

College Employee Satisfaction Survey – Spring 2018

Participation Rate: 70%

CQS Participation Rate: 67% in 2016, 64% in 2014

Employee Satisfaction: 62% Satisfied or Very Satisfied

CQS equivalent: 73% in 2016, 78% in 2014

1 Overview

In 2018, SFCC transitioned to the College Employee Satisfaction Survey (CESS) from the Campus Quality Survey (CQS), administered seven times between 2006 and 2016. This biennial cycle surveys full time employees only.

2 Institutional Goals

Employees rated the importance of suggested goals from 1 (“Not important at all”) to 5 (“Very important”).

Three Most Important Goals (high to low)	Mean
Improve employee morale	4.70
Retain more current students to graduation	4.68
Increase the enrollment of new students	4.60

Three Least Important	Mean
Develop new academic programs	3.63
Improve the appearance of campus buildings and grounds	3.64
Utilize Continuous Quality Improvement tools to improve efficient delivery of programs and services	3.75

3 Involvement in Planning and Decision-Making

Employees rated the level of involvement of various constituencies in planning and decision-making. A ranking of 3.0 out of 5.0 is considered “Just Right.”

Constituencies above 3.0	Mean
Senior administrators (VP or above)	3.73
Deans or chairs of academic units	3.51
Deans or directors of administrative units	3.47

Constituencies below 3.0	Mean
Faculty	2.59
Community	2.54
Me personally	2.49
Alumni	2.42
Staff	2.34
Students	2.34

4 Performance Gaps

The performance gap is the difference between Importance vs Satisfaction with items of Campus Climate and Policies and Work Environment. If employees rate the survey item as a 4.0 on satisfaction and a 5.0 on importance, the gap is 1.0. The goal is to have as small a gap as possible. In general, gaps of 1.0 or larger should be examined. The comparison group consists of 60 colleges across the nation.

10 Smallest Gaps (smallest to largest)

Survey Item	SFCC Gap	Comparison Group Gap
My department meets as a team to plan and coordinate work	0.38***	0.68
I am proud to work at this institution	0.48	0.47
The type of work I do on most days is personally rewarding	0.50	0.49
The work I do is appreciated by my supervisor	0.54	0.56
This institution believes in continuous quality improvement	0.57	n/a ⁺
Quality improvement teams are utilized in this organization	0.58	n/a ⁺
My supervisor helps me improve my job performance	0.62	0.71
My supervisor pays attention to what I have to say	0.64	0.69
I learn about important campus events in a timely manner	0.65	0.71

10 Largest Gaps (largest to smallest)

Survey Item	SFCC Gap	Comparison Group Gap
This institution consistently follows clear processes for orienting and training new employees	1.72***	1.34
There are effective lines of communication between departments	1.61	1.68
My department has the staff needed to do its job well	1.60	1.50
Employee suggestions are used to improve our institution	1.51	1.39
This institution consistently follows clear processes for selecting new employees	1.50**	1.23
I am paid fairly for the work I do	1.50	1.42
The leadership of this institution has a clear sense of purpose	1.48**	1.26
Employees are rewarded for outstanding job performance	1.44	n/a ⁺
My department has the budget needed to do its job well	1.43	1.50
This institution does a good job of meeting the needs of staff	1.42	1.30

+Items added to the survey by SFCC for comparison to previous CQS data

*Indicates level of statistically significant difference

All other survey items with performance gaps above 1.0

Survey Item	Gap
There is a spirit of teamwork and cooperation at this institution	1.41
This institution plans carefully	1.40
This institution makes sufficient budgetary resources available to achieve important objectives	1.36
This institution has written procedures that clearly define who is responsible for each operation and service	1.34
This institution involves its employees in planning for the future	1.31
The reputation of this institution continues to improve	1.30
There is good communication between the faculty and the administration at this institution	1.28
This institution makes sufficient staff resources available to achieve important objectives	1.26
Efforts to improve quality are paying off at this institution	1.26
This institution consistently follows clear processes for recognizing employee achievements	1.24
There is good communication between staff and the administration at this institution	1.22*
This institution does a good job of meeting the needs of its faculty	1.22
This institution analyzes all relevant data before making decisions	1.22
I have adequate opportunities for advancement	1.21
Administrators share information regularly with faculty and staff	1.17*
It is easy for me to get information at this institution	1.15
I am empowered to resolve problems quickly	1.14
Employees receive special training in improving customer service	1.09
Our services to students are user friendly	1.09
This institution is well-respected in the community	1.05
Employees are involved in the development and improvement of performance measures	1.05
My job responsibilities are communicated clearly to me	1.04
This institution analyzes complaints to determine appropriate remedial actions	1.03
I have adequate opportunities for training to improve my skills	1.02

5 Statistically Significant Differences vs Comparison Group

SFCC's Performance Gap indicates significantly LOWER employee satisfaction than the comparison group in these areas

This institution consistently follows clear processes for orienting and training new employees ***

This institution consistently follows clear processes for selecting new employees **

Administrators share information regularly with faculty and staff **

The leadership of this institution has a clear sense of purpose **

The institution does a good job of meeting the needs of its administrators *

SFCC's Performance Gap indicates significantly HIGHER employee satisfaction than the comparison group in these areas

My department meets as a team to plan and coordinate work ***

There is good communication between staff and the administration at this institution *

SFCC's rating of the importance of institutional goals is significantly LOWER than the comparison group in these areas

Importance of developing new academic programs ***

Importance of improving the academic ability of entering student classes *

Importance of improving the appearance of campus buildings and grounds *

SFCC's rating of the importance of institutional goals is significantly HIGHER than the comparison group in these areas

Importance of increasing enrollment of new students **

Importance of increasing the diversity or racial and ethnic groups represented among student body *

Importance of improving employee morale *

SFCC's rating of the involvement in planning and decision-making was significantly HIGHER than the comparison group for these constituencies

Deans or chairs of academic units **

Trustees **