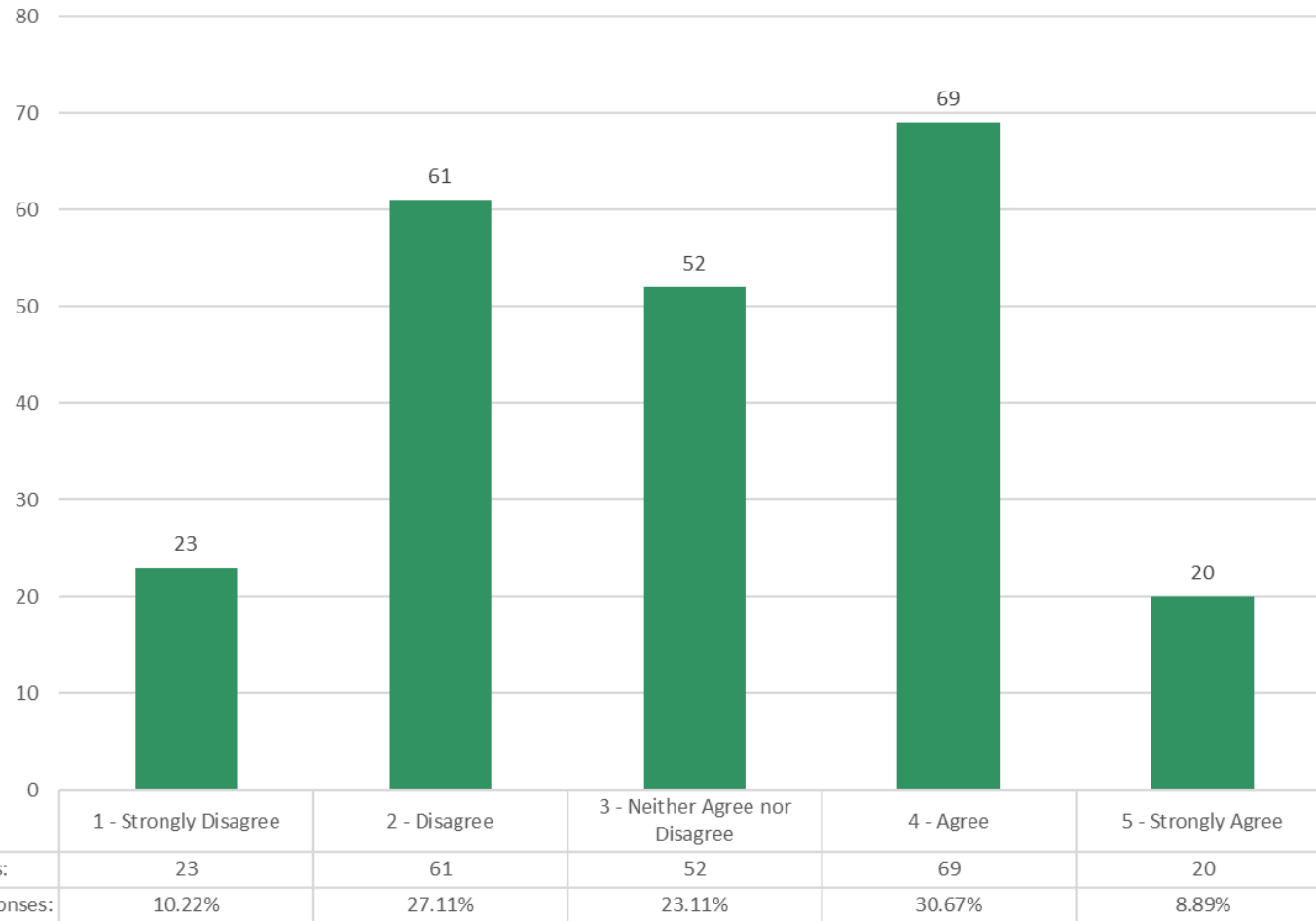<u>Category</u>: Employee Designation (e.g., Associate Faculty, Classified / Confidential, etc.)

Among those who responded to the survey, the average response for Administrators / Deans / Managers / Directors ($M = 3.69$) was significantly higher than for Classified / Confidential staff ($M = 3.07$).

"Administrators make decisions about district policy with appropriate faculty and staff input."

Total responses = 225

Mean (average) = 3.21

Survey Results by Section: Organizational Trust and Structure

"I receive adequate information regarding how organizational decisions are made that affect my job."

Total responses = 225

Mean (average) = 3.01

	1 - Strongly Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Strongly Agree
Total Responses:	23	61	52	69	20
% of Total Responses:	10.22%	27.11%	23.11%	30.67%	8.89%

Survey Results by Section: Organizational Trust and Structure

Group Differences:

Category: Employee Designation (e.g., Associate Faculty, Classified / Confidential, etc.)

Among those who responded to the survey, the average response for Administrators / Deans / Managers / Directors ($M = 3.54$) was significantly higher than for Classified / Confidential staff ($M = 2.79$).

"I receive adequate information regarding how organizational decisions are made that affect my job."
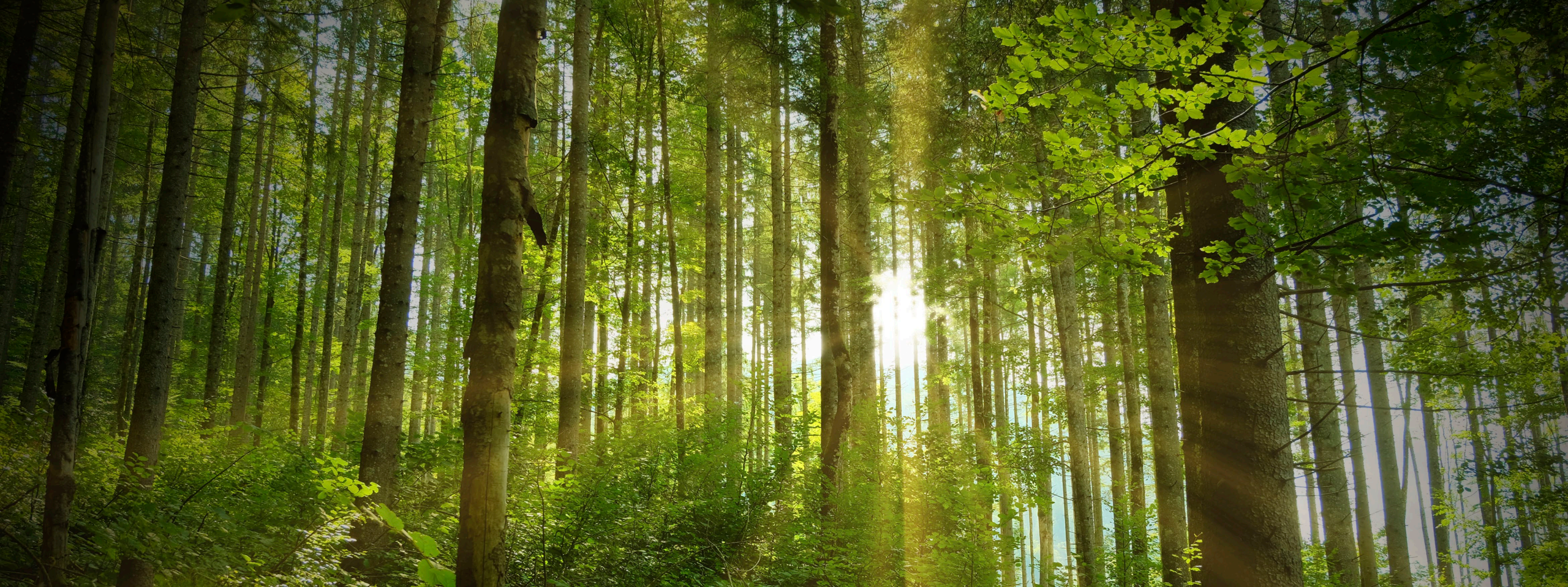
Total responses = 225

Mean (average) = 3.01

Survey Results by Section: Organizational Trust and Structure

|	**Category - Organizational Trust and Structure**							
	Survey Items:							
	I am very familiar with the mission and vision of the District.	**I can openly communicate new ideas to the administrative / management team.**	**I feel connected to my organization.**	**Administration keeps their commitments to employees.**	**Senior leadership listens to employees' concerns.**	**My efforts to do a good job are seldom blocked by bureaucratic red tape.**	**Administrators make decisions about district policy with appropriate faculty and staff input.**	**I receive adequate information regarding how organizational decisions are made that affect my job.**
% who agreed:	79%	64%	63%	52%	51%	49%	40%	40%
% who disagreed:	8%	14%	12%	16%	20%	24%	20%	37%
% who felt neutral:	13%	22%	25%	32%	28%	26%	41%	23%
Mean (Average) Response:	3.99	3.67	3.60	3.42	3.38	3.28	3.21	3.01

Survey Results by Section:

Open-Ended Questions
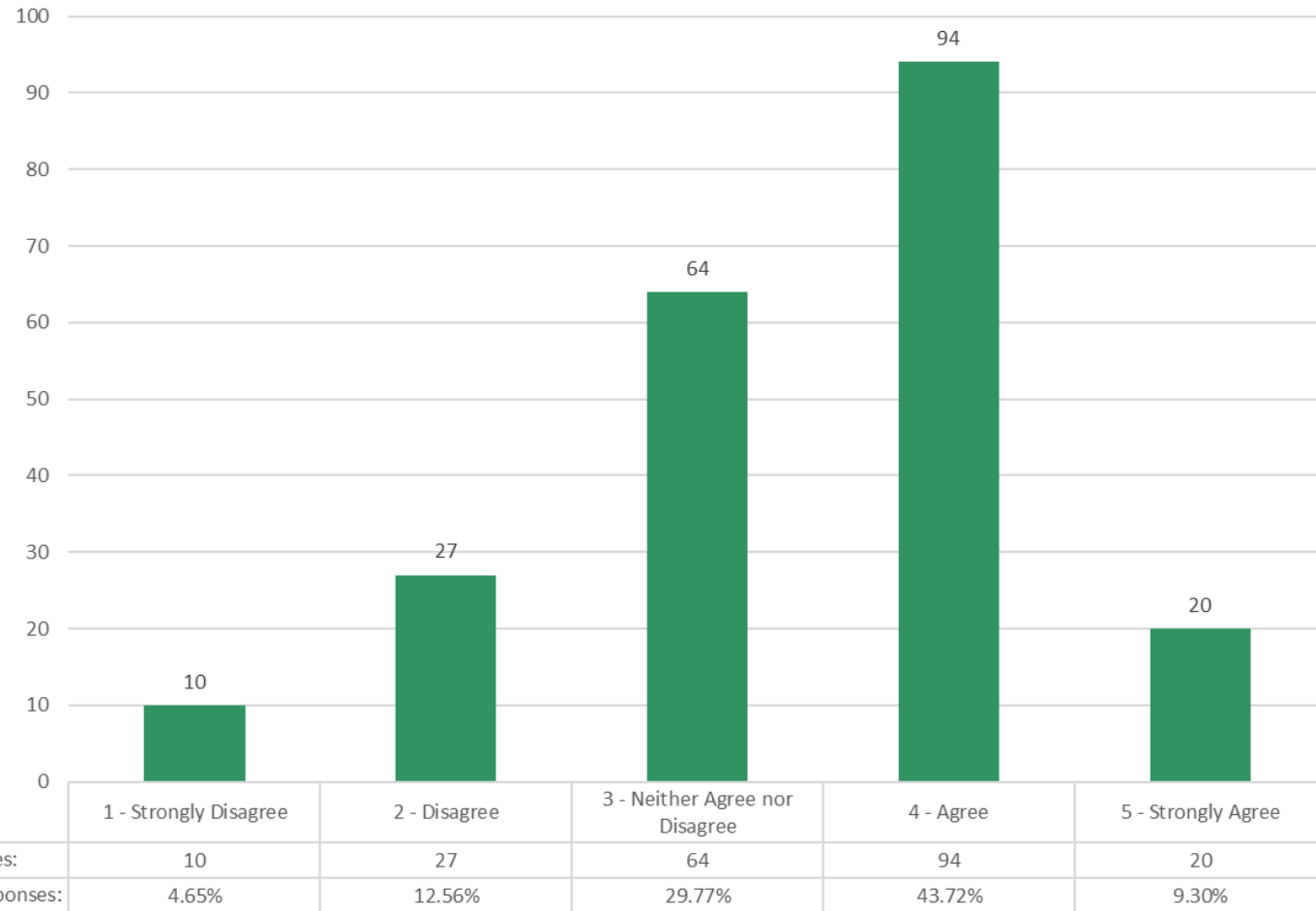
"The current organizational structure meets my professional needs."

Total responses = 215

Mean (average) = 3.40

First a Note about Qualitative Analysis...

- A method used to understand and interpret non-numerical data, such as text, images or videos, to uncover patterns, themes and insights.

- I read every comment, then go back looking to group the points together to form a theme. Themes are recurring patterns or topics that emerge from the data. This involves interpretation and subjective judgement.

- I do not report based on frequency. Sometimes one theme could represent many similar comments. Even if only one comment covered one topic, it is just as valid as a comment that was repeated by many people. This is not a popularity contest. There is diversity of human experience, and we want to embrace that.

Theme E1A: Communication and Leadership Issues

- Inadequate communication between departments and with staff.

- Perception of ineffective leadership, particularly in decision-making, communication, and support from managers and higher-level administrators.

- Issues with supervisor effectiveness, including poor communication, lack of support, and last-minute decision-making. Staff feel caught in limbo if they don't know who their supervisor is.

- Faculty report that they lack feelings of inclusion, bonding, collegiality, and opportunities for pedagogical sharing because of lack of guidance from above.

- Confusion around support of staff whose main supervisor may be located at a different campus.

"Please provide any additional comments about the organizational structure meeting your professional needs."

Total responses = 57

Theme E1B: Support and Recognition

- Perceived lack of support and recognition for specific roles and departments, such as (but not limited to) the Child Development Center and Continuing Education programs.

- Desire for more financial support, resources, and recognition for the work done within departments.

- Feelings of being undervalued and unappreciated for the effort put into work.

- Calls for more engagement with staff and addressing concerns to improve morale and effectiveness.

"Please provide any additional comments about the organizational structure meeting your professional needs."

Total responses = 57

Theme E1D: Organizational Support and Structure

- Lack of clarity in organizational structure.

- Concerns about the organizational structure being inefficient or outdated. Especially that the org structure does not meet the unique needs of the three campus sites (Eureka, Del Norte, KT).

- Challenges with navigating administrative processes, such as unclear procedures, lack of guidance, and ineffective management of tasks.

- Managers lack making decisions with input from data and their staff.

- Negatively, staff feel they are left alone to problem solve with no support from supervisors. Positively, the structure allows staff to work on multiple projects and stay engaged.

"Please provide any additional comments about the organizational structure meeting your professional needs."

Total responses = 57

Theme E1Ea: Administrative Roles and Structure

- Perceptions of excessive administrative positions, incompetencies of those in administrative positions, and high turnover.

  - Seems top heavy with admin to teacher ratio weighted heavily on the admin side.

  - Expensive consultants utilized often.

  - Constant administrative changes make the District feel unsettled.

- Feeling that decisions are being made from the bottom up.

- Feeling disconnected from the administration.

- Feeling inefficiencies in Senate process.

"Please provide any additional comments about the organizational structure meeting your professional needs."

Total responses = 57

Theme E1Eb: Administrative Roles and Structure

- Challenges with the effectiveness of certain administrative structures, such as the two-dean model.

  - The structure of the large division of Arts and Sciences exacerbated the lack of support for associate-faculty-only disciplines and programs.

  - Specifically, having a "super-division" makes it so voices get lost, and some disciplines can't possibly be heard.

  - The Executive Dean model does not provide enough structure (better under the dean model) for faculty to address the challenges and opportunities that the Education Master Plan and CO require.

  - Departments need a full-time faculty lead.

  - In general, associate faculty feel left out from scheduling and program review.

  - Not getting support from assistant deans.

Total responses = 57

2024

Theme E1F: Department Dynamics

- Need for better collaboration and support within departments.

- Challenges with turnover, understaffing, and lack of leadership in departments.

- Desire for more engagement with staff and addressing concerns to improve morale.

- Some associate faculty, like in DE, do not know who their department peers are.

"Please provide any additional comments about the organizational structure meeting your professional needs."

Total responses = 57

Theme E1G: Professional Development & Training

- Desire for more professional development opportunities and training, particularly in modern technologies. Some commented that they have plenty of professional development opportunities.

- Issues with hiring processes, advancement opportunities, and transparency in pay scales. More specifically: a) Internal applicants not being promoted. b) Nepotism being an issue in hiring and maintaining staff. For example, telework requests are only granted if you have a "side deal" with a manager. c) Confusion for potential employees (e.g. part-time instructors) to fairly assess what they will be paid. Instructors with extensive teaching experience at other institutions are not valued on the CR pay scale. d) Staff would like to see managers have a 360-degree evaluation with input from direct reports for accountability. e) The organizational structure values years of service over performance, ability, or any other employee qualities. f) Advancement opportunities should include help paying for getting a next degree.

- Concerns about competency deficits in certain administrative roles and the impact on organizational effectiveness.

- Lack of position specific training and not communicating the position's expectations.

- Managers need training so that they can learn balance between no involvement with staff and micromanagement.

"Please provide any additional comments about the organizational structure meeting your professional needs."

Total responses = 57

Theme E1H: Specific Issues with Technology, Budget, and Policy

- Concerns about outdated hardware and software technology posing security risks.

- Zoom has greatly helped "level the playing field" between campuses.

- Budgetary constraints impacting operations and lack of financial support from the institution.

- Issues with classrooms and facilities/maintenance not addressing them.

- Issues with communication with the Business Office.

- Issues with policy interpretation and implementation, particularly regarding state laws and guidelines. A call for administration to be involved in tracking law updates and helping staff with the interpretation of the guidelines that impacts their day-to-day work.

"Please provide any additional comments about the organizational structure meeting your professional needs."
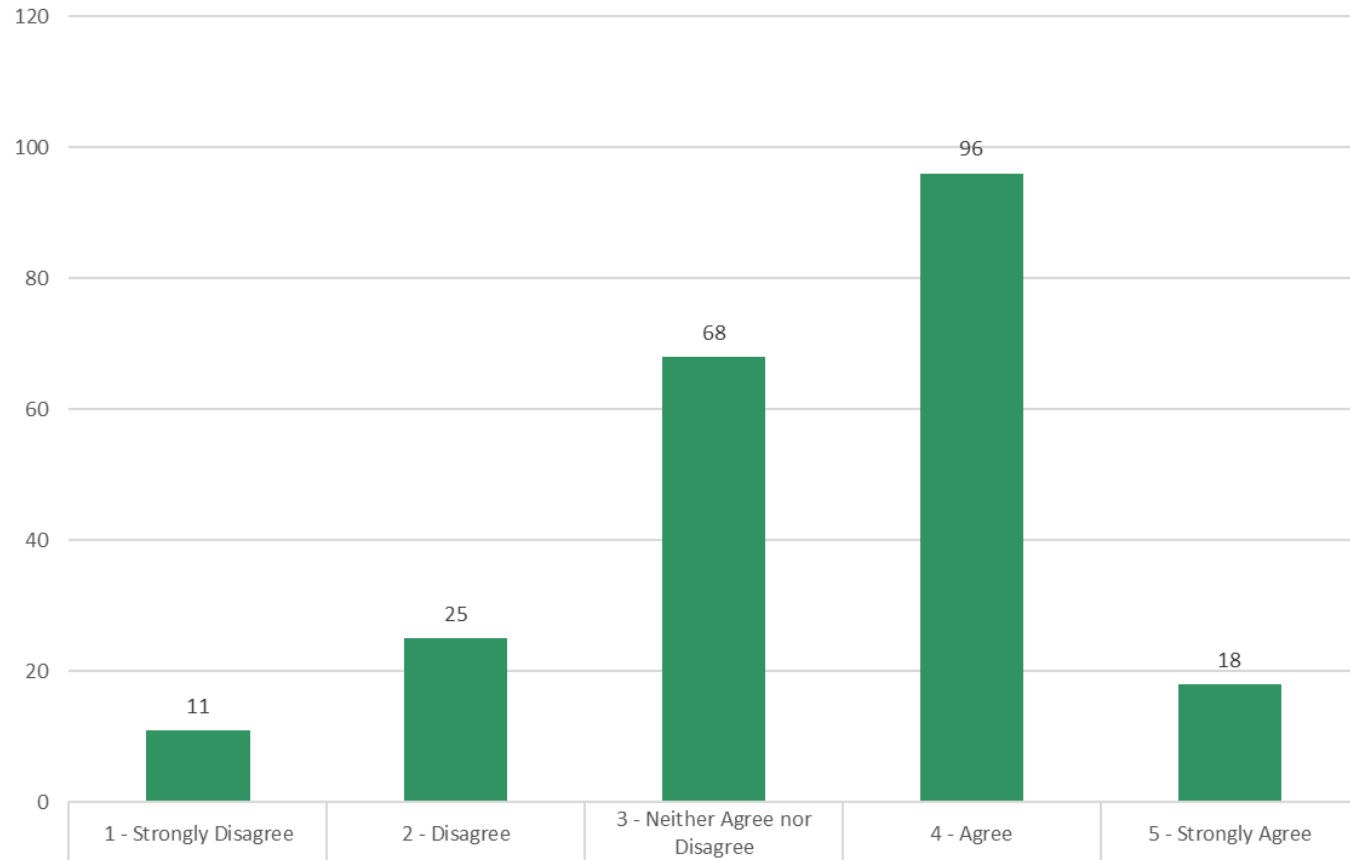
Total responses = 57

Theme E1I: Positive Comments

- "I am happy with my experience and feel supported by my team and the college as a whole."

- "I have felt very supported as an instructor by my Dean and by management!"

- "I like the way we have curricular freedom, and the administration supports our choices to educate our students."

- "I have plenty of opportunity for professional development."

- "The organizational structure of my department meets my professional needs and I feel very supported within the department under their leadership!"

- "There are many opportunities for augmenting skills…"

- "In my department specifically, I feel that my direct supervisor is supportive and proactive in meeting my professional needs and goals…"

"Please provide any additional comments about the organizational structure meeting your professional needs."

Total responses = 57

Survey Results by Section: Open-Ended Questions

"This organization involves its employees in planning for the future."

Total responses = 218

Mean (average) = 3.39

Theme E2A: Employee Involvement in Decision-Making

- Employees express varying degrees of involvement in decision-making, often through committees or surveys.

- Concerns about the effectiveness and impact of employee input on decision-making.

- Feedback regarding the need for clearer communication and transparency in the decision-making process.

- Examples include:

  - "Employees are involved via committees and the AS, but it's difficult to determine how much of that work influences function."

  - "I feel considered and included by on-site staff."

  - "I feel like I have never once been asked my opinion on really anything pertaining to my department or any other department for that matter."

"Please provide any additional comments about the organization involving its employees in planning for the future.

Total responses = 44

2024

77

Theme E2B: Challenges with Communication and Transparency

- Employees highlight challenges with communication, transparency, and timeliness of information sharing.

- Concerns about decisions being made without adequate consultation or input from employees.

- Frustration with feeling uninformed or excluded from planning processes.

- Examples include:

  - "Changes often feel reactionary rather than strategic."

  - "I see a lack of transparency and a lack of getting the whole team's input before big moves are made."

  - "Plans are kept very hush-hush until the last minute."

"Please provide any additional comments about the organization involving its employees in planning for the future.

Total responses = 44

2024

78

Theme E2C: Perceptions of Decision-Making Processes

- Perceptions vary regarding the effectiveness and authenticity of employee involvement in planning and decision-making.

- Some express skepticism about the extent to which employee input influences decision-making outcomes.

- Observations of decisions being made reactively rather than strategically.

- Examples include:

  - "Even when it slows things down, I think shared governance and collaboration is mostly working to involve employees in future planning."

  - "It seems like there is a disconnect between the conversations and what actually happens."

  - "It seems as though decisions are made too late or we are informed too late."

"Please provide any additional comments about the organization involving its employees in planning for the future.

Total responses = 44

Theme E2D: Desire for Inclusive Planning Processes

- Calls for more inclusive and collaborative planning processes that involve all employee groups.

- Suggestions for regular meetings and forums to discuss goals, achievements, and areas for improvement.

- Requests for better opportunities for interaction and collaboration between colleagues and departments.

- Examples include:

  - "Heads of departments should be meeting with the staff within."

  - "...my input was solicited at the beginning of the [Healthcare Hub] process but I have not been invited to planning and design meetings since then."

  - "It does, but it is impractical and unreasonable for part-time employees to volunteer their free time to complete surveys and join committees."

"Please provide any additional comments about the organization involving its employees in planning for the future.

Total responses = 44

2024

80

Theme E2E: Employee Perception of Leadership and Processes

- Views on the involvement of tenure-track faculty versus associate faculty in planning processes.

- Observations about leadership decisions and their alignment with employee input and needs.

- Feedback on the overall effectiveness of planning efforts and the organization's commitment to inclusivity and transparency.

- Examples include:

  - "It seems Administration seeks employee feedback, but then makes its own decisions based on other factors."

  - "I have 'input fatigue'... and continually not seeing this data be put into action..."

"Please provide any additional comments about the organization involving its employees in planning for the future.

Total responses = 44

2024

81

Theme E2F: Impact on Morale and Engagement

- Feedback regarding the impact of decision-making processes on morale and engagement, specifically concerns about feeling unheard or unsupported, leading to feelings of frustration or disconnection.

- Recognition of efforts made to involve employees but with a lack of follow-up or tangible outcomes.

  - Examples include:
    - "There is a strong difference between how I would respond to these comments if they were branch campus specific or EKA campus specific. I am pleased with my working relationships with administrators on the EKA campus."

    - "We have come a long way with involvement from all groups."

    - "The organization involves a minority of employees in planning for the future; I believe that tenure-track faculty are generally involved."

"Please provide any additional comments about the organization involving its employees in planning for the future.

Total responses = 44

2024

82

	Category - Final Questions Survey Items:	
	The current organizational structure meets my professional needs.	The organization involves its employees in planning for the future.
% who agreed:	53%	52%
% who disagreed:	17%	17%
% who felt neutral:	30%	31%
Mean (Average) Response:	3.40	3.39

Theme E3A: Communication and Support

- Enhanced communication and regular personal check-ins from leadership are essential for fostering a supportive environment.

- Clearer communication channels and robust support structures are necessary to ensure employees feel valued and supported.

- Building a stronger sense of community and collaboration among faculty and staff is crucial for creating a supportive workplace culture.

- Transparency and involvement in decision-making processes are vital for employees to feel supported and engaged in the organization's direction.

Please provide any additional feedback about what you need to feel supported at your organization.

Total responses = 63

Theme E3B: Workplace Environment and Processes

- Addressing budgetary concerns and implementing better organizational structures will contribute to a more supportive work environment.

- Improving staffing levels, workload distribution, and resource allocation is key to reducing stress and fostering a supportive workplace.

- Establishing structured processes and clearer pipelines for innovation will enhance efficiency and support employees in their roles.

- Ensuring consistency and clarity of procedures between departments will contribute to a more supportive and productive work environment.

Please provide any additional feedback about what you need to feel supported at your organization.

Total responses = 63

Theme E3C: Employee Feedback and Involvement

- Actively soliciting and considering employee input is crucial for fostering a supportive organizational culture.
- Involving employees in decision-making processes and providing opportunities for colleague collaboration are essential for creating a supportive workplace.
- Offering support, mentorship, and advancement opportunities for all employees is necessary to ensure they feel valued and supported in their roles.
- Providing equal access to benefits, professional development, and mental health resources will contribute to a supportive work environment where all employees feel valued.

Please provide any additional feedback about what you need to feel supported at your organization.

Total responses = 63

Theme E4A: Lingering Concerns

1. **Management Accountability**: Concerns about poor management performance, lack of consequences, and negative impact on morale and job satisfaction.

2. **Technological Infrastructure**: Frustrations with inadequate tech support, WiFi issues, and preference for remote work due to tech challenges on campus.

3. **Staffing and Work-Life Balance**: Calls for hiring more staff to alleviate burnout, monitoring of task assignments, and transparent expectations for better work-life balance.

4. **Communication and Transparency**: Critiques of communication gaps between administration and staff, lack of transparency in decision-making, and feeling excluded from important campus updates.

Please provide any last feedback that has not been captured above.
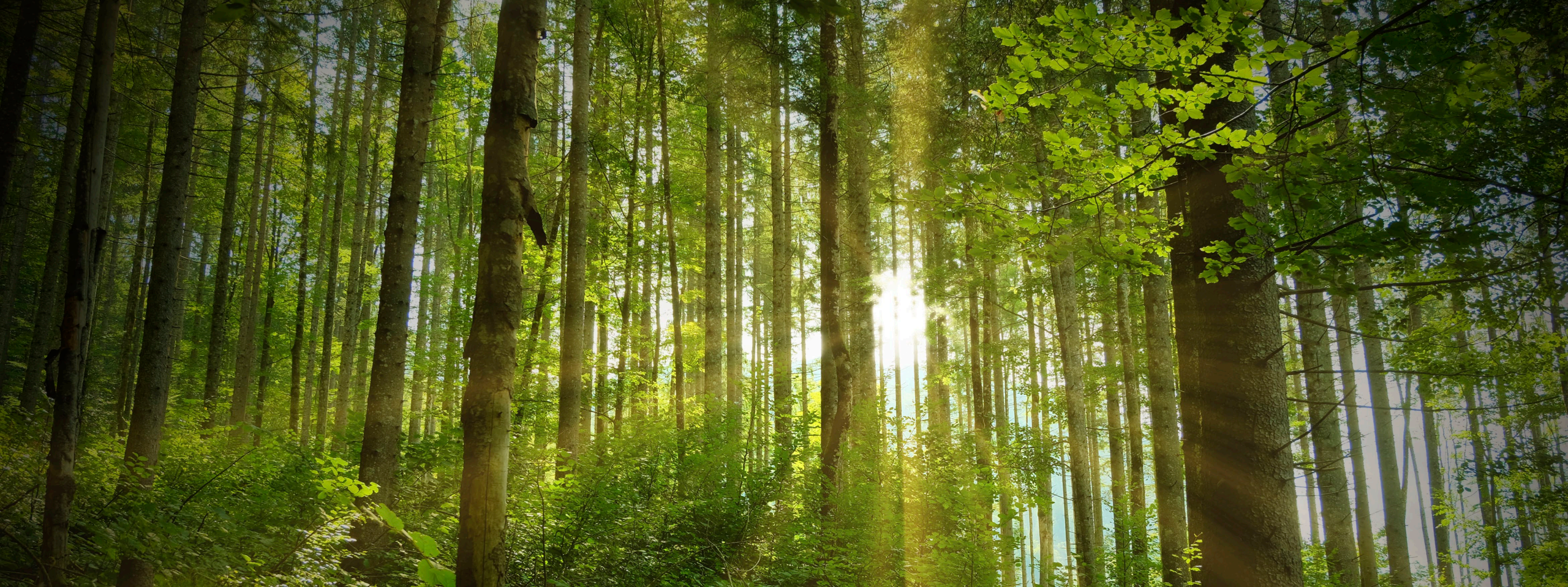
Total responses = 33

Theme E4B: Final Positive Comments

1. **Student Welfare Comes First**: Advocacy for student-centered policies and services, including affordable health care and holistic support for students' educational journey.

2. **Feedback and Engagement**: Recognition of the importance of feedback mechanisms, appreciation for survey opportunities, and satisfaction with the constructive survey structure.

3. **Appreciation for Work Environment**: Gratitude for the supportive work environment, healthy work-life balance, and satisfaction with colleagues and overall work experience.

4. **Pride in Institution**: Expressions of pride in being part of College of the Redwoods, satisfaction with work meaningfulness, and acknowledgment of institutional progress.

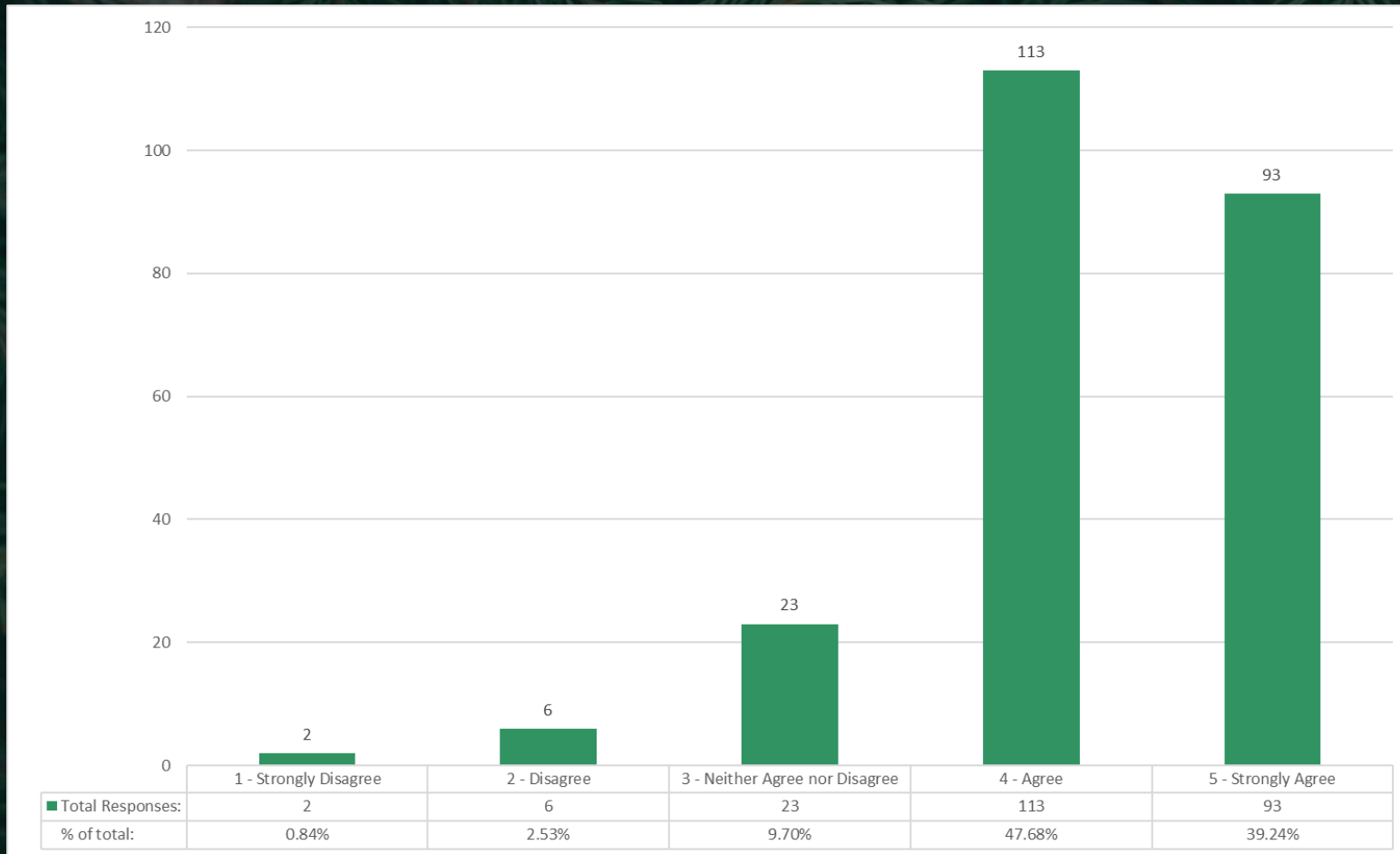Please provide any last feedback that has not been captured above.

Total responses = 33

Survey Results by Section: | Overall Satisfaction

Survey Results by Section: Overall Satisfaction

"Based on my overall experience with the District, I would recommend this organization to my family and friends."

Total responses = 237

Mean (average) = 4.22

	1 - Strongly Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Strongly Agree
Total Responses:	2	6	23	113	93
% of total:	0.84%	2.53%	9.70%	47.68%	39.24%

Survey Results by Section: Overall Satisfaction

"Based on my overall experience with the District, I would recommend this organization to my family and friends."

Category:	#	%
Number of respondents who agreed:	206	87%
Number of respondents who disagreed:	8	3%
Number of respondents who felt neutral:	23	10%
Total:	237	100%

*Results did not significantly differ amongst groups.

Thank you

Amy Moffat, Director of
Institutional Effectiveness and
Research

Amy-Moffat@redwoods.edu

Questions?