



# *EMPLOYEE SURVEY*

*FALL 2003*

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**Office of Research & Institutional Effectiveness**  
With assistance from Pearson Reid London House, NCS Pearson

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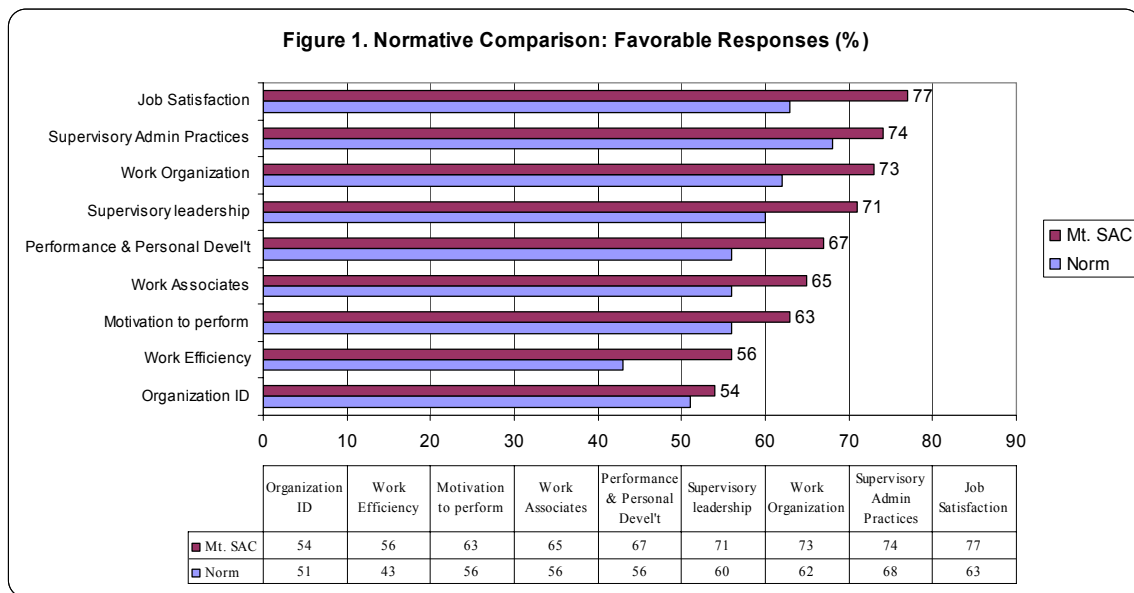
## EXECUTIVE SUMMARY

In fall 2003, a survey was sent to all employees of Mt. San Antonio College (Mt. SAC). The survey, OSS™ (Organizational Survey System), was chosen by the Mt. SAC Research Group and the former Planning Sub-Group of Leadership. The OSS™ is a reliable and valid survey with a normative comparative group. The purpose of the survey was to gather data on employees’ perceptions of working at Mt. SAC as part of the Accreditation process.

The OSS™ modified survey (140 items) was completed by 783 employees out of a total population of 2,500 (31.3% response rate; 3.6% error rate). Although this response rate might seem low, it is typical for employee surveys. Furthermore, the number of respondents to this survey allows the results to be used for decision-making and research explorations.

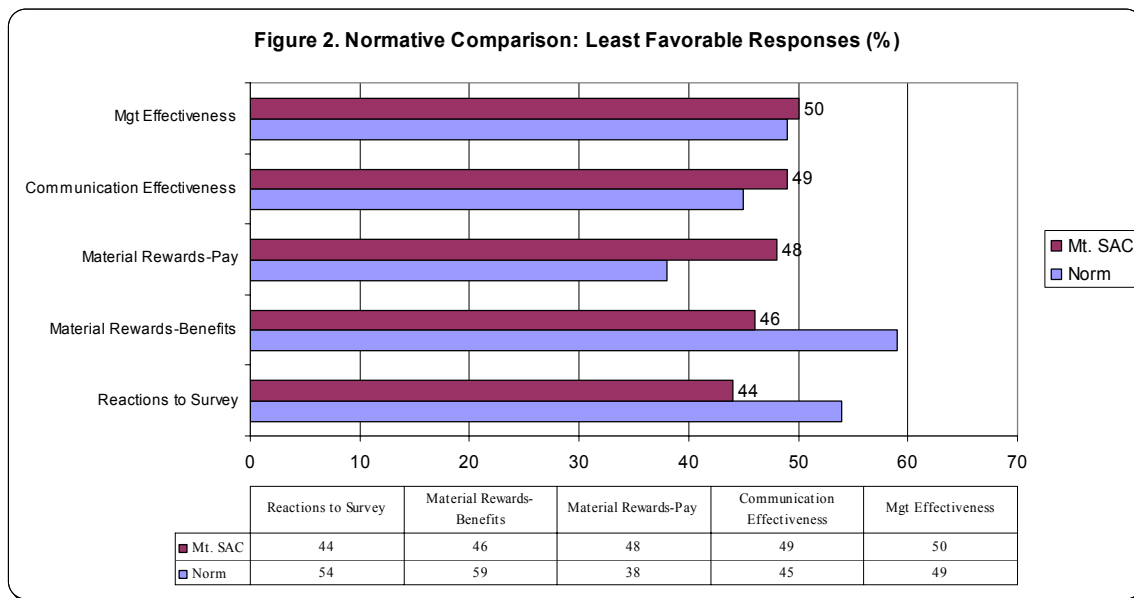
Responses to the questions were grouped into categories (Appendix A). Mt. SAC’s overall profile for 2003 showed a favorable response rate above the National Norm for twelve of the fourteen core categories (figures 1 & 2). A spread of five percent or more is considered worthwhile of celebration. The most favorable responses are outlined in Figure 1. Over three quarters of employees are satisfied with their jobs (77%). This value is 14% points higher than the national norm – a point to celebrate. The most interesting result of all those questions referring to job satisfaction reflects that 93% thought that they were doing something really worthwhile in their job.

Employees are also pleased with their Supervisors’ Administrative Practices and Leadership. Some 85% said that they usually have a clear idea of what their supervisor expects them to do. Other aspects of their most favorable responses included Work Organization, Performance and Personal Development, their Work Associates, and Motivation to Perform. The most concerning aspect of these categories relates to Motivation to Perform; only 18% agreed that the “kinds of rewards offered by Mt. SAC are an incentive for working hard”. Only 56% of respondents thought favorably of the Work Efficiency while some 54% liked the Organization Identification aspects of Mt. SAC. When asked if they would recommend Mt. SAC as a good place to work, 81% said “yes”. In all cases, Mt. SAC employees rate the institution higher when compared to the normative group.



In addition to the bank of questions on the OSS™, Mt. SAC included additional ones. Almost all employees (97%) said that they took pride in their work which comprises one of Mt. SAC’s Core Values known as Positive Spirit. Employees also had the Resources and Technology (70%) to do their jobs. Employees felt that they do a good job of respecting, embracing and celebrating another Core Value of Diversity on campus (70%).

Fifty percent or fewer of employees had least favorable responses in five Norm Referenced categories Figure 2. Employees are concerned with Management Effectiveness, Communication Effectiveness, and Material rewards (i.e., pay and benefits). Employees were also concerned that not much will be done with the results of this survey. In three out of five categories, Mt. SAC employees rated the institution higher when compared to the normative group. Mt. SAC employees’ ratings of Material Rewards for Benefits and How the Survey will be Used were much lower than that of the normative group (13% points below).



Part-timers tended to be more positive about working at Mt. SAC except when it came to Material Rewards such as Pay and Benefit. Similar results were found in the two earlier Employee Surveys in which part-time employees were more positive, in general, about Mt. SAC than full-timers (Baker & Handwerk, 1997; Baker, 1993).

Employees with less than one year employment responded more favorably to working at Mt. SAC than did employees who had been here for more than 20 years, reflecting an idealized perception pattern typical of newer members in nearly every organization. Similar to part-time employees, newer employees were less positive about their Pay and Benefits.

The most prevalent negative issues, related to Mt. SAC’s Additional Categories, comprised the Recent Reorganization, aspects of the College Over the Past Year related to communications as well as satisfaction, Integrity and Change Management. A majority of employees did not respond favorably to the various aspects of the recent reorganization. Their negative responses may have more to do with the recent reorganization of the Instruction Department only having occurred in fall 2003 and/or perhaps not necessarily having direct involvement and thus ability to evaluate the situation. In some cases, 30% to 40% of respondents had given “uncertain” responses (i.e., neither negative nor positive), indicating that they were not able to answer the question given what they knew.

Overall, the results of the Employee Survey indicate some areas for celebration:

- ✓ 97% take pride in their work,
- ✓ 96% feel they are capable of performing at the level their supervisor expects of them,
- ✓ 93% feel they are doing something worthwhile,
- ✓ 91% feel if they work hard, they can perform their job successfully,
- ✓ 83% use technology (i.e., hardware and software) effectively to do their job,
- ✓ 81% said they would recommend Mt. SAC as a good place to work,
- ✓ 80% feel that if sudden changes occurred in their department, they and their colleagues could handle them successfully,
- ✓ 79% said that Mt. SAC respects all differences in people including gender, age, ethnic, culture, disability, and sexual orientation, and
- ✓ 77% are satisfied with their job.

The areas with low positive agreement levels and in need of interventions include:

- 50% agree Mt. SAC has Management Effectiveness,
- 49% agree that Mt. SAC Communicates Effectively,
- 47% agree that the Material Rewards (i.e., pay & benefits) are good,
- 46% think that Mt. SAC operates efficiently,
- 44% feel that Mt. SAC will act on the survey results, and
- 43% said that the vision of Mt. SAC is communicated well.

Communication issues are the consistent poor finding in the three Employee Surveys done at Mt. SAC (1993, 1997, & 2003). It is necessary to make a conscious, coordinated effort on campus to improve communications through more research to determine what is working and what is not. Some immediate ideas for improving communications include:

- Using the web more as a powerful tool of communications and
- Providing common access to the web for all employees, especially for those not typically assigned a computer.

The results of the survey may be skewed because of the large number of part-timers and classified persons who responded. The aforementioned groups may not be engaged in the activities of the campus as much as the other groups. There is also a concern that the misinterpretation of some questions (e.g., reorganization questions) may have lead to more negative results than realistically on campus.

On a positive note, the results clearly indicated that Mt. SAC employees like working at the College, take great pride in their work, think they are capable of doing their jobs, feel they are doing something worthwhile, would recommend Mt. SAC as a place to work and are satisfied with their job.

## INTRODUCTION

This report presents an interpretation of the survey results that can be use to discuss the institution’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 institution and department level. What is most important is to recognize and leverage the institution’s strengths and improvements and incorporate them into plans that address weaker areas.

As part of Mt. SAC’s organizational initiatives, surveys were administered to all Mt. SAC employees between November and December of 2003. All employees were asked to complete an anonymous questionnaire. Participants were asked to mail their completed survey in a postage paid return envelope directly to Pearson Reid London House in Chicago, IL. The OSS™ (Organizational Survey System) modified survey (140 items) was completed by 783 employees out of a total population of 2,500 (31.3% response rate; 3.6% error rate). The OSS™ is a reliable and valid survey with a normative comparative group. Although this response rate might seem low, it is representative of the typical for employee surveys. The number of respondents to this survey allows the results to be used for decision-making and further research explorations.

The demographic breakouts of the respondents are shown in the next table. Most respondents are either faculty or classified, which makes sense given that is the make-up of staff on campus. The actual percentage of respondents was somewhat similar to that of all employees at Mt. SAC except that slightly fewer classified persons were represented in the survey as well as slightly more managers.

Slightly more respondents were full-time employees. At Mt. SAC, there are actually more part-time employees than full-time employees. However, when it comes to responding to surveys, it is understandable that the full-timers would be more inclined to respond than the part-timers. Some 37.0% of respondents had worked at Mt. SAC for one to five years and 54.4% had worked at Mt. SAC for six years of longer.

<b>Demographics<sup>1</sup> (N = 783 possible respondents but not all gave demographics)</b>					
<b>PRIMARY POSITION (N=756)</b>	<b>#</b>	<b>%</b>	<b>EMPLOYMENT LENGTH (N=767)</b>	<b>#</b>	<b>%</b>
Faculty (Full or Part-time)	328	43.4%	Less than 1 year	66	8.6%
Academic Manager	26	3.4%	1 – 5 years	284	37.0%
Classified Manager	29	3.8%	6 – 10 years	150	19.6%
Classified (Full or Part-time)	373	49.3%	11 – 20 years or more	179	23.3%
Total	756	100.0%	More than 20 years	88	11.5%
<b>EMPLOYMENT STATUS (N=769)</b>			Total	767	100.0%
Full-time	439	57.1%			
Part-time	330	42.9%			
Total	769	100.0%			

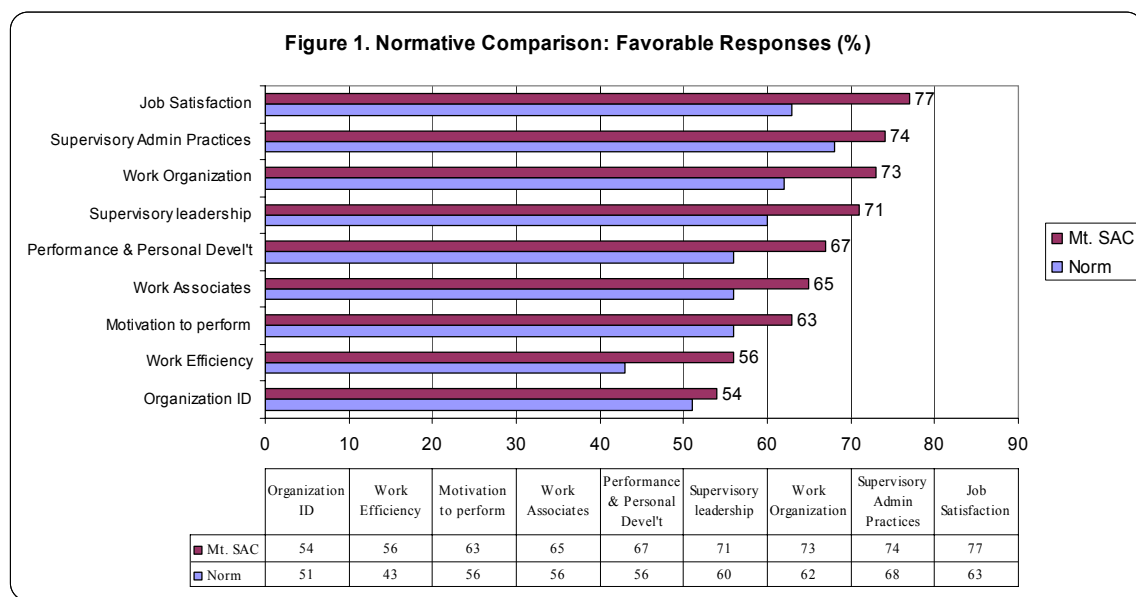
<sup>1</sup> Please note that missing responses were considered system-missing responses and are not reflected in the percentages.

## NORMATIVE COMPARISON

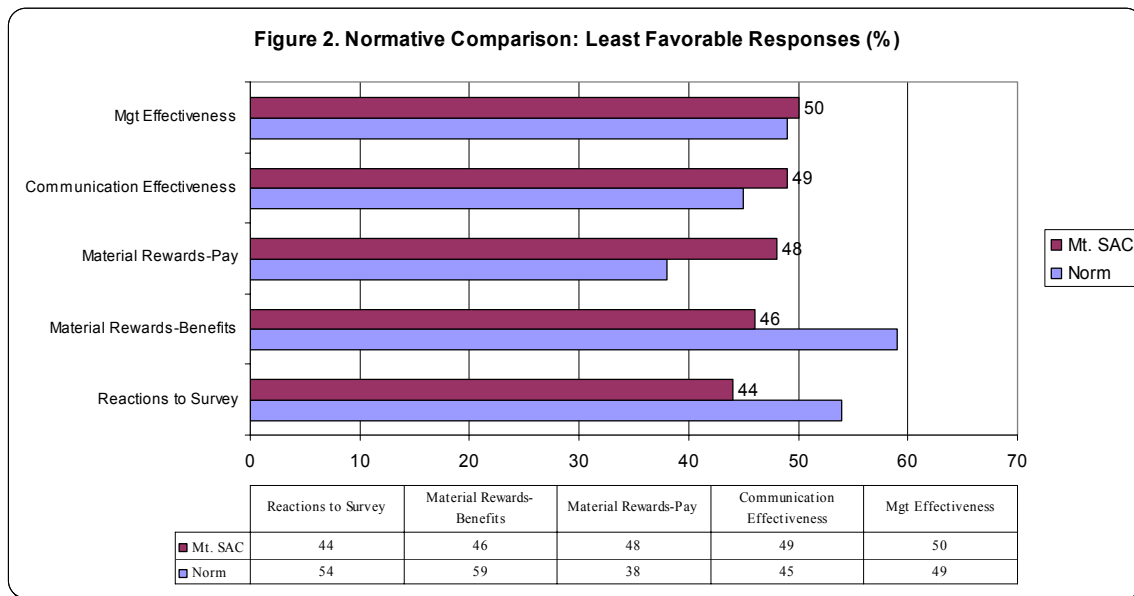
Mt. SAC’s overall profile for 2003 showed a favorable response rate above the National norm for twelve of the fourteen core categories (see Appendix A, figures 1 & 2). Nine categories showed favorable response rates over five percentage points above the National norm. Two categories, Material Rewards- Benefits and Reactions to the Survey, showed a favorable response rate below the National norm.

The most favorable responses are outlined in Figure 1. **Over three quarters of employees are satisfied with their jobs (77%).** This value is 14% points higher than the norm – a point to celebrate. The most interesting result of all those questions referring to job satisfaction was that **93% thought that they were “doing something really worthwhile in my job”** (Appendix B)

Employees are also pleased with their Supervisors’ Administrative Practices and Leadership. Some 85% said that they usually have a clear idea of what their supervisor expects them to do (Appendix B). Other aspects of their most favorable responses included Work Organization, Performance and Personal Development, their Work Associates, and Motivation to Perform. The most concerning aspect of these categories relates to Motivation to Perform; only 18% agreed that the “kinds of rewards offered by Mt. SAC are an incentive for working hard” (Appendix B). Only 56% of respondents thought favorably of the Work Efficiency while some 54% liked the Organization Identification aspects of Mt. SAC. **On one of the Organizational Identification questions, when asked if they would recommend Mt. SAC as a good place to work, 81% said “yes”** (Appendix B). In all cases, Mt. SAC employees rate the institution higher when compared to the normative group.



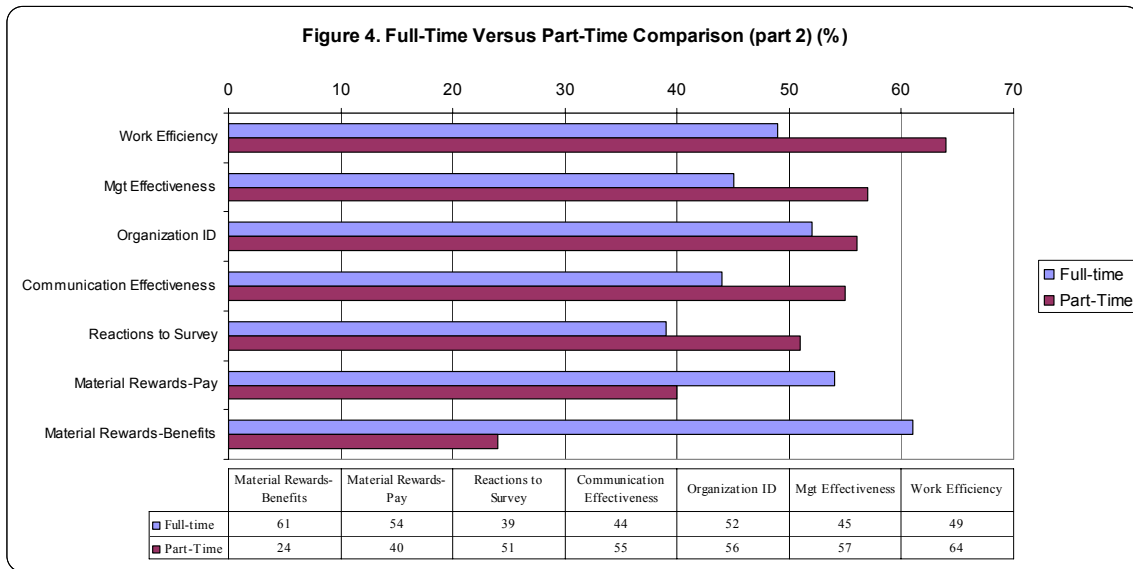
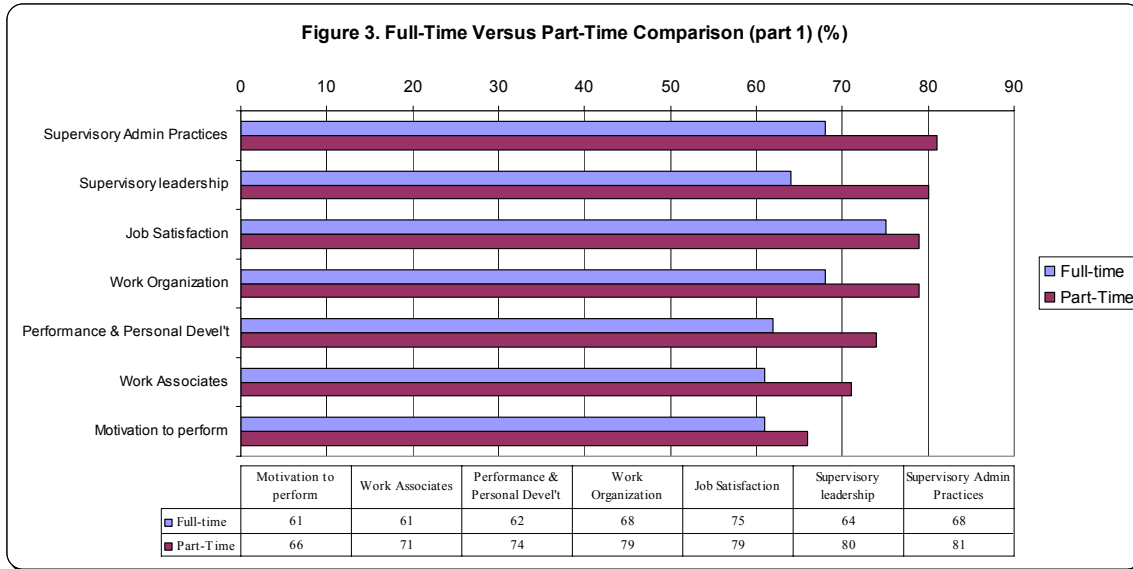
Fifty percent or fewer of employees had least favorable responses in five categories Figure 2. Employees are concerned with Management Effectiveness, Communication Effectiveness, and Material Rewards (i.e., pay and benefits). The Communications findings are similar to those from the Employee Surveys done earlier (Baker & Handwerk, 1997; Baker, 1993). Employees were also concerned that not much will be done with the Results of this Survey. In three out of five categories, Mt. SAC employees rated the institution higher when compared to the normative group. Mt. SAC employees' ratings of Material Rewards for Benefits and How the Survey will be Used were much lower than that of the normative group (13% points below). Only 27% felt that their employee benefits keep up with the times (Appendix B).



## COMPARISON BY DEMOGRAPHICS

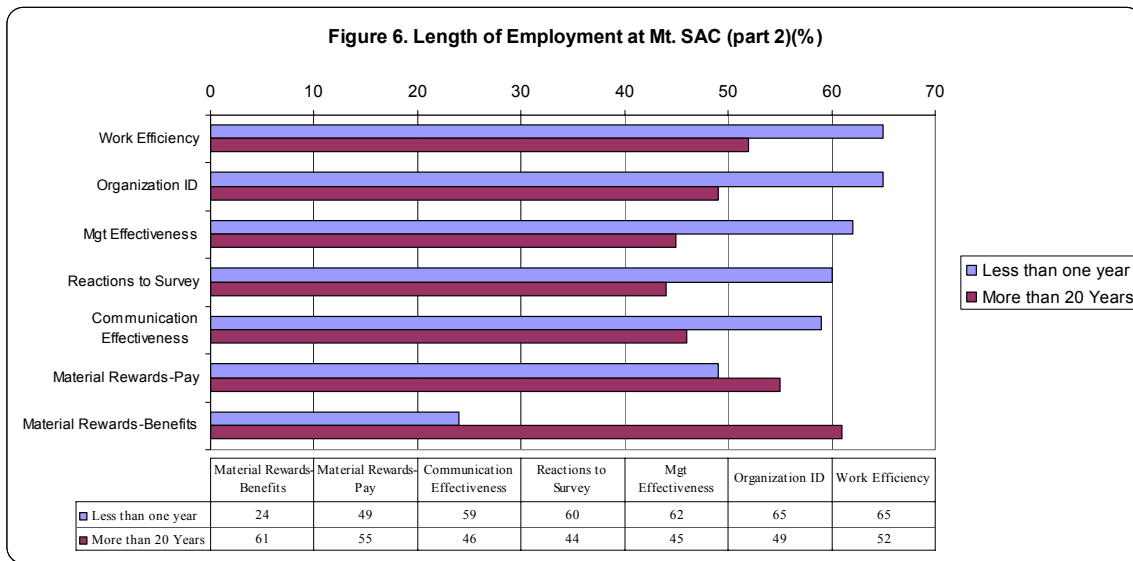
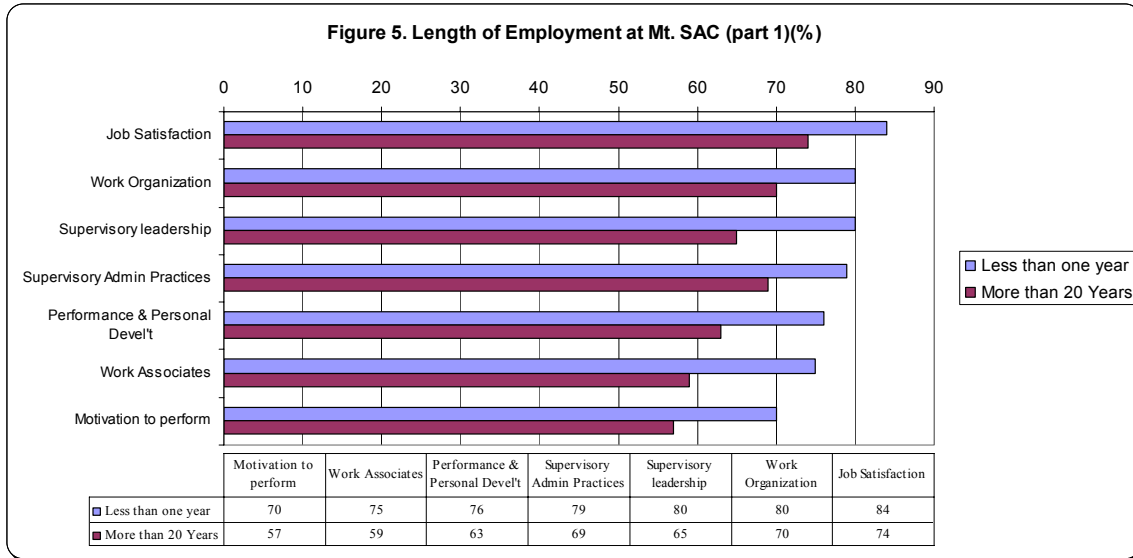
When categorizing the survey responses into different areas such as primary position, employment status, and employment length, some differences were noted. Differences that reached practical significance were determined to be those with a difference of 5% or greater.

Regarding differences in employment status, part-time employees reported higher levels of favorability for 12 of 14 categories (figures 3 & 4). Full-time employees reported higher levels of favorability for Material Rewards for both Pay and Benefits. Similar results were found in the two earlier Employee Surveys in which part-time employees were more positive, in general, than full-timers (Baker & Handwerk, 1997; Baker, 1993).



Employees with less than one year employment length responded more favorably to 12 of 14 categories and less favorably to two categories than did employees who had been here for more than 20 years, reflecting an idealized perception pattern typical of newer members in nearly every organization (figures 5 & 6). Employees with more than 20 years employment length responded more favorably to Material Rewards – Pay and Material Rewards – Benefits, and less favorably to issues such as Supervisory Leadership Practices and Performance and Personal Development.





Analysis by primary position (i.e., Faculty, Manager, and Classified Staff) yielded a number of similarities and differences across the groups. All three groups ranked Job Satisfaction, Supervisory Administrative Practices and Work Organization as their most favorable aspects of Mt. SAC (figures 7, 8 & 9). Other specific top rankings are outlined below and show some differences between the groups.

When examining Faculty Members' responses alone, their most favorable areas were:

- ✓ Job Satisfaction
- ✓ Supervisory Administrative practices
- ✓ Work Organization
- ✓ Performance and Personal development
- ✓ Supervisory Leadership practices

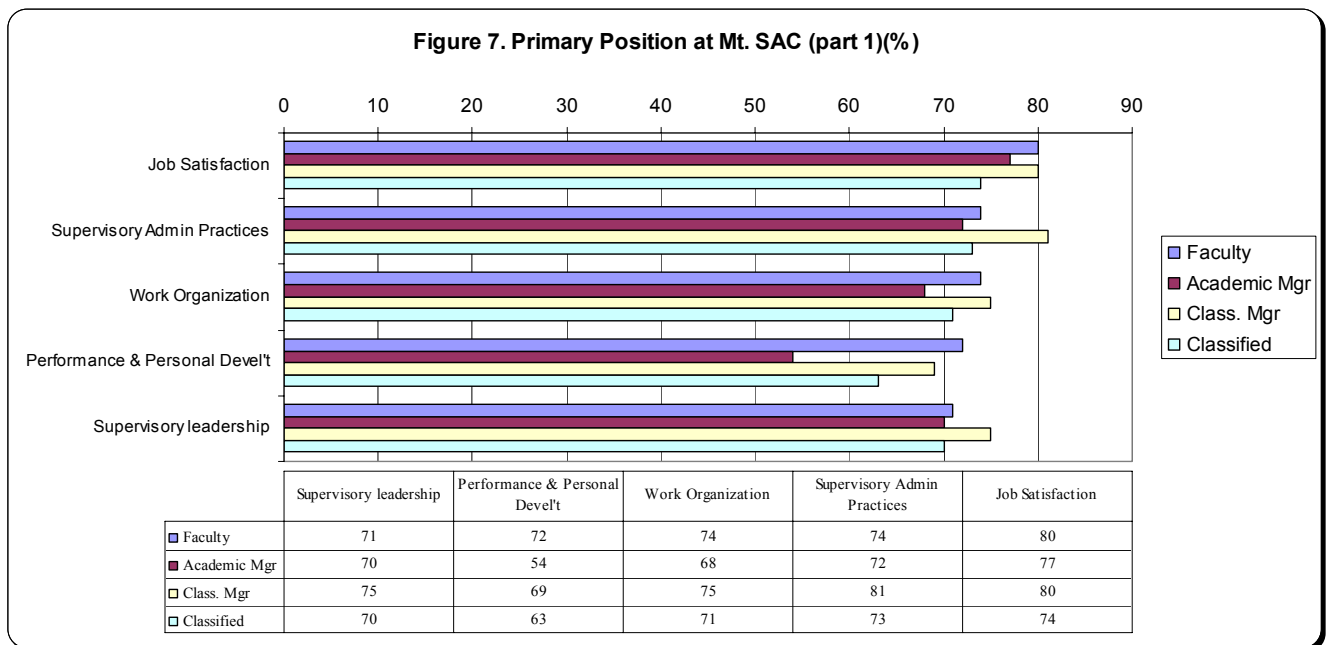
Managers (i.e., Classified & Academic) were more favorable about the following items:

- ✓ Job Satisfaction
- ✓ Supervisory Administrative Practices
- ✓ Work Organization
- ✓ Supervisory Leadership
- ✓ Work Associates
- ✓ Material Rewards – Pay

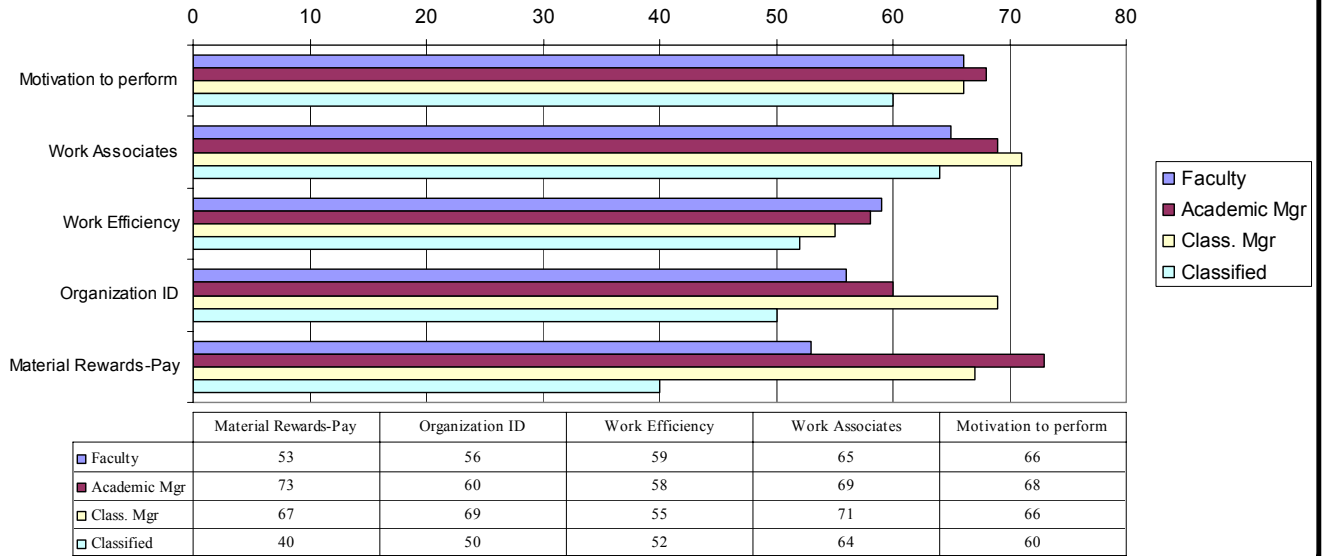
An examination of the Classified Member’s results indicates that their most favorable areas included:

- ✓ Job Satisfaction
- ✓ Supervisory Administrative practices
- ✓ Work Organization
- ✓ Supervisory Leadership

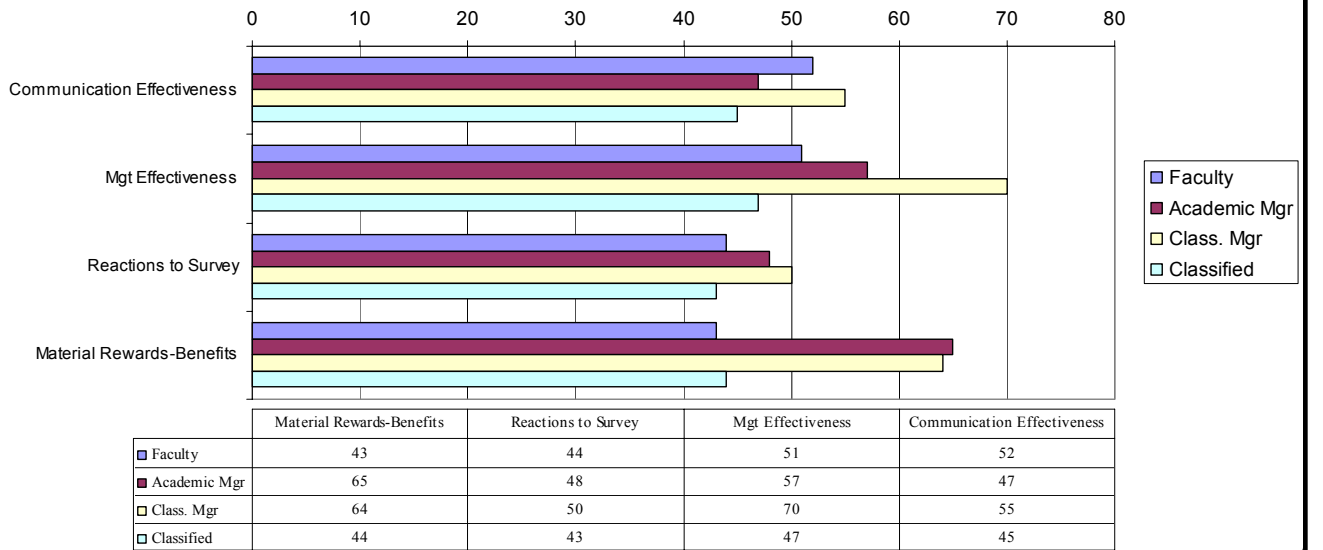
The least favorable category for Faculty and Classified employees was Material Rewards such as Benefits. As this issue was also apparent with the part-timers, it could be an issue more for that group than for all employees.



**Figure 8. Primary Position at Mt. SAC (part 2)(%)**



**Figure 9. Primary Position at Mt. SAC (part 3)(%)**



## **CUSTOM CATEGORIES**

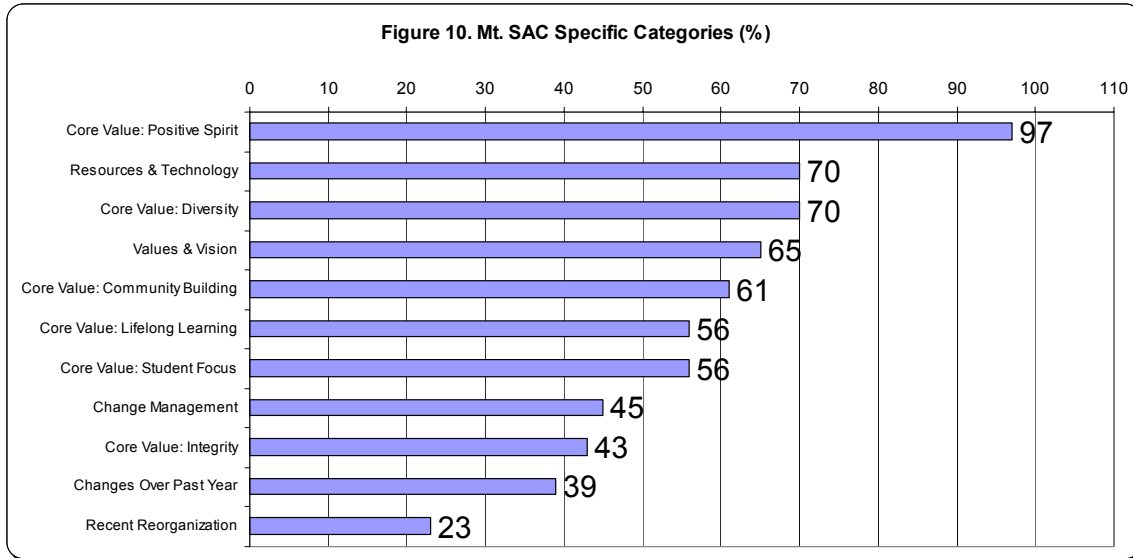
### **MT. SAC SPECIFIC CATEGORIES**

In addition to the bank of questions on the OSS™, Mt. SAC included additional questions created by the Standard 4 Accreditation Team Members. An analysis of these questions reveals that there are some areas for celebration and some for improvement (figure 10). Having a high percent of favorable responses typically suggests these areas are considered strengths. Similar to the previous section, part-time employees and those who had been here less than once year tended to be more content when compared to full-time employees and those who had been here for more than 20 years respectively.

The positive aspects of working at Mt. SAC were clear when it came to having Core Value of Positive Spirit (97%; We take pride in our work) and having the Resources and Technology (70%). Another positive aspect included that employees felt we do a good job of respecting, embracing and celebrating Diversity on campus (70%) – another Mt. SAC Core Value. Mt. SAC employees also thought positively about the Values and Vision of the College as well as its other Core Value of Community Building.

Two other Core Values, Lifelong Learning and Student Focus, both received 56% favorable responses from all employees. The most prevalent negative issues revolve around the Recent Reorganization, aspects of Over the Past Year related to communications as well as satisfaction, Integrity and Change Management. A majority of employees did not respond favorably to the various aspects of the recent reorganization. Their negative responses may have more to do with the recent reorganization of the Instruction Department only happening in fall 2003 and/or perhaps not necessarily having direct involvement and thus ability to evaluate the situation.

*For four of the very low favorability scored categories, some 30% to 40% of respondents had given “neutral” responses, indicating that they were not able to answer the question given what they knew. Typically, this means that these are the persons most easily swayed either positively or negatively with further interventions.*



The following is a more detailed examination of these aspects of the survey.

### Highest Percent Favorable Response

**Core Value: Positive Spirit** – (97% Favorable Response). Almost all employees (97%) report that they take pride in their work. The actual wording of Mt. SAC’s Core Value is:

- ***Positive Spirit*** - We work harmoniously, show compassion, and take pride in our work.

**Resources and Technology** – (70% Favorable Response). Employees’ reported that they use technology to do their job successfully (83%). Seventy-one percent report they have the technology to do their job successfully, and 65% report they have resources to do their job successfully. Sixty-one percent reported that they know which technology would be most beneficial to use for student learning outcomes.

**Core Value: Diversity** – (70% Favorable Response). Seventy-nine percent of employees reported that all differences in people are respected including gender, age, ethnic, cultural, disability, and sexual orientation. Seventy-two percent report that all differences are embraced, and 58% report that all differences are celebrated. The actual wording of Mt. SAC’s Core Value is:

- ***Diversity*** - We respect and welcome all differences, and we foster equal participation throughout the campus community.

**Values and Vision** – (65% Favorable Response; 21% uncertain). The majority of employees (75%) believe that employees embrace the educational values of Mt. SAC. Seventy-one percent of employees know Mt. SAC’s vision and mission statements, and 68% understand the mission and vision statements. Most employees (67%) report that Mt. SAC has a strong set of core values, 66% report that they clearly understand the values embraced by Mt. SAC, and 65%

understand the goals and objectives of Mt. SAC. However, only 43% report that the vision is communicated well to all employees.

**Core Value: Community Building** – (61% Favorable Response). Sixty-one percent report that there is a cooperative spirit at Mt. SAC. The actual wording of Mt. SAC’s Core Value is:

- ***Community Building*** - We work in responsible partnerships through open communication, caring, and a cooperative spirit.

## **Lowest Percent Favorable Response**

**Core Value: Lifelong learning** – (56% Favorable Response). Sixty-six percent of employees reported that they are encouraged to continue their education, and 46% reported they received training at Mt. SAC to accomplish all aspects of their job. The actual wording of Mt. SAC’s Core Value is:

- ***Life-long Learning*** - We promote the continuing pursuit of high educational goals through equal access to excellence in both teaching and support services.

**Core Value: Student Focus** – (56% Favorable Response; 22% uncertain). Sixty-three percent of employees report that everything they do is central to students. This value is lower than in the last Employee Survey done in 1997. At that time, a somewhat similar question, on a different survey was used. The respondents answered on a different scale and indicated that 79% (3.93/5) of the time students needs were central to what they did. Although the instruments are different, a change in this response on the OSS™ should be carefully monitored over time in subsequent survey administrations. Some 50% of respondents reported that decisions at Mt. SAC are made based on students’ needs. The actual wording of Mt. SAC’s Core Value is:

- ***Student Focus*** - We address the needs of students and the community in our planning and actions.

**Change Management**– (45% Favorable Response; 30% uncertain). Eighty percent of employees believe their colleagues and they themselves could successfully handle sudden change, and 66% report their colleagues and supervisors are flexible when dealing with change. However, only 40% believe Mt. SAC’s policies are flexible enough to cope with changes, 33% report that Mt. SAC plans for changes, and 24% feel that Mt SAC easily adapts to sudden institution-wide changes. Only 26% disagree that change makes most people at Mt. SAC uncomfortable.

**Core Value: Integrity** – (43% Favorable Response). Forty-three percent report there is an atmosphere of trust at Mt. SAC. The actual wording of Mt. SAC’s Core Value is:

- ***Integrity*** - We treat each other honestly, ethically, and responsibly in an atmosphere of trust.

**Over the Past Year** – (39% Favorable Response; 30% uncertain). Events and decisions over the past year did not receive many favorable responses (see table). Just less than fifty percent reported being comfortable with their level of feedback on ideas shared with management. Only 28% reported that they had a say in decisions that impacted student learning and 50% reported that they wanted a say in decisions that impacted student learning. Perhaps not all respondents were able to answer all questions due to their position at the College not being involved directly in some aspects. Another issue is the part-time employees might not be as involved in most issues at the College as full-time employees. Given that almost 50% of respondents were Classified Employees, it is understandable that some might not have the knowledge to answer some of these questions. When examining those questions at the bottom of the table which refer to Student Learning, it is clear that Faculty and Academic Managers, on average, tended to score higher than the other employees on campus. In general, it makes sense that these two groups would have a higher propensity to be involved directly in Student Learning than perhaps the other two groups.

<b>Over the Past Year</b>	<b>% Favorable 2003</b>
<b>Communications</b>	
Over the past year, I was content with the level of feedback I received on the ideas I shared with those in management.	49
Over the past year, I was informed about decisions made by the President that affected my work.	42
Over the past year, I was satisfied with the changes that have taken place in leadership	43
Over the past year, I was content with the amount of information I received on the major issues being addressed by the President.	40
Over the past year, I was satisfied with the information I received about decisions made by the President that affected my work.	38
Over the past year, I was content with the amount of information I received about how problems I identified were being handled by those in management.	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.	37
Over the past year, I was satisfied with the decisions made by the President that affected my work.	36
Over the past year, I was informed about decisions made by the Board of Trustees that affected my work.	33
Over the past year, I was content with the amount of information I received on the major issues being addressed by the Board of Trustees.	30

**(see next page)**

<b>Over the Past Year</b>	<b>% Favorable 2003</b>
<b>Student Learning</b>	
Over the past year, I was comfortable with my level of involvement in decisions that impacted student learning. (Faculty 50%; Academic Managers 46%)	45
Over the past year, I wanted a say in decisions that impacted student learning (Faculty 62%; Academic Managers 92%)	50
Over the past year, I had a say in decisions that impacted student learning. (Faculty 38%; Academic Managers 50%)	28

**Recent Reorganization** – (23% Favorable Response; 40% uncertain). Most responses to items regarding the recent reorganization were not favorable. Thirty-seven percent reported they wanted to have a say in the reorganization while only five percent reported that they did have a say. Thirty-two percent reported they were comfortable with their level of involvement in the reorganization. Only 20% reported that they expressed potential problems to management in another question, 15% reported that the problems they expressed were handled appropriately. Thirty-two percent reported receiving conflicting information about the reorganization. Only 26% believe that reorganization will enhance student learning. This whole category, Recent Reorganization, may suffer from two components: infancy and lack of involved. The reorganization of the Instruction Office only happened a few months before the survey was administered. Also, not all employees would have a sense of what reorganization was being asked about or of the extent to which it would impact the organization.

## CONCLUSION

Overall, the results of the Employee Survey indicate some areas for celebration:

- ✓ 97% take pride in their work,
- ✓ 96% feel they are capable of performing at the level their supervisor expects of them,
- ✓ 93% feel they are doing something worthwhile,
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Communication issues are the consistent poor finding in the three Employee Surveys done at Mt. SAC (1993, 1997, & 2003). It is necessary to make a conscious, coordinated effort on campus to improve communications through more research to determine what is working and what is not. Some immediate ideas for improving communications include:

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On a positive note, the results clearly indicated that Mt. SAC employees like working at the College, take great pride in their work, think they are capable of doing their jobs, feel they are doing something worthwhile, would recommend Mt. SAC as a place to work and are satisfied with their job.

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Baker, G.A. & Handwerk, P.G. (1997). *Personal assessment of the college environment (PACE)*. A report prepared for Mt. San Antonio College, Walnut, CA.

## ACKNOWLEDEMENT

The Research and Institutional Effectiveness office would like to thank Mt. SAC for supporting this endeavor and especially to those who took the time to tell us about their thoughts about working at Mt. SAC. It is clear from the results that there are some good points about working at Mt. SAC and some areas to be improved.

Thank you to Odette Richardson, Ann Marie West and the Mail Room Personnel for their assistance and patient. Thank you to Dawn Allen at NCS Pearson for customizing their process to fit how we work here at Mt. SAC.

Thank you to the Mt. SAC Research Group and the former Planning Sub-Group of Leadership for deciding that the OSS™ Employee Survey was the one for Mt. SAC.

# APPENDIX A: DEFINING CATEGORIES

Throughout this report, numerous OSS™ categories will be discussed. The following is a definition of each category as provided by NCS Pearson.

## Normative Group Comparison Categories

- 1. Organization Identification.** Assesses perceptions of the institutional image and the extent to which employees identify with the institution and want to continue working there.
- 2. Job Satisfaction.** Deals with employees' perceptions of the work itself, working conditions, and the opportunity to use their abilities to the fullest extent.
- 3. Material Rewards-Pay.** Assesses attitudes about pay, including adequacy, fairness, and comparability of pay to that of other institutions.
- 4. Material Rewards-Benefits.** Assesses employees' satisfaction with the benefits program and their ability to understand it.
- 5. Supervisory Leadership Practices.** Assesses employee' attitudes about supervision in terms of leadership ability and interpersonal skills. This category covers such specifics as fairness, friendliness, consistency, and the ability to communicate.
- 6. Work Associates.** Deals with the relationships between employees and between groups of employees.
- 7. Management Effectiveness.** Assesses employees' attitudes toward higher management, especially management's ability to make and stick to decisions, run an effective operation, and earn the respect of employees.
- 8. Supervisory Administrative Practices.** Deals with the supervisor as a manager of work and operations. Assesses the supervisor's ability to cooperate with others, make decisions, and solve problems.
- 9. Work Organization.** Reflects employee attitudes about supervision, the allocation of work, and understanding of responsibilities and regulations.
- 10. Work Efficiency.** Assesses employee attitudes about work methods, equipment, use of time and quality of work.
- 11. Performance and Personal Development.** Measures employee' attitudes concerning performance appraisal and opportunities for career development.

**12. Communication Effectiveness.** Focuses on the formal and informal patterns of communication in the organization as they effect vertical communication. Sources of information, rumors, and encouragement to communicate ideas are among the topics covered.

**13. Motivation to Perform.** Reflects employees' perceptions of the relationship between the effort required for successful performance and the rewards obtained. Issues such as the appropriate distribution of rewards, management's commitment to its promises, and the effectiveness of rewards as an incentive for hard work are assessed.

**14. Reactions to the survey.** Shows employee attitudes toward the survey as a means of communicating and inspiring action.

## **Mt. SAC Specific Categories**

**15. Mt. SAC Change Management.** The degree to which the company and employees cope with unexpected and major changes within a department or organization without major distress.

**16. Mt. SAC Values and Vision.** Assesses how employees perceive the purpose, vision, goals, and methods that distinguish a company's unique philosophy.

**17. Mt. SAC Core Values:** Measures aspects of each of Mt. SAC's Core Values.

**18. Mt. SAC Recent Reorganization.** Assesses how the recent reorganization was viewed by employees.

**18. Mt. SAC Changes over the past year.** How have employees' viewed changes over the past year?

**19. Resources & Technology.** Do employees have enough resources and technology?

## APPENDIX B: AREAS OF STRENGTH AND WEAKNESS

### **Job Satisfaction** – 77% Favorable Response (9% uncertain)

Job Satisfaction explores employee opinions on whether the work they do is interesting, challenging, and valuable. Employees have a very positive attitude about the work they perform. Ninety-three percent reported that they are doing something worthwhile and 84% reported it was interesting (not dull and monotonous). Mt. SAC’s favorable response rate is considerably higher than the National Norm (63%).

<b><i>Job Satisfaction</i></b>	<b>% Favorable 2003</b>
I’m doing something really worthwhile in my job.	93
My job is <b>not</b> frequently dull and monotonous. ( <i>reversed</i> ) <sup>2</sup>	84
I have <b>an</b> opportunity to use my abilities here. ( <i>reversed</i> )	78
Considering the kind of work I do, my working conditions are fine.	75
I can learn a great deal in my present job.	73
They <b>don’t</b> expect too much work from us around here. ( <i>reversed</i> )	69
I <b>almost never</b> think that my job counts for very little in this organization. ( <i>reversed</i> )	68

### **Supervisory Administrative Practices** – 74% Favorable Response (13% uncertain)

Supervisory Administrative Practices addresses the supervisor as a manager of work and operations in regards to cooperation, decision making, and problem solving. Eighty-five percent of employees reported they know what their supervisor expects of them. Sixty-two percent of employees reported that their supervisor cooperates well with other supervisors in getting work done.

<b><i>Supervisory Administrative Practices</i></b>	<b>% Favorable 2003</b>
I usually have a clear idea of what my supervisor expects me to do.	85
I usually feel free to discuss improvements with my supervisor.	79
My supervisor helps me solve problems that occur on my job.	77
I usually know where I stand with my supervisor.	77
My supervisor <b>never</b> fails to give us a clear-cut answer when we ask for his/her decision. ( <i>reversed</i> )	75
My supervisor <b>never</b> fails to pass along the information I need to do a	72

<sup>2</sup> 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., “My job is frequently dull and monotonous.”) is reverse scored, so it is based on the percentage of respondents who disagree with the statement. Items were re-worded for the purposes of this report to make it easier for the reader (e.g., the aforementioned item was re-worded in this report to read “My job is **not** frequently dull and monotonous”). The bolding indicates a re-wording has occurred just within this report.

<b>Supervisory Administrative Practices</b>	<b>% Favorable 2003</b>
good job. ( <i>reversed</i> )	
My supervisor seems to know what is going on in our work group. ( <i>reversed</i> )	71
My supervisor sees that we put in a good day's work.	68
My supervisor cooperates well with other supervisors in getting the work done.	62

**Work Organization** – 73% Favorable Response (11% uncertain)

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. Employees have a very clear idea of the results expected of them. They also reported that they do not often have other supervisors telling them what to do. Sixty percent of employees reported that work is usually distributed fairly among employees in their work group.

<b>Work Organization</b>	<b>% Favorable 2003</b>
I have a very clear idea of the results expected of me on my job.	85
Other supervisors besides my own <b>never</b> try to tell me what to do. ( <i>reversed</i> )	81
My group is well organized for the work we are expected to do.	77
I am <b>never</b> bothered by too much pressure on my job. ( <i>reversed</i> )	73
The way management runs things around here makes it <b>easy</b> for me to do a good job. ( <i>reversed</i> )	68
The rules and regulations make sense to me.	66
Work is usually distributed fairly among the employees in my work group.	60

**Supervisory Leadership Practices** – 71% Favorable Response (12% uncertain)

Supervisory Leadership Practices focuses on aspects of the supervisor-employee relationship such as fairness, friendliness, integrity, and ability to team-build. Overall, employees responded favorably to supervisors' fairness, friendliness, integrity, and work ethic. Employees report that supervisors tend to be fair in their dealings with them. Sixty-two percent thought supervisors do a good job of building team work in the group.

<b>Supervisory Leadership Practices</b>	<b>% Favorable 2003</b>
My supervisor is <b>fair</b> in his/her dealings with me. ( <i>reversed</i> )	85
My supervisor <b>is</b> friendly toward his/her people. ( <i>reversed</i> )	72
My supervisor keeps his/her promises.	72
My supervisor usually gives us credit for work well done.	70
My supervisor <b>never</b> puts things off; he/she <b>never</b> lets things	70

<b>Supervisory Leadership Practices</b>	<b>% Favorable 2003</b>
ride. <i>(reversed)</i>	
My supervisor tries to get our ideas about things.	67
My supervisor does a good job of building team work in our group.	62

**Performance and Personal Development** – 67% Favorable Response (15% uncertain)

Most employees felt that pleasing their supervisor was not more important than doing a good job (80%). Some 73% thought that their performance on the job was judged fairly. Only 49% felt that Mt. SAC shows a lot of interest in developing their employees.

<b>Performance and Personal Development</b>	<b>% Favorable 2003</b>
Pleasing your supervisor is <b>not</b> more important here than doing a good job. <i>(reverse)</i>	80
I think that my performance on the job is judged fairly here.	73
I <b>always</b> get the help I need to improve my performance on the job. <i>(reverse)</i>	69
The feedback I get regarding my performance helps me to do a better job.	67
I <b>understand</b> the method of judging my performance on the job. <i>(reverse)</i>	65
Mt. SAC shows <b>a lot of</b> interest in developing people for better jobs. <i>(reverse)</i>	49

**Work Associates** – 65% Favorable Response (15% uncertain)

It was good to hear that 82% of Mt. SAC employees feel that the people they work with make newcomers feel at home and that the people they work with tend to get along with each other (79%). Only 48% feel that the various work groups do cooperate.

<b>Work Associates</b>	<b>% Favorable 2003</b>
The people I work with usually make newcomers feel at home.	82
The people I work with get along well together.	79
The general attitude around here is <b>not</b> too impersonal. <i>(reversed)</i>	68
There are <b>not</b> many cliques and groups here that create an unfriendly atmosphere. <i>(reversed)</i>	58
<b>No one</b> I work with think they run the place. <i>(reversed)</i>	54
In my opinion, the various work groups here <b>do</b> cooperate. <i>(reversed)</i>	48

**Motivation to Perform** – 63% Favorable Response (18% uncertain)

Almost all employees (96%) feel that they are capable of performing at the level their supervisor expects of them. Some 91% feel that if they work hard that they can accomplish their job successfully. Of greatest concern was the fact that only 18% thought that “The kinds of rewards offered by this company are an incentive for working hard”.

<b>Motivation to Perform</b>	<b>% Favorable 2003</b>
I am capable of performing at the level my supervisor expects of me.	96
If I work hard, I can perform my job successfully.	91
Working hard at this company <b>is worth</b> the effort. <i>(reversed)</i>	76
Good work performance is <b>appreciated</b> around here. <i>(reversed)</i>	61
You <b>do not</b> have to work too hard in this company for the kinds of rewards you get. <i>(reversed)</i>	54
Management <b>does not</b> fail to live up to promised rewards for good work performance. <i>(reversed)</i>	46
The kinds of rewards offered by this company are an incentive for working hard.	18

**Work Efficiency** – 56% Favorable Response (20% uncertain)

Most employees (70%) feel that other demands made on them are not a hindrance to them performing their job. Only 46% thought that Mt. SAC operates efficiently while 33% felt that Mt. SAC works at the right speed when making improvements – an obvious place for improvement in the future.

<b>Work Efficiency</b>	<b>% Favorable 2003</b>
Other demands made on me <b>do not</b> make it difficult to do a good job. <i>(reversed)</i>	70
High standards are <b>not</b> abandoned under pressure. <i>(reversed)</i>	66
The quality of work done here is excellent.	65
We have up-to-date methods of getting work done here.	61
In my opinion, <b>not</b> too much time is wasted around here. <i>(reversed)</i>	54
There is <b>not</b> too much buck-passing around here. <i>(reversed)</i>	52
Mt. SAC operates efficiently.	46
Mt. SAC is <b>not</b> too slow in making improvements. <i>(reversed)</i>	33

**Organization Identification** – 54% Favorable Response (25% uncertain)

Mt. SAC employees are somewhat content with their identification with Mt. SAC. Some 81% would recommend Mt. SAC as a good place to work. There is less contentment when it comes to promotions as only 31% felt that those who get promotions deserve them.

<b>Organization Identification</b>	<b>% Favorable 2003</b>
I would recommend Mt. SAC as a good place to work.	81
The longer you work for Mt. SAC the more you feel you belong.	72
The future of Mt. SAC looks uncertain to me.	60
Management here is interested in the welfare of its people.	52
I can be sure of my job as long as I do good work.	52
I feel that I am really a part of what goes on around here.	51
Management <b>does not</b> keep us in the dark about things we ought to know. <i>(reversed)</i>	50
There are good opportunities here for those who want to get ahead.	39
The people who get promotions around here usually deserve them.	31



## AREAS TO CONSIDER

### **Reactions to the Survey** – 44% Favorable Response (33% uncertain)

Reactions to the Survey are not very favorable. A slight majority of employees at Mt. SAC reported that the Survey is a good way to tell management what they think. However, only 33% reported that they believe management will act on the survey results.

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

### **Material Rewards – Benefits** – 46% Favorable Response (32% uncertain)

This category examines employees’ perceptions of the value and comparability of benefits and how well they understand the benefits program. Mt. SAC’s employees responded 13 percentage points below the National Norm (59%). While 67% of employees value the benefits program, a smaller percent report that they are comparable, understandable, and meet their needs.

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

### **Material Rewards – Pay** – 48% Favorable Response (19% uncertain)

This category examines employees’ perceptions of the fairness and comparability of pay, as well as how much sense of security their pay gives them. Mt. SAC employees responded 10 percentage points above the National Norm (38%). Employees responded similarly to comparability of pay both within the organization and as compared to other organizations. Forty-seven percent believe that the pay system offers little incentive to do a better job.

<b>Material Rewards – Pay (M)</b>	<b>% Favorable 2003</b>
Compared with other people here, I am paid fairly.	54
Compared with other similar organizations, our pay scale is okay.	54
My pay is enough to give me a reasonable degree of security.	52
For the work I do here I am <b>not</b> underpaid. ( <i>reversed</i> )	45
The way pay is determined here offers <b>incentive</b> to do a better job. ( <i>reversed</i> )	35

**Communication Effectiveness** – 49% Favorable Response (22% uncertain)

Communication Effectiveness focuses on formal and informal patterns of communication within the organization. Sixty-one percent of the employees reported that they get information they need regarding policies and practices, and 59% reported that they are kept well informed about matters affecting their work. However, 40% reported that little effort is made to get their opinions, and 40% reported that they feel free to go to someone up the line if they are dissatisfied with their supervisors' answer.

<b>Communication Effectiveness</b>	<b>% Favorable 2003</b>
We get the information we need on company policies and practices.	61
We are kept well informed about matters affecting us in our work.	59
Most of the time it is safe to say what you think around here.	52
People up the line generally listen to what we have to say.	48
There seem to be <b>few</b> false rumors around here. ( <i>reversed</i> )	47
We usually hear about important matters first <b>not</b> through the grapevine. ( <i>reversed</i> )	42
<b>A lot of</b> effort is made to get the opinions and thinking of people who work here. ( <i>reversed</i> )	40
If I am dissatisfied with my supervisor's answer to a question, I feel free to go to someone up the line.	40

**Management Effectiveness** – 50% Favorable Response (29% uncertain)

Management Effectiveness focuses on employee attitudes regarding performance and success of management. Management is viewed as reasonably effective by employees. Fifty-nine percent report that management does not change its mind so often that it interferes with work; this favorable response rate is 14 percentage points above the National Norm. Also, 56% report that management is generally respected. Only 37% report that management gets cooperation among the various departments.

<b>Management Effectiveness</b>	<b>% Favorable 2003</b>
Management changes its mind so <b>little</b> it <b>does not interfere</b> with getting the work done. ( <i>reversed</i> )	59
Management is generally respected by employees.	56
Management gives the supervisor here enough authority to get the work done efficiently.	55
The decisions management makes are usually fair.	52
In my judgment, Mt. SAC is well managed.	48
Management <b>ensures</b> that its decisions are carried out down the line. ( <i>reversed</i> )	43
Management <b>gets</b> cooperation among the various departments. ( <i>reversed</i> )	37