



Organizational Survey System (OSS™) Summary of Survey Results for Mt. San Antonio College

June 2013

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Executive Summary

Mt. San Antonio College (Mt. SAC) has administered the Organizational Survey System (OSS™) every two to four years since 2003. Each administration builds upon the previous results to provide objective feedback from its most valuable resource, the employees. Tapping into employee perceptions allows Mt. SAC to build an organizational culture that attracts and retains individuals who help drive the institution's success. Historical trends, differences between groups of employees, and comparisons to the normative benchmark (norm) provide valuable feedback to the Executive Committee and, together with the strategic vision, form the basis for future action planning initiatives. Table 1 provides the category definitions for each of the OSS scales.

Table 1: OSS Category Definitions

Motivation and Morale Categories

Organization Identification: Addresses the image of the company and the extent to which employees identify with the company and want to continue to work there. Attitudes regarding feelings of belonging, job security, opportunities to advance and management's concern for employees are explored.

Job Satisfaction: Addresses attitudes toward the work itself, working conditions, and the opportunity for employees to use their abilities to the fullest.

Material Rewards – Pay: Covers attitudes toward pay including adequacy, fairness of pay compared to others, and comparability of pay to other companies.

Material Rewards – Benefits: Helps measure employees' understanding of the benefits program as well as attitudes toward the appropriateness and value of the program.

Supervisory Leadership Practices: Helps assess employee opinions of supervision in terms of leadership ability and interpersonal skills. This category covers such specifics as fairness, friendliness, reliability, and the ability to communicate with employees.

Work Associates: Addresses the relationships among individual employees and among groups of employees.

Organization and Work Effectiveness Categories

Management Effectiveness: Addresses attitudes of employees toward higher management especially management's ability to make and follow through on decisions, run an effective operation, and earn the respect of employees.

Supervisory Administrative Practices: Addresses the supervisor as a manager of work and operations. It rates supervisors on cooperation with others, decision making, and problem solving. The managerial and professional versions include items on the encouragement of ideas, supervisor accessibility, guidance, and the ability to provide clear-cut answers.

Work Organization: Explores employee opinions on how work is organized with respect to the allocation of work, employee understanding of responsibilities and regulations, and supervision.

Work Efficiency: Covers the effectiveness with which the work is carried out in terms of work methods, equipment, use of time, and quality of work produced.

Performance and Personal Development: Helps measure employee attitudes toward performance appraisal and opportunities for career development.

Communication Effectiveness: Focuses on formal and informal patterns of communication within the organization as they affect vertical communication. Rumors, sources of information, and the degree to which communication is encouraged are among the topics covered.

Motivation to Perform: Explores employees' perceptions of the relationship between the effort required for successful performance and obtained rewards. Covers such issues as the appropriateness of the rewards, management's commitment to its promises, and the effectiveness of the rewards as an incentive for hard work.

Reactions to the Survey: Measures employee attitudes toward the survey as a means of communication and a means of getting action.

The OSS was customized for Mt. SAC and included 93 core survey items with slight modifications to terminology such as changing “this company” to “Mt. SAC” on various items (e.g., “This Company operates efficiently” to “Mt. SAC operates efficiently”). Additionally, 21 custom supplemental items were included on the survey as well as one open-ended comment item. To optimize administration, Mt. SAC invited participants to complete the survey either online using a secure website, or via a paper copy if the participants had limited internet access. The paper surveys were custom printed and included a postage-paid return envelope so participants could complete the survey and confidentially return them directly to Vangent. Table 2 provides the respondents for each year the OSS was administered. The paper survey returns have decreased over successive administrations with less than 2% of the total completed surveys in 2009 and approximately 1% in 2013 when only 9 paper surveys were returned.

Table 2: Respondents Based on Year Administered

Year Administered	Respondents	Estimated Population*	Response Rate
Fall 2003	783	2500	31.3%
Spring 2007	798	2500	31.9%
Fall 2009	824	1829	45.1%
Spring 2013	802	1891	42.4%

*Estimated Population for employees is used because non-permanent employees do not always have a set schedule of hours and thus may not have been working during the administration period of the survey.

OVERALL TRENDS

Internal Comparison

Items measuring supervisory or management competencies should not be confused with the category of Supervisor. Specifically, Figure 1 shows the categories with the most favorable responses for 2013. Employees report that they are reasonably well satisfied with their jobs (Job Satisfaction 74%), how their work is organized (Work Organization 65%), and the opportunity for growth in the job (Professional and Personal Development 62%). Additionally, they have a strong regard for their supervisors in both their administrative skills (Supervisory Administrative Practices 68%) and their leadership abilities (Supervisory Leadership Practices 65%). It must also be noted that this year for the first time supervisors were identified as a unique position category under the demographic section for Primary Position. Since some of the survey items measuring leadership and administrative competencies of leaders refer to managers and management, while others refer to “my supervisor”, respondents were provided with the following definitions to minimize any confusion:

- “Supervisors = the person who has direct authority over you in your work.”
- “Managers = All managers above your supervisor.”

Figure 1: 2013 Most Favorable OSS Categories

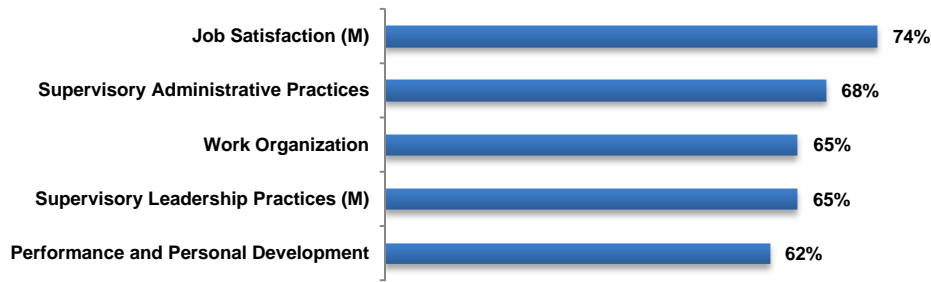
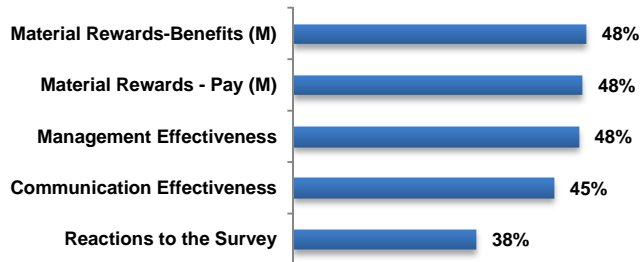


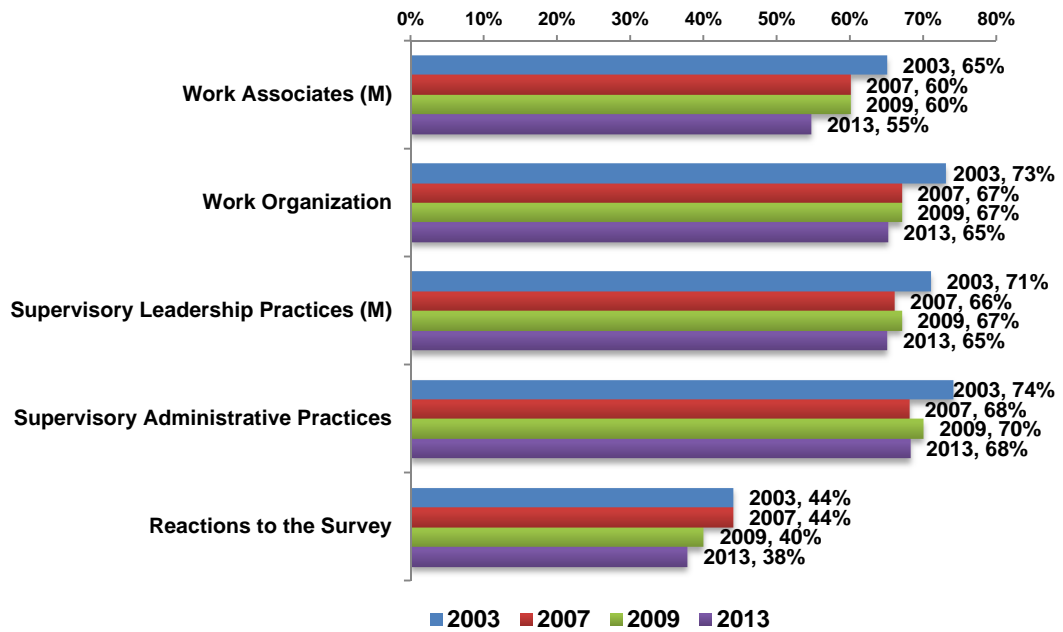
Figure 2 shows the survey categories that had the least favorable responses for 2013. Employees reported the least favorability with Reactions to the Survey (38%) indicating most employees are not convinced the survey process will be utilized to bring about needed change. The remaining four lowest categories include Management and Communication Effectiveness (48% and 45% respectively) as well as the two Morale categories focusing on Material Rewards (Pay 48% and Benefits 48%).

Figure 2: 2013 Least Favorable OSS Categories



Responses to this year's survey have been somewhat less favorable than in previous years. Figure 3 shows the categories with the largest percentage change from the first survey administration in 2003 to the current survey administration in 2013. Work Associates shows the greatest decrease in satisfaction with a ten point difference from 2003 (55% in 2013 vs 65% in 2003). Half of that decrease occurred between 2003 and 2007 with the other half between 2009 and 2013. The remaining categories (Work Organization, Supervisory Leadership/Administrative Practices, and Reactions to the Survey) show moderate decreases (6 - 7 percentage points) from 2003 until the present survey with a decrease of 2 percentage points since the previous survey. The slow decline in favorability over the past ten years may signal a broader trend toward a less optimistic view of the work environment.

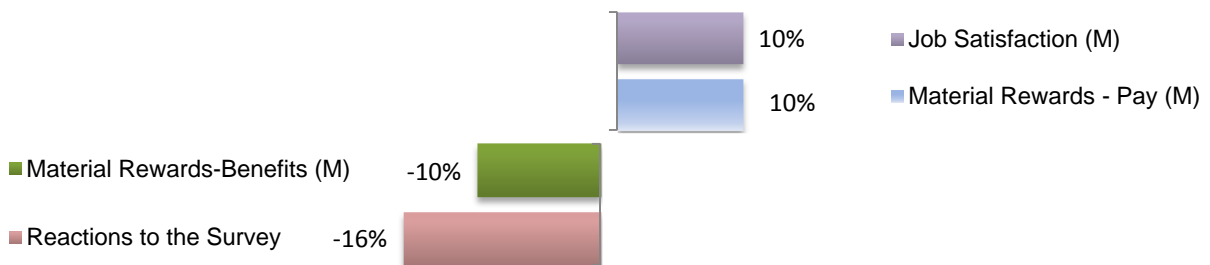
Figure 3: Historical Trends of Largest Gaps from 2003



National Norm Comparison

The National Norm consists of over 52,000 employees that have taken the organizational survey and provides a benchmark for comparing Mt. SAC against other successful organizations within a wide variety of industries. Of the scales measured on the OSS, four scales show differences of ten or more percentage points (Figure 4). Mt. SAC responded more favorably in Job Satisfaction (74% vs 64%) and Material Rewards – Pay (48% vs 38%) indicating that Mt. SAC employees are more satisfied with their job and their Pay as compared to employees at other organizations. On the contrary, compared to other organizations, employees are not as favorable toward their benefits package (48% vs 59%)¹ or how the survey results will be utilized to prompt action (38% vs 54%).

Figure 4: Difference from the National Employee Norm



¹ Difference of 11% versus 10% due to rounding.

Mt. SAC Custom Categories

Mt. SAC included 21 custom items that mapped to items administered in previous years. The custom items were aggregated into four scales specific to Mt. SAC (Table 3). Values and Vision was the most favorable scale consisting of two items measuring knowing the mission statements (83% favorable) and understanding the values (82% favorable) at Mt. SAC. Health and Safety focuses mainly on procedural aspects with their highest rating in knowing what to do if a fire occurs (74%) and their lowest rating of 37% in the campus being prepared for an emergency. Planning incorporates items surrounding Planning for Institutional Effectiveness (PIE) as well as general planning activities. Fifty-eight percent report that they believe Mt. SAC's mission is central to all planning activities. Under half report that they understand the PIE process (45%) and would like more information on the relationship between PIE and the budget process (45%). The scale measuring the past year incorporates items measuring effectiveness of communication and decision making processes. Employees were more satisfied with communications and decisions affecting their work (e.g., 61% felt informed about decision affecting their work) as compared to items regarding various aspects of decision making (e.g., 27% felt they had a say in decisions that impacted the college).

Table 3: Mt. SAC Custom Scales

Scale	Number of Items	Percent Favorable
Values and Vision	2	82%
Health and Safety	4	59%
Planning	5	46%
Over the Past Year	10	46%

Details surrounding the survey design, methodology, and results are presented in the main body of this report and in the profile reports generated as part of the standard survey offering. Suggested areas for action planning are listed below, and are based on the survey data in terms of lowest scores, historical trends, and comparison to the normative benchmark. Further review and refinement by Mt. SAC's subject matter experts may provide additional insights based on intimate knowledge of the organization.

Recommendations

Reactions to the Survey yielded the lowest scale score, which decreased seven percentage points since 2003, and was below the norm by sixteen percentage points.

Material Rewards – Benefits was below the norm by ten percentage points and had a favorability rating of 48%.

Communication Effectiveness received a favorability rating of 45%.

Purpose

Mt. SAC began administering the OSS in 2003 as part of its ongoing effort to gather feedback from employees. The OSS instrument is based on a three-factor theory of morale, indicating the level of satisfaction employees derive from intrinsic, extrinsic, and social sources. In addition, Effectiveness categories help measure dimensions of organizational functioning critical to optimal performance. Specialized categories assessed additional areas important to Mt. SAC including:

- Values and vision,
- Communication and feedback surrounding decisions,
- Aspects of health and safety, and
- Planning initiatives such as the Planning for Institutional Effectiveness (PIE) process.

The current survey process is the fourth administration following previous administrations in 2003, 2007, and 2009. Successive administrations of the survey allows Mt. SAC to track progress of employee satisfaction (or dissatisfaction) over time and helps to prioritize action planning that will have the most impact on achieving desired outcomes.

Method

Organizational psychologists at Vangent worked with the key leadership sponsor at Mt. SAC to assist with OSS survey set-up and design. As part of the planning and implementation process, three demographic codes used in past administrations (Position, Schedule and Years of Service) were reviewed and finalized to help compare/contrast groups of employees. Previous survey results indicated a preference from participants to decrease the amount of time it takes to complete the survey. In response, Mt. SAC revised the custom items from previous years to shorten the survey length. The final survey instrument consisted of 93 core survey items, 21 custom items, and 1 open-ended comment item.

As in the previous administrations, all employees were given an opportunity to complete the customized OSS instrument in 2013. Vangent provided Mt. SAC with a custom URL link for web administration and also printed the survey for paper administration. The surveys were available this year beginning May 1 for online administration and approximately two weeks later for paper administration. For both methods, survey collection ended on June 12, 2013.

- The web based survey was hosted on Vangent's secure servers. To maintain anonymity, the survey was set-up to not collect "cookie" information so respondents could take the survey on their work computers, on a shared computer, or at an off-site location. In addition, participants were not required to complete the demographic items on the survey (Primary Position, Schedule and Years of Service).
- For paper administration, a booklet copy of the survey was given to employees that were not able to complete the survey online. The paper form surveys were completed by the employee and returned directly to Vangent in a postage-paid, return envelope.

In each successive survey administration, the number of paper surveys administered has decreased substantially. In 2003, all the participants completed a paper form of the survey. In 2007, online administration was introduced and paper completion started to decline. This year, approximately 1% of respondents completed the survey process in the paper format (nine out of 802 completed surveys).

Results

Eight hundred and two employees completed the survey in 2013, which is about 3% less than in 2009 (Table 3). The employee population is still similar this year as in the past with most respondents being in a Faculty (46%) or Classified (42%) Full or Part-time position. Two percent of the respondents indicated they were a Supervisor, which was a new category response option for this year. Over half of the employees indicated they were Full-time employees (52%), 29% indicated they worked Part-time and 19% did not indicate their current work schedule. For the historical surveys (2003, 2007, and 2009), non-response to work schedule was considerably lower, from 2% to 3%. Years of service remained relatively similar to past trends with two exceptions. Fewer employees reported 1 – 5 years of service (19% this year compared to 29% in 2009) and more employees reported 11 – 20 years of service (34% this year compared to 26% in 2009).

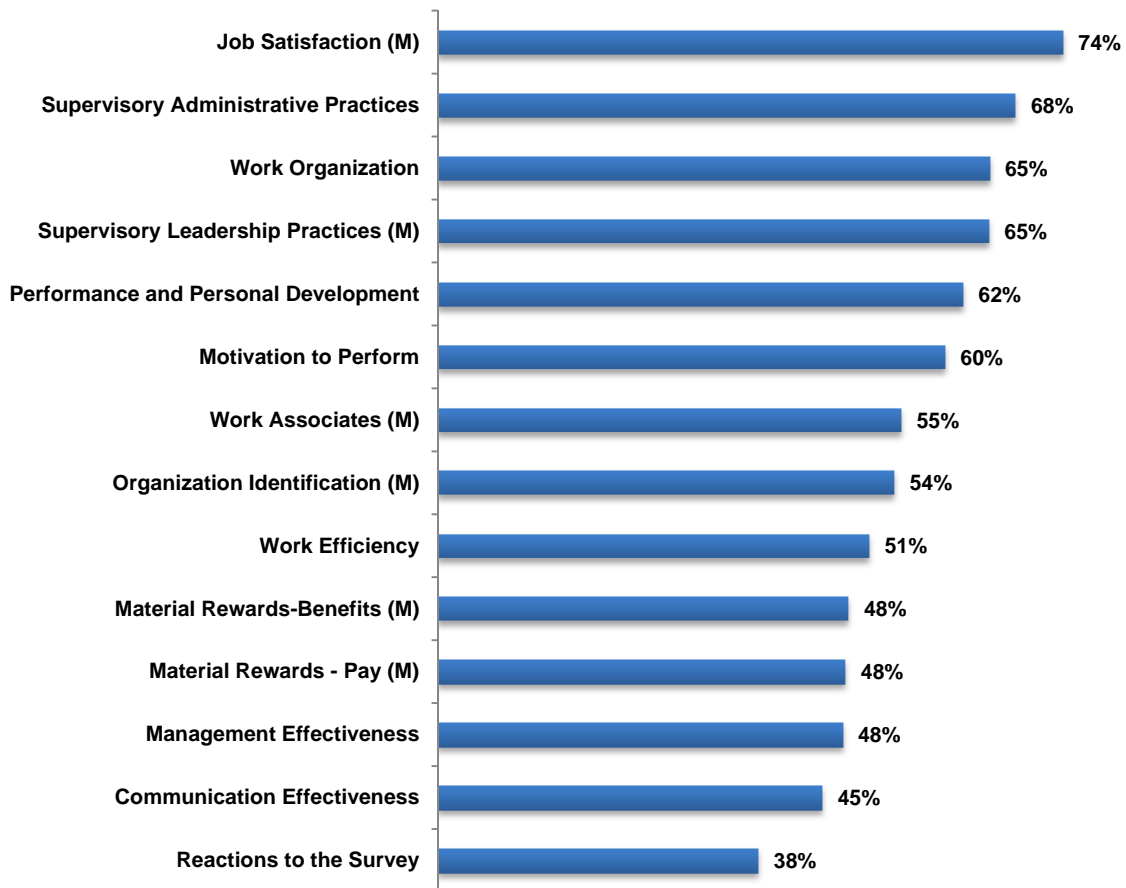
Table 4: Demographic Characteristics by Year Administered

Demographic Items	2003 (N=783)	2007 (N=798)	2009 (N=824)	2013 (N=802)
Primary Position				
Faculty (Full or Part-time)	42%	52%	45%	46%
Academic Manager Administrator	3%	3%	4%	4%
Classified Manager Administrator	4%	3%	4%	4%
Classified (Full or Part-time)	48%	41%	43%	42%
Supervisor				2%
Other or No-response	3%	2%	4%	3%
Schedule				
Full-time	56%	58%	67%	52%
Part-time	42%	39%	30%	29%
No-response	2%	3%	3%	19%
Years of Service				
Less than 1 year	8%	8%	3%	5%
1 – 5 years	36%	23%	29%	19%
6 – 10 years	19%	28%	26%	26%
11 – 20 years	23%	27%	26%	34%
More than 20 years	11%	13%	16%	16%
No-response	2%	2%	<1%	<1%

BROAD TRENDS

Figure 5 provides the rank order of categories from most favorable to least favorable based on this year's responses. Satisfaction with the job (74%), the organization of work (65%) and supervisory practices (68% administrative, and 65% leadership) were among the top rated areas in this year's survey. Reactions to the Survey (38%) was the lowest rated category, which includes two items with 46% of responding employees indicating that filling in the survey is a good way to let management what they think. Only 29% expressed agreement that management will act on most of the problems brought to its attention through the survey. Additional low scores include Communication Effectiveness (45%), Management Effectiveness (48%), and Materials Rewards (48%) for both Pay and Benefits.

Figure 5: Rank Ordered Survey Categories Most to Least Favorable

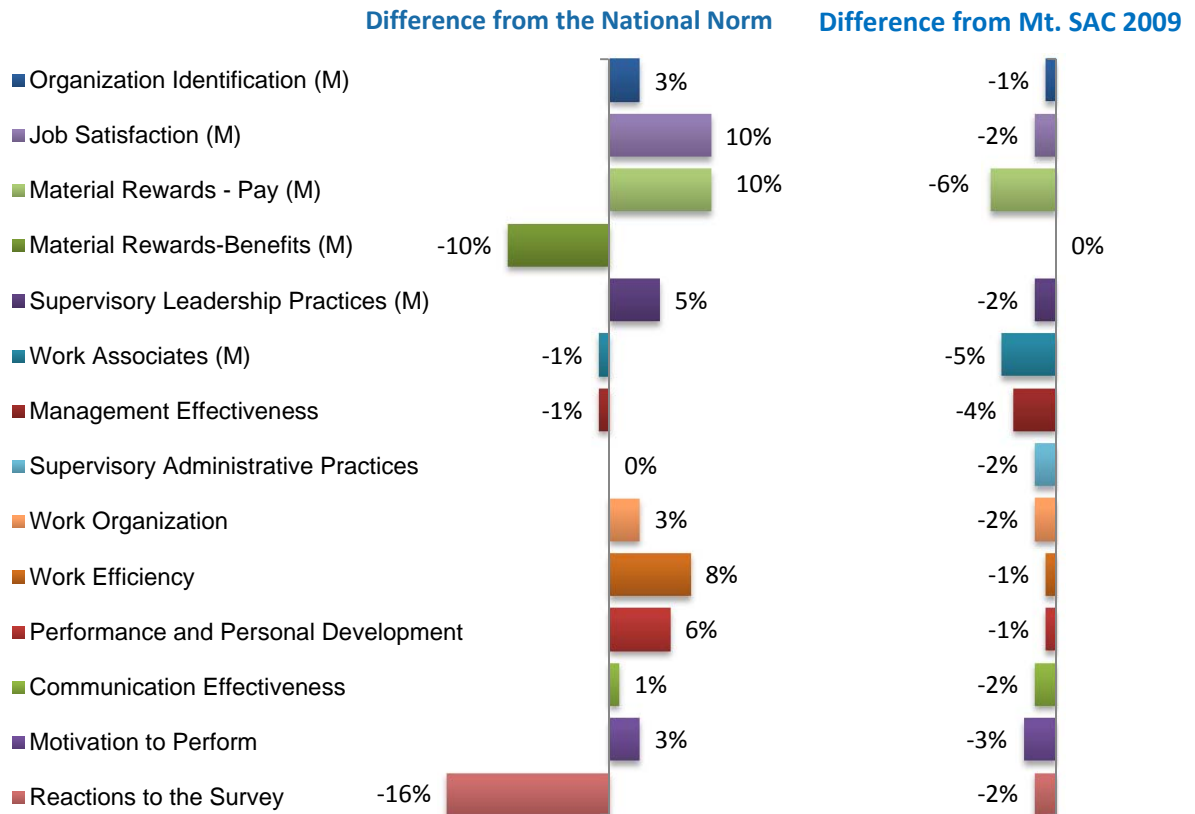


BENCHMARK COMPARISONS

Benchmark comparisons consisted of two types of analyses. The first compared Mt. SAC profile results to the National Employee Norm while the second compared Mt. SAC's current profile to the results from the 2009 administration. (See Figure 6.) As compared to the National Employee Norm, Mt. SAC employees tended to have more favorable perceptions of most areas measured by the survey than employees from other organizations. The most notable ones are for the categories of Job Satisfaction and Material Rewards – Pay, both showing 10% more favorability among Mt. SAC employees than the general normative benchmark. At the same time, though, Mt. SAC employees were less favorable about Material Rewards – Benefits (10% less) than employees of other organizations in the survey data base. They were also quite a bit less favorable in their Reactions to the Survey (16% less) than other employees at different organizations.

Compared to their 2009 responses, Mt. SAC employees responded less favorably in all core categories. Two of the largest decreases include a 6% decrease in favorability surrounding Material Rewards – Pay (48% vs 54%) and a 5% decrease in favorability towards Work Associates (55% vs 60%).

Figure 6: Gap Scores from National Employee Norm and Mt. SAC2009



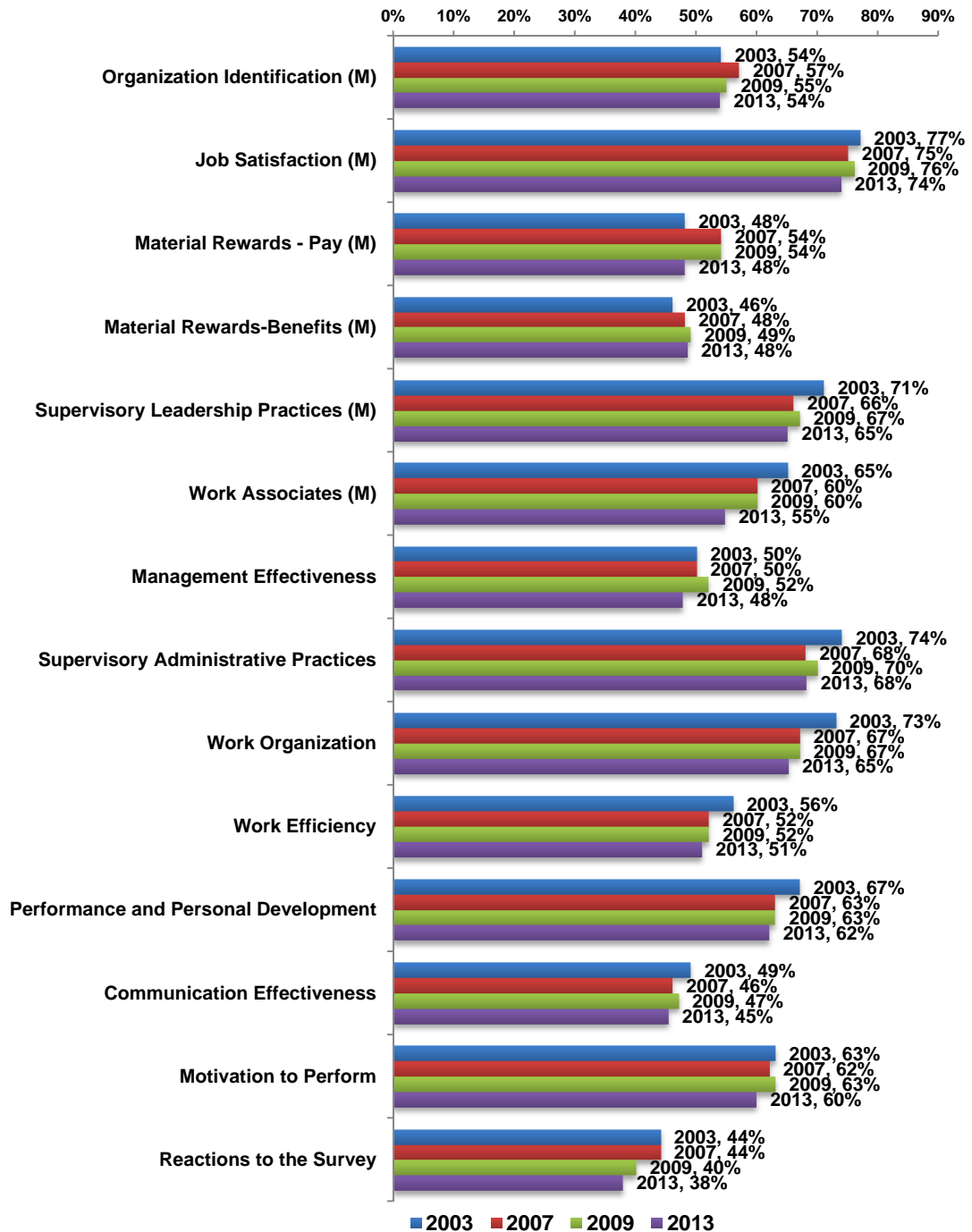
In reviewing the historical data beginning in 2003, Mt. SAC employees have generally responded in a comparable or less favorable manner across the past decade (see Figure 7). Some of the largest gaps from 2003 include the following.

- Ten percentage point decrease in Work Associates (55% in 2013 vs 65% in 2003),
- Eight percentage point decrease in Work Organization (65% in 2013 vs 73% in 2003),

- Six percentage point decreases in Supervisory Leadership Practices (65% in 2013 vs 71% in 2003), Supervisory Administrative Practices (68% in 2013 vs 74% in 2003), and Reactions to the Survey (38% in 2013 vs 44% in 2003).

The stability (and in some cases the decline) of the favorability of responses could be an indication of shifting demands affecting Mt. SAC overall as well as circumstances that affect individuals and employee groups. A review of the action planning strategies implemented over the past decade may provide insight into specific areas that may have been affected by various organizational and environmental factors.

Figure 7: Percent Favorable by Year Administered



GAP ANALYSES

The following section reviews the differences and similarities based on the three demographic variables collected as part of the survey administration (Position, Schedule, and Years of Service). Analysis of Variance (ANOVA)² was used to identify significant differences between/among respondents based on group affiliation. Overall, Position showed the largest variability in responses

² The analysis of variance (ANOVA) was used to determine significant differences between groups based upon mean (i.e., group averaged) score comparisons. The report's authors are available to assist with the interpretation of these analyses where needed.

and Years of Service showed the least amount of variability. The following figures (Figures 8 - 10) show the percent favorable based on group affiliation by each of the three variables. The percent favorable in the remaining analyses may differ by plus or minus one due to rounding differences between analysis programs.

Primary Position

Employee position has the greatest amount of variability in scores, with all but one category showing a significant difference among respondent groups (Figure 8). Reactions to the Survey showed no significant difference in the scores based on position. Overall, the response patterns were similar for all the positions and Job Satisfaction was among the highest rated scales. Academic Managers/Administrators generally showed the most favorable ratings across the survey categories. Those that selected Classified Staff (Full-time or Part-time) or Other to Position tended to respond less favorably compared to employees in the other positions.

Faculty (Full- and Part-time)

- Faculty responded similarly to the Mt. SAC average scores with all scores falling within plus or minus ten percentage points of the total Mt. SAC profile.
- Their highest category was in Job Satisfaction (78%) while their lowest category was in Reactions to the Survey (36%).

Academic Managers/Administrators

- Academic Managers responded greater than 20 percentage points than the Mt. SAC average score on
 - Material Rewards – Pay (74% vs 48%), Management Effectiveness (74% vs 48%), Communication Effectiveness (69% vs 45%), Organizational Identification (77% vs 54%), and Work Associates (76% vs 55%).
- Academic Managers also had scores that were 10 to 19 percentage points more than the Mt. SAC average in
 - Motivation to Perform (77% vs 60%), Job Satisfaction (90% vs 74%), Supervisory Administrative Practices (84% vs 68%), Supervisory Leadership Practices (80% vs 65%), Work Efficiency (61% vs 51%), and Performance and Personal Development (72% vs 62%).
- Their highest rated score was a 90% favorability rating in Job Satisfaction and their lowest rated category was in Reactions to the Survey (38%).

Classified Managers/Administrators

- Classified Managers/Administrators responded more favorably than the Mt. SAC average score by 10 to 19 percentage points in Material Rewards – Benefits (64% vs 49%), Organization Identification (67% vs 54%), Management Effectiveness (61% vs 48%), Job Satisfaction (86% vs 74%), Supervisory Administrative Practices (81% vs 68%), and Supervisory Leadership Practices (76% vs 65%).
- Classified Managers/Administrators responded the most favorable to Job Satisfaction (86%) with their lowest responses were to Reactions to the Survey (38%).

Classified Staff (Full-time or Part-time)

- Classified Staff responded similarly to the Mt. SAC average scores with all scores falling within plus or minus ten percentage points of the total sample profile.
- Their highest score was in Job Satisfaction (67%) with their lowest score in Communication Effectiveness (38%).

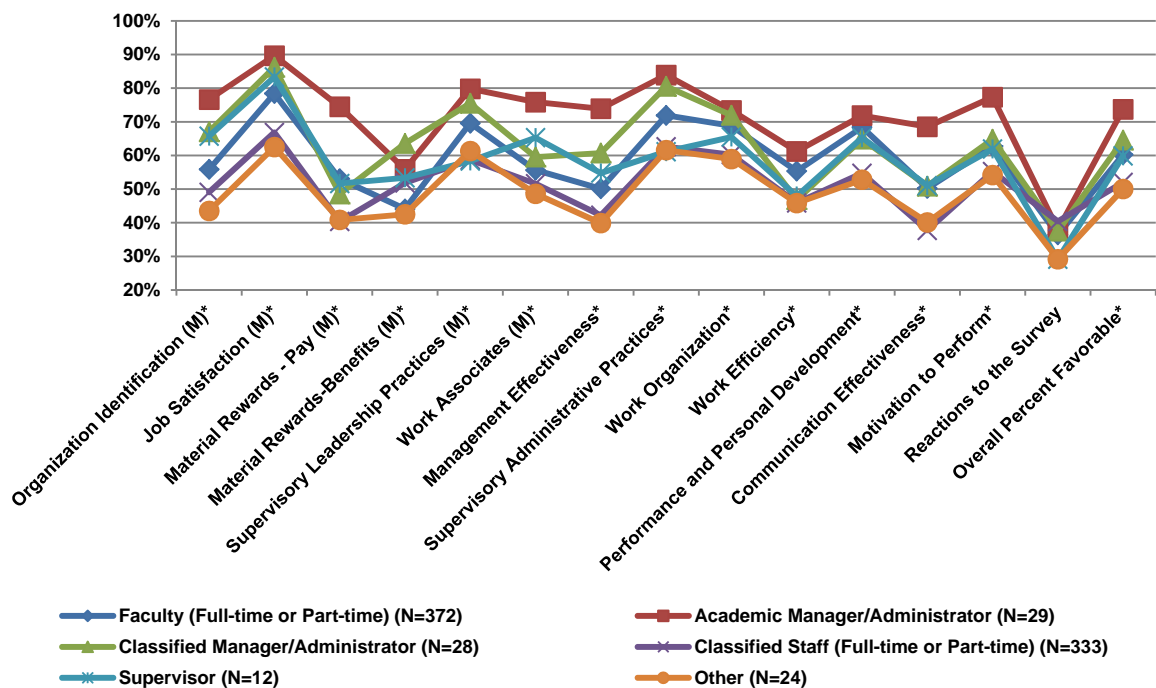
Supervisor

- Supervisors responded from ten to nineteen percentage points more than the Mt. SAC overall average on Organizational Identification (66% vs 54%) and Work Associates (65% vs 55%).
- Supervisors reported their highest rating in Job Satisfaction (83%) with their lowest rating in Reactions to the Survey (29%).

Other

- Those that selected Other to Position responded less favorably than the Mt. SAC average (between 10 and 19 percentage points) on Job Satisfaction (63% vs 74%) and Organization Identification (44% vs 54%).
- Their highest rated category was Job Satisfaction (63%) with their lowest rated category in Reactions to the Survey (29%).

Figure 8: Percent Favorable by Position



Schedule

Schedule reviewed the status of employees based on Full-time or Part-time hours of work. Significant differences are shown in all of the effectiveness categories (Management Effectiveness, Supervisory Administrative Practices, Work Organization, Work Efficiency, Performance and Personal Development, Communication Effectiveness, Motivation to Perform, and Reactions to the Survey) as well as in three of the Morale categories (Material Rewards – Benefits, Supervisory Leadership Practices, and Work Associates and the Overall Percent Favorable index. (See Figure 9.)

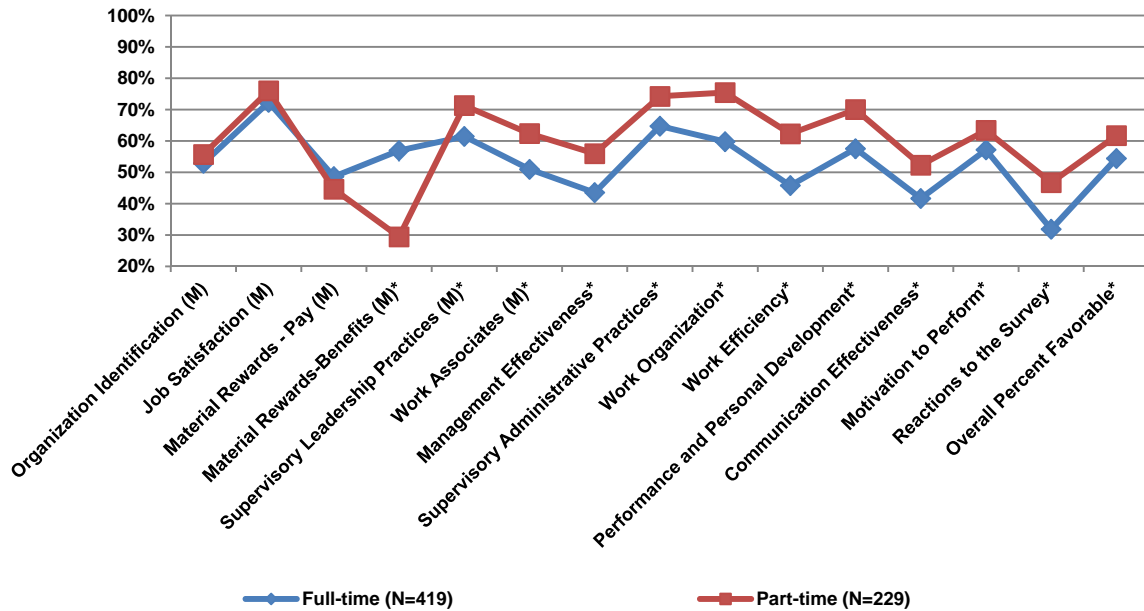
Full-time

- Full-time employees responded significantly more favorably than Part-time employees by 28 percentage points on Material Rewards – Benefits (57% vs 29%).
- Their highest reported score was in Job Satisfaction (72%) with their lowest reported category as Reactions to the Survey (32%).

Part-time

- Part-time employees responded significantly higher (greater than ten percentage points) than their Full-time counterparts on Work Efficiency (62% vs 46%), Work Organization (75% vs 60%), Reactions to the Survey (47% vs 32%), Performance and Personal Development (70% vs 58%), Management Effectiveness (56% vs 44%), Work Associates (62% vs 51%), Communication Effectiveness (52% vs 42%), and Supervisory Leadership Practices (71% vs 61%).
- Their highest reported score was in Job Satisfaction (76%) with their lowest score in Material Rewards – Benefits (29%).

Figure 9: Percent Favorable by Schedule



Years of Service

Years of Service provides a review of the responses based on the number of years employees have been with Mt. SAC. One category, Material Rewards – Benefits, showed significant differences in responses based on years of service. (See Figure 10.)

Less than one year

- Employees with the College less than one year responded less favorably than the Mt. SAC average response on Material Rewards – Benefits (34% vs 48%) and Reactions to the Survey (28% vs 38%).
- Their most favorable category was Job Satisfaction (79%) and least favorable was in Reactions to the Survey (28%).

1 – 5 years

- Those with the College between one and five years responded comparable to the Mt. SAC average.
- Their most favorable response was in Job Satisfaction (77%) and least favorable response was in Reactions to the Survey (42%).

6 – 10 years

- Those with the College from six to ten years responded comparable to the Mt. SAC average.
- Their most favorable category was Job Satisfaction (71%) while their least favorable was in Reactions to the Survey (35%).

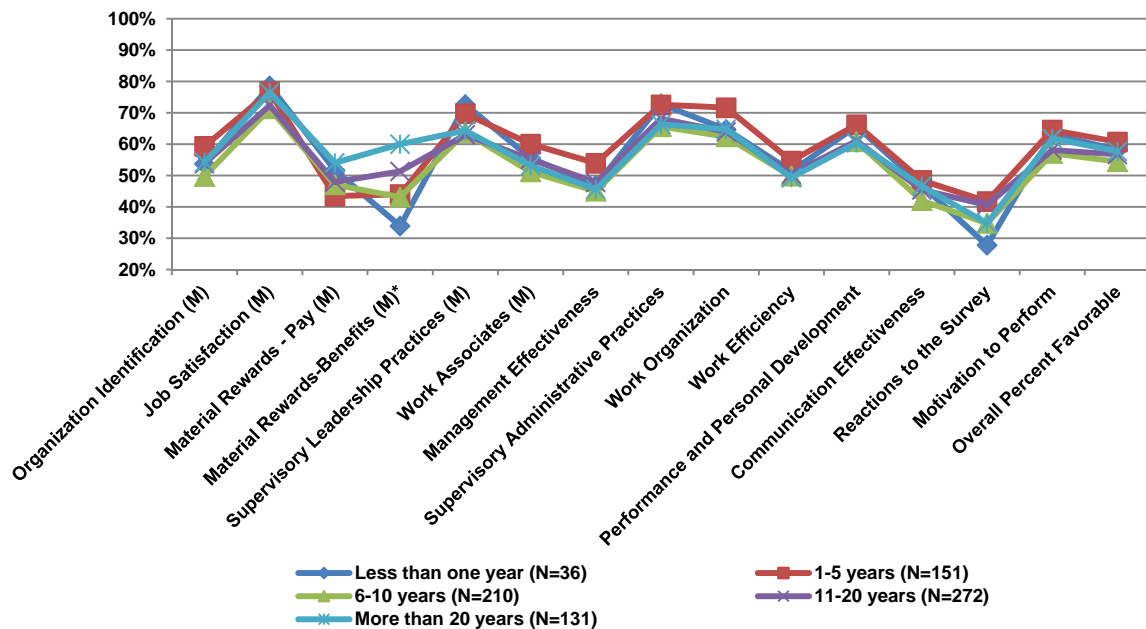
11 – 20 years

- Those with the College between eleven and twenty years responded comparable to the Mt. SAC average.
- Their most favorable category was Job Satisfaction (72%) and their least favorable category was Reactions to the Survey (41%).

More than 20 years

- Those with the College more than twenty years responded more favorably than the Mt. SAC average on Material Rewards – Benefits (60% vs 48%).
- They responded the most favorable to Job Satisfaction (76%) and the least favorable to Reactions to the Survey (35%).

Figure 10: Percent Favorable by Years of Service



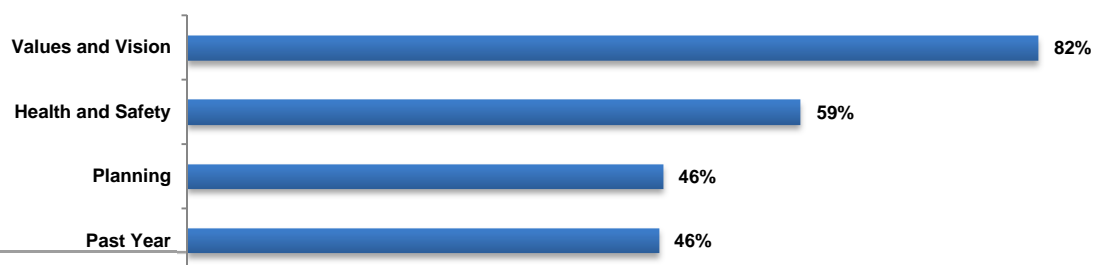
Custom Measures

Mt. SAC included 21 additional items to measure areas surrounding values and vision, amount of communication and decision making processes over the past year, health and safety procedures, and planning initiatives (Figure 11). The items feeding into each scale have changed throughout the years so scale score comparisons are not appropriate. However, item level detail can be found in Appendix A that includes historical information as relevant. **Employees are noting improvements in college planning (see green highlights in Appendix A) while other areas need further attention (see red in Appendix A).**

- Eighty-two percent of employees responded favorably to Values and Vision.
 - 83% know the mission statements.

- 82% understand the values embraced by Mt. SAC.
- Health and Safety encompasses four items that focus mainly on procedural aspects of safety that vary in favorability.
 - 74% have been told what to do if a fire occurs.
 - 68% have been a part of at least one building evacuation drill.
 - 59% indicate that health and safety issues are addressed well at Mt. SAC.
 - 37% indicated that the campus is prepared for an emergency.
- Planning incorporates items surrounding Planning for Institutional Effectiveness (PIE).
 - 58% believe that Mt. SAC’s mission is central to all planning activities.
 - 52% indicate that PIE is done collaboratively within their unit/department.
 - 47% indicate that the outcomes process will improve student learning and services.
 - 45% indicate that they understand the PIE process.
 - 45% would like more information on the relationship between PIE and the budget process.
- The past year scale includes ten items that focus on communication and decision making regarding individuals’ work areas, student learning, and the governance process.
 - Favorability tended to be higher on communication and decisions that affected the employees’ work.
 - » 61% felt informed about decisions made by the College President affecting their work.
 - » 56% were satisfied with the information received on the budget decisions that affected their work area.
 - » 53% were content with the information received about the mission and goals of their governance areas.
 - » 53% were informed about decision made the Board of Trustees that affected their work.
 - Favorability tended to be lower on items regarding various aspects of decision making.
 - » 27% indicated that they had a say in decisions that impacted the College.
 - » 32% reported that the Academic Senate had primary responsibility for decisions that impacted student learning.
 - » 38% felt free to disagree with comments or actions made by their governance representative(s).
 - » 41% indicated that they had a say in decisions that impacted student learning.
 - » 46% indicated that they know the role of their employee group in the governance process.
 - » 48% were comfortable with their level of involvement in decisions that impacted student learning.

Figure 11: Mt. SAC Custom Categories



Conclusions and Recommendations

The Organizational Survey System process provided opportunities to collect both objective and subjective data surrounding the culture and strategies important to Mt. SAC's organizational success. This report provided a summary based on statistical techniques (e.g., ANOVA's) and comparisons based on the normative benchmark and historical survey responses.

Mt. SAC's overall trend for 2013 was a general decrease in favorability on all but one scale as compared to 2009. Material Rewards – Benefits remained the same as in 2009 but showed a difference of ten percentage points below the normative benchmark. Material Rewards – Pay showed the greatest drop from 2009 with a decrease of six percentage points but was still above the norm by ten percentage points. Additionally, Reactions to the Survey showed a 16% difference from the norm but remained relatively stable (within two percentage points) compared to 2009.

Based on the results of the analyses, Vangent recommends focusing on three key areas below that could impact employee engagement. Additional insight from Mt. SAC's subject matter experts may provide further understanding into these areas, as well as other areas included in this report. For example, Work Associates is not included as an area of strength or a recommendation for improvement since it received a moderate score and was comparable to the normative benchmark. However, Work Associates did drop five percentage points from 2009, and a total of ten percentage points from 2003. Mt SAC may thus determine that the decrease in favorability regarding Work Associates should take precedence over one or more of the three areas identified for improvement by Vangent.

Table 5: Areas of Strengths and Improvement Recommendations

Organizational Strengths	
Job Satisfaction	Highest ranked category and above the normative benchmark
Material Rewards – Pay	Higher than the normative benchmark but did decrease from 2009
Areas for Improvement	
Reactions to the Survey	Lowest ranked category and below the normative benchmark
Material Rewards - Benefits	Below the normative benchmark
Communication Effectiveness	Second lowest ranked category but similar to the normative benchmark

Appendix A: Item Detail Historical Comparison

The following table provides the percent favorable for each survey item in each year of administration (2003, 2007, 2009, 2013). The percent favorable represents the percent that responded “Agree” to favorably worded items and “Disagree” to negatively phrased items. For example, those that responded Agree (67%) to “The longer you work for Mt. SAC the more you feel you belong” replied favorably to that item. Those that answered Disagree to “The future of Mt. SAC looks uncertain to me” responded favorably (62%) also since this is a negatively phrased item.

Survey Items – All employees (Red marked for 45% and lower; green highlighted when increased trend viewed)	2003 N=783	2007 N=798	2009 N=824	2013 N=802
Organization Identification (M)	54%	57%	55%	54%
The longer you work for Mt. SAC the more you feel you belong.	72%	70%	71%	67%
The future of Mt. SAC looks uncertain to me.	60%	70%	49%	62%
I feel that I am really a part of what goes on around here.	51%	49%	53%	48%
Management here is interested in the welfare of its people.	52%	51%	58%	53%
I can be sure of my job as long as I do good work.	52%	65%	50%	57%
There are good opportunities here for those who want to get ahead.	39%	46%	45%	39%
The people who get promotions around here usually deserve them.	31%	32%	33%	30%
Management keeps us in the dark about things we ought to know ³ .	50%	46%	50%	47%
I would recommend Mt. SAC as a good place to work.	81%	81%	83%	81%
Job Satisfaction (M)	77%	75%	76%	74%
I'm doing something really worthwhile on my job.	93%	91%	89%	90%
I often think that my job counts for very little in this organization.	68%	66%	68%	66%
My job is frequently dull and monotonous.	84%	84%	85%	83%
I have little opportunity to use my abilities here.	78%	73%	75%	73%
Considering the kind of work I do, my working conditions are fine.	75%	72%	81%	76%
I can learn a great deal on my present job.	73%	72%	72%	70%
Management expects too much work from us around here	69%	65%	61%	59%
Material Rewards - Pay (M)	48%	54%	54%	48%
For the work I do here, I am very much underpaid.	45%	51%	51%	42%
Compared with other people here, I am paid fairly.	54%	57%	54%	49%
Compared with other similar organizations, our pay scale is okay.	54%	63%	64%	56%
My pay is enough to give me a reasonable degree of security.	52%	60%	63%	57%
The way pay is determined here offers little incentive to do a better job.	35%	37%	38%	36%

³ Re-worded in 2009. Original item text “They keep us in the dark about things we ought to know.”

Survey Items – All employees	2003 N=783	2007 N=798	2009 N=824	2013 N=802
Material Rewards-Benefits (M)	45%	48%	49%	48%
I find it difficult to understand our benefit program.	47%	40%	44%	48%
Mt. SAC's benefit program fits my needs	46%	47%	53%	52%
I feel certain that the employee benefits will keep up with the times.	27%	34%	28%	29%
From what I hear, our benefits are comparable to those of other organizations.	41%	49%	50%	43%
Mt. SAC's benefit program means a great deal to me.	67%	68%	70%	70%
Supervisory Leadership Practices (M)	71%	66%	67%	65%
My supervisor is often unfair in his/her dealings with me.	85%	80%	77%	76%
My supervisor does a good job of building teamwork in our group.	62%	54%	58%	56%
My supervisor ought to be friendlier toward his/her people.	72%	68%	68%	67%
My supervisor usually gives us credit for work well done.	70%	64%	63%	64%
My supervisor keeps his/her promises.	72%	70%	67%	63%
My supervisor tries to get our ideas about things.	67%	62%	68%	63%
My supervisor often puts things off; he/she just lets things ride.	70%	63%	66%	66%
Work Associates (M)	65%	60%	60%	55%
The people I work with get along well together.	79%	74%	71%	66%
The people I work with usually make newcomers feel at home.	82%	78%	79%	74%
A few of the people I work with think they run the place.	54%	51%	50%	46%
There are many cliques and groups here that create an unfriendly atmosphere.	58%	54%	51%	44%
In my opinion, the various work groups here fail to cooperate.	48%	44%	43%	41%
The general attitude around here is too impersonal.	68%	62%	65%	57%
Management Effectiveness	50%	50%	52%	48%
Management is generally respected by employees.	56%	60%	61%	54%
The decisions management makes are usually fair.	52%	53%	54%	50%
Management changes its mind so often it interferes with getting the work done.	59%	57%	57%	54%
In my judgment, Mt. SAC is well managed.	48%	54%	57%	54%
Management gives the supervisors here enough authority to get the work done efficiently.	55%	51%	51%	49%
Management fails to ensure that its decisions are carried out down the line.	43%	39%	42%	38%
Management fails to get cooperation among the various departments here.	37%	36%	37%	35%

Survey Items – All employees	2003 N=783	2007 N=798	2009 N=824	2013 N=802
Supervisory Administrative Practices	74%	68%	70%	68%
My supervisor frequently fails to pass along the information I need to do a good job.	72%	64%	65%	65%
My supervisor seldom seems to know what is going on in our work group.	71%	62%	69%	66%
My supervisor helps me solve problems that occur on my job.	77%	73%	75%	71%
I usually feel free to discuss improvements with my supervisor.	79%	72%	72%	67%
My supervisor sees that we put in a good day's work.	68%	66%	67%	66%
My supervisor fails to give us a clear-cut answer when we ask for his/her decision.	75%	63%	65%	64%
I usually have a clear idea of what my supervisor expects me to do.	85%	81%	81%	81%
I usually know where I stand with my supervisor.	77%	72%	74%	71%
My supervisor cooperates well with other supervisors in getting the work done.	62%	57%	62%	61%
Work Organization	73%	67%	67%	65%
I have a very clear idea of the results expected of me on my job.	85%	81%	80%	81%
The way management runs things around here makes it difficult for me to do a good job. ⁴	68%	60%	65%	61%
The rules and regulations make sense to me.	66%	63%	64%	58%
Other supervisors besides my own often try to tell me what to do.	81%	77%	74%	76%
Work is usually distributed fairly among the employees in my work group.	60%	51%	55%	52%
My group is well organized for the work we are expected to do.	77%	69%	72%	68%
I am often bothered by too much pressure on my job.	73%	65%	60%	61%
Work Efficiency	56%	52%	52%	51%
Mt. SAC operates efficiently.	46%	44%	43%	42%
The quality of work done here is excellent.	65%	65%	67%	66%
There is too much shifting of accountability around here. ⁵	52%	49%	47%	46%
In my opinion, too much time is wasted around here.	54%	52%	47%	51%
Mt. SAC is too slow in making improvements.	33%	31%	31%	28%
Other demands made on me make it difficult to do a good job.	70%	61%	60%	58%
High standards of work are often abandoned under pressure	66%	58%	60%	59%
We have up-to-date methods of getting work done here.	61%	55%	61%	57%

⁴ Re-worded in 2009. Original item text "The way they run things around here makes it difficult for me to do a good job."

⁵ Re-worded in 2009. Original item text "There is too much buck-passing around here."

Survey Items – All employees	2003 N=783	2007 N=798	2009 N=824	2013 N=802
Performance and Personal Development	67%	63%	63%	62%
I fail to understand the method of judging my performance on the job.	65%	61%	62%	62%
I think that my performance on the job is judged fairly here.	73%	68%	67%	66%
The feedback I get regarding my performance helps me to do a better job.	67%	63%	64%	64%
Mt. SAC shows little interest in developing people for better jobs.	49%	46%	49%	43%
I seldom get the help I need to improve my performance on the job.	69%	65%	67%	65%
Pleasing your supervisor is more important here than doing a good job.	80%	74%	72%	72%
Communication Effectiveness	49%	46%	47%	45%
Little effort is made to get the opinions and thinking of people who work here.	40%	41%	42%	42%
Most of the time it is safe to say what you think around here.	52%	50%	47%	40%
We are kept well-informed about matters affecting us in our work.	59%	54%	58%	57%
We get the information we need on organization policies and practices.	61%	55%	60%	58%
People up the line generally listen to what we have to say.	48%	48%	51%	48%
There seem to be a lot of false rumors around here.	47%	46%	41%	42%
If I am dissatisfied with my supervisor's answer to a question, I feel free to go to someone up the line.	40%	39%	37%	36%
We usually hear about important matters first through the grapevine.	42%	39%	44%	40%
Motivation to Perform	63%	62%	63%	60%
You have to work too hard in this organization for the kinds of rewards you get.	54%	52%	53%	42%
Management fails to live up to promised rewards for good work performance.	46%	47%	49%	47%
The kinds of rewards offered by Mt. SAC are an incentive for working hard.	18%	22%	22%	21%
Good work performance is unappreciated around here.	61%	55%	56%	54%
Working hard at Mt. SAC is barely worth the effort.	76%	73%	76%	74%
I am capable of performing at the level my supervisor expects of me.	96%	94%	94%	93%
If I work hard, I can perform my job successfully.	91%	89%	88%	88%
Reactions to the Survey	44%	44%	40%	38%
Filling in this survey is a good way to let management know what I think.	56%	55%	50%	46%
I think management will act on most of the problems brought to its attention through this survey.	33%	32%	29%	29%
Values and Vision (Mt. SAC specific questions)				82%
I know Mt. SAC's mission statements. ⁶	71%	67%	83%	83%
I clearly understand the values embraced by Mt. SAC.	66%	66%	82%	82%

⁶ Re-worded in 2013. Original item text "I know Mt. SAC's vision and mission statements."

Survey Items – All employees	2003 N=783	2007 N=798	2009 N=824	2013 N=802
Over the past year (Mt. SAC specific questions)				46%
Over the past year, I was content with the amount of information I received on the Budget decisions that directly affected my work area.	37%		54%	56%
Over the past year, I had a say in decisions that impacted student learning.	28%		41%	41%
Over the past year, I was comfortable with my level of involvement in decisions that impacted student learning.	45%		50%	48%
Over the past year, I was informed about decisions made by the College President that affected my work.	42%		64%	61%
Over the past year, I was informed about decisions made by the Board of Trustees that affected my work.	33%		49%	53%
Over the past year, I felt free to disagree with comments or actions made by my governance representative(s). ⁷			40%	38%
Over the past year, I had a say in decisions that impacted the College.			28%	27%
Over the past year, the Academic Senate had primary responsibility for decisions that impacted student learning.			32%	32%
Over the past year, I was content with the amount of information I receive about the mission and goals of my governance area (faculty, mgmt., classified). ⁸			49%	53%
I know the role of my employee group in the governance process. ⁹			35%	46%
Health (Mt. SAC specific questions)				59%
I have been told what to do if a fire occurs		50%	78%	74%
Health and safety issues are addressed well at Mt. SAC		41%	66%	59%
I have been part of at least one building evacuation drill			75%	68%
The campus is prepared for an emergency.				37%
Planning (Mt. SAC specific questions)				46%
Planning for Institutional Effectiveness (PIE) is done in a collaborative environment in my unit/department.		37%	48%	52%
I understand the Planning for Institutional Effectiveness (PIE) process at Mt. SAC		28%	41%	45%
I believe that the outcomes process at the college will improve student learning and services ¹⁰		46%	41%	47%
Mt. SAC's mission is central to all planning activities		38%	54%	58%
I would like more information on the relationship between PIE and the budget process.		26%	24%	28%

⁷ Re-worded in 2013. Original item text "Over the past year, I felt free to disagree with comments or actions made by my participatory governance representative(s)."

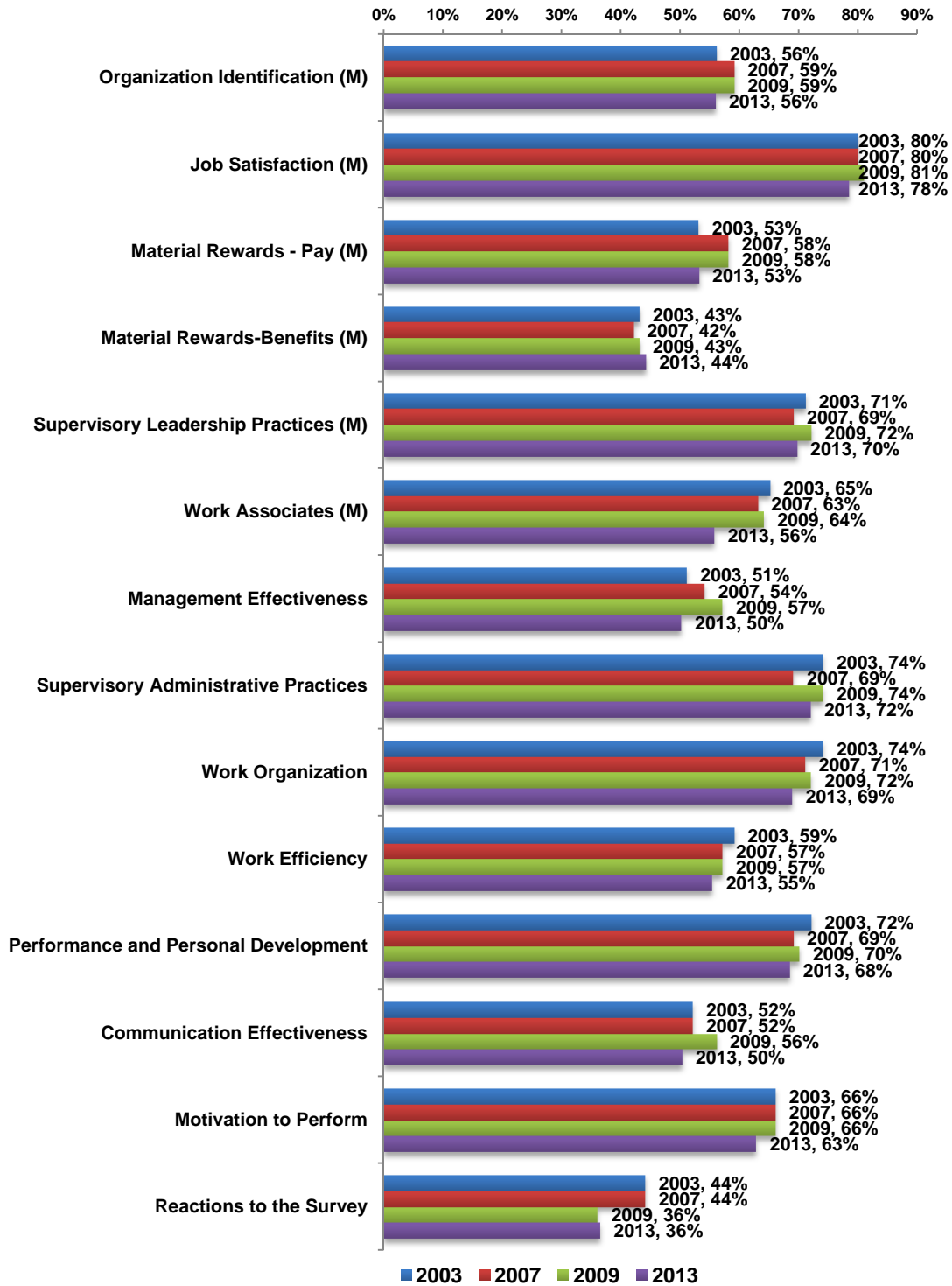
⁸ Re-worded in 2013. Original item text "Over the past year, I was content with the amount of information I receive about the mission and goals of my participatory governance area (faculty, mgmt., classified)."

⁹ Re-worded in 2013. Original item text "Over the past year, I knew my role in the participatory governance process."

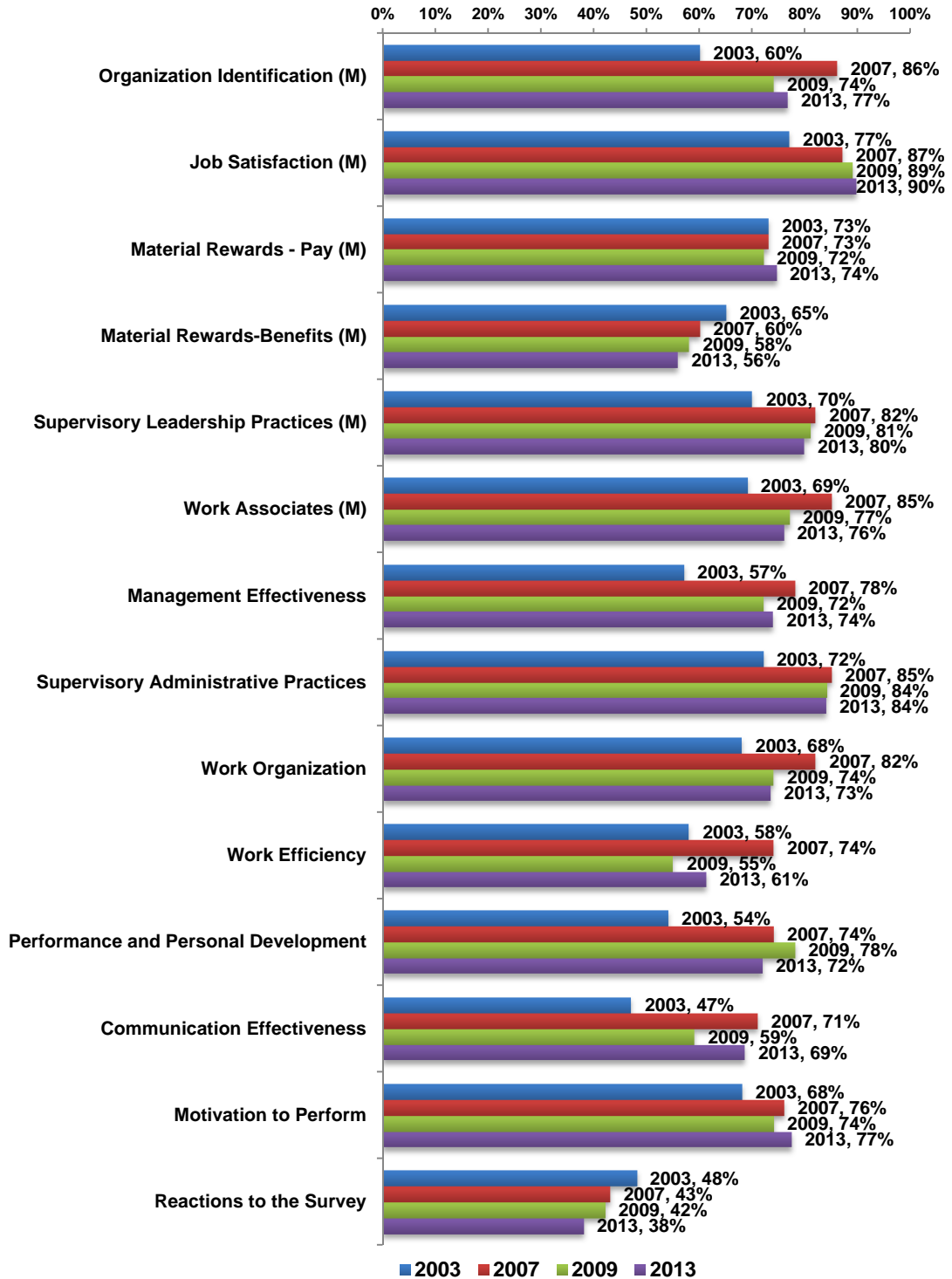
¹⁰ Re-worded in 2013. Original item text "I believe that the student learning outcomes process at the college will improve student learning."

Appendix B: Historical Comparisons – Primary Positions

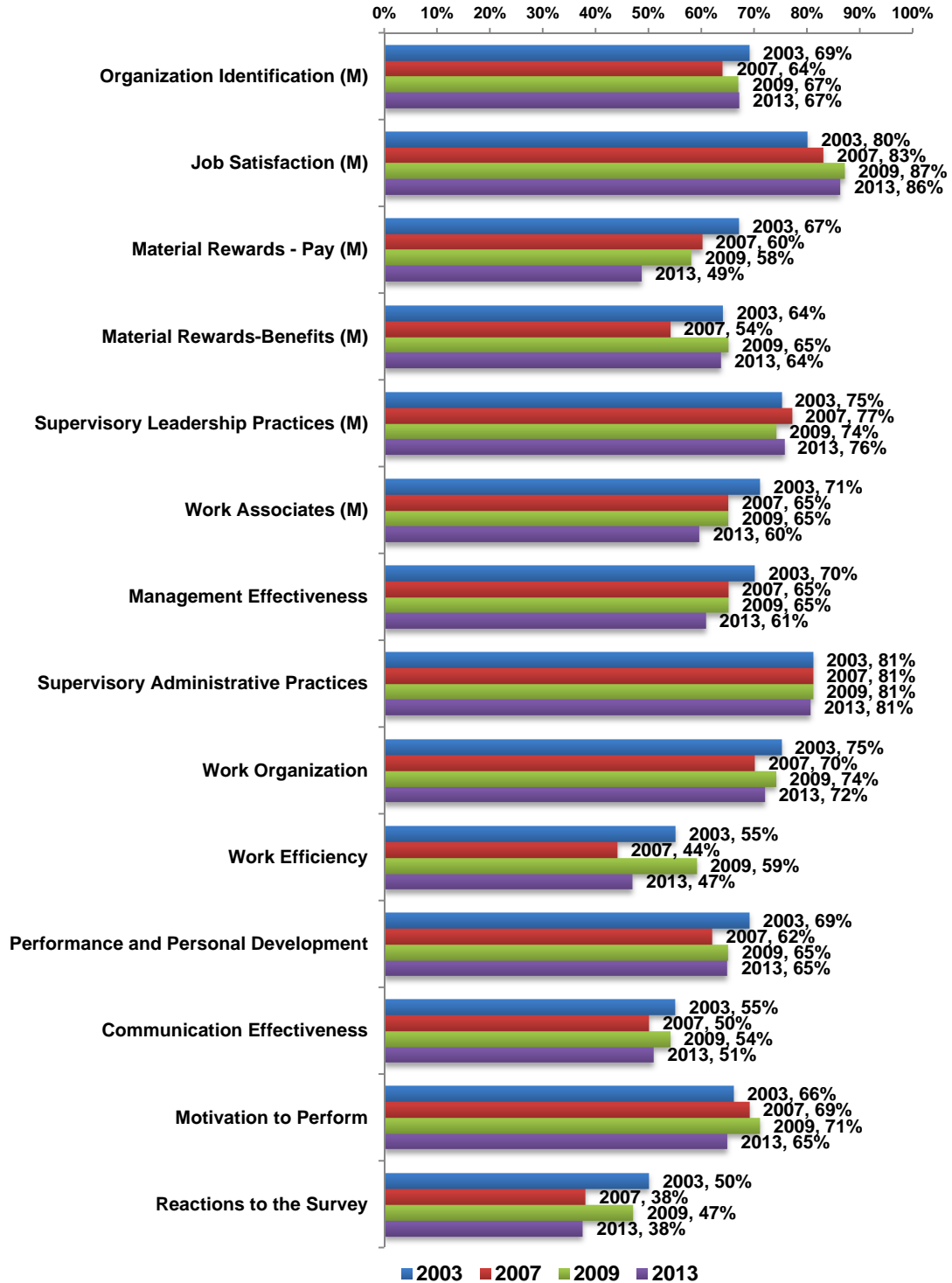
FACULTY (FULL-TIME OR PART-TIME)



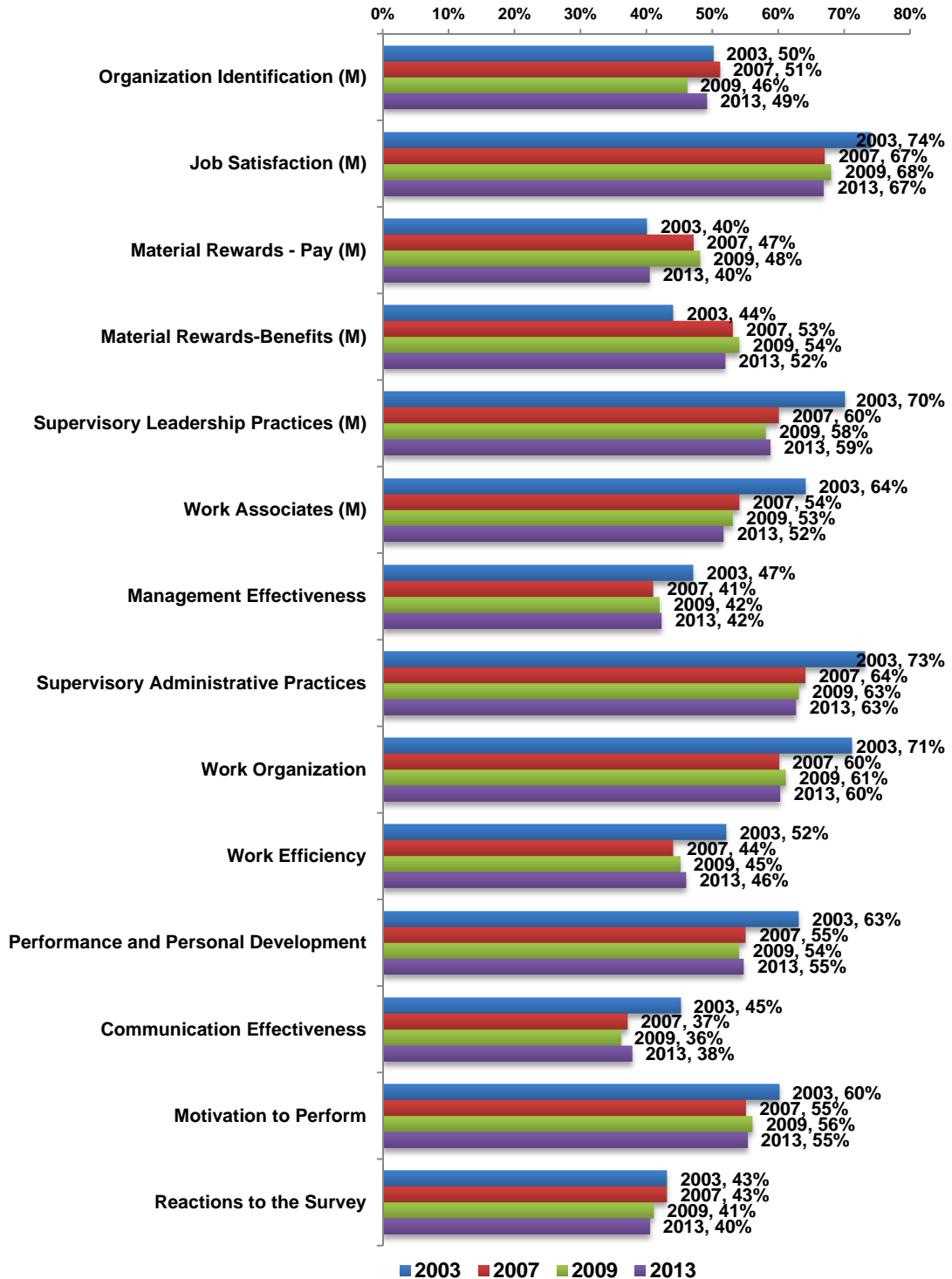
ACADEMIC MANAGER/ADMINISTRATOR



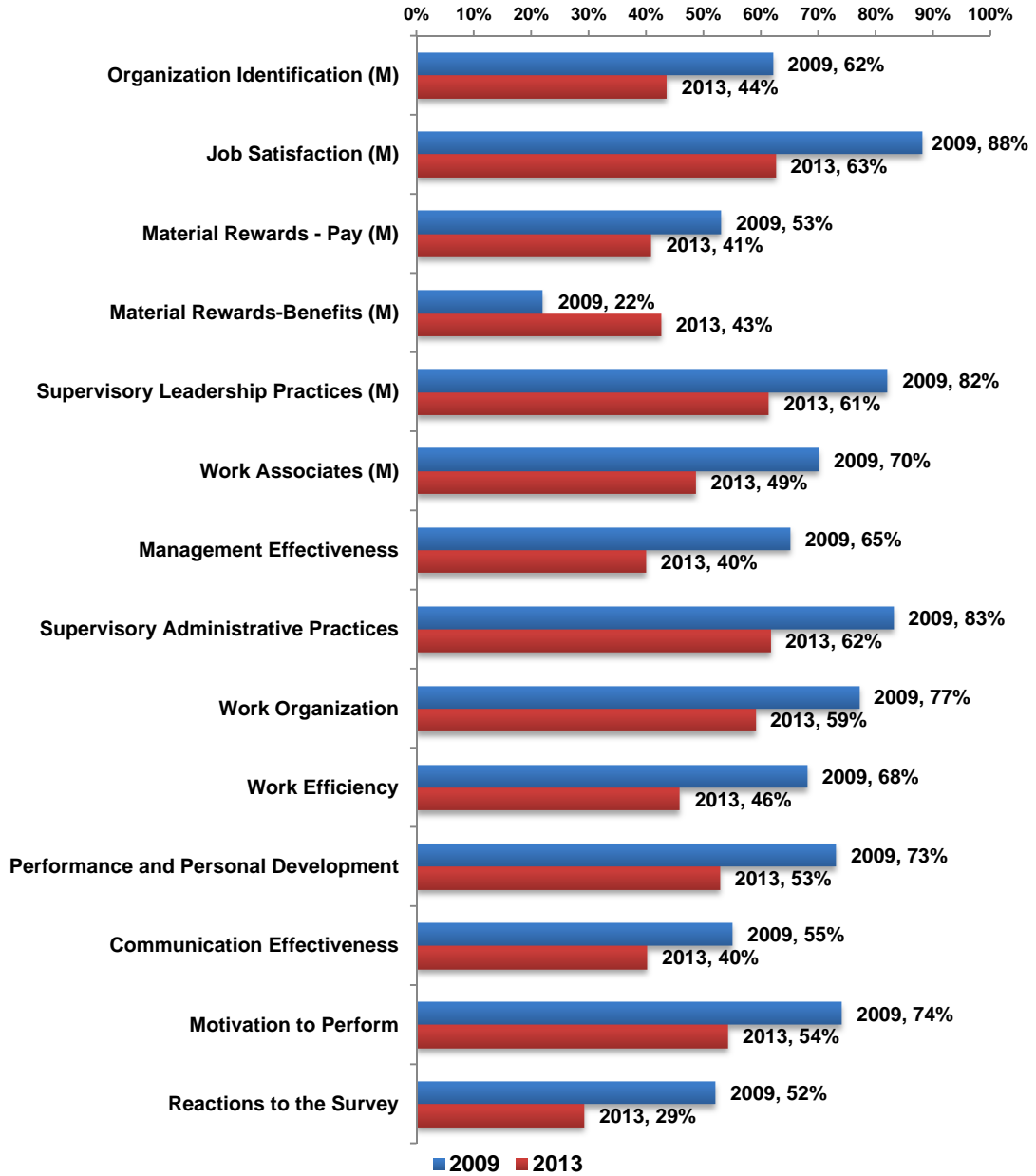
CLASSIFIED MANAGER/ADMINISTRATOR



CLASSIFIED STAFF (FULL-TIME OR PART-TIME)

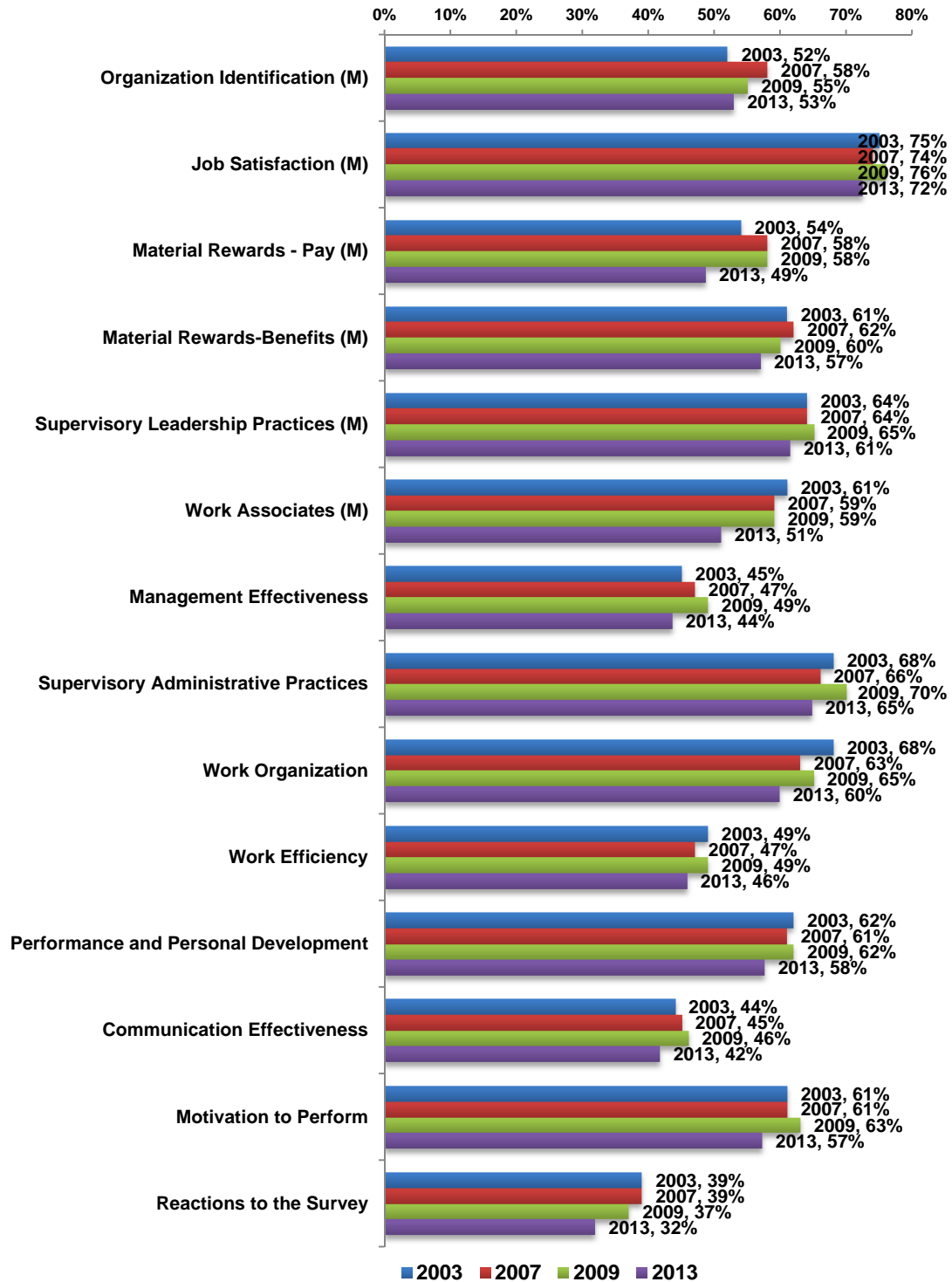


OTHER

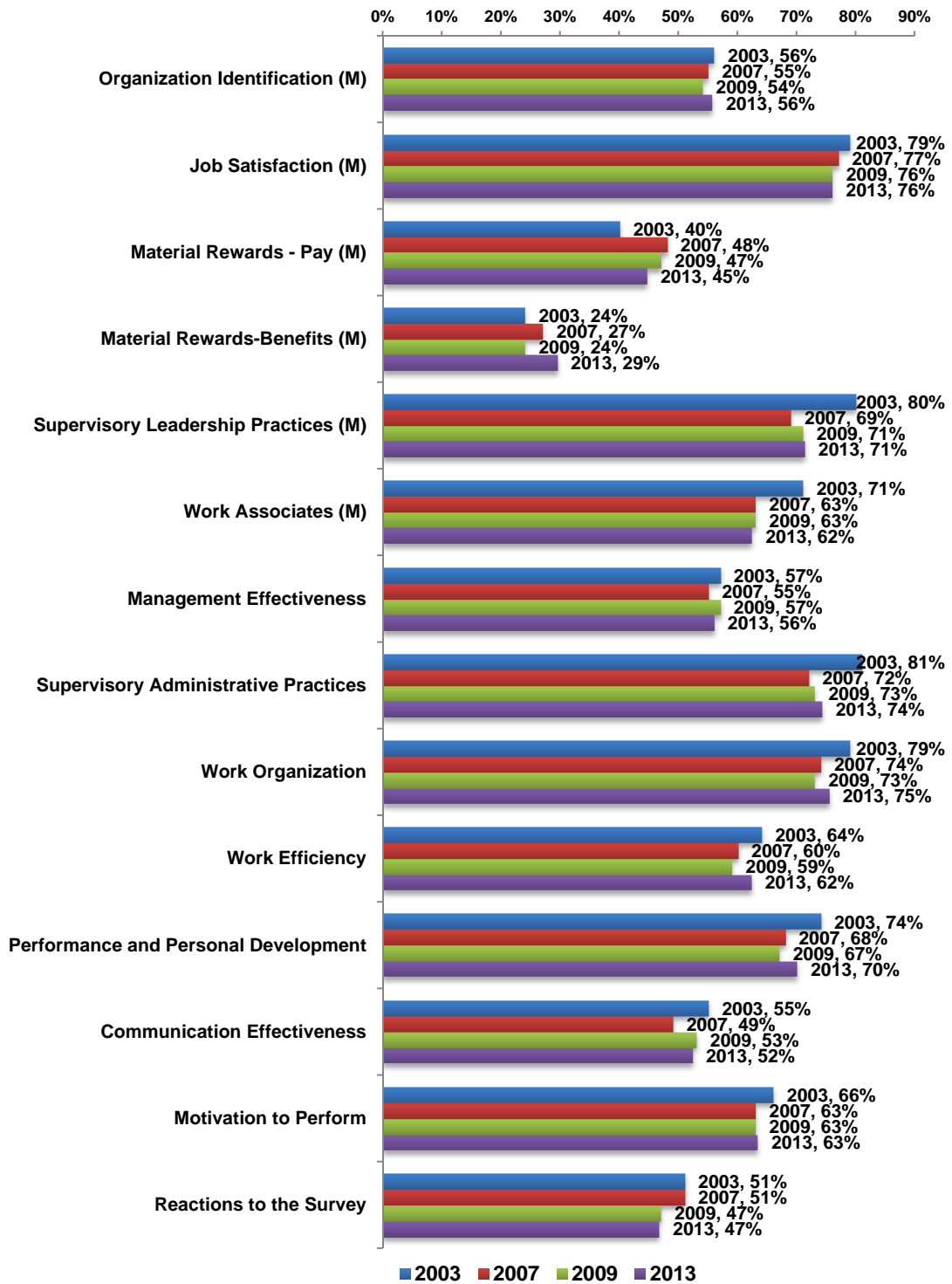


Appendix C: Historical Comparisons – Schedule

SCHEDULE: FULL-TIME

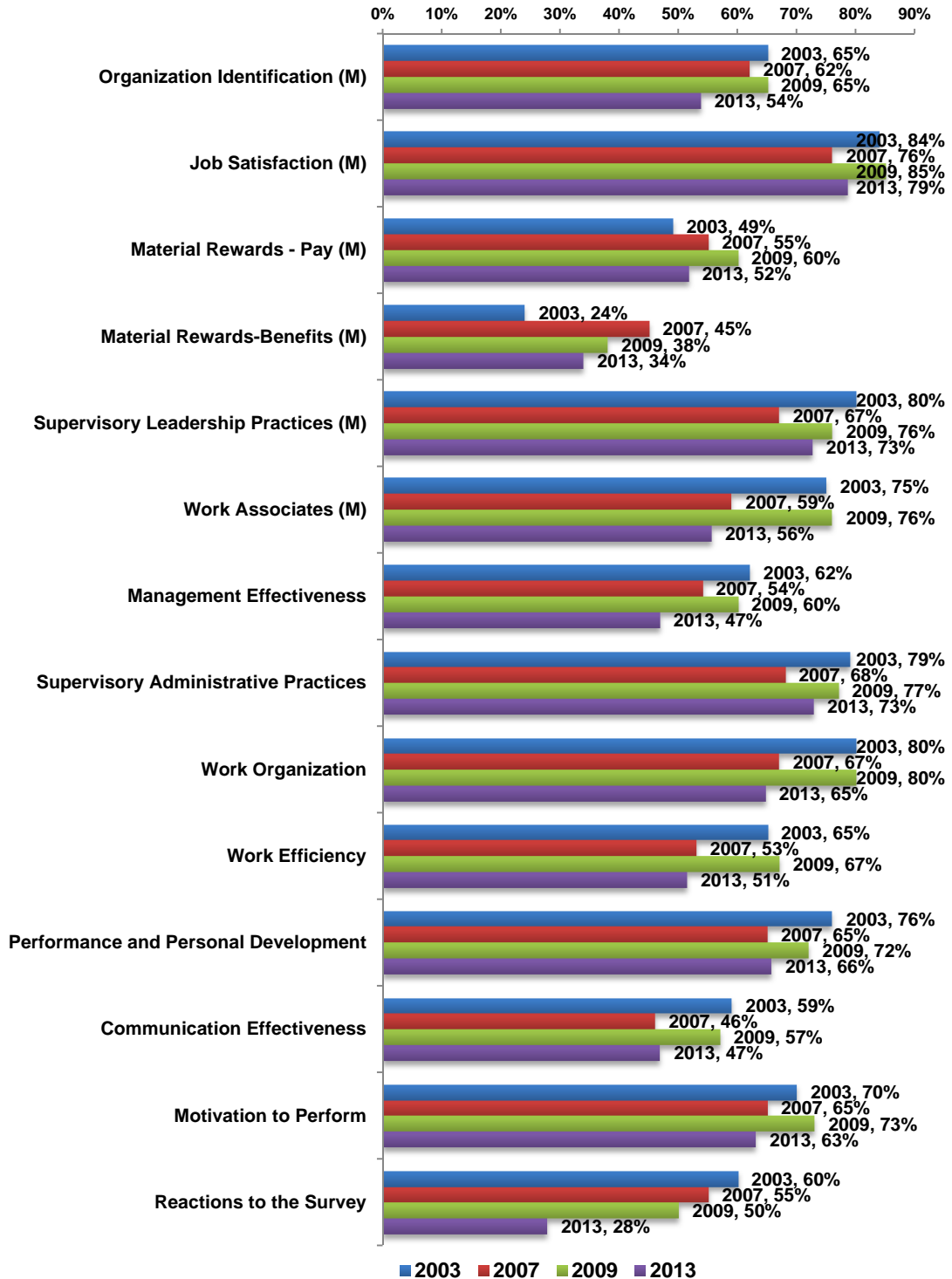


SCHEDULE: PART-TIME

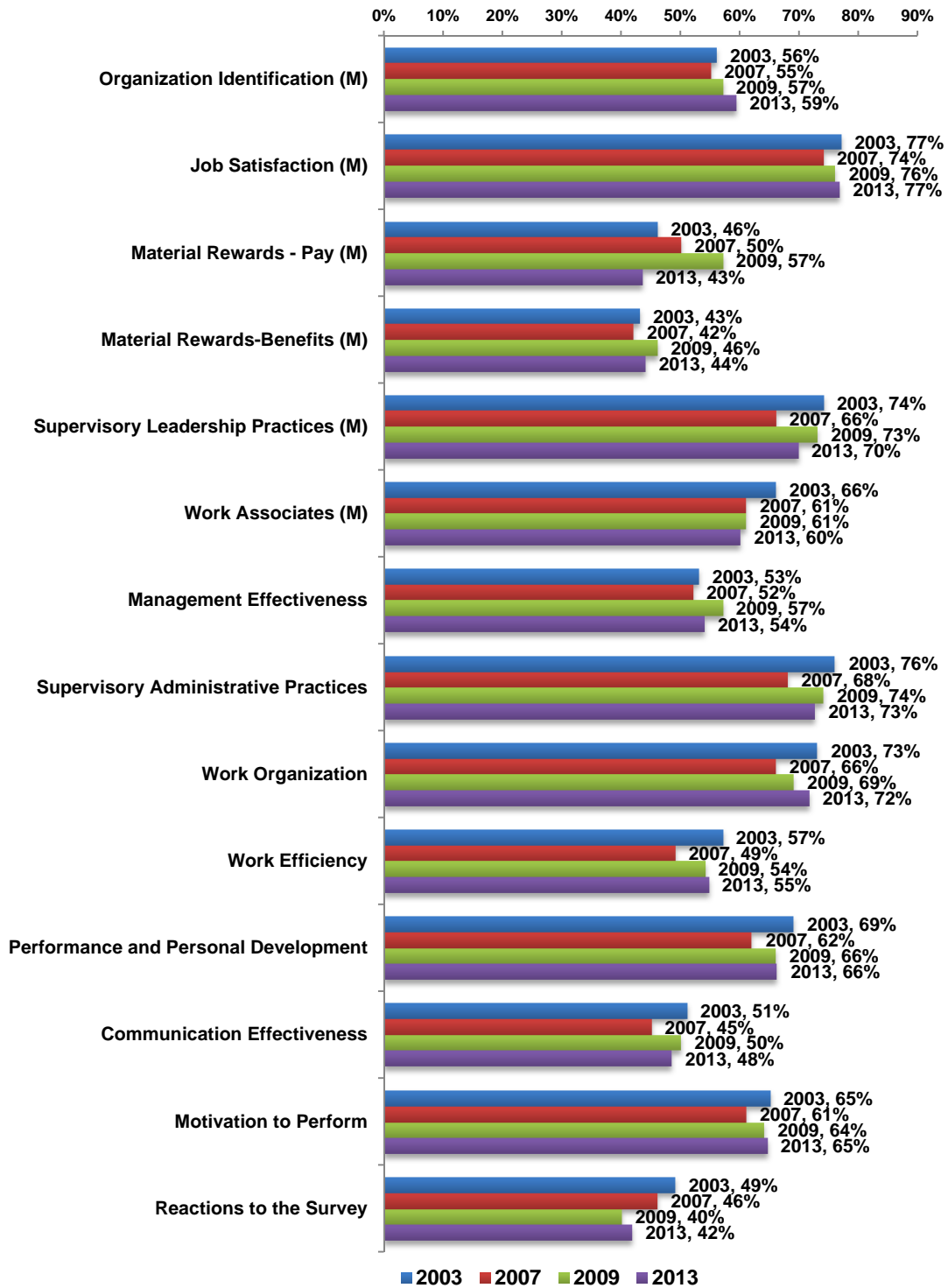


Appendix D: Historical Comparisons – Years of Service

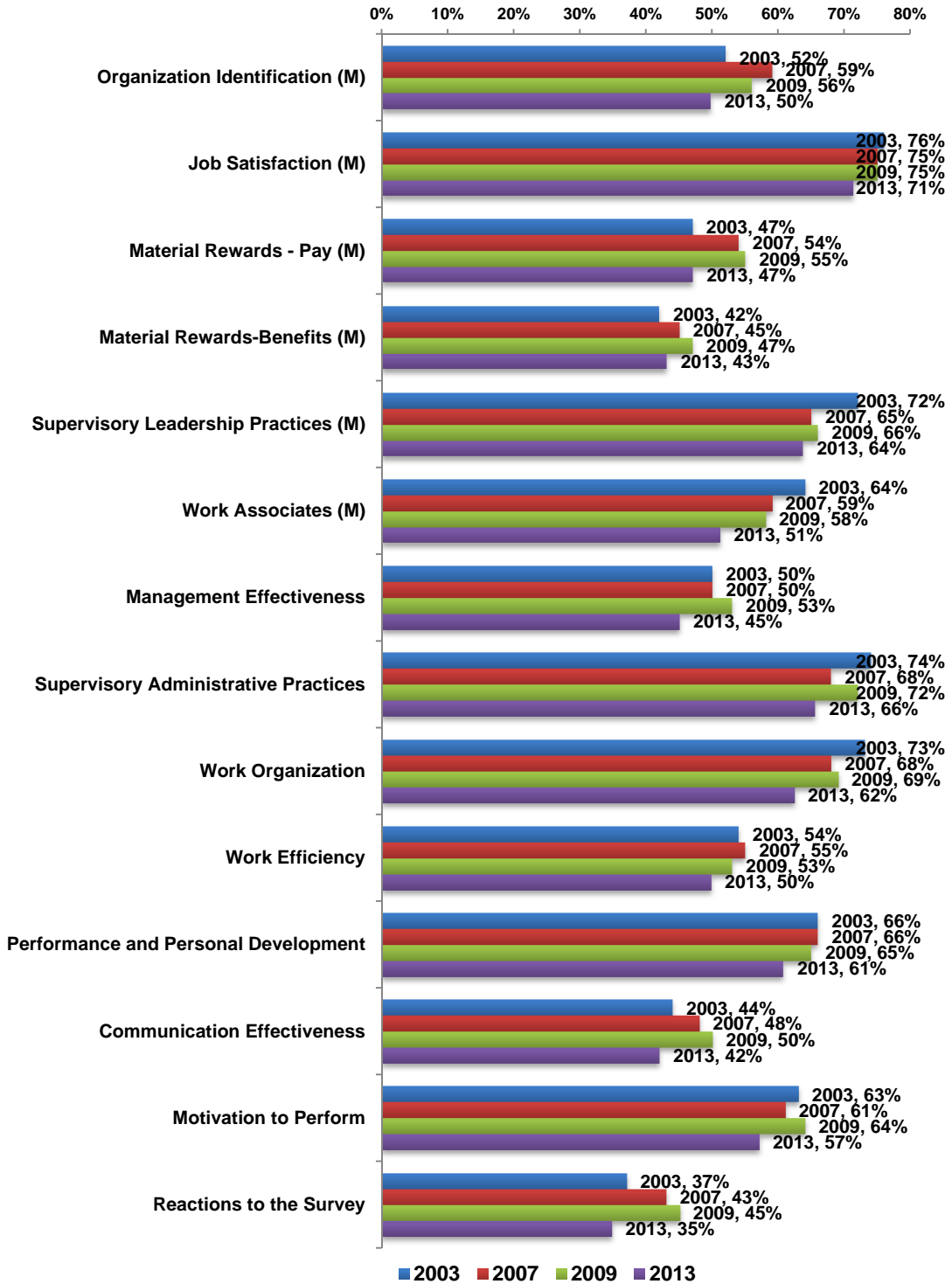
YEARS OF SERVICE: LESS THAN ONE YEAR



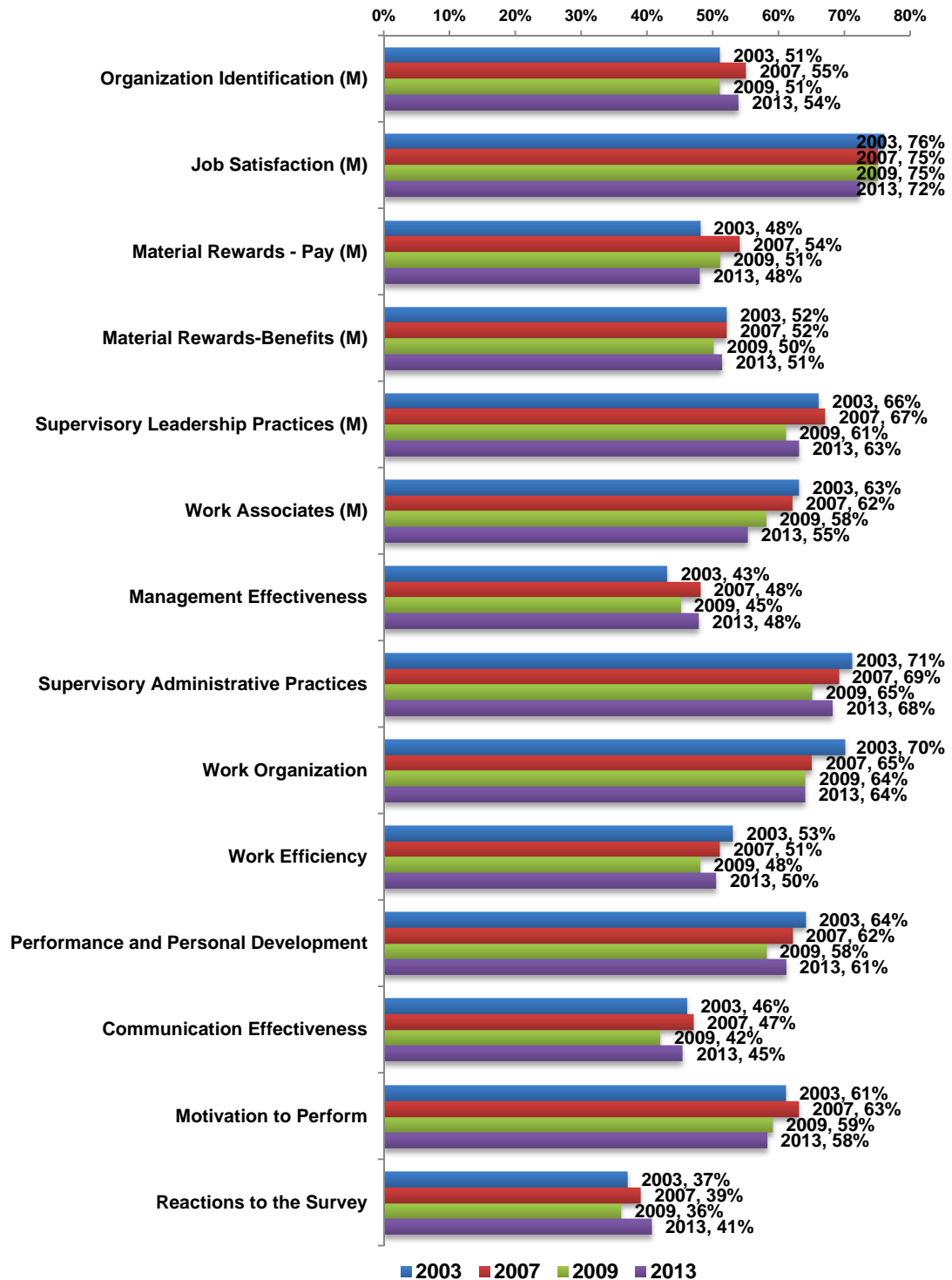
YEARS OF SERVICE: 1 – 5 YEARS



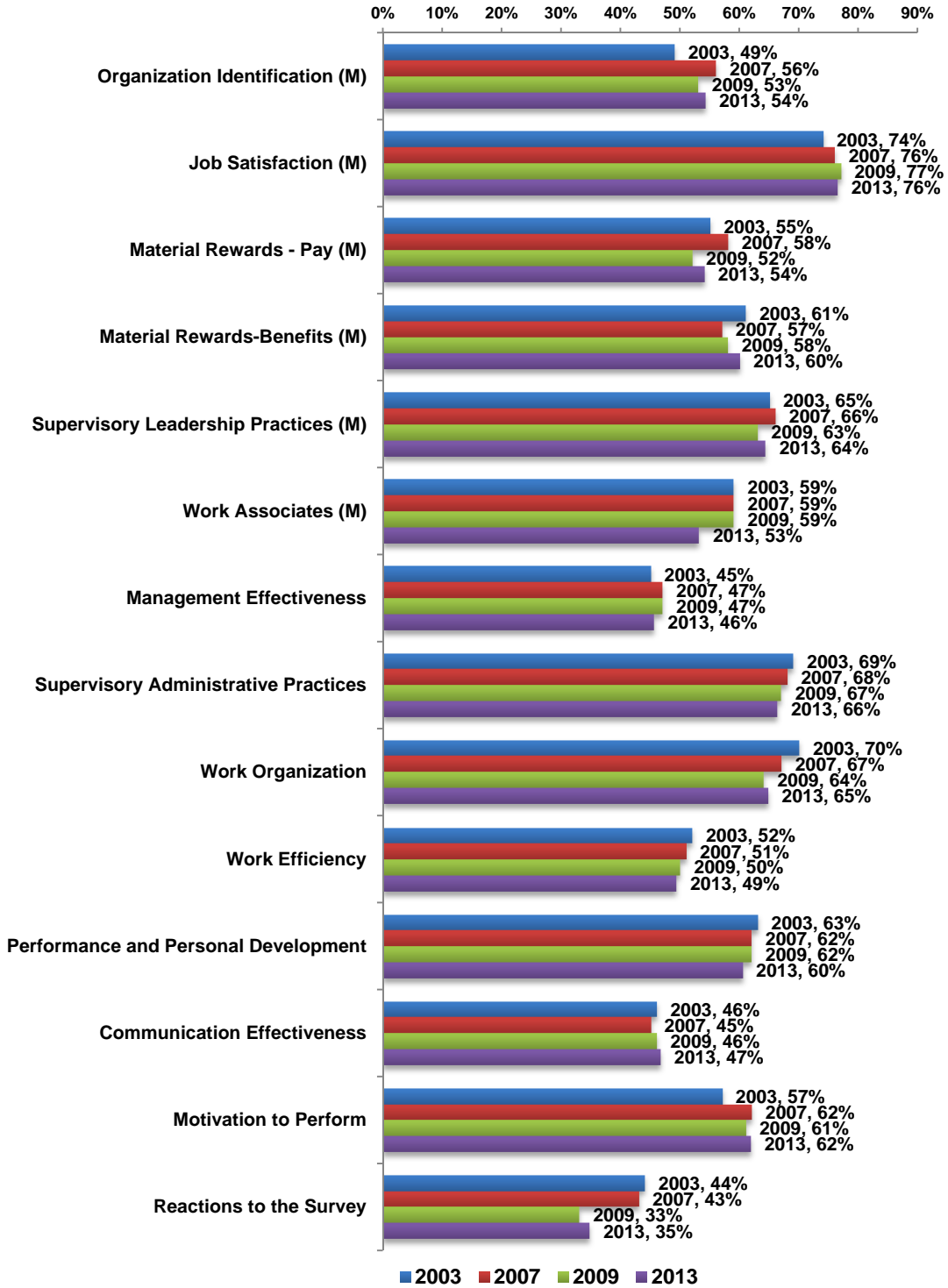
YEARS OF SERVICE: 6 – 10 YEARS



YEARS OF SERVICE: 11 – 20 YEARS



YEARS OF SERVICE: MORE THAN 20 YEARS



Appendix E: Full-Time Faculty

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Organization Identification (M)	57%	68%	64%	56%
The longer you work for Mt. SAC the more you feel you belong.	67%	77%	73%	67%
The future of Mt. SAC looks uncertain to me.	68%	78%	54%	63%
I feel that I am really a part of what goes on around here.	51%	65%	66%	53%
Management here is interested in the welfare of its people.	48%	64%	67%	49%
I can be sure of my job as long as I do good work.	71%	86%	70%	73%
There are good opportunities here for those who want to get ahead.	46%	67%	58%	46%
The people who get promotions around here usually deserve them.	28%	35%	40%	28%
Management keeps us in the dark about things we ought to know.	53%	51%	56%	44%
I would recommend Mt. SAC as a good place to work.	81%	88%	87%	81%
Job Satisfaction (M)	80%	82%	82%	79%
I'm doing something really worthwhile on my job.	97%	96%	93%	96%
I often think that my job counts for very little in this organization.	74%	76%	76%	69%
My job is frequently dull and monotonous.	92%	91%	92%	90%
I have little opportunity to use my abilities here.	86%	87%	85%	83%
Considering the kind of work I do, my working conditions are fine.	66%	74%	83%	76%
I can learn a great deal on my present job.	79%	85%	82%	78%
Management expects too much work from us around here	66%	66%	63%	58%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Material Rewards – Pay (M)	60%	70%	68%	59%
For the work I do here, I am very much underpaid.	56%	69%	66%	53%
Compared with other people here, I am paid fairly.	72%	79%	66%	67%
Compared with other similar companies, our pay scale is okay.	58%	74%	75%	60%
My pay is enough to give me a reasonable degree of security.	79%	85%	84%	77%
The way pay is determined here offers little incentive to do a better job.	37%	45%	49%	38%
Material Rewards – Benefits (M)	59%	62%	58%	54%
I find it difficult to understand our benefit program.	60%	45%	50%	49%
Mt. SAC's benefit program fits my needs	63%	63%	65%	65%
I feel certain that the employee benefits will keep up with the times.	28%	46%	25%	21%
From what I hear, our benefits are comparable to those of other organizations.	55%	65%	61%	56%
Mt. SAC's benefit program means a great deal to me.	90%	89%	88%	83%
Supervisory Leadership Practices (M)	65%	71%	74%	66%
My supervisor is often unfair in his/her dealings with me.	81%	81%	85%	80%
My supervisor does a good job of building teamwork in our group.	51%	58%	60%	51%
My supervisor ought to be friendlier toward his/her people.	73%	78%	79%	72%
My supervisor usually gives us credit for work well done.	65%	69%	70%	64%
My supervisor keeps his/her promises.	65%	76%	75%	64%
My supervisor tries to get our ideas about things.	59%	69%	78%	64%
My supervisor often puts things off; he/she just lets things ride.	65%	67%	70%	67%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Work Associates (M)	63%	65%	65%	49%
The people I work with get along well together.	68%	71%	70%	48%
The people I work with usually make newcomers feel at home.	80%	79%	84%	72%
A few of the people I work with think they run the place.	56%	58%	54%	42%
There are many cliques and groups here that create an unfriendly atmosphere.	55%	57%	59%	35%
In my opinion, the various work groups here fail to cooperate.	43%	49%	46%	35%
The general attitude around here is too impersonal.	73%	75%	78%	63%
Management Effectiveness	47%	55%	56%	43%
Management is generally respected by employees.	45%	59%	65%	48%
The decisions management makes are usually fair.	54%	62%	57%	51%
Management changes its mind so often it interferes with getting the work done.	54%	62%	65%	48%
In my judgment, Mt. SAC is well managed.	49%	62%	66%	53%
Management gives the supervisors here enough authority to get the work done efficiently.	43%	43%	47%	35%
Management fails to ensure that its decisions are carried out down the line.	51%	54%	51%	38%
Management fails to get cooperation among the various departments here.	34%	45%	39%	32%
Supervisory Administrative Practices	69%	69%	75%	68%
My supervisor frequently fails to pass along the information I need to do a good job.	69%	66%	77%	69%
My supervisor seldom seems to know what is going on in our work group.	74%	66%	74%	65%
My supervisor helps me solve problems that occur on my job.	72%	77%	81%	74%
I usually feel free to discuss improvements with my supervisor.	74%	77%	81%	73%
My supervisor sees that we put in a good day's work.	55%	59%	68%	60%
My supervisor fails to give us a clear-cut answer when we ask for his/her decision.	50%	61%	63%	63%
I usually have a clear idea of what my supervisor expects me to do.	83%	79%	85%	78%
I usually know where I stand with my supervisor.	68%	61%	70%	69%
My supervisor cooperates well with other supervisors in getting the work done.	76%	80%	83%	57%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Work Organization	69%	69%	69%	60%
I have a very clear idea of the results expected of me on my job.	86%	86%	81%	80%
The way management runs things around here makes it difficult for me to do a good job.	54%	57%	59%	56%
The rules and regulations make sense to me.	91%	89%	84%	44%
Other supervisors besides my own often try to tell me what to do.	65%	64%	55%	80%
Work is usually distributed fairly among the employees in my work group.	65%	63%	74%	40%
My group is well organized for the work we are expected to do.	71%	72%	75%	65%
I am often bothered by too much pressure on my job.	50%	50%	56%	53%
Work Efficiency	52%	54%	54%	47%
Mt. SAC operates efficiently.	39%	44%	42%	34%
The quality of work done here is excellent.	62%	72%	71%	68%
There is too much shifting of accountability around here.	56%	58%	53%	44%
In my opinion, too much time is wasted around here.	44%	52%	50%	39%
Mt. SAC is too slow in making improvements.	34%	28%	33%	26%
Other demands made on me make it difficult to do a good job.	68%	62%	58%	56%
High standards of work are often abandoned under pressure	63%	62%	61%	57%
We have up-to-date methods of getting work done here.	47%	51%	60%	50%
Performance and Personal Development	69%	72%	72%	63%
I fail to understand the method of judging my performance on the job.	73%	74%	73%	73%
I think that my performance on the job is judged fairly here.	75%	76%	76%	67%
The feedback I get regarding my performance helps me to do a better job.	64%	68%	68%	62%
Mt. SAC shows little interest in developing people for better jobs.	55%	64%	66%	39%
I seldom get the help I need to improve my performance on the job.	79%	80%	79%	65%
Pleasing your supervisor is more important here than doing a good job.	66%	72%	74%	69%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Communication Effectiveness	50%	56%	58%	46%
Little effort is made to get the opinions and thinking of people who work here.	44%	52%	54%	41%
Most of the time it is safe to say what you think around here.	52%	65%	60%	45%
We are kept well-informed about matters affecting us in our work.	48%	53%	52%	56%
We get the information we need on organization policies and practices.	57%	51%	64%	56%
People up the line generally listen to what we have to say.	42%	49%	52%	47%
There seem to be a lot of false rumors around here.	58%	63%	64%	36%
If I am dissatisfied with my supervisor's answer to a question, I feel free to go to someone up the line.	48%	61%	62%	42%
We usually hear about important matters first through the grapevine.	48%	58%	51%	47%
Motivation to Perform	66%	70%	68%	60%
You have to work too hard in this organization for the kinds of rewards you get.	58%	59%	59%	49%
Management fails to live up to promised rewards for good work performance.	49%	58%	62%	48%
The kinds of rewards offered by Mt. SAC are an incentive for working hard.	19%	33%	24%	17%
Good work performance is unappreciated around here.	61%	66%	65%	53%
Working hard at Mt. SAC is barely worth the effort.	81%	84%	81%	79%
I am capable of performing at the level my supervisor expects of me.	98%	95%	93%	90%
If I work hard, I can perform my job successfully.	95%	92%	91%	83%
Reactions to the Survey	35%	38%	30%	23%
Filling in this survey is a good way to let management know what I think.	43%	47%	36%	29%
I think management will act on most of the problems brought to its attention through this survey.	27%	30%	24%	17%
Values and Vision				80%
I know Mt. SAC's mission statements.	84%	78%	82%	82%
I clearly understand the values embraced by Mt. SAC.	75%	72%	84%	77%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Over the Past Year				53%
Over the past year, I was content with the amount of information I received on the Budget decisions that directly affected my work area.	34%		58%	48%
Over the past year, I had a say in decisions that impacted student learning.	45%		60%	60%
Over the past year, I was comfortable with my level of involvement in decisions that impacted student learning.	50%		68%	56%
Over the past year, I was informed about decisions made by the College President that affected my work.	47%		77%	64%
Over the past year, I was informed about decisions made by the Board of Trustees that affected my work.	31%		53%	56%
Over the past year, I felt free to disagree with comments or actions made by my governance representative(s).			65%	53%
Over the past year, I had a say in decisions that impacted the College.			45%	40%
Over the past year, the Academic Senate had primary responsibility for decisions that impacted student learning.			48%	38%
Over the past year, I was content with the amount of information I receive about the mission and goals of my governance area (faculty, mgmt., classified).			67%	55%
I know the role of my employee group in the governance process.			60%	57%
Health				57%
I have been told what to do if a fire occurs.		43%	73%	78%
Health and safety issues are addressed well at Mt. SAC.		28%	54%	52%
I have been part of at least one building evacuation drill.			75%	67%
The campus is prepared for an emergency.				30%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Planning				44%
Planning for Institutional Effectiveness (PIE) is done in a collaborative environment in my unit/department.		55%	63%	67%
I understand the Planning for Institutional Effectiveness (PIE) process at Mt. SAC.		33%	47%	46%
I believe that the outcomes process at the college will improve student learning and services.		37%	26%	26%
Mt. SAC's mission is central to all planning activities.		40%	50%	52%
I would like more information on the relationship between PIE and the budget process.		30%	34%	30%

Appendix F: Part-Time Faculty

Item Detail Part-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Organization Identification (M)	55%	52%	54%	55%
The longer you work for Mt. SAC the more you feel you belong.	76%	65%	73%	69%
The future of Mt. SAC looks uncertain to me.	65%	72%	56%	63%
I feel that I am really a part of what goes on around here.	48%	37%	44%	42%
Management here is interested in the welfare of its people.	56%	51%	60%	60%
I can be sure of my job as long as I do good work.	40%	47%	39%	47%
There are good opportunities here for those who want to get ahead.	37%	36%	39%	40%
The people who get promotions around here usually deserve them.	34%	25%	29%	27%
Management keeps us in the dark about things we ought to know.	59%	52%	62%	59%
I would recommend Mt. SAC as a good place to work.	85%	81%	89%	89%
Job Satisfaction (M)	80%	79%	79%	78%
I'm doing something really worthwhile on my job.	95%	97%	97%	94%
I often think that my job counts for very little in this organization.	71%	63%	68%	64%
My job is frequently dull and monotonous.	89%	89%	90%	89%
I have little opportunity to use my abilities here.	85%	78%	77%	81%
Considering the kind of work I do, my working conditions are fine.	77%	77%	86%	82%
I can learn a great deal on my present job.	74%	74%	69%	69%
Management expects too much work from us around here.	71%	75%	69%	67%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Material Rewards – Pay (M)	47%	48%	44%	45%
For the work I do here, I am very much underpaid.	46%	48%	44%	39%
Compared with other people here, I am paid fairly.	54%	53%	47%	44%
Compared with other similar companies, our pay scale is okay.	56%	62%	56%	56%
My pay is enough to give me a reasonable degree of security.	38%	39%	40%	44%
The way pay is determined here offers little incentive to do a better job.	39%	40%	34%	42%
Material Rewards – Benefits (M)	29%	26%	23%	30%
I find it difficult to understand our benefit program.	36%	28%	21%	29%
Mt. SAC's benefit program fits my needs.	22%	16%	14%	27%
I feel certain that the employee benefits will keep up with the times.	22%	18%	16%	27%
From what I hear, our benefits are comparable to those of other organizations.	29%	35%	33%	31%
Mt. SAC's benefit program means a great deal to me.	37%	33%	32%	39%
Supervisory Leadership Practices (M)	76%	68%	72%	72%
My supervisor is often unfair in his/her dealings with me.	91%	86%	82%	86%
My supervisor does a good job of building teamwork in our group.	70%	58%	67%	65%
My supervisor ought to be friendlier toward his/her people.	76%	74%	76%	71%
My supervisor usually gives us credit for work well done.	67%	61%	58%	68%
My supervisor keeps his/her promises.	82%	69%	73%	73%
My supervisor tries to get our ideas about things.	69%	59%	69%	66%
My supervisor often puts things off; he/she just lets things ride.	76%	70%	75%	76%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Work Associates (M)	67%	64%	64%	63%
The people I work with get along well together.	81%	78%	80%	79%
The people I work with usually make newcomers feel at home.	79%	74%	75%	70%
A few of the people I work with think they run the place.	58%	59%	55%	59%
There are many cliques and groups here that create an unfriendly atmosphere.	61%	61%	57%	57%
In my opinion, the various work groups here fail to cooperate.	58%	48%	49%	57%
The general attitude around here is too impersonal.	64%	61%	67%	59%
Management Effectiveness	55%	54%	58%	57%
Management is generally respected by employees.	66%	69%	72%	65%
The decisions management makes are usually fair.	54%	53%	58%	58%
Management changes its mind so often it interferes with getting the work done.	68%	68%	69%	69%
In my judgment, Mt. SAC is well managed.	58%	61%	63%	69%
Management gives the supervisors here enough authority to get the work done efficiently.	47%	38%	47%	55%
Management fails to ensure that its decisions are carried out down the line.	56%	53%	54%	39%
Management fails to get cooperation among the various departments here.	35%	33%	43%	41%
Supervisory Administrative Practices	78%	70%	73%	75%
My supervisor frequently fails to pass along the information I need to do a good job.	74%	67%	75%	80%
My supervisor seldom seems to know what is going on in our work group.	83%	71%	75%	80%
My supervisor helps me solve problems that occur on my job.	82%	77%	81%	80%
I usually feel free to discuss improvements with my supervisor.	81%	72%	71%	70%
My supervisor sees that we put in a good day's work.	54%	46%	50%	68%
My supervisor fails to give us a clear-cut answer when we ask for his/her decision.	70%	66%	67%	73%
I usually have a clear idea of what my supervisor expects me to do.	91%	86%	89%	93%
I usually know where I stand with my supervisor.	83%	73%	72%	81%
My supervisor cooperates well with other supervisors in getting the work done.	82%	70%	79%	54%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Work Organization	78%	73%	75%	78%
I have a very clear idea of the results expected of me on my job.	88%	87%	87%	90%
The way management runs things around here makes it difficult for me to do a good job.	72%	73%	75%	79%
The rules and regulations make sense to me.	86%	83%	78%	76%
Other supervisors besides my own often try to tell me what to do.	82%	78%	76%	87%
Work is usually distributed fairly among the employees in my work group.	78%	70%	77%	58%
My group is well organized for the work we are expected to do.	82%	71%	75%	77%
I am often bothered by too much pressure on my job.	63%	53%	60%	76%
Work Efficiency	66%	61%	61%	67%
Mt. SAC operates efficiently.	60%	56%	56%	63%
The quality of work done here is excellent.	72%	70%	76%	77%
There is too much shifting of accountability around here.	59%	58%	55%	66%
In my opinion, too much time is wasted around here.	71%	66%	58%	70%
Mt. SAC is too slow in making improvements.	48%	40%	38%	42%
Other demands made on me make it difficult to do a good job.	76%	71%	74%	76%
High standards of work are often abandoned under pressure.	73%	62%	66%	69%
We have up-to-date methods of getting work done here.	70%	64%	69%	71%
Performance and Personal Development	75%	68%	67%	73%
I fail to understand the method of judging my performance on the job.	77%	67%	71%	78%
I think that my performance on the job is judged fairly here.	82%	75%	68%	75%
The feedback I get regarding my performance helps me to do a better job.	74%	68%	67%	80%
Mt. SAC shows little interest in developing people for better jobs.	57%	49%	50%	48%
I seldom get the help I need to improve my performance on the job.	85%	74%	75%	74%
Pleasing your supervisor is more important here than doing a good job.	78%	71%	72%	80%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Communication Effectiveness	55%	49%	54%	54%
Little effort is made to get the opinions and thinking of people who work here.	40%	41%	40%	43%
Most of the time it is safe to say what you think around here.	53%	54%	51%	42%
We are kept well-informed about matters affecting us in our work.	47%	36%	35%	69%
We get the information we need on organization policies and practices.	62%	60%	71%	67%
People up the line generally listen to what we have to say.	50%	42%	53%	53%
There seem to be a lot of false rumors around here.	71%	58%	70%	69%
If I am dissatisfied with my supervisor's answer to a question, I feel free to go to someone up the line.	55%	46%	56%	37%
We usually hear about important matters first through the grapevine.	59%	50%	59%	54%
Motivation to Perform	66%	63%	63%	64%
You have to work too hard in this organization for the kinds of rewards you get.	55%	55%	49%	41%
Management fails to live up to promised rewards for good work performance.	44%	48%	52%	52%
The kinds of rewards offered by Mt. SAC are an incentive for working hard.	20%	17%	19%	22%
Good work performance is unappreciated around here.	70%	60%	56%	61%
Working hard at Mt. SAC is barely worth the effort.	81%	75%	78%	81%
I am capable of performing at the level my supervisor expects of me.	98%	96%	96%	95%
If I work hard, I can perform my job successfully.	93%	91%	93%	97%
Reactions to the Survey	52%	48%	45%	47%
Filling in this survey is a good way to let management know what I think.	62%	59%	55%	56%
I think management will act on most of the problems brought to its attention through this survey.	41%	37%	35%	39%
Values and Vision				87%
I know Mt. SAC's mission statements.	66%	69%	88%	86%
I clearly understand the values embraced by Mt. SAC.	68%	69%	84%	89%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Over the Past Year				44%
Over the past year, I was content with the amount of information I received on the major issues being addressed by the College President.	42%		70%	58%
Over the past year, I had a say in decisions that impacted student learning.	33%		45%	39%
Over the past year, I was comfortable with my level of involvement in decisions that impacted student learning.	50%		48%	51%
Over the past year, I was informed about decisions made by the College President that affected my work.	38%		56%	63%
Over the past year, I was informed about decisions made by the Board of Trustees that affected my work.	36%		47%	56%
Over the past year, I felt free to disagree with comments or actions made by my governance representative(s).			31%	32%
Over the past year, I had a say in decisions that impacted the College.			16%	15%
Over the past year, the Academic Senate had primary responsibility for decisions that impacted student learning.			20%	26%
Over the past year, I was content with the amount of information I receive about the mission and goals of my governance area (faculty, mgmt., classified).			47%	56%
I know the role of my employee group in the governance process.			23%	44%
Health				65%
I have been told what to do if a fire occurs.		51%		75%
Health and safety issues are addressed well at Mt. SAC.		43%	72%	76%
I have been part of at least one building evacuation drill.			52%	54%
The campus is prepared for an emergency.				55%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Planning				44%
Planning for Institutional Effectiveness (PIE) is done in a collaborative environment in my unit/department.		23%	30%	39%
I understand the Planning for Institutional Effectiveness (PIE) process at Mt. SAC.		20%	26%	33%
I believe that the outcomes process at the college will improve student learning and services.		54%	47%	56%
Mt. SAC's mission is central to all planning activities.		41%	57%	65%
I would like more information on the relationship between PIE and the budget process.		20%	15%	27%

Appendix G: Full-Time Classified Staff

Item Detail Full-time Classified Staff by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Organization Identification (M)	46%	48%	45%	46%
The longer you work for Mt. SAC the more you feel you belong.	65%	66%	68%	61%
The future of Mt. SAC looks uncertain to me.	51%	61%	40%	57%
I feel that I am really a part of what goes on around here.	43%	42%	45%	43%
Management here is interested in the welfare of its people.	42%	36%	46%	43%
I can be sure of my job as long as I do good work.	52%	60%	42%	53%
There are good opportunities here for those who want to get ahead.	32%	38%	35%	28%
The people who get promotions around here usually deserve them.	20%	24%	24%	24%
Management keeps us in the dark about things we ought to know.	30%	29%	32%	35%
I would recommend Mt. SAC as a good place to work.	75%	72%	76%	73%
Job Satisfaction (M)	71%	65%	68%	64%
I'm doing something really worthwhile on my job.	88%	85%	83%	82%
I often think that my job counts for very little in this organization.	63%	59%	60%	59%
My job is frequently dull and monotonous.	78%	79%	78%	73%
I have little opportunity to use my abilities here.	68%	56%	67%	59%
Considering the kind of work I do, my working conditions are fine.	77%	60%	77%	66%
I can learn a great deal on my present job.	61%	63%	61%	57%
Management expects too much work from us around here.	62%	52%	53%	51%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Material Rewards – Pay (M)	45%	46%	48%	39%
For the work I do here, I am very much underpaid.	40%	38%	41%	31%
Compared with other people here, I am paid fairly.	48%	44%	48%	38%
Compared with other similar companies, our pay scale is okay.	56%	57%	60%	46%
My pay is enough to give me a reasonable degree of security.	56%	59%	61%	51%
The way pay is determined here offers little incentive to do a better job.	25%	31%	32%	26%
Material Rewards – Benefits (M)	61%	63%	61%	58%
I find it difficult to understand our benefit program.	60%	51%	50%	58%
Mt. SAC's benefit program fits my needs.	71%	71%	72%	66%
I feel certain that the employee benefits will keep up with the times.	32%	44%	38%	35%
From what I hear, our benefits are comparable to those of other organizations.	54%	59%	56%	44%
Mt. SAC's benefit program means a great deal to me.	90%	88%	91%	86%
Supervisory Leadership Practices (M)	61%	56%	56%	54%
My supervisor is often unfair in his/her dealings with me.	78%	71%	68%	64%
My supervisor does a good job of building teamwork in our group.	46%	42%	47%	44%
My supervisor ought to be friendlier toward his/her people.	65%	55%	54%	58%
My supervisor usually gives us credit for work well done.	62%	59%	56%	55%
My supervisor keeps his/her promises.	60%	60%	56%	49%
My supervisor tries to get our ideas about things.	61%	56%	57%	54%
My supervisor often puts things off; he/she just lets things ride.	57%	48%	57%	54%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Work Associates (M)	57%	51%	52%	48%
The people I work with get along well together.	77%	68%	64%	61%
The people I work with usually make newcomers feel at home.	77%	78%	76%	71%
A few of the people I work with think they run the place.	42%	35%	41%	43%
There are many cliques and groups here that create an unfriendly atmosphere.	48%	42%	39%	36%
In my opinion, the various work groups here fail to cooperate.	37%	33%	36%	31%
The general attitude around here is too impersonal.	62%	52%	53%	47%
Management Effectiveness	39%	36%	40%	38%
Management is generally respected by employees.	44%	46%	51%	45%
The decisions management makes are usually fair.	38%	36%	43%	36%
Management changes its mind so often it interferes with getting the work done.	47%	39%	42%	44%
In my judgment, Mt. SAC is well managed.	34%	35%	44%	41%
Management gives the supervisors here enough authority to get the work done efficiently.	30%	32%	32%	45%
Management fails to ensure that its decisions are carried out down the line.	48%	40%	43%	30%
Management fails to get cooperation among the various departments here.	31%	26%	27%	25%
Supervisory Administrative Practices	65%	60%	62%	58%
My supervisor frequently fails to pass along the information I need to do a good job.	61%	50%	60%	47%
My supervisor seldom seems to know what is going on in our work group.	54%	50%	54%	54%
My supervisor helps me solve problems that occur on my job.	65%	62%	65%	59%
I usually feel free to discuss improvements with my supervisor.	73%	65%	61%	54%
My supervisor sees that we put in a good day's work.	59%	59%	60%	62%
My supervisor fails to give us a clear-cut answer when we ask for his/her decision.	64%	66%	67%	51%
I usually have a clear idea of what my supervisor expects me to do.	76%	75%	75%	76%
I usually know where I stand with my supervisor.	64%	51%	56%	64%
My supervisor cooperates well with other supervisors in getting the work done.	68%	65%	64%	55%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Work Organization	66%	56%	59%	56%
I have a very clear idea of the results expected of me on my job.	79%	70%	74%	69%
The way management runs things around here makes it difficult for me to do a good job.	64%	59%	57%	48%
The rules and regulations make sense to me.	78%	65%	68%	50%
Other supervisors besides my own often try to tell me what to do.	64%	53%	53%	69%
Work is usually distributed fairly among the employees in my work group.	53%	44%	48%	45%
My group is well organized for the work we are expected to do.	72%	59%	67%	62%
I am often bothered by too much pressure on my job.	53%	41%	46%	52%
Work Efficiency	45%	40%	44%	43%
Mt. SAC operates efficiently.	34%	28%	33%	33%
The quality of work done here is excellent.	51%	54%	57%	53%
There is too much shifting of accountability around here.	38%	31%	33%	36%
In my opinion, too much time is wasted around here.	39%	36%	38%	44%
Mt. SAC is too slow in making improvements.	23%	22%	25%	22%
Other demands made on me make it difficult to do a good job.	60%	50%	54%	50%
High standards of work are often abandoned under pressure.	56%	46%	53%	54%
We have up-to-date methods of getting work done here.	57%	50%	58%	52%
Performance and Personal Development	57%	51%	52%	51%
I fail to understand the method of judging my performance on the job.	57%	46%	45%	49%
I think that my performance on the job is judged fairly here.	65%	53%	58%	55%
The feedback I get regarding my performance helps me to do a better job.	53%	50%	55%	50%
Mt. SAC shows little interest in developing people for better jobs.	35%	32%	34%	32%
I seldom get the help I need to improve my performance on the job.	72%	68%	64%	55%
Pleasing your supervisor is more important here than doing a good job.	59%	54%	57%	65%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Communication Effectiveness	37%	33%	34%	34%
Little effort is made to get the opinions and thinking of people who work here.	35%	29%	31%	36%
Most of the time it is safe to say what you think around here.	42%	34%	34%	22%
We are kept well-informed about matters affecting us in our work.	28%	29%	28%	45%
We get the information we need on organization policies and practices.	44%	42%	43%	47%
People up the line generally listen to what we have to say.	31%	27%	27%	37%
There seem to be a lot of false rumors around here.	51%	41%	48%	32%
If I am dissatisfied with my supervisor's answer to a question, I feel free to go to someone up the line.	32%	34%	36%	31%
We usually hear about important matters first through the grapevine.	36%	30%	26%	26%
Motivation to Perform	56%	53%	56%	52%
You have to work too hard in this organization for the kinds of rewards you get.	49%	42%	46%	33%
Management fails to live up to promised rewards for good work performance.	39%	34%	37%	38%
The kinds of rewards offered by Mt. SAC are an incentive for working hard.	12%	15%	18%	16%
Good work performance is unappreciated around here.	48%	42%	47%	43%
Working hard at Mt. SAC is barely worth the effort.	67%	61%	68%	59%
I am capable of performing at the level my supervisor expects of me.	96%	92%	93%	91%
If I work hard, I can perform my job successfully.	85%	82%	82%	85%
Reactions to the Survey	39%	40%	39%	38%
Filling in this survey is a good way to let management know what I think.	53%	56%	53%	52%
I think management will act on most of the problems brought to its attention through this survey.	25%	24%	25%	24%
Values and Vision				77%
I know Mt. SAC's mission statements.	71%	57%	80%	78%
I clearly understand the values embraced by Mt. SAC.	62%	57%	78%	76%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Over the Past Year				37%
Over the past year, I was content with the amount of information I received on the Budget decisions that directly affected my work area.	31%		46%	52%
Over the past year, I had a say in decisions that impacted student learning.	13%		24%	25%
Over the past year, I was comfortable with my level of involvement in decisions that impacted student learning.	38%		33%	37%
Over the past year, I was informed about decisions made by the College President that affected my work.	39%		54%	53%
Over the past year, I was informed about decisions made by the Board of Trustees that affected my work.	29%		39%	45%
Over the past year, I felt free to disagree with comments or actions made by my governance representative(s).			32%	32%
Over the past year, I had a say in decisions that impacted the College.			16%	18%
Over the past year, the Academic Senate had primary responsibility for decisions that impacted student learning.			27%	25%
Over the past year, I was content with the amount of information I receive about the mission and goals of my governance area (faculty, mgmt., classified).			38%	43%
I know the role of my employee group in the governance process.			24%	38%
Health				59%
I have been told what to do if a fire occurs.		51%	79%	73%
Health and safety issues are addressed well at Mt. SAC.		40%	63%	53%
I have been part of at least one building evacuation drill.			85%	76%
The campus is prepared for an emergency.				34%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Planning				44%
Planning for Institutional Effectiveness (PIE) is done in a collaborative environment in my unit/department.		34%	44%	48%
I understand the Planning for Institutional Effectiveness (PIE) process at Mt. SAC.		27%	40%	45%
I believe that the outcomes process at the college will improve student learning and services.		40%	41%	49%
Mt. SAC's mission is central to all planning activities.		28%	48%	55%
I would like more information on the relationship between PIE and the budget process.		27%	22%	25%

Appendix H: Part-Time Classified

Item Detail Part-time Classified Staff by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Organization Identification (M)	57%	61%	52%	59%
The longer you work for Mt. SAC the more you feel you belong.	80%	73%	64%	71%
The future of Mt. SAC looks uncertain to me.	55%	67%	51%	73%
I feel that I am really a part of what goes on around here.	61%	53%	49%	53%
Management here is interested in the welfare of its people.	55%	58%	53%	61%
I can be sure of my job as long as I do good work.	46%	75%	45%	64%
There are good opportunities here for those who want to get ahead.	38%	46%	45%	44%
The people who get promotions around here usually deserve them.	39%	48%	37%	27%
Management keeps us in the dark about things we ought to know.	60%	46%	50%	50%
I would recommend Mt. SAC as a good place to work.	82%	82%	76%	86%
Job Satisfaction (M)	79%	72%	66%	74%
I'm doing something really worthwhile on my job.	93%	79%	77%	88%
I often think that my job counts for very little in this organization.	68%	68%	57%	73%
My job is frequently dull and monotonous.	77%	69%	74%	77%
I have little opportunity to use my abilities here.	76%	67%	55%	67%
Considering the kind of work I do, my working conditions are fine.	82%	81%	72%	85%
I can learn a great deal on my present job.	75%	64%	68%	68%
Management expects too much work from us around here.	80%	75%	63%	62%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Material Rewards – Pay (M)	34%	49%	50%	46%
For the work I do here, I am very much underpaid.	30%	52%	54%	45%
Compared with other people here, I am paid fairly.	44%	54%	56%	52%
Compared with other similar companies, our pay scale is okay.	36%	58%	65%	56%
My pay is enough to give me a reasonable degree of security.	21%	48%	45%	35%
The way pay is determined here offers little incentive to do a better job.	38%	33%	33%	41%
Material Rewards – Benefits (M)	18%	28%	27%	30%
I find it difficult to understand our benefit program.	18%	19%	29%	38%
Mt. SAC's benefit program fits my needs.	12%	21%	22%	23%
I feel certain that the employee benefits will keep up with the times.	14%	24%	25%	26%
From what I hear, our benefits are comparable to those of other organizations.	14%	27%	33%	24%
Mt. SAC's benefit program means a great deal to me.	33%	47%	29%	38%
Supervisory Leadership Practices (M)	84%	72%	67%	72%
My supervisor is often unfair in his/her dealings with me.	93%	84%	81%	85%
My supervisor does a good job of building teamwork in our group.	86%	69%	60%	65%
My supervisor ought to be friendlier toward his/her people.	80%	66%	68%	73%
My supervisor usually gives us credit for work well done.	88%	68%	68%	71%
My supervisor keeps his/her promises.	81%	76%	65%	65%
My supervisor tries to get our ideas about things.	80%	72%	68%	70%
My supervisor often puts things off; he/she just lets things ride.	81%	71%	63%	77%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Work Associates (M)	75%	64%	59%	61%
The people I work with get along well together.	93%	82%	67%	77%
The people I work with usually make newcomers feel at home.	91%	81%	81%	88%
A few of the people I work with think they run the place.	67%	58%	57%	48%
There are many cliques and groups here that create an unfriendly atmosphere.	71%	52%	48%	50%
In my opinion, the various work groups here fail to cooperate.	57%	48%	37%	42%
The general attitude around here is too impersonal.	72%	60%	63%	59%
Management Effectiveness	58%	56%	52%	55%
Management is generally respected by employees.	73%	69%	65%	71%
The decisions management makes are usually fair.	58%	59%	58%	53%
Management changes its mind so often it interferes with getting the work done.	68%	62%	58%	59%
In my judgment, Mt. SAC is well managed.	51%	59%	52%	64%
Management gives the supervisors here enough authority to get the work done efficiently.	50%	41%	40%	67%
Management fails to ensure that its decisions are carried out down the line.	64%	59%	55%	36%
Management fails to get cooperation among the various departments here.	47%	46%	38%	38%
Supervisory Administrative Practices	85%	76%	69%	75%
My supervisor frequently fails to pass along the information I need to do a good job.	83%	69%	67%	71%
My supervisor seldom seems to know what is going on in our work group.	82%	75%	62%	74%
My supervisor helps me solve problems that occur on my job.	93%	80%	71%	74%
I usually feel free to discuss improvements with my supervisor.	85%	78%	75%	73%
My supervisor sees that we put in a good day's work.	75%	68%	71%	80%
My supervisor fails to give us a clear-cut answer when we ask for his/her decision.	84%	73%	66%	71%
I usually have a clear idea of what my supervisor expects me to do.	93%	86%	78%	86%
I usually know where I stand with my supervisor.	86%	74%	66%	79%
My supervisor cooperates well with other supervisors in getting the work done.	86%	81%	75%	70%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Work Organization	79%	73%	69%	73%
I have a very clear idea of the results expected of me on my job.	93%	85%	86%	91%
The way management runs things around here makes it difficult for me to do a good job.	71%	68%	65%	62%
The rules and regulations make sense to me.	73%	71%	61%	68%
Other supervisors besides my own often try to tell me what to do.	88%	81%	71%	73%
Work is usually distributed fairly among the employees in my work group.	78%	66%	70%	65%
My group is well organized for the work we are expected to do.	80%	81%	69%	71%
I am often bothered by too much pressure on my job.	72%	60%	63%	77%
Work Efficiency	63%	56%	52%	55%
Mt. SAC operates efficiently.	51%	49%	46%	44%
The quality of work done here is excellent.	73%	66%	62%	74%
There is too much shifting of accountability around here.	55%	51%	46%	48%
In my opinion, too much time is wasted around here.	64%	57%	48%	58%
Mt. SAC is too slow in making improvements.	27%	28%	28%	27%
Other demands made on me make it difficult to do a good job.	83%	71%	65%	64%
High standards of work are often abandoned under pressure.	76%	66%	63%	61%
We have up-to-date methods of getting work done here.	72%	60%	64%	65%
Performance and Personal Development	73%	67%	64%	68%
I fail to understand the method of judging my performance on the job.	56%	66%	67%	70%
I think that my performance on the job is judged fairly here.	80%	76%	68%	70%
The feedback I get regarding my performance helps me to do a better job.	82%	75%	69%	73%
Mt. SAC shows little interest in developing people for better jobs.	49%	40%	43%	48%
I seldom get the help I need to improve my performance on the job.	89%	78%	69%	67%
Pleasing your supervisor is more important here than doing a good job.	80%	69%	66%	83%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Communication Effectiveness	56%	48%	46%	48%
Little effort is made to get the opinions and thinking of people who work here.	36%	34%	44%	38%
Most of the time it is safe to say what you think around here.	67%	51%	43%	62%
We are kept well-informed about matters affecting us in our work.	45%	40%	38%	62%
We get the information we need on organization policies and practices.	74%	62%	61%	61%
People up the line generally listen to what we have to say.	48%	36%	37%	58%
There seem to be a lot of false rumors around here.	69%	60%	60%	39%
If I am dissatisfied with my supervisor's answer to a question, I feel free to go to someone up the line.	54%	49%	50%	36%
We usually hear about important matters first through the grapevine.	52%	51%	38%	30%
Motivation to Perform	66%	64%	61%	63%
You have to work too hard in this organization for the kinds of rewards you get.	51%	51%	58%	50%
Management fails to live up to promised rewards for good work performance.	48%	44%	42%	50%
The kinds of rewards offered by Mt. SAC are an incentive for working hard.	18%	24%	33%	21%
Good work performance is unappreciated around here.	72%	61%	45%	62%
Working hard at Mt. SAC is barely worth the effort.	76%	74%	71%	82%
I am capable of performing at the level my supervisor expects of me.	97%	94%	96%	94%
If I work hard, I can perform my job successfully.	96%	96%	84%	85%
Reactions to the Survey	49%	54%	51%	49%
Filling in this survey is a good way to let management know what I think.	61%	68%	63%	59%
I think management will act on most of the problems brought to its attention through this survey.	36%	40%	40%	39%
Values and Vision				81%
I know Mt. SAC's mission statements.	59%	54%	81%	79%
I clearly understand the values embraced by Mt. SAC.	54%	61%	75%	83%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Over the Past Year				38%
Over the past year, I was content with the amount of information I received on the Budget decisions that directly affected my work area.	34%		62%	56%
Over the past year, I had a say in decisions that impacted student learning.	25%		26%	35%
Over the past year, I was comfortable with my level of involvement in decisions that impacted student learning.	40%		51%	39%
Over the past year, I was informed about decisions made by the College President that affected my work.	39%		66%	47%
Over the past year, I was informed about decisions made by the Board of Trustees that affected my work.	29%		57%	47%
Over the past year, I felt free to disagree with comments or actions made by my governance representative(s).			26%	29%
Over the past year, I had a say in decisions that impacted the College.			19%	23%
Over the past year, the Academic Senate had primary responsibility for decisions that impacted student learning.			25%	18%
Over the past year, I was content with the amount of information I receive about the communications with my governance representative(s).			30%	52%
I know the role of my employee group in the governance process.			15%	32%
Health				63%
I have been told what to do if a fire occurs.		52%	91%	74%
Health and safety issues are addressed well at Mt. SAC.		51%	81%	61%
I have been part of at least one building evacuation drill.			76%	65%
The campus is prepared for an emergency.				53%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Planning				462%
Planning for Institutional Effectiveness (PIE) is done in a collaborative environment in my unit/department.		29%	36%	47%
I understand the Planning for Institutional Effectiveness (PIE) process at Mt. SAC.		20%	33%	41%
I believe that the outcomes process at the college will improve student learning and services.		55%	60%	58%
Mt. SAC's mission is central to all planning activities.		36%	51%	64%
I would like more information on the relationship between PIE and the budget process.		27%	28%	21%

Appendix I: Academic Manager

Item Detail Academic Manager by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Organization Identification (M)	60%	86%	74%	77%
The longer you work for Mt. SAC the more you feel you belong.	77%	86%	76%	79%
The future of Mt. SAC looks uncertain to me.	60%	100%	62%	93%
I feel that I am really a part of what goes on around here.	54%	81%	82%	69%
Management here is interested in the welfare of its people.	73%	81%	79%	90%
I can be sure of my job as long as I do good work.	50%	95%	56%	69%
There are good opportunities here for those who want to get ahead.	46%	71%	71%	48%
The people who get promotions around here usually deserve them.	46%	67%	62%	66%
Management keeps us in the dark about things we ought to know.	58%	95%	88%	83%
I would recommend Mt. SAC as a good place to work.	73%	100%	94%	93%
Job Satisfaction (M)	77%	87%	89%	90%
I'm doing something really worthwhile on my job.	92%	100%	94%	100%
I often think that my job counts for very little in this organization.	69%	86%	79%	86%
My job is frequently dull and monotonous.	85%	95%	97%	93%
I have little opportunity to use my abilities here.	84%	90%	97%	90%
Considering the kind of work I do, my working conditions are fine.	77%	95%	88%	97%
I can learn a great deal on my present job.	81%	76%	94%	86%
Management expects too much work from us around here.	54%	67%	76%	76%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Material Rewards – Pay (M)	72%	73%	72%	74%
For the work I do here, I am very much underpaid.	73%	71%	68%	72%
Compared with other people here, I am paid fairly.	73%	81%	68%	79%
Compared with other similar companies, our pay scale is okay.	80%	67%	85%	76%
My pay is enough to give me a reasonable degree of security.	92%	95%	85%	90%
The way pay is determined here offers little incentive to do a better job.	46%	52%	56%	55%
Material Rewards – Benefits (M)	65%	60%	58%	56%
I find it difficult to understand our benefit program.	68%	57%	65%	59%
Mt. SAC's benefit program fits my needs.	69%	52%	59%	59%
I feel certain that the employee benefits will keep up with the times.	46%	43%	21%	28%
From what I hear, our benefits are comparable to those of other organizations.	54%	52%	59%	48%
Mt. SAC's benefit program means a great deal to me.	88%	95%	88%	86%
Supervisory Leadership Practices (M)	70%	82%	82%	80%
My supervisor is often unfair in his/her dealings with me.	77%	95%	85%	79%
My supervisor does a good job of building teamwork in our group.	50%	52%	68%	69%
My supervisor ought to be friendlier toward his/her people.	62%	76%	85%	76%
My supervisor usually gives us credit for work well done.	73%	86%	82%	86%
My supervisor keeps his/her promises.	76%	100%	82%	79%
My supervisor tries to get our ideas about things.	73%	86%	82%	86%
My supervisor often puts things off; he/she just lets things ride.	81%	76%	85%	83%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Work Associates (M)	69%	85%	76%	76%
The people I work with get along well together.	88%	95%	88%	83%
The people I work with usually make newcomers feel at home.	100%	95%	91%	93%
A few of the people I work with think they run the place.	42%	67%	59%	69%
There are many cliques and groups here that create an unfriendly atmosphere.	58%	86%	73%	72%
In my opinion, the various work groups here fail to cooperate.	54%	76%	59%	66%
The general attitude around here is too impersonal.	73%	90%	91%	72%
Management Effectiveness	57%	78%	72%	74%
Management is generally respected by employees.	50%	67%	62%	66%
The decisions management makes are usually fair.	77%	90%	79%	83%
Management changes its mind so often it interferes with getting the work done.	54%	90%	67%	76%
In my judgment, Mt. SAC is well managed.	54%	90%	82%	79%
Management gives the supervisors here enough authority to get the work done efficiently.	58%	71%	70%	72%
Management fails to ensure that its decisions are carried out down the line.	69%	67%	76%	76%
Management fails to get cooperation among the various departments here.	38%	71%	66%	66%
Supervisory Administrative Practices	72%	85%	84%	84%
My supervisor frequently fails to pass along the information I need to do a good job.	77%	90%	85%	79%
My supervisor seldom seems to know what is going on in our work group.	69%	90%	79%	86%
My supervisor helps me solve problems that occur on my job.	73%	95%	88%	90%
I usually feel free to discuss improvements with my supervisor.	81%	76%	91%	86%
My supervisor sees that we put in a good day's work.	69%	81%	88%	79%
My supervisor fails to give us a clear-cut answer when we ask for his/her decision.	69%	90%	85%	86%
I usually have a clear idea of what my supervisor expects me to do.	69%	90%	88%	86%
I usually know where I stand with my supervisor.	73%	76%	70%	79%
My supervisor cooperates well with other supervisors in getting the work done.	65%	76%	78%	83%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Work Organization	68%	82%	74%	73%
I have a very clear idea of the results expected of me on my job.	62%	86%	88%	69%
The way management runs things around here makes it difficult for me to do a good job.	65%	76%	71%	72%
The rules and regulations make sense to me.	81%	90%	76%	69%
Other supervisors besides my own often try to tell me what to do.	58%	62%	41%	86%
Work is usually distributed fairly among the employees in my work group.	62%	81%	76%	76%
My group is well organized for the work we are expected to do.	88%	90%	88%	83%
I am often bothered by too much pressure on my job.	62%	86%	76%	59%
Work Efficiency	58%	74%	56%	61%
Mt. SAC operates efficiently.	38%	67%	44%	45%
The quality of work done here is excellent.	80%	90%	76%	86%
There is too much shifting of accountability around here.	69%	95%	71%	62%
In my opinion, too much time is wasted around here.	58%	76%	50%	52%
Mt. SAC is too slow in making improvements.	36%	62%	32%	38%
Other demands made on me make it difficult to do a good job.	54%	67%	48%	69%
High standards of work are often abandoned under pressure.	73%	95%	63%	69%
We have up-to-date methods of getting work done here.	58%	43%	59%	69%
Performance and Personal Development	54%	74%	78%	72%
I fail to understand the method of judging my performance on the job.	42%	71%	79%	72%
I think that my performance on the job is judged fairly here.	50%	67%	79%	79%
The feedback I get regarding my performance helps me to do a better job.	50%	76%	76%	66%
Mt. SAC shows little interest in developing people for better jobs.	46%	67%	68%	62%
I seldom get the help I need to improve my performance on the job.	77%	76%	88%	69%
Pleasing your supervisor is more important here than doing a good job.	58%	86%	79%	83%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Communication Effectiveness	47%	71%	59%	69%
Little effort is made to get the opinions and thinking of people who work here.	58%	71%	62%	79%
Most of the time it is safe to say what you think around here.	42%	67%	53%	62%
We are kept well-informed about matters affecting us in our work.	31%	38%	33%	76%
We get the information we need on organization policies and practices.	54%	90%	65%	79%
People up the line generally listen to what we have to say.	42%	67%	72%	86%
There seem to be a lot of false rumors around here.	54%	81%	70%	55%
If I am dissatisfied with my supervisor's answer to a question, I feel free to go to someone up the line.	65%	76%	76%	41%
We usually hear about important matters first through the grapevine.	27%	76%	42%	69%
Motivation to Perform	68%	76%	74%	77%
You have to work too hard in this organization for the kinds of rewards you get.	58%	62%	62%	72%
Management fails to live up to promised rewards for good work performance.	69%	76%	71%	76%
The kinds of rewards offered by Mt. SAC are an incentive for working hard.	35%	43%	38%	45%
Good work performance is unappreciated around here.	62%	76%	79%	76%
Working hard at Mt. SAC is barely worth the effort.	81%	90%	91%	86%
I am capable of performing at the level my supervisor expects of me.	88%	95%	91%	100%
If I work hard, I can perform my job successfully.	85%	90%	91%	86%
Reactions to the Survey	48%	43%	42%	38%
Filling in this survey is a good way to let management know what I think.	54%	48%	47%	34%
I think management will act on most of the problems brought to its attention through this survey.	42%	38%	38%	41%
Values and Vision				97%
I know Mt. SAC's mission statements.	85%	86%	97%	100%
I clearly understand the values embraced by Mt. SAC.	88%	81%	88%	93%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Over the Past Year				78%
Over the past year, I was content with the amount of information I received on the Budget decisions that directly affected my work area.	65%		72%	83%
Over the past year, I had a say in decisions that impacted student learning.	50%		84%	76%
Over the past year, I was comfortable with my level of involvement in decisions that impacted student learning.	46%		81%	76%
Over the past year, I was informed about decisions made by the College President that affected my work.	58%		87%	97%
Over the past year, I was informed about decisions made by the Board of Trustees that affected my work.	44%		87%	97%
Over the past year, I felt free to disagree with comments or actions made by my governance representative(s).			61%	59%
Over the past year, I had a say in decisions that impacted the College.			71%	79%
Over the past year, the Academic Senate had primary responsibility for decisions that impacted student learning.			65%	66%
Over the past year, I was content with the amount of information I receive about the mission and goals of my governance area (faculty, mgmt., classified).			78%	79%
I know the role of my employee group in the governance process.			69%	72%
Health				58%
I have been told what to do if a fire occurs.		71%	88%	79%
Health and safety issues are addressed well at Mt. SAC.		38%	81%	52%
I have been part of at least one building evacuation drill.			94%	83%
The campus is prepared for an emergency.				17%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Planning				68%
Planning for Institutional Effectiveness (PIE) is done in a collaborative environment in my unit/department.		76%	91%	79%
I understand the Planning for Institutional Effectiveness (PIE) process at Mt. SAC.		81%	81%	76%
I believe that the outcomes process at the college will improve student learning and services.		62%	69%	69%
Mt. SAC's mission is central to all planning activities.		67%	81%	76%
I would like more information on the relationship between PIE and the budget process.		43%	29%	38%

Appendix J: Classified Manager

Item Detail Classified Manager by year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Organization Identification (M)	69%	64%	66%	67%
The longer you work for Mt. SAC the more you feel you belong.	86%	72%	79%	75%
The future of Mt. SAC looks uncertain to me.	72%	80%	47%	71%
I feel that I am really a part of what goes on around here.	59%	52%	74%	68%
Management here is interested in the welfare of its people.	86%	68%	76%	75%
I can be sure of my job as long as I do good work.	55%	60%	53%	64%
There are good opportunities here for those who want to get ahead.	59%	36%	48%	50%
The people who get promotions around here usually deserve them.	48%	48%	47%	50%
Management keeps us in the dark about things we ought to know.	72%	72%	79%	64%
I would recommend Mt. SAC as a good place to work.	86%	84%	94%	86%
Job Satisfaction (M)	80%	83%	87%	86%
I'm doing something really worthwhile on my job.	86%	96%	100%	96%
I often think that my job counts for very little in this organization.	72%	68%	85%	86%
My job is frequently dull and monotonous.	93%	96%	94%	93%
I have little opportunity to use my abilities here.	76%	88%	85%	82%
Considering the kind of work I do, my working conditions are fine.	76%	84%	91%	89%
I can learn a great deal on my present job.	86%	88%	85%	89%
Management expects too much work from us around here.	72%	64%	68%	68%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Material Rewards – Pay (M)	66%	60%	58%	49%
For the work I do here, I am very much underpaid.	75%	60%	53%	36%
Compared with other people here, I am paid fairly.	66%	52%	53%	43%
Compared with other similar companies, our pay scale is okay.	66%	76%	62%	50%
My pay is enough to give me a reasonable degree of security.	93%	96%	85%	86%
The way pay is determined here offers little incentive to do a better job.	34%	16%	38%	29%
Material Rewards – Benefits (M)	64%	54%	65%	64%
I find it difficult to understand our benefit program.	52%	64%	79%	82%
Mt. SAC's benefit program fits my needs.	62%	60%	76%	68%
I feel certain that the employee benefits will keep up with the times.	48%	24%	29%	32%
From what I hear, our benefits are comparable to those of other organizations.	62%	44%	62%	54%
Mt. SAC's benefit program means a great deal to me.	96%	80%	76%	82%
Supervisory Leadership Practices (M)	75%	77%	74%	76%
My supervisor is often unfair in his/her dealings with me.	83%	88%	79%	86%
My supervisor does a good job of building teamwork in our group.	66%	64%	65%	64%
My supervisor ought to be friendlier toward his/her people.	76%	76%	74%	75%
My supervisor usually gives us credit for work well done.	76%	80%	68%	79%
My supervisor keeps his/her promises.	71%	88%	82%	79%
My supervisor tries to get our ideas about things.	76%	72%	76%	79%
My supervisor often puts things off; he/she just lets things ride.	79%	72%	74%	68%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Work Associates (M)	71%	65%	65%	60%
The people I work with get along well together.	76%	84%	91%	68%
The people I work with usually make newcomers feel at home.	90%	92%	76%	82%
A few of the people I work with think they run the place.	55%	48%	56%	39%
There are many cliques and groups here that create an unfriendly atmosphere.	59%	56%	47%	54%
In my opinion, the various work groups here fail to cooperate.	62%	44%	47%	39%
The general attitude around here is too impersonal.	83%	68%	71%	75%
Management Effectiveness	70%	65%	65%	61%
Management is generally respected by employees.	66%	64%	68%	50%
The decisions management makes are usually fair.	79%	72%	65%	75%
Management changes its mind so often it interferes with getting the work done.	83%	68%	71%	61%
In my judgment, Mt. SAC is well managed.	66%	76%	76%	64%
Management gives the supervisors here enough authority to get the work done efficiently.	66%	60%	59%	57%
Management fails to ensure that its decisions are carried out down the line.	72%	68%	68%	57%
Management fails to get cooperation among the various departments here.	62%	48%	47%	61%
Supervisory Administrative Practices	81%	81%	81%	81%
My supervisor frequently fails to pass along the information I need to do a good job.	72%	84%	74%	71%
My supervisor seldom seems to know what is going on in our work group.	86%	76%	76%	82%
My supervisor helps me solve problems that occur on my job.	86%	80%	88%	86%
I usually feel free to discuss improvements with my supervisor.	86%	88%	91%	89%
My supervisor sees that we put in a good day's work.	79%	80%	73%	75%
My supervisor fails to give us a clear-cut answer when we ask for his/her decision.	69%	68%	76%	79%
I usually have a clear idea of what my supervisor expects me to do.	86%	88%	85%	89%
I usually know where I stand with my supervisor.	86%	88%	76%	79%
My supervisor cooperates well with other supervisors in getting the work done.	76%	76%	91%	75%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Work Organization	75%	70%	74%	72%
I have a very clear idea of the results expected of me on my job.	83%	88%	76%	86%
The way management runs things around here makes it difficult for me to do a good job.	59%	56%	82%	71%
The rules and regulations make sense to me.	79%	84%	76%	68%
Other supervisors besides my own often try to tell me what to do.	62%	40%	47%	75%
Work is usually distributed fairly among the employees in my work group.	86%	68%	71%	71%
My group is well organized for the work we are expected to do.	79%	72%	91%	68%
I am often bothered by too much pressure on my job.	79%	80%	71%	64%
Work Efficiency	55%	44%	59%	47%
Mt. SAC operates efficiently.	48%	36%	44%	39%
The quality of work done here is excellent.	76%	52%	76%	68%
There is too much shifting of accountability around here.	69%	36%	56%	50%
In my opinion, too much time is wasted around here.	38%	40%	44%	32%
Mt. SAC is too slow in making improvements.	28%	36%	41%	32%
Other demands made on me make it difficult to do a good job.	64%	44%	62%	43%
High standards of work are often abandoned under pressure.	69%	76%	76%	68%
We have up-to-date methods of getting work done here.	48%	32%	70%	43%
Performance and Personal Development	69%	62%	65%	65%
I fail to understand the method of judging my performance on the job.	59%	56%	59%	54%
I think that my performance on the job is judged fairly here.	72%	68%	74%	71%
The feedback I get regarding my performance helps me to do a better job.	69%	60%	62%	61%
Mt. SAC shows little interest in developing people for better jobs.	66%	48%	48%	57%
I seldom get the help I need to improve my performance on the job.	83%	76%	74%	71%
Pleasing your supervisor is more important here than doing a good job.	64%	64%	74%	75%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2003	2013
Communication Effectiveness	55%	50%	54%	51%
Little effort is made to get the opinions and thinking of people who work here.	62%	60%	53%	71%
Most of the time it is safe to say what you think around here.	48%	36%	38%	36%
We are kept well-informed about matters affecting us in our work.	41%	32%	32%	71%
We get the information we need on organization policies and practices.	69%	64%	76%	61%
People up the line generally listen to what we have to say.	48%	44%	71%	61%
There seem to be a lot of false rumors around here.	69%	60%	68%	25%
If I am dissatisfied with my supervisor's answer to a question, I feel free to go to someone up the line.	62%	60%	62%	29%
We usually hear about important matters first through the grapevine.	41%	40%	35%	54%
Motivation to Perform	66%	69%	71%	65%
You have to work too hard in this organization for the kinds of rewards you get.	69%	72%	71%	50%
Management fails to live up to promised rewards for good work performance.	55%	84%	62%	61%
The kinds of rewards offered by Mt. SAC are an incentive for working hard.	24%	12%	26%	14%
Good work performance is unappreciated around here.	55%	48%	68%	64%
Working hard at Mt. SAC is barely worth the effort.	86%	80%	82%	82%
I am capable of performing at the level my supervisor expects of me.	86%	96%	97%	93%
If I work hard, I can perform my job successfully.	89%	88%	94%	89%
Reactions to the Survey	50%	38%	47%	38%
Filling in this survey is a good way to let management know what I think.	66%	52%	56%	39%
I think management will act on most of the problems brought to its attention through this survey.	34%	24%	38%	36%
Values and Vision				91%
I know Mt. SAC's mission statements.	83%	68%	94%	89%
I clearly understand the values embraced by Mt. SAC.	83%	92%	100%	93%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Over the Past Year				64%
Over the past year, I was content with the amount of information I received on the Budget decisions that directly affected my work area.	59%		76%	86%
Over the past year, I had a say in decisions that impacted student learning.	36%		44%	50%
Over the past year, I was comfortable with my level of involvement in decisions that impacted student learning.	59%		68%	61%
Over the past year, I was informed about decisions made by the College President that affected my work.	69%		82%	79%
Over the past year, I was informed about decisions made by the Board of Trustees that affected my work.	71%		79%	71%
Over the past year, I felt free to disagree with comments or actions made by my governance representative(s).			35%	46%
Over the past year, I had a say in decisions that impacted the College.			64%	46%
Over the past year, the Academic Senate had primary responsibility for decisions that impacted student learning.			18%	50%
Over the past year, I was content with the amount of information I receive about the mission and goals of my governance area (faculty, mgmt., classified).			73%	75%
I know the role of my employee group in the governance process.			65%	75%
Health				62%
I have been told what to do if a fire occurs.		64%	85%	86%
Health and safety issues are addressed well at Mt. SAC.		60%	76%	68%
I have been part of at least one building evacuation drill.			94%	71%
The campus is prepared for an emergency.				21%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Planning				62%
Planning for Institutional Effectiveness (PIE) is done in a collaborative environment in my unit/department.		60%	84%	68%
I understand the Planning for Institutional Effectiveness (PIE) process at Mt. SAC.		52%	82%	82%
I believe that the outcomes process at the college will improve student learning and services.		52%	47%	54%
Mt. SAC's mission is central to all planning activities		68%	88%	71%
I would like more information on the relationship between PIE and the budget process.		32%	33%	36%

Appendix K: Manager (Academic and Classified Combined)

Item Detail Manager (Academic and Classified) by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Organization Identification (M)	65%	74%	70%	72%
The longer you work for Mt. SAC the more you feel you belong.	82%	78%	78%	77%
The future of Mt. SAC looks uncertain to me.	67%	89%	54%	82%
I feel that I am really a part of what goes on around here.	56%	65%	78%	68%
Management here is interested in the welfare of its people.	80%	74%	78%	82%
I can be sure of my job as long as I do good work.	53%	76%	54%	67%
There are good opportunities here for those who want to get ahead.	53%	52%	60%	49%
The people who get promotions around here usually deserve them.	47%	57%	54%	58%
Management keeps us in the dark about things we ought to know.	65%	83%	84%	74%
I would recommend Mt. SAC as a good place to work.	80%	91%	94%	89%
Job Satisfaction (M)	79%	85%	88%	88%
I'm doing something really worthwhile on my job.	89%	98%	97%	98%
I often think that my job counts for very little in this organization.	71%	76%	82%	86%
My job is frequently dull and monotonous.	89%	96%	96%	93%
I have little opportunity to use my abilities here.	80%	89%	91%	86%
Considering the kind of work I do, my working conditions are fine.	76%	89%	90%	93%
I can learn a great deal on my present job.	84%	83%	90%	88%
Management expects too much work from us around here.	64%	65%	72%	72%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Material Rewards – Pay (M)	69%	66%	65%	62%
For the work I do here, I am very much underpaid.	74%	65%	60%	54%
Compared with other people here, I am paid fairly.	69%	65%	60%	61%
Compared with other similar companies, our pay scale is okay.	72%	72%	74%	63%
My pay is enough to give me a reasonable degree of security.	93%	96%	85%	88%
The way pay is determined here offers little incentive to do a better job.	40%	33%	47%	42%
Material Rewards – Benefits (M)	64%	57%	61%	60%
I find it difficult to understand our benefit program.	59%	61%	72%	70%
Mt. SAC's benefit program fits my needs.	65%	57%	68%	63%
I feel certain that the employee benefits will keep up with the times.	47%	33%	25%	30%
From what I hear, our benefits are comparable to those of other organizations.	58%	48%	60%	51%
Mt. SAC's benefit program means a great deal to me.	93%	87%	82%	84%
Supervisory Leadership Practices (M)	73%	79%	78%	78%
My supervisor is often unfair in his/her dealings with me.	80%	91%	82%	82%
My supervisor does a good job of building teamwork in our group.	58%	59%	66%	67%
My supervisor ought to be friendlier toward his/her people.	69%	76%	79%	75%
My supervisor usually gives us credit for work well done.	75%	83%	75%	82%
My supervisor keeps his/her promises.	74%	93%	82%	79%
My supervisor tries to get our ideas about things.	75%	78%	79%	82%
My supervisor often puts things off; he/she just lets things ride.	80%	74%	79%	75%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Work Associates (M)	70%	74%	71%	68%
The people I work with get along well together.	82%	89%	90%	75%
The people I work with usually make newcomers feel at home.	95%	93%	84%	88%
A few of the people I work with think they run the place.	49%	57%	57%	54%
There are many cliques and groups here that create an unfriendly atmosphere.	58%	70%	60%	63%
In my opinion, the various work groups here fail to cooperate.	58%	59%	53%	53%
The general attitude around here is too impersonal.	78%	78%	80%	74%
Management Effectiveness	64%	71%	68%	67%
Management is generally respected by employees.	58%	65%	65%	58%
The decisions management makes are usually fair.	78%	80%	72%	79%
Management changes its mind so often it interferes with getting the work done.	69%	78%	69%	68%
In my judgment, Mt. SAC is well managed.	60%	83%	79%	72%
Management gives the supervisors here enough authority to get the work done efficiently.	62%	65%	64%	65%
Management fails to ensure that its decisions are carried out down the line.	71%	67%	72%	67%
Management fails to get cooperation among the various departments here.	51%	59%	56%	63%
Supervisory Administrative Practices	77%	83%	83%	82%
My supervisor frequently fails to pass along the information I need to do a good job.	75%	87%	79%	75%
My supervisor seldom seems to know what is going on in our work group.	78%	83%	78%	84%
My supervisor helps me solve problems that occur on my job.	80%	87%	88%	88%
I usually feel free to discuss improvements with my supervisor.	84%	83%	91%	88%
My supervisor sees that we put in a good day's work.	75%	80%	80%	77%
My supervisor fails to give us a clear-cut answer when we ask for his/her decision.	69%	78%	81%	82%
I usually have a clear idea of what my supervisor expects me to do.	78%	89%	86%	88%
I usually know where I stand with my supervisor.	80%	83%	73%	79%
My supervisor cooperates well with other supervisors in getting the work done.	71%	76%	85%	79%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Work Organization	72%	75%	74%	73%
I have a very clear idea of the results expected of me on my job.	73%	87%	82%	77%
The way management runs things around here makes it difficult for me to do a good job.	62%	65%	76%	72%
The rules and regulations make sense to me.	80%	87%	76%	68%
Other supervisors besides my own often try to tell me what to do.	60%	50%	44%	81%
Work is usually distributed fairly among the employees in my work group.	75%	74%	74%	74%
My group is well-organized for the work we are expected to do.	84%	80%	90%	75%
I am often bothered by too much pressure on my job.	71%	83%	73%	61%
Work Efficiency	57%	58%	57%	54%
Mt. SAC operates efficiently.	44%	50%	44%	42%
The quality of work done here is excellent.	78%	70%	76%	77%
There is too much shifting of accountability around here.	69%	63%	63%	56%
In my opinion, too much time is wasted around here.	47%	57%	47%	42%
Mt. SAC is too slow in making improvements.	31%	48%	37%	35%
Other demands made on me make it difficult to do a good job.	59%	54%	55%	56%
High standards of work are often abandoned under pressure.	71%	85%	70%	68%
We have up-to-date methods of getting work done here.	53%	37%	65%	56%
Performance and Personal Development	62%	67%	71%	68%
I fail to understand the method of judging my performance on the job.	51%	63%	69%	63%
I think that my performance on the job is judged fairly here.	62%	67%	76%	75%
The feedback I get regarding my performance helps me to do a better job.	60%	67%	69%	63%
Mt. SAC shows little interest in developing people for better jobs.	56%	57%	58%	60%
I seldom get the help I need to improve my performance on the job.	80%	76%	80%	70%
Pleasing your supervisor is more important here than doing a good job.	61%	74%	76%	79%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Communication Effectiveness	51%	59%	56%	60%
Little effort is made to get the opinions and thinking of people who work here.	60%	65%	57%	75%
Most of the time it is safe to say what you think around here.	45%	50%	46%	49%
We are kept well-informed about matters affecting us in our work.	36%	35%	33%	74%
We get the information we need on organization policies and practices.	62%	76%	71%	70%
People up the line generally listen to what we have to say.	45%	54%	71%	74%
There seem to be a lot of false rumors around here.	62%	70%	69%	40%
If I am dissatisfied with my supervisor's answer to a question, I feel free to go to someone up the line.	64%	67%	69%	35%
We usually hear about important matters first through the grapevine.	35%	57%	39%	61%
Motivation to Perform	67%	72%	73%	71%
You have to work too hard in this organization for the kinds of rewards you get.	64%	67%	66%	61%
Management fails to live up to promised rewards for good work performance.	62%	80%	66%	68%
The kinds of rewards offered by Mt. SAC are an incentive for working hard.	29%	26%	32%	30%
Good work performance is unappreciated around here.	58%	61%	74%	70%
Working hard at Mt. SAC is barely worth the effort.	84%	85%	87%	84%
I am capable of performing at the level my supervisor expects of me.	87%	96%	94%	96%
If I work hard, I can perform my job successfully.	87%	89%	92%	88%
Reactions to the Survey	49%	40%	45%	38%
Filling in this survey is a good way to let management know what I think.	60%	50%	52%	37%
I think management will act on most of the problems brought to its attention through this survey.	38%	30%	38%	39%
Values and Vision				94%
I know Mt. SAC's mission statements.	84%	76%	95%	95%
I clearly understand the values embraced by Mt. SAC.	85%	87%	94%	93%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Over the Past Year				71%
Over the past year, I was content with the amount of information I received on the major issues being addressed by the College President.	62%		92%	84%
Over the past year, I had a say in decisions that impacted student learning.	43%		64%	63%
Over the past year, I was comfortable with my level of involvement in decisions that impacted student learning.	53%		74%	68%
Over the past year, I was informed about decisions made by the College President that affected my work.	64%		85%	88%
Over the past year, I was informed about decisions made by the Board of Trustees that affected my work.	58%		83%	84%
Over the past year, I felt free to disagree with comments or actions made by my governance representative(s).			48%	53%
Over the past year, I had a say in decisions that impacted the College.			67%	63%
Over the past year, the Academic Senate had primary responsibility for decisions that impacted student learning.			40%	58%
Over the past year, I was content with the amount of information I receive about the mission and goals of my governance area (faculty, mgmt., classified).			75%	77%
Over the past year, I knew my role in the governance process.			67%	74%
Health				60%
I have been told what to do if a fire occurs.		67%	86%	82%
Health and safety issues are addressed well at Mt. SAC.		50%	79%	60%
I have been part of at least one building evacuation drill.			94%	77%
The campus is prepared for an emergency.				19%

Item Detail Full-time Faculty by Year	Percent Favorable by Year Administered			
	2003	2007	2009	2013
Planning				65%
Planning for Institutional Effectiveness (PIE) is done in a collaborative environment in my unit/department.		67%	88%	74%
I understand the Planning for Institutional Effectiveness (PIE) process at Mt. SAC		65%	82%	79%
I believe that the outcomes process at the college will improve student learning and services.		57%	58%	61%
Mt. SAC's mission is central to all planning activities.		67%	85%	74%
I would like more information on the relationship between PIE and the budget process.		37%	31%	37%