



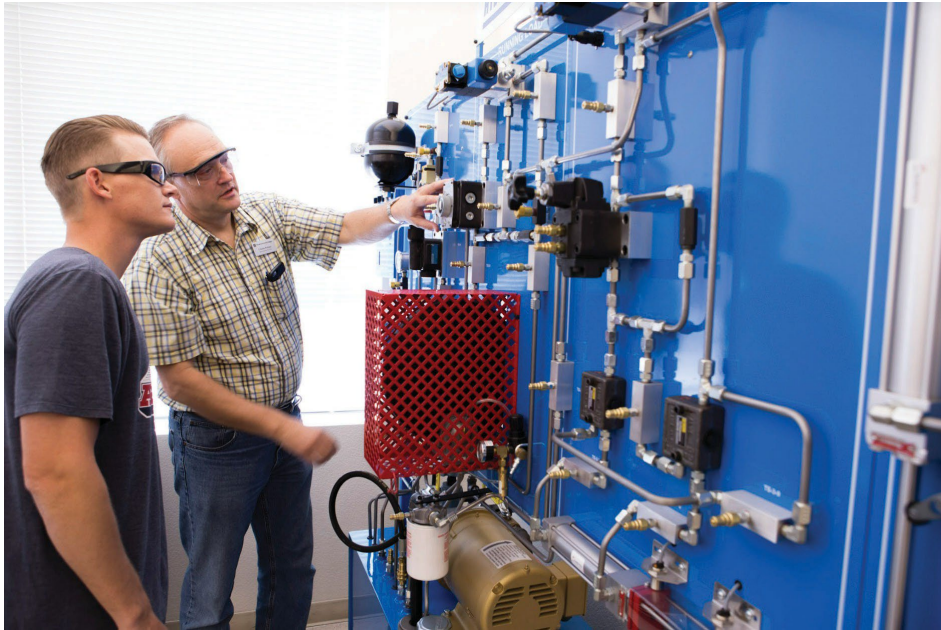
College Employee Satisfaction Survey 2024 Report

October 2024



Prepared by the Office of Strategy, Analytics and Research

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Introduction

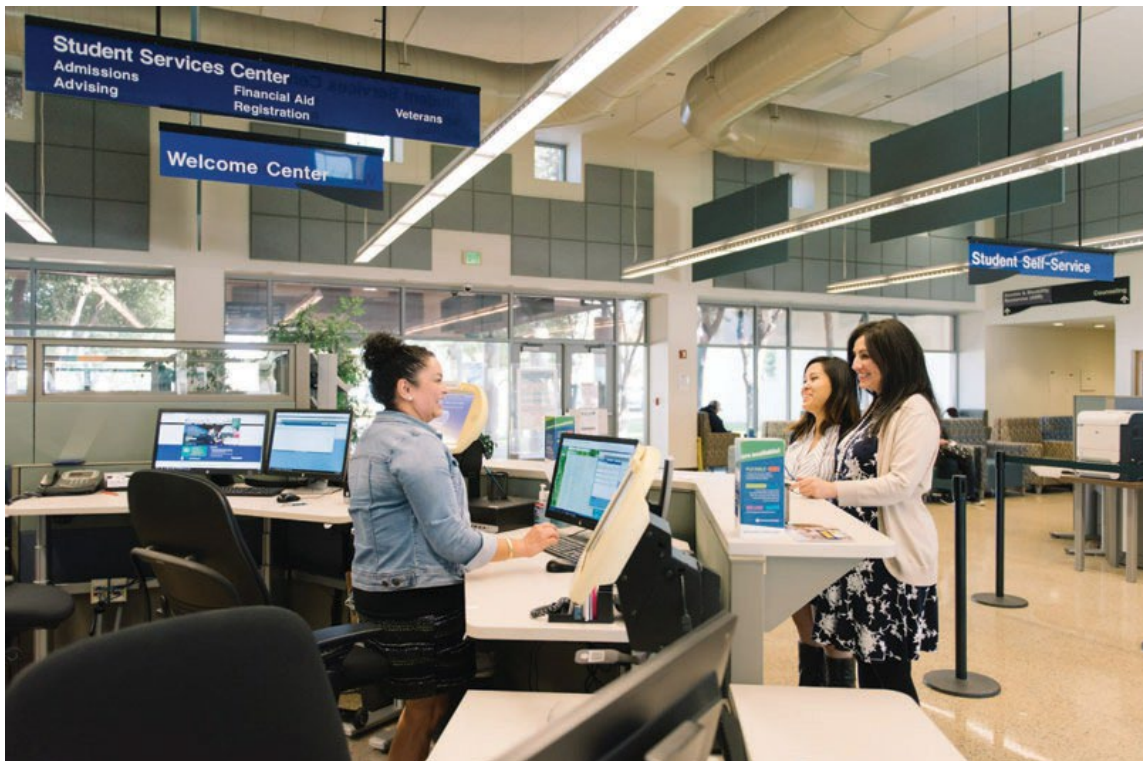
In spring 2024, Pima Community College administered the Ruffalo Noel Levitz (RNL) College Employee Satisfaction Survey (CESS) for the sixth time. The survey is one tool of many used to assess employment engagement and satisfaction to support continuous improvement at the College. The survey provides insights into employee perceptions regarding the importance of a series of statements and their satisfaction with implementation.

Since the first survey administration in 2013, with the exception of 2019, employee satisfaction in regard to college culture and policies has generally increased over time. Compared to 2022, satisfaction in 2024 increased significantly in all but one category. Further, in 2024 all the statements used as targets in the 2017-2021 strategic plan were exceeded.

The College receives a variety of results from RNL, all of which are included in this report. This includes:

- Results for all employees
- Results for faculty and adjunct faculty (the latter as of 2022)
- Benchmarking data

This report provides a detailed review of the results and presents summary assessments.



Introduction to the Survey Data

The College Employee Satisfaction Survey (CESS) provides *importance* and *satisfaction* data gathered from PCC employees on a range of subjects. The survey administrators also provide comparison data, and they calculate whether changes in responses are significantly different from year-to-year or PCC-to-comparison group. In addition, PCC requested faculty-only responses.

The following provides an overview of the data provided in this report:

PCC satisfaction mean scores

These values provide the mean employee satisfaction scores for the statements within CESS, gathered using a five-point Likert scale. The range extends from Not satisfied at all (score of 1) to Very satisfied (score of 5). Where available, longitudinal data are provided.

Statistical significance between 2024 and 2022

Ruffalo Noel Levitz (RNL) calculated whether the response for a given statement is statistically significantly different from 2022. These results are labeled “RNL Stat Sig 2024 to 2022” within this report. The significance is calculated using an analysis of variance (ANOVA), with the results providing the level of significance or p-value. An increasing number of asterisks indicates a higher level of significance, per the following¹:

- NS = no significant difference exists between the groups.
- One asterisk = a p-value of .05, meaning that the two scores are significantly different and such a difference would be due to chance 5% of the time.
- Two asterisks = a p-value of .01, meaning that the two scores are significantly different and such a difference would be due to chance 1% of the time.
- Three asterisks = a p-value of .001, meaning that the two scores are significantly different and such a difference would only be due to chance 0.1% of the time.

2024 Comparison Group

RNL provides comparison data for each survey administration. The list of colleges in the comparison group is provided in Appendix I. RNL provides one comparison group, while other surveys, such as the Community College Survey of Student Engagement (CCSSE), provide two comparison groups including the full cohort of colleges and extra-large colleges. For CCSSE, satisfaction results from extra-large colleges are typically lower than from the full cohort and they provide a more meaningful comparison for PCC. The lack of an extra-large comparison group for CESS should be considered when PCC responses are compared to the comparison group.

¹ Description of the significance levels is from the College Employee Satisfaction Survey Interpretive Guide from RNL.

Statistical significance between PCC and the comparison group

RNL calculates whether the responses for a given statement are significantly different from the comparison colleges. These results are labeled “RNL Stat Sig PCC to Comp Gp” within this report. An increasing number of asterisks indicates a higher level of significance, as described above.

In addition to the standard questions, starting in 2022 PCC included custom questions. Human Resources and the Office of Strategy, Analytics and Research engaged with the All Employee Representative Council to identify custom statements that were important to that group. While benchmarking data are not available for these statements, the 2022 results provide a baseline against which changes can be observed to determine whether there are improvements.

In total, 1,327 responses were received in 2024, including 409 identified as faculty. Of the faculty responses, 177 identified as full-time faculty and 231 as adjunct faculty. Table 1 presents the number of responses in each administration of the survey. Since the start of the survey in 2013, the most responses were received in 2024, almost double the 2022 counts.

Table 1: Count of CESS responses by administration year. The response rate varies by question. The total count is based on satisfaction responses to the first statement in the survey (“This institution promotes excellent employee-student relationships”). Faculty counts are based on self-identification of their position and employment status.

	2013	2015	2017	2019	2022	2024
All responses	1,068	859	703	768	675	1,327
All faculty	-	293	264	259	225	409
Adjunct faculty	-	-	-	-	105	231

In recent years the College has offered incentives to encourage participation, which varied for each administration. The 2024 incentives were:

- Lunch with the Chancellor (1 winner)
- \$75 Tucson Originals gift card (2 winners)
- Massage at Northwest Campus student clinic (5 winners)
- The opportunity to be a 'Trucker for a Minute' and drive a semi with a PCC truck driving instructor (3 winners)
- PCC water bottle (24 winners)

CESS is administered anonymously through RNL. Following completion of the RNL-administered survey, respondents were given the option to provide their contact information through a PCC survey to be entered into the drawing for one of the prizes.

Results for All Employees

College Culture and Policies

This section of the survey addressed big-picture statements about the College, such as the mission, planning, and communication. Table 2 shows the mean responses for each statement from all employees in each administration of the survey since 2013. This table includes the measure of significance of the difference from 2022 to 2024 as computed by Ruffalo Noel Levitz (RNL). The table also includes data comparing the responses of PCC in 2024 to a comparison group of colleges.

In total, thirty statements are shown in Table 2. Of those, all but one showed a statistically significant increase in satisfaction from 2022 to 2024. One statement (“This institution does a good job of meeting the needs of administrators”) had a statistically non-significant increase. Cells shaded in green in the table indicate a higher level of satisfaction in 2024 compared to 2022. The table is sorted with the statements with the most statistical significance (three stars) and highest 2024 mean satisfaction scores at the top. The statements with the highest mean satisfaction were:

- Faculty take pride in their work
- Staff take pride in their work
- This institution is well-respected in the community
- This institution promotes excellent employee-student relationships
- This institution treats students as its top priority
- Most employees are generally supportive of the mission, purpose, and values of this institution
- The goals and objectives of this institution are consistent with its mission and values
- The mission, purpose, and values of this institution are well understood by most employees
- The reputation of this institution continues to improve
- Efforts to improve quality are paying off at this institution

In addition to PCC data, Table 2 also includes data from a comparison group of colleges and the significance of the difference between PCC scores and the comparison group, as computed by RNL. In 2024, most of the mean satisfaction scores from PCC were statistically better than the comparison group. Only six statements had non-statistically significant increases compared to the comparison group, and mean satisfaction at PCC was lower than the comparison group in only one statement (“Administrators take pride in their work”).

Table 2: Longitudinal mean satisfaction scores for statements on Campus Culture and Policies for which comparison data are available. The table is sorted by the significance of the change from 2022 to 2024 and by 2024 mean scores. Green indicates higher satisfaction.

	2013	2015	2017	2019	2022	2024	RNL Stat Sig 2024 to 2022	2024 Comparison Group	RNL Stat Sig PCC to Comp Gp
Faculty take pride in their work	3.64	3.60	3.72	3.77	3.79	3.98	***	3.93	*
Staff take pride in their work	3.50	3.60	3.73	3.71	3.75	3.96	***	3.91	NS
This institution is well-respected in the community	2.82	2.93	3.33	3.41	3.55	3.88	***	3.68	***
This institution promotes excellent employee-student relationships	3.30	3.38	3.51	3.46	3.70	3.87	***	3.83	NS
This institution treats students as its top priority	3.30	3.31	3.48	3.40	3.66	3.85	***	3.78	*
Most employees are generally supportive of the mission, purpose, and values of this institution	3.32	3.35	3.48	3.51	3.64	3.82	***	3.73	**
The goals and objectives of this institution are consistent with its mission and values	3.17	3.31	3.50	3.37	3.54	3.77	***	3.71	*
The mission, purpose, and values of this institution are well understood by most employees	3.11	3.19	3.41	3.41	3.57	3.76	***	3.67	**
The reputation of this institution continues to improve	2.68	2.96	3.41	3.35	3.35	3.69	***	3.47	***
Efforts to improve quality are paying off at this institution	2.96	3.01	3.31	3.20	3.31	3.63	***	3.44	***
This institution consistently follows clear processes for orienting and training new employees	2.72	3.11	3.22	3.20	3.23	3.54	***	3.13	***
The leadership of this institution has a clear sense of purpose	2.77	3.00	3.16	3.01	3.26	3.47	***	3.42	NS
This institution does a good job of meeting the needs of its faculty	3.09	3.14	3.28	3.02	3.20	3.45	***	3.33	***
This institution does a good job of meeting the needs of staff	2.82	3.02	3.14	2.94	3.15	3.45	***	3.21	***
This institution makes sufficient budgetary resources available to achieve important objectives	2.99	2.95	3.06	3.03	3.22	3.45	***	3.30	***
This institution makes sufficient staff resources available to achieve important objectives	2.84	2.96	2.99	2.88	3.17	3.44	***	3.22	***
There is good communication between the faculty and the administration at this institution	2.78	2.95	3.01	3.01	3.16	3.43	***	3.22	***
This institution involves its employees in planning for the future	2.62	2.99	3.08	2.83	3.17	3.41	***	3.18	***

Table 2: Longitudinal mean satisfaction scores for statements on Campus Culture and Policies for which comparison data are available. The table is sorted by the significance of the change from 2022 to 2024 and by 2024 mean scores. Green indicates higher satisfaction. (Continued)

	2013	2015	2017	2019	2022	2024	RNL Stat Sig 2024 to 2022	2024 Comparison Group	RNL Stat Sig PCC to Comp Gp
There is a spirit of teamwork and cooperation at this institution	2.57	2.79	2.93	2.88	3.16	3.41	***	3.26	***
Administrators share information regularly with faculty and staff	2.68	3.04	3.05	3.01	3.18	3.41	***	3.29	**
There is good communication between staff and the administration at this institution	2.65	2.91	2.95	2.94	3.11	3.36	***	3.19	***
This institution consistently follows clear processes for recognizing employee achievements	2.65	2.85	3.03	2.95	2.98	3.31	***	3.25	NS
This institution has written procedures that clearly define who is responsible for each operation and service	2.66	2.79	2.83	2.93	3.04	3.31	***	3.21	**
Employee suggestions are used to improve our institution	2.52	2.79	2.90	2.76	2.90	3.23	***	3.06	***
There are effective lines of communication between departments	2.48	2.49	2.64	2.64	2.74	3.03	***	2.89	***
This institution does a good job of meeting the needs of students	3.31	3.24	3.37	3.32	3.59	3.74	**	3.70	NS
This institution consistently follows clear processes for selecting new employees	2.40	2.89	2.93	2.92	3.22	3.42	**	3.27	***
This institution plans carefully	2.58	2.64	2.87	2.83	3.15	3.32	**	3.26	NS
Administrators take pride in their work	3.17	3.38	3.57	3.52	3.66	3.79	*	3.85	*
This institution does a good job of meeting the needs of administrators	3.43	3.57	3.67	3.66	3.78	3.83	NS	3.70	***

In addition to the core CESS statements, PCC included several custom questions. The results for those statements are presented in Table 3. In all cases the mean responses were significantly improved in 2024 compared to 2022. One question from previous versions of the survey was not included in 2024 (“This institution has high performance standards”).



Table 3: Longitudinal mean satisfaction scores for statements on Campus Culture and Policies for which there are no comparison data available. The table is sorted by the significance of the change from 2022 to 2024 and by 2024 mean scores. Green indicates higher satisfaction.

	2013	2015	2017	2019	2022	2024	RNL Stat Sig 2024 to 2022
Pima Community College fosters an environment that is inclusive of diverse identities	3.54	3.71	3.86	3.81	3.76	4.03	***
My immediate supervisor provides me with information about what is going on at the college	-	-	3.70	3.71	3.78	3.99	***
Efforts to improve the integrity of financial practices are paying off at this institution	3.02	3.15	3.32	3.24	3.35	3.65	***
This institution does an excellent job of keeping employees informed about matters affecting us	-	-	3.15	3.13	3.27	3.54	***
Efforts to improve the college climate are paying off at the institution	-	2.92	3.10	2.94	3.08	3.47	***
Efforts to improve the integrity of Human Resources operations are paying off at this institution	2.61	2.91	2.89	3.09	3.12	3.42	***
The institution does a good job involving employees in college planning	2.65	3.01	3.08	2.88	3.06	3.38	***
Efforts to improve the effectiveness of the Board of Governors' leadership are paying off at this institution	2.39	2.90	3.12	3.10	3.07	3.38	***
Efforts to improve the effectiveness of administrative leadership are paying off at this institution	2.80	2.91	3.09	2.98	3.11	3.38	***
Systems and processes are in place to address under-performing employees	-	-	2.68	2.78	2.87	3.14	***
Efforts to improve the complaints and grievance procedures are paying off at this institution	2.80	3.14	3.15	-	3.15	3.33	**
This institution has high performance standards	-	-	3.17	3.19	3.28	-	-

Starting in 2015, the CESS results were used to identify areas of improvement as documented in the 2017-2021 Strategic Plan and approved by the Governing Board. To monitor progress, the College established targets for specific statements, and the 2024 CESS administration provides the end point through which progress can be assessed. PCC surpassed its target in all six statements. Results are shown in Table 5.

Table 4: CESS statements used as targets in the 2017-2021 Strategic Plan comparing targets with results over time. Green indicates higher satisfaction in 2024 compared to the Strategic Plan Target.

	2015 (Strategic Plan Baseline)	Strategic Plan Target	2017	2019	2022	2024 (end of Strategic Plan comparison)
Strategic Priority 3.1: Establish a strong communication system at the College (internal and external), including clear lines of communication, consistent communication channels and clear expectations						
There are effective lines of communication between departments	2.49	2.80	2.64	2.64	2.74	3.03
There is good communication between the faculty and the administration at this institution	2.95	3.07	3.01	3.01	3.16	3.43
There is good communication between staff and the administration at this institution	2.91	3.06	2.95	2.94	3.11	3.36
Strategic Priority 3.5: Establish an atmosphere of collaboration and inclusion to support cooperation across the College						
There is a spirit of teamwork and cooperation at this institution	2.79	3.06	2.93	2.88	3.16	3.41
Strategic Priority 3.6: Foster an increased sense of purpose at the College						
The leadership of this institution has a clear sense of purpose	3.00	3.35	3.16	3.01	3.26	3.47
Most employees are generally supportive of the mission, purpose, and values of this institution	3.35	3.59	3.48	3.51	3.64	3.82

Overall, the College Culture and Policies results for all employees are encouraging. All but one of the statements showed significant increases since 2022 (a non-significant increase was found for “This institution does a good job of meeting the needs of administrators”). In most areas, PCC also showed significantly higher satisfaction than the comparison group. The only statement with a significantly lower mean satisfaction score at PCC versus the comparison group was “Administrators take pride in their work”.

Work Environment

The Work Environment section of CESS focuses, in contrast to the big picture statements in the previous section, on the work unit and includes the employee-supervisor relationship. The results are presented in Table 5.

For all 21 statements in Table 5, the mean satisfaction in 2024 was significantly better than 2022. The statements with the highest mean satisfaction were:

- I am proud to work at this institution
- The work I do is appreciated by my supervisor
- The work I do is valuable to the institution
- My supervisor helps me improve my job performance
- I have adequate opportunities for training to improve my skills
- My department or work unit has written, up-to-date objectives
- I learn about important campus events in a timely manner
- I am comfortable answering student questions about institutional policies and procedures
- I am empowered to resolve problems quickly
- It is easy for me to get information at this institution

Satisfaction at PCC was also generally better than the comparison group. PCC mean satisfaction was significantly higher than the comparison group in 17 statements, non-significantly higher in three statements, and non-significantly lower in one statement. The statements with a non-significant difference between PCC and comparison group were:

- I am comfortable answering student questions about institutional policies and procedures
- The type of work I do on most days is personally rewarding
- The employee benefits available to me are valuable
- My department meets as a team to plan and coordinate work



Table 5: Longitudinal mean satisfaction scores for statements on Work Environment. The table is sorted by the significance of the change from 2022 to 2024 and by 2024 mean scores. Green indicates higher satisfaction.

	2013	2015	2017	2019	2022	2024	RNL Stat Sig 2024 to 2022	2024 Comparison Group	RNL Stat Sig PCC to Comp Gp
I am proud to work at this institution	3.91	3.89	4.04	3.95	3.97	4.22	***	4.10	***
The work I do is appreciated by my supervisor	3.67	3.90	3.87	3.88	3.96	4.16	***	3.99	***
The work I do is valuable to the institution	3.84	3.96	3.89	3.88	3.81	4.07	***	3.95	***
My supervisor helps me improve my job performance	3.46	3.69	3.77	3.73	3.82	4.06	***	3.88	***
I have adequate opportunities for training to improve my skills	3.23	3.40	3.48	3.54	3.67	3.86	***	3.54	***
My department or work unit has written, up-to-date objectives	3.10	3.37	3.50	3.51	3.53	3.78	***	3.68	**
I learn about important campus events in a timely manner	3.30	3.49	3.57	3.54	3.49	3.68	***	3.57	**
I am comfortable answering student questions about institutional policies and procedures	3.26	3.28	3.43	3.41	3.43	3.63	***	3.58	NS
I am empowered to resolve problems quickly	2.90	3.11	3.31	3.28	3.31	3.59	***	3.52	*
It is easy for me to get information at this institution	2.91	3.10	3.17	3.16	3.17	3.42	***	3.32	**
My department has the staff needed to do its job well	2.85	3.05	2.90	2.93	2.94	3.32	***	3.06	***
I have adequate opportunities for advancement	2.62	2.75	2.83	2.83	2.94	3.31	***	3.15	***
I am paid fairly for the work I do	3.11	3.15	3.16	2.99	2.74	3.29	***	3.12	***
My supervisor pays attention to what I have to say	3.61	3.89	3.92	3.89	4.03	4.19	**	4.00	***
The type of work I do on most days is personally rewarding	3.92	4.06	4.09	4.14	4.01	4.14	**	4.10	NS
My job responsibilities are communicated clearly to me	3.44	3.67	3.79	3.77	3.80	3.96	**	3.80	***
The employee benefits available to me are valuable	3.75	3.61	3.78	3.77	3.75	3.90	**	3.91	NS
My department meets as a team to plan and coordinate work	3.34	3.45	3.64	3.65	3.72	3.88	**	3.82	NS
I have adequate opportunities for professional development	3.43	3.50	3.56	3.60	3.70	3.86	**	3.59	***
I have the information I need to do my job well	3.37	3.42	3.66	3.66	3.66	3.83	**	3.75	*
My department has the budget needed to do its job well	3.12	3.02	3.06	3.12	3.24	3.43	**	3.26	***

In 2022, PCC added several custom statements to this section of the CESS, shown in Table 6. These were added at the request of the College’s All Employee Representative Council. Because these are custom statements, data from the comparison group of colleges are not available. However, progress can be monitored relative to the 2022 baseline.

Table 6: Mean satisfaction scores for custom statements that were added in 2022. The table is sorted by the significance of the change from 2022 to 2024 and by 2024 mean scores. Green indicates higher satisfaction compared to 2022.

	2022	2024	RNL Stat Sig 2024 to 2022
I feel I can bring concerns to my supervisors or administration without retaliation	3.73	3.98	***
This institution's policies and practices give me the flexibility to manage my work and personal life	3.60	3.94	***
I feel I have a good work-life balance	3.57	3.87	***
Information needed to do my job effectively is communicated in a clear and timely manner	3.51	3.77	***
I am able to complete the work expected of me during my regular or contracted work hours	3.46	3.76	***
Employees are evaluated fairly and consistently	3.15	3.57	***
This institution makes data-driven decisions	3.30	3.54	***
The institution supports a premier work environment for employees	3.08	3.53	***
Appropriate stakeholders are involved in College decisions	3.16	3.43	***
The institution chooses and funds the most important priorities	3.01	3.30	***
Access to technology at this institution meets my expectations	3.84	4.00	**
The Diversity, Equity and Inclusion Strategic Planning Group is affecting meaningful change	3.53	3.64	*

Compared to 2022, all statements resulted in higher mean satisfaction in 2024.

The findings in this section indicate that significant progress has been made in all areas compared to 2022. All the notable gaps that were identified in the 2022 survey report, in particular with regard to the PCC Work Environment and relative to the comparison group, showed significant improvement.

Results for Faculty

The following sections present results for faculty only. Note that although the sample sizes for faculty have increased compared to 2022, they are slightly lower than ideal for statistical analysis and that should be kept in mind as the results are considered.

College Culture and Policies

Table 7 presents the faculty responses for the statements on College Culture and Policies. These include longitudinal responses for all faculty from 2015-2024, responses of adjunct faculty, and responses from all employees (as in Tables 2). Statistical analysis of the faculty segment is not provided by RNL. The table is sorted by the gap between adjunct faculty and all faculty, with the largest differences in satisfaction at the top of the table.

As in 2022, adjunct faculty satisfaction is higher than all faculty in every statement, indicating that full-time faculty satisfaction is lower than adjunct faculty. The largest gaps between adjunct and all faculty are from these statements, but other statements also have large differences in satisfaction:

- This institution plans carefully
- Administrators share information regularly with faculty and staff
- This institution has written procedures that clearly define who is responsible for each operation and service
- There are effective lines of communication between departments
- The leadership of this institution has a clear sense of purpose
- There is good communication between the faculty and the administration at this institution

All faculty indicated higher satisfaction than all employees in all but one of the statements, “This institution does a good job of meeting the needs of its faculty”, with a difference of 6% (mean satisfaction score lower by 0.21). Since the adjunct faculty satisfaction in response to this statement is the same as all employees (mean satisfaction score of 3.45), the lower satisfaction is driven by full-time faculty. It is encouraging that overall in 2024 compared to 2022, far fewer of the satisfaction scores of all faculty were lower than all employees (1 of 30 statements in 2024 vs. 16 of 30 statements in 2022). Further, in every statement, all faculty in 2024 had higher mean satisfaction scores than 2022.

Table 8 (below) shows the responses of faculty to the custom statements (as in Table 3 for all employees. Like the faculty responses to College Culture and Policies in Table 7, adjunct faculty have higher satisfaction than all faculty in every statement. Further, all faculty indicated higher satisfaction than all employees in all but three statements, which had only marginal differences of less than 1%. In all cases the mean responses were improved in 2024 compared to 2022.

Table 7: Faculty longitudinal mean satisfaction scores for statements on College Culture and Policies. The table is sorted by the gap between adjunct faculty and all faculty and by adjunct faculty mean scores. Green indicates higher satisfaction.

	All Faculty					Adjunct Faculty 2024	Gap Between Adjunct and All Faculty 2024	All Employees 2024	Gap Between All Faculty and All Employees 2024
	2015	2017	2019	2022	2024				
This institution plans carefully	2.61	2.88	2.76	3.00	3.39	3.77	0.38	3.32	0.07
Administrators share information regularly with faculty and staff	3.25	3.22	3.02	3.19	3.54	3.86	0.32	3.41	0.13
This institution has written procedures that clearly define who is responsible for each operation and service	2.92	3.02	3.03	3.14	3.47	3.79	0.32	3.31	0.16
There are effective lines of communication between departments	2.68	2.83	2.72	2.89	3.22	3.54	0.32	3.03	0.19
The leadership of this institution has a clear sense of purpose	2.96	3.16	2.86	3.14	3.49	3.79	0.30	3.47	0.02
There is good communication between the faculty and the administration at this institution	2.91	2.92	2.79	2.97	3.43	3.73	0.30	3.43	0.00
This institution involves its employees in planning for the future	2.92	3.00	2.75	2.97	3.42	3.71	0.29	3.41	0.01
Employee suggestions are used to improve our institution	2.73	2.90	2.62	2.82	3.26	3.55	0.29	3.23	0.03
There is a spirit of teamwork and cooperation at this institution	2.84	3.08	2.80	3.14	3.52	3.75	0.23	3.41	0.11
This institution makes sufficient staff resources available to achieve important objectives	3.01	3.04	2.87	3.14	3.52	3.74	0.22	3.44	0.08
This institution treats students as its top priority	3.40	3.59	3.36	3.64	3.94	4.15	0.21	3.85	0.09
This institution does a good job of meeting the needs of its faculty	2.65	2.86	2.48	2.73	3.24	3.45	0.21	3.45	-0.21
Efforts to improve quality are paying off at this institution	2.94	3.29	3.03	3.21	3.63	3.83	0.20	3.63	0.00
There is good communication between staff and the administration at this institution	3.11	3.16	2.97	3.17	3.56	3.76	0.20	3.36	0.20
This institution consistently follows clear processes for recognizing employee achievements	2.91	3.12	2.94	3.10	3.45	3.65	0.20	3.31	0.14
This institution does a good job of meeting the needs of students	3.36	3.53	3.27	3.62	3.80	3.99	0.19	3.74	0.06

Table 7: Faculty longitudinal mean satisfaction scores for statements on College Culture and Policies. The table is sorted by the gap between adjunct faculty and all faculty and by adjunct faculty mean scores. Green indicates higher satisfaction. (Continued)

	All Faculty					Adjunct Faculty 2024	Gap Between Adjunct and All Faculty 2024	All Employees 2024	Gap Between All Faculty and All Employees 2024
	2015	2017	2019	2022	2024				
The goals and objectives of this institution are consistent with its mission and values	3.30	3.56	3.30	3.44	3.84	4.02	0.18	3.77	0.07
This institution consistently follows clear processes for orienting and training new employees	3.04	3.22	3.12	3.25	3.61	3.78	0.17	3.54	0.07
The reputation of this institution continues to improve	2.91	3.36	3.21	3.30	3.73	3.89	0.16	3.69	0.04
This institution makes sufficient budgetary resources available to achieve important objectives	2.78	3.01	2.80	3.03	3.45	3.61	0.16	3.45	0.00
This institution is well-respected in the community	2.86	3.33	3.25	3.52	3.92	4.06	0.14	3.88	0.04
Most employees are generally supportive of the mission, purpose, and values of this institution	3.41	3.64	3.56	3.72	3.93	4.06	0.13	3.82	0.11
Administrators take pride in their work	3.50	3.71	3.54	3.75	3.90	4.02	0.12	3.79	0.11
This institution does a good job of meeting the needs of staff	3.09	3.19	2.89	3.18	3.55	3.67	0.12	3.45	0.10
Staff take pride in their work	3.83	4.03	3.87	3.89	4.14	4.24	0.10	3.96	0.18
This institution consistently follows clear processes for selecting new employees	2.91	3.04	2.93	3.27	3.50	3.60	0.10	3.42	0.08
This institution promotes excellent employee-student relationships	3.51	3.66	3.49	3.72	3.97	4.06	0.09	3.87	0.10
The mission, purpose, and values of this institution are well understood by most employees	3.23	3.57	3.45	3.63	3.85	3.90	0.05	3.76	0.09
This institution does a good job of meeting the needs of administrators	3.47	3.62	3.62	3.74	3.85	3.89	0.04	3.83	0.02
Faculty take pride in their work	4.00	4.14	4.02	3.98	4.22	4.24	0.02	3.98	0.24

Table 8: Faculty longitudinal mean satisfaction scores for statements on College Culture and Policies for which there are no comparison data available. The table is sorted by the gap between adjunct faculty and all faculty and by adjunct faculty mean scores. Green indicates higher satisfaction.

	All Faculty					Adjunct Faculty 2024	Gap Between Adjunct and All Faculty 2024	All Employees 2024	Gap Between All Faculty and All Employees 2024
	2015	2017	2019	2022	2024				
Systems and processes are in place to address under-performing employees	-	2.96	2.91	3.09	3.31	3.64	0.33	3.14	0.17
This institution does an excellent job of keeping employees informed about matters affecting us	-	3.26	3.11	3.16	3.60	3.91	0.31	3.54	0.06
The institution does a good job involving employees in college planning	2.94	3.00	2.74	3.01	3.37	3.65	0.28	3.38	-0.01
Efforts to improve the effectiveness of administrative leadership are paying off at this institution	2.82	3.06	2.80	3.02	3.37	3.61	0.24	3.38	-0.01
Efforts to improve the college climate are paying off at the institution	2.82	3.07	2.77	3.02	3.52	3.74	0.22	3.47	0.05
Efforts to improve the complaints and grievance procedures are paying off at this institution	3.10	3.19	-	3.14	3.46	3.68	0.22	3.33	0.13
Efforts to improve the integrity of Human Resources operations are paying off at this institution	2.90	3.07	3.02	3.17	3.50	3.67	0.17	3.42	0.08
Pima Community College fosters an environment that is inclusive of diverse identities	3.77	3.88	3.76	3.87	4.06	4.20	0.14	4.03	0.03
Efforts to improve the integrity of financial practices are paying off at this institution	2.98	3.32	2.94	3.21	3.63	3.75	0.12	3.65	-0.02
My immediate supervisor provides me with information about what is going on at the college	-	3.67	3.68	3.76	4.01	4.09	0.08	3.99	0.02
Efforts to improve the effectiveness of the Board of Governors' leadership are paying off at this institution	2.74	3.07	2.92	3.14	3.60	3.65	0.05	3.38	0.22
This institution has high performance standards	-	3.31	3.10	3.36	-	-	-	-	-

Work Environment

Tables 9 and 10 present the faculty results for Work Environment, with Table 9 showing those statements which have data since 2015 (as in Table 5 for all employees), and Table 10 showing the custom statements that were first administered in 2022 (as in Table 6 for all employees). The tables are sorted by the gap between adjunct faculty and all faculty, with the largest differences in faculty satisfaction at the top of the table.

Compared to all faculty, adjunct faculty show higher levels of satisfaction across many statements, consistent with the findings in the previous section. Across both tables, adjunct faculty mean satisfaction scores for most statements are close to full-time faculty, within 2% (mean satisfaction score lower by 0.01 to 0.04). Only one statement showed a much lower mean satisfaction score for adjunct faculty (lower by 0.32, 10%): “The employee benefits available to me are valuable”.

When comparing all faculty and all employees, mean satisfaction scores for most statements were also within 2% (mean satisfaction score lower by 0.01 to 0.15). Across the 33 statements in both tables, only three statements showed faculty mean satisfaction scores lower than all employees by at least 5% (mean satisfaction scores lower by 0.17 to 0.35):

- I am paid fairly for the work I do
- The employee benefits available to me are valuable
- I am able to complete the work expected of me during my regular or contracted work hours

Compared to 2022, faculty satisfaction increased in virtually every measure (Tables 9 and 10).



Table 9: Faculty longitudinal mean satisfaction scores for statements on Work Environment. The table is sorted by the gap between adjunct faculty and all faculty and by adjunct faculty mean scores. Green indicates higher satisfaction.

	All Faculty					Adjunct Faculty 2024	Gap Between Adjunct and All Faculty 2024	All Employees 2024	Gap Between All Faculty and All Employees 2024
	2015	2017	2019	2022	2024				
It is easy for me to get information at this institution	3.12	3.25	3.16	3.19	3.48	3.82	0.34	3.42	0.06
I learn about important campus events in a timely manner	3.58	3.68	3.60	3.61	3.85	4.11	0.26	3.68	0.17
My department has the staff needed to do its job well	3.19	2.94	2.81	2.99	3.38	3.61	0.23	3.32	0.06
My job responsibilities are communicated clearly to me	3.80	3.87	3.73	3.76	4.03	4.22	0.19	3.96	0.07
I am empowered to resolve problems quickly	3.13	3.32	3.13	3.31	3.61	3.80	0.19	3.59	0.02
I have the information I need to do my job well	3.46	3.72	3.60	3.64	3.89	4.05	0.16	3.83	0.06
My department or work unit has written, up-to-date objectives	3.60	3.58	3.57	3.51	3.85	4.00	0.15	3.78	0.07
My supervisor pays attention to what I have to say	4.00	3.88	3.81	4.00	4.21	4.29	0.08	4.19	0.02
My supervisor helps me improve my job performance	3.80	3.76	3.66	3.78	4.14	4.22	0.08	4.05	0.09
The work I do is appreciated by my supervisor	3.99	3.80	3.81	3.96	4.16	4.23	0.07	4.16	0.00
I am proud to work at this institution	3.76	3.89	3.70	3.86	4.19	4.25	0.06	4.22	-0.03
I am comfortable answering student questions about institutional policies and procedures	3.24	3.38	3.33	3.47	3.65	3.71	0.06	3.63	0.02
My department has the budget needed to do its job well	2.92	2.87	2.81	3.10	3.37	3.43	0.06	3.43	-0.06
The type of work I do on most days is personally rewarding	4.33	4.26	4.26	4.15	4.31	4.36	0.05	4.14	0.17
The work I do is valuable to the institution	3.91	3.78	3.76	3.64	4.01	4.03	0.02	4.07	-0.06
I have adequate opportunities for advancement	2.71	2.86	2.71	2.91	3.29	3.29	0.00	3.31	-0.02

Table 9: Faculty longitudinal mean satisfaction scores for statements on Work Environment. The table is sorted by the gap between adjunct faculty and all faculty and by adjunct faculty mean scores. Green indicates higher satisfaction. (Continued)

	All Faculty					Adjunct Faculty 2024	Gap Between Adjunct and All Faculty 2024	All Employees 2024	Gap Between All Faculty and All Employees 2024
	2015	2017	2019	2022	2024				
I have adequate opportunities for training to improve my skills	3.43	3.53	3.48	3.75	3.97	3.96	-0.01	3.86	0.11
I have adequate opportunities for professional development	3.53	3.60	3.59	3.81	3.96	3.93	-0.03	3.86	0.10
My department meets as a team to plan and coordinate work	3.46	3.54	3.47	3.56	3.73	3.69	-0.04	3.88	-0.15
I am paid fairly for the work I do	2.78	2.71	2.62	2.51	3.11	3.07	-0.04	3.29	-0.18
The employee benefits available to me are valuable	2.97	3.15	3.12	3.40	3.55	3.23	-0.32	3.90	-0.35

Table 10: Faculty mean satisfaction scores for custom statements on Work Environment that were added in 2022. The table is sorted by the gap between adjunct faculty and all faculty and by adjunct faculty mean scores. Green indicates higher satisfaction.

	All Faculty		Adjunct Faculty 2024	Gap Between Adjunct and All Faculty 2024	All Employees 2024	Gap Between All Faculty and All Employees 2024
	2022	2024				
I am able to complete the work expected of me during my regular or contracted work hours	3.09	3.59	3.96	0.37	3.76	-0.17
I feel I have a good work-life balance	3.40	3.82	4.10	0.28	3.87	-0.05
Information needed to do my job effectively is communicated in a clear and timely manner	3.50	3.83	4.08	0.25	3.77	0.06
The institution chooses and funds the most important priorities	2.92	3.24	3.49	0.25	3.30	-0.06
The Diversity, Equity and Inclusion Strategic Planning Group is affecting meaningful change	3.63	3.62	3.84	0.22	3.64	-0.02
Employees are evaluated fairly and consistently	3.29	3.67	3.88	0.21	3.57	0.10
I feel I can bring concerns to my supervisors or administration without retaliation	3.71	4.02	4.22	0.20	3.98	0.04
This institution makes data-driven decisions	3.25	3.55	3.74	0.19	3.54	0.01
Appropriate stakeholders are involved in College decisions	3.07	3.46	3.65	0.19	3.43	0.03
This institution's policies and practices give me the flexibility to manage my work and personal life	3.56	3.91	4.09	0.18	3.94	-0.03
The institution supports a premier work environment for employees	3.02	3.52	3.70	0.18	3.53	-0.01
Access to technology at this institution meets my expectations	3.84	3.96	4.04	0.08	4.00	-0.04

Summary

Comparison to 2022 and the Comparison Group of Colleges

The CESS results for 2024 highlight significant improvements in employee satisfaction across the board since 2022, suggesting that the “Culture of Care” initiative has provided a positive impact on employee satisfaction with its focus on strengthening values and increasing appreciation and recognition. The College's decision on a remote work policy likely positively impacted satisfaction since a majority of PCC employees indicated that they would like to work remotely in the survey completed by Human Resources in 2022. The College also completed a compensation study in 2022 which may have positively impacted satisfaction with pay (mean satisfaction scores increased significantly from 2.74 to 3.29). The Governing Board approved salary increases in 2024 and 2025, which may have also improved morale and satisfaction across the employee groups.

- For both the College Culture and Policies statements and Work Environment statements, *all employees* indicated increased satisfaction in every measure, with increases compared to 2022 of between 0.05 and 0.55 from 74 statements.
- Similarly, satisfaction among *all faculty* increased in virtually all areas, with increases of 0.11 to 0.60 across 73 statements and a marginal decrease of 0.01 in one statement (“The Diversity, Equity and Inclusion Strategic Planning Group is affecting meaningful change”).
- In 2024, *all faculty* generally showed higher satisfaction than *all employees*, with scores higher between 0.01 and 0.24 in 52 out of 74 statements. The areas where faculty had lower satisfaction than all employees include compensation, benefits, and time to complete the work expected of them. In general, *adjunct faculty* showed higher levels of satisfaction compared to full-time faculty, with higher scores in all but five statements.
- Respondents were also asked about their overall satisfaction with their employment, which among *all employees* was significantly higher in 2024 (mean satisfaction score of 4.02) compared to both 2022 (3.69) and the 2024 comparison group of colleges (3.86).
- 2024 satisfaction results surpassed the 2017-2021 Strategic Plan Targets in every category.
- Overall, the results show that satisfaction at PCC in 2024 was better than in 2022 and the 2024 comparison group of colleges.

The areas with lower satisfaction in College Culture and Policies continue to be related to communication, efforts to improve, and clarity of procedures (lowest five scores between 3.03 and 3.32). These are being addressed through the Chancellor’s Goals and the Strategic Plan extension. The areas with lower satisfaction in Work Environment are related to compensation, budget, and communication (lowest five scores between 3.29 and 3.42). The approved salary increases in 2024 and 2025 along with the recently finalized remote work arrangement may improve satisfaction in these areas.

College Culture and Policies in 2024

The College Culture and Policies section of the survey addressed big-picture statements such as the mission, planning, and communication. Table 11 shows the mean satisfaction scores in 2024 from forty statements grouped into eight categories. Ten custom questions are included in these categories. See Appendix II for all statements by category.

- Statements about **employee pride** indicated the *highest satisfaction*, with mean scores between 3.69 and 3.98 over five statements.
- Statements about the needs of **students** also indicated *high satisfaction*, with mean scores between 3.74 and 3.87 over three statements.
- Satisfaction was *high* but slightly lower for statements about the **mission, purpose, and values** of the College, with mean scores between 3.41 and 3.82 over five statements.
- Satisfaction was *intermediate* for statements about the **needs** of employees, with mean scores between 3.44 and 3.45 over four statements about general needs, faculty, and staff, although satisfaction about meeting the needs of administrators was higher (3.83).
- Satisfaction with **communication, efforts to improve, planning, and clear procedures** was *lower*.
 - Statements about **communication** had *lower* overall satisfaction, but the scores ranged from the lowest score of 3.03 (“There are effective lines of communication between departments”) to the highest score of 3.99 (“My immediate supervisor provides me with information about what is going on at the college”) over six statements.
 - Satisfaction with recent **efforts to improve** a variety of topics was also *lower*, with mean scores between 3.23 and 3.65 over eight statements.
 - The statements with the *lowest satisfaction* include **planning and clarity of procedures**, with scores between 3.32 and 3.41 over three planning statements, and between 3.14 and 3.54 over five procedures statements.

Table 11: Mean satisfaction scores for statements on Campus Culture and Policies in 2024, grouped into six categories with the custom questions. Grouped categories are sorted by overall mean score.

Category	Overall Mean Score	Lowest Mean Score	Highest Mean Score	Range	Number of Statements
Pride, reputation, and quality	3.86	3.69	3.98	0.29	5
Students	3.82	3.74	3.87	0.13	3
Mission, purpose, and values	3.65	3.41	3.82	0.41	5
Employee needs	3.52	3.44	3.83	0.39	5
Communication	3.46	3.03	3.99	0.96	6
Efforts to improve	3.44	3.23	3.65	0.42	8
Planning	3.37	3.32	3.41	0.09	3
Clear and consistent procedures	3.34	3.14	3.54	0.40	5

Statements in the grouped categories had mean satisfaction score ranges from 0.09 to 0.96.

- Statements regarding **planning** and **students** had the *narrowest ranges* of 0.09 from three statements and 0.13 from three statements.
- Statements regarding **communication** had the *widest range* of 0.96 from six statements.

Work Environment in 2024

The Work Environment section of the survey focuses on the work unit and includes the employee-supervisor relationship. Table 12 shows the mean satisfaction scores in 2024 from thirty-two statements grouped into six categories. Eleven custom questions are included in these categories. See Appendix III for all statements by category.

- Compared to the statements on College Culture and Policies, statements on the Work Environment indicated *higher overall satisfaction*.
- Like the statements about College Culture and Policies, the Work Environment statements with the *highest satisfaction* are related to employee **pride** in their work and sense of value, with mean scores between 3.53 and 4.22 over six statements.
- In contrast to the College Culture and Policies section, statements about **communication** and **clarity of procedures and responsibilities** in the Work Environment indicated *high satisfaction*, with mean scores between 3.42 and 4.19 over six communication statements and between 3.63 and 3.96 over three procedures statements.
- Although slightly lower, statements regarding opportunities for **training, evaluation, and professional development** and **employee needs** were also *high*, with mean scores between 3.31 and 4.06 over five training statements and between 3.29 and 4.00 over eight employee needs statements.
- The category with the *lowest satisfaction* was **planning**, with mean scores between 3.30 and 3.88 over four statements.

Table 12: Mean satisfaction scores for statements on Work Environment in 2024, grouped into six categories with the custom questions. Grouped categories are sorted by overall mean score.

Category	Overall Mean Score	Lowest Mean Score	Highest Mean Score	Range	Number of Statements
Pride, reputation, and quality	3.95	3.53	4.22	0.69	6
Communication	3.81	3.42	4.19	0.77	6
Clear procedures and responsibilities	3.79	3.63	3.96	0.33	3
Training, evaluation, and professional development	3.73	3.31	4.06	0.75	5
Employee needs	3.69	3.29	4.00	0.71	8
Planning	3.54	3.30	3.88	0.58	4

Work Environment statements in the grouped categories had wider ranges than the College Culture and Policies statements, with mean satisfaction scores ranges between 0.33 and 0.77.

- Statements regarding **clarity of processes and procedures** had the *narrowest range* of 0.33 from three statements.
- Statements regarding **training** and **communication** had the *widest ranges* of 0.75 from five statements and 0.77 from seven statements.

Diversity, Equity, and Inclusion in 2024

Two custom statements directly addressed satisfaction with diversity, equity, and inclusion (Table 13). Satisfaction with inclusivity and diversity at the College was *high*, with a mean score of 4.03. Satisfaction with the Diversity, Equity, and Inclusion Strategic Planning group was also *high*, with a mean score of 3.64.

Table 13: Mean satisfaction scores for two statements on diversity, Equity, and Inclusion in 2024.

Category	Statement	Mean Score
Diversity, Equity, and Inclusion	Pima Community College fosters an environment that is inclusive of diverse identities	4.03
Diversity, Equity, and Inclusion	The Diversity, Equity and Inclusion Strategic Planning Group is affecting meaningful change	3.64

Overall Satisfaction Summary, 2024

Over all categories, satisfaction was *lower* for Campus Culture and Policies (overall mean score of 3.5 from forty statements) compared to the Work Environment (overall mean score of 3.8 from thirty-two statements).

- For both Campus Culture and Policies and the Work Environment, employees indicated their *highest satisfaction* with the **pride** taken in their work by all employee classes (overall mean scores of 3.86 for Campus Culture and Policies and 3.95 for the Work Environment).
- Meeting the **needs of students** also had *high* satisfaction, with an overall score of 3.82.
- Satisfaction with **communication** and **procedures** depended on whether the communication was between or within units.
 - Employees had *lower satisfaction* with **communication** between units, such as between departments or between staff and administrators (overall mean score of 3.46 for Campus Culture and Policies). However, satisfaction about communication within units *was higher*, such as between supervisors and employees (overall mean score of 3.81 for Work Environment).
 - Similarly, satisfaction was *lower* for statements about **clarity of procedures** at the institutional level, such as institutional processes for evaluating and addressing employee performance, (overall mean score of 3.34 for Campus Culture and Policies). However, satisfaction with procedures in the Work Environment, such as individual responsibilities and unit objectives, was high (overall mean score of 3.79 for the Work Environment).
- The categories with *lowest satisfaction* in Campus Culture and Policies were **planning** (overall mean score of 3.37) and **clear procedures and responsibilities** (overall mean score of 3.34).
- The category with *lowest satisfaction* in the Work Environment was **planning** (overall mean score of 3.54).
- The category with the *widest range* of scores across statements was **communication** for both Campus Culture and Policies and the Work Environment.

Appendices

Appendix I: Comparison Colleges

Black River Technical College
Butler County Community College
Central Carolina Technical College
Central New Mexico Community College
Central Ohio Technical College
Central Wyoming College
Clovis Community College
College of the Redwoods
Cowley College
Dona Anna Community College
Great Falls College
Greenville Technical College
Guttman Community College
Helena College
Highland Community College
Illinois Central College
Iowa Lakes Community College
John Logan College
Kankakee Community College
Kansas City Kansas Community College
Kaskaskia College
Kishwaukee College
Manchester Community College
Marion Technical College
Mineral Area College
Mitchell Technical College
Montcalm Community College
Mt Hood Community College
Murray State College
Normandale Community College
North Dakota State College of Science
Northwest Arkansas Community College
Ogeechee Technical College
Parkland College
Piedmont Technical College
Prairie State College
Rockingham Community College
South Arkansas Community College
Southeast Technical College

Southwest Michigan College
Southwest Wisconsin Technical College
Stark State College
State Fair Community College
Tri-County Technical College
Trident Technical College
West Virginia Northern CC
Wisconsin Indianhead Technical College
Woodland Community College
York Technical College
Yuba College
Yuba Community College District

Appendix II: College Culture and Policies statements by category

Category	Statement	2024 Mean Score	Custom questions
Communication	My immediate supervisor provides me with information about what is going on at the college	3.99	Custom
Pride, reputation, and quality	Faculty take pride in their work	3.98	Standard
Pride, reputation, and quality	Staff take pride in their work	3.96	Standard
Pride, reputation, and quality	This institution is well-respected in the community	3.88	Standard
Students	This institution promotes excellent employee-student relationships	3.87	Standard
Students	This institution treats students as its top priority	3.85	Standard
Employee needs	This institution does a good job of meeting the needs of administrators	3.83	Standard
Mission, purpose, and values	Most employees are generally supportive of the mission, purpose, and values of this institution	3.82	Standard
Pride, reputation, and quality	Administrators take pride in their work	3.79	Standard
Mission, purpose, and values	The goals and objectives of this institution are consistent with its mission and values	3.77	Standard
Mission, purpose, and values	The mission, purpose, and values of this institution are well understood by most employees	3.76	Standard
Students	This institution does a good job of meeting the needs of students	3.74	Standard
Pride, reputation, and quality	The reputation of this institution continues to improve	3.69	Standard
Efforts to improve	Efforts to improve the integrity of financial practices are paying off at this institution	3.65	Custom
Efforts to improve	Efforts to improve quality are paying off at this institution	3.63	Standard
Clear procedures and responsibilities	This institution consistently follows clear processes for orienting and training new employees	3.54	Standard
Communication	This institution does an excellent job of keeping employees informed about matters affecting us	3.54	Custom
Mission, purpose, and values	The leadership of this institution has a clear sense of purpose	3.47	Standard
Efforts to improve	Efforts to improve the college climate are paying off at the institution	3.47	Custom
Employee needs	This institution does a good job of meeting the needs of staff	3.45	Standard
Employee needs	This institution does a good job of meeting the needs of its faculty	3.45	Standard
Employee needs	This institution makes sufficient budgetary resources available to achieve important objectives	3.45	Standard
Employee needs	This institution makes sufficient staff resources available to achieve important objectives	3.44	Standard
Communication	There is good communication between the faculty and the administration at this institution	3.43	Standard
Clear procedures and responsibilities	This institution consistently follows clear processes for selecting new employees	3.42	Standard
Efforts to improve	Efforts to improve the integrity of Human Resources operations are paying off at this institution	3.42	Custom
Mission, purpose, and values	There is a spirit of teamwork and cooperation at this institution	3.41	Standard
Planning	This institution involves its employees in planning for the future	3.41	Standard
Communication	Administrators share information regularly with faculty and staff	3.41	Standard
Planning	The institution does a good job involving employees in college planning	3.38	Custom
Efforts to improve	Efforts to improve the effectiveness of the Board of Governors' leadership are paying off at this institution	3.38	Custom
Efforts to improve	Efforts to improve the effectiveness of administrative leadership are paying off at this institution	3.38	Custom
Communication	There is good communication between staff and the administration at this institution	3.36	Standard
Efforts to improve	Efforts to improve the complaints and grievance procedures are paying off at this institution	3.33	Custom
Planning	This institution plans carefully	3.32	Standard
Clear procedures and responsibilities	This institution consistently follows clear processes for recognizing employee achievements	3.31	Standard
Clear procedures and responsibilities	This institution has written procedures that clearly define who is responsible for each operation and service	3.31	Standard
Efforts to improve	Employee suggestions are used to improve our institution	3.23	Standard
Clear procedures and responsibilities	Systems and processes are in place to address under-performing employees	3.14	Custom
Communication	There are effective lines of communication between departments	3.03	Standard

Appendix III: Work Environment statements by category

Category	Statement	2024 Mean Score	Custom questions
Pride, reputation, and quality	I am proud to work at this institution	4.22	Standard
Communication	My supervisor pays attention to what I have to say	4.19	Standard
Pride, reputation, and quality	The work I do is appreciated by my supervisor	4.16	Standard
Pride, reputation, and quality	The type of work I do on most days is personally rewarding	4.14	Standard
Pride, reputation, and quality	The work I do is valuable to the institution	4.07	Standard
Training, evaluation, and professional development	My supervisor helps me improve my job performance	4.06	Standard
Employee needs	Access to technology at this institution meets my expectations	4.00	Custom
Communication	I feel I can bring concerns to my supervisors or administration without retaliation	3.98	Custom
Clear procedures and responsibilities	My job responsibilities are communicated clearly to me	3.96	Standard
Employee needs	This institution's policies and practices give me the flexibility to manage my work and personal life	3.94	Custom
Employee needs	The employee benefits available to me are valuable	3.90	Standard
Planning	My department meets as a team to plan and coordinate work	3.88	Standard
Employee needs	I feel I have a good work-life balance	3.87	Custom
Training, evaluation, and professional development	I have adequate opportunities for training to improve my skills	3.86	Standard
Training, evaluation, and professional development	I have adequate opportunities for professional development	3.86	Standard
Communication	I have the information I need to do my job well	3.83	Standard
Clear procedures and responsibilities	My department or work unit has written, up-to-date objectives	3.78	Standard
Communication	Information needed to do my job effectively is communicated in a clear and timely manner	3.77	Custom
Employee needs	I am able to complete the work expected of me during my regular or contracted work hours	3.76	Custom
Communication	I learn about important campus events in a timely manner	3.68	Standard
Clear procedures and responsibilities	I am comfortable answering student questions about institutional policies and procedures	3.63	Standard
Pride, reputation, and quality	I am empowered to resolve problems quickly	3.59	Standard
Training, evaluation, and professional development	Employees are evaluated fairly and consistently	3.57	Custom
Planning	This institution makes data-driven decisions	3.54	Custom
Pride, reputation, and quality	The institution supports a premier work environment for employees	3.53	Custom
Employee needs	My department has the budget needed to do its job well	3.43	Standard
Planning	Appropriate stakeholders are involved in College decisions	3.43	Custom
Communication	It is easy for me to get information at this institution	3.42	Standard
Employee needs	My department has the staff needed to do its job well	3.32	Standard
Training, evaluation, and professional development	I have adequate opportunities for advancement	3.31	Standard
Planning	The institution chooses and funds the most important priorities	3.30	Custom
Employee needs	I am paid fairly for the work I do	3.29	Standard