

**Phoenix College
Overall Summary - Section A**

Age Category

Question Number	Questions	All Responses	26-35	36-45	46-55	56-65	Other
		N = 396	49	72	101	62	112
1	Employee morale is generally good.	2.8	2.7	2.6	2.9	2.8	2.9
2	The employees share a certain sense of pride.	2.4	2.3	2.2	2.4	2.4	2.6
3	Where I work, we seem to have the "team" spirit.	2.8	2.9	2.6	2.8	2.6	2.9
4	All in all, I am satisfied with my current job.	2.1	2.1	2.0	2.0	2.0	2.3
5	Generally speaking, day-to-day operations occur in a climate of mutual trust.	2.9	2.8	2.7	3.0	2.7	3.0
6	I am treated with dignity and respect.	2.3	2.3	2.2	2.2	2.1	2.5
7	Employees are treated fairly.	2.9	2.7	2.7	2.9	2.9	3.0
8	I feel appreciated.	2.5	2.3	2.5	2.4	2.4	2.8
9	I feel accepted.	2.4	2.4	2.2	2.3	2.2	2.6
10	I would encourage someone to work here.	2.3	2.3	2.1	2.4	2.2	2.5
11	I support the mission and vision.	1.9	1.8	1.7	1.9	1.8	2.1
12	I trust the leadership.	3.1	2.7	2.8	3.3	3.1	3.3
13	I have confidence in the leadership.	3.1	2.8	2.7	3.3	3.0	3.3
14	What I do contributes to students' well-being.	1.5	1.6	1.5	1.5	1.6	1.5
15	Knowing this job now, I would take it all over again.	1.9	2.0	1.9	1.8	1.8	2.0
16	I am satisfied with the physical facilities.	2.8	2.6	2.9	2.8	2.8	2.8
17	I am satisfied with the overall appearance of the facilities.	2.6	2.2	2.8	2.7	2.5	2.6
18	I am satisfied with the overall maintenance of the facilities.	2.7	2.3	2.6	2.9	2.5	2.7
19	I am proud to be a Phoenix College employee.	2.0	1.8	1.9	1.9	2.0	2.1
20	The hiring process is fair and equitable.	3.1	2.7	3.0	3.1	3.0	3.5
21	Staffing needs are met fairly.	3.0	2.9	2.9	3.1	3.0	3.2
22	I do not experience harassment in the work place.	2.0	1.9	2.0	1.9	1.8	2.1
23	I am not discriminated against.	2.3	2.2	2.2	2.3	2.1	2.4
24	I feel I am an important part of the department/college.	2.1	2.1	2.1	2.0	2.2	2.2
25	Diversity is valued.	2.3	2.3	2.3	2.4	2.1	2.5
26	Diversity is encouraged.	2.3	2.2	2.3	2.3	2.2	2.4
27	I feel physically safe and secure when I am on campus.	2.2	2.3	2.2	2.2	2.0	2.3
Overall Average - Morale and Trust:		2.4	2.3	2.3	2.5	2.4	2.6
28	When a problem arises, I feel comfortable discussing it with management.	2.6	2.7	2.5	2.5	2.5	2.9
29	Management listens.	2.9	2.8	2.5	2.9	2.9	3.1
30	Management responds to my concerns.	2.9	2.9	2.7	2.9	2.8	3.1
31	I am provided adequate resources to perform the duties of my job effectively.	2.6	2.2	2.6	2.7	2.5	2.6
32	Employee input is considered before decisions are made.	3.2	3.1	3.1	3.3	3.2	3.3
33	Improvements can be made in my area because employees are able to make suggestions to management.	2.8	2.8	2.6	2.7	2.9	2.9
34	My knowledge, skills and abilities are being used effectively.	2.3	2.3	2.3	2.1	2.2	2.5
35	My workload is within my abilities to deliver quality work.	2.1	1.8	2.3	2.2	1.9	2.3
36	All jobs are equally respected.	3.1	3.0	3.0	3.1	3.1	3.3

Key: 1=Strongly Agree, 2=Agree, 3=Neutral, 4=Disagree, 5=Strongly Disagree
Other = Age 18-25, Age >65, Did Not Indicate

**Phoenix College
Overall Summary - Section A**

Age Category

Question Number	Questions	All Responses	26-35	36-45	46-55	56-65	Other
		N = 396	49	72	101	62	112
37	There is commitment to quality.	2.6	2.6	2.4	2.7	2.5	2.8
38	I am given the necessary resources to provide the best possible service to students.	2.6	2.3	2.5	2.7	2.6	2.8
39	I understand how my performance is evaluated.	2.3	2.6	2.5	2.1	2.2	2.4
40	I understand what is expected of me as it relates to my performance on the job.	2.0	2.1	2.1	2.0	1.9	2.0
41	I am given clearly defined work priorities.	2.3	2.1	2.4	2.3	2.2	2.5
42	I am given clearly defined work objectives.	2.4	2.1	2.5	2.4	2.2	2.5
Overall Average - Management Support		2.6	2.5	2.5	2.6	2.5	2.7
43	I receive timely feedback on my performance.	2.7	2.9	2.7	2.6	2.7	2.9
44	Leadership takes the time to inform employees about their work performance.	2.9	3.0	2.7	2.8	2.8	3.2
45	I am encouraged to perform at my best.	2.5	2.4	2.4	2.4	2.3	2.6
46	My fellow workers support each other to get the job done.	2.6	2.5	2.5	2.4	2.4	2.8
47	I have adequate support to perform my work.	2.6	2.4	2.4	2.5	2.6	2.8
48	I feel my supervisor was provided adequate training.	2.6	2.3	2.5	2.6	2.5	2.8
49	I feel my supervisor provides adequate coaching of my performance.	2.7	2.9	2.6	2.6	2.7	3.0
Overall Average - Performance Feedback/Performance Management		2.6	2.6	2.6	2.5	2.6	2.9
50	I am encouraged to try new ideas and ways of doing things to get my job done more effectively.	2.5	2.5	2.3	2.4	2.4	2.7
51	Employees at all levels are encouraged to be creative and innovative in the quest for continuous improvement.	2.8	2.8	2.6	2.9	2.6	2.9
52	I am willing to communicate how the work process can be improved.	2.0	1.8	1.9	1.9	2.0	2.1
53	I believe that the results of this climate survey will influence decisions to improve the department/college.	3.1	3.1	2.8	3.2	3.1	3.4
54	I think climate surveys should be conducted at regular intervals.	2.3	2.3	2.4	2.2	2.5	2.4
55	There is too much change right now.	3.6	3.7	3.5	3.8	3.5	3.7
56	The teaching and learning experience the students receive is excellent.	2.2	2.3	2.2	2.2	2.2	2.3
57	I am kept up to date on what is happening.	2.8	2.7	2.6	2.8	2.8	3.0
58	I feel my supervisor has adequate management skills.	2.7	2.6	2.4	2.7	2.7	2.8
59	Decision-making usually involves employees who are most knowledgeable about the issue.	3.1	3.0	2.9	3.2	3.1	3.3
60	Collaborative decision making exists among administration and employees.	3.3	3.0	3.0	3.5	3.2	3.4
61	The leadership is accessible to me.	2.8	2.7	2.8	2.8	2.6	3.1
62	The leadership encourages change and innovation.	2.9	2.7	2.6	3.0	2.8	3.0
63	Work groups cooperate to minimize duplication of effort.	3.3	3.4	3.1	3.3	3.1	3.4
Overall Average - Communication And Empowerment		2.8	2.8	2.6	2.8	2.7	3.0

Key: 1=Strongly Agree, 2=Agree, 3=Neutral, 4=Disagree, 5=Strongly Disagree
Other = Age 18-25, Age >65, Did Not Indicate

**Phoenix College
Overall Summary - Section B**

Age Category

Question Number	Question	All Responses	26-35	36-45	46-55	56-65	Other
		N=	49	72	101	62	112
1	Employee morale	2.3	2.2	2.2	2.3	2.2	2.3
2	My comfort in asking for supervisor's support	2.0	1.9	2.0	2.0	1.9	2.1
3	My job satisfaction	2.0	1.9	1.9	2.0	2.0	2.2
4	The respect I am shown	2.0	2.0	2.0	2.0	1.9	2.1
5	Use of my knowledge base, skills and abilities	1.9	1.8	1.9	1.9	1.8	2.0
6	My workload	2.1	2.0	2.0	2.1	2.0	2.2
7	Support from my supervisor	1.9	1.9	1.9	1.9	1.9	2.1
8	Resources necessary to do my job	2.0	2.0	2.0	2.1	2.1	2.1
9	Understanding of my work objectives	2.0	1.8	1.9	2.0	1.9	2.1
10	My supervisor's effectiveness	2.1	2.0	2.0	2.1	2.0	2.2
11	Feedback about my performance	2.0	2.0	2.0	2.0	1.9	2.1
12	Management's willingness to listen	2.1	2.0	2.1	2.1	2.0	2.2
13	Management's acceptance of my ideas for improvement	2.1	2.0	2.1	2.1	2.0	2.2
14	Training availability	1.9	2.0	1.8	1.9	1.8	1.9
15	Opportunities for improvement	2.0	2.1	2.0	2.1	2.0	2.0

Key: 1=Better, 2=Same, 3=Worse
Other = Age 18-25, Age >65, Did Not Indicate

**Phoenix College
Overall Summary - Section A**

**Age 26-35
N = 49**

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.	2.7	14.3%	38.8%	18.4%	22.4%	6.1%
2	The employees share a certain sense of pride.	2.3	18.4%	49.0%	20.4%	8.2%	4.1%
3	Where I work, we seem to have the "team" spirit.	2.9	18.4%	18.4%	32.7%	18.4%	12.2%
4	All in all, I am satisfied with my current job.	2.1	28.6%	49.0%	10.2%	6.1%	6.1%
5	Generally speaking, day-to-day operations occur in a climate of mutual trust.	2.8	22.4%	22.4%	22.4%	18.4%	14.3%
6	I am treated with dignity and respect.	2.3	22.9%	47.9%	10.4%	14.6%	4.2%
7	Employees are treated fairly.	2.7	12.2%	44.9%	14.3%	20.4%	8.2%
8	I feel appreciated.	2.3	20.4%	46.9%	14.3%	14.3%	4.1%
9	I feel accepted.	2.4	18.4%	40.8%	26.5%	10.2%	4.1%
10	I would encourage someone to work here.	2.3	25.0%	41.7%	22.9%	4.2%	6.3%
11	I support the mission and vision.	1.8	44.9%	40.8%	8.2%	2.0%	4.1%
12	I trust the leadership.	2.7	20.4%	28.6%	24.5%	14.3%	12.2%
13	I have confidence in the leadership.	2.8	18.4%	26.5%	26.5%	16.3%	12.2%
14	What I do contributes to students' well-being.	1.6	57.1%	34.7%	4.1%	2.0%	2.0%
15	Knowing this job now, I would take it all over again.	2.0	42.9%	30.6%	18.4%	2.0%	6.1%
16	I am satisfied with the physical facilities.	2.6	20.8%	35.4%	16.7%	14.6%	12.5%
17	I am satisfied with the overall appearance of the facilities.	2.2	20.4%	51.0%	20.4%	2.0%	6.1%
18	I am satisfied with the overall maintenance of the facilities.	2.3	16.7%	54.2%	16.7%	8.3%	4.2%
19	I am proud to be a Phoenix College employee.	1.8	49.0%	32.7%	10.2%	6.1%	2.0%
20	The hiring process is fair and equitable.	2.7	18.4%	30.6%	26.5%	12.2%	12.2%
21	Staffing needs are met fairly.	2.9	12.2%	34.7%	16.3%	26.5%	10.2%
22	I do not experience harassment in the work place.	1.9	47.9%	33.3%	6.3%	8.3%	4.2%
23	I am not discriminated against.	2.2	38.8%	30.6%	6.1%	20.4%	4.1%
24	I feel I am an important part of the department/college.	2.1	30.6%	42.9%	14.3%	8.2%	4.1%
25	Diversity is valued.	2.3	24.5%	42.9%	18.4%	8.2%	6.1%
26	Diversity is encouraged.	2.2	24.5%	46.9%	16.3%	6.1%	6.1%
27	I feel physically safe and secure when I am on campus.	2.3	18.8%	50.0%	16.7%	12.5%	2.1%
Overall Average - Morale and Trust:		2.3	26.2%	38.7%	17.0%	11.4%	6.7%
28	When a problem arises, I feel comfortable discussing it with management.	2.7	14.3%	32.7%	28.6%	14.3%	10.2%
29	Management listens.	2.8	16.3%	32.7%	24.5%	12.2%	14.3%
30	Management responds to my concerns.	2.9	16.7%	25.0%	27.1%	12.5%	18.8%
31	I am provided adequate resources to perform the duties of my job effectively.	2.2	26.5%	44.9%	16.3%	8.2%	4.1%
32	Employee input is considered before decisions are made.	3.1	6.3%	29.2%	29.2%	18.8%	16.7%
33	Improvements can be made in my area because employees are able to make suggestions to management.	2.8	12.5%	27.1%	39.6%	10.4%	10.4%
34	My knowledge, skills and abilities are being used effectively.	2.3	30.6%	36.7%	10.2%	16.3%	6.1%
35	My workload is within my abilities to deliver quality work.	1.8	40.8%	42.9%	8.2%	8.2%	0.0%
36	All jobs are equally respected.	3.0	18.4%	18.4%	22.4%	22.4%	18.4%

**Phoenix College
Overall Summary - Section A**

**Age 26-35
N = 49**

Question Number	Questions	College Average	Frequencies of Ratings - College				
		Score 1=Strongly Agree	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
37	There is commitment to quality.	2.6	18.4%	42.9%	10.2%	20.4%	8.2%
38	I am given the necessary resources to provide the best possible service to students.	2.3	18.8%	45.8%	20.8%	12.5%	2.1%
39	I understand how my performance is evaluated.	2.6	16.3%	36.7%	26.5%	16.3%	4.1%
40	I understand what is expected of me as it relates to my performance on the job.	2.1	18.4%	61.2%	10.2%	8.2%	2.0%
41	I am given clearly defined work priorities.	2.1	18.4%	59.2%	16.3%	4.1%	2.0%
42	I am given clearly defined work objectives.	2.1	20.4%	53.1%	20.4%	4.1%	2.0%
Overall Average - Management Support		2.5	19.6%	39.3%	20.7%	12.6%	7.9%
43	I receive timely feedback on my performance.	2.9	14.3%	26.5%	26.5%	24.5%	8.2%
44	Leadership takes the time to inform employees about their work performance.	3.0	8.2%	30.6%	28.6%	22.4%	10.2%
45	I am encouraged to perform at my best.	2.4	20.4%	38.8%	24.5%	14.3%	2.0%
46	My fellow workers support each other to get the job done.	2.5	16.3%	46.9%	18.4%	8.2%	10.2%
47	I have adequate support to perform my work.	2.4	14.3%	51.0%	22.4%	8.2%	4.1%
48	I feel my supervisor was provided adequate training.	2.3	30.6%	28.6%	26.5%	8.2%	6.1%
49	I feel my supervisor provides adequate coaching of my performance.	2.9	14.3%	20.4%	42.9%	10.2%	12.2%
Overall Average - Performance Feedback/Performance Management		2.6	16.9%	34.7%	27.1%	13.7%	7.6%
50	I am encouraged to try new ideas and ways of doing things to get my job done more effectively.	2.5	20.4%	30.6%	32.7%	8.2%	8.2%
51	Employees at all levels are encouraged to be creative and innovative in the quest for continuous improvement.	2.8	12.2%	34.7%	24.5%	16.3%	12.2%
52	I am willing to communicate how the work process can be improved.	1.8	42.9%	36.7%	16.3%	2.0%	2.0%
53	I believe that the results of this climate survey will influence decisions to improve the department/college.	3.1	8.2%	30.6%	26.5%	10.2%	24.5%
54	I think climate surveys should be conducted at regular intervals.	2.3	20.4%	34.7%	40.8%	4.1%	0.0%
55	There is too much change right now.	3.7	6.1%	4.1%	20.4%	53.1%	16.3%
56	The teaching and learning experience the students receive is excellent.	2.3	18.4%	42.9%	26.5%	12.2%	0.0%
57	I am kept up to date on what is happening.	2.7	10.2%	34.7%	34.7%	12.2%	8.2%
58	I feel my supervisor has adequate management skills.	2.6	25.0%	29.2%	20.8%	12.5%	12.5%
59	Decision-making usually involves employees who are most knowledgeable about the issue.	3.0	8.2%	24.5%	40.8%	10.2%	16.3%
60	Collaborative decision making exists among administration and employees.	3.0	10.2%	18.4%	44.9%	14.3%	12.2%
61	The leadership is accessible to me.	2.7	20.4%	24.5%	30.6%	12.2%	12.2%
62	The leadership encourages change and innovation.	2.7	14.3%	30.6%	34.7%	12.2%	8.2%
63	Work groups cooperate to minimize duplication of effort.	3.4	6.1%	12.2%	38.8%	22.4%	20.4%
Overall Average - Communication And Empowerment		2.8	15.9%	27.7%	30.9%	14.5%	10.9%

**Phoenix College
Overall Summary - Section B**

**Age 26-35
N= 49**

Question Number	Question	College Average Score 1=Better	<u>Frequencies of Ratings - College</u>		
			Better	Same	Worse
1	Employee morale	2.2	10.6%	55.3%	34.0%
2	My comfort in asking for supervisor's support	1.9	21.3%	68.1%	10.6%
3	My job satisfaction	1.9	27.7%	59.6%	12.8%
4	The respect I am shown	2.0	16.7%	66.7%	16.7%
5	Use of my knowledge base, skills and abilities	1.8	36.2%	51.1%	12.8%
6	My workload	2.0	12.8%	74.5%	12.8%
7	Support from my supervisor	1.9	26.1%	60.9%	13.0%
8	Resources necessary to do my job	2.0	15.2%	71.7%	13.0%
9	Understanding of my work objectives	1.8	19.6%	76.1%	4.3%
10	My supervisor's effectiveness	2.0	23.1%	56.4%	20.5%
11	Feedback about my performance	2.0	12.8%	74.4%	12.8%
12	Management's willingness to listen	2.0	15.4%	69.2%	15.4%
13	Management's acceptance of my ideas for improvement	2.0	14.6%	68.3%	17.1%
14	Training availability	2.0	20.0%	65.0%	15.0%
15	Opportunities for improvement	2.1	17.9%	59.0%	23.1%

**Phoenix College
Overall Summary - Section A**

**Age 36-45
N = 72**

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.	2.6	11.3%	45.1%	23.9%	15.5%	4.2%
2	The employees share a certain sense of pride.	2.2	16.9%	53.5%	18.3%	11.3%	0.0%
3	Where I work, we seem to have the "team" spirit.	2.6	16.9%	33.8%	25.4%	21.1%	2.8%
4	All in all, I am satisfied with my current job.	2.0	34.8%	43.5%	8.7%	11.6%	1.4%
5	Generally speaking, day-to-day operations occur in a climate of mutual trust.	2.7	15.7%	44.3%	12.9%	12.9%	14.3%
6	I am treated with dignity and respect.	2.2	25.4%	46.5%	16.9%	7.0%	4.2%
7	Employees are treated fairly.	2.7	11.3%	38.0%	22.5%	21.1%	7.0%
8	I feel appreciated.	2.5	21.1%	35.2%	25.4%	12.7%	5.6%
9	I feel accepted.	2.2	21.4%	50.0%	18.6%	8.6%	1.4%
10	I would encourage someone to work here.	2.1	33.3%	38.9%	18.1%	4.2%	5.6%
11	I support the mission and vision.	1.7	47.2%	41.7%	6.9%	2.8%	1.4%
12	I trust the leadership.	2.8	18.3%	29.6%	21.1%	16.9%	14.1%
13	I have confidence in the leadership.	2.7	18.1%	33.3%	16.7%	20.8%	11.1%
14	What I do contributes to students' well-being.	1.5	59.7%	29.2%	8.3%	2.8%	0.0%
15	Knowing this job now, I would take it all over again.	1.9	45.8%	31.9%	13.9%	5.6%	2.8%
16	I am satisfied with the physical facilities.	2.9	11.1%	33.3%	25.0%	18.1%	12.5%
17	I am satisfied with the overall appearance of the facilities.	2.8	12.5%	38.9%	20.8%	13.9%	13.9%
18	I am satisfied with the overall maintenance of the facilities.	2.6	16.9%	36.6%	23.9%	16.9%	5.6%
19	I am proud to be a Phoenix College employee.	1.9	40.8%	40.8%	9.9%	5.6%	2.8%
20	The hiring process is fair and equitable.	3.0	13.9%	30.6%	20.8%	13.9%	20.8%
21	Staffing needs are met fairly.	2.9	11.3%	32.4%	28.2%	15.5%	12.7%
22	I do not experience harassment in the work place.	2.0	41.7%	37.5%	9.7%	5.6%	5.6%
23	I am not discriminated against.	2.2	34.7%	31.9%	18.1%	8.3%	6.9%
24	I feel I am an important part of the department/college.	2.1	30.6%	44.4%	15.3%	6.9%	2.8%
25	Diversity is valued.	2.3	25.7%	37.1%	24.3%	5.7%	7.1%
26	Diversity is encouraged.	2.3	27.1%	35.7%	25.7%	4.3%	7.1%
27	I feel physically safe and secure when I am on campus.	2.2	25.4%	46.5%	16.9%	9.9%	1.4%
Overall Average - Morale and Trust:		2.3	25.5%	38.5%	18.4%	11.1%	6.5%
28	When a problem arises, I feel comfortable discussing it with management.	2.5	22.5%	40.8%	16.9%	8.5%	11.3%
29	Management listens.	2.5	20.0%	40.0%	21.4%	5.7%	12.9%
30	Management responds to my concerns.	2.7	15.7%	35.7%	25.7%	11.4%	11.4%
31	I am provided adequate resources to perform the duties of my job effectively.	2.6	14.1%	46.5%	16.9%	14.1%	8.5%
32	Employee input is considered before decisions are made.	3.1	7.0%	25.4%	35.2%	16.9%	15.5%
33	Improvements can be made in my area because employees are able to make suggestions to management.	2.6	11.3%	39.4%	29.6%	14.1%	5.6%
34	My knowledge, skills and abilities are being used effectively.	2.3	21.1%	50.7%	12.7%	7.0%	8.5%
35	My workload is within my abilities to deliver quality work.	2.3	25.4%	43.7%	12.7%	9.9%	8.5%
36	All jobs are equally respected.	3.0	13.9%	23.6%	26.4%	18.1%	18.1%

**Phoenix College
Overall Summary - Section A**

**Age 36-45
N = 72**

Question Number	Questions	College Average	Frequencies of Ratings - College				
		Score 1=Strongly Agree	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
37	There is commitment to quality.	2.4	20.8%	37.5%	25.0%	13.9%	2.8%
38	I am given the necessary resources to provide the best possible service to students.	2.5	15.5%	50.7%	12.7%	15.5%	5.6%
39	I understand how my performance is evaluated.	2.5	20.6%	38.2%	22.1%	13.2%	5.9%
40	I understand what is expected of me as it relates to my performance on the job.	2.1	23.9%	54.9%	14.1%	4.2%	2.8%
41	I am given clearly defined work priorities.	2.4	14.3%	51.4%	18.6%	8.6%	7.1%
42	I am given clearly defined work objectives.	2.5	14.1%	46.5%	26.8%	5.6%	7.0%
Overall Average - Management Support		2.5	17.3%	41.7%	21.1%	11.1%	8.8%
43	I receive timely feedback on my performance.	2.7	15.9%	33.3%	27.5%	13.0%	10.1%
44	Leadership takes the time to inform employees about their work performance.	2.7	15.7%	28.6%	31.4%	14.3%	10.0%
45	I am encouraged to perform at my best.	2.4	17.4%	36.2%	31.9%	13.0%	1.4%
46	My fellow workers support each other to get the job done.	2.5	11.3%	50.7%	21.1%	7.0%	9.9%
47	I have adequate support to perform my work.	2.4	14.5%	52.2%	20.3%	5.8%	7.2%
48	I feel my supervisor was provided adequate training.	2.5	17.6%	36.8%	27.9%	10.3%	7.4%
49	I feel my supervisor provides adequate coaching of my performance.	2.6	18.3%	32.4%	29.6%	9.9%	9.9%
Overall Average - Performance Feedback/Performance Management		2.6	15.8%	38.6%	27.1%	10.5%	8.0%
50	I am encouraged to try new ideas and ways of doing things to get my job done more effectively.	2.3	23.9%	39.4%	21.1%	12.7%	2.8%
51	Employees at all levels are encouraged to be creative and innovative in the quest for continuous improvement.	2.6	15.5%	36.6%	26.8%	14.1%	7.0%
52	I am willing to communicate how the work process can be improved.	1.9	31.0%	53.5%	14.1%	1.4%	0.0%
53	I believe that the results of this climate survey will influence decisions to improve the department/college.	2.8	12.5%	36.1%	23.6%	15.3%	12.5%
54	I think climate surveys should be conducted at regular intervals.	2.4	25.0%	33.3%	25.0%	13.9%	2.8%
55	There is too much change right now.	3.5	4.3%	10.1%	33.3%	34.8%	17.4%
56	The teaching and learning experience the students receive is excellent.	2.2	14.1%	62.0%	16.9%	5.6%	1.4%
57	I am kept up to date on what is happening.	2.6	11.4%	41.4%	31.4%	11.4%	4.3%
58	I feel my supervisor has adequate management skills.	2.4	20.0%	44.3%	20.0%	4.3%	11.4%
59	Decision-making usually involves employees who are most knowledgeable about the issue.	2.9	11.4%	24.3%	35.7%	15.7%	12.9%
60	Collaborative decision making exists among administration and employees.	3.0	8.5%	32.4%	29.6%	12.7%	16.9%
61	The leadership is accessible to me.	2.8	14.1%	40.8%	14.1%	16.9%	14.1%
62	The leadership encourages change and innovation.	2.6	11.3%	40.8%	31.0%	9.9%	7.0%
63	Work groups cooperate to minimize duplication of effort.	3.1	5.6%	22.5%	39.4%	18.3%	14.1%
Overall Average - Communication And Empowerment		2.6	14.9%	37.0%	25.8%	13.3%	8.9%

**Phoenix College
Overall Summary - Section B**

**Age 36-45
N= 72**

Question Number	Question	College Average Score 1=Better	<u>Frequencies of Ratings - College</u>		
			Better	Same	Worse
1	Employee morale	2.2	14.7%	52.9%	32.4%
2	My comfort in asking for supervisor's support	2.0	17.6%	69.1%	13.2%
3	My job satisfaction	1.9	23.5%	60.3%	16.2%
4	The respect I am shown	2.0	16.2%	70.6%	13.2%
5	Use of my knowledge base, skills and abilities	1.9	20.6%	72.1%	7.4%
6	My workload	2.0	13.0%	72.5%	14.5%
7	Support from my supervisor	1.9	20.6%	70.6%	8.8%
8	Resources necessary to do my job	2.0	16.2%	69.1%	14.7%
9	Understanding of my work objectives	1.9	13.2%	80.9%	5.9%
10	My supervisor's effectiveness	2.0	16.9%	66.2%	16.9%
11	Feedback about my performance	2.0	9.2%	80.0%	10.8%
12	Management's willingness to listen	2.1	9.2%	72.3%	18.5%
13	Management's acceptance of my ideas for improvement	2.1	9.4%	75.0%	15.6%
14	Training availability	1.8	27.7%	60.0%	12.3%
15	Opportunities for improvement	2.0	16.9%	66.2%	16.9%

**Phoenix College
Overall Summary - Section A**

**Age 46-55
N = 101**

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.	2.9	13.1%	34.3%	14.1%	24.2%	14.1%
2	The employees share a certain sense of pride.	2.4	18.0%	51.0%	14.0%	9.0%	8.0%
3	Where I work, we seem to have the "team" spirit.	2.8	14.1%	41.4%	14.1%	15.2%	15.2%
4	All in all, I am satisfied with my current job.	2.0	39.6%	38.6%	9.9%	6.9%	5.0%
5	Generally speaking, day-to-day operations occur in a climate of mutual trust.	3.0	11.9%	35.6%	11.9%	17.8%	22.8%
6	I am treated with dignity and respect.	2.2	27.3%	43.4%	13.1%	10.1%	6.1%
7	Employees are treated fairly.	2.9	16.0%	33.0%	16.0%	19.0%	16.0%
8	I feel appreciated.	2.4	18.8%	45.5%	15.8%	11.9%	7.9%
9	I feel accepted.	2.3	25.7%	42.6%	13.9%	8.9%	8.9%
10	I would encourage someone to work here.	2.4	32.0%	29.0%	20.0%	10.0%	9.0%
11	I support the mission and vision.	1.9	40.0%	42.0%	13.0%	1.0%	4.0%
12	I trust the leadership.	3.3	9.1%	25.3%	21.2%	18.2%	26.3%
13	I have confidence in the leadership.	3.3	9.1%	25.3%	20.2%	21.2%	24.2%
14	What I do contributes to students' well-being.	1.5	59.6%	34.3%	4.0%	1.0%	1.0%
15	Knowing this job now, I would take it all over again.	1.8	52.5%	27.3%	9.1%	7.1%	4.0%
16	I am satisfied with the physical facilities.	2.8	13.4%	39.2%	14.4%	20.6%	12.4%
17	I am satisfied with the overall appearance of the facilities.	2.7	11.1%	45.5%	19.2%	14.1%	10.1%
18	I am satisfied with the overall maintenance of the facilities.	2.9	13.3%	30.6%	24.5%	12.2%	19.4%
19	I am proud to be a Phoenix College employee.	1.9	44.3%	34.0%	9.3%	7.2%	5.2%
20	The hiring process is fair and equitable.	3.1	15.3%	20.4%	23.5%	16.3%	24.5%
21	Staffing needs are met fairly.	3.1	11.1%	25.3%	24.2%	19.2%	20.2%
22	I do not experience harassment in the work place.	1.9	46.9%	32.7%	10.2%	6.1%	4.1%
23	I am not discriminated against.	2.3	38.0%	30.0%	12.0%	7.0%	13.0%
24	I feel I am an important part of the department/college.	2.0	41.8%	30.6%	17.3%	5.1%	5.1%
25	Diversity is valued.	2.4	24.5%	41.8%	17.3%	6.1%	10.2%
26	Diversity is encouraged.	2.3	28.3%	36.4%	18.2%	8.1%	9.1%
27	I feel physically safe and secure when I am on campus.	2.2	28.6%	45.9%	13.3%	5.1%	7.1%
Overall Average - Morale and Trust:		2.5	26.0%	35.6%	15.3%	11.4%	11.6%
28	When a problem arises, I feel comfortable discussing it with management.	2.5	21.2%	43.4%	11.1%	10.1%	14.1%
29	Management listens.	2.9	13.1%	35.4%	19.2%	12.1%	20.2%
30	Management responds to my concerns.	2.9	10.1%	36.4%	20.2%	15.2%	18.2%
31	I am provided adequate resources to perform the duties of my job effectively.	2.7	15.2%	38.4%	15.2%	20.2%	11.1%
32	Employee input is considered before decisions are made.	3.3	11.2%	18.4%	27.6%	19.4%	23.5%
33	Improvements can be made in my area because employees are able to make suggestions to management.	2.7	15.6%	34.4%	24.0%	13.5%	12.5%
34	My knowledge, skills and abilities are being used effectively.	2.1	35.4%	38.4%	11.1%	9.1%	6.1%
35	My workload is within my abilities to deliver quality work.	2.2	32.3%	39.4%	13.1%	10.1%	5.1%
36	All jobs are equally respected.	3.1	12.2%	23.5%	22.4%	24.5%	17.3%

Phoenix College
Overall Summary - Section A

Age 46-55
N = 101

Question Number	Questions	College Average	Frequencies of Ratings - College				
		Score 1=Strongly Agree	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
37	There is commitment to quality.	2.7	18.6%	35.1%	20.6%	10.3%	15.5%
38	I am given the necessary resources to provide the best possible service to students.	2.7	15.3%	36.7%	17.3%	19.4%	11.2%
39	I understand how my performance is evaluated.	2.1	26.3%	49.5%	16.2%	5.1%	3.0%
40	I understand what is expected of me as it relates to my performance on the job.	2.0	31.6%	50.0%	11.2%	5.1%	2.0%
41	I am given clearly defined work priorities.	2.3	22.7%	43.3%	19.6%	11.3%	3.1%
42	I am given clearly defined work objectives.	2.4	21.6%	39.2%	22.7%	12.4%	4.1%
Overall Average - Management Support		2.6	20.2%	37.4%	18.1%	13.2%	11.1%
43	I receive timely feedback on my performance.	2.6	14.1%	37.4%	28.3%	13.1%	7.1%
44	Leadership takes the time to inform employees about their work performance.	2.8	19.2%	26.3%	27.3%	14.1%	13.1%
45	I am encouraged to perform at my best.	2.4	25.8%	34.0%	23.7%	7.2%	9.3%
46	My fellow workers support each other to get the job done.	2.4	22.4%	41.8%	15.3%	12.2%	8.2%
47	I have adequate support to perform my work.	2.5	19.4%	39.8%	20.4%	13.3%	7.1%
48	I feel my supervisor was provided adequate training.	2.6	23.5%	29.6%	23.5%	11.2%	12.2%
49	I feel my supervisor provides adequate coaching of my performance.	2.6	20.2%	30.3%	31.3%	9.1%	9.1%
Overall Average - Performance Feedback/Performance Management		2.5	20.6%	34.2%	24.3%	11.5%	9.4%
50	I am encouraged to try new ideas and ways of doing things to get my job done more effectively.	2.4	31.3%	24.2%	23.2%	14.1%	7.1%
51	Employees at all levels are encouraged to be creative and innovative in the quest for continuous improvement.	2.9	18.4%	20.4%	30.6%	13.3%	17.3%
52	I am willing to communicate how the work process can be improved.	1.9	33.7%	45.9%	15.3%	3.1%	2.0%
53	I believe that the results of this climate survey will influence decisions to improve the department/college.	3.2	17.2%	20.2%	20.2%	13.1%	29.3%
54	I think climate surveys should be conducted at regular intervals.	2.2	32.7%	25.5%	28.6%	11.2%	2.0%
55	There is too much change right now.	3.8	3.1%	5.1%	30.6%	33.7%	27.6%
56	The teaching and learning experience the students receive is excellent.	2.2	31.6%	36.7%	18.4%	8.2%	5.1%
57	I am kept up to date on what is happening.	2.8	16.2%	34.3%	14.1%	22.2%	13.1%
58	I feel my supervisor has adequate management skills.	2.7	24.5%	29.6%	16.3%	12.2%	17.3%
59	Decision-making usually involves employees who are most knowledgeable about the issue.	3.2	9.3%	21.6%	25.8%	24.7%	18.6%
60	Collaborative decision making exists among administration and employees.	3.5	6.3%	17.7%	25.0%	26.0%	25.0%
61	The leadership is accessible to me.	2.8	13.1%	39.4%	18.2%	15.2%	14.1%
62	The leadership encourages change and innovation.	3.0	11.1%	27.3%	30.3%	16.2%	15.2%
63	Work groups cooperate to minimize duplication of effort.	3.3	7.1%	20.4%	28.6%	22.4%	21.4%
Overall Average - Communication And Empowerment		2.8	18.3%	26.3%	23.2%	16.8%	15.4%

**Phoenix College
Overall Summary - Section B**

**Age 46-55
N= 101**

Question Number	Question	College Average Score 1=Better	<u>Frequencies of Ratings - College</u>		
			Better	Same	Worse
1	Employee morale	2.3	11.8%	47.3%	40.9%
2	My comfort in asking for supervisor's support	2.0	18.3%	61.3%	20.4%
3	My job satisfaction	2.0	23.7%	53.8%	22.6%
4	The respect I am shown	2.0	14.0%	68.8%	17.2%
5	Use of my knowledge base, skills and abilities	1.9	28.0%	57.0%	15.1%
6	My workload	2.1	10.9%	67.4%	21.7%
7	Support from my supervisor	1.9	25.8%	58.1%	16.1%
8	Resources necessary to do my job	2.1	16.1%	61.3%	22.6%
9	Understanding of my work objectives	2.0	15.2%	71.7%	13.0%
10	My supervisor's effectiveness	2.1	19.1%	47.2%	33.7%
11	Feedback about my performance	2.0	13.5%	73.0%	13.5%
12	Management's willingness to listen	2.1	12.5%	64.8%	22.7%
13	Management's acceptance of my ideas for improvement	2.1	13.6%	61.4%	25.0%
14	Training availability	1.9	20.2%	69.7%	10.1%
15	Opportunities for improvement	2.1	13.8%	65.5%	20.7%

**Phoenix College
Overall Summary - Section A**

**Age - Other
N = 112**

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.	2.9	14.4%	34.2%	12.6%	22.5%	16.2%
2	The employees share a certain sense of pride.	2.6	15.9%	43.0%	16.8%	15.9%	8.4%
3	Where I work, we seem to have the "team" spirit.	2.9	15.9%	29.0%	15.9%	25.2%	14.0%
4	All in all, I am satisfied with my current job.	2.3	30.8%	37.4%	13.1%	12.1%	6.5%
5	Generally speaking, day-to-day operations occur in a climate of mutual trust.	3.0	15.1%	29.2%	15.1%	22.6%	17.9%
6	I am treated with dignity and respect.	2.5	18.5%	46.3%	10.2%	13.9%	11.1%
7	Employees are treated fairly.	3.0	10.2%	30.6%	17.6%	27.8%	13.9%
8	I feel appreciated.	2.8	17.4%	33.9%	20.2%	11.0%	17.4%
9	I feel accepted.	2.6	21.1%	38.5%	17.4%	8.3%	14.7%
10	I would encourage someone to work here.	2.5	24.8%	33.9%	21.1%	11.0%	9.2%
11	I support the mission and vision.	2.1	34.9%	39.4%	14.7%	5.5%	5.5%
12	I trust the leadership.	3.3	9.4%	25.5%	17.0%	18.9%	29.2%
13	I have confidence in the leadership.	3.3	11.3%	22.6%	17.0%	20.8%	28.3%
14	What I do contributes to students' well-being.	1.5	60.0%	34.3%	4.8%	1.0%	0.0%
15	Knowing this job now, I would take it all over again.	2.0	37.3%	40.2%	9.8%	7.8%	4.9%
16	I am satisfied with the physical facilities.	2.8	12.6%	35.9%	21.4%	17.5%	12.6%
17	I am satisfied with the overall appearance of the facilities.	2.6	11.4%	43.8%	23.8%	11.4%	9.5%
18	I am satisfied with the overall maintenance of the facilities.	2.7	14.6%	42.7%	14.6%	15.5%	12.6%
19	I am proud to be a Phoenix College employee.	2.1	35.2%	40.0%	13.3%	5.7%	5.7%
20	The hiring process is fair and equitable.	3.5	9.6%	17.3%	19.2%	26.0%	27.9%
21	Staffing needs are met fairly.	3.2	10.5%	20.0%	26.7%	23.8%	19.0%
22	I do not experience harassment in the work place.	2.1	40.0%	30.5%	14.3%	6.7%	8.6%
23	I am not discriminated against.	2.4	37.5%	22.1%	12.5%	14.4%	13.5%
24	I feel I am an important part of the department/college.	2.2	29.5%	41.0%	16.2%	7.6%	5.7%
25	Diversity is valued.	2.5	24.8%	33.3%	18.1%	12.4%	11.4%
26	Diversity is encouraged.	2.4	24.0%	39.4%	19.2%	10.6%	6.7%
27	I feel physically safe and secure when I am on campus.	2.3	20.0%	50.5%	15.2%	11.4%	2.9%
Overall Average - Morale and Trust:		2.6	22.4%	34.6%	16.2%	14.4%	12.4%
28	When a problem arises, I feel comfortable discussing it with management.	2.9	14.3%	37.1%	14.3%	16.2%	18.1%
29	Management listens.	3.1	13.3%	26.7%	21.9%	16.2%	21.9%
30	Management responds to my concerns.	3.1	13.6%	21.4%	29.1%	16.5%	19.4%
31	I am provided adequate resources to perform the duties of my job effectively.	2.6	19.0%	39.0%	17.1%	12.4%	12.4%
32	Employee input is considered before decisions are made.	3.3	10.5%	22.9%	19.0%	25.7%	21.9%
33	Improvements can be made in my area because employees are able to make suggestions to management.	2.9	11.4%	28.6%	29.5%	17.1%	13.3%
34	My knowledge, skills and abilities are being used effectively.	2.5	20.0%	42.9%	13.3%	12.4%	11.4%
35	My workload is within my abilities to deliver quality work.	2.3	24.8%	45.7%	8.6%	15.2%	5.7%
36	All jobs are equally respected.	3.3	10.5%	18.1%	24.8%	24.8%	21.9%

Key: 1=Strongly Agree, 2=Agree, 3=Neutral, 4=Disagree, 5=Strongly Disagree
Other = Age 18-25, Age >65, Did Not Indicate

**Phoenix College
Overall Summary - Section A**

**Age - Other
N = 112**

Question Number	Questions	College Average	Frequencies of Ratings - College				
		Score 1=Strongly Agree	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
37	There is commitment to quality.	2.8	14.3%	34.3%	22.9%	14.3%	14.3%
38	I am given the necessary resources to provide the best possible service to students.	2.8	11.7%	40.8%	14.6%	22.3%	10.7%
39	I understand how my performance is evaluated.	2.4	13.6%	52.4%	16.5%	11.7%	5.8%
40	I understand what is expected of me as it relates to my performance on the job.	2.0	23.3%	60.2%	10.7%	1.9%	3.9%
41	I am given clearly defined work priorities.	2.5	16.7%	41.2%	22.5%	12.7%	6.9%
42	I am given clearly defined work objectives.	2.5	17.5%	36.9%	24.3%	16.5%	4.9%
Overall Average - Management Support		2.7	15.6%	36.5%	19.3%	15.7%	12.9%
43	I receive timely feedback on my performance.	2.9	10.7%	35.0%	23.3%	17.5%	13.6%
44	Leadership takes the time to inform employees about their work performance.	3.2	8.9%	29.7%	19.8%	19.8%	21.8%
45	I am encouraged to perform at my best.	2.6	20.8%	34.7%	18.8%	12.9%	12.9%
46	My fellow workers support each other to get the job done.	2.8	15.5%	34.0%	22.3%	10.7%	17.5%
47	I have adequate support to perform my work.	2.8	11.1%	36.4%	24.2%	16.2%	12.1%
48	I feel my supervisor was provided adequate training.	2.8	14.4%	32.7%	24.0%	15.4%	13.5%
49	I feel my supervisor provides adequate coaching of my performance.	3.0	11.5%	25.0%	30.8%	16.3%	16.3%
Overall Average - Performance Feedback/Performance Management		2.9	13.3%	32.4%	23.4%	15.5%	15.4%
50	I am encouraged to try new ideas and ways of doing things to get my job done more effectively.	2.7	16.3%	37.5%	15.4%	17.3%	13.5%
51	Employees at all levels are encouraged to be creative and innovative in the quest for continuous improvement.	2.9	15.5%	29.1%	22.3%	19.4%	13.6%
52	I am willing to communicate how the work process can be improved.	2.1	29.1%	46.6%	12.6%	6.8%	4.9%
53	I believe that the results of this climate survey will influence decisions to improve the department/college.	3.4	10.6%	19.2%	19.2%	23.1%	27.9%
54	I think climate surveys should be conducted at regular intervals.	2.4	30.4%	23.5%	29.4%	11.8%	4.9%
55	There is too much change right now.	3.7	4.9%	5.8%	31.1%	35.9%	22.3%
56	The teaching and learning experience the students receive is excellent.	2.3	21.4%	43.7%	21.4%	10.7%	2.9%
57	I am kept up to date on what is happening.	3.0	7.7%	30.8%	25.0%	25.0%	11.5%
58	I feel my supervisor has adequate management skills.	2.8	19.2%	29.3%	17.2%	17.2%	17.2%
59	Decision-making usually involves employees who are most knowledgeable about the issue.	3.3	10.7%	18.4%	24.3%	20.4%	26.2%
60	Collaborative decision making exists among administration and employees.	3.4	7.7%	19.2%	25.0%	21.2%	26.9%
61	The leadership is accessible to me.	3.1	10.5%	28.6%	20.0%	24.8%	16.2%
62	The leadership encourages change and innovation.	3.0	7.7%	31.7%	26.9%	15.4%	18.3%
63	Work groups cooperate to minimize duplication of effort.	3.4	6.7%	13.3%	33.3%	27.6%	19.0%
Overall Average - Communication And Empowerment		3.0	14.1%	26.9%	23.1%	19.8%	16.1%

Key: 1=Strongly Agree, 2=Agree, 3=Neutral, 4=Disagree, 5=Strongly Disagree
Other = Age 18-25, Age >65, Did Not Indicate

**Phoenix College
Overall Summary - Section B**

**Age - Other
N= 112**

Question Number	Question	College Average Score 1=Better	<u>Frequencies of Ratings - College</u>		
			Better	Same	Worse
1	Employee morale	2.3	9.7%	48.5%	41.7%
2	My comfort in asking for supervisor's support	2.1	12.6%	60.2%	27.2%
3	My job satisfaction	2.2	13.5%	57.7%	28.8%
4	The respect I am shown	2.1	16.3%	58.7%	25.0%
5	Use of my knowledge base, skills and abilities	2.0	12.5%	71.2%	16.3%
6	My workload	2.2	6.7%	63.5%	29.8%
7	Support from my supervisor	2.1	14.6%	63.1%	22.3%
8	Resources necessary to do my job	2.1	13.5%	66.3%	20.2%
9	Understanding of my work objectives	2.1	5.8%	82.7%	11.5%
10	My supervisor's effectiveness	2.2	12.0%	55.0%	33.0%
11	Feedback about my performance	2.1	5.0%	78.0%	17.0%
12	Management's willingness to listen	2.2	11.0%	55.0%	34.0%
13	Management's acceptance of my ideas for improvement	2.2	7.1%	64.6%	28.3%
14	Training availability	1.9	23.5%	61.2%	15.3%
15	Opportunities for improvement	2.0	17.3%	63.3%	19.4%

Key: 1=Better, 2=Same, 3=Worse
Other = Age 18-25, Age >65, Did Not Indicate