

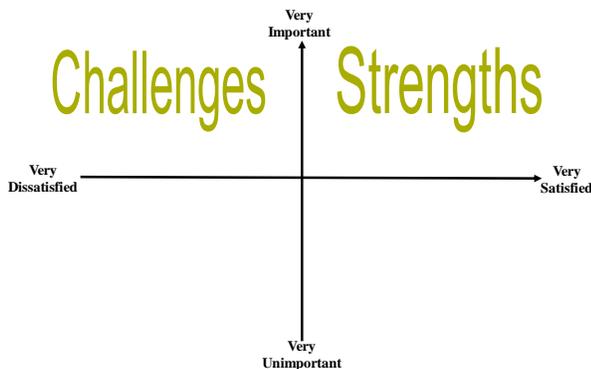
College Employee Satisfaction Survey – Results and Actions

Prairie State College administered the Ruffalo Noel Levitz College Employee Satisfaction Survey (CESS) during Fall 2016 semester. As detailed in Table #1, 137 employees completed the survey. The pool of respondents under-represent staff (by 5%) and managers (by 3%). Faculty and administrators were over-represented by 5% and 3%, respectively.

Like the student satisfaction survey, the CESS asks respondents to indicate both the importance and level of satisfaction for select survey items. A five-point scale was used with 1 = “not important at all” and “not satisfied at all” and 5 = “very important” and “very satisfied.” This allows us to identify performance gaps and focus improvements on areas that are important to employees.

Survey results indicate areas of strength (high importance and greater satisfaction) and challenges (areas of high importance and lower satisfaction). The Gap is determined by subtracting the mean score of the SAT (Satisfaction) from the mean score of the IMP (Importance).

Plotting Strengths and Challenges



An overview of the survey results is presented in the right-hand column. Tables #2 and #3 on this page reflect strengths that Noel Levitz identified from the survey results; Tables #4 and #5 reflect priorities/challenges.

Employees were asked to rate the importance of nine goals. The three goals that received the highest importance ratings are:

- Retain more current students to graduation
- Improve the quality of existing academic programs
- Increase the enrollment of new students

President Winfree and the Cabinet discussed the survey results, focusing on areas for improvement. Based on an analysis of the identified challenges, the responses to specific

Table #1

CESS Employee Respondents vs. All Employees

Sept. 2016 Position	Respondents		All Employees	
	Count	Percent	Count	Percent
Faculty	51	37%	81	32%
Staff	54	39%	112	44%
Administrators	19	14%	28	11%
Managers	13	10%	32	13%
Total	137	100%	253	100%

Table #2

2016 Campus Culture Strengths			
4.52 or greater IMP (top half) and 3.69 or greater SAT (top quartile) in order of SAT			
Section 1: Campus Culture and Policies			
	IMP (Mean)	SAT (Mean)	Gap
Faculty take pride in their work	4.72	3.86	.86
Administrators take pride in their work	4.67	3.85	.82
This institution treats students as its top priority	4.74	3.75	.99
This institution promotes excellent employee-student relationships	4.65	3.74	.91
There is effective communication within my own division	4.67	3.71	.96
The leadership of this institution has responded responsibly to budget challenges	4.72	3.71	1.01
The institution is committed to providing excellent service to students	4.76	3.69	1.07

Gap = IMP (Importance) minus SAT (Satisfaction)

Table #3

2016 Work Environment Strengths			
4.60 or greater IMP (top half) and 4.11 or greater SAT ; in order of SAT			
Section 4: Work Environment			
	IMP (Mean)	SAT (Mean)	Gap
The work I do is valuable to the institution	4.70	4.36	.34
I have a clear understanding of how my work and my division contribute to student success	4.60	4.36	.24
I am proud to work at this institution	4.68	4.22	.46
The type of work I do on most days is personally rewarding	4.61	4.20	.41
The employees in my division are committed to doing quality work	4.70	4.15	.55
The work I do is appreciated by my supervisor	4.54*	4.14	.40
My supervisor pays attention to what I have to say	4.67	4.11	.56

Gap = IMP (Importance) minus SAT (Satisfaction)

*mean falls outside of the stated parameters

survey items and considering resources, the following eight priorities will be addressed by the College:

1. Orienting and training new employees

David Cronan is reviewing current practices and recommending/implementing new practices and procedures to improve new employee orientation, including creating an orientation video.

2. Communication between departments

Employee responses indicate a desire for more effective communication, cooperation, and collaboration between departments. David Cronan is working with a committee on developing service standards to address how we interact with each other, and Cabinet is discussing how to break down silos and improve communication.

3. Sufficient budgetary resources to achieve objectives

Employees feel that making budgetary resources available to achieve important objectives is important, but they are less satisfied with the College's ability to do so. VP Saban is working to create a more transparent budget allocation process. This will help communicate how Cabinet identifies priorities and allocates budget dollars to support our mission despite the lack of state funding.

4. Board of Trustees (BOT) involvement

In addition to the BOT orientation led by Dr. Winfree, all new and re-elected trustees are required by Public Act 99-0692 to attend four hours of professional development leadership training during the first, third and fifth years of his/her term. All four trustees who were elected in April have already participated in their training.

5. Clear processes for selecting new employees

David Cronan and Cabinet will review current hiring policies and procedures and make improvements as warranted to clearly document our practices. These processes will be shared with everyone.

6. Adequate opportunities for professional development and training, in general and for Datatel/Colleague users

David Cronan and VP Saban are taking the lead in looking at ways to offer more professional development opportunities.

7. Issues of accountability and student-centeredness

Cabinet will be addressing these issues through professional development, training, and also through establishment of service standards.

8. Moving forward goals related to retaining students and improving academic programs

This is being addressed by the Strategic Enrollment Management (SEM) Committee and Cabinet.

Table #4

2016 Campus Culture Priorities (Challenges)			
4.52 or greater IMP (top half) and 3.16 or less SAT (lowest quartile); OR 1.35+ Gap; in order of Gap			
Section 1: Campus Culture and Policies			
	IMP (Mean)	SAT (Mean)	Gap
This institution consistently follows clear processes for orienting and training new employees	4.53	2.69	1.84
There are effective lines of communication between departments	4.56	2.81	1.75
Overall, the Board of Trustees acts in the best interests of the college	4.63	2.92	1.71
This institution makes sufficient budgetary resources available to achieve important objectives	4.59	3.00	1.59
The Board of Trustees involvement in the college is in accordance with appropriate policy and oversight functions	4.50*	2.94	1.56
This institution has written procedures that clearly define who is responsible for each operation and service	4.44*	2.91	1.53
This institution makes sufficient staff resources available to achieve important objectives	4.51*	2.99	1.52
There is a spirit of teamwork and cooperation	4.57	3.18*	1.39
There is effective collaboration between departments and divisions	4.50*	3.14	1.36
This institution consistently follows clear processes for selecting new employees	4.51*	3.16	1.35

Gap = IMP (Importance) minus SAT (Satisfaction)

*mean falls outside of the stated parameters

Table #5

2016 Work Environment Priorities (Challenges)			
4.60 or greater IMP (top half) and 3.21 or less SAT; OR 0.94+ Gap; in order of Gap			
Section 4: Work Environment			
	IMP (Mean)	SAT (Mean)	Gap
My department has the budget needed to do its job well	4.68	2.76	1.92
My department has the staff needed to do its job well	4.67	2.85	1.82
I am paid fairly for the work I do	4.69	3.02	1.67
I have adequate opportunities for professional development	4.48*	3.10	1.38
I have adequate opportunities for training to improve my skills	4.51*	3.21	1.30
I believe top management will take a close look at the results from this survey and make improvements as appropriate	4.47*	3.20	1.27
There is adequate training and support for Datatel/Colleague users	4.30*	3.03	1.27

Gap = IMP (Importance) minus SAT (Satisfaction)

*mean falls outside of the stated parameters