



**Contra Costa Community College District**  
*2015 Employee Morale and Social Climate Survey*

# Overview | *Background*

## Survey Objectives

- Establish a baseline measurement across Contra Costa Community College District related to employee engagement
- Provide the District with a clear understanding of the social climate Districtwide as well as at each location
- Assess employee engagement and identify drivers of engagement for the organization
- Differentiate between elements that create “noise”/dissatisfaction vs. drivers of engagement
- Assess strengths and vulnerabilities across locations and various employee populations
- Provide actionable and focused results

## Survey Methodology

- One questionnaire was deployed to all 2,126 employees online from October 12 to October 23
- Survey items are on a 5-point scale (5 being Strongly Agree)
- Percent favorable is a percent of responses that are a 4 or 5 (Agree and Strongly Agree)
- Minimum of 5 respondents required for each group to be included in reporting
- All survey responses are confidential
- Focus groups were conducted on November 10 and November 12 to further identify areas of concern and recommendations for improvement
- Four focus groups were facilitated at the following locations and included Full-time faculty, Part-time faculty, Classified, Manager, Supervisor, and Confidential participants with varying levels of tenure and backgrounds:
  - Los Medanos College - 11 participants
  - The District Office - 8 participants
  - Diablo Valley College - 12 participants
  - Contra Costa College - 8 participants

# Overview | Employee engagement

## Employee engagement

The extent to which employees are motivated to contribute to business success, and are willing to apply discretionary effort to accomplishing tasks important to the achievement of business goals

Numerous studies have demonstrated that an engaged workforce can have a significant effect on financial and operational results. Businesses with highly engaged employees see higher customer satisfaction, have lower turnover rates, and outperform businesses with lower levels of employee engagement

To help organizations use employee engagement to drive business goals, PwC has created the Employee Engagement Index (EEI). Employee engagement is measured by asking employees the extent to which they agree with the following items:

### Employee Engagement Index (EEI)

Advocacy	Commitment	Discretionary effort
<ul style="list-style-type: none"> <li>I would recommend the District company to friends and family as a great place to work.</li> </ul>	<ul style="list-style-type: none"> <li>I intend to stay with the District for another 12 months.</li> </ul>	<ul style="list-style-type: none"> <li>My colleagues are willing to go beyond what is expected for the success of the District.</li> </ul>
Pride	Achievement	Alignment
<ul style="list-style-type: none"> <li>I am proud to work for the District.</li> </ul>	<ul style="list-style-type: none"> <li>My colleagues are passionate about providing exceptional customer service.</li> </ul>	<ul style="list-style-type: none"> <li>I understand how my job contributes to the success of the District.</li> </ul>

We also measure other dimensions of the employee experience. In this way, we determine the top drivers of engagement unique to your environment

### Survey dimensions

- District Leadership
- College Leadership
- District Office Leadership
- Department Leadership
- Immediate Supervision
- Work Environment
- My Job
- Career Development & Performance Management
- Training
- Pay & Benefits

## Overview | *Response rates*

	<b>Invited</b>	<b>Completed</b>	<b>Response Rate</b>
<b>District Overall</b>	<b>2,126</b>	<b>984</b>	<b>46%</b>
District Office	87	61	70%
Contra Costa College	450	217	48%
Diablo Valley College	977	445	46%
San Ramon Center	86	40	47%
Los Medanos College	498	196	39%
Brentwood Center	28	25	89%

*Note: Invited counts reflect primary location provided in participant list and Completed counts reflect survey participant self-selection*

## Summary | Findings

Measure	District Overall	External Benchmark	Target Range
Engagement index	4.15	3.88	4.00 - 4.50
Percent favorable	63%	N/A	N/A
Intent to stay	87%	80%	80%
Champions	61%	51%	70 - 75%

# Summary | Findings

## Overall Findings

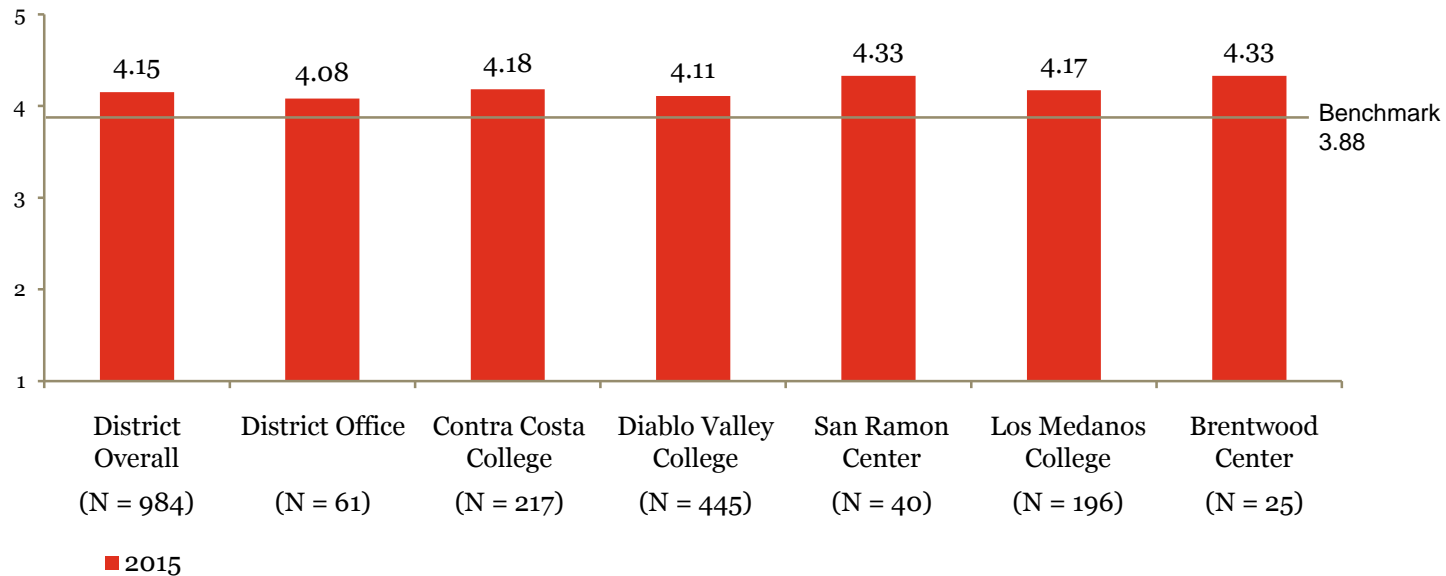
- Contra Costa Community College District has high overall employee engagement and commitment, largely driven by a sense of purpose in the commitment to the students and a strong feeling of community when working with high caliber faculty and staff
- **Leadership** – Leadership trustworthiness and their sincere interest in the well-being of employees are opportunities for improvement at Contra Costa Community College District
  - Communication and transparency behind decisions, including funding decisions, is cited as an area impacting the perception behind trust and interest in the wellbeing of employees
  - The top obstacles distracting employees from achieving their work related goals revolve around inadequate staffing levels, out-of-date or inadequate technology, and dated facilities/infrastructure. There is a sense that employees have given feedback about these obstacles, but they are not being addressed by leadership
  - Across the four leadership groups, Department Leadership receives the highest scores for both categories leaving a notable gap between this level of leadership and the others
- **Communication** – Employees are looking for increased and more consistent communication from College and District Leadership regarding the District’s performance and the overall vision success. There is also a need for better communication and collaboration between the Colleges and the District Office, and even between floors at the District Office
  - While department communications are considered relatively effective, communication among departments within a college are not
  - As related to immediate supervisor communication, areas of opportunity exist around clearly communicating expectations, routinely providing feedback that helps improve performance, and providing recognition for accomplishments
  - Only 60% of employees agree or strongly agree that people communicate comfortably with each other regardless of position or level

# Summary | *Findings*

## Overall Findings Continued

- **Career Growth/Development** – Respondents feel that there isn't a clear career path and that often positions are filled with external candidates, rather than providing internal candidates with opportunities to enhance their skill sets and grow their careers. Many feel that to grow they will have to leave the District
  - Roughly half of employees feel that their career goals can be met and less than half agree that the District supports their growth and development or that that they have opportunities for promotion
  - 57% of employees agree that within their department individual accomplishments are recognized and appreciated
- The Champions percentage (high engagement and high intent to stay) is strong across the District, though a little lower at the District Office and Diablo Valley College. A quarter of the population are Captives (low engagement and high intent to stay), which represents the largest opportunity for improvement

## Summary | *Employee engagement index*

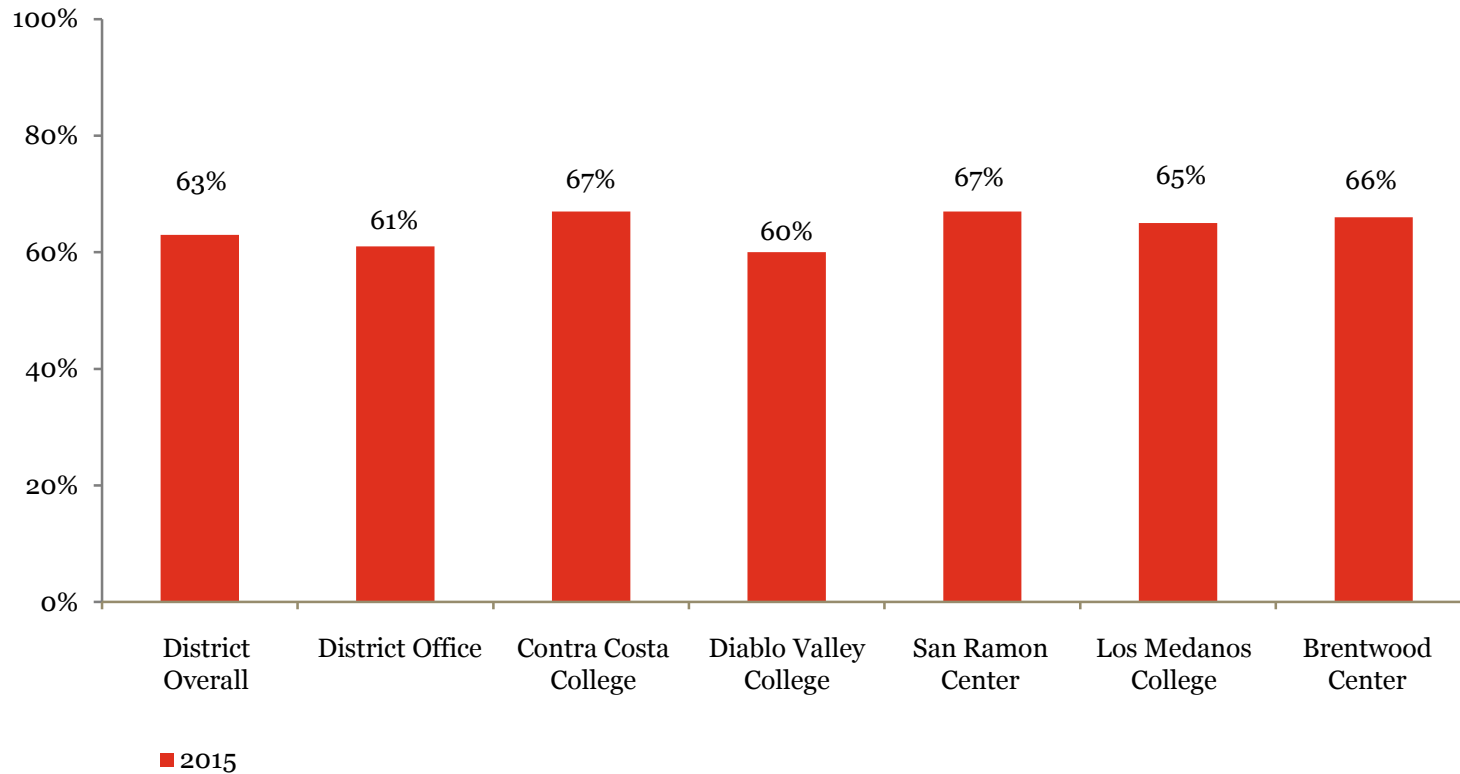


The Employee engagement index (EEI) is the composite average for:

- I would recommend the District to friends and family as a great place to work.
- I intend to stay with the District for another 12 months.
- My colleagues are willing to go beyond what is expected for the success of the District.
- I am proud to work for the District.
- My colleagues are passionate about providing exceptional customer service.
- I understand how my job contributes to the success of the District.

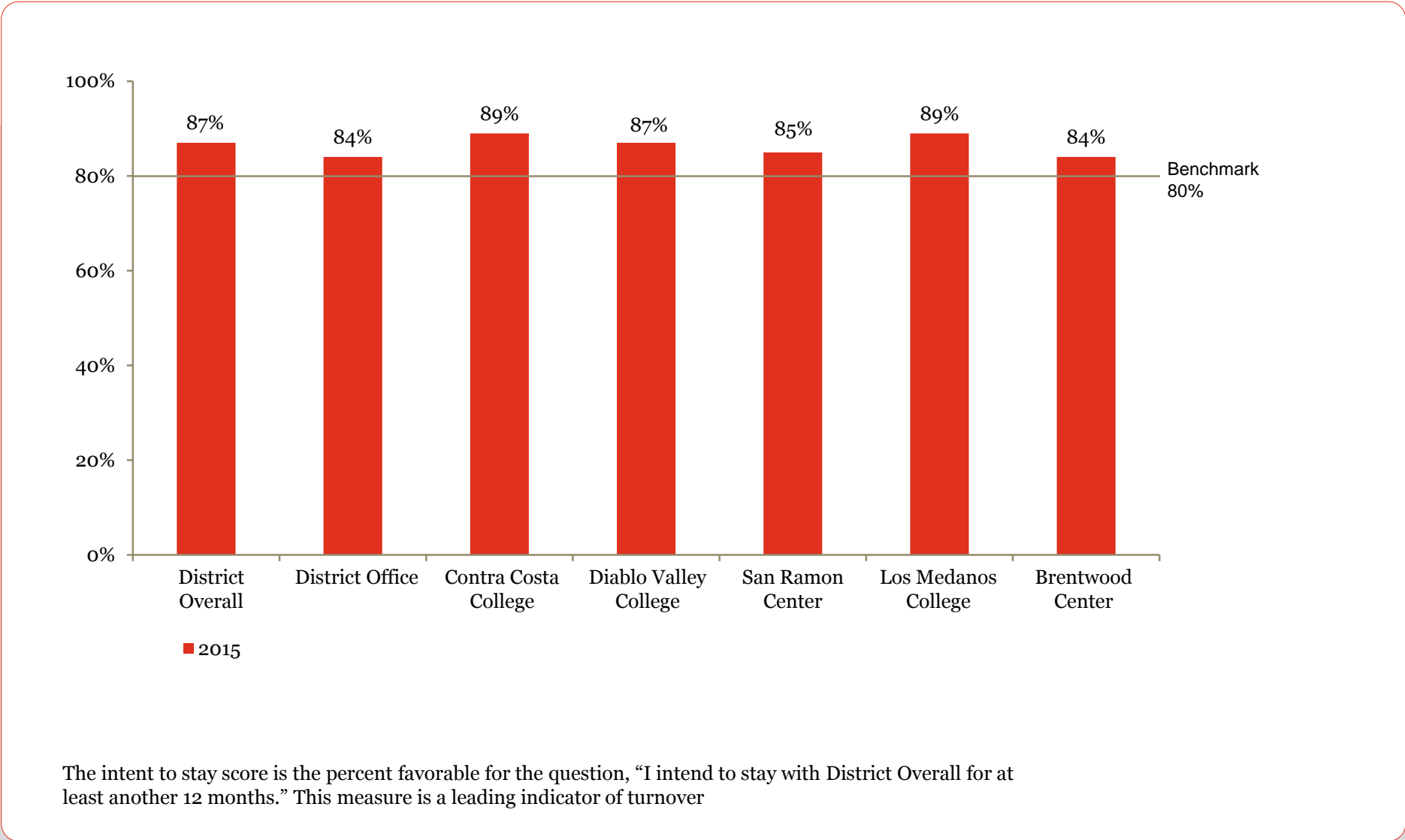


## Summary | Overall percent favorable

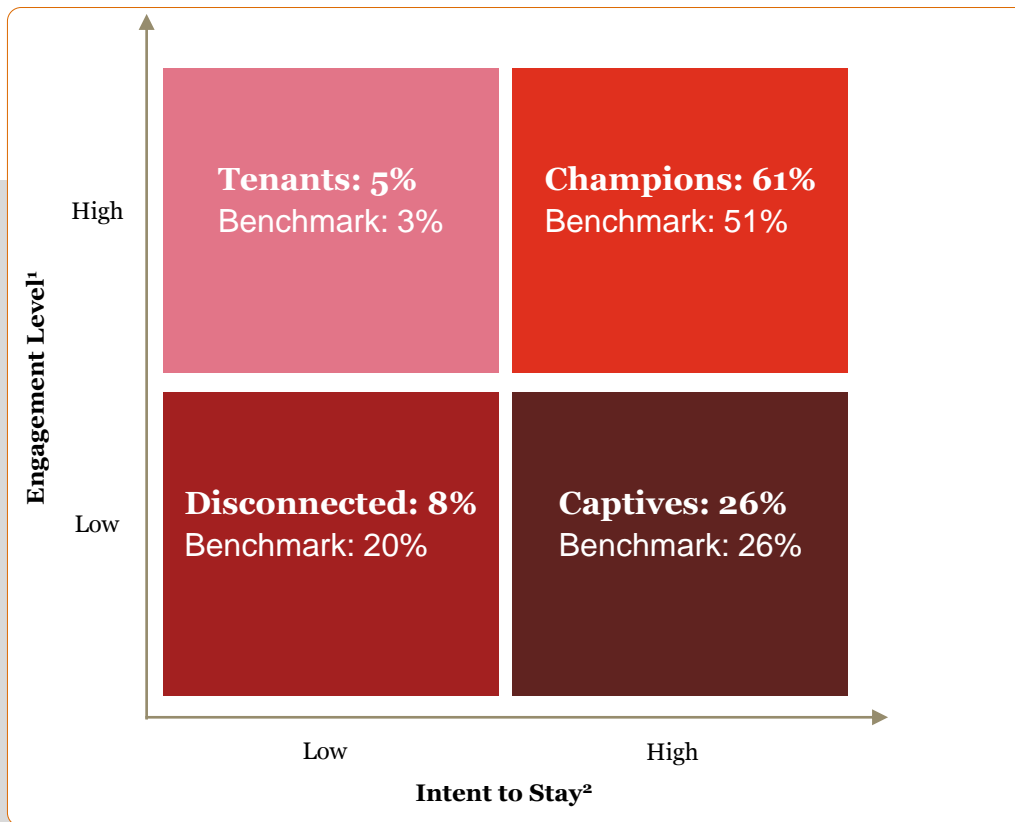


The percent favorable is a percent of responses that are a 4 or 5 (Agree or Strongly Agree)

# Summary | *Intent to stay*



# Employee landscape | Overall



Profile	Characteristics
Champions	<ul style="list-style-type: none"> <li>• Strong identification with organization objectives</li> <li>• High level of loyalty to the organization</li> <li>• High level of willingness to cooperate and motivate colleagues</li> </ul>
Tenants	<ul style="list-style-type: none"> <li>• Very satisfied/“Free Agents”/Lower loyalty</li> <li>• Have a stabilizing effect on the organization</li> <li>• Straightforward, however, need to be directed</li> </ul>
Captives	<ul style="list-style-type: none"> <li>• Rather critical, therefore difficult to lead</li> <li>• Ready to change jobs when opportunities become available</li> <li>• Greatest opportunity to convert to Champions</li> </ul>
Disconnected	<ul style="list-style-type: none"> <li>• Dissatisfied and disconnected</li> <li>• More frustrated than dedicated</li> <li>• Under-utilized resources of the organization</li> </ul>

<sup>1</sup> Based on survey of Employee Engagement Index questions (High  $\geq 4.0$ , Low  $< 4.0$ )

<sup>2</sup> Based on “I intend to stay with District Overall for another 12 months.” (High  $\geq 4.0$ , Low  $< 4.0$ )

## Employee landscape | *Division*

	Champions	Tenants	Captives	Disconnected
<b>District Overall</b>	<b>61.4%</b>	<b>5.1%</b>	<b>25.9%</b>	<b>7.6%</b>
District Office	57.4%	4.9%	26.2%	11.5%
Contra Costa College	61.8%	4.6%	27.6%	6.0%
Diablo Valley College	59.3%	4.7%	27.2%	8.8%
San Ramon Center	72.5%	12.5%	12.5%	2.5%
Los Medanos College	64.3%	5.1%	24.5%	6.1%
Brentwood Center	64.0%	4.0%	20.0%	12.0%

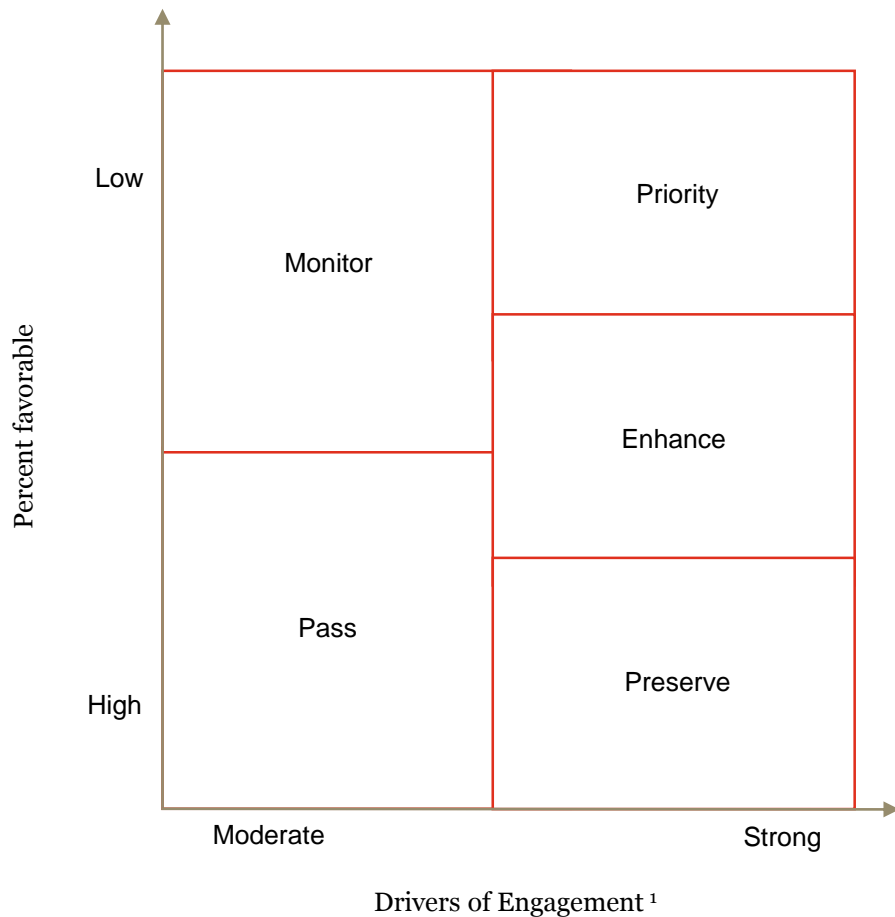
# Summary | *Obstacles*

**Obstacles checklist** asks respondents to select up to 5 elements that commonly distract/prevent them from achieving their work-related goals.

Obstacle	Contra Costa Community College District	CCC	District Office	DVC	San Ramon Center	LMC	Brentwood Center
N	984	217	61	445	40	196	25
Out-of-date or malfunctioning technology	30%	27%	17%	35%	13%	26%	44%
Inadequate staffing levels	28%	29%	22%	30%	26%	27%	16%
Poor, inefficient or broken processes	21%	28%	35%	19%	15%	15%	28%
Paperwork (e.g., reports)	19%	24%	10%	19%	13%	19%	8%
Other (Please specify)	17%	19%	12%	17%	15%	16%	20%
Doing work for others that is not part of my job	16%	14%	13%	17%	15%	17%	8%
New products or processes instituted without adequate preparation	14%	11%	5%	16%	8%	17%	12%
Too many meetings	14%	14%	8%	11%	13%	20%	8%
Uncomfortable or distracting work environment	14%	14%	23%	16%	3%	12%	4%
Repetitive or irrelevant mails	13%	14%	7%	12%	15%	14%	16%
Too many procedures and policies	12%	10%	8%	13%	10%	12%	0%
Inadequate professional development	12%	11%	18%	12%	26%	10%	12%
Unproductive teammates	12%	9%	17%	14%	15%	12%	0%
Internal projects outside of primary job function	11%	13%	7%	12%	10%	9%	4%
Lack of clarity about the decision making process	11%	9%	5%	13%	5%	14%	8%
Lack of established procedures and policies	11%	16%	12%	9%	13%	11%	8%
Lack of supervisor support	11%	9%	22%	8%	18%	13%	12%
Unclear roles and responsibilities	10%	9%	17%	8%	8%	14%	8%
Responding to crises	10%	9%	23%	10%	0%	10%	0%
Lack of information	10%	10%	8%	10%	13%	12%	8%
Being included in meetings unnecessarily	9%	13%	7%	7%	8%	10%	8%
Lack of clear priorities	9%	9%	7%	10%	8%	8%	0%
Micromanagement	7%	5%	8%	9%	3%	8%	8%
Unclear instructions related to your work tasks	4%	6%	2%	4%	3%	5%	0%
Constantly changing deadlines	2%	2%	2%	2%	0%	5%	0%
<b>There are no issues which distract me from achieving my work-related goals</b>	<b>13%</b>	<b>12%</b>	<b>13%</b>	<b>13%</b>	<b>15%</b>	<b>12%</b>	<b>28%</b>

- 18% of Champions site that there are no issues distracting them from achieving their work-related goals while only 5% for Captives
- Relative to Champions, Captives are more likely to select “Unproductive teammates,” “Uncomfortable or distracting work environment,” “Lack of supervisor support,” and “Inadequate professional development” as obstacles

# Driver matrix | Description



## What is the Driver Matrix?

- The Driver Matrix identifies items and themes that drive engagement, enabling more focused action planning
- The Driver Matrix categorizes each item based on its correlation with the engagement index as well as its need for improvement, as measured by the percent favorable

## Priority

- High correlation to engagement index and low percent favorable. The greatest opportunities to increase engagement are identified in the Priority box

## Enhance

- High correlation to engagement index and medium percent favorable. Opportunity exists to move these items to the Preserve box by increasing their percent favorable scores

## Preserve

- High correlation to engagement index and high percent favorable. Organizations should be conscious of maintaining its Preserve items

## Monitor

- Low percent favorable but low correlation to engagement index. Items in the Monitor section may not be high pay-off investments

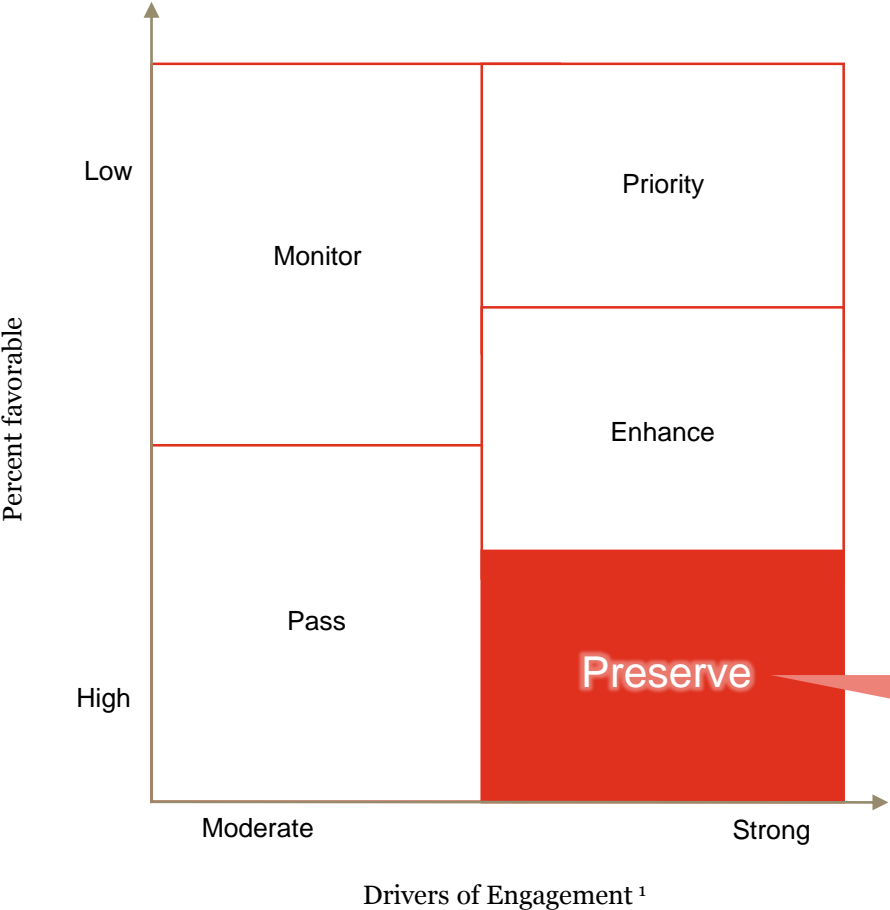
## Pass

- High percent favorable and low correlation to engagement index. Maintain current levels of focus on these items

<sup>1</sup> Based on correlation with Employee Engagement Index (EEI)

Note: A list of correlations with EEI and percent favorable/unfavorable is included in the Appendix

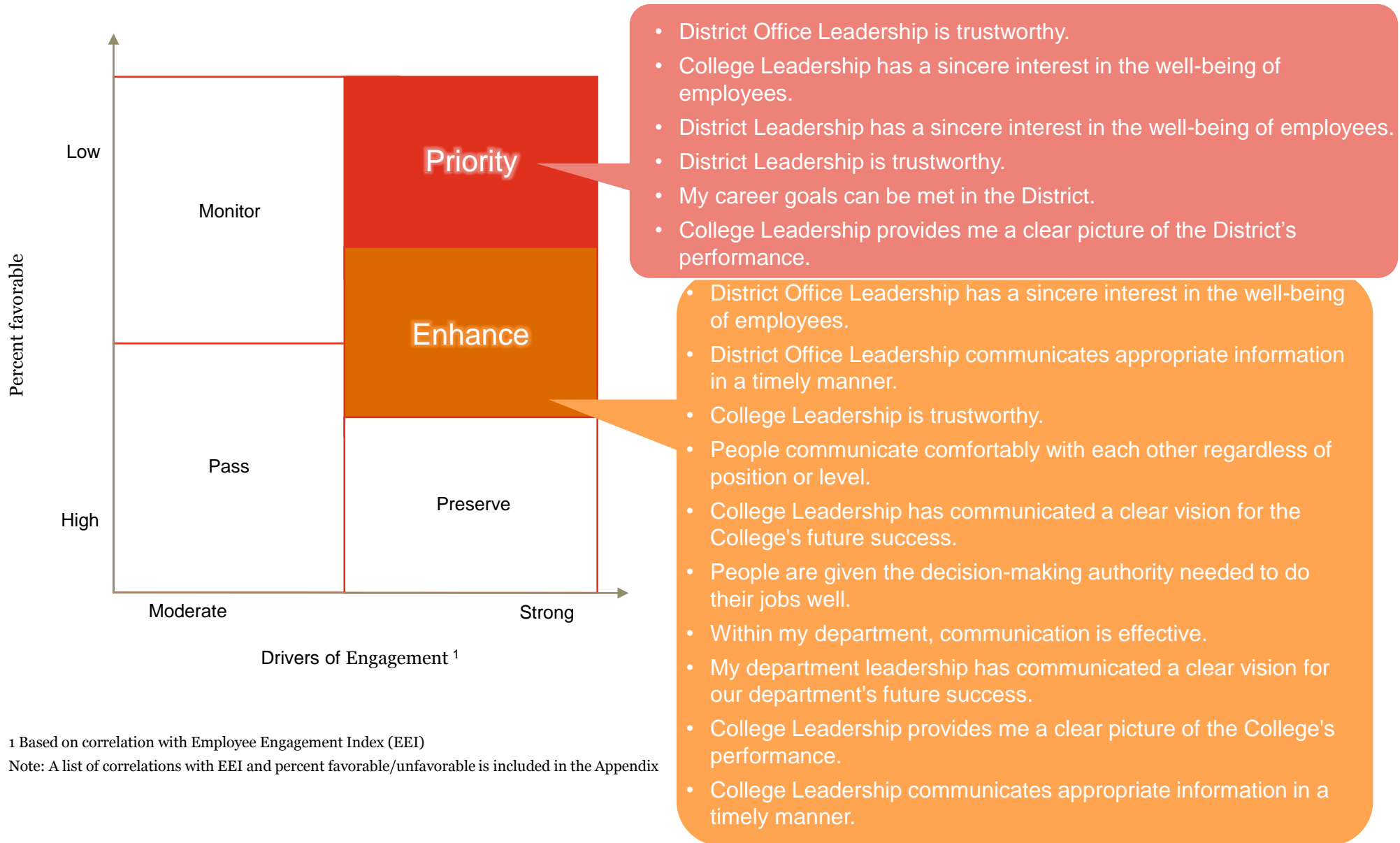
# Driver matrix | *By item*



- We are committed to providing high quality education.
- People in my department work well together.
- My department leadership has a sincere interest in the well-being of employees.
- District Office Leadership provides me a clear picture of the District's performance.
- My job provides me with a sense of personal accomplishment.
- I am confident my department leadership is trustworthy.
- My department leadership regularly communicates appropriate information.
- My colleagues treat everyone with dignity and respect.

<sup>1</sup> Based on correlation with Employee Engagement Index (EEI)  
 Note: A list of correlations with EEI and percent favorable/unfavorable is included in the Appendix

# Driver matrix | *By item*



<sup>1</sup> Based on correlation with Employee Engagement Index (EEI)

Note: A list of correlations with EEI and percent favorable/unfavorable is included in the Appendix



## Next steps | *Actions*

### Next step considerations

- **Leadership and Communication** – As you continue to move the District forward with a new vision, it will be imperative to break down silos between Faculty and Staff, between departments, and between the District and Colleges to ensure that there is alignment with the strategy. This includes expanding communication modes from the top to ensure messages reach everyone and employees can tie vision to the work they do
- **Development and Recognition** – Providing employees with more clarity of job roles and career growth opportunities, including providing experiences to develop new skills, will be an important factor in strengthening engagement. Ensuring there is consistent interaction between supervisors and employees will foster the culture of development and recognition, ensuring that people feel supported and engaged
- **Work Environment** – Employees across the District feel overworked and understaffed. It will be important to determine if there is a need to improve time to fill for vacant roles or manage staffing/workforce planning more effectively. Lastly, improvements to facilities and technology will increase the efficiency of collaboration, reduce the amount of time spent on administrative tasks, and enable faculty and staff to provide better service to students

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