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EMPLOYEE SURVEY: FALL 2003

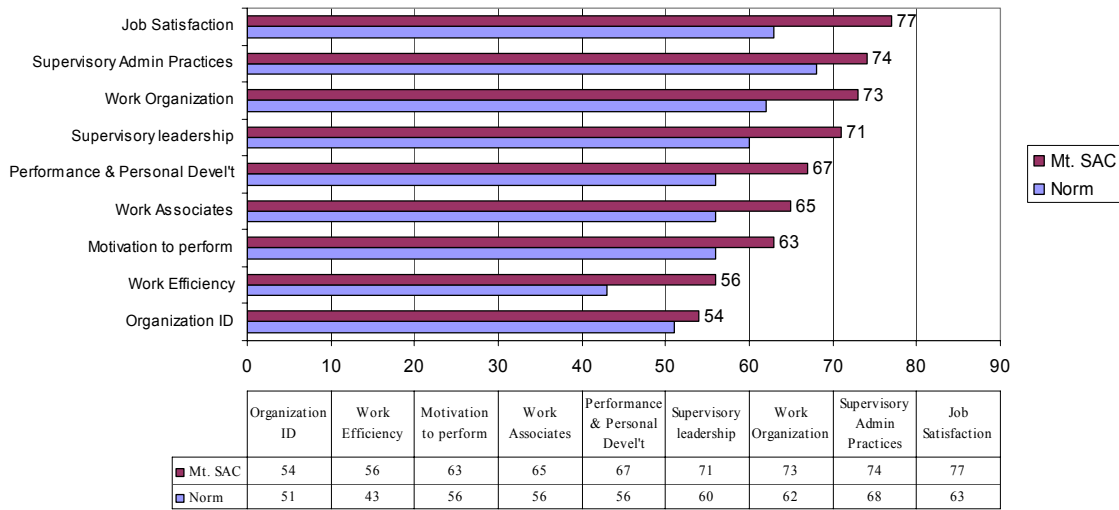
In fall 2003, a survey was sent to all employees of Mt. San Antonio College (Mt. SAC). The survey, OSS™ (Organizational Survey System), was chosen by the Mt. SAC Research Group and the former Planning Sub-Group of Leadership. The OSS™ is a reliable and valid survey with a normative comparative group. 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.

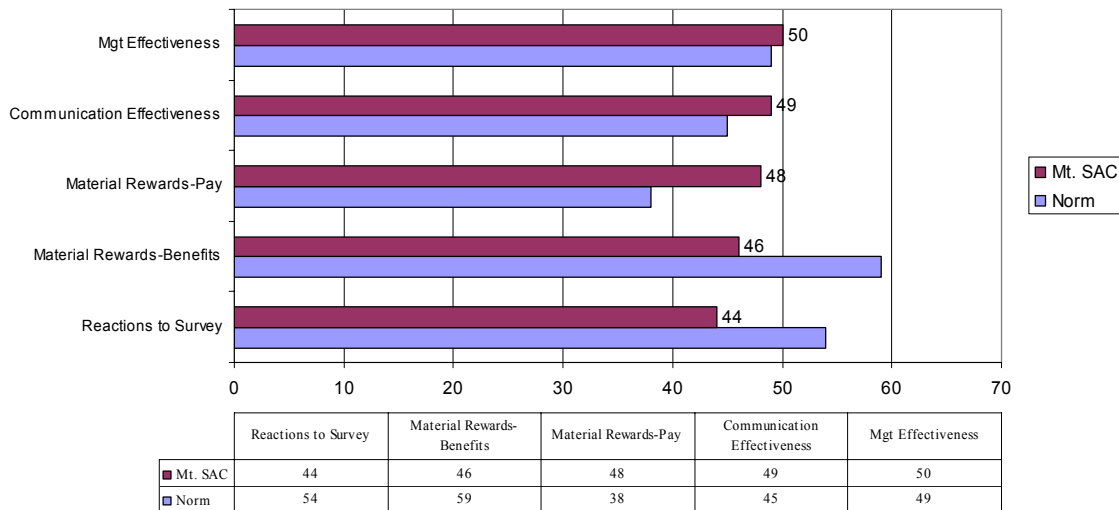
Figure 1. Normative Comparison: Favorable Responses (%)



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).

Figure 2. Normative Comparison: Least Favorable Responses (%)



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.