

**FINAL July 24, 2007
(revised January 14, 2008)**

**Mt. SAC
Executive Summary of Survey Results
2007**

This report presents an interpretation of the survey results that you and your management team can use to discuss your organization's general trends, strengths and areas for improvement that were delineated from the surveys. The information provided can be used as a guide to generate discussion for the action team assigned to suggest improvements at both the organization and department level. To make the best use of this process, some time should be used to study the appropriate survey report volumes. It is likely that your perspective may lead to conclusions and topics that might be unavailable otherwise. What is most important is to recognize and leverage your organization's strengths and improvements and incorporate them into plans that address weaker areas.

Norm comparisons and item level response rates are presented in the complete report on which this summary is based. However, specific category details are given in the following pages for the five most favorable core categories and the five least favorable core categories. When examining the core and custom categories together, several of the most and least favorable responses come from Mt. San Antonio College's custom categories, not the core categories. The custom categories are presented as well and described from highest to lowest favorability.

The results are summarized into areas of strength and areas to consider for development. Results are always given in terms of **percent of favorable responses**. Keep in mind that the percent favorable for negatively phrased questions (e.g., "Management changes its mind so often it interferes with getting the work done.") is reverse scored, so it is based on the percentage of respondents who disagree with the statement. If you are having difficulty, you can look up the actual distribution of responses for each item in the Item Detail Report section of your survey report volume.

Report prepared by Vangent

Overview

The Organizational Survey System (OSS™) combines overall morale factors with effectiveness categories to help measure employee attitudes. The Morale factors indicate level of satisfaction with intrinsic, extrinsic, and social components of the work environment. Effectiveness categories help measure dimensions of organizational functioning critical to optimal performance. In addition to the core content, the survey was customized by including additional content areas, adding an open-ended comment section, and editing some of the standard content. In particular, when the survey referenced “this company,” the item was replaced with “Mt. SAC”.

The core categories included in the survey were compared to the National Employee Norm and Mt. SAC’s results from 2003. The National Employee Norm contains 52,671 employees representing small and large organizations in a variety of industries, including education, service, government, retail, insurance, financial, hospitality, and public administration.

Survey Administration

Mt. SAC administered the customized OSS survey with strict precautions to guarantee confidentiality and anonymity of those responding. The surveys were administered both by paper and pencil mail-in surveys as well as via the internet. For paper and pencil administration, a hard copy of the survey and a self-addressed, postage-paid envelope were mailed to employees’ home address in two consecutive mailings. Both mailings asked participants to return the completed survey to Vangent in the postage-paid self-addressed envelop with one exception. The second mailing was a reminder asking participants to return the completed survey if they have not done so already.

The internet administration 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 or at an off-site location. Also, participants were not required to complete the demographic information section of the survey, which allowed for an additional level of anonymity while still collecting organizational information. Responses are stored in a secure environment and are kept separate from the survey content.

For respondent confidentiality purposes, individual responses are available to a select group of Industrial Organizational Psychologists at Vangent for compilation purposes only. Open-ended comments are reported back to Mt. SAC with identifying information deleted, and survey responses are reported only for groups of 20 employees or larger. No individual responses are reported.

As part of Mt. SAC’s organizational development initiatives, all employees were given the opportunity to complete the customized OSS instrument in 2003 and again in 2007. In 2003, the survey was administered via paper and pencil between November and December with a total response of 783 employees. In 2007, the survey was administered

both paper and pencil and through the internet between May and July with a response of 798 employees. The demographic breakouts of the respondents are shown in the table below. [In both administration periods, there were approximately 2,500 employees.](#)

Demographic Items	2003 N=783	2007 N=798
PRIMARY POSITION		
Faculty (Full or Part-time)	42%	52%
Academic Manager Administrator	3%	3%
Classified Manager Administrator	4%	3%
Classified (Full or Part-time)	48%	41%
No-response	3%	2%
SCHEDULE		
Full-time	56%	58%
Part-time	42%	39%
No-response	2%	3%
YEARS AT MT. SAC		
Less than 1 year	8%	8%
1 – 5 years	36%	23%
6 – 10 years	19%	28%
11 – 20 years or more	23%	27%
More than 20 years	11%	13%
No-response	2%	2%

CATEGORY RANKING

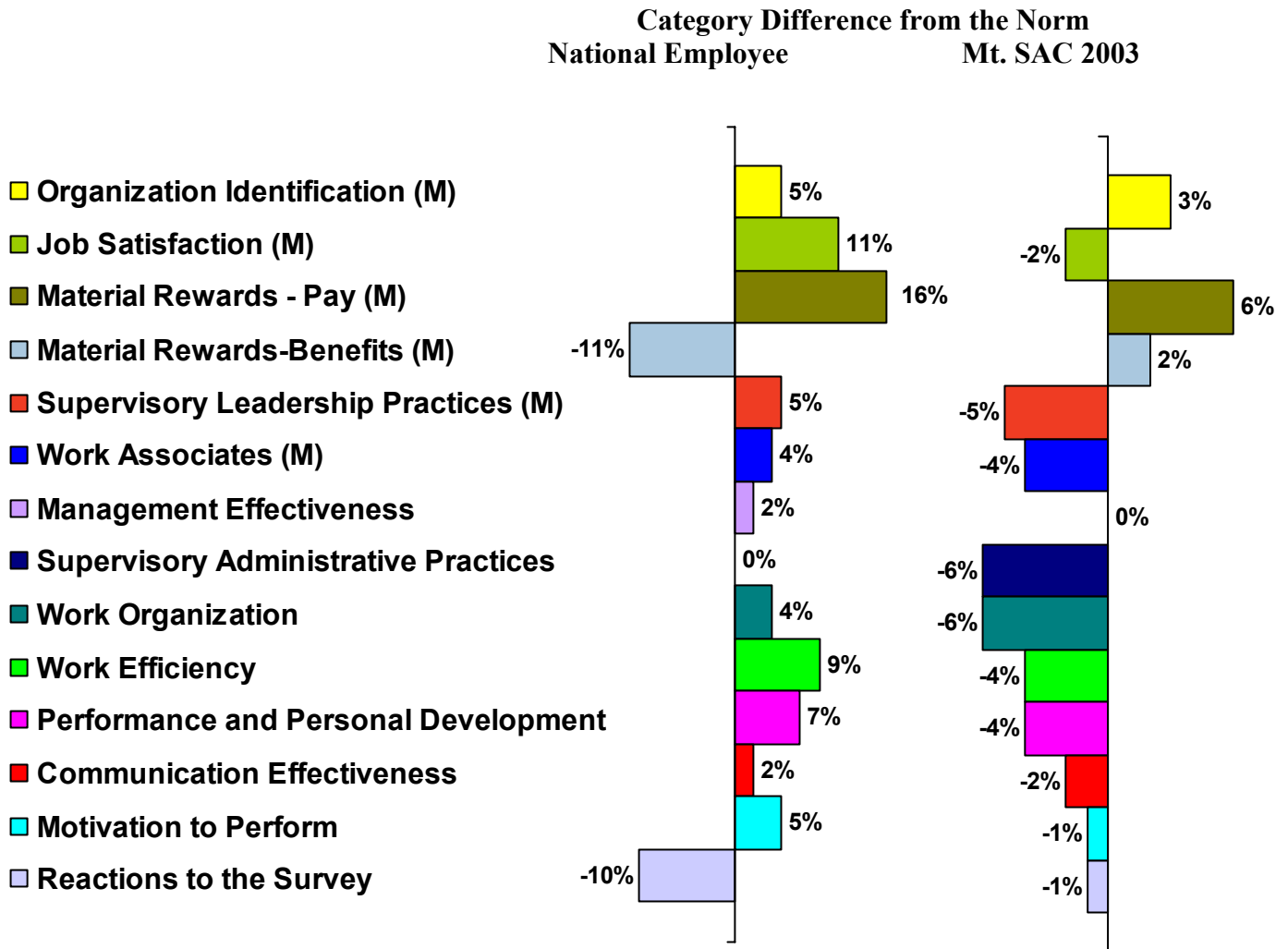
The following graph rank orders Mt. SAC's 2007 core survey results from most favorable to least favorable for the Organization overall. More than half of those responding to the survey responded favorably to eleven of the categories (50% or higher favorability). The lowest favorability (less than 50%) occurs in three categories (Reactions to the Survey, Communication Effectiveness, and Material Rewards – Benefits).



(M) Morale Categories

CATEGORY DIFFERENCE

The graph below shows the difference between Mt. SAC's 2007 percent favorable responses as compared to the National Employee Norm and Mt. SAC's 2003 results. The order of presentation corresponds to the order of reporting in the Category Difference Report section of the full report. Mt. SAC's overall profile for 2007 showed a favorable response rate above the National norm for eleven of the fourteen core categories with seven categories showing a favorable response rate of five percentage points or more. In relation to Mt. SAC's 2003 survey results, employees in 2007 responded more favorably to three of the categories with one category showing a favorable response rate of five percentage points or more. Two categories, Material Rewards-Benefits (M), and Reactions to the Survey, showed a favorable response rate significantly below the National Norm. Supervisor Leadership Practices, Supervisory Administrative Practices, and Work Organization also fell significantly below the 2003 comparison.



AREAS OF STRENGTH

Job Satisfaction – 75% Favorable Response (77% in 2003)

Job Satisfaction explores employee opinions on whether the work they do is interesting, challenging, and valuable. Similar to 2003, employees have a positive attitude about the work they perform. Ninety-one percent reported that they are doing something worthwhile and 84% reported it was interesting (not dull and monotonous). Despite the favorability of responses, the overall scale and item level details indicate a decrease in favorability in all items except for “My job is frequently dull and monotonous.” A significant decrease (difference of five percentage points or greater) is seen in “I have little opportunity to use my abilities here.”

<i>Job Satisfaction</i>	% Favorable	
	2003	2007
I'm doing something really worthwhile in my job.	93	91
My job is frequently dull and monotonous. (<i>reversed</i>)	84	84
I have little opportunity to use my abilities here. (<i>reversed</i>)	78	73
Considering the kind of work I do, my working conditions are fine.	75	72
I can learn a great deal in my present job.	73	72
I often think that my job counts for very little in this organization. (<i>reversed</i>)	68	66
They expect too much work from us around here. (<i>reversed</i>)	69	65

Supervisory Administrative Practices – 68% Favorable Response (74% in 2003)

Supervisory Administrative Practices addresses the supervisor as a manager of work and operations in regards to cooperation, decision making, and problem solving. Employees report that they know what their supervisor expects (81%) and that they know where they stand (72%). Respondents also feel free to discuss improvements with their supervisor (72%) and that their supervisor helps them to solve problems on the job (73%). Although the favorability is above 50%, there was a significant decrease compared to 2003 in the overall scale score as well as in six of the nine item responses.

<i>Supervisory Administrative Practices</i>	% Favorable	
	2003	2007
I usually have a clear idea of what my supervisor expects me to do.	85	81
My supervisor helps me solve problems that occur on my job.	77	73
I usually feel free to discuss improvements with my supervisor.	79	72
I usually know where I stand with my supervisor.	77	72
My supervisor sees that we put in a good day's work.	68	66
My supervisor frequently fails to pass along the information I need to do a good job. (<i>reversed</i>)	72	64
My supervisor fails to give us a clear-cut answer when we ask for his/her decision. (<i>reversed</i>)	75	63
My supervisor seldom seems to know what is going on in our work group. (<i>reversed</i>)	71	62
My supervisor cooperates well with other supervisors in getting the work done.	62	57

Work Organization – 67% Favorable Response (73% in 2003)

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. Despite the decrease in favorability as compared to 2003, more than half of the employees responded favorably to all Work Organization survey statements. The most favorable responses included employees having a clear idea of the results expected of them (81%) and they do not often have other supervisors telling them what to do (77%).

<i>Work Organization</i>	% Favorable	
	2003	2007
I have a very clear idea of the results expected of me on my job.	85	81
Other supervisors besides my own often try to tell me what to do. (reversed)	81	77
My group is well organized for the work we are expected to do.	77	69
I am often bothered by too much pressure on my job. (reversed)	73	65
The rules and regulations make sense to me.	66	63
The way management runs things around here makes it difficult for me to do a good job. (reversed)	68	60
Work is usually distributed fairly among the employees in my work group.	60	51

Supervisory Leadership Practices – 66% Favorable Response (71% in 2003)

Supervisory Leadership Practices focuses on aspects of the supervisor-employee relationship such as fairness, friendliness, integrity, and ability to team-build. Overall, employees responded the most favorable to supervisors' fairness (80%), keeping promises (70%), and friendliness (68%). Similar to last year, there was the least satisfaction with supervisors' building of team work in the group (54%).

<i>Supervisory Leadership Practices</i>	% Favorable	
	2003	2007
My supervisor is often unfair in his/her dealings with me. (reversed)	85	80
My supervisor keeps his/her promises.	72	70
My supervisor ought to be friendlier toward his/her people. (reversed)	72	68
My supervisor usually gives us credit for work well done.	70	64
My supervisor often puts things off; he/she just lets things ride.(reversed)	70	63
My supervisor tries to get our ideas about things.	67	62
My supervisor does a good job of building team work in our group.	62	54

Performance and Personal Development – 63% Favorable Response (67% in 2003)
 Performance and Personal Development helps measure employee attitudes toward performance appraisal and opportunities for career development. Employees generally disagree that pleasing their supervisor is more important than doing a good job (74%). Employees also find that their performance is judged fairly (68%), they get help to improve their performance (65%), and they receive feedback that helps them to do a better job (63%). Less than half of the employees reported that Mt. SAC shows little interest in developing people for better jobs (46%).

<i>Performance and Personal Development</i>	% Favorable	
	2003	2007
Pleasing your supervisor is more important here than doing a good job. <i>(reversed)</i>	80	74
I think that my performance on the job is judged fairly here.	73	68
I seldom get the help I need to improve my performance on the job. <i>(reversed)</i>	69	65
The feedback I get regarding my performance helps me to do a better job.	67	63
I fail to understand the method of judging my performance on the job. <i>(reversed)</i>	65	61
Mt. SAC shows little interest in developing people for better jobs. <i>(reversed)</i>	49	46

AREAS TO CONSIDER

Reactions to the Survey – 44% Favorable Response (44% in 2003)

Reactions to the Survey helps to measure employee attitudes toward the survey as a means of communication and a means of getting action. Similar to last year, just over half of the employees at Mt. SAC reported that the Survey is a good way to let management know what they think (55%). On the contrary, only 32% reported that management will act on the problems brought to its attention through the survey.

<i>Reactions to the Survey</i>	% Favorable	
	2003	2007
Filling in this survey is a good way to let management know what I think.	56	55
I think management will act on most of the problems brought to its attention through this survey.	33	32

Communication Effectiveness – 46% Favorable Response (49% in 2003)

Communication Effectiveness focuses on formal and informal patterns of communication within the organization. Overall, Communication Effectiveness decreased by three percentage points as compared to 2003 with significant decreases in top down communication. Significantly fewer respondents reported getting information on company policies and practices (55% versus 61% in 2003) and being kept well informed about matters affecting their work (54% versus 59% in 2003). In regards to upward communication, less than half of the respondents report that they feel comfortable going to someone up the line (39%), little effort is made to get their opinion (41%), and people up the line generally listen to what they have to say (48%).

<i>Communication Effectiveness</i>	% Favorable	
	2003	2007
We get the information we need on company policies and practices.	61	55
We are kept well informed about matters affecting us in our work.	59	54
Most of the time it is safe to say what you think around here.	52	50
People up the line generally listen to what we have to say.	48	48
There seem to be a lot of false rumors around here. (<i>reversed</i>)	47	46
Little effort is made to get the opinions and thinking of people who work here. (<i>reversed</i>)	40	41
We usually hear about important matters first through the grapevine. (<i>reversed</i>)	42	39
If I am dissatisfied with my supervisor's answer to a question, I feel free to go to someone up the line.	40	39

Material Rewards – Benefits – 48% Favorable Response (46% in 2003)

This category examines employees’ perceptions of the value and comparability of benefits, as well as how well they understand the benefits program. Similar to last year, 68% of employees agree that the benefit program means a great deal to them while a smaller percentage report that the benefits are comparable to other organizations (49%), fits their needs (47%), are understandable (40%), and will keep up with the times (34%). Also of interest, comparability of benefits to other organizations and benefits keeping up with the times increased significantly compared to 2003 while understanding the benefits program decreased significantly.

<i>Material Rewards – Benefits (M)</i>	% Favorable	
	2003	2007
Mt. SAC’s benefit program means a great deal to me.	67	68
From what I hear, our benefits are comparable to those of other organizations.	41	49
Mt. SAC’s benefit program fits my needs.	46	47
I find it difficult to understand our benefit program. (<i>reversed</i>)	47	40
I feel certain that the employee benefits will keep up with the times.	27	34

Management Effectiveness – 50% Favorable Response (50% in 2003)

Management Effectiveness focuses on employee attitudes regarding performance and success of management. Although 60% of the respondents report that management is generally respected by employees, fewer respondents report that management gets cooperation among departments (36%) and ensures that decisions are carried out down the line (39%). The largest difference is in employees reporting that Mt. SAC is well managed where favorability increased from 48% in 2003 to 54% in 2007.

<i>Management Effectiveness</i>	% Favorable	
	2003	2007
Management is generally respected by employees.	56	60
Management changes its mind so often it interferes with getting the work done. (<i>reversed</i>)	59	57
In my judgment, Mt. SAC is well managed.	48	54
The decisions management makes are usually fair.	52	53
Management gives the supervisor here enough authority to get the work done efficiently.	55	51
Management fails to ensure that its decisions are carried out down the line. (<i>reversed</i>)	43	39
Management fails to get cooperation among the various departments. (<i>reversed</i>)	37	36

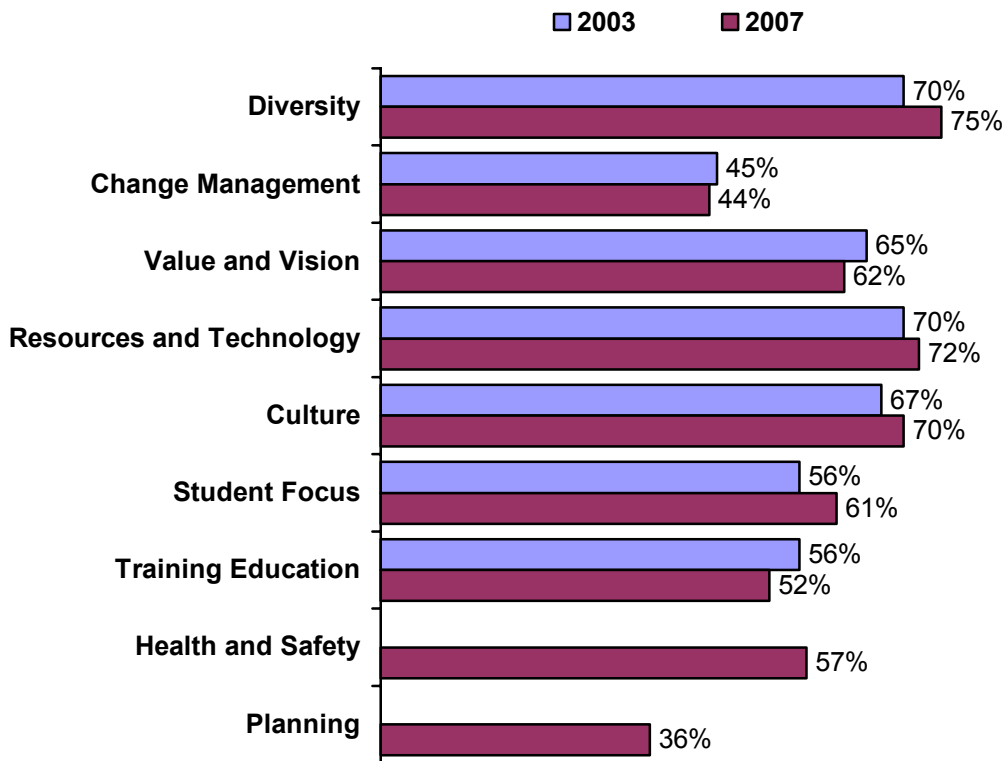
Work Efficiency – 52% Favorable Response (56% in 2003)

Work Efficiency helps to measure the effectiveness with which the work is carried out in terms of work methods, equipment, use of time, and quality of work produced. Of the more favorable responses, 65% of employees report that the quality of work is excellent and 61% report that other demands do not make it difficult to do a good job. On the contrary, fewer employees report that Mt. SAC is quick in making improvements (31%) and operates efficiently (44%). Significant decreases as compared to 2003 include a drop in favorability in other demands making it difficult to do a good job (9% decrease), high standards of work being abandoned under pressure (8% decrease), and having up-to-date methods of getting the work done (6%).

<i>Work Efficiency</i>	% Favorable	
	2003	2007
The quality of work done here is excellent.	65	65
Other demands made on me make it difficult to do a good job. <i>(reversed)</i>	70	61
High standards of work are often abandoned under pressure. <i>(reversed)</i>	66	58
We have up-to-date methods of getting work done here.	61	55
In my opinion, too much time is wasted around here. <i>(reversed)</i>	54	52
There is too much buck-passing around here. <i>(reversed)</i>	52	49
Mt. SAC operates efficiently.	46	44
Mt. SAC is too slow in making improvements. <i>(reversed)</i>	33	31

CUSTOM CATEGORIES

Mt. SAC's custom items yielded some of the highest and lowest percent favorable categories. The two most favorable scales include Diversity (75%) and Resources and Technology (72%) with the two least favorable being Planning (36%) and Change Management (44%). Compared to 2003, three categories increased marginally and three categories decreased marginally in 2007 (less than five percentage point difference). One category, Diversity, showed a significant increase of five percentage points as compared to 2003. Two scales, Health and Safety and Planning have no historical comparisons as they were introduced into the survey this year.



Most Favorable to Least Favorable

Diversity – 75% Favorable Response (70% in 2003). Compared to 2003, the overall scale increased significantly. More employees reported that differences in people including gender, age, ethnic, culture, disability and sexual orientation are respected (82%), embraced (77%), and celebrated (66%).

Resources and Technology – 72% Favorable Response (70% in 2003). Two items increased by three percentage points as compared to 2003, using technology effectively (86%) and knowing which technology is most beneficial to use for student learning outcomes (64%). Having resources to do their job successfully increased by one percentage point and having the technology to do their job successfully decreased by one percentage point as compared to 2003.

Culture – 70% Favorable Response (67% in 2003). Almost all employees (96%) report that they take pride in their work (a 1% decrease from 2003). Employees reporting that an atmosphere of trust exists at Mt. SAC (48%) and that there is a cooperative spirit at Mt. SAC (65%) both increased in 2007 (43% and 61% in 2003, respectively).

Values and Vision – 62% Favorable Response (65% in 2003). Although not significant, Values and Vision decreased slightly as compared to 2003. The most favorable response includes employees embracing the educational values of Mt. SAC (72%). Agreeing that Mt. SAC has a strong set of core values and knowing the vision and mission statements was responded to favorably by 67% of the respondents and 66% report that they understand the core values. Despite the favorability of the values and vision, only 35% agree that the vision is communicated well to all employees.

Student Focus – 61% Favorable Response (56% in 2003). Compared to 2003, both items measuring student focus increased. Decisions being made based on students' needs increased by four percentage points and everything Mt. SAC does is central to students increased by five percentage points.

Health and Safety – 57% in Favorable Response. Some of the most favorable health and safety items as reported by the respondents include supervisors maintaining safety (72%), being aware of the blue emergency telephones (69%) and having available information on procedures and safety policies (62%). The less favorable items include addressing health and safety issues (41%), keeping non-work areas clean and comfortable (49%), and having been told what to do in case of a fire (50%).

Training/Education – 52% Favorable Response (56% in 2003). Both items included under training and education decreased as compared to 2003 survey results. Encouraging employees to continue their education decreased by two percentage points (64% versus 66% in 2003) and receiving training to accomplish all aspects of the job decreased by five percentage points (from 46% in 2003 to 41% in 2006).

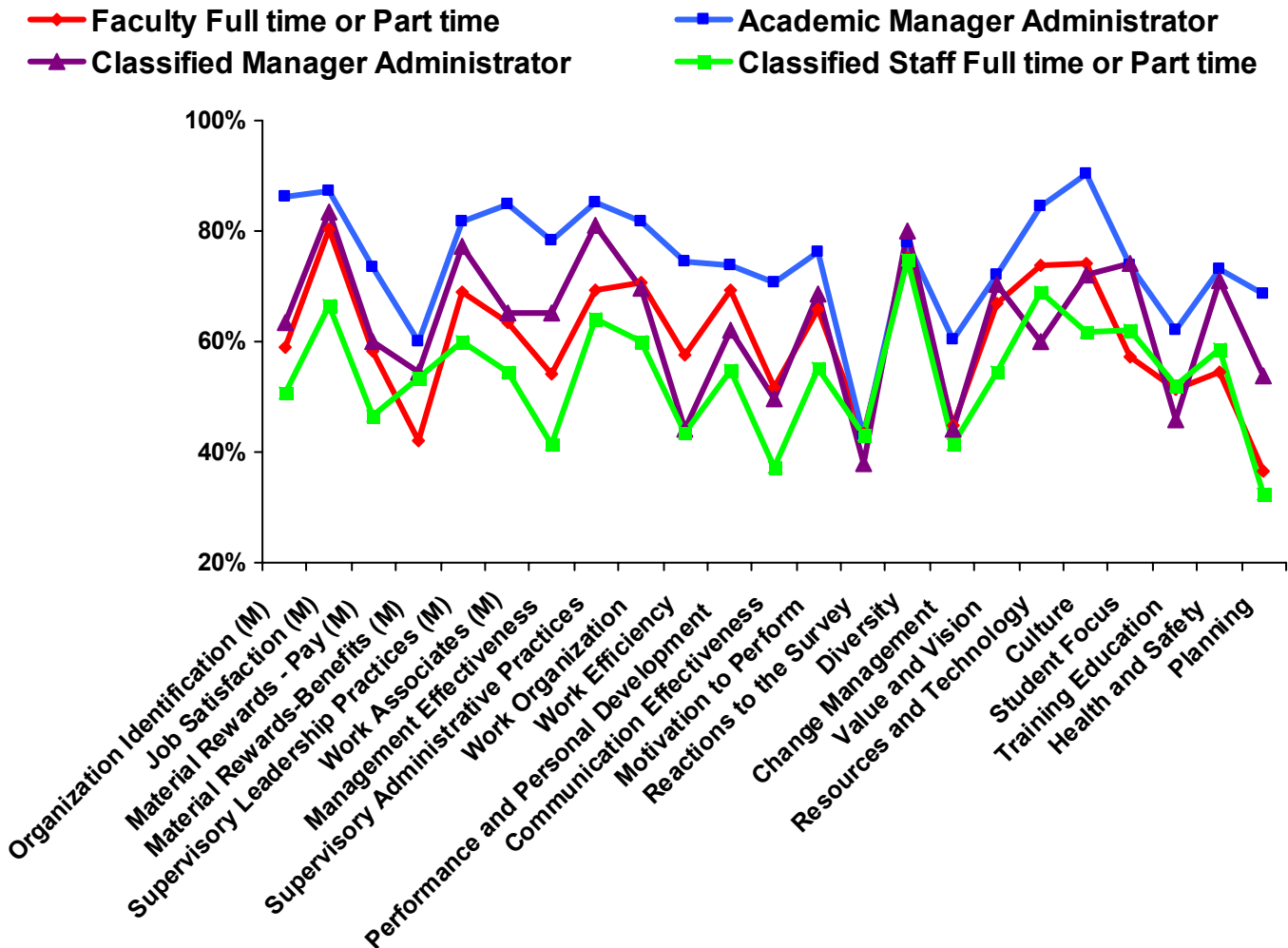
Change Management– 44% Favorable Response (45% in 2003). Change Management remained relatively the same as compared to 2003. Out of the six items included in this scale, one item shows a slight increase from 24% in 2003 to 25% in 2007 (Mt. SAC easily adapting to sudden changes) and one item shows a 4% decrease from 66% in 2003 to 62% in 2007 (supervisors and colleagues being flexible when dealing with change). Also of interest, the most favorable items include colleagues being flexible when dealing with change (62%) and being able to handle change successfully (79%). The least favorable items include Mt. SAC as an organization being uncomfortable with change (25%) and not being able to adapt to sudden changes (25%).

Planning – 36% Favorable Response. Planning was reported as being the least favorable scale within this year’s survey. Approximately one quarter of the employees responded favorably to wanting more information on the relationship between PIE and the budget process (26%) and understanding the PIE process (28%). Just over one third of the employees report that Mt. SAC’s mission is central to planning (38%), the objectives process will improve services (37%), and PIE is done in a collaborative environment in their unit/department (37%).

DEMOGRAPHIC COMPARISONS

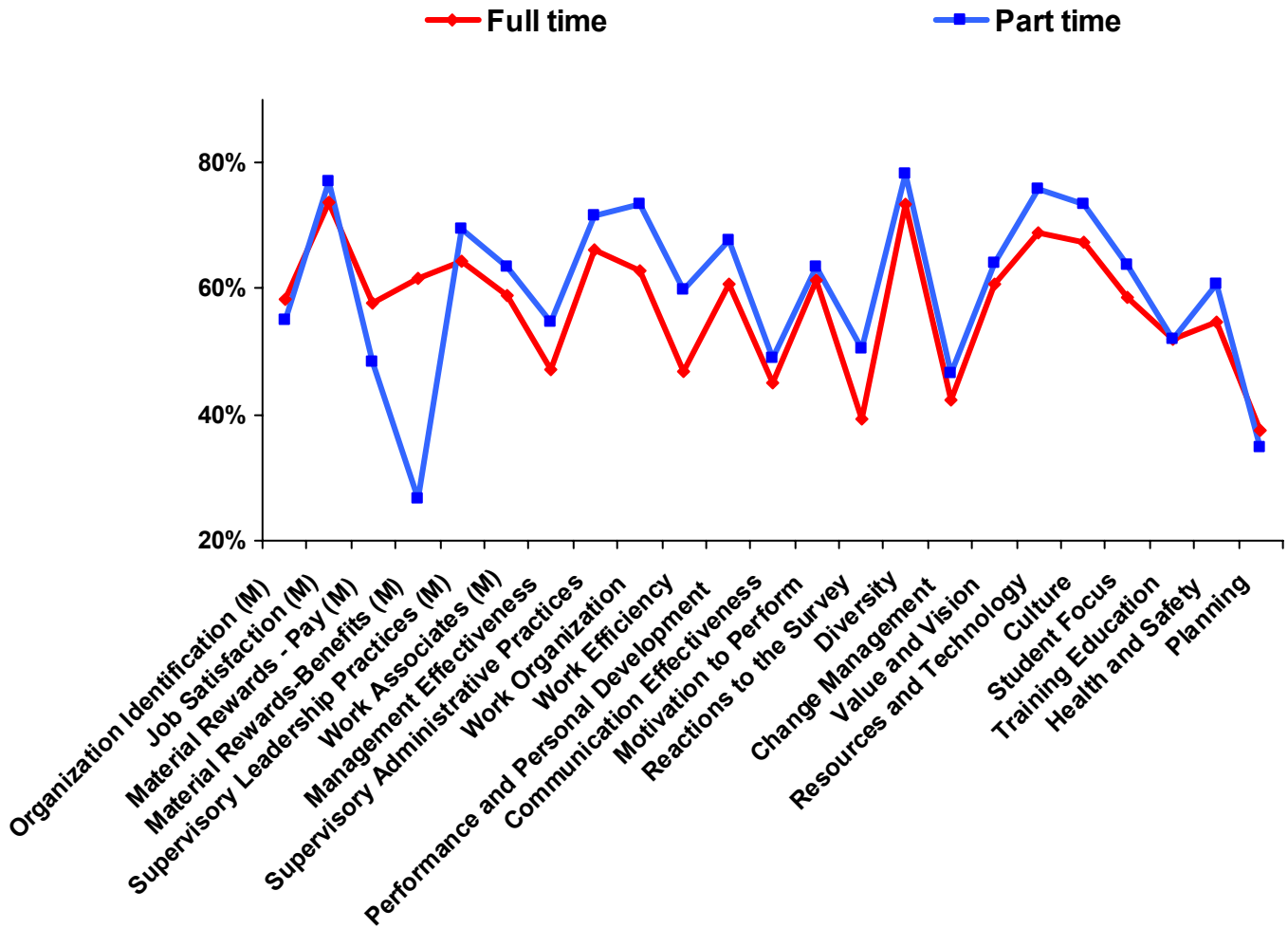
Primary Position

When categorizing the survey responses into different areas such as primary position, schedule, and years at Mt. SAC, some differences were noted. Analysis by primary position yielded a number of differences across management level. Historical comparisons of each position shows high variability between responses from 2003 and responses from 2007 (Appendix A). Academic Manager/Administrator responded more favorably than the other positions in all categories except for Reactions to the Survey, Diversity, and Student Focus. Classified Staff (Full-time or Part-time) responded the least favorable in all categories except Material Rewards – Benefits, Reactions to the Survey, Resources and Technology, Student Focus, Training and Education, and Health and Safety. Classified Manager/Administrators responded the most favorable to Diversity and the least favorable to Reactions to the Survey, Resources and Technology, and Training and Education. The Faculty (Full-time or Part-time) did not respond the most favorable to any category and responded the least favorable to Material Rewards – Benefits, and Student Focus.



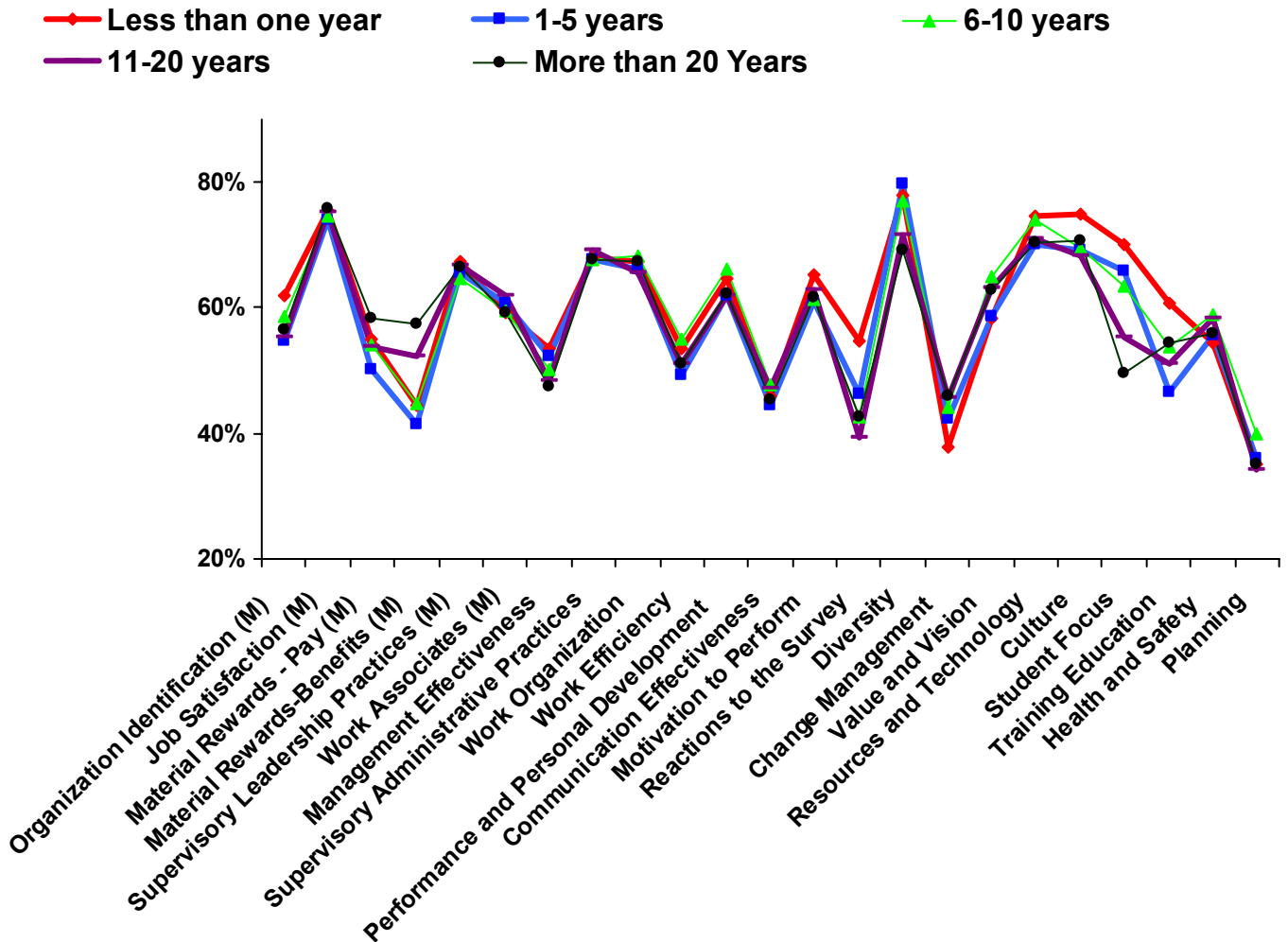
Schedule

Similar to 2003, Part-time employees responded more favorably than Full-time employees in most categories. Full-time employees responded significantly more favorable to Material Rewards – Pay and Benefits. In general, both groups of employees responded with the same type of response pattern, if one group responded favorable to a category then the other group also tended to respond favorably. For example, both groups responded more favorably to Job Satisfaction than to Organization Identification. Historical comparisons can be found in Appendix B.



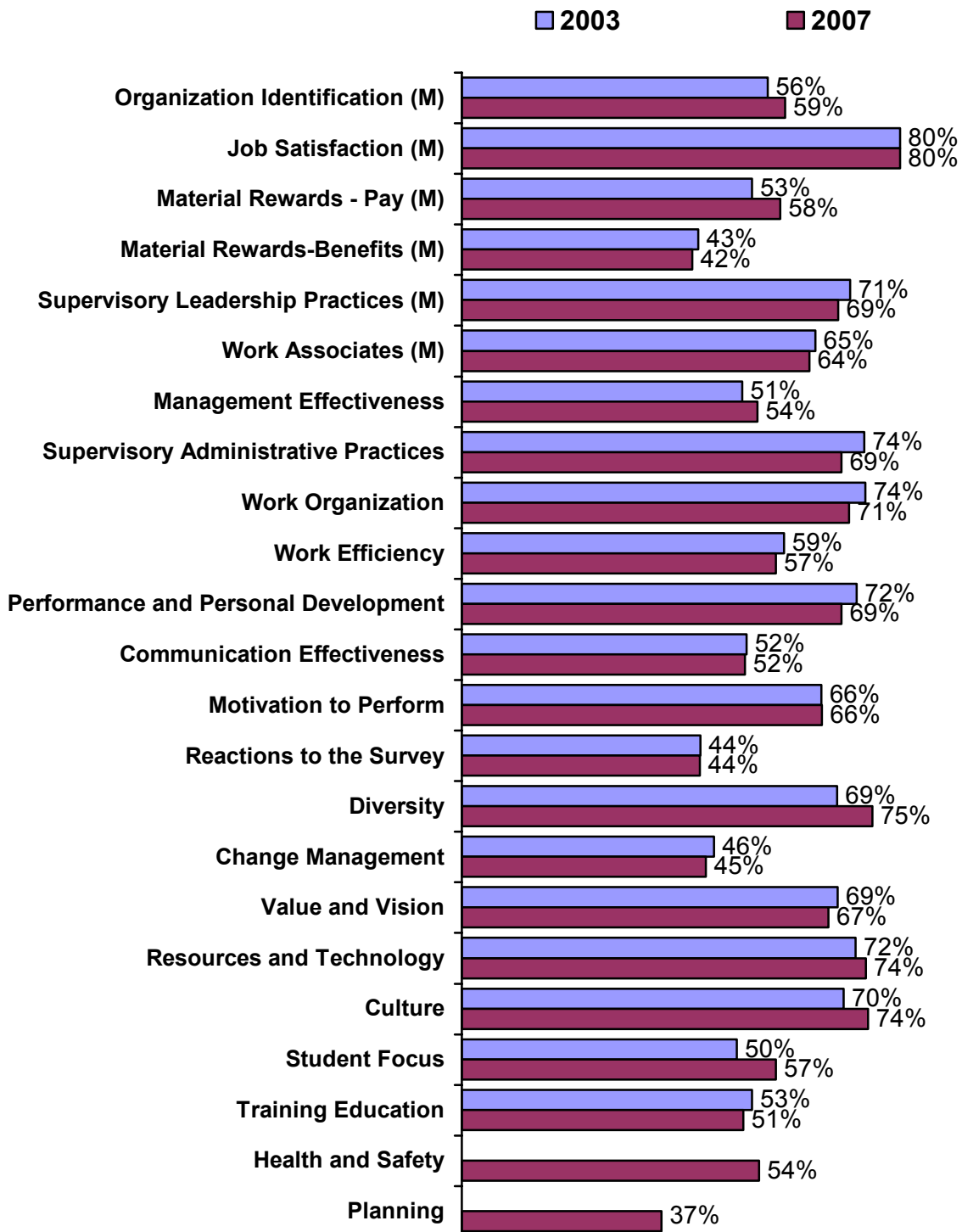
Years at Mt. SAC

In general, little variability is reported in regards to years employed with Mt. SAC. The most variability in responses for the core categories is seen in Material Rewards – Pay and Benefits where those employed for more than 20 years responded the most favorable with 11-20 years at Mt. SAC group responding the second most favorable. When looking at Mt. SAC’s custom categories, those with less than one year of time at Mt. SAC responded more favorably to Culture, Student Focus, and Training and Education and the least favorable to Change Management. Historical comparisons can be found in Appendix C.



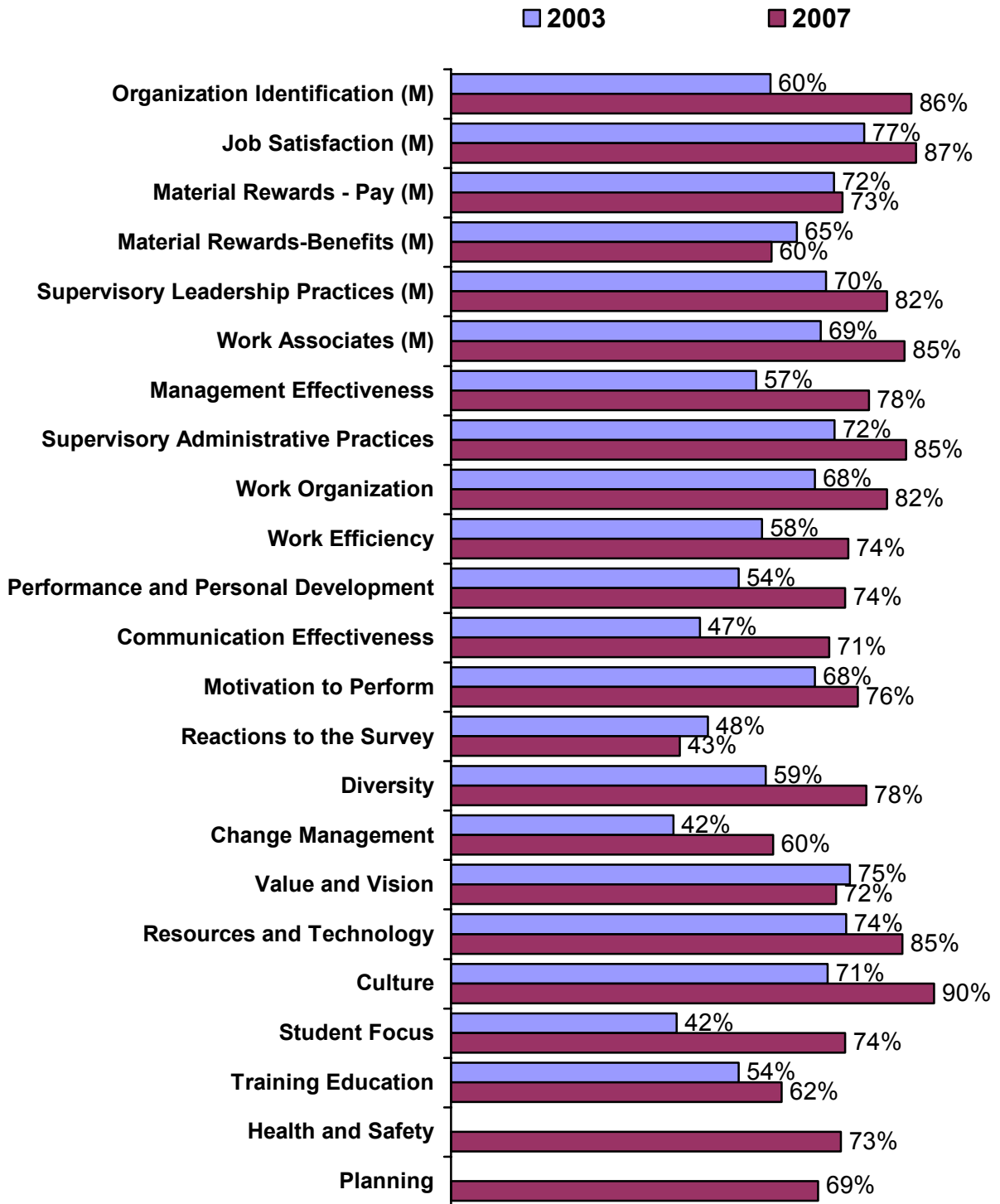
Appendix A
 Primary Position – Historical Comparisons

Faculty (Full-time or Part-time)



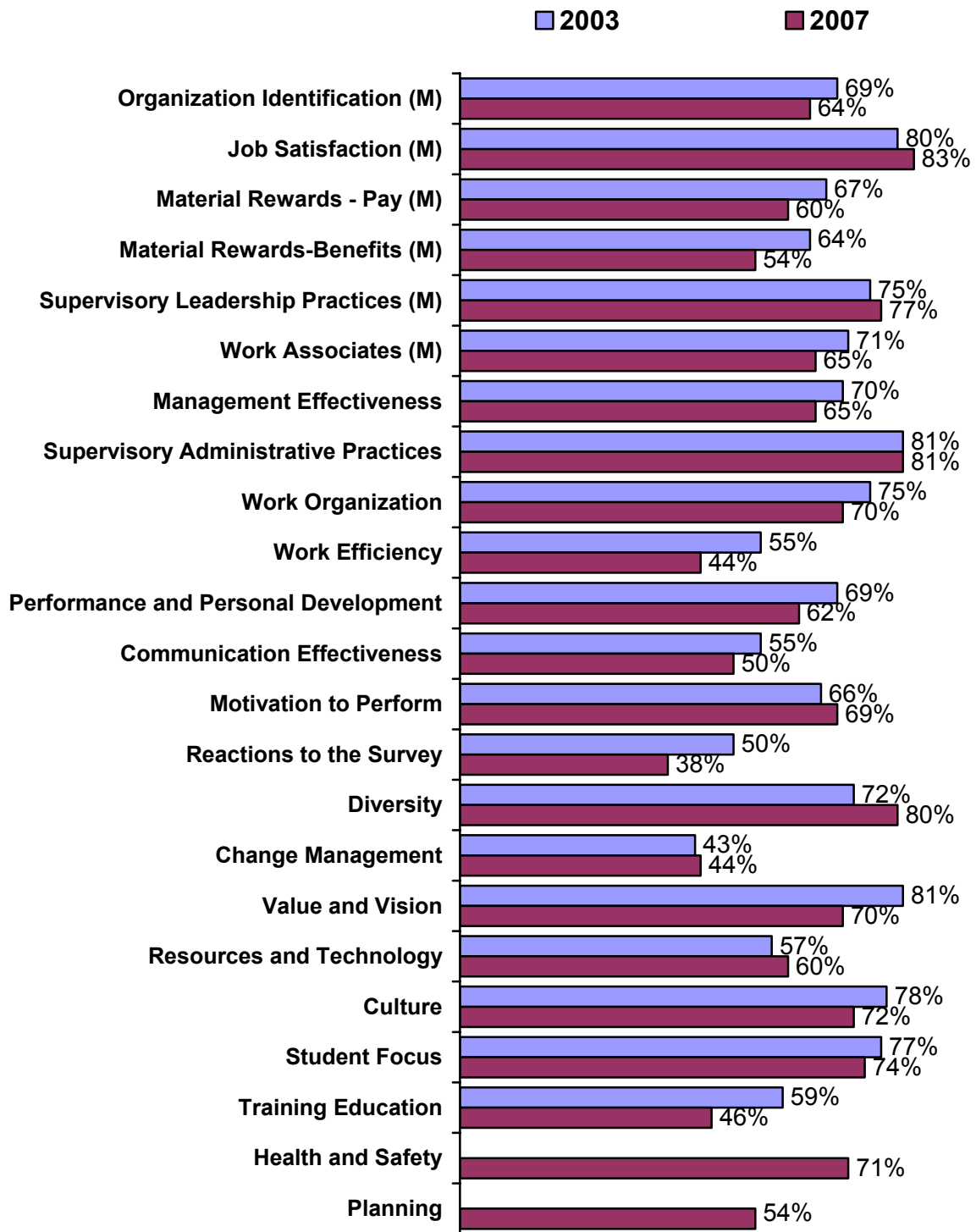
Appendix A
 Primary Position – Historical Comparisons

Academic Manager/Administrator



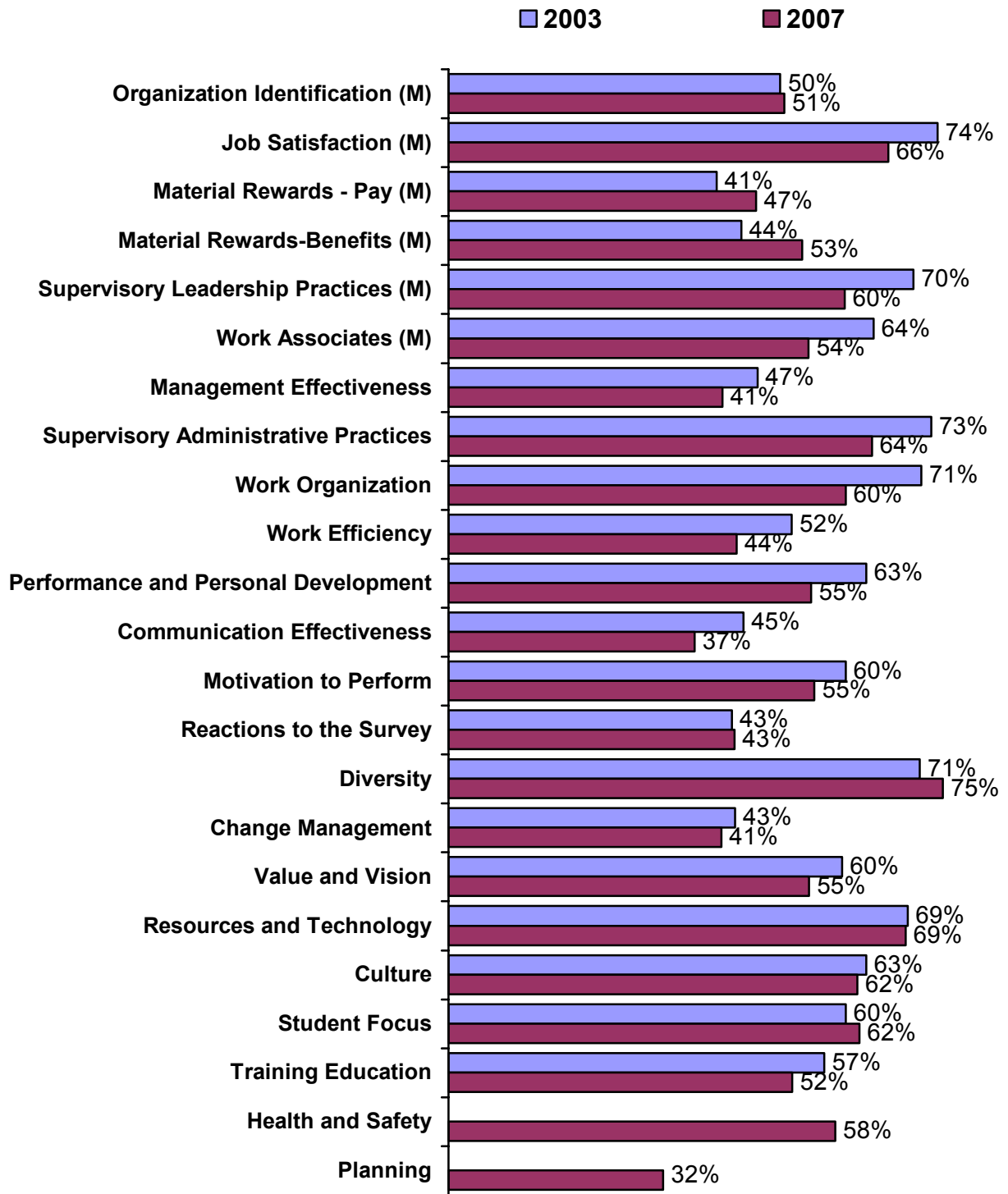
Appendix A
 Primary Position – Historical Comparisons

Classified Manager/Administrator



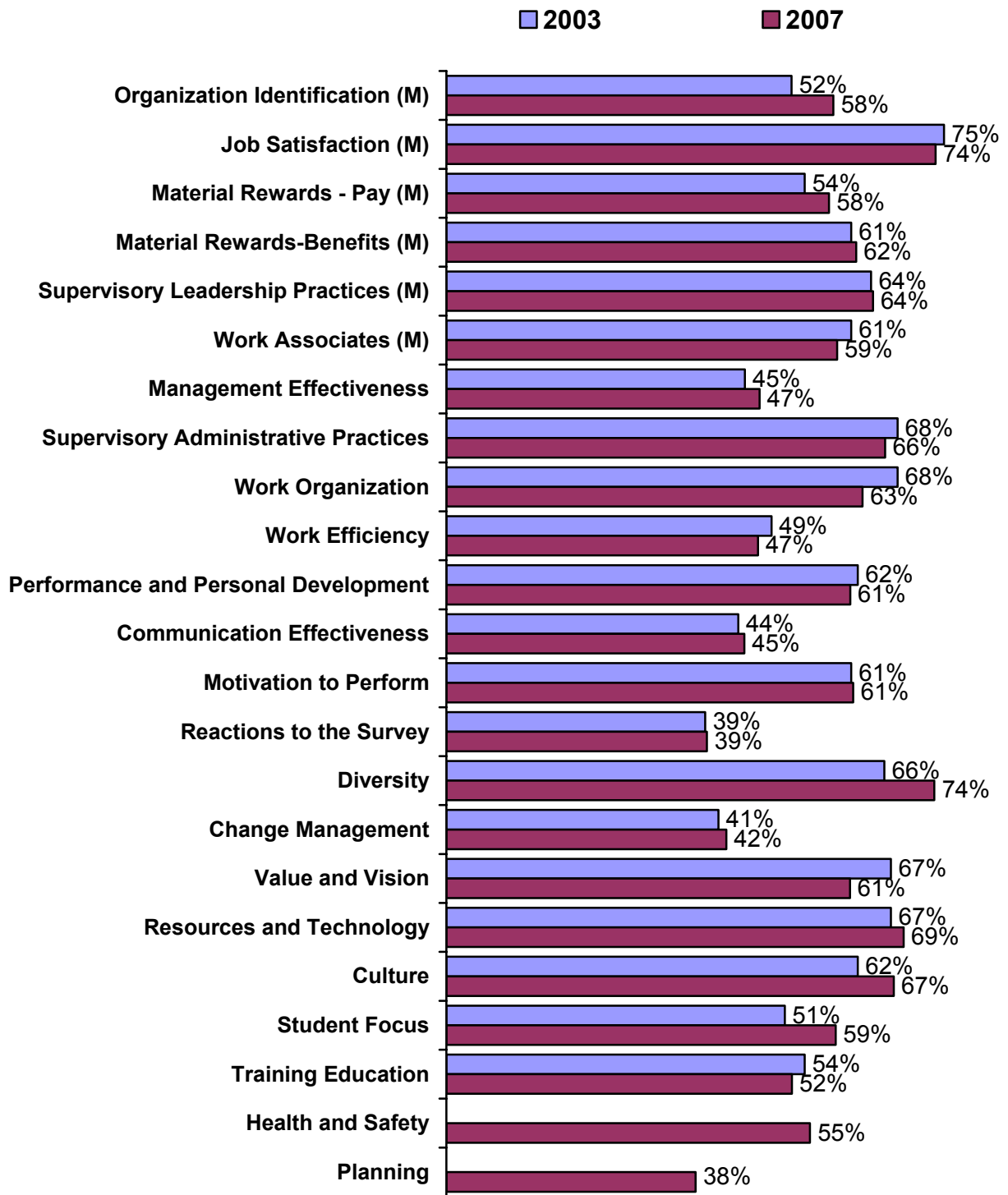
Appendix A
 Primary Position – Historical Comparisons

Classified Staff (Full-time or Part-time)



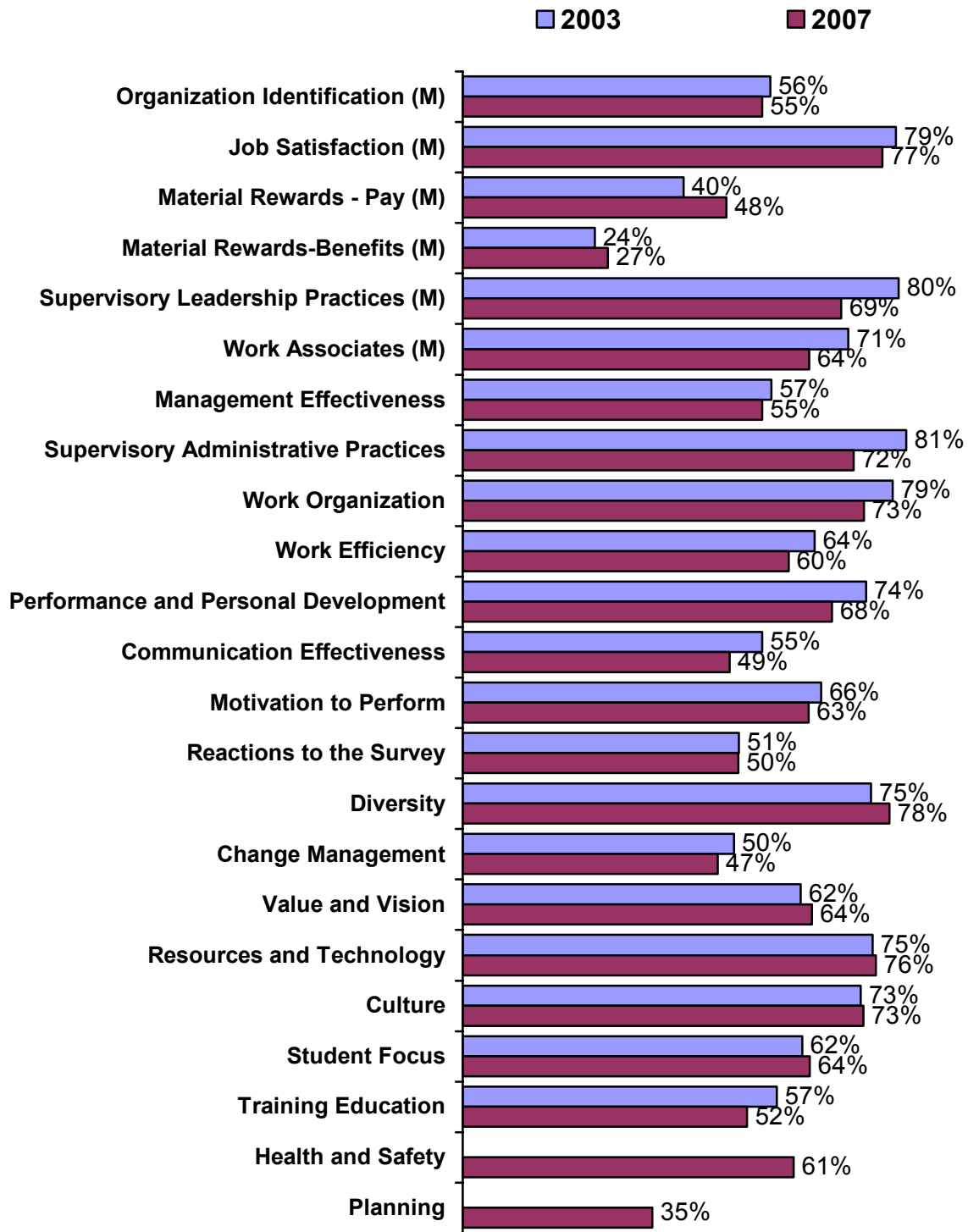
Appendix B
 Work Schedule – Historical Comparisons

Full-Time



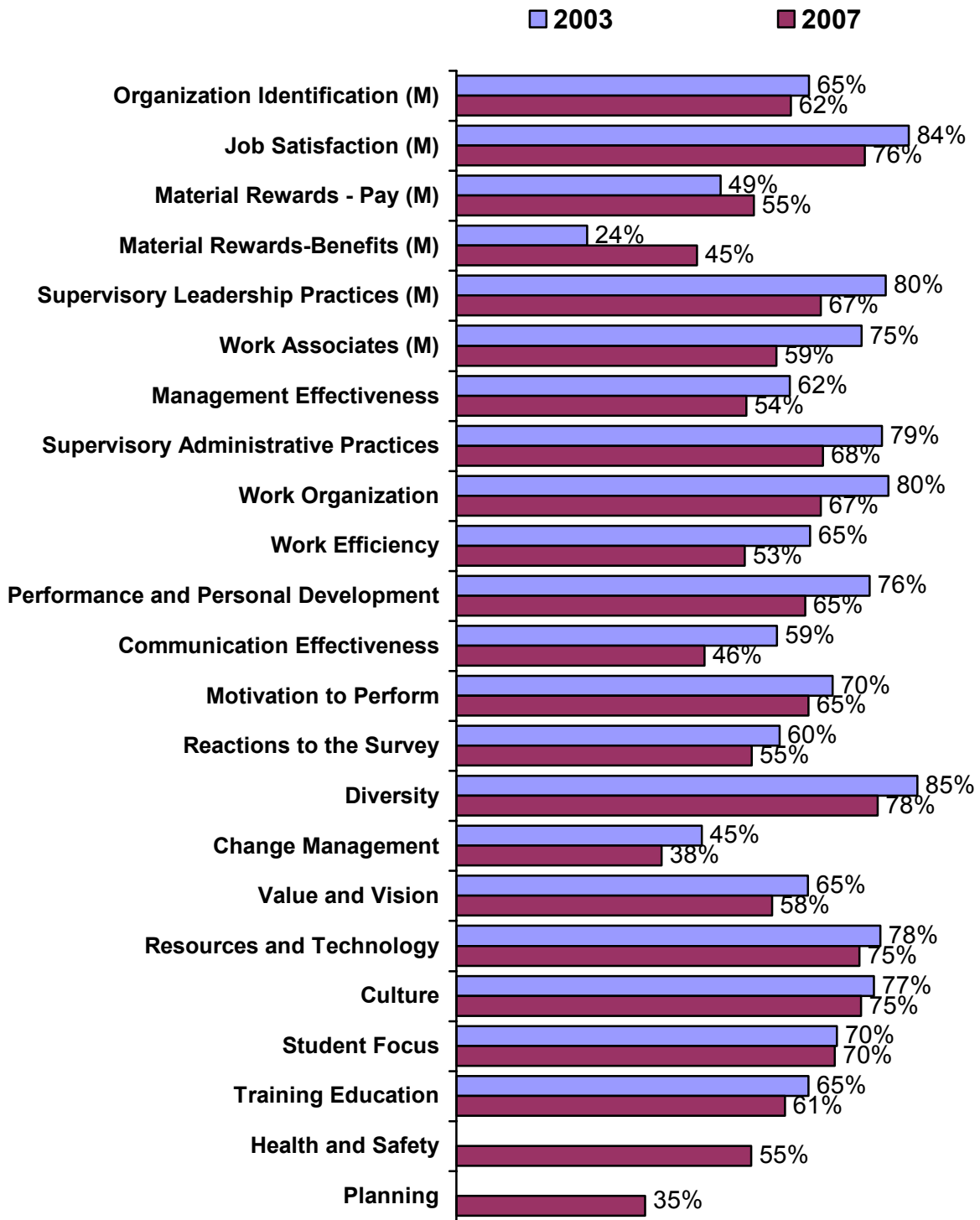
Appendix B
 Work Schedule – Historical Comparisons

Part-Time



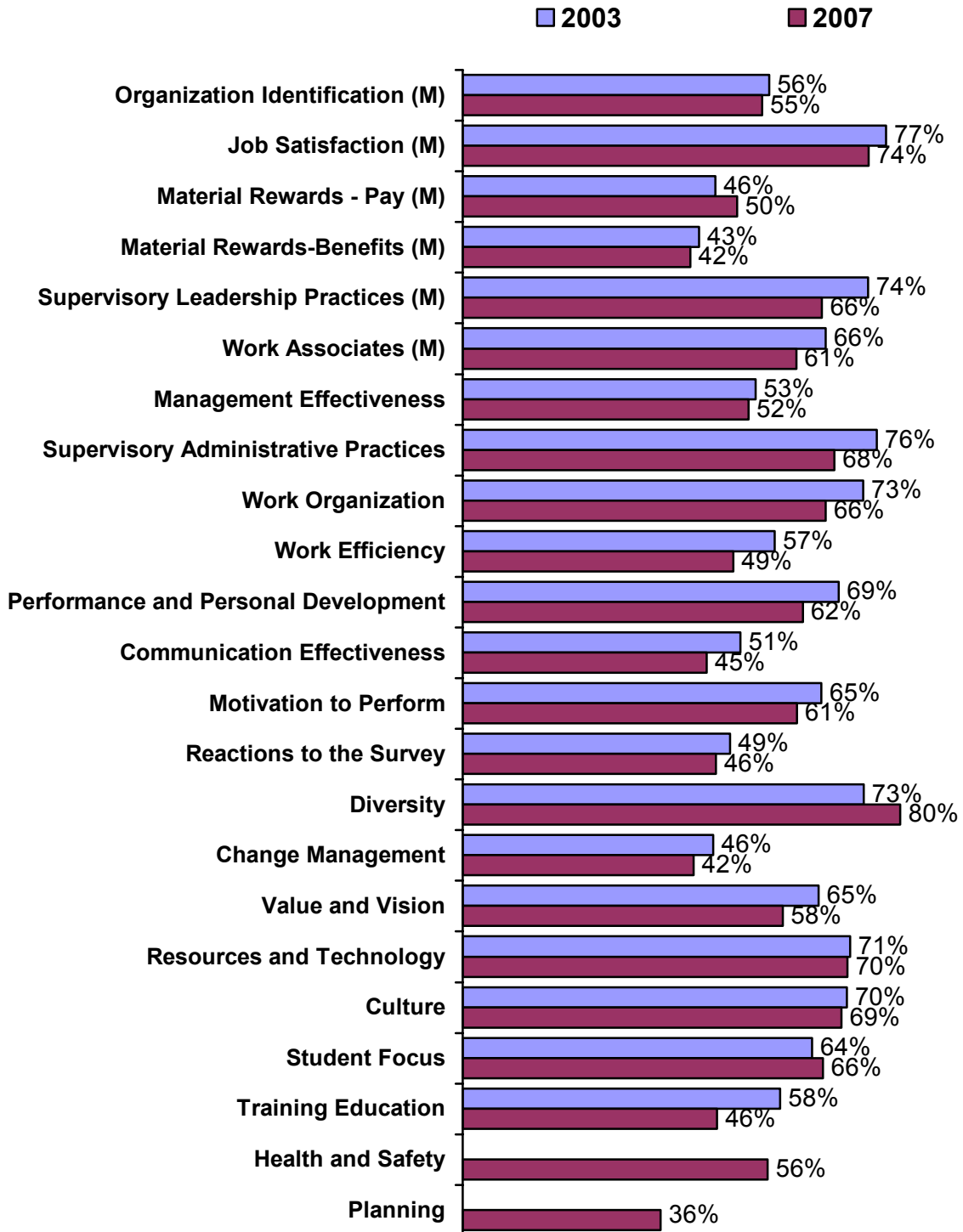
Appendix C
 Years at Mt. SAC – Historical Comparisons

Less than one year



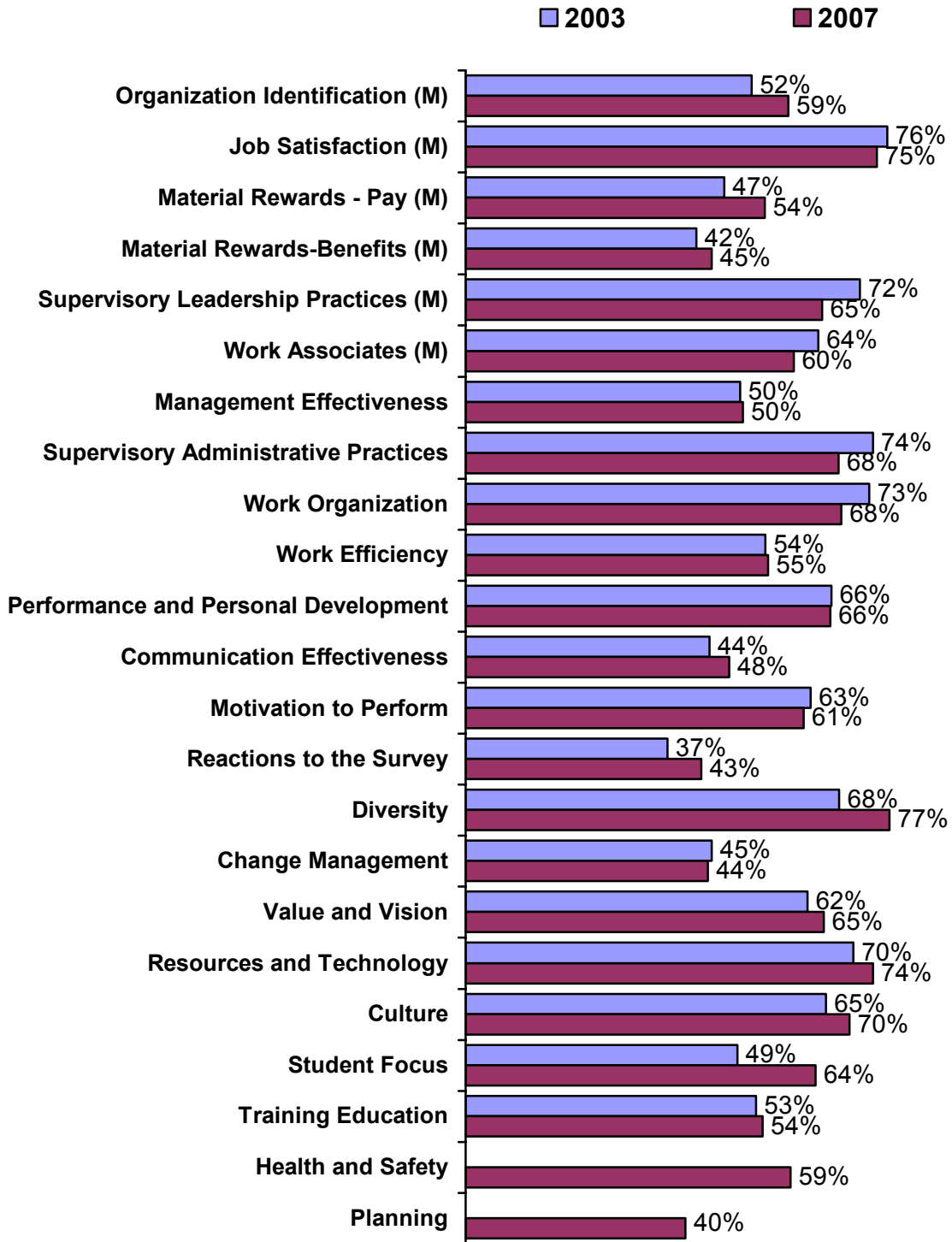
Appendix C
 Years at Mt. SAC – Historical Comparisons

1 – 5 Years



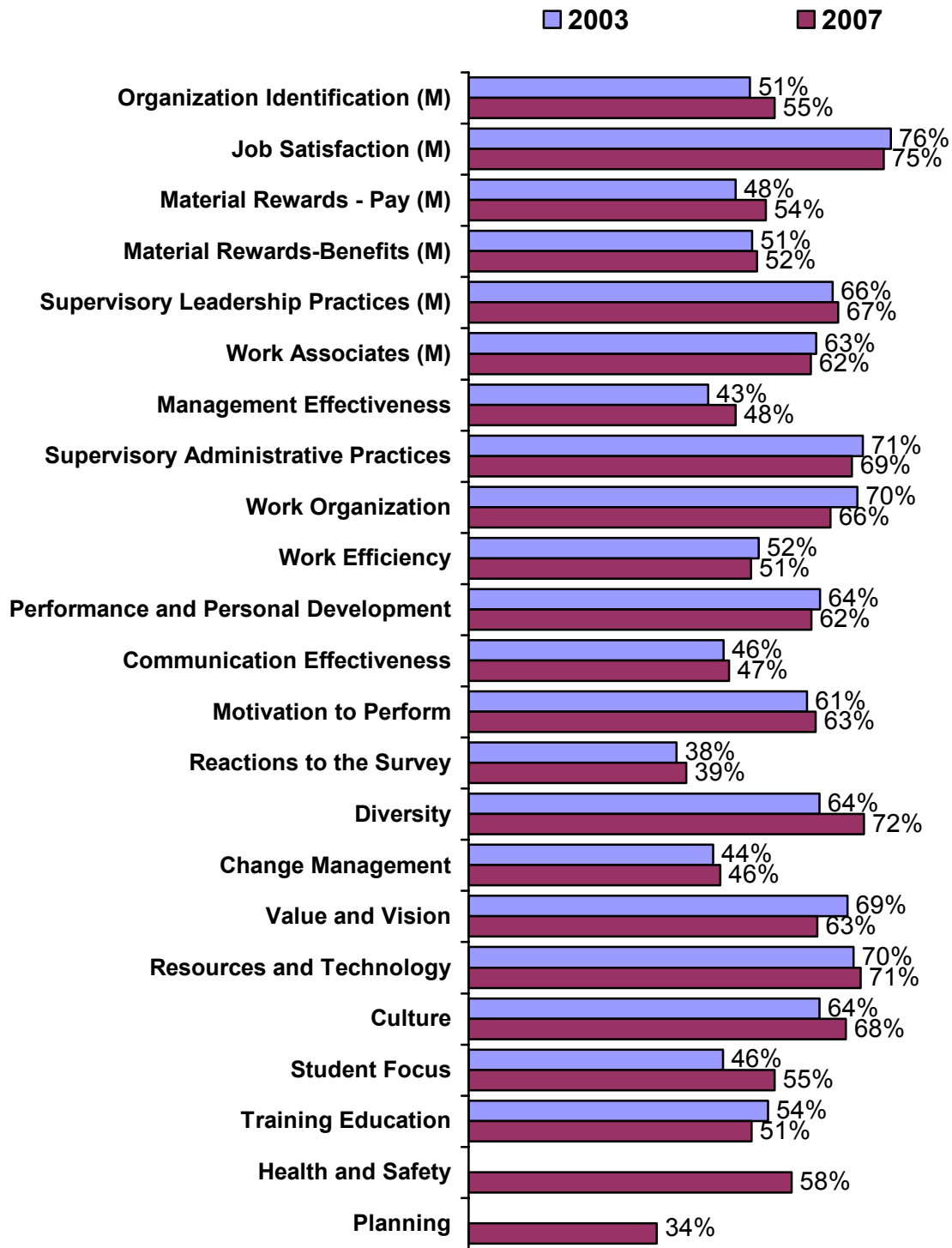
Appendix C
 Years at Mt. SAC – Historical Comparisons

6 – 10 Years



Appendix C
 Years at Mt. SAC – Historical Comparisons

11 – 20 Years



Appendix C
 Years at Mt. SAC – Historical Comparisons

More than 20 Years

