

**CENTRAL OREGON COMMUNITY COLLEGE**  
**“GREAT COLLEGES TO WORK FOR” COLLEGE EMPLOYEE CLIMATE SURVEY**  
**2019 EXECUTIVE SUMMARY**

**Background**

The College participated in the [Great Colleges to Work For](#) (GCTWF) survey in spring 2019 as a way to gather insight on the quality of the workplace experience for employees. The effort was initiated to support the implementation and assessment of the [2018-23 Strategic Plan](#), specifically initiatives identified in the Institutional Efficiency (IE) goal area related to the College providing a supportive and productive workplace. Initial survey results will inform IE assessment benchmarks and future GCTWF surveys will keep the college informed of progress made in these IE initiative areas and provide the institution with feedback on areas of strength and those needing attention.

**About the Great Colleges to Work For Survey**

COCC administered the survey in April 2019 to 307 employees randomly selected by the survey administrator, [ModernThink](#). 104 employees (33.9%) completed the survey.

Employees were asked to consider their typical work day and respond to 60 statements on a scale of “poor” to “very good to excellent” in the following categories:

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

Results are reported based on the percent of employees agreeing with each statement: Poor (0 – 44%); Warrants Attention (45 – 50%); Fair to Mediocre (55 – 64%); Good (65 – 74%); Very Good to Excellent (75 – 100%).

In addition to the above questions, employees responded to two open-ended questions: 1) What do you appreciate most about working on this institution and 2) What would make COCC a better place to work?

**Survey Results: 60 Statements**

Overall, the College ranked “fair to mediocre” or higher in all categories, with no areas falling in “warrants attention” or “poor.”

## Areas to Celebrate

Pride (85%): Responses to this section reflected employees':

- Understanding of how their job contributes to the institution's mission,
- Believe their department is a good place to work,
- Whether they are proud to be part of COCC,
- Whether they believe COCC's culture is special, and
- Belief that COCC is a great place to work.

Job Satisfaction (76%): Responses to this section reflected whether employees:

- Felt that their job makes good use of their skills and abilities,
- Are given the freedom and responsibility to do their job, and
- Are provided the resources to do their job effectively.

Facilities (75%): Responses to this section reflect whether employees:

- Felt that COCC takes reasonable steps to provide a safe and secure environment for the campus and
- Believe that facilities meet employee needs.

## Areas Needing Attention

Fairness (61%): Responses in this section reflect employee belief in:

- Ability to challenge a traditional way of doing something,
- Whether promotions are based on a person's ability,
- Whether low performance issues are addressed,
- Whether policies and practices ensure fair treatment of employees, and
- That a clear and effective procedure for responding to discrimination exists.

Communication (60%): Responses reflected employee beliefs on:

- Whether new ideas will be fully considered,
- Their ability to openly communicate about issues that impact each other's work,
- Their ability to discuss changes prior to implementation, and
- Their ability to discuss and debate issues respectfully to get better results.

Senior leadership (60%): Responses reflected whether senior leadership:

- Provides clear direction for the institution
- Has the knowledge and experience for institutional success,
- Shows genuine interest in employee well-being,

- Communicates openly about important matters,
- Models institutional values, and
- Employee belief in senior leadership communications.

Policies, Resources and Efficiency (57%): Responses to this section were related to:

- Performance evaluations,
- Departments having adequate faculty/staff to achieve goals,
- If employees believed that the new employee orientation prepares faculty and staff to be effective, and
- Whether COCC actively contributes to the community.

### **Survey Results: Open-Ended Questions**

The Institutional Efficiency Goal Work Group reviewed the open-ended questions and identified the following key themes. The comments represent these key themes and were randomly selected from a longer list of employee comments, to review the full list of comments, contact Alicia Moore or Brynn Pierce.

#### Key Themes: What makes COCC a great place to work?

Employees expressed a strong commitment to COCC's mission and its students, sense of pride in working at the College, and deep respect for their colleagues. Comments included:

- "COCC is a place where colleagues remain focused on why they work here (students) and do a great job of supporting one another."
- "Students come first."
- "Culture of collaboration, sense of care for one another."
- "I am fortunate to work with outstanding supervisors. They promote goodwill among staff and are supportive of our department activities."
- "I appreciate the focus on student success and quality teaching."
- "I love that everyone here is working towards the same goal. From the grounds personnel, classified employees, payroll, admissions and records, administration, and faculty are all about getting the best results for our students."
- "The people. We have amazing people at all levels. They are passionate and very oriented towards student success."

#### Key Themes: What Would Make COCC a Better Place to Work?

Employees reported concerns about not having clear communication on institutional direction and how decisions are made, particularly as it related to senior leadership, and concerns about resources as it relates to budget, including having enough personnel, department budget, and salary. A sample of comments included:

- "It seems that all projects are a high priority."
- "Better budgeting – especially from the Legislature."

- “More staffing resources – not just in my area, but many areas of the College.”
- “Salaries that better align with public organization peers.”
- “COCC needs stronger direction from the top in the form of clearer leadership – with a unifying message.”
- “Better/clearer communication at all levels about decision making (not simply asking for input on a decision, but describing why, after all input has been solicited, a decision was made).”
- “Decisive, effective leadership with responsibility for the success of the College. Need clear sense of focus.”

## Initial Reflection on Results

Above all else, employees are proud to work at COCC, especially in regards to how their work contributes to the institution’s mission. With this, employees expressed that COCC’s culture is special and they believe it is a great place to work. Contributing factors to this sense of pride and culture include job satisfaction, having the resources and freedom/responsibility to do their job effectively. Additionally, resources include facilities that meet workplace needs, including safety and security of the work environment.

The Institutional Efficiency goal in the strategic plan exists because of expressed employee concerns regarding policies (IE initiative 1), clear decision-making (IE initiative 2 and 3), and communication (IE initiative 4), all of which the survey feedback identified as areas needing attention. As such, the IE GWG was not surprised at the areas identified as needing attention, noting that these results affirm the need for intentional interventions. Additionally, conversations with the GCTWF program staff indicate that institutions experiencing a transition in leadership typically rank confidence in senior leadership lower during a transition period. The President’s Advisory Team is reviewing survey results and invites members of the College community to share feedback directly with their PAT member and/or [IE Goal Work Group](#).

## Future Directions

Due to the transition in leadership and need to monitor progress of intentional strategic interventions, the College will administer the survey again spring 2020 and every other year after that. In addition to this schedule, the IE Goal Work Group will work with GCTWF to customize the employee categories to align more closely with COCC language. This will allow the College to better assess results based on employee groups.