

El Camino College

2021 Employee Campus Climate Survey



Qualitative Results

Executive Summary

In Spring 2021, the Employee Campus Climate Survey was conducted online in the midst of the coronavirus pandemic. As part of the survey, open-ended questions asked employees to identify El Camino College's strengths and areas of improvement. Two hundred and sixty-two employees (59%) responded to the question on what ECC is doing well. Two hundred and forty-two employees (54%) responded to the question on what ECC can do to improve. Seventy-one employees (16%) offered additional feedback.

The table below provides key highlights from the qualitative results of the survey.

Areas where ECC Is Doing Well	Areas where ECC Needs Improvement
<i>Sense of Belonging, Work Environment, and Service to Students</i>	<i>Work Environment</i> More opportunities for increased pay and promotion
Positive relationships among colleagues and high satisfaction with serving and supporting students	<i>College Leadership</i> Provide more support and communication to employees
	<i>Diversity and Inclusion</i> Need for a stronger commitment from the College

Methodology

Content analysis was used to review the comments offered by the employee respondents. As a result of this analysis, several themes emerged. Themes were organized according to the sections addressed in the campus climate survey quantitative report: Sense of Belonging, College Service & Communication to Employees, Institutional Mission & Vision, Service to Students, Work Environment, College Leadership, and Equity, Diversity and Inclusion.

The following sections report on the themes derived from the analysis of the employees' responses to the survey's open-ended questions and the additional feedback they provided.

What is El Camino College Doing Well?

The areas where respondents indicated the College is doing well are:

- Sense of belonging
- Service to students
- Work environment

The themes that emerged are the positive relationships among colleagues and the satisfaction of working and serving students. Other strengths included the variety of benefits that ECC employees receive for working at the college.

Table 1: Things You Like Best About Working at El Camino College

Sense of Belonging (n=197)	<p>Employees indicated the supportive relationship that exist among colleagues is one of the best things about being an ECC employee.</p> <p><i>“Collegiality of faculty and staff”</i> <i>“Relationships I have built with other staff”</i> <i>“Open minded colleagues”</i></p>
Service to Students (n=184)	<p>Employees referred to the satisfaction of serving and working with students.</p> <p><i>“Serving students is fulfilling and rewarding.”</i> <i>“I appreciate the programming efforts made by ECC (warrior pantry and other basic needs, technology laptop borrowing)”</i> <i>“Helping young adults prepare for their educational and professional goals”</i></p>
Work Environment (n=162)	<p>Employees indicated the variety of benefits that are received for working at the College.</p> <p><i>“Fridays off in summer”</i> <i>“Location of campus”</i> <i>“Work flexibility during pandemic”</i></p>

What Can El Camino College Do To Improve?

The areas where respondents indicated the College needs improvement are:

- Work environment
- College leadership
- College services and communication
- Equity, diversity and inclusion

Employees indicated that they would like to have more opportunities for increased pay and promotion. They would also like to see more support and communication from College leadership and more transparency in regards college-wide decision-making. In addition, employees indicated a need for a stronger commitment from the College on issues of diversity and inclusion.

Table 2: Things That Would Improve Your Work Experience at El Camino College

<p>Work Environment (n=179)</p>	<p>Employees indicated they would like to have opportunities for increased pay or promotion. In addition, employees would like increased flexibility with regards to their work schedule.</p> <p><i>“Compensation that is more in line with area colleges and cost of living, particularly housing and health care”</i> <i>“More in-house opportunities to move up in positions”</i> <i>“Flexible hours when working on campus for child care purposes”</i> <i>“Remote work opportunities (after campus reopens)”</i></p>
<p>College Leadership (n=71)</p>	<p>Employees indicated they would like to see improvement with communication and support from College leadership.</p> <p><i>“Transparency from administrators”</i> <i>“I wish my bosses would listen to my suggestions.”</i> <i>“More communication with Direct Supervisor”</i> <i>“A more forward reaching administration that support(s), not just in principle, but with concrete actions, the development of faculty and staff success”</i></p>
<p>College Services and Communication (n=88)</p>	<p>Employees indicated the need for improvement in the level of transparency in college-wide decision-making in addition to better communication among different areas of the College.</p> <p><i>“A more transparent collegial consultation process”</i> <i>“More transparency about how decisions are made”</i> <i>“Better communication across departments for daily tasks”</i> <i>“Better communication across departments (duplicated services are a hassle)”</i></p>

Equity, Diversity and Inclusion (n=40)

Employees indicated a need for stronger commitment on issues of diversity and inclusion. Employees would like to see more diverse faculty and more diversity training.

- “Make equity a priority rather than a new buzz word”*
- “Mandatory diversity training for all faculty and staff”*
- “A more diverse teaching faculty including discussions around racism in the classroom”*
- “El Camino College needs to incorporate DEI in all fa(u)cets of the college, not just for compliance but for true transformational change.”*

Additional Comments/Suggestions

Employees indicated issues regarding excessive workload and concern about the College’s equity and diversity efforts.

Table 3: Additional Comments/Suggestions

Work Environment (n=28)

Employees indicated issues with regards to workload.

- “The ranks of administration have a grown exponentially. Meanwhile, faculty and staff are doing much more with much less. 2/3 or more of faculty here are part time, and they are treated poorly, and expected to do lots of training and work without remuneration.”*
- “They (admin[istration]) keep telling faculty how amazing we are doing and still treat us financially like we are the worst college in the state. Tired of being lied to and unappreciated for the amount of work, time, mental health sacrifice that I put into my work.”*
- “We lack sufficient staff support in many areas of campus. Lower level staff are overworked and continually asked to do more without additional compensation.”*
- “I have experienced staff who do not carry their weight within their job classification, and many of their job responsibilities passed on to hourly and/or under-class co-workers. Issues are ignored, and more responsibilities are taken on by others.”*

**Equity, Diversity and Inclusion
(n=11)**

Employees indicated issues with regards to the college’s equity and diversity efforts.

“ECC has grown in its ability to address race and equity. This results in more open conversations about these topics, which is good and needed. But it also can be draining for employees of color, especially as others are still learning how to speak sensitively and listen well.”

“It is embarrassing to have a department go on and on about supporting students of color when the full-time faculty are 98% white and clearly have zero interest in changing that.”

Relationship between Quantitative & Qualitative Results

Looking at the qualitative analysis alongside the quantitative results helps provide some context to the overall survey results. The findings from the qualitative analysis support the quantitative results that were presented in a previous report. The tables below show the relationship between the survey’s key quantitative and qualitative results.

Table 4: Key Quantitative and Qualitative Results

Survey Section	Survey Questions	Quantitative Results	Qualitative Results
Sense of Belonging	I feel that my work at El Camino College is valued and important.	77%	Employees indicated that the supportive relationship that exist among colleagues is one of the best things about being an ECC employee.
	Teamwork is part of the ECC climate.	76%	
Service to Students	I take pride in working for ECC because my work helps support learning and success of ECC students.	93%	Employees expressed their high satisfaction with serving and working with students.
Work Environment	Overall, I am satisfied with my job at ECC.	84%	Employees indicated one of the strengths of ECC is the variety of benefits that are received for working at the College. But would also would like to have opportunities for increased pay and promotion.
	I am satisfied with my current work-life balance at ECC.	74%	

Survey Section	Survey Questions	Quantitative Results	Qualitative Results
College Leadership	I feel I can talk to management about my concerns.	64%	Employees indicated they would like to see improvement with communication and support from College leadership.
	I feel I can talk to my direct supervisor about my concerns.	64%	
	Overall, the President, Vice Presidents, Deans and other leadership staff are genuinely concerned about my well-being.	68%	
	ECC disseminates information relevant to me in a timely manner.	62%	Employees indicated the need for improvement in the transparency of college-wide decision-making in addition to better communication among different areas of the College.
	ECC communicates openly with employees at all levels.	53%	
Equity, Diversity and Inclusion	I am satisfied with college efforts regarding equity, diversity, and inclusion.	73%	Employees indicated that there is a need for stronger commitment on issues of diversity and inclusion. Employees would like to see increased diversity in the faculty and more diversity training.
	I am satisfied with the campus experience regarding diversity at this college.	73%	

Conclusions

The areas where El Camino College is doing well are Sense of Belonging, Work Environment, and Service to Students based on the positive relationships among colleagues and high satisfaction with serving and supporting students.

Respondents indicated that the College needs improvement in Work Environment regarding more opportunities for increased pay and promotion. They would also like to see improvement with college leadership by providing more support and communication to employees. Finally, employees indicated a need for a stronger commitment from the College on issues of diversity and inclusion.

Overall, the qualitative analysis supports the findings from the quantitative results of the Employee Campus Climate Survey.

Suggested Recommendations

The following recommendations shared in the 2021 Employee Campus Climate quantitative report are supported as well by the qualitative analysis of the respondents' comments.

- Review timeliness and openness of College communication since employees indicated a need for more transparency in college-wide decisions.
- Create opportunities for promotion and increase in pay. These conditions emerged during the qualitative analysis. They provide specific information that allows to better understand the 14% decrease in job satisfaction.
- Create meaningful dialogue between senior leadership and employees since the qualitative results indicate a need for improvement in support and communication from College leadership.
- Strengthen work around employees' equity, diversity and inclusion since employees indicated they would like to see more diverse faculty and more training around diversity.