

**STATE BOARD FOR COMMUNITY COLLEGES AND OCCUPATIONAL  
EDUCATION**

February 11, 2015

**TOPIC:** 2014 CCCS Employee Climate Survey Summary

**PRESENTED BY:** Christina Cecil, Executive Director of Human Resources

**RELATIONSHIP TO THE STRATEGIC PLAN:**

Goal #2: Transform our own workforce experience.

**EXPLANATION:**

CCCS initiated an Employee Climate Survey in 2008 that is administered each even numbered year. There are two surveys distributed to employees: one for faculty and another for administrators, professional-technical and classified employees (staff). In addition, adjunct instructors were invited to participate in an Adjunct Instructor Survey in May of 2014 that addressed topics of relevance to that employee group.

The climate surveys address multiple areas of employee satisfaction including factors related to job satisfaction, organizational satisfaction, and satisfaction with pay and benefits. Overall job satisfaction for faculty and staff has remained high since 2008 with satisfaction levels in 2014 of 84% for faculty and 82% for staff. Both organizational satisfaction and satisfaction with pay and benefits have improved overall for faculty and staff. The level of organizational satisfaction is at 69% for faculty and 72% for staff. Level of satisfaction with pay and benefits for staff is 59% and for faculty is 50% in 2014, but for both faculty and staff overall satisfaction with pay and benefits is increasing. Levels of satisfaction for both faculty and staff are up eight percentage points since 2008.

The following report details the data collected in the 2014 CCCS Employee Climate Surveys for faculty and staff. The report also compares results from the CCCS surveys against those reported in the 2014 Job Satisfaction and Engagement survey conducted nationwide by the Society of Human Resource Management (SHRM).

**CCCS Employee Climate Survey Respondents**

The faculty survey received 616 responses. This represents a 53% response rate based on 2014 faculty headcounts. FRCC and PPCC had the largest number of respondents at 137 and 81 respectively. However, in relation to faculty headcounts by college, the college with the largest percentage of

faculty participation was CCA with a 96% response rate, followed by NJC at 73%.

Additional faculty respondent demographics include the following:

- 65% female
- 35% between the ages of 50-59, followed by 26% between the ages of 40-49
- 66% have master's degrees, 16% possess a doctorate, and 10% a bachelor's degree
- 34% have been employed at a CCCS community college between 5-9 years
- 55% teach in general education and 45% in career and technical education
- 66% are contracted for a 9-month standard academic year

The staff survey received 1,511 responses. This represents a 52% response rate overall based on 2014 headcounts. Of those respondents, 1,004 were administrators and professional-technical staff and 507 were classified, representing response rates of 55% and 47% respectively for those employee groups.

PPCC and CCD had the largest number of respondents at 202 and 149 respectively. In relation to staff headcounts by college, the college with the largest percentage of participation was TSJC with a 66% response rate, followed by ACC at 64%.

Additional staff respondent demographics include the following:

- 72% female
- 32% between the ages of 50-59, followed by 24% between the ages of 40-49
- 33% have a master's degrees, 31% a bachelor's degree, 15% an associate's degree, and 4% possess a doctorate
- 46% have been employed at a CCCS community college for less than 4 years

### **Job Satisfaction, Organizational Satisfaction, and Satisfaction with Pay and Benefits**

Job satisfaction has been evaluated through the CCCS climate surveys with the following factors:

- My work is sufficiently challenging
- Training is provided to do the job well
- I am motivated to do a good job
- I respect my supervisor
- My supervisor treats people fairly
- My supervisor shows respect to his/her staff
- My most recent performance evaluation was fair
- I rarely think about quitting

CCCS employees' have consistently reported a high level of job satisfaction since 2008. In 2008 and 2010, **faculty** reported an 83% level of job satisfaction and in 2012 and 2014 an 84% level of satisfaction. This is based on an average of all the factor ratings listed above for job satisfaction. **Staff** reported an 81% level of job satisfaction in 2008 through 2012 with a level of 82% in 2014.

SHRM's 2014 national report on job satisfaction and engagement indicated that 51% of employees reported that work itself, including having a stimulating and challenging work situation, was very important to job satisfaction. The SHRM report also indicated that 68% of employees were satisfied with their work. At CCCS, 97% of faculty and 86% of staff agreed and strongly agreed that their work is sufficiently challenging. In addition, 98% of faculty and 97% of staff agreed and strongly agreed the work they do is meaningful.

The two factors that show the lowest level of satisfaction are being provided training to do the job well and rarely thinking about quitting. Even with these factors over 60% of faculty and staff currently agree and strongly agree with these statements.

Faculty satisfaction with provided training has gone up and down over the years but overall is up from 2008. In 2008 it was at 65% and in 2014 it was at 69%. For staff, the improvement in satisfaction has more steadily increased, starting at 66% in 2008 and increasing to 70% in 2014. By comparison, the 2014 SHRM report indicated that 55% of employees reported satisfaction with job specific training and 52% reported satisfaction with the professional development they receive. Professional development has been and continues to be a focus at CCCS, which should continue to improve satisfaction with this factor for faculty and staff.

Faculty's agreement with the statement "I rarely think about quitting" is currently at 65%. This is an increase of eight percentage points since 2008. Staff's agreement with the statement is at 63%, the same in 2014 as it was in 2008. For the 35% of faculty who disagreed with the statement, the primary reason they think about quitting is retirement. This was followed by pay and benefits, working conditions, lack of advancement, and dissatisfaction with job duties. For the 37% of staff who disagreed with the statement, the primary reason they think about quitting is lack of advancement, followed by pay and benefits, working conditions, and dissatisfaction with job duties, in that order. The only difference between responses for administrators, professional-technical and classified staff was that classified respondents rated dissatisfaction with job duties as more impacting than working conditions.

Charts 1 and 2 show the percentage of faculty and staff who agreed and strongly agreed with each of the job satisfaction factors since 2008.

Chart 1: Faculty Job Satisfaction 2008 through 2014

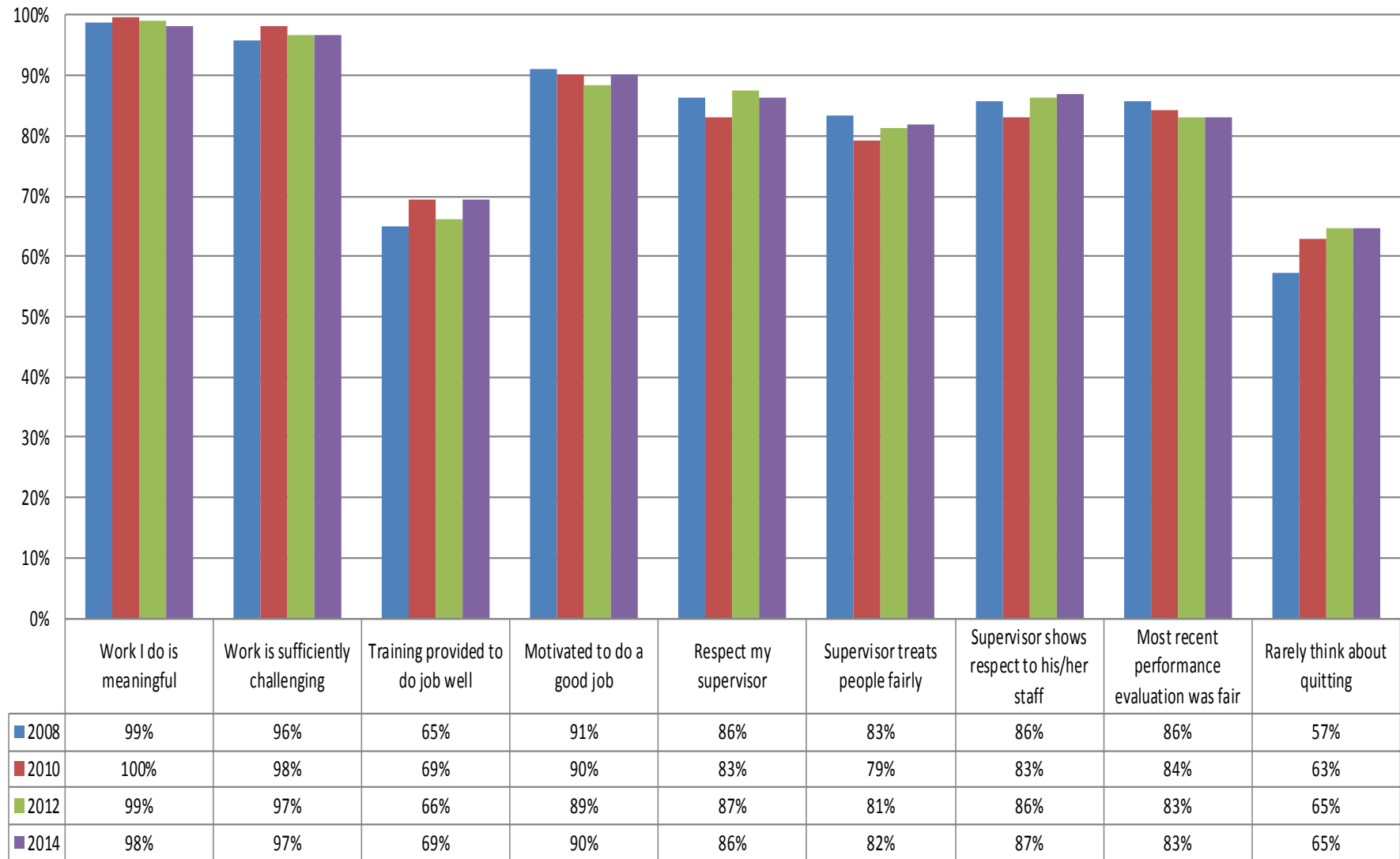
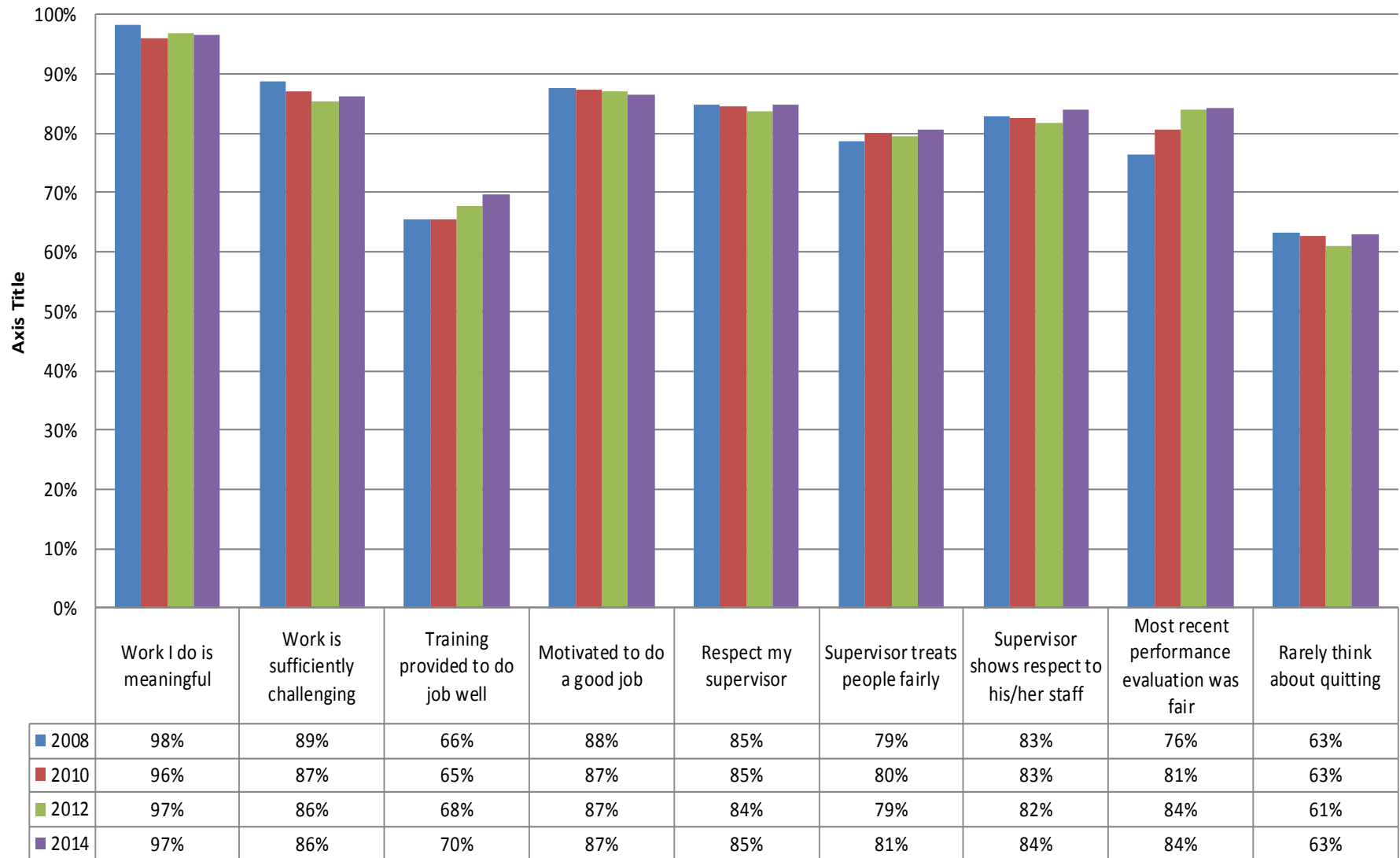


Chart 2: Staff Job Satisfaction 2008 through 2014



Factors of organizational satisfaction include the following:

- My work unit has enough people to get the work done
- Senior management provides needed information
- My supervisor keeps me informed about issues that affect me
- The college is a well-run organization
- I know the mission, vision, and goals of the college
- The college is achieving its mission, vision, and goals
- I have trust and confidence in the leadership of the college

Based on an average of the factors listed above, the level of organizational satisfaction for faculty and staff has improved since 2008. Faculty reported a 69% level of organizational satisfaction in 2014. This group saw a peak in satisfaction in 2012 at 71%, but has increased six percentage points overall since 2008. The level of organizational satisfaction for staff has increased five percentage points since 2008.

Both faculty and staff reported an increase in agreement that their unit has enough people to get the work done. They also report high levels of satisfaction with their supervisors keeping them informed about issues that affect them.

Faculty and staff consistently agree that they know the mission, vision, and goals of their college. There has also been improvement in the level of agreement that their college is achieving its mission, vision, and goals. For faculty the level of agreement that their college is achieving its mission, vision, and goals has increased five percentage points since 2008 and for staff it has increased seven percentage points. A high percentage of faculty respondents, 81%, agreed and strongly agreed that student success is a top priority for their college.

Charts 3 and 4 show the percentage of faculty and staff who agreed and strongly agreed with each of the organizational satisfaction factors since 2008.

Chart 3: Faculty Organizational Satisfaction 2008 through 2014

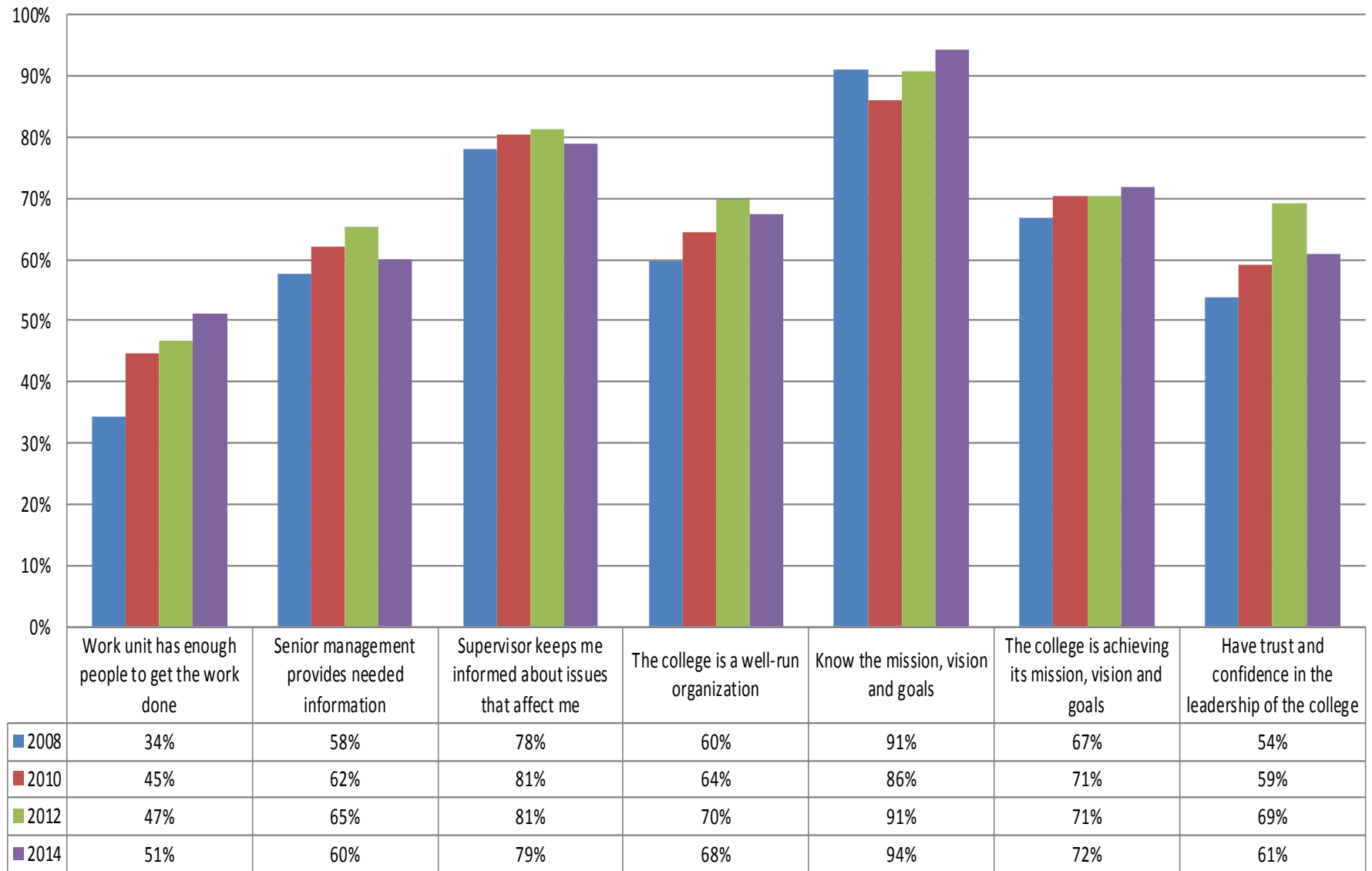
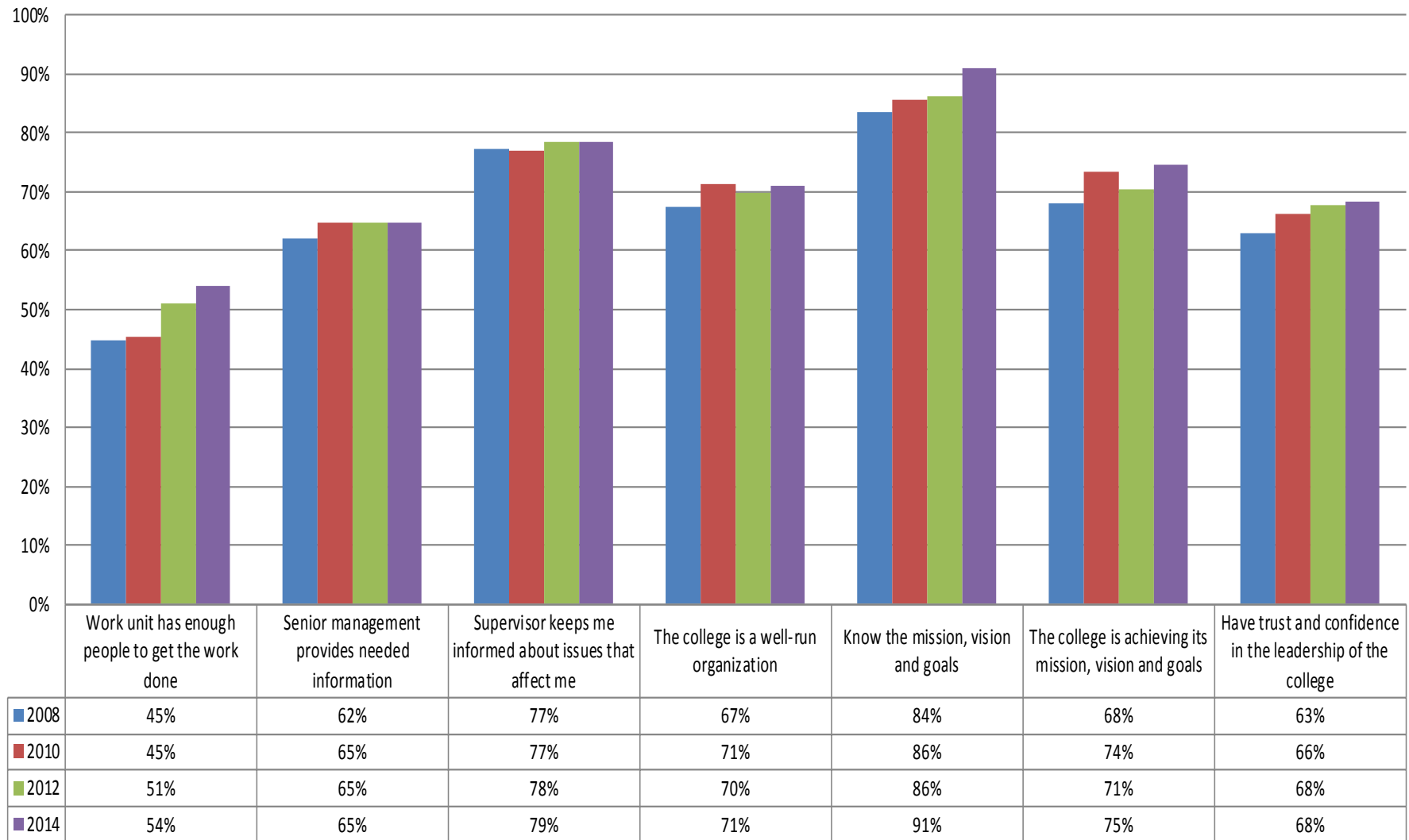




Chart 4: Staff Organizational Satisfaction 2008 through 2014



Factors contributing to satisfaction with pay and benefits include the following:

- I am appropriately paid for the work I do
- My salary reflects my performance and contribution
- My salary is competitive with other employers
- My health benefits compare well with those offered by other employers
- Leave policies compare well with those offered by other employers
- I am confident I will have enough money at retirement to maintain current standard of living
- The amount of money I contribute toward the cost of benefits is reasonable
- I have good job security at my college
- I have good career advancement opportunities

Satisfaction with pay and benefits saw the largest overall increase for both faculty and staff. The overall satisfaction with pay and benefits for faculty was at 50% in 2014. This represents an increase of eight percentage points since 2008. The overall level of satisfaction with pay and benefits for staff at 59% has increased eight percentage points since 2008 as well. The three factors with the largest contribution to overall satisfaction of pay and benefits for both groups are leave and health benefits compared to other employers and job security.

Faculty reported a 62% level of satisfaction with health benefits in 2014, which represents an increase of 22 percentage points since 2008. Staff reported a 69% level of satisfaction with health and benefits in 2014. For staff this is an increase of 28 percentage points since 2008. Administrators and professional-technical staff had a higher level of satisfaction with health benefits than classified staff at 71% and 65%, respectively for the two groups. The benefits plan for classified staff is set by the State of Colorado. In comparison, SHRM's national report indicated a 62% level of employee satisfaction with benefits.

CCCS employees have a higher level of satisfaction with job security than what was reported by SHRM. The SHRM national report indicated that 69% of employees were satisfied with their job security. In the CCCS survey, 76% of faculty and staff agreed and strongly agreed that they had good job security at their college. Classified staff had the highest level of satisfaction with their job security at 80% compared to 74% for administrators and professional technical staff.

SHRM's national report shows that 63% of employees were satisfied with their base rate of pay. CCCS faculty reported a 37% level of satisfaction with being appropriately paid for the work they perform and staff reported a 52% level of satisfaction. SHRM also reported that 57% of employees were satisfied with the amount of pay they receive compared to the local market. CCCS faculty reported a 30% level of satisfaction and staff reported a 38% level of satisfaction.

Although satisfaction levels, with respect to pay, are reported at or below the 40% mark for faculty and the 50% mark for staff, perceptions on pay have improved overall. Faculty satisfaction specific to pay has increased 14 percentage points since 2008. This increase is based on satisfaction on three factors: 1. appropriate pay for the work performed, 2. salary being reflective of performance and contributions, and 3. having competitive salaries compared to other employers. The implementation of the 5-year plan to increase faculty salaries has surely contributed to faculty's improved satisfaction with pay.

Staff satisfaction related to pay has increased six percentage points since 2008. Administrators and professional-technical staff reported higher levels of satisfaction than classified staff on the factors of being paid appropriately for the work they do and that their salary reflects their performance and contribution. The levels of agreement for the two staff groups in regards to having a competitive salary compared to other employers were the same. Lower levels of satisfaction with pay for classified staff can likely be contributed to the fact that they are just now seeing a return of salary increases after a period of 4 years without any increases. Because of a state mandated freeze in salaries that ended July 2013, new classified employees were being hired at salary levels that are the same or just slightly lower than longer-term classified employees, resulting in salary compression. The CCCS has no flexibility with respect to classified salaries that are set by the State of Colorado.

Both faculty and staff levels of satisfaction with career advancement opportunities have decreased since 2008. Faculty satisfaction is at 44% and staff at 37%. While the level of satisfaction for CCCS employees appears to be low, SHRM only reported a 48% level of satisfaction with career advancement opportunities. Lack of career advancement has been reported to be impacted by employees working longer into their retirement years than in the past. According to PERA, 14% of the CCCS organization is currently eligible for retirement. We do not have data on what positions these employees hold, but one could assume by their tenure that many hold higher positions in the organization.

Charts 5 and 6 show the percentage of faculty and staff who agreed and strongly agreed with each of the satisfaction with pay and benefits factors since 2008.

Chart 5: Faculty Satisfaction with Pay &amp; Benefits 2008 through 2014

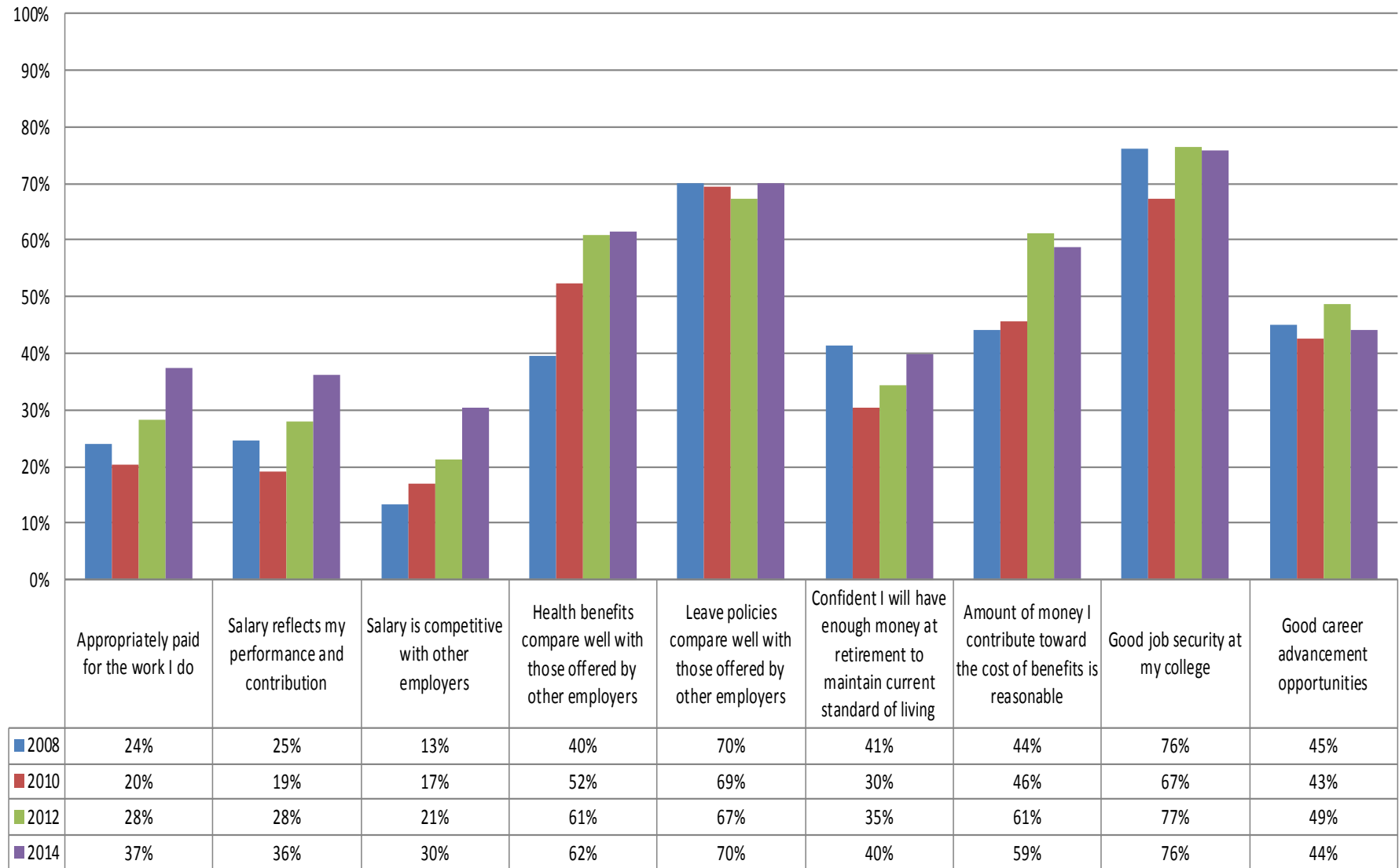
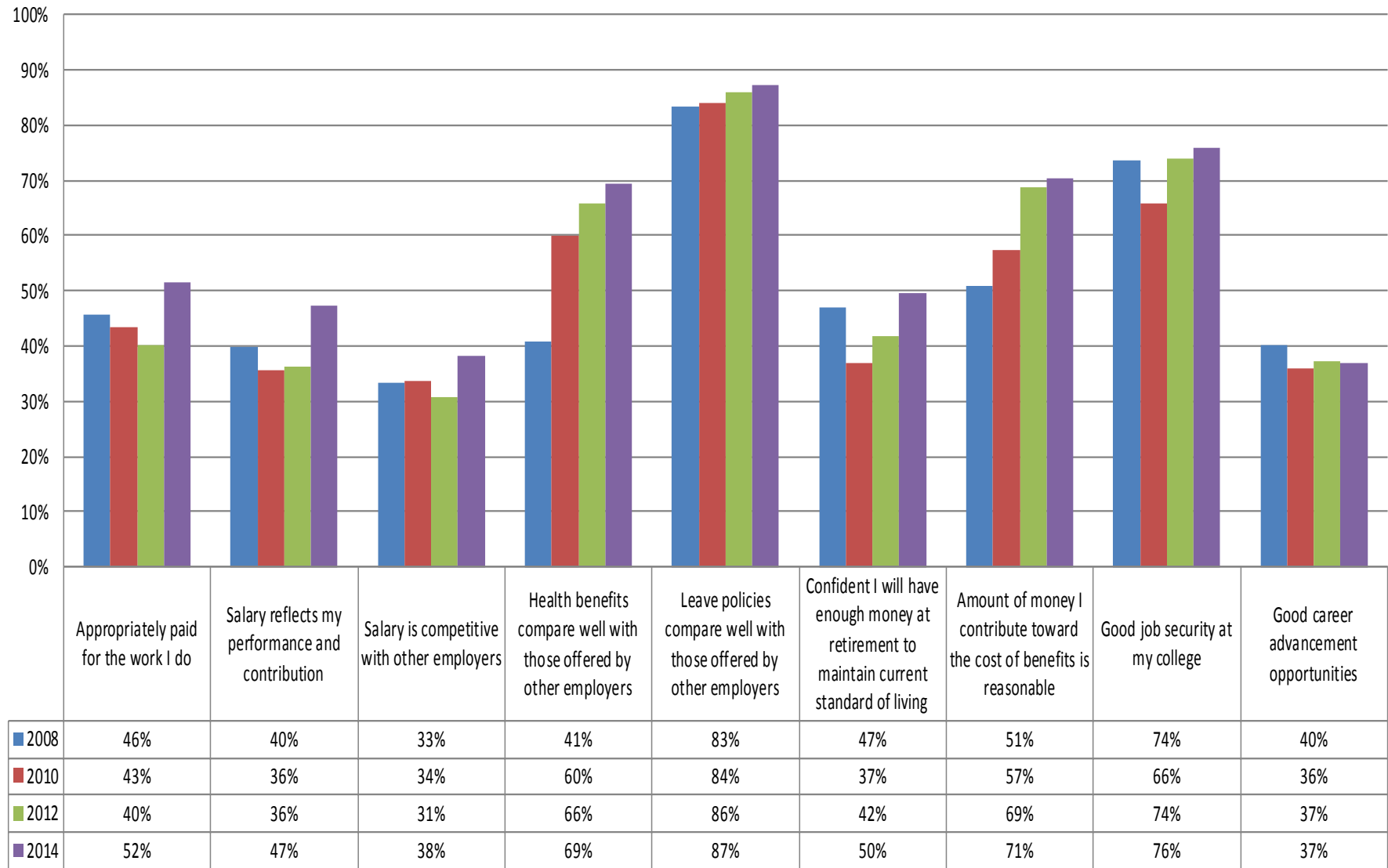


Chart 6: Staff Satisfaction with Pay &amp; Benefits 2008 through 2014



## Summary

The CCCS climate surveys asked respondents to rate 11 factors that contribute to job satisfaction in order of importance. For faculty and staff, the ability to perform meaningful work is the most important factor contributing to job satisfaction. When asked if the work they do is meaningful to them, 98% of faculty and 97% of staff agreed and strongly agreed. This demonstrates a high correlation between the most important factor contributing to job satisfaction for CCCS employees and their level of satisfaction. By comparison, results of the 2014 SHRM Job Satisfaction and Engagement report showed only a 64% level of satisfaction with the meaningfulness of their work. The rankings for faculty, administrators and professional technical staff, and classified staff on the 11 factors contributing to job satisfaction are shown in the table below.

	CCCS Admin, Pro-Tech Ranking	CCCS Classified Ranking	CCCS Faculty Ranking
Ability to perform meaningful work	1	1	1
Leadership and supervision	2	5	6
Having opinions/suggestions valued	3	7	3
Job security	4	2	4
Working conditions	5	6	2
Relationships with co-workers	6	8	7
Pay	7	3	7
Benefits	8	4	8
Training and professional development	9	10	9
Career advancement opportunities	10	9	11
Employee recognition	11	11	10

According to SHRM's national report, the top contributor to overall national employee job satisfaction is pay. This is in contrast to the CCCS work force, where pay is ranked much lower as a factor. Nationally, this factor has moved up in importance in recent years as it was only fifth in importance in 2010. SHRM has attributed this increase to frozen salaries and minimal pay increases during the post-recession economy. CCCS has also seen frozen salaries and smaller merit pools for staff for several years. Faculty have seen

larger increases in the last three years to address a 20.4% gap in salaries when compared to national salaries for faculty. As indicated earlier in this report, satisfaction with pay has improved for both faculty and staff at CCCS. For faculty, administrators, and professional-technical staff, pay was ranked seventh in order of importance for job satisfaction. Pay was ranked third for classified staff.

According to SHRM, following pay in order of importance of job satisfaction are job security, relationship with immediate supervisor, benefits, the organization's financial stability, and the employee's work. CCCS does not collect responses on employees' satisfaction with their college's financial stability. The table below shows the satisfaction rates reported by CCCS faculty and staff for the remaining factors compared to those reported by SHRM. The CCCS employee satisfaction levels are higher in all cases than those reported by SHRM.

	<b>CCCS Faculty</b>	<b>CCCS Staff</b>	<b>SHRM</b>
Job Security	76%	76%	69%
Relationship with Supervisor	85%	83%	70%
Benefits	63%	76%	62%
Employee's Work	98%	97%	68%

Both faculty's and staff's level of satisfaction with the relationship with their supervisor and the work they perform is high. Relationship with supervisor was rated as the 2<sup>nd</sup> most important factor contributing to job satisfaction for administrators and professional-technical staff and 5<sup>th</sup> for classified staff. Job security saw a dip for both faculty and staff in 2010 but has remained relatively constant since 2008. Job security was rated higher in order of importance for classified staff than administrators and professional technical staff.

Satisfaction with benefits, including the factors associated with health benefits, leave policies, and the amount of money contributed to the cost of benefits, have increased significantly for faculty and staff since 2008. Past evaluations of the CCCS benefits package demonstrate it is competitive in the market, including when it is compared to colleges and universities in Colorado. Efforts to better educate employees on the value of their benefits package at CCCS were initiated in 2012 with the implementation of a Total Compensation Letter. Additional communication initiatives to educate staff are currently being evaluated.

Studies show that a diverse workforce contributes to overall employee satisfaction. For the 2014 CCCS surveys, a question on inclusiveness and



appreciation for diversity was added. 79% of faculty reported that they agreed and strongly agreed that their college is an inclusive environment that fosters appreciation for diversity. Staff reported a 76% level of agreement that their college is an inclusive environment.

Since the 2012 survey, CCCS has revised the faculty evaluation process. The faculty survey asked specific questions regarding System President Procedure 3-31 and 70% agreed and strongly agreed that they understand the revised faculty evaluation process. Also, 71% believe their supervisor appropriately applied the revised faculty evaluation process. Overall perceptions on the fairness of performance evaluations remained the same. However, the number of faculty who feel the feedback they received during their most recent performance evaluation was meaningful and helpful in improving their work increased.

Overall, reported employee satisfaction at CCCS is improving. Aside from the ability to perform meaningful work, the top factors that influence overall job satisfaction for faculty, administrators, and professional-technical staff include having their opinions and suggestions valued, job security, working conditions and relationships with supervisors and co-workers. For classified staff the top factors include job security, pay and benefits, and relationships with supervisors. To continue to improve employee satisfaction, CCCS will consider these factors in their strategies and initiatives. The surveys also include additional factors and questions that will assist the colleges in evaluating their climates and effectiveness of individual initiatives.