



## Institutional Assessment & Planning Office

**To:** Dr. Corina Gardea, President  
Phoenix College Leadership Committee for Strategic Planning  
Climate Survey Committee

**From:** Jan Binder, Director of Assessment & Planning

**Subject:** Employee Climate Survey

**Date:** December 6, 2004

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This document is a supplement to the *Employee Climate Survey Report* prepared by Fox Lawson & Associates LLC, September 2004. The scaling for this report is consistent with the original reports where 1 = strongly agree and 5 = strongly disagree for Section A reports and 1 = better and 3 = worse for Section B reports. These additional reports divide the overall data by the following demographics; employee group, age, ethnicity, gender and years of service. Subgroups with 12 or less responses were combined with the responses of those individuals that did not indicate their status. These subgroups are defined as 'Other' and are identified on the report.

**Employee Group Other** consists of: Athletic Specialist (9), Crafts (3), M & O (9), Specially Funded (5), and Did Not Indicate (87). There were no responses from College Safety.

**Age Other** consists of: 18-25 (3), >65 (11), and Did Not Indicate (98)

**Ethnicity Other** consists of: American Indian/Alaskan Native (7), Asian/Pacific Islander (3), African American (7), Other (12), and Did Not Indicate (117)

**Gender Other** consists of: Did Not Indicate (119)

**Years of Service** consists of: Did Not Indicate (95)

This report focuses on the college average score and frequencies. The department measures were eliminated from this report since the measure is strictly dependent on the respondents rating for the college and therefore may not be a true representation of the department. The priority section of the report was eliminated because there was no way to determine if the respondent was referring to the college or department.

These reports were created by duplicating Fox Lawson & Associates original reports *Section A* and *Section B* of all responses. An identical match of all scores was achieved with the exception of the 'Overall Average – Management Support Frequencies of Ratings'. The difference in scores is .3 of a percent or less.

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Fox Lawson	18.8%	37.9%	19.8%	13.1%	10.4%
Phoenix College	18.5%	38.2%	19.6%	13.4%	10.3%

A pdf file of this report can be found on the College web site or a hard copy can be checked out from the Library. I would like to thank the District Research Office for consulting on this project. If you have any questions regarding this supplemental report please contact me at x57869.

**Phoenix College  
Employee Climate Survey Supplement  
December 6, 2004**

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**Phoenix College  
Overall Summary - Section A**

**All Responses  
N = 396**

Question Number	Questions	College Average	Frequencies of Ratings - College				
		Score 1=Strongly Agree	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Employee morale is generally good.	2.8	13.0%	37.5%	17.1%	21.2%	11.2%
2	The employees share a certain sense of pride.	2.4	17.8%	46.9%	18.0%	12.1%	5.2%
3	Where I work, we seem to have the "team" spirit.	2.8	16.2%	33.2%	19.1%	20.1%	11.3%
4	All in all, I am satisfied with my current job.	2.1	34.3%	41.0%	10.8%	9.5%	4.4%
5	Generally speaking, day-to-day operations occur in a climate of mutual trust.	2.9	15.2%	34.3%	15.2%	18.6%	16.8%
6	I am treated with dignity and respect.	2.3	24.7%	44.3%	13.7%	10.8%	6.4%
7	Employees are treated fairly.	2.9	12.8%	34.6%	17.9%	22.3%	12.3%
8	I feel appreciated.	2.5	19.1%	40.6%	18.4%	12.5%	9.4%
9	I feel accepted.	2.4	22.3%	43.7%	17.9%	7.9%	8.2%
10	I would encourage someone to work here.	2.3	27.7%	37.4%	19.7%	7.4%	7.7%
11	I support the mission and vision.	1.9	41.2%	40.7%	11.8%	2.8%	3.6%
12	I trust the leadership.	3.1	12.1%	27.9%	20.7%	16.8%	22.5%
13	I have confidence in the leadership.	3.1	11.9%	28.2%	20.2%	19.1%	20.7%
14	What I do contributes to students' well-being.	1.5	58.8%	33.2%	6.0%	1.6%	0.5%
15	Knowing this job now, I would take it all over again.	1.9	45.3%	32.9%	11.8%	5.5%	4.5%
16	I am satisfied with the physical facilities.	2.8	13.9%	36.1%	19.5%	17.9%	12.6%
17	I am satisfied with the overall appearance of the facilities.	2.6	13.5%	44.6%	20.5%	11.9%	9.6%
18	I am satisfied with the overall maintenance of the facilities.	2.7	15.7%	39.6%	19.4%	13.9%	11.3%
19	I am proud to be a Phoenix College employee.	2.0	41.4%	36.9%	11.3%	5.5%	5.0%
20	The hiring process is fair and equitable.	3.1	13.3%	24.5%	21.4%	18.5%	22.4%
21	Staffing needs are met fairly.	3.0	11.2%	27.0%	24.4%	21.0%	16.4%
22	I do not experience harassment in the work place.	2.0	44.8%	32.8%	10.4%	6.0%	6.0%
23	I am not discriminated against.	2.3	38.1%	27.7%	13.2%	11.1%	9.8%
24	I feel I am an important part of the department/college.	2.1	31.7%	40.0%	17.4%	6.5%	4.4%
25	Diversity is valued.	2.3	26.4%	38.6%	17.8%	8.6%	8.6%
26	Diversity is encouraged.	2.3	27.3%	37.8%	19.7%	8.4%	6.8%
27	I feel physically safe and secure when I am on campus.	2.2	24.0%	49.9%	14.1%	8.4%	3.7%
<b>Overall Average - Morale and Trust:</b>		<b>2.4</b>	<b>24.9%</b>	<b>36.7%</b>	<b>16.6%</b>	<b>12.1%</b>	<b>9.7%</b>
28	When a problem arises, I feel comfortable discussing it with management.	2.6	18.7%	38.7%	17.1%	12.2%	13.2%
29	Management listens.	2.9	14.4%	33.2%	22.7%	12.5%	17.2%
30	Management responds to my concerns.	2.9	13.6%	29.4%	25.7%	15.5%	15.7%
31	I am provided adequate resources to perform the duties of my job effectively.	2.6	18.4%	40.8%	16.6%	14.0%	10.1%
32	Employee input is considered before decisions are made.	3.2	10.4%	21.7%	26.1%	20.9%	20.9%
33	Improvements can be made in my area because employees are able to make suggestions to management.	2.8	13.6%	31.2%	28.6%	15.0%	11.5%
34	My knowledge, skills and abilities are being used effectively.	2.3	27.3%	42.3%	11.7%	10.6%	8.1%
35	My workload is within my abilities to deliver quality work.	2.1	33.0%	40.5%	10.6%	10.9%	4.9%
36	All jobs are equally respected.	3.1	13.0%	21.8%	23.6%	22.3%	19.2%

**Phoenix College  
Overall Summary - Section A**

**All Responses  
N = 396**

Question Number	Questions	College Average Score 1=Strongly Agree	Frequencies of Ratings - College				
			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
37	There is commitment to quality.	2.6	17.5%	37.2%	20.7%	14.4%	10.2%
38	I am given the necessary resources to provide the best possible service to students.	2.6	14.4%	43.0%	16.0%	17.6%	8.9%
39	I understand how my performance is evaluated.	2.3	19.5%	47.4%	18.4%	10.5%	4.2%
40	I understand what is expected of me as it relates to my performance on the job.	2.0	26.2%	55.8%	11.5%	4.2%	2.4%
41	I am given clearly defined work priorities.	2.3	18.2%	47.5%	20.6%	9.5%	4.2%
42	I am given clearly defined work objectives.	2.4	18.6%	43.3%	23.6%	10.5%	3.9%
<b>Overall Average - Management Support</b>		<b>2.6</b>	<b>18.5%</b>	<b>38.2%</b>	<b>19.6%</b>	<b>13.4%</b>	<b>10.3%</b>
43	I receive timely feedback on my performance.	2.7	13.6%	34.1%	25.7%	17.3%	9.2%
44	Leadership takes the time to inform employees about their work performance.	2.9	13.5%	28.2%	27.4%	16.9%	14.0%
45	I am encouraged to perform at my best.	2.5	21.8%	35.5%	24.7%	11.4%	6.6%
46	My fellow workers support each other to get the job done.	2.6	17.8%	41.9%	19.1%	9.7%	11.5%
47	I have adequate support to perform my work.	2.6	14.9%	42.9%	22.1%	12.0%	8.0%
48	I feel my supervisor was provided adequate training.	2.6	20.8%	32.2%	25.1%	10.6%	11.3%
49	I feel my supervisor provides adequate coaching of my performance.	2.7	16.1%	27.9%	32.3%	12.8%	10.9%
<b>Overall Average - Performance Feedback/Performance Management</b>		<b>2.6</b>	<b>16.9%</b>	<b>34.7%</b>	<b>25.2%</b>	<b>12.9%</b>	<b>10.2%</b>
50	I am encouraged to try new ideas and ways of doing things to get my job done more effectively.	2.5	23.2%	33.1%	22.9%	13.0%	7.8%
51	Employees at all levels are encouraged to be creative and innovative in the quest for continuous improvement.	2.8	16.2%	29.6%	26.2%	15.4%	12.6%
52	I am willing to communicate how the work process can be improved.	2.0	32.8%	46.5%	14.4%	4.2%	2.1%
53	I believe that the results of this climate survey will influence decisions to improve the department/college.	3.1	12.2%	25.0%	23.4%	15.6%	23.7%
54	I think climate surveys should be conducted at regular intervals.	2.3	27.4%	28.4%	30.0%	10.8%	3.4%
55	There is too much change right now.	3.6	4.5%	6.6%	31.1%	36.4%	21.3%
56	The teaching and learning experience the students receive is excellent.	2.2	22.6%	45.9%	19.4%	9.2%	2.9%
57	I am kept up to date on what is happening.	2.8	10.4%	35.5%	25.6%	18.8%	9.7%
58	I feel my supervisor has adequate management skills.	2.7	20.5%	34.4%	17.9%	12.8%	14.4%
59	Decision-making usually involves employees who are most knowledgeable about the issue.	3.1	9.7%	21.8%	31.1%	18.7%	18.7%
60	Collaborative decision making exists among administration and employees.	3.3	7.9%	21.3%	29.7%	19.4%	21.8%
61	The leadership is accessible to me.	2.8	14.5%	34.0%	19.7%	17.7%	14.0%
62	The leadership encourages change and innovation.	2.9	11.0%	31.9%	30.8%	13.6%	12.8%
63	Work groups cooperate to minimize duplication of effort.	3.3	6.8%	17.0%	36.0%	22.5%	17.8%
<b>Overall Average - Communication And Empowerment</b>		<b>2.8</b>	<b>15.7%</b>	<b>29.4%</b>	<b>25.6%</b>	<b>16.3%</b>	<b>13.1%</b>

**Phoenix College  
Overall Summary - Section B**

**All Responses  
N= 396**

Question Number	Question	College Average Score 1=Better	<u>Frequencies of Ratings - College</u>		
			Better	Same	Worse
1	Employee morale	2.3	10.8%	53.0%	36.2%
2	My comfort in asking for supervisor's support	2.0	16.8%	64.9%	18.2%
3	My job satisfaction	2.0	20.1%	58.8%	21.1%
4	The respect I am shown	2.0	15.4%	67.3%	17.3%
5	Use of my knowledge base, skills and abilities	1.9	22.2%	65.9%	11.9%
6	My workload	2.1	10.8%	69.4%	19.8%
7	Support from my supervisor	1.9	21.0%	63.9%	15.0%
8	Resources necessary to do my job	2.0	13.9%	67.6%	18.5%
9	Understanding of my work objectives	2.0	12.0%	79.6%	8.4%
10	My supervisor's effectiveness	2.1	16.4%	57.1%	26.5%
11	Feedback about my performance	2.0	10.1%	77.2%	12.7%
12	Management's willingness to listen	2.1	12.2%	64.3%	23.5%
13	Management's acceptance of my ideas for improvement	2.1	10.4%	68.2%	21.4%
14	Training availability	1.9	23.4%	65.3%	11.3%
15	Opportunities for improvement	2.0	15.5%	66.7%	17.8%