

Allan Hancock College Climate Survey 2022 Summary

I. INTRODUCTION

Allan Hancock College employees participated in a climate survey in 2018 that was developed by and administered by an outside consultant. The survey was developed through validation methodologies that identified 14 dimensions of employee satisfaction. The primary areas of focus in the climate survey are employee engagement (commitment to the organization) and enablement (skills, abilities, and supportive environment). Main strengths identified from the 2018 survey included commitment to a high-quality student experience, support for learning and development, alignment to the college strategies, and positive views of the nascent LEAP mentoring program. Areas of opportunity for improvement included performance management, constrained resources, training, and relationship with senior leadership.

Between March 9 and April 1, 2022, the college office of institutional effectiveness administered the same survey to assess progress towards addressing challenges identified in the 2018 survey and new areas of opportunity. The need for a climate survey and continuity of survey questions came from discussions among the accreditation steering committee. The results and response to the survey extend well beyond the application to the accreditation standards, but the survey does align with the spirit of institutional dialogue and improvement imbued throughout the accreditation standards. The college should build in a timeline to administer a climate survey every three to four years.

II. INTERPRETATION of RESULTS

Survey respondents were asked to respond to 62 questions in a Likert scale of responses

Strong Agree Somewhat Agree Neither Agree nor Disagree Somewhat Disagree Strongly Disagree

Results for each question are grouped into the following three categories

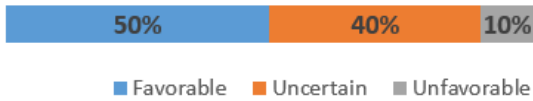
Strongly agree or somewhat agree: **Favorable**
Neither agree nor disagree: **Uncertain**
Somewhat disagree or strongly disagree: **Unfavorable**

While there are not inexpugnable delineations of strengths and weaknesses, the college was provided the following guidance with interpretation of favorable and unfavorable responses after the 2018 survey administration:

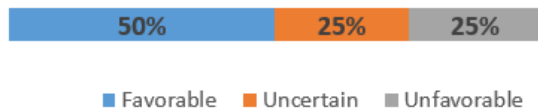
< 75% favorable: **Clear Strength**
60 to 75% favorable: **Moderate Strength**
<60% favorable or > 20% unfavorable: **Warning Sign**
<50% favorable or > 30% unfavorable: **Red Flag**

It is also important to assess the distribution of uncertain and unfavorable when the percent favorable is less than 60%. The following examples indicate the same level of favorable responses, but the distribution of unfavorable responses may require different approaches and strategies.

In the first case, there may be more low hanging fruit in terms of understanding why employees are not able to assess aspects of their work environment. Perhaps better communication or participation in college professional development would improve the outcome.



Alternatively, when responses are distributed in the second example, there is a stronger sentiment of negativity that may require more effort to assess and provide a meaningful response to make institutional improvements. There may also be different perceptions and attitudes by employee group, department/area on campus, and location.



These distinctions in response distribution are also helpful when assessing changes over time. If the percent of favorable responses increase, it is important to determine whether it happened as a result of fewer unfavorable responses (reduction in negativity) or a reduction in uncertainty (perhaps from better communication or understanding). Along these same lines, it is possible that the percent favorable might increase along with the percent unfavorable if there was a high level of uncertainty in the prior survey administration. This type of bifurcated response could occur if there are differences in perceptions of treatment among different employee groups or organizational units.

SURVEY QUESTIONS

The survey consists of 62 climate questions mapped to 14 dimensions of employee engagement, enablement, and satisfaction.

Domains

Quality and Student Focus	Authority and Empowerment	Resources	Clear and Promising Directions	Respect and Recognition
Development Opportunities	Confidence in Leaders	Performance Management	Work, structure, and Process	Collaboration
Training	Pay and benefits	Employee Engagement	Employee Enablement	

Results are presented at both the individual prompt/topic level as well as the domain level.

III. RESULTS

The distribution of survey respondents by employee group is provided below. Survey sampling processes differed between the two years of surveys, which needs some explanation. The 2018 survey was administered in two waves; the first sample was conducted by the consultants that developed the survey, and was sent to full-time faculty, administration/supervisor confidential, and classified. The second wave in 2018 was administered to part-time faculty by the institutional effectiveness office.

The 2022 survey was administered by the IE office using Qualtrics Survey Software set to prohibit “ballot stuffing”. Since the survey link distributed was not unique, responses are anonymous and confidential; that is, there is no way to identify respondents. The software does, however, recognize IP addresses to prevent multiple submissions from the same IP and browser. The software recognized 414 survey activities, some of which included no data submission, including blocked attempts at multiple responses.¹ Overall, the 2022 survey included 377 respondents with one or more responses compared to 329 in 2018.

Climate Survey Respondents

	2018	2022
Classified	126	159
FT Faculty	66	99
PT Faculty	112	79
Admin and Supervisor/Confidential	25	37
Undisclosed	<u>0</u>	<u>3</u>
	329	377

Participation improved among the Classified and Full-time faculty group, with 2022 response rates around 61%. Response rates among Part-time faculty declined to about 26%. The number of respondents among the supervisor/confidential and administrative unit increased largely in proportion to the increase in members.

A. Year to Year Comparisons

Distributional comparisons between results from 2018 to the 2022 survey results are provided in Table 1. Key points of interest include the following questions:

- i. Were there areas of improvement (increases in favorable responses) between survey years, and if so,
 - a. were they results of a reduction in uncertain responses, or*
 - b. a reduction in unfavorable responses, or*
 - c. both?**

The distinction between options “a” and “b” indicate whether improvements corresponded to a reduction in negative attitudes, or just a reduction in ambivalence.

¹ The *Prevent Ballot Box Stuffing* option helps keep respondents from taking a survey multiple times by placing a cookie on their browser when they submit a response. The next time the respondent clicks on the survey link, Qualtrics will see this cookie and not permit them to take the survey.

ii. *Were there instances of both increases in favorable AND unfavorable responses?*

This situation could expose bifurcated attitudinal changes where employee groups or departments develop opposing views of college climate. This information could be useful to resolve growing divisions among various groups.

iii. *Were there instances of decreases in favorable responses?*

iv. *Regardless of year-to-year changes, what is the current assessment of college climate across 62 questions and 14 dimensions?*

Statistical tests of significance in differences between proportions of favorable responses in both survey years are provided with a P-value based on a two-sided Z test of the null hypothesis that $P_1 = P_2$, where P_i is the proportion of favorable responses in year $i = (2018, 2022)$. A major caveat for the use of any parametric test statistic is whether necessary conditions hold, and specifically sampling properties in this instance. Random sampling is one sufficient condition along with independence and normality. Random sampling ensures that the data from the sample has the same probability as other samples to be selected to serve as a representation of an entire population. The survey was distributed to everyone, so there is no assurance it reflects the population. In other words, if the propensity to participate in the survey is correlated to underlying attitudes (positive or negative), then results do not reflect those of the entire population.

The reader is also encouraged to consider the entire distribution of responses to contextualize the instances where there are statistically significant positive differences. As noted above, increases in favorability and/or high frequencies of favorability need to be measured aside levels of unfavorable responses.

Areas of Improvement

The following domains showed improvement with statistical significance in one or more prompts (categories) within the domain in the 2022 survey. There may not be much movement in the overall domain in each case, or there may be some prompts with high levels of unfavorable responses, so the entire set of categories in each domain should be assessed to gather a complete picture.

1. Authority and Empowerment:

This domain experienced an overall increase in favorable responses from 63 to 69% favorable responses as a result of fewer uncertain responses. The prompt *I have opportunities to have my ideas adopted and put into use* had a statistically significant increase from 56 to 64%; attitudes towards this concept improved from *warning sign* to *moderate strength*.

2. Collaboration

Three of the five areas within collaboration showed improvement, though the current status of the domain Collaboration is within the “warning sign” range of favorability (53% favorable; 27% unfavorable). There were improvements in *sharing ideas, communication between departments, and support from other parts of*

campus. Overall attitudes towards collaboration improved, yet with 27% unfavorable, there are opportunities for improvement

3. Confidence in Leaders

Four of the six areas within this domain showed improvement, and the overall rating improved to 58% favorable; however, since this improvement was a result of fewer uncertain responses, and the unfavorable rating is at 27%, there are opportunities for improvement in this area. Attitudes about *trust and confidence in immediate supervisor* and *operating in an ethical manner* showed the largest improvement and are in the clear and moderate strength classification respectively. Responses to Allan Hancock College is *effectively managed and well-run* and *trust and confidence in senior leadership* saw improved favorable responses from fewer uncertain response. The later prompt improved from 35 to 47% favorable, yet the unfavorable rating remained at 35%. Given the bifurcated attitudes to these prompts it would be instructive to understand where the divisions exist.

4. Development Opportunities

Overall, this domain remains a warning sign with 58% favorable and 23% unfavorable responses. There was an improvement to the question of *opportunities for learning and development* at Allan Hancock College from 55 to 62% favorable. This domain is one of many where there are lower attitudes by employee group (classified employees in this instance).

5. Performance Management

Overall, favorability in the domain of performance management increased from 52 to 56%; however, the level of unfavorability at 27% makes this a red flag. The prompt *I receive clear and regular feedback on how well I do my work* improved from 45 to 56% because of fewer uncertain responses. And the areas relating to *understanding of personal expectations* and the *college expecting high performance* are rated highly (85 and 74% respectively). It is in the areas of link between compensation and performance and addressing poor performance where this domain is rated considerably unfavorable (19 and 23% respectively).

6. Resources

The overall favorability rating of this domain improved from 59 to 67%, yet the percent of unfavorable responses at 25% indicates that while it is a moderate strength, there are opportunities for improvement. The prompts of *accessibility of immediate supervisor*, *information to do my job*, and *resources needed to do my job effectively* all improved to moderate or clear strengths. The clear area of weakness in this domain is with the issue of *enough people to do the work*.

7. Respect and Recognition

This domain showed a moderate increase in favorable responses from 61 to 64%, with a 21% unfavorable rating in 2022. Thus, this domain shows moderate strength, but opportunity for improvement. The prompt *I am treated with respect as an individual* increased in favorable responses from improved from 65 to 74% largely as a result in fewer uncertain responses.

8. Training

The Training domain remains a challenge with an overall favorable rating of 45%. The one prompt that experienced a statistically significant increase was *Allan Hancock College provides training so that I can perform my present job well*, which increased from 40 to 51% -- largely as a result in fewer uncertain responses. This result suggests that there might be opportunities to explore where and why some attitudes improved about training and assessing the ability to scale up. The topics of time for training and training for new employees differs by employee group, so strategies for improvement may need to be tailored to address these differences.

Areas of Decline

The following areas showed a decline in attitudes in the 2022 survey either with a statistically significant negative difference in favorable responses or an increase in unfavorable responses.

1. Pay and Benefits

This domain was rated the lowest in overall favorability and declined from 46 to 41% favorable with an increase in unfavorable responses across all of the prompts; the prompt *I believe my pay is fair considering the pay of people doing similar work in other organizations* increased in unfavorable responses from 39 to 56%.

Table 1: 2018 - 2022 Comparison of Survey Items

	2018			2022			Indicates a decrease in % favorable or increase in % unfavorable		P-value
	Favorable	Neutral	Unfavorable	Favorable	Neutral	Unfavorable	Difference Favorable	Difference Unfavorable	
Engagement	63%	18%	19%	65%	18%	18%	2%	-1%	
Allan Hancock College motivates me to do more than is required	49%	26%	25%	50%	24%	26%	1%	1%	0.818
I would recommend Allan Hancock College as a good place to work	65%	21%	14%	65%	19%	16%	0%	2%	1.071
I feel motivated to do more than is required of me	66%	16%	18%	66%	15%	19%	0%	1%	1.037
I feel proud to work for Allan Hancock College	78%	17%	6%	77%	14%	9%	-1%	3%	0.652
Enablement	61%	17%	22%	66%	13%	21%	5%	-1%	
My job makes good use of my skills and abilities	77%	11%	13%	79%	8%	13%	2%	0%	0.452
My job provides opportunities to do challenging and interesting work	74%	15%	11%	80%	12%	8%	6%	-3%	0.085
Conditions in my job allow me to be about as productive as I can be	51%	21%	28%	57%	16%	27%	6%	-1%	0.143

There are no significant barriers at work to doing my job well	42%	20%	37%	47%	16%	37%	5%	0%	0.222
Authority and Empowerment	63%	18%	19%	69%	13%	18%	6%	-1%	
I have enough authority to do my job well	72%	12%	17%	77%	6%	17%	5%	0%	0.122
I am encouraged to come up with new or better ways of doing things	63%	21%	16%	66%	17%	17%	3%	1%	0.358
I have opportunities to have my ideas adopted and put into use	56%	20%	24%	64%	15%	21%	8%	-3%	0.024
Clear and Promising Direction	64%	22%	14%	65%	19%	15%	2%	2%	
I understand how my job contributes to Allan Hancock College's strategic priorities and goals	77%	16%	7%	80%	12%	8%	3%	1%	0.373
I have a good understanding of Allan Hancock College's strategic priorities and goals	62%	22%	16%	67%	17%	16%	5%	0%	0.190
I believe that Allan Hancock College will be successful over the next 2-3 years	68%	21%	10%	68%	24%	8%	0%	-2%	1.101
Allan Hancock College is responding effectively to changes in the education environment	58%	28%	14%	57%	21%	22%	-1%	8%	0.739
I believe that Allan Hancock College has the right strategic priorities and goals	52%	26%	22%	55%	22%	23%	3%	1%	0.416
Collaboration	46%	25%	29%	53%	19%	27%	7%	-1%	
There is good cooperation and teamwork within my work group	74%	13%	13%	78%	9%	13%	4%	0%	0.265
There is good cooperation between departments in Allan Hancock College	44%	29%	28%	49%	24%	27%	5%	-1%	0.194
There is effective sharing of ideas and resources across Allan Hancock College	38%	28%	33%	47%	20%	33%	9%	0%	0.017
There is good communication between departments in Allan Hancock College	33%	32%	34%	41%	25%	34%	8%	0%	0.040
My work group receives high quality support from other parts of the organization we depend on	40%	25%	35%	51%	19%	30%	11%	-5%	0.0029
Confidence in Leaders	51%	21%	28%	58%	15%	27%	7%	-1%	
I have trust and confidence in my immediate supervisor	72%	11%	17%	80%	7%	13%	8%	-4%	0.014

Allan Hancock College is socially responsible	68%	22%	10%	69%	19%	12%	1%	2%	0.749
Allan Hancock College operates in an ethical manner	53%	20%	27%	63%	12%	25%	10%	-2%	0.007
Allan Hancock College is effectively managed and well-run	40%	22%	37%	48%	17%	35%	8%	-2%	0.041
Allan Hancock College is open and honest in communications with employees	38%	22%	39%	40%	18%	42%	2%	3%	0.629
I have trust and confidence in Allan Hancock College's senior leadership team	35%	29%	36%	47%	18%	35%	12%	-1%	0.002
Develop Opportunities	54%	20%	26%	58%	19%	23%	4%	-3%	
My immediate supervisor supports me in my learning and development	74%	12%	14%	78%	11%	11%	4%	-3%	0.197
I have opportunities to achieve my career goals at Allan Hancock College	52%	20%	28%	56%	18%	26%	4%	-2%	0.316
I have good opportunities for learning and development at Allan Hancock College	55%	24%	22%	62%	21%	17%	7%	-5%	0.054
I have opportunities for advancement at Allan Hancock College	36%	23%	40%	37%	26%	37%	1%	-3%	0.876
Pay and Benefits	46%	18%	36%	41%	12%	47%	-5%	11%	
Allan Hancock College provides employee benefits that meet my needs	49%	22%	29%	50%	16%	34%	1%	5%	0.787
I believe I am paid fairly for the work I do	45%	15%	40%	39%	10%	51%	-6%	11%	0.129
I believe my pay is fair considering the pay of people doing similar work in other organizations	46%	15%	39%	35%	9%	56%	-11%	17%	0.005
Performance Management	52%	22%	26%	56%	17%	27%	4%	1%	
I understand the results expected of me in my job	85%	8%	7%	85%	7%	8%	0%	1%	0.916
Allan Hancock College expects a high level of performance from its employees	74%	15%	10%	74%	16%	10%	0%	0%	1.037
The feedback I receive during the year helps me develop and improve	56%	27%	17%	62%	23%	15%	6%	-2%	0.150
I receive clear and regular feedback on how well I do my work	45%	28%	27%	56%	18%	26%	11%	-1%	0.004
There is a clear link between my performance and my compensation	32%	18%	51%	34%	14%	52%	2%	1%	0.558
Poor performance is addressed effectively in Allan Hancock College	19%	34%	47%	23%	25%	52%	4%	5%	0.251

Quality and Student Focus	81%	12%	7%	78%	14%	8%	-2%	1%	
The people in my work group are committed to delivering high quality education and services	86%	9%	5%	82%	11%	7%	-4%	2%	0.146
Allan Hancock College provides high quality education and services	83%	13%	4%	80%	15%	5%	-3%	1%	0.295
Allan Hancock College provides a high quality student experience	81%	13%	7%	75%	15%	10%	-6%	3%	0.073
I would recommend Allan Hancock College's high quality education to services to a friend	79%	15%	6%	79%	16%	5%	0%	-1%	1.077
Allan Hancock College is student focused (always seeking to understand and meet student needs)	74%	12%	14%	76%	11%	13%	2%	-1%	0.524
Resources	59%	14%	27%	67%	8%	25%	8%	-2%	
My immediate supervisor is accessible when needed	77%	11%	12%	85%	7%	8%	8%	-4%	0.008
I have the information I need to do my job well	62%	21%	17%	70%	12%	18%	8%	1%	0.039
I have the resources I need to do my job effectively	61%	10%	29%	73%	5%	22%	12%	-7%	0.001
There are enough people to do the work in my work group	34%	16%	50%	40%	9%	51%	6%	1%	0.115
Respect and Recognition	61%	19%	20%	64%	15%	21%	3%	1%	
My work area is safe	81%	10%	9%	82%	10%	8%	1%	-1%	0.671
Allan Hancock College values and promotes employee diversity	65%	22%	13%	64%	21%	15%	-1%	2%	0.815
I am treated with respect as an individual	65%	16%	20%	74%	8%	18%	9%	-2%	0.010
I receive recognition when I do a good job	51%	24%	25%	56%	18%	25%	5%	0%	0.188
Allan Hancock College shows care and concern for its employees	44%	24%	33%	45%	18%	37%	1%	4%	0.697
Training	41%	24%	36%	45%	19%	37%	4%	0%	
My immediate supervisor coaches me to help improve my performance	51%	25%	24%	57%	21%	22%	6%	-2%	0.136
Allan Hancock College provides training so that I can perform my present job well	40%	26%	34%	51%	16%	33%	11%	-1%	0.005
My job leaves adequate time to take advantage of job-related training opportunities	39%	17%	44%	41%	18%	41%	2%	-3%	0.670
New employees receive the training they need to do their jobs well	31%	26%	43%	31%	19%	50%	0%	7%	1.037

Work, Structure, and Process	49%	23%	28%	54%	16%	30%	5%	2%	
When changes are made when I work, communications are handled well	38%	23%	39%	47%	16%	37%	9%	-2%	0.022
Allan Hancock College is effectively organized and structured	40%	26%	33%	46%	22%	32%	6%	-1%	0.146
The amount of work expected of me is reasonable	56%	17%	27%	58%	12%	30%	2%	3%	0.542
The work is well organized in my work group	63%	25%	13%	65%	15%	20%	2%	7%	0.592

P-values in **bold** < 0.05;
0.1 >= P-values in *italics* > 0.05

B. Top Favorable and Unfavorable Items

Tables 2a and 2b provide the top 10 favorable and unfavorable items in 2022 with comparisons to 2018. Among the top favorable items, there are few differences in percent favorable, aside from the items related to relationships with immediate supervisor, which improved in 2022. Among the least favorable items in 2022, most items are similar in favorable responses to 2018, aside from items related to communication and enough people to do the work.

Table 2a: Top 10 Favorable Items (Percent Favorable Responses)

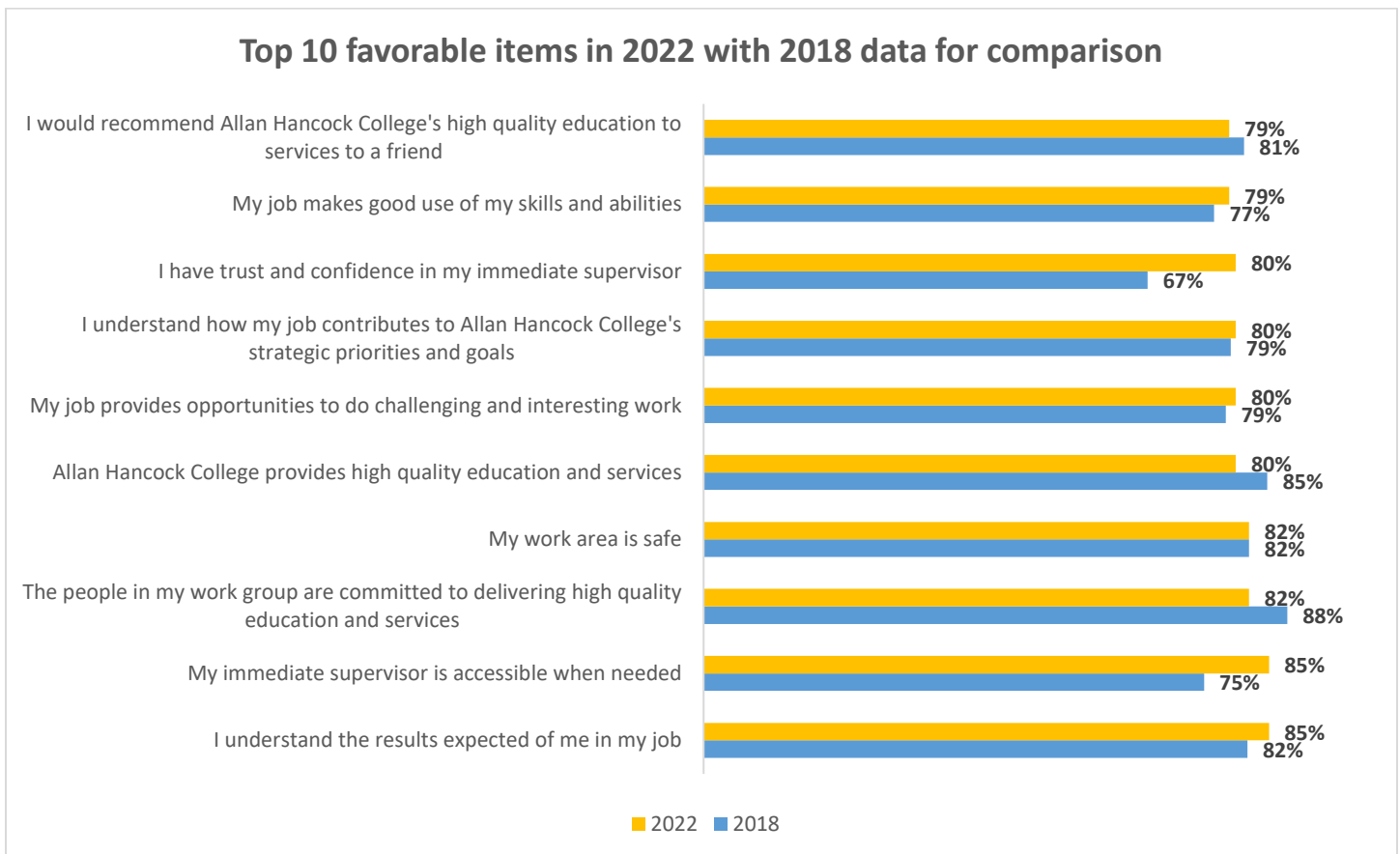
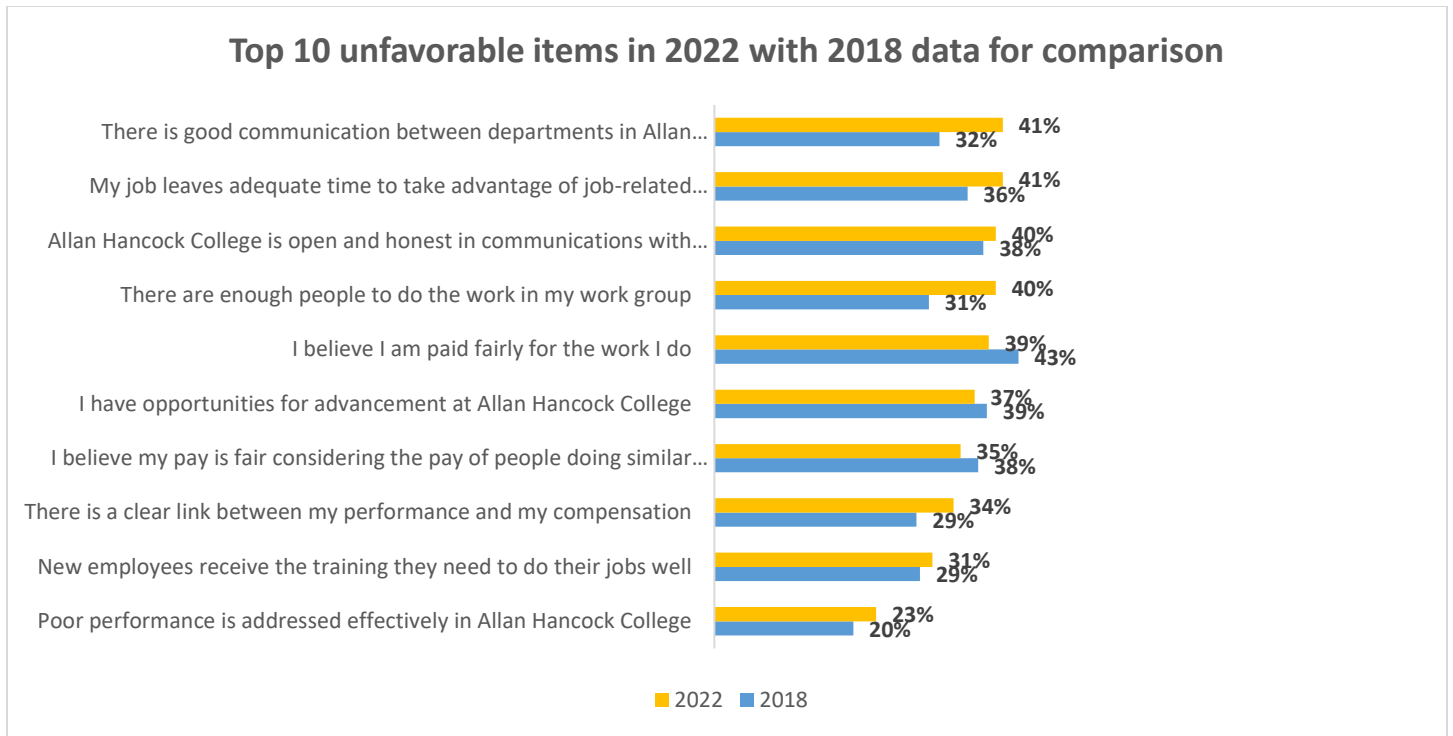


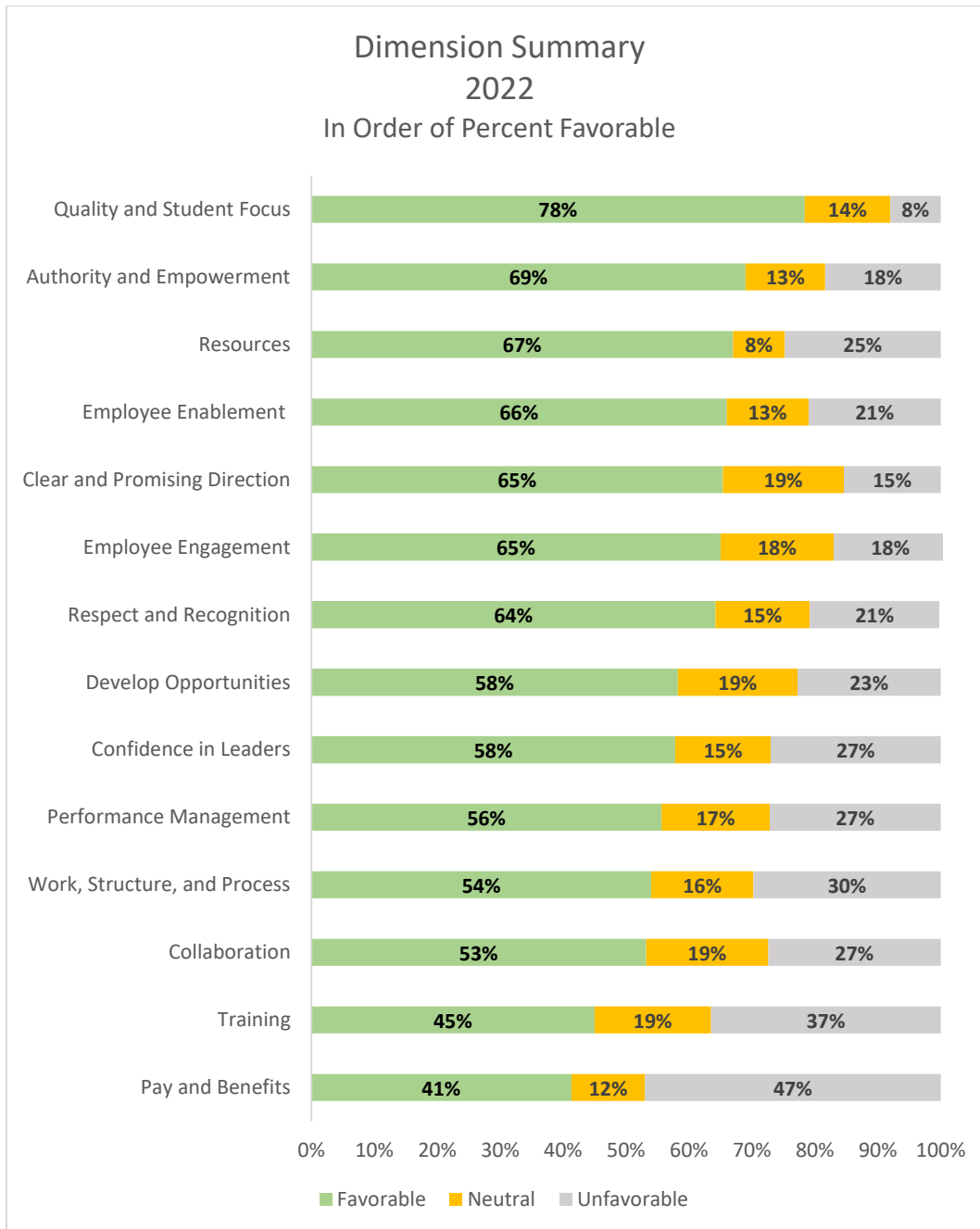
Table2b: Top 10 Unfavorable Items (Percent Favorable Responses)



C. Dimension Summary

Table 3 shows the overall ranking of favorable responses by dimension sorted from high to low. As with the 2018 survey, the top ranked domain is Quality and Student Focus, while the lowest dimension scores are again in the areas of collaboration, training, and pay/benefits. Authority and Empowerment, Resources, and Employee Enablement all moved up on a relative basis in the ranking.

Table 3: Rank Order of Dimensions



D. Differences by Employee Group

Table 4 provides item responses organized by domain disaggregate by employee group with the distribution of favorable, uncertain, and unfavorable responses displayed. Cells in the favorable column are colored coded to correspond with the recommended interpretation of the percentages. This table can assist with identifying areas that may be moderately favorable or better in a domain (greater than 65% favorable), but have weak

item responses overall or with one or more employee group. For example, the domain Employee Enablement shows that overall, employees feel that their skills are used well and there are opportunities to do challenging and interesting work. However there are barriers to getting work done efficiently. Classified and full-time faculty were less likely to respond favorably to the item related to working productively, while all groups were very unfavorable regarding significant barriers.

Table 4: Responses by Employee Group

Question	CSEA			Full-Time Faculty			Part-Time Faculty			Admin		
	Unfavorable	Neutral	Favorable	Unfavorable	Neutral	Favorable	Unfavorable	Neutral	Favorable	Unfavorable	Neutral	Favorable
Engagement												
Allan Hancock College motivates me to do more than is required	37%	24%	39%	21%	25%	54%	14%	26%	60%	14%	22%	64%
I would recommend Allan Hancock College as a good place to work	22%	24%	54%	11%	19%	70%	15%	12%	73%	9%	14%	77%
I feel motivated to do more than is required of me	26%	18%	56%	20%	9%	71%	8%	19%	73%	12%	11%	77%
I feel proud to work for Allan Hancock College	14%	18%	68%	3%	12%	85%	7%	13%	80%	9%	7%	84%
Enablement												
My job makes good use of my skills and abilities	17%	11%	72%	8%	7%	85%	12%	6%	82%	11%	6%	83%
My job provides opportunities to do challenging and interesting work	13%	13%	74%	3%	11%	86%	4%	15%	82%	6%	8%	86%
Conditions in my job allow me to be about as productive as I can be	28%	22%	50%	30%	14%	56%	26%	9%	65%	20%	12%	68%
There are no significant barriers at work to doing my job well	40%	18%	42%	41%	11%	47%	28%	18%	54%	42%	11%	47%
Authority and Empowerment												
I have enough authority to do my job well	18%	6%	76%	17%	4%	79%	12%	9%	79%	19%	8%	72%
I am encouraged to come up with new or better ways of doing things	17%	19%	64%	19%	18%	63%	21%	13%	66%	5%	17%	78%
I have opportunities to have my ideas adopted and put into use	24%	19%	57%	19%	12%	69%	20%	15%	65%	17%	3%	80%
Clear and Promising Direction												
I understand how my job contributes to Allan Hancock	9%	12%	79%	5%	13%	82%	10%	15%	75%	9%	3%	89%

College's strategic priorities and goals												
I have a good understanding of Allan Hancock College's strategic priorities and goals	19%	24%	56%	11%	15%	74%	21%	12%	67%	6%	5%	89%
I believe that Allan Hancock College will be successful over the next 2-3 years	7%	35%	58%	10%	21%	69%	8%	12%	80%	8%	14%	78%
Allan Hancock College is responding effectively to changes in the education environment	19%	27%	54%	31%	21%	48%	14%	18%	68%	20%	9%	71%
I believe that Allan Hancock College has the right strategic priorities and goals	29%	26%	45%	22%	16%	61%	16%	23%	61%	14%	16%	70%
Collaboration												
There is good cooperation and teamwork within my work group	17%	6%	77%	8%	11%	81%	14%	13%	73%	6%	5%	89%
There is good cooperation between departments in Allan Hancock College	37%	22%	41%	18%	25%	57%	16%	36%	48%	26%	9%	65%
There is effective sharing of ideas and resources across Allan Hancock College	41%	23%	36%	28%	20%	52%	27%	20%	53%	23%	14%	63%
There is good communication between departments in Allan Hancock College	46%	22%	32%	22%	26%	52%	25%	40%	35%	29%	12%	59%
My work group receives high quality support from other parts of the organization we depend on	37%	17%	46%	29%	17%	54%	26%	20%	54%	16%	24%	60%
Confidence in Leaders												
I have trust and confidence in my immediate supervisor	16%	5%	79%	10%	9%	80%	12%	9%	79%	8%	3%	89%
Allan Hancock College is socially responsible	19%	22%	59%	8%	21%	71%	5%	18%	77%	6%	9%	85%
Allan Hancock College operates in an ethical manner	40%	10%	50%	15%	16%	69%	14%	13%	73%	14%	6%	80%

Allan Hancock College is effectively managed and well-run	50%	15%	35%	32%	18%	50%	21%	18%	61%	16%	19%	65%
Allan Hancock College is open and honest in communications with employees	57%	16%	27%	39%	24%	36%	26%	19%	55%	19%	8%	72%
I have trust and confidence in Allan Hancock College's senior leadership team	49%	19%	32%	22%	23%	55%	22%	23%	55%	14%	11%	75%
Develop Opportunities												
My immediate supervisor supports me in my learning and development	13%	9%	78%	6%	12%	82%	13%	17%	70%	9%	3%	88%
I have opportunities to achieve my career goals at Allan Hancock College	32%	20%	48%	19%	15%	66%	31%	22%	47%	15%	6%	79%
I have good opportunities for learning and development at Allan Hancock College	26%	21%	53%	9%	21%	69%	14%	19%	66%	9%	20%	71%
I have opportunities for advancement at Allan Hancock College	45%	23%	32%	22%	31%	47%	44%	26%	29%	27%	27%	46%
Pay and Benefits												
Allan Hancock College provides employee benefits that meet my needs	30%	16%	54%	31%	13%	56%	54%	24%	22%	18%	12%	70%
I believe I am paid fairly for the work I do	71%	6%	23%	38%	12%	50%	36%	18%	46%	28%	5%	67%
I believe my pay is fair considering the pay of people doing similar work in other organizations	76%	5%	19%	50%	12%	38%	36%	14%	50%	29%	11%	60%
Performance Management												
I understand the results expected of me in my job	11%	8%	81%	6%	7%	87%	2%	8%	90%	5%	5%	89%
Allan Hancock College expects a high level of performance from its employees	12%	16%	72%	9%	17%	74%	12%	12%	76%	3%	16%	81%
The feedback I receive during the year helps me develop and improve	17%	21%	62%	16%	28%	56%	15%	27%	58%	11%	6%	83%
I receive clear and regular feedback on	25%	21%	55%	23%	21%	55%	33%	14%	53%	24%	19%	57%

how well I do my work												
There is a clear link between my performance and my compensation	66%	11%	23%	46%	15%	39%	38%	17%	45%	36%	19%	44%
Poor performance is addressed effectively in Allan Hancock College	59%	25%	16%	55%	24%	21%	28%	31%	41%	59%	20%	21%
Quality and Student Focus												
The people in my work group are committed to delivering high quality education and services	11%	12%	77%	4%	7%	89%	3%	14%	83%	6%	5%	89%
Allan Hancock College provides high quality education and services	7%	25%	68%	3%	10%	87%	4%	8%	88%	3%	6%	91%
Allan Hancock College provides a high quality student experience	12%	21%	67%	8%	10%	82%	8%	10%	82%	6%	12%	82%
I would recommend Allan Hancock College's high quality education to services to a friend	7%	19%	74%	2%	14%	84%	4%	16%	80%	3%	8%	89%
Allan Hancock College is student focused (always seeking to understand and meet student needs)	16%	14%	70%	11%	6%	83%	8%	13%	79%	14%	8%	78%
Resources												
My immediate supervisor is accessible when needed	10%	5%	85%	4%	13%	83%	9%	7%	84%	6%	0%	94%
I have the information I need to do my job well	27%	9%	64%	11%	13%	76%	14%	17%	69%	12%	11%	77%
I have the resources I need to do my job effectively	27%	3%	70%	20%	5%	75%	15%	9%	76%	16%	5%	78%
There are enough people to do the work in my work group	58%	9%	33%	56%	7%	37%	27%	15%	58%	57%	3%	40%
Respect and Recognition												
My work area is safe	12%	9%	79%	8%	14%	78%	3%	8%	89%	6%	11%	83%
Allan Hancock College values and promotes employee diversity	20%	29%	50%	18%	13%	69%	7%	19%	74%	6%	12%	82%

I am treated with respect as an individual	21%	13%	66%	15%	5%	80%	19%	5%	76%	14%	0%	86%
I receive recognition when I do a good job	23%	15%	62%	29%	25%	46%	31%	20%	49%	14%	16%	70%
Allan Hancock College shows care and concern for its employees	52%	14%	34%	29%	24%	47%	28%	20%	52%	20%	14%	66%
Training												
My immediate supervisor coaches me to help improve my performance	27%	18%	55%	18%	29%	53%	23%	21%	56%	14%	14%	71%
Allan Hancock College provides training so that I can perform my present job well	50%	16%	34%	20%	18%	61%	14%	20%	66%	33%	6%	61%
My job leaves adequate time to take advantage of job-related training opportunities	43%	17%	40%	47%	15%	38%	22%	27%	51%	51%	14%	35%
New employees receive the training they need to do their jobs well	63%	19%	18%	33%	18%	49%	33%	18%	49%	63%	8%	29%
Work, Structure, and Process												
When changes are made when I work, communications are handled well	44%	16%	40%	46%	15%	39%	21%	16%	63%	18%	23%	59%
Allan Hancock College is effectively organized and structured	40%	23%	36%	30%	25%	45%	19%	19%	62%	26%	21%	53%
The amount of work expected of me is reasonable	40%	12%	48%	27%	13%	60%	15%	10%	75%	34%	6%	60%
The work is well organized in my work group	29%	16%	55%	15%	10%	75%	11%	25%	64%	14%	11%	75%

Clear Strength > 75% Favorable

Moderate Strength 65%-75% Favorable

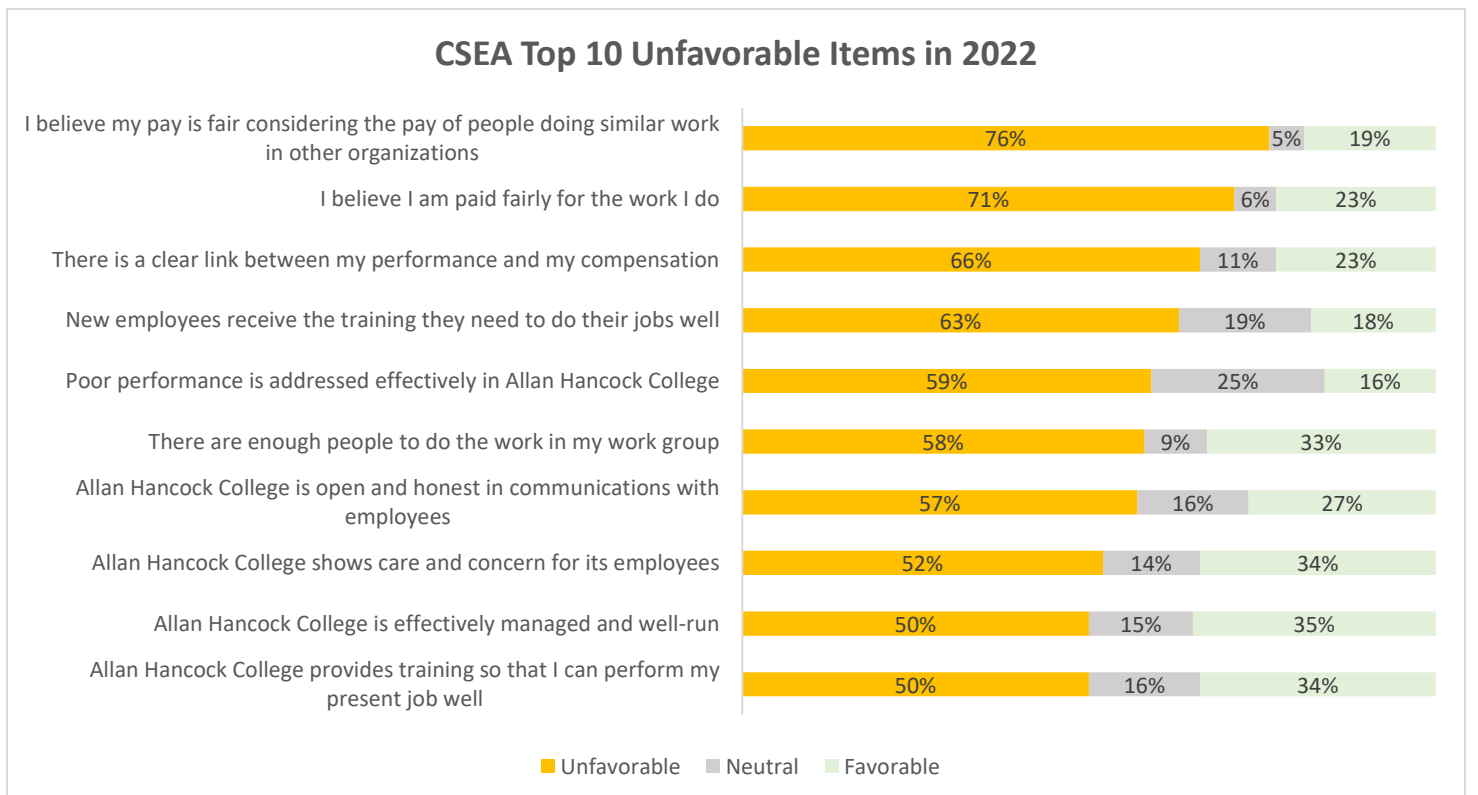
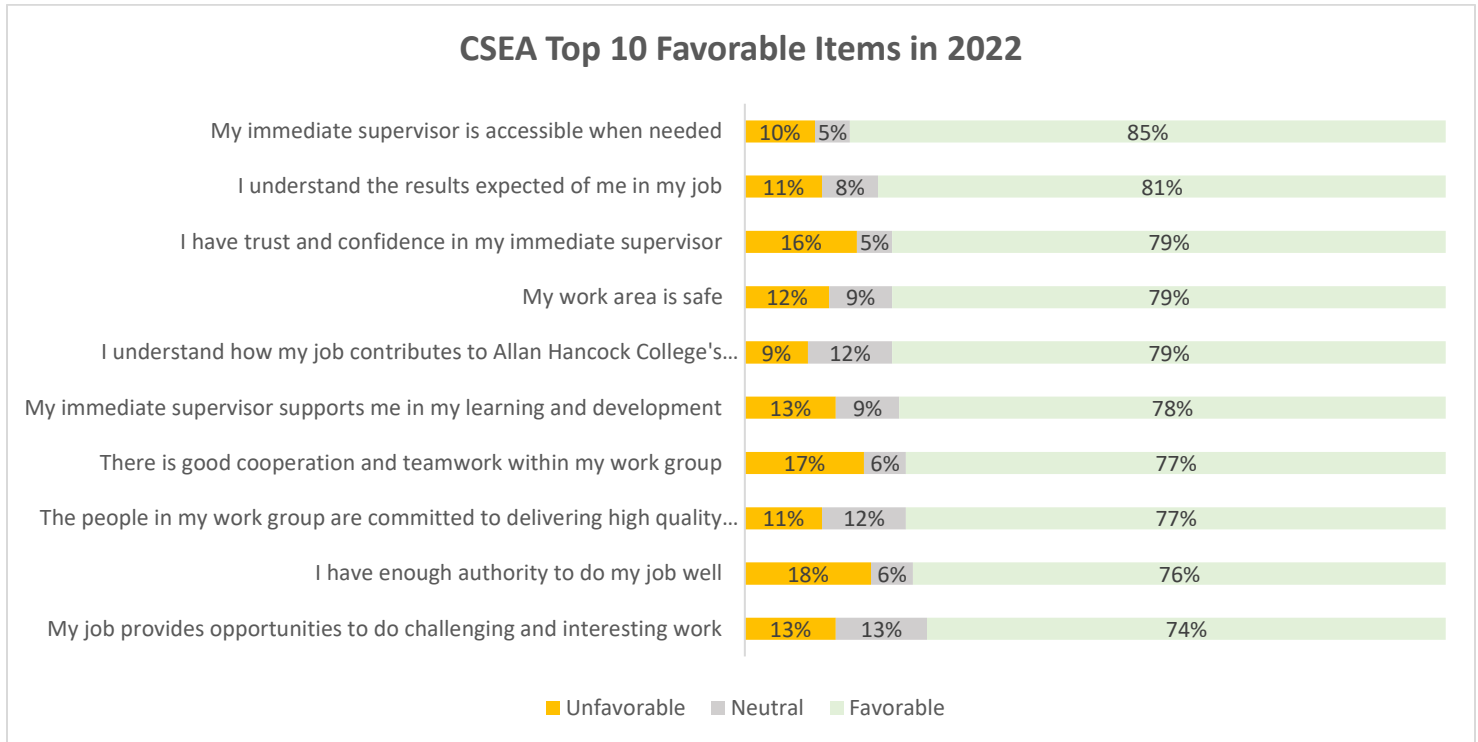
Warning Sign <60% Favorable

Red Flag <50% Favorable

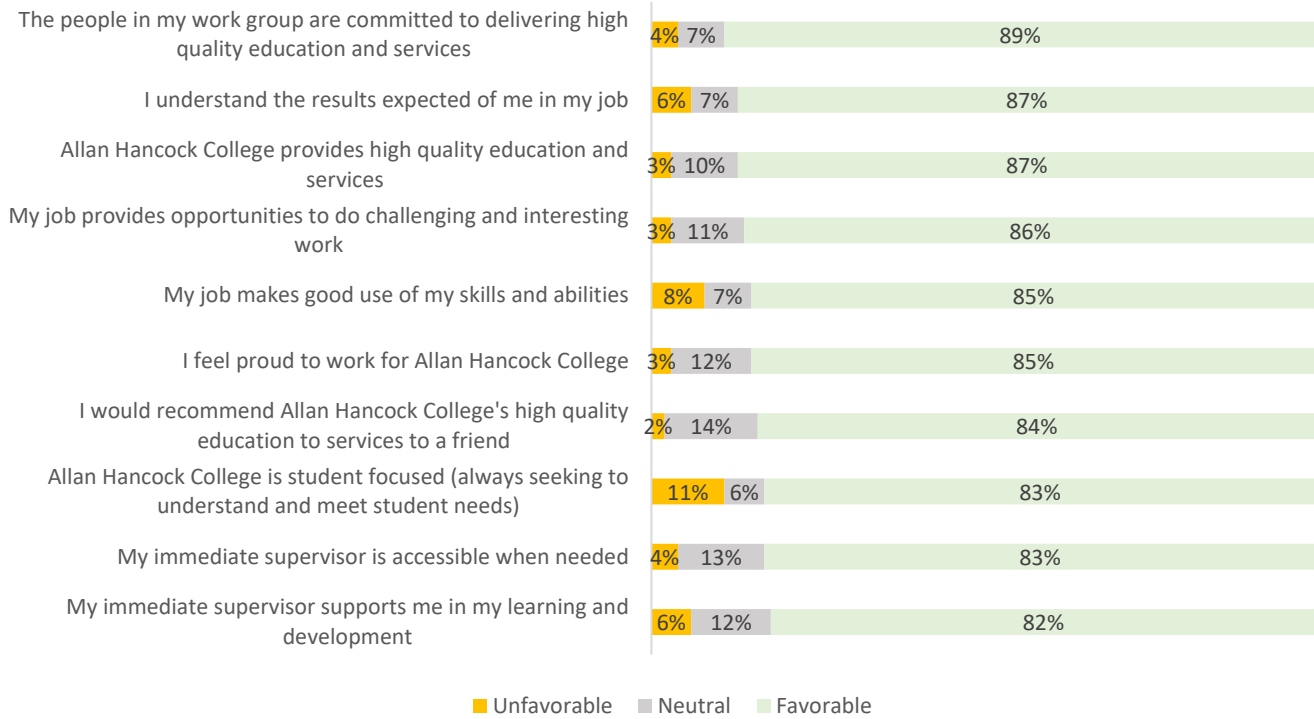
E. Most and Least Favorable Items by Employee Group

Tables 5a through 5h provide the most and least favorable item responses by employee group. These data can be used to supplement the analysis of domains and items that offer potential opportunities but with an eye towards different attitudes among groups.

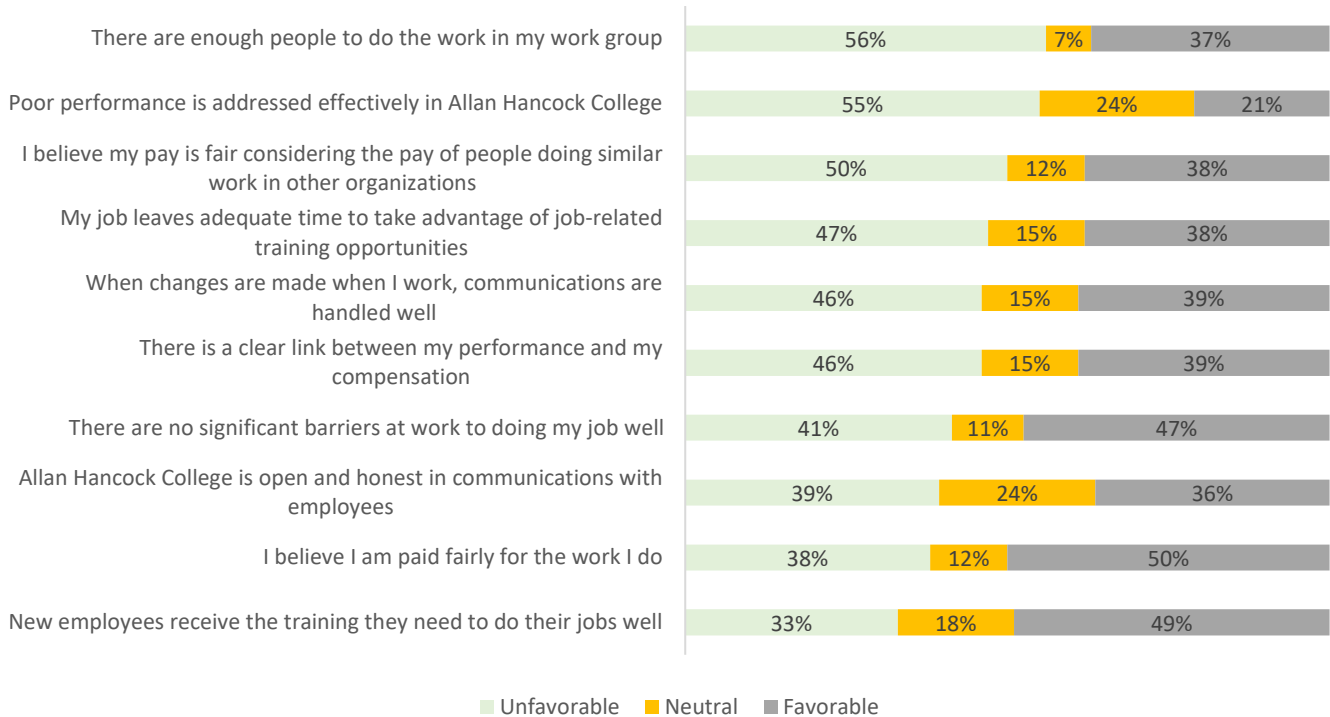
Tables 5a through 5h: Top Favorable and Unfavorable Items by Employee Group



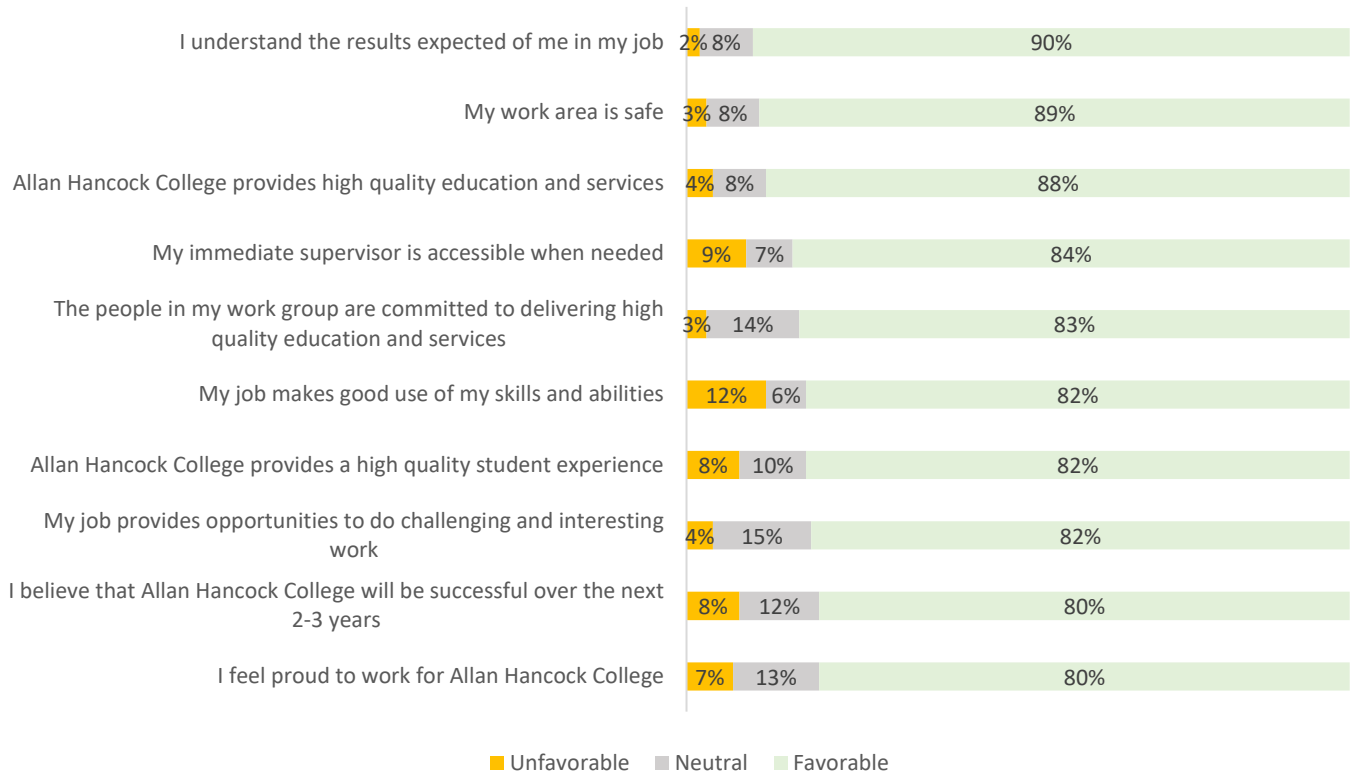
Full-time Faculty Top 10 Favorable Items in 2022



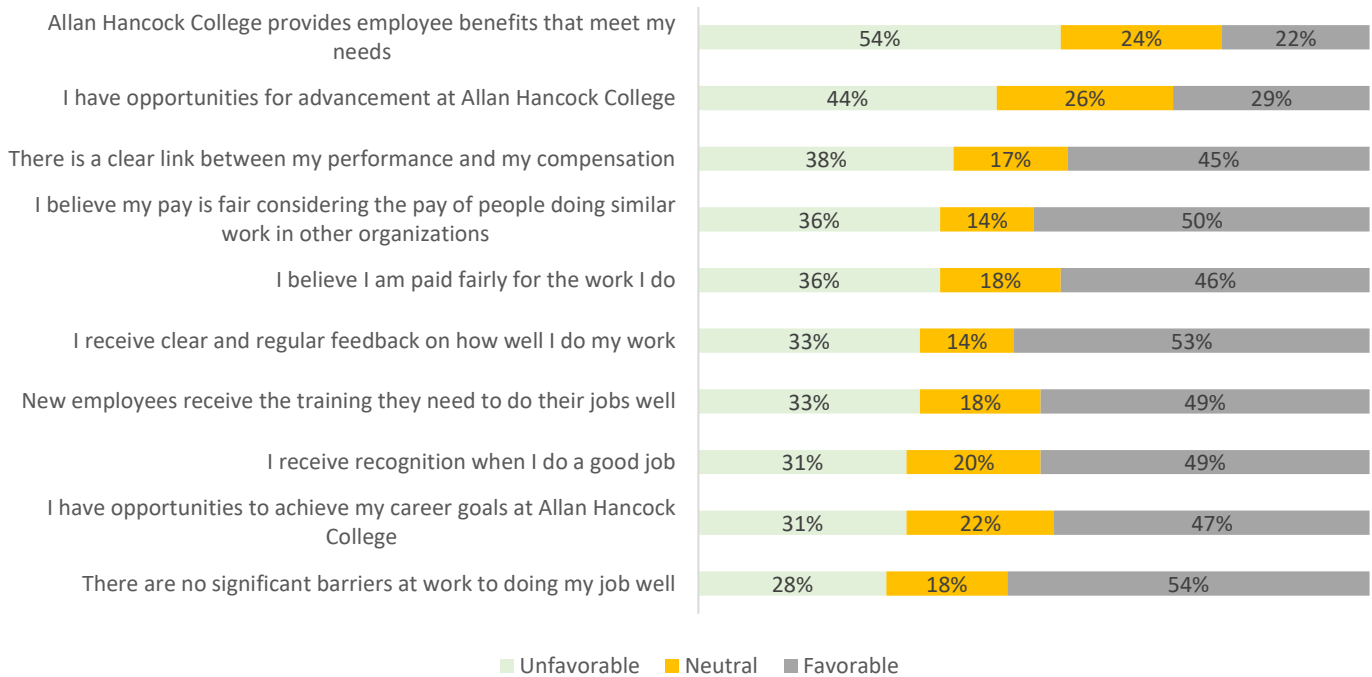
Full-time Faculty Top 10 Unfavorable Items in 2022



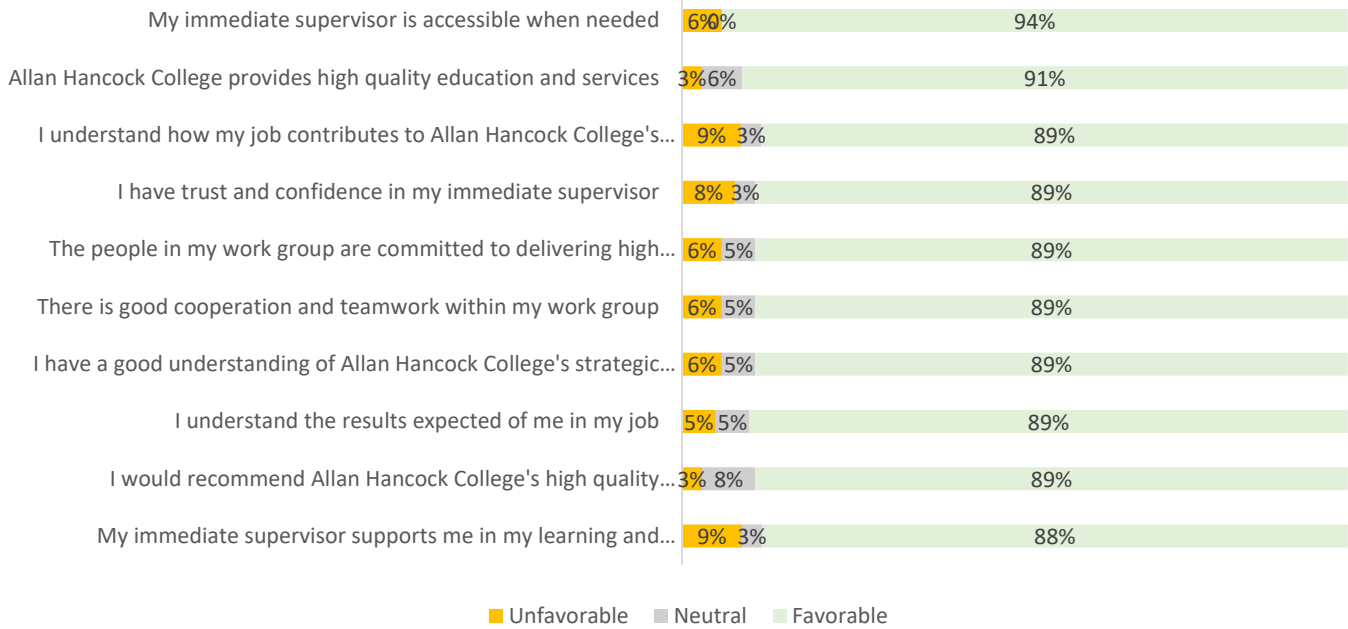
Part-time Faculty Top 10 Favorable Items in 2022



Part-time Faculty Top 10 Unfavorable Items in 2022



Admin Top 10 Favorable Items in 2022



Admin Top 10 Unfavorable Items in 2022



F. Favorable Responses by Council/Committee Participation

Table 6 disaggregates favorable responses to items based on the response to the question

Are you currently or have you recently served on a council or committee?

The intent of this analysis is to assess whether attitudes differ by engagement as measured by committee participation. There were few differences by committee participation. Responses were more favorable among council and committee participants for the item

























- *I have a good understanding of Allan Hancock College's strategic priorities and goals*

Responses were less favorable among council and committee participants for the items

- *Allan Hancock College expects a high level of performance from its employees*
- *Conditions in my job allow me to be about as productive as I can be*
- *Allan Hancock College is responding effectively to changes in the education environment*
- *Poor performance is addressed effectively in Allan Hancock College*

Table 6: Responses by Council and Committee Participation

Question	2022 Percent Favorable			Yellow = Group with lowest % favorable	
	All	Not a Council/Committee N = 226	On a Council/Committee N = 169		
I have the resources I need to do my job effectively	73%	76%	74%		
I have enough authority to do my job well	77%	78%	79%		
I receive recognition when I do a good job	56%	57%	53%		
My work group receives high quality support from other parts of the organization we depend on	51%	54%	51%		
Allan Hancock College is student focused (always seeking to understand and meet student needs)	76%	75%	78%		
I receive clear and regular feedback on how well I do my work	56%	55%	57%		
I have opportunities to achieve my career goals at Allan Hancock College	56%	51%	60%		
Allan Hancock College is effectively managed and well-run	48%	50%	47%		
There are enough people to do the work in my work group	40%	42%	38%		
My job leaves adequate time to take advantage of job-related training opportunities	41%	43%	38%		
Allan Hancock College expects a high level of performance from its employees	74%	81%	70%		*
I believe that Allan Hancock College has the right strategic priorities and goals	55%	54%	58%		
I understand the results expected of me in my job	85%	87%	86%		

Allan Hancock College motivates me to do more than is required	50%	50%	53%		
The people in my work group are committed to delivering high quality education and services	82%	81%	86%		
I have trust and confidence in Allan Hancock College's senior leadership team	47%	47%	49%		
Allan Hancock College provides training so that I can perform my present job well	51%	50%	51%		
I have opportunities to have my ideas adopted and put into use	64%	62%	68%		
I believe that Allan Hancock College will be successful over the next 2-3 years	68%	69%	69%		
I am treated with respect as an individual	74%	74%	76%		
There is a clear link between my performance and my compensation	34%	38%	29%		
Allan Hancock College is open and honest in communications with employees	40%	47%	39%		
I believe I am paid fairly for the work I do	39%	39%	40%		
The work is well organized in my work group	65%	60%	68%		
I am encouraged to come up with new or better ways of doing things	65%	68%	64%		
There are no significant barriers at work to doing my job well	47%	52%	45%		
My immediate supervisor supports me in my learning and development	78%	72%	83%		
I have good opportunities for learning and development at Allan Hancock College	62%	62%	63%		
There is good cooperation and teamwork within my work group	78%	76%	82%		
I believe my pay is fair considering the pay of people doing similar work in other organizations	35%	36%	33%		
I have the information I need to do my job well	70%	71%	70%		
Allan Hancock College provides employee benefits that meet my needs	50%	50%	50%		
There is effective sharing of ideas and resources across Allan Hancock College	47%	50%	45%		
Allan Hancock College provides a high quality student experience	76%	75%	74%		
I would recommend Allan Hancock College as a good place to work	65%	66%	65%		
New employees receive the training they need to do their jobs well	31%	32%	29%		
Allan Hancock College provides high quality education and services	80%	77%	82%		
My job provides opportunities to do challenging and interesting work	80%	78%	84%		
I feel motivated to do more than is required of me	66%	67%	69%		
I understand how my job contributes to Allan Hancock College's strategic priorities and goals	80%	79%	81%		
I have a good understanding of Allan Hancock College's strategic priorities and goals	67%	61%	73%		*

I feel proud to work for Allan Hancock College	77%	76%	80%		
My job makes good use of my skills and abilities	79%	79%	80%		
Allan Hancock College is effectively organized and structured	46%	52%	43%		
Allan Hancock College shows care and concern for its employees	45%	46%	46%		
Conditions in my job allow me to be about as productive as I can be	57%	64%	53%		*
I have trust and confidence in my immediate supervisor	80%	77%	83%		
Allan Hancock College operates in an ethical manner	63%	63%	64%		
Allan Hancock College is socially responsible	69%	71%	68%		
There is good cooperation between departments in Allan Hancock College	49%	50%	49%		
There is good communication between departments in Allan Hancock College	41%	40%	42%		
Allan Hancock College is responding effectively to changes in the education environment	57%	64%	52%		*
I have opportunities for advancement at Allan Hancock College	37%	38%	36%		
Poor performance is addressed effectively in Allan Hancock College	23%	29%	21%		*
The feedback I receive during the year helps me develop and improve	62%	59%	66%		
I would recommend Allan Hancock College's high quality education to services to a friend	79%	78%	82%		
My immediate supervisor is accessible when needed	85%	86%	84%		
Allan Hancock College values and promotes employee diversity	64%	59%	65%		
My work area is safe	82%	86%	78%		
My immediate supervisor coaches me to help improve my performance	57%	59%	56%		
The amount of work expected of me is reasonable	58%	63%	55%		
When changes are made when I work, communications are handled well	47%	52%	43%		

*Significant difference between groups

G. Communication Strategies

The 2022 Climate Survey asked respondents to respond very useful, useful, not very useful, or N/A to the following prompt for sixteen different communication strategies:
















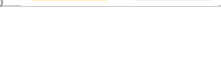

After the last College Climate survey there were several new communication strategies employed. Based on your personal experience, how useful are each of the following communication strategies?



Among the sixteen strategies, the median number that respondents indicated some interaction with was 6 of the communication strategies. Table 7a provides data where responses to survey items were separated into







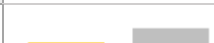
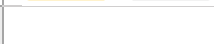
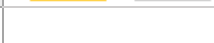








those who interacted with fewer than 6 communication strategies (Not engaged with communication: below the median) and more than 6 communication strategies (Engaged with communication: above the median). The results show overwhelmingly that employees who indicated some level of interaction with communication strategies (with positive or negative responses) at a level above the median were more likely to respond favorably to the majority of the survey items. This would suggest that employees who have more favorable attitudes about their employment at the college were more likely to seek communication about the college.

Table 7b details the level of interaction with the communication strategies and perceived usefulness of each strategy by employee group. The diversity of attitudes towards each of the communication strategies by employee groups suggests that multiple approaches are helpful.

Table 7a: Favorable Responses by Level of Engagement with Communication Strategies

Question	All	2022 Percent Favorable		Yellow = group with lowest % favorable in 2022	*
		Not Engaged with Communication (median score <6)	Engaged with Communication (median score >6)		
I have the resources I need to do my job effectively	73%	66%	80%		*
I have enough authority to do my job well	77%	74%	82%		*
I receive recognition when I do a good job	56%	44%	66%		*
My work group receives high quality support from other parts of the organization we depend on	51%	44%	57%		*
Allan Hancock College is student focused (always seeking to understand and meet student needs)	76%	66%	87%		*
I receive clear and regular feedback on how well I do my work	56%	42%	66%		*
I have opportunities to achieve my career goals at Allan Hancock College	56%	44%	64%		*
Allan Hancock College is effectively managed and well-run	48%	37%	57%		*
There are enough people to do the work in my work group	40%	33%	44%		
My job leaves adequate time to take advantage of job-related training opportunities	41%	32%	47%		*
Allan Hancock College expects a high level of performance from its employees	74%	68%	81%		*
I believe that Allan Hancock College has the right strategic priorities and goals	55%	37%	69%		*
I understand the results expected of me in my job	85%	80%	89%		*
Allan Hancock College motivates me to do more than is required	50%	40%	59%		*
The people in my work group are committed to delivering high quality education and services	82%	82%	85%		
I have trust and confidence in Allan Hancock College's senior leadership team	47%	32%	59%		*
Allan Hancock College provides training so that I can perform my present job well	51%	42%	57%		*

I have opportunities to have my ideas adopted and put into use	64%	57%	70%		*
I believe that Allan Hancock College will be successful over the next 2-3 years	68%	58%	77%		*
I am treated with respect as an individual	74%	66%	81%		*
There is a clear link between my performance and my compensation	34%	26%	41%		*
Allan Hancock College is open and honest in communications with employees	40%	33%	48%		*
I believe I am paid fairly for the work I do	39%	31%	46%		*
The work is well organized in my work group	65%	58%	71%		
I am encouraged to come up with new or better ways of doing things	65%	61%	71%		
There are no significant barriers at work to doing my job well	47%	38%	52%		*
My immediate supervisor supports me in my learning and development	78%	71%	86%		*
I have good opportunities for learning and development at Allan Hancock College	62%	53%	70%		*
There is good cooperation and teamwork within my work group	78%	77%	81%		
I believe my pay is fair considering the pay of people doing similar work in other organizations	35%	25%	41%		*
I have the information I need to do my job well	70%	60%	77%		*
Allan Hancock College provides employee benefits that meet my needs	50%	43%	56%		*
There is effective sharing of ideas and resources across Allan Hancock College	47%	40%	53%		*
Allan Hancock College provides a high quality student experience	76%	68%	82%		*
I would recommend Allan Hancock College as a good place to work	65%	53%	74%		*
New employees receive the training they need to do their jobs well	31%	23%	38%		*
Allan Hancock College provides high quality education and services	80%	73%	87%		*
My job provides opportunities to do challenging and interesting work	80%	74%	87%		*
I feel motivated to do more than is required of me	66%	60%	72%		*
I understand how my job contributes to Allan Hancock College's strategic priorities and goals	80%	72%	87%		*
I have a good understanding of Allan Hancock College's strategic priorities and goals	67%	54%	79%		*
I feel proud to work for Allan Hancock College	77%	65%	88%		*
My job makes good use of my skills and abilities	79%	77%	82%		
Allan Hancock College is effectively organized and structured	46%	33%	55%		*
Allan Hancock College shows care and concern for its employees	45%	33%	55%		*

Conditions in my job allow me to be about as productive as I can be	57%	48%	65%		*
I have trust and confidence in my immediate supervisor	80%	78%	85%		
Allan Hancock College operates in an ethical manner	63%	53%	75%		*
Allan Hancock College is socially responsible	69%	57%	80%		*
There is good cooperation between departments in Allan Hancock College	49%	35%	60%		*
There is good communication between departments in Allan Hancock College	41%	29%	51%		*
Allan Hancock College is responding effectively to changes in the education environment	57%	45%	67%		*
I have opportunities for advancement at Allan Hancock College	37%	27%	46%		*
Poor performance is addressed effectively in Allan Hancock College	23%	16%	28%		*
The feedback I receive during the year helps me develop and improve	62%	46%	75%		*
I would recommend Allan Hancock College's high quality education to services to a friend	79%	70%	89%		*
My immediate supervisor is accessible when needed	85%	81%	90%		
Allan Hancock College values and promotes employee diversity	64%	52%	75%		*
My work area is safe	82%	78%	86%		
My immediate supervisor coaches me to help improve my performance	57%	52%	61%		*
The amount of work expected of me is reasonable	58%	51%	65%		*
When changes are made when I work, communications are handled well	47%	39%	53%		*

*Significant difference between groups

Table 7b: Engagement with and Attitudes about Communication Strategies

Question	2022				
	Have Used Communication Channel				
	All	CSEA	FT Faculty	PT Faculty	Admin
President's Office Website	43%	41%	49%	34%	54%
Town Hall Webinar	44%	39%	62%	28%	54%
First Friday	38%	45%	37%	24%	43%
Guest commentary in local publications	40%	36%	51%	32%	43%
Weekly Board Updates	79%	74%	89%	72%	89%
Weekly News and Information	82%	78%	92%	75%	84%
Pres and VP Office Hours	58%	50%	75%	51%	62%
HR Orientation	55%	48%	60%	59%	59%
Facebook Posts	39%	39%	41%	35%	57%
Twitter Posts	28%	26%	30%	28%	30%
Instagram Posts	38%	38%	44%	32%	35%

You Tube Posts	45%	46%	53%	35%	40%
Email - AHC Announcements	88%	84%	97%	88%	84%
Text Messages	68%	72%	69%	59%	70%
President's Podcast (Hancock Conversations)	39%	37%	44%	33%	46%
Community News Annual Magazine	40%	37%	44%	35%	49%
	Communication Channel Useful				
President's Office Website	69%	74%	65%	59%	75%
Town Hall Webinar	71%	74%	66%	68%	75%
First Friday	69%	75%	60%	68%	63%
Guest commentary in local publications	69%	71%	67%	60%	81%
Weekly Board Updates	88%	88%	82%	91%	94%
Weekly News and Information	88%	86%	86%	93%	87%
Pres and VP Office Hours	74%	75%	73%	68%	83%
HR Orientation	64%	52%	70%	79%	55%
Facebook Posts	68%	74%	63%	50%	81%
Twitter Posts	49%	57%	40%	32%	73%
Instagram Posts	68%	75%	68%	44%	77%
You Tube Posts	75%	80%	79%	50%	80%
Email - AHC Announcements	96%	97%	95%	96%	100%
Text Messages	86%	88%	81%	87%	85%
President's Podcast (Hancock Conversations)	64%	63%	57%	65%	77%
Community News Annual Magazine	71%	78%	64%	57%	89%

H. Summary and Recommendations

Administration of the climate survey and assessment of the results should be considered a first step towards developing strategies to address issues around climate. The following steps might be considered to move forward:

1. Identify the items and domains where moderate to strong favorability exist to assess where opportunities exist to expand on supportive practices.
2. Identify the items where there was improvement from the 2018 survey administration, but remaining concerns exist either because of a large percentage of unfavorable responses, or unfavorable responses among an employee group. These areas may not need as many resources to foster continued improvement.
3. Identify the lingering issues that continue to be identified as problems that prohibit the college from excelling. Because of differences in responses by employee group, the steps taken here may need to embrace different approaches by group (or by location or departments).
4. Develop additional input methods to refine opportunities for improvement. Options include targeted open-ended questions distributed through another survey and/or employee focus groups and interviews.