

El Camino College

2021 Employee Campus Climate Survey



Quantitative Results

Executive Summary

In Spring 2021, the Employee Campus Climate Survey was conducted online in the midst of the coronavirus pandemic. The table below provides key highlights from the survey results.

<i>Sense of Belonging</i>	<ul style="list-style-type: none">• Employees have a strong sense of belonging to ECC.
<i>College Service & Communication to Employees</i>	<ul style="list-style-type: none">• Employees believe they have been protected and supported during the COVID-19 pandemic and that ECC addresses the employees' needs.• Employees' satisfaction with College communication is lower compared to 2018.
<i>Institutional Mission & Vision</i>	<ul style="list-style-type: none">• A majority of employees believe ECC is achieving its mission.• Employees believe ECC is effectively planning for the future.
<i>Service to Students</i>	<ul style="list-style-type: none">• Employees feel prepared to address the needs of students.
<i>Work Environment</i>	<ul style="list-style-type: none">• Job satisfaction is high but lower when compared to 2018.• Employees are satisfied with professional development at ECC.• Respondents believe employees treat each other with respect and work well with each other.
<i>College Leadership</i>	<ul style="list-style-type: none">• Respondents' perceptions about managers and senior leadership decreased.
<i>Equity, Diversity and Inclusion</i>	<ul style="list-style-type: none">• Employees participate in training that prepares them to work and live in a racially diverse society.• College leadership addresses needs expressed by employees.• Except for Asian respondents, the level of satisfaction on campus experience regarding diversity decreased for all ethnicity groups in comparison to 2018.

Employee Campus Climate Survey Background

El Camino College (ECC) is dedicated to making a positive impact on students, employees, and the community. An important element of the College’s continuous effort to make a positive difference in people’s lives is to better understand its employees’ perspectives and experiences related to their work on campus. The 2021 Employee Campus Climate Survey explores the employees’ perspectives and experiences related to the topics detailed below.

The following questions informed the development of the 2021 Employee Campus Climate Survey:

<i>Sense of Belonging</i>	<i>College Service & Communication to Employees</i>
<ul style="list-style-type: none"> To what extent do ECC’s employees feel welcome, valued, included, nurtured and safe on campus? 	<ul style="list-style-type: none"> What is the employees’ perception about communication in the College, and how the institution serves them?
<i>Institutional Mission & Vision</i>	<i>Service to Students</i>
<ul style="list-style-type: none"> What is the employees’ perception about the mission & vision of the institution? 	<ul style="list-style-type: none"> How prepared do employees believe they are to serve the diverse needs of students? To what extent do employees believe they provide quality education and services to students?
<i>Work Environment</i>	<i>College Leadership</i>
<ul style="list-style-type: none"> To what extent do employees feel satisfied with their job? To what extent do employees believe they have collegial relationships with peers/colleagues, superiors, and direct reports? 	<ul style="list-style-type: none"> What is the employees’ perception about College leaders?
<i>Equity, Diversity & Inclusion</i>	
<ul style="list-style-type: none"> To what extent do employees believe ECC is committed to diversity and inclusion? 	

Findings presented in this report highlight changes between 2018 and 2021 survey results, variation among different employee groups, and areas where the College is doing well and where it can improve.

Methodology

A committee representing various constituencies across the institution developed the Employee Campus Climate Survey. It was developed in parallel with the Campus Climate Survey

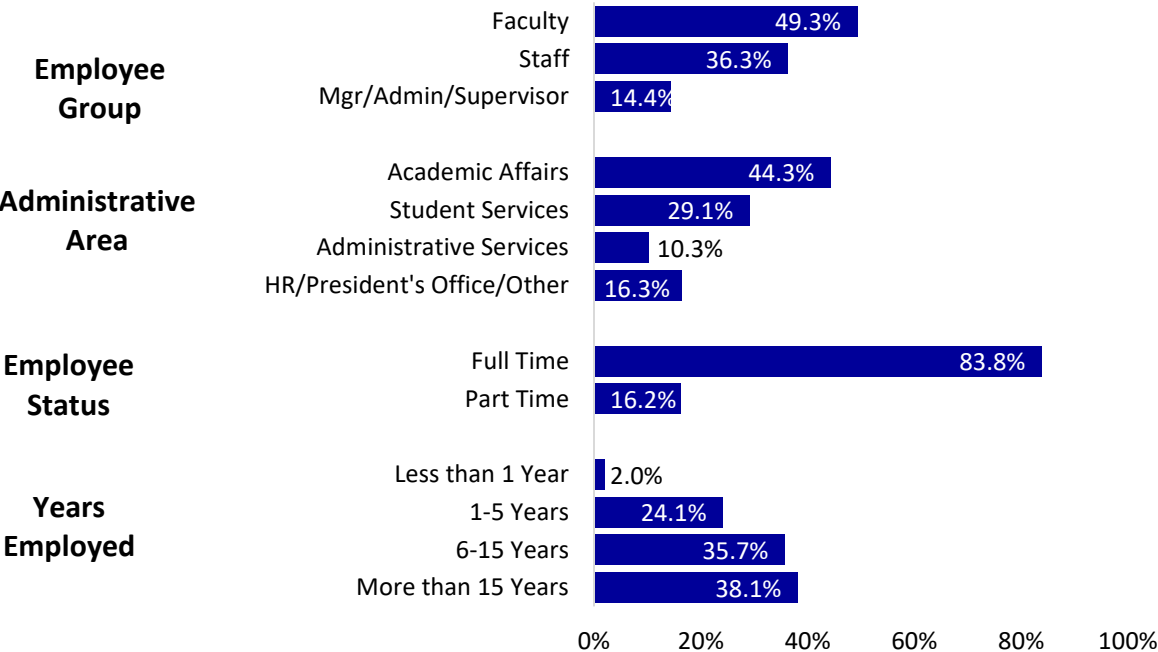
for students, conducted during the Spring 2021 term. The employee survey consisted of 56 multiple-choice questions and 4 open-ended questions. A separate report on the qualitative responses will be disseminated at the end of Spring 2022.

The Employee Campus Climate Survey was conducted online due to the Coronavirus pandemic, which caused campuses across the nation to work fully remote. A survey link was sent via email to all ECC faculty, staff, and managers in Spring 2021. Out of 1,264 ECC employees, 447 employees anonymously completed the survey for a response rate of 35% (margin of error of 4%).¹ The pre-pandemic 2018 version of the survey was administered to 1,511 employees with 639 employees completing the survey, producing a higher response rate of 42% (margin of error of 3%).

Respondents' Profile

Almost half of respondents were faculty (49%) and the majority were full-time employees (84%). Thirty-six percent of them have been employed at ECC between 6-15 years and 38% have been employees for more than 15 years.

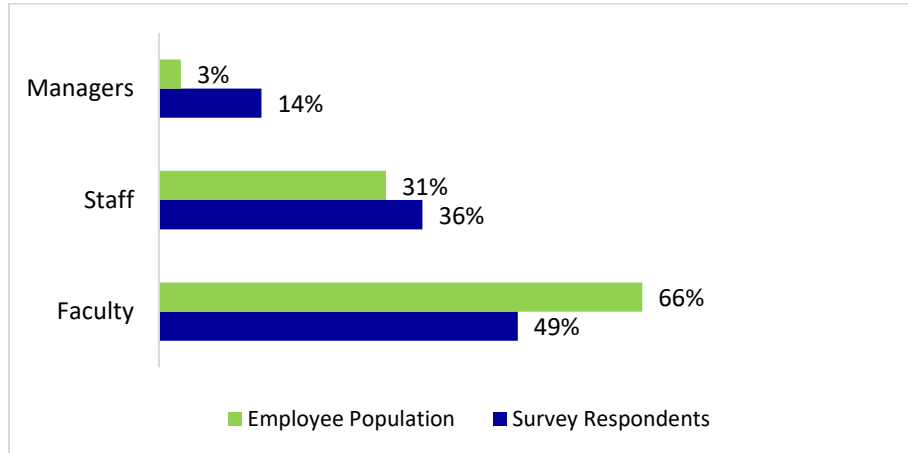
Figure 1: Respondents by Employment Characteristics



¹ Margin of error, also called confidence interval, tells to what extent survey results reflect the views from the overall population. The smaller the margin of error, the more confident results are. The bigger the margin of error, the farther they can stray from the views of the total population.

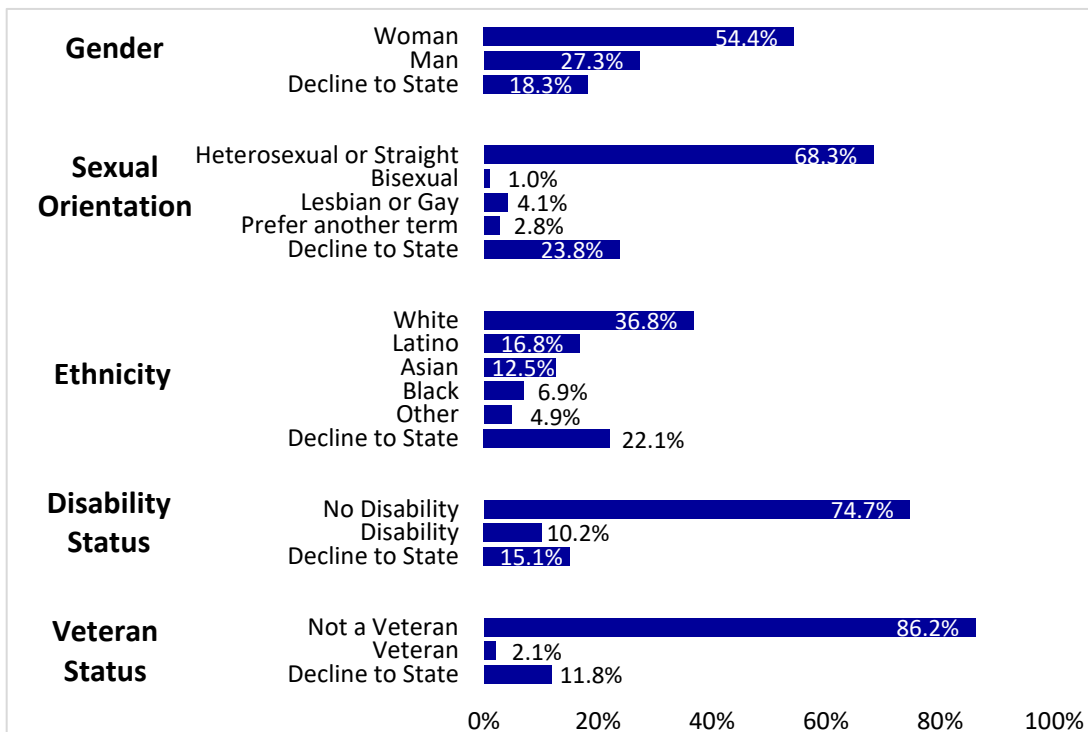
Figure 2 shows that although faculty make up the greatest percentage of respondents, this employee group is underrepresented when compared to the overall faculty population. There is also an overrepresentation of managers who participated in the survey when compared to the overall management population.

Figure 2: Distribution of Survey Respondents vs. Employee Population by Employee Group



As observed in figure 3 below, over half of respondents (54%) reported being women, with 68% identifying as heterosexual. The greatest percentage of respondents identified as White (37%), followed by Latino (17%) and Asian (13%). Twenty-two percent of respondents declined to state their ethnicity. Ten percent of respondents reported having a disability and 2% reported being a veteran.

Figure 3: Respondents by Demographic Characteristics



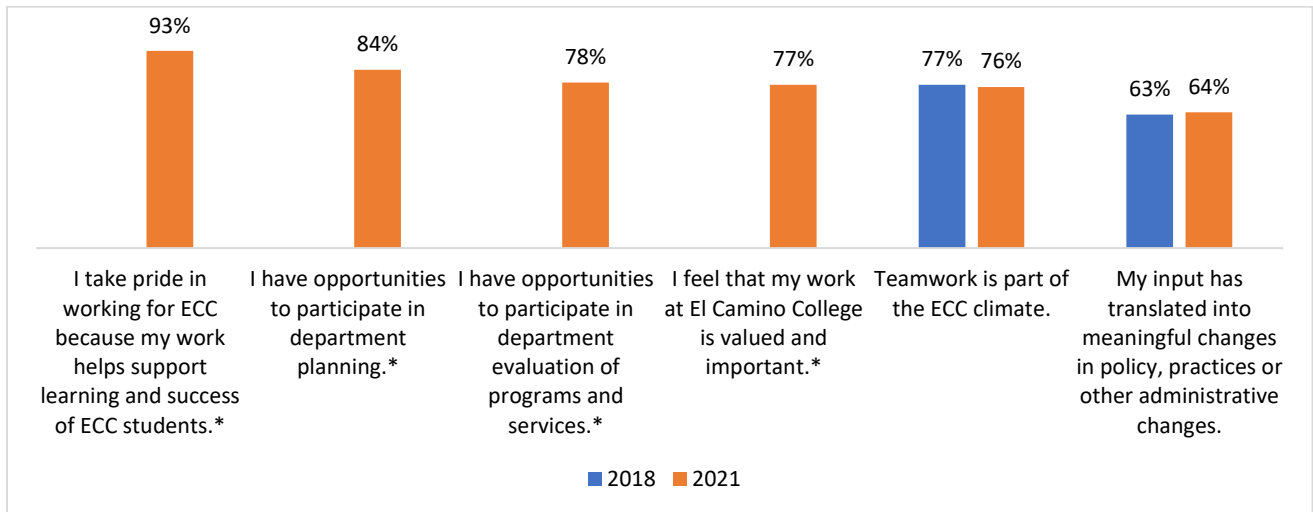
Survey Findings

Sense of Belonging

Employees have a strong sense of belonging to ECC

Ninety-three percent of respondents strongly agreed or somewhat agreed that they take pride working at ECC because they help support learning and success of ECC students. Over 80% have had opportunities to participate in department planning. Seventy-seven percent indicated that teamwork is part of the ECC climate and sixty-four percent agreed that their input translated into meaningful change in policy, practices, and other administrative changes. Similar levels of agreement were found in the responses from the 2018 Employee Campus Climate survey.

Figure 4: Sense of Belonging



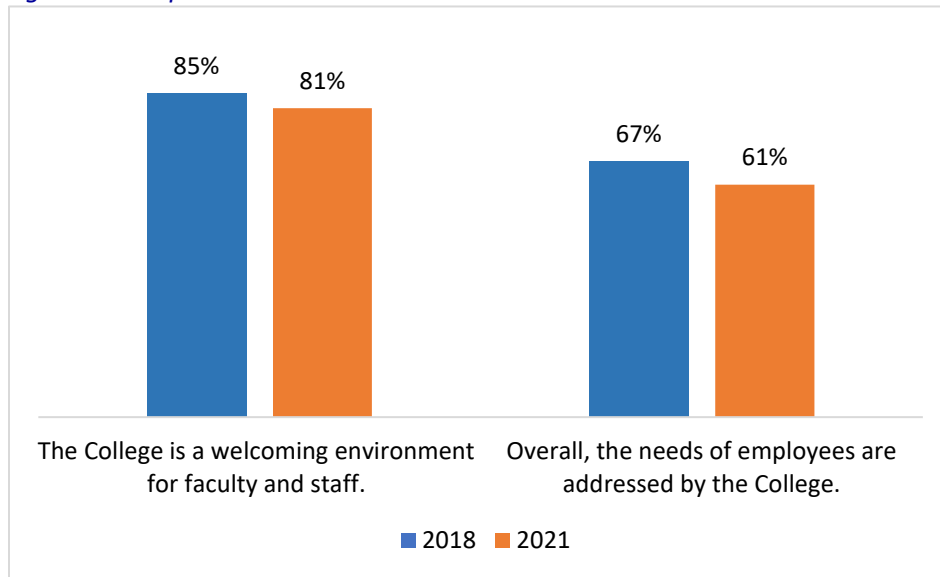
* Not included in 2018 Campus Climate Survey

College Service & Communication to Employees

ECC is a welcoming workspace that addresses the employees' needs

Figure 5 indicates that respondents continue to think that the College is a welcoming environment and that, overall, addresses the employees' needs. 2021 employees' level of agreement with the statements below are lower than in 2018.

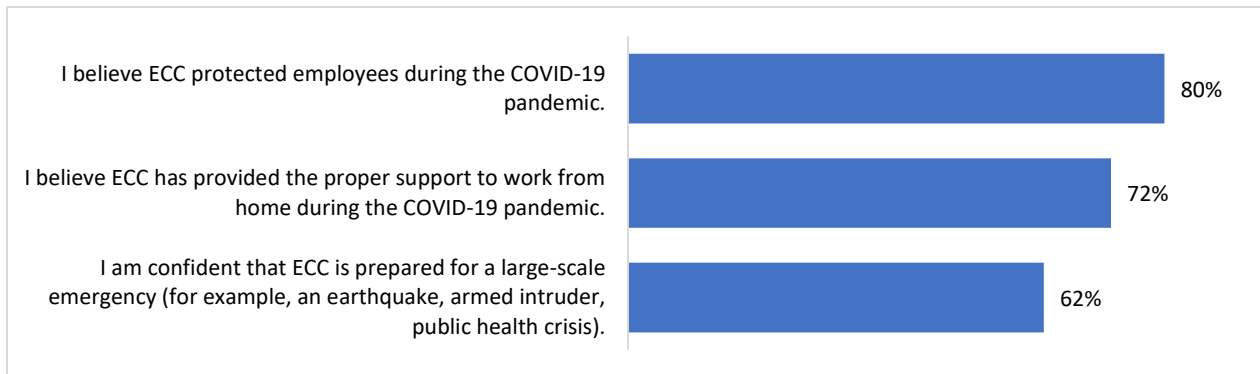
Figure 5: College as Workspace



Employees believe ECC protected and supported them during the COVID-19 pandemic

Eighty percent of respondents believe ECC has protected employees during the COVID-19 pandemic and 72% believe ECC has provided the proper support to work from home during the pandemic. Sixty-two percent of respondents are confident that ECC is prepared for a large-scale emergency (e.g., earthquake, armed intruder, public health crisis).

Figure 6: COVID-19 Pandemic and Large-Scale Emergency



Employees feel safe on campus

Ninety-three percent of respondents feel safe on campus during the daytime while 63% feel safe on campus after dark. Similar levels of agreement regarding campus safety were found in the 2018 Employee Campus Climate survey.

Table 1: Campus Safety 2018 vs. 2021

Campus Safety	2018	2021
I feel safe when I am on campus during the daytime.	94%	93%
I feel safe when I am on campus after dark.	67%	63%

El Camino College’s campus is clean and well maintained

When asked about the College’s physical environment, 80% of respondents strongly agreed or somewhat agreed that the campus is clean and well maintained. Sixty-three percent believe ECC is working towards an environmentally sustainable campus. Similar levels of agreement regarding the campus were found in the 2018 Employee Campus Climate survey.

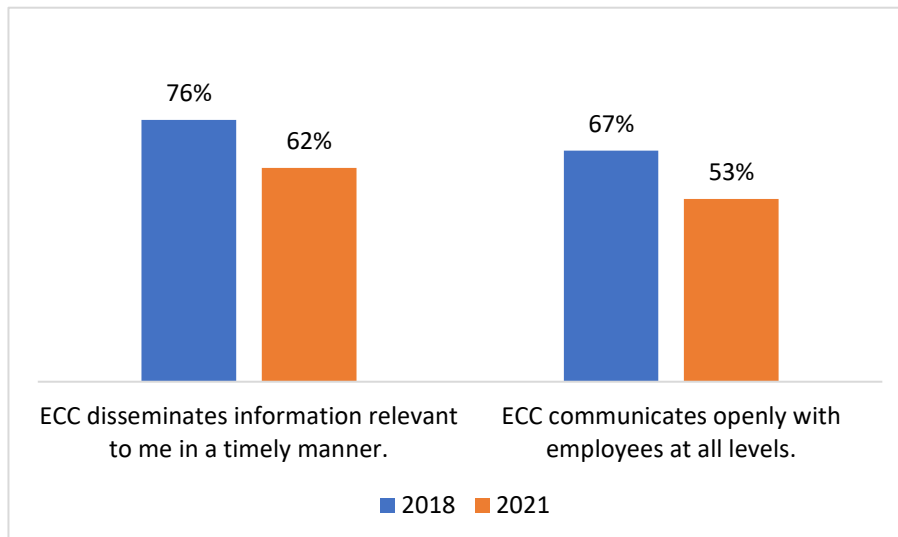
Table 2: Physical Environment 2018 vs. 2021

Physical Environment	2018	2021
ECC's campus is clean and well maintained.	79%	80%
I believe ECC is working towards an environmentally sustainable campus.	67%	63%

Employees’ satisfaction with College communication is lower compared to 2018

Sixty-two percent agreed that ECC disseminates information in a timely manner and 53 percent agreed that ECC communicates openly with employees at all levels. There is a decrease of 14 percentage points compared to responses to these questions in the 2018 Employee Campus Climate survey.

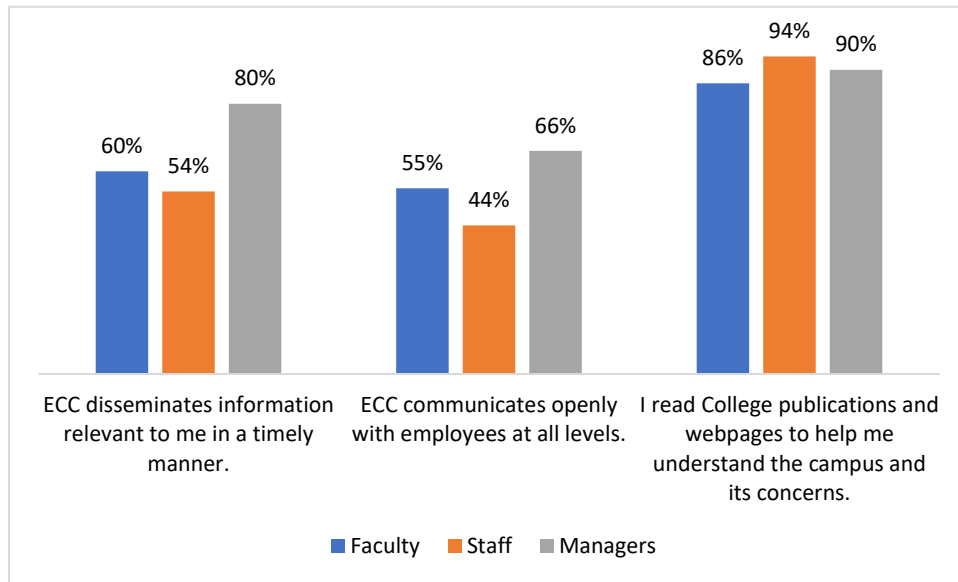
Figure 7: College Communication 2018 vs. 2021



Managers have higher levels of satisfaction with college communication compared to faculty and staff

Eighty percent of manager respondents agreed that ECC disseminates relevant information in a timely manner whereas 60% of faculty and 54% of staff agreed with that statement. Similarly, 66% of manager respondents agreed that ECC communicates openly with employees at all levels. Faculty and staff show lower level of agreement (55% and 44%, respectively). Ninety-four percent of staff and 90% of managers agreed that they read College publications and webpages to understand the campus and its concerns.

Figure 8: College Communication by Employee Group



Most employees read the President’s Newsletter

The primary source employees obtain information about ECC is the President’s Newsletter (87%), followed by ECC in the News (75%) and The Union student newspaper (62%). Fifty-eight percent read other news items, press items, or media coverage that is emailed to employees.

Table 3: Publications/Webpages Employees Read

	%
President's Newsletter	87%
ECC in the News	75%
The Union (student newspaper)	62%
Other news items, press release or media coverage emailed to employees	58%
ECC's Facebook page	17%
Other social media platforms (e.g., Instagram, Twitter)	16%

Note: Percentages sum up to more than 100% because respondents were able to select more than one choice.

Institutional Mission & Vision

A majority of employees believe ECC is achieving its mission

Ninety-six percent of respondents strongly agreed or somewhat agreed that ECC is making a positive difference in people’s lives and 95% agreed that ECC is providing excellent comprehensive educational programs and services. Ninety-seven percent indicated that they understood their roles in helping ECC make a positive difference in people’s lives. Similar levels of agreement regarding college mission were found in the 2018 Employee Campus Climate survey.

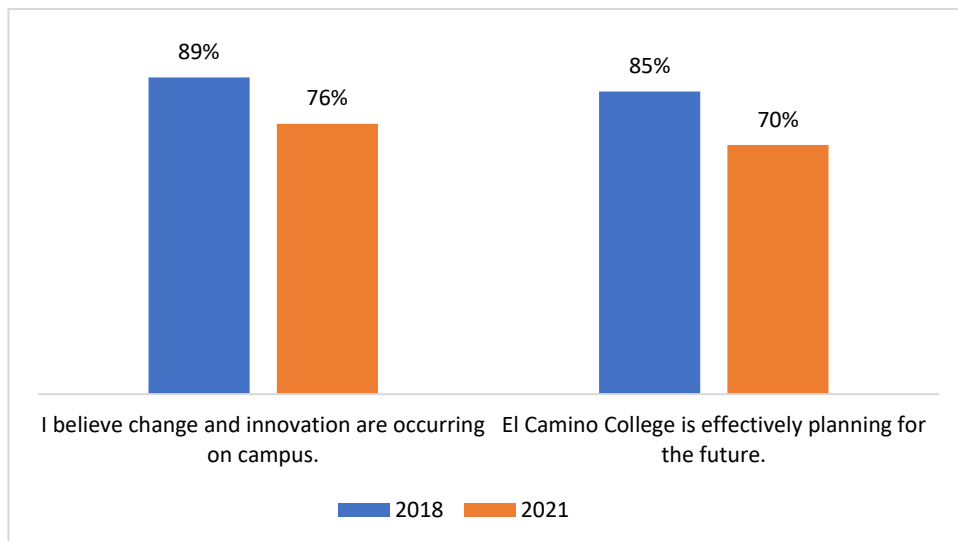
Table 4: College Mission 2018 vs. 2021

College Mission	2018	2021
ECC makes a positive difference in people's lives.	98%	96%
ECC provides excellent comprehensive educational programs and services.	96%	95%
I understand my role in helping ECC make a positive difference in people's lives.	98%	97%

Employees believe change and innovation are occurring on campus

Seventy-six percent of respondents strongly agreed or somewhat agreed that change and innovation are occurring on campus while 70% believe ECC is effectively planning for the future. When compared to the responses from the 2018 Employee Campus Climate survey, there was an average decrease of fourteen percentage points.

Figure 9: Vision/Future of the College 2018 vs. 2021

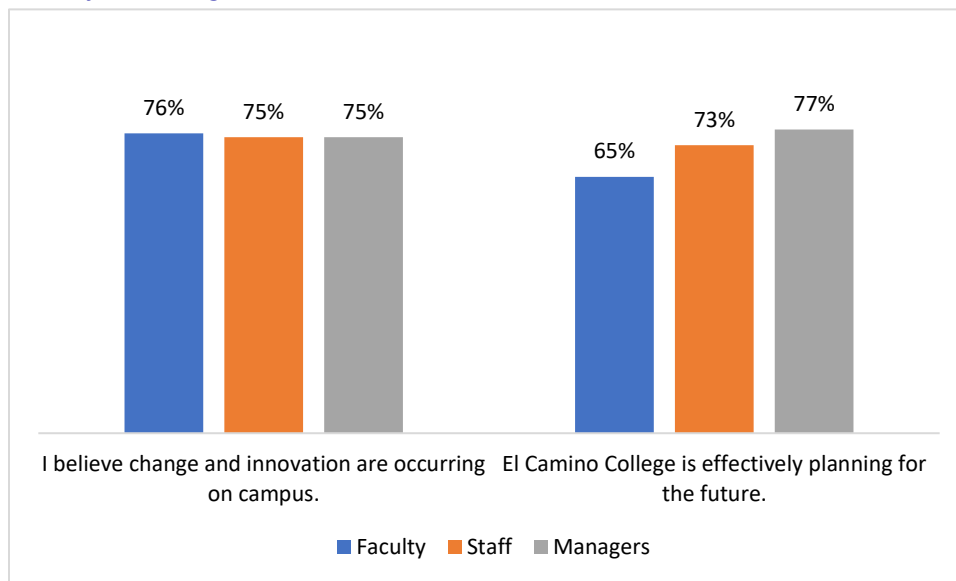


Employees believe ECC is effectively planning for the future

Figure 10 indicates that managers and staff share strongly agreeing or somewhat agreeing that change and innovation are occurring on campus. Seventy-seven percent of managers and 73%

of staff believe ECC is effectively planning for the future. The percentage of faculty (65%) that agreed with this last statement is lower when compared to managers and staff.

Figure 10: Future of the College



Service to Students

Employees feel prepared to address the needs of students

Over 90% of respondents indicated that they felt prepared to address the needs of students from different economic backgrounds, sexual orientations, genders/gender identities and races/ethnicities. When compared to responses from the 2018 Employee Campus Climate survey, the percentage of employees who felt prepared to address the needs of students with different sexual orientations and genders/gender identities increase an average of 9 percentage points.

Table 5: Employees Addressing the Needs of Students 2018 vs. 2021

I feel prepared to address the needs of different students, including:	2018	2021
Students from different economic backgrounds	90%	96%
Students with different sexual orientations	85%	94%
Students of different genders and gender identities	83%	93%
Students of different race/ethnicities	90%	91%
Students with different religious affiliations	83%	89%
Students with disabilities	87%	88%
Students with different political affiliations	82%	86%
Students with different immigration statuses*	-	93%
Students of different ages or generation*	-	94%
Students who are homeless*	-	75%

* Not included in 2018 Campus Climate Survey

Respondents think the needs of students are addressed by College employees

On average, 90% of respondents indicated that College employees address the needs of students with different sexual orientations, genders/gender identities, and disabilities. When compared to responses in the 2018 Employee Campus Climate survey, the percentage of employees who felt the College addresses the needs of students with different sexual orientations increased by four percentage points.

Table 6: College Employees Addressing the Needs of Students 2018 vs. 2021

The needs of diverse students are addressed by College employees, including:	2018	2021
Students with different sexual orientations	87%	91%
Students of different genders and gender identities	87%	90%
Students with disabilities	92%	90%
Students of different races/ethnicities	91%	89%
Students from different economic backgrounds	92%	89%
Students with different religious affiliations	87%	85%
Students with different political affiliations	87%	80%
Students with different immigration statuses*	-	92%
Students of different ages or generation*	-	87%
Students who are homeless*	-	76%

* Not included in 2018 Campus Climate Survey

The majority of employees are familiar with ECC’s programs and services

Ninety-four percent of respondents strongly agreed or somewhat agreed that they are familiar with the College’s programs and services used to support student achievement and student learning. This is slightly higher than the responses to the same question in the 2018 Employee Campus Climate survey.

Table 7: Familiarity with ECC Programs and Services 2018 vs. 2021

Professional Development	2018	2021
I am familiar with College's programs and services used to support student achievement and student learning.	92%	94%

The majority of employees believe ECC is a welcoming environment for students

Eighty-nine percent of respondents strongly agreed or somewhat agreed that ECC is a welcoming environment for students and 87% agreed that the College is improving processes for students. The level of agreement was slightly lower compared to the responses in the 2018 Employee Campus Climate survey.

Table 8: Service to Students 2018 vs. 2021

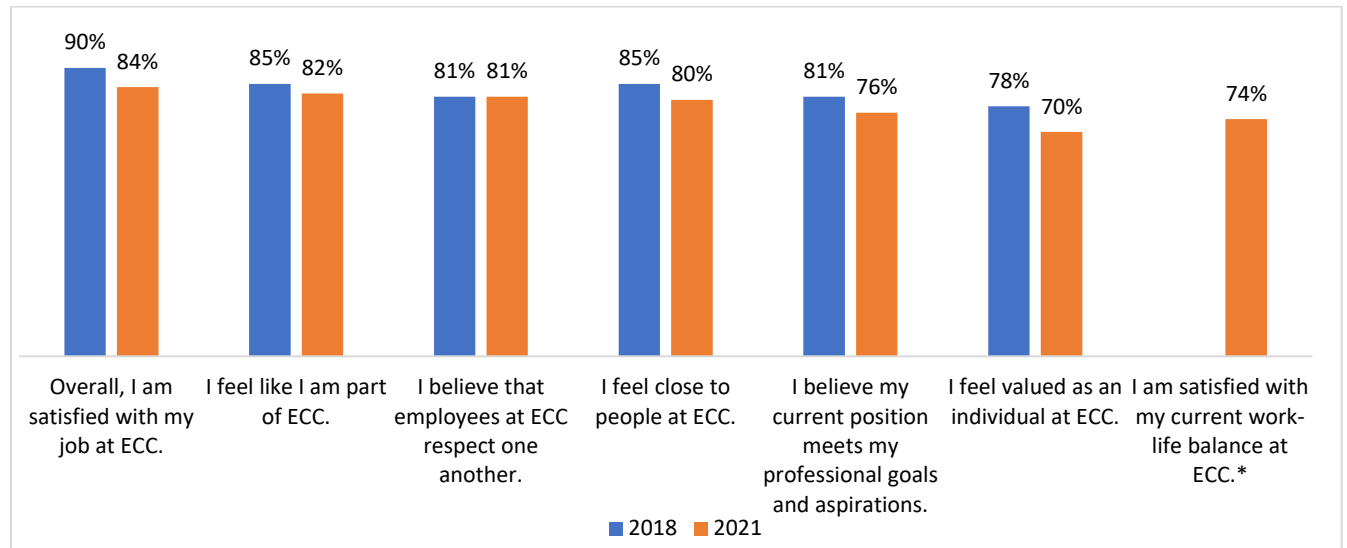
	2018	2021
ECC is a welcoming environment for students.	92%	89%
The College is improving processes for students.	93%	87%

Work Environment

Job satisfaction is high but lower when compared to 2018

Eighty-four percent of respondents strongly agreed or somewhat agreed that they are satisfied with their job at ECC and 82% feel like they are part of ECC. Eighty-one percent believe employees at ECC respect one another while 80% feel close to people at ECC. Seventy-four percent of respondents are satisfied with their current work-life balance at ECC. For questions regarding job satisfaction, there was an average decrease of four percentage points from the responses in the 2018 Employee Campus Climate survey.

Figure 11: Job Satisfaction 2018 vs. 2021

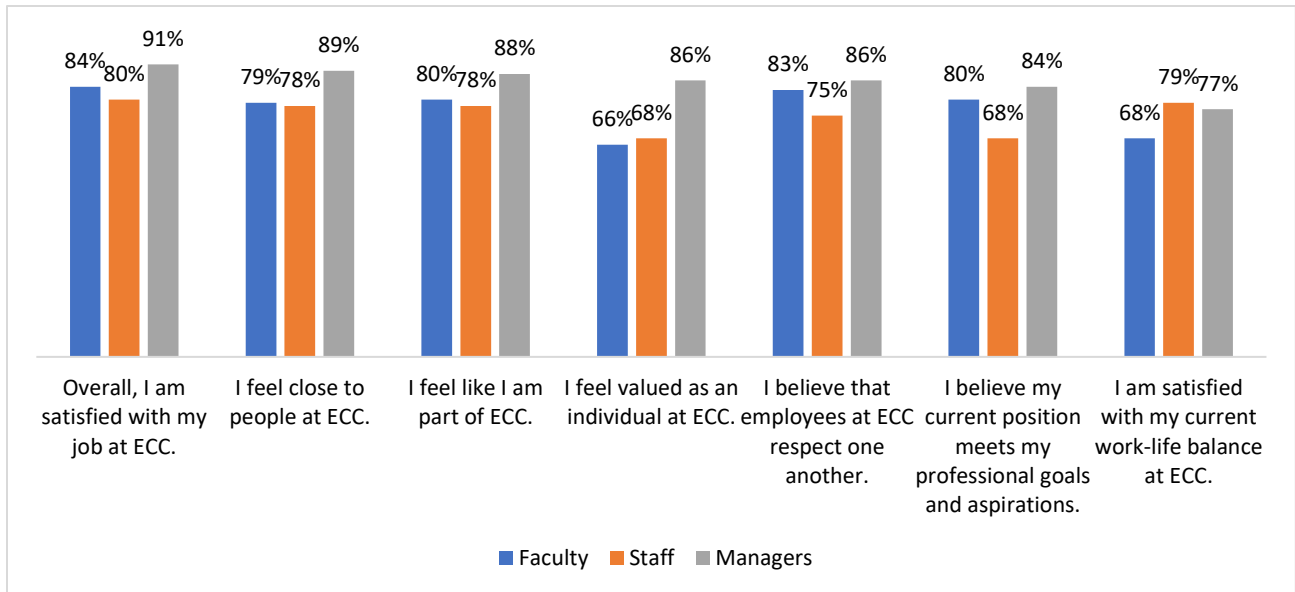


* Not included in 2018 Campus Climate Survey

Job satisfaction is high across employee groups

When asked if they feel valued as an individual at ECC, 86% of managers strongly agreed or somewhat agreed with this statement. Sixty-six percent of faculty and 68% of staff indicated that they felt valued as an individual at ECC. Eighty-four percent of managers and 80% of faculty believe their current position meets their professional goals and aspirations. The percentage of staff (68%) that agreed with this statement is lower when compared to faculty and managers.

Figure 12: Job Satisfaction by Employee Group



Employees are satisfied with professional development at ECC

Seventy-three percent indicated that employees at ECC are given meaningful feedback concerning their performance. Eighty-six percent of respondents strongly agreed or somewhat agreed that they have access to training or professional development activities that can help them improve their job skills. Similar levels of agreement regarding professional development were found in the responses from the 2018 Employee Campus Climate survey.

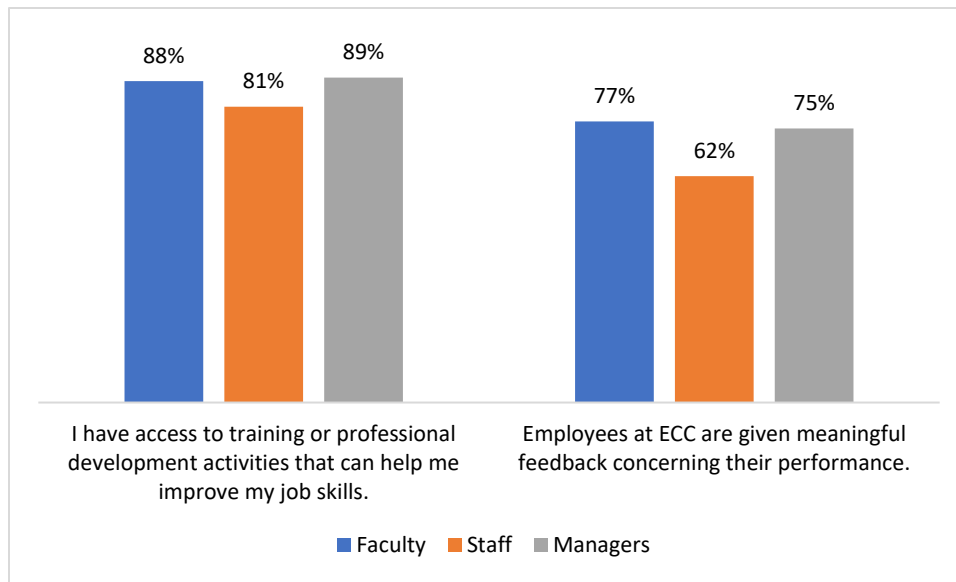
Table 9: Professional Development 2018 vs. 2021

Professional Development	2018	2021
Employees at ECC are given meaningful feedback concerning their performance.	74%	73%
I have access to training or professional development activities that can help me improve my job skills.	83%	86%

Managers and faculty feel highly satisfied with professional development at ECC

Eighty-nine percent of managers and 88% of faculty agreed that they have access to professional development activities that help improve their job skills. Seventy-seven percent of faculty and 75% of managers indicated that employees at ECC are given meaningful feedback concerning their performance. The percentage of staff (62%) that agreed with this statement is lower when compared to faculty and managers.

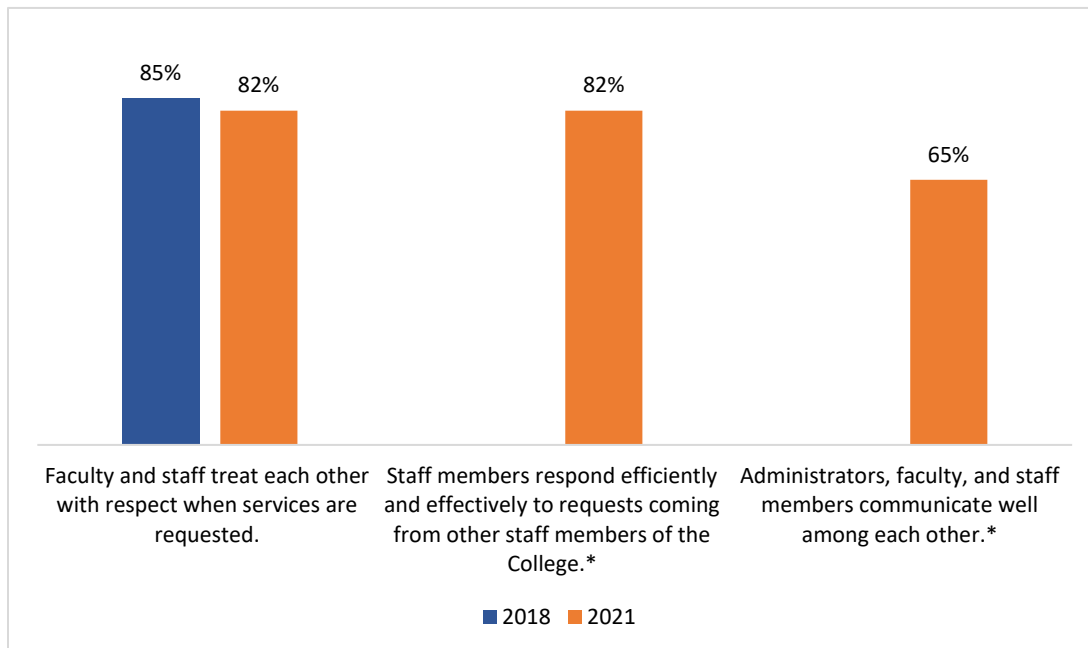
Figure 13: Professional Development by Employee Group



Respondents believe employees treat each other with respect and work well with each other

Eighty-two percent of respondents strongly agreed or somewhat agreed that faculty and staff usually treat each other with respect when services are requested and that staff responds efficiently and effectively to requests coming from other staff members. Sixty five percent of respondents agreed that administrators, faculty, and staff communicate well among them.

Figure 14: Employees' Relationships among Each Other



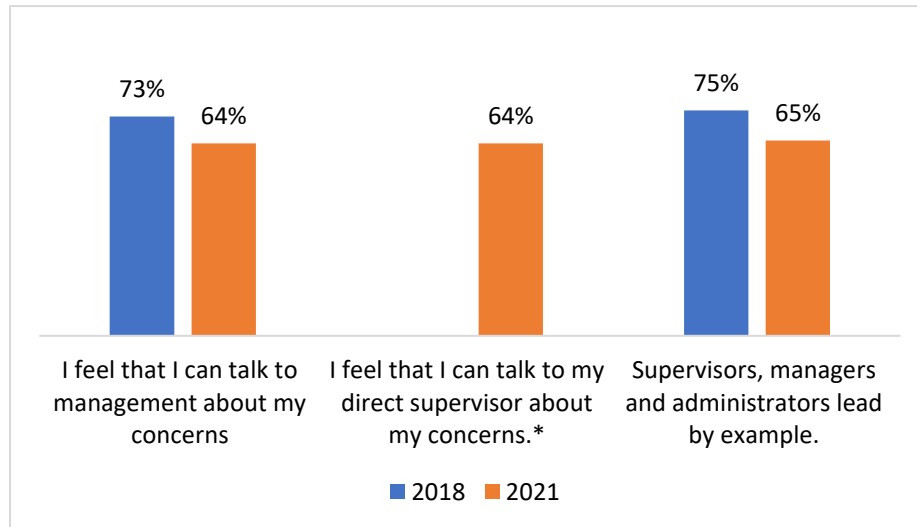
* Not included in 2018 Campus Climate Survey

College Leadership

Respondents' perceptions about managers decreased

Sixty-four percent of respondents indicated that they can talk to management about their concerns. Similarly, 65% agreed that supervisors, managers, and administrators lead by example. 2021 percentages decreased nine or ten percentage points compared to the 2018 Employee Campus Climate Survey.

Figure 15: Respondents' Perceptions about Managers

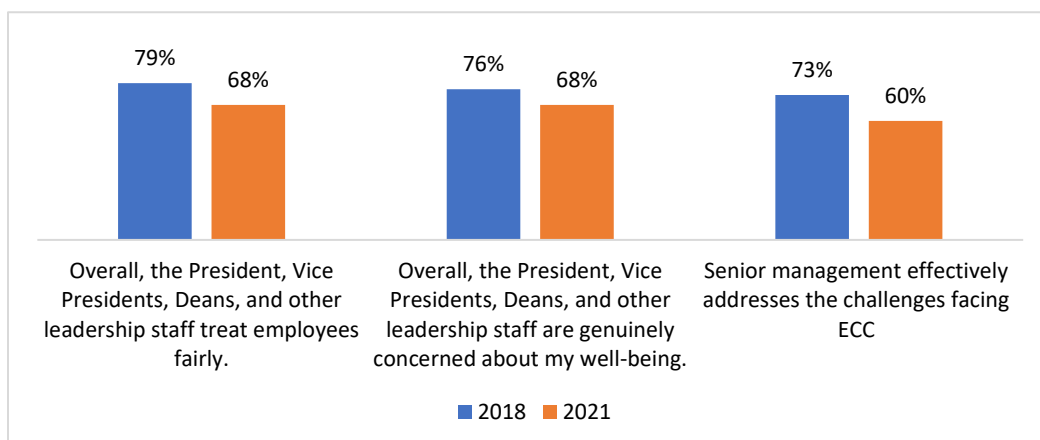


* Not included in 2018 Campus Climate Survey

Respondents' perceptions about senior leadership decreased

Sixty-eight percent agreed that College leadership treats employees fairly and that they are genuinely concerned about employees' well-being. Sixty percent of respondents indicated that senior managers effectively address ECC's challenges. In these three questions regarding College leadership, there was an average decrease of eleven percentage points from the responses in the 2018 Employee Campus Climate survey.

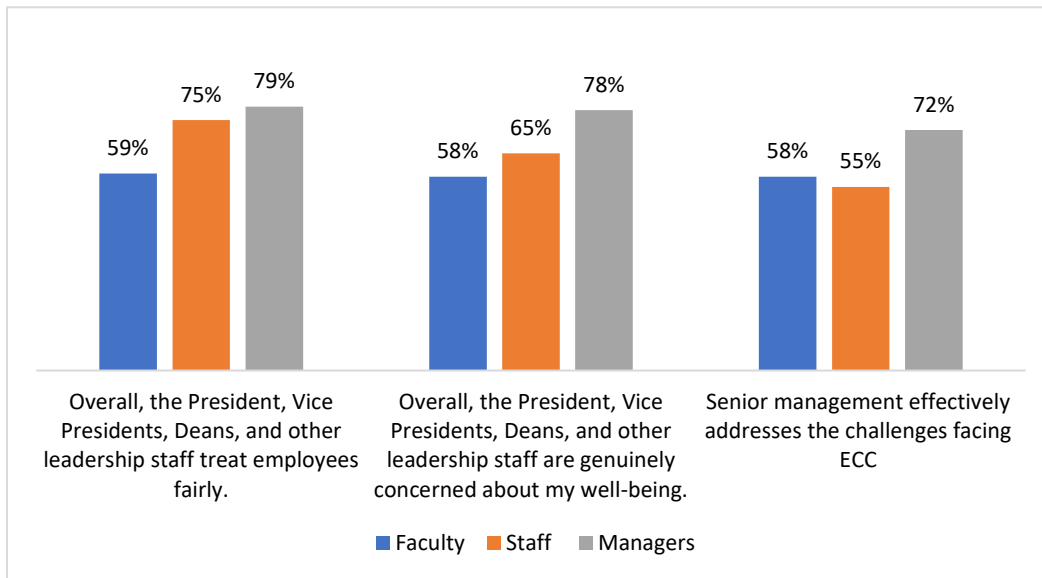
Figure 16: Respondents' Perceptions about Senior Leadership



Faculty respondents are less satisfied with leadership compared to staff and managers

When looking at the differences between employee groups, managers indicated the highest level of agreement with all the statements in the figure below. Faculty represent the lowest percentages in the first two statements. Staff are the least satisfied when it comes to senior management effectively addressing ECC challenges.

Figure 17: Respondents' Perceptions about Senior Leadership by Employee Group

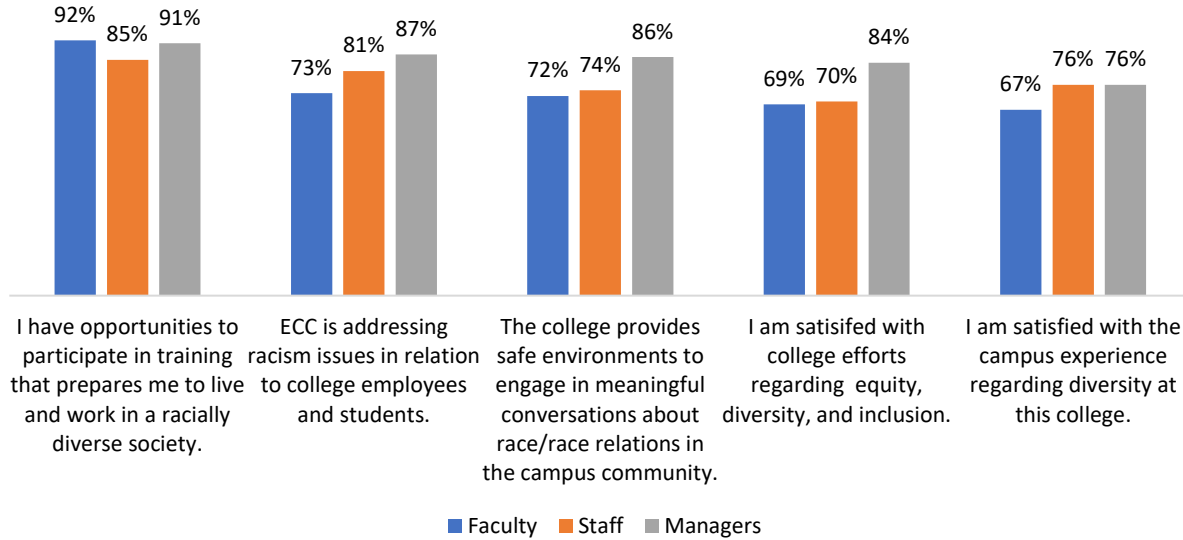


Equity, Diversity and Inclusion

Employees have opportunities to participate in training that prepares them to work and live in a racially diverse society.

Ninety-two percent of faculty, 91% of managers and 85% of staff strongly agreed or somewhat agreed that they have opportunities to participate in training that prepares them to work and live in a racially diverse society. Eighty-six percent of managers indicated that the College provides safe environments to engage in meaningful conversations about race/race relations in the campus community. The percentage of staff (74%) and faculty (72%) that agreed with this statement is lower when compared to managers. While 84% of managers are satisfied with the College's efforts regarding equity, diversity, and inclusion, on average 70% of faculty and staff agreed with this statement.

Figure 18: Diversity and Inclusion by Employee Groups



A lower percentage of Black/African-American employees and Pacific Islander/Hawaiian Native and American Indian/Alaska Native employees are satisfied with the college efforts regarding equity, diversity, and inclusion.

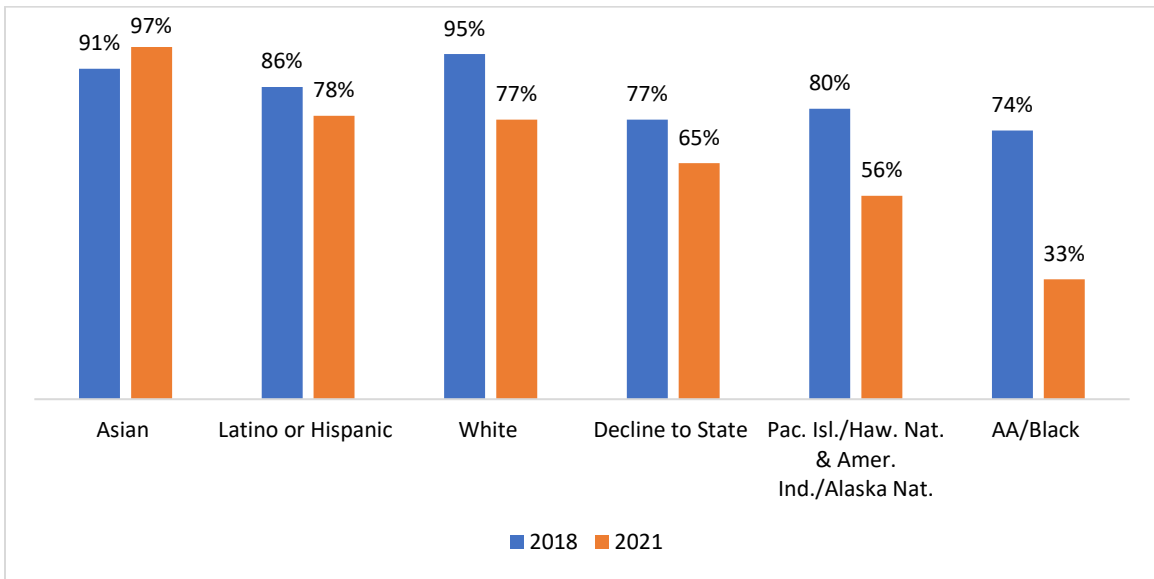
The five charts under figure 19 below show survey statements in relation to equity, diversity and inclusion.

The first statement is the only one included in the 2018 and 2021 versions of the survey. The chart for statement #1 indicates that, except for Asian respondents, the level of satisfaction on campus experience regarding diversity decreased for all ethnicity groups in comparison to 2018.

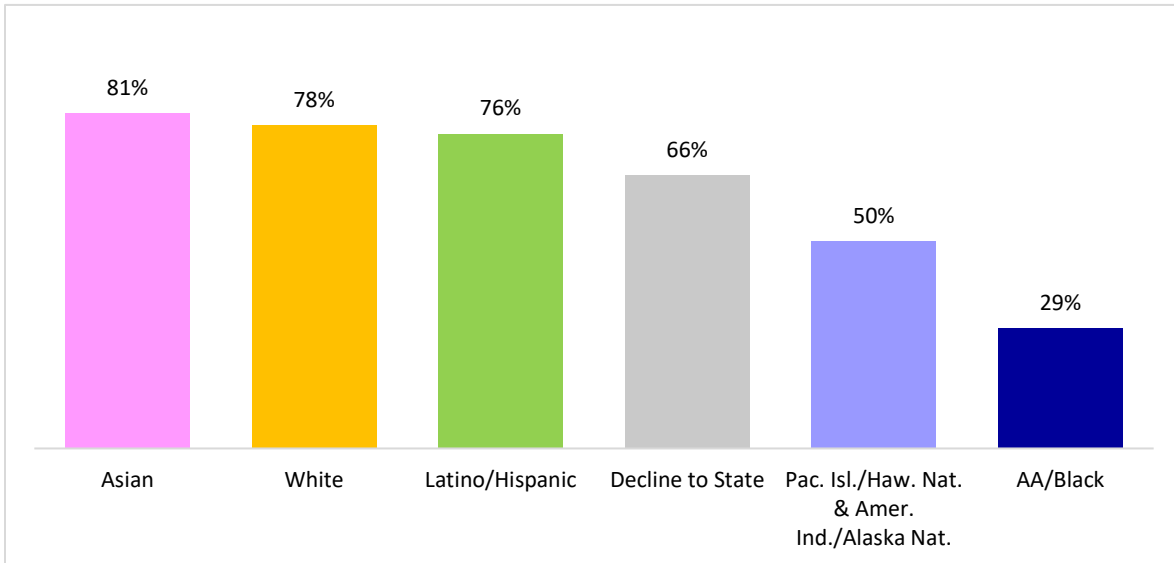
In the next four statements represented in the charts, between 76% to 95% of Asian, Latino/Hispanic, and White respondents strongly agreed or somewhat agreed with these statements. In contrast, African American/Black respondents who agreed with these statements were between 29% to 53%, except for the last statement that showed a higher level of agreement (76%). Additionally, Pacific Islander/Hawaiian Native and American Indian/Alaska Native respondents also showed lower levels of agreement with these statements: between 50% to 69%.

Figure 19: Diversity and Inclusion by Employees' Ethnicity

Statement #1: I am satisfied with my campus experience regarding diversity at this college

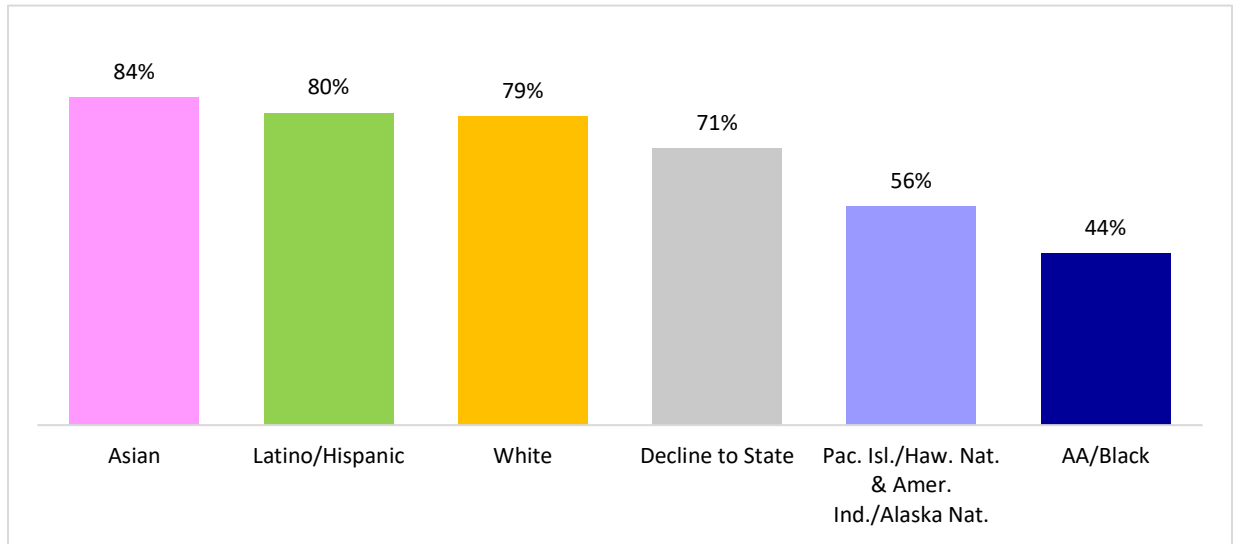


Statement #2: I am satisfied with college efforts regarding equity, diversity and inclusion*



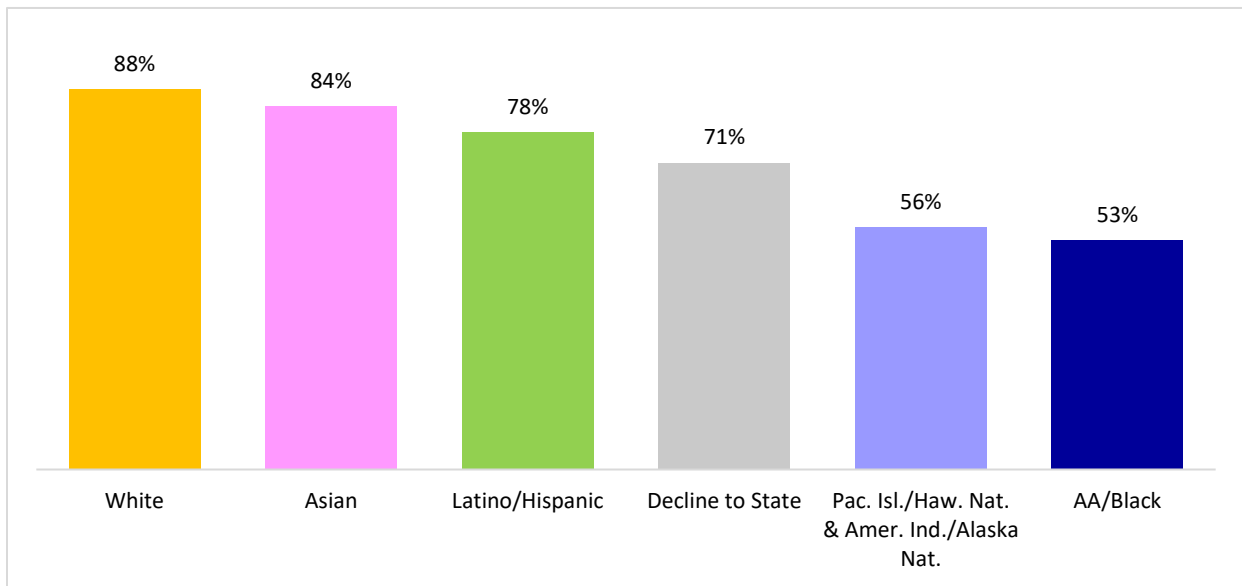
* Not included in 2018 Campus Climate Survey

*Statement #3: The college provides safe environments to engage in meaningful conversations about race/race relations in the campus community**



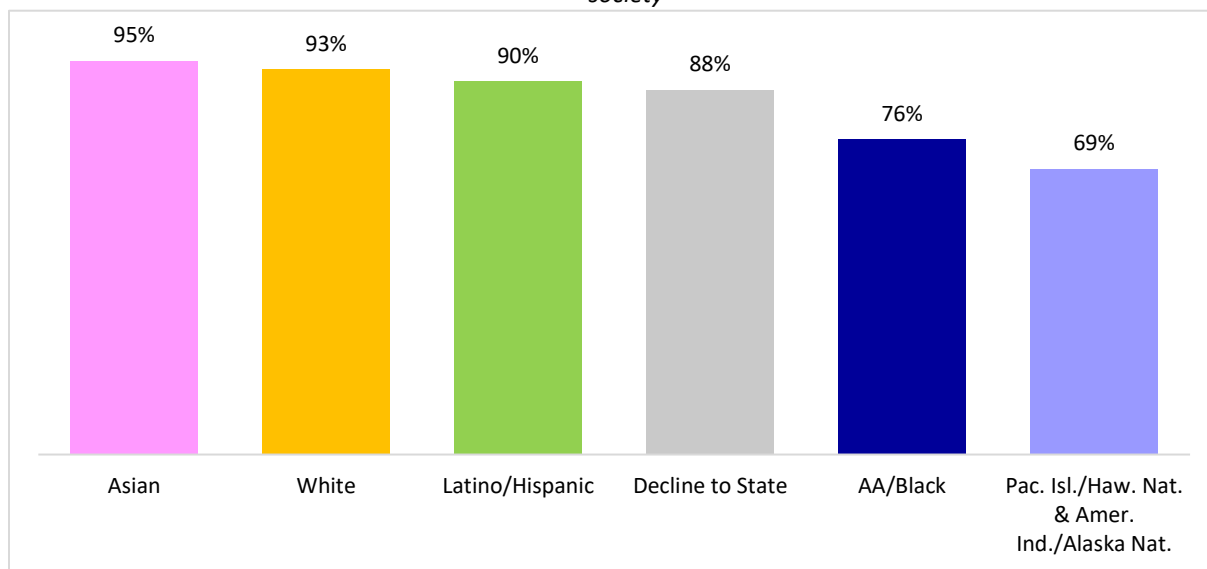
* Not included in 2018 Campus Climate Survey

*Statement #4: ECC is addressing racism issues in relation to college employees and students**



* Not included in 2018 Campus Climate Survey

Statement #5: I have opportunities to participate in training that prepares me to live and work in a racially diverse society*



* Not included in 2018 Campus Climate Survey

The needs of diverse employees are addressed by College leadership

Eighty-seven percent of respondents indicated that the needs expressed by employees of different sexual orientations are addressed by College leadership. Seventy-three percent indicated that needs expressed by employees of different political affiliations are addressed by College leadership.

Table 10: College Leadership Addresses Needs Expressed by Employees

The needs expressed by employees are addressed by College leadership, including:*	%
Employees with different sexual orientations.	87%
Employees of different genders and gender identities.	85%
Employees with disabilities.	83%
Employees with different immigration statuses.	83%
Employees with different religious affiliations.	82%
Employees of different ages or generations.	80%
Employees of different races/ethnicities.	78%
Employees from different economic backgrounds.	78%
Employees with different political affiliations.	73%

*Not included in 2018 Campus Climate Survey

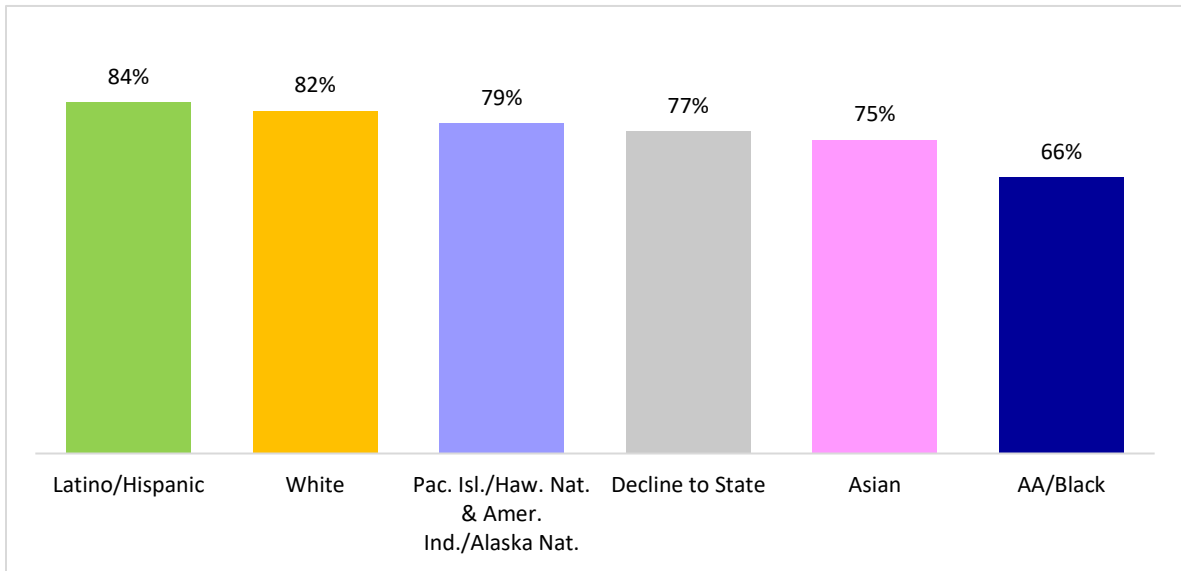
A lower percentage of Black/African-American employees believe the needs of employees are addressed by College leadership

When looking at differences by ethnicity, the level of agreement of respondents in regards College leadership addressing the needs of employees of different ages/generations varies. Latino/Hispanic, White, Asian, and Pacific Islander/Hawaiian Native and American Indian/Alaska

Native respondents show agreements in the 70% to 80% range. In contrast, 66% of African American/Black respondents agree with this statement. A similar situation takes place when looking at College leadership addressing the needs of employees of different races/ethnicities: 48% of African American/Black respondents show agreement whereas White, Asian, and Pacific Islander/Hawaiian Native and American Indian/Alaska Native respondents show higher levels of agreement (82%, 79%, 70%, and 69% respectively).

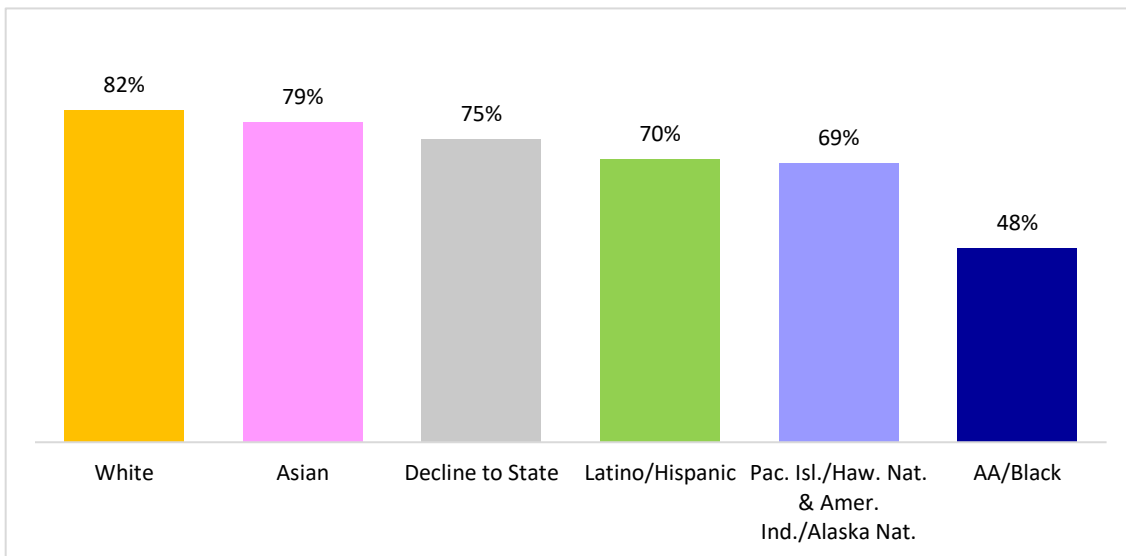
Figure 20: College Leadership Addresses Needs Expressed by Employees – By Ethnicity

*College leadership addresses needs of employees of different ages/generations**



* Not included in 2018 Campus Climate Survey

*College leadership addresses needs of employees of different races/ethnicities**



* Not included in 2018 Campus Climate Survey

ECC respects and supports its diverse employees

Ninety-one percent of respondents indicated that ECC respects and supports employees of different sexual orientations. Another 89% indicated employees of different genders/gender identities are respected and supported at the college. Seventy-four percent indicated ECC respects and supports employees with different roles (faculty, staff, and administrators).

Table 11: ECC’s Respect and Support towards Employees

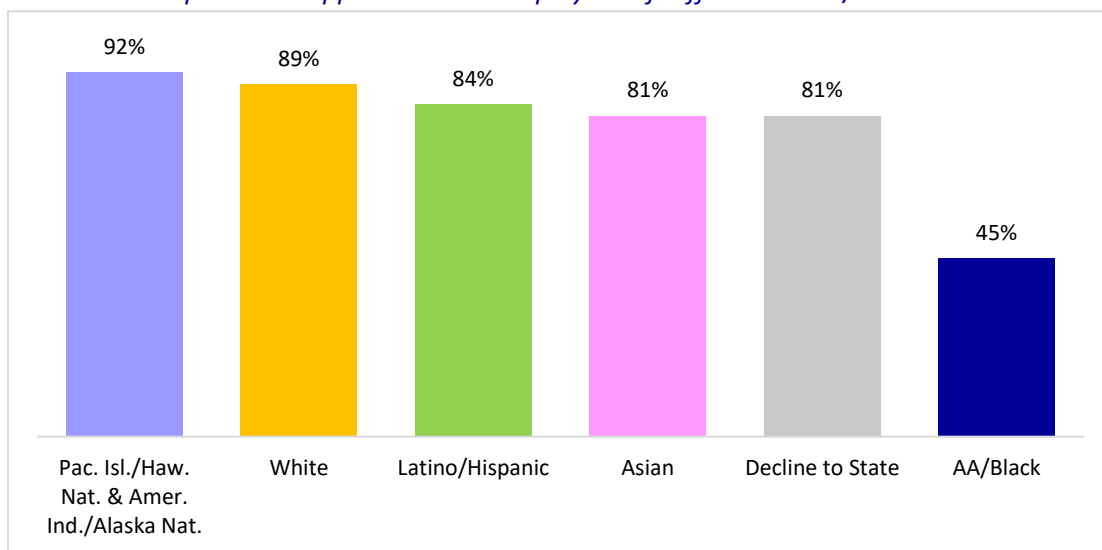
ECC respects and supports*	%
Employees with different sexual orientations.	91%
Employees of different genders and gender identities.	89%
Employees with different immigration statuses.	88%
Employees with disabilities.	87%
Employees with different religious affiliations.	87%
Employees of different race/ethnicities.	84%
Employees from different economic backgrounds.	84%
Employees of different ages or generations.	83%
Employees with different political affiliations.	77%
Employees with different roles (faculty, staff, administrator)	74%

*Not included in 2018 Campus Climate Survey

A lower percentage of Black/African-American employees believe ECC respects and supports employees of different races/ethnicities

When looking at differences by ethnicity, all respondents except for African American/Black show high levels of agreement (81% to 92%) with the statement *ECC respects and supports employees of different races/ethnicities*. Only forty-five percent of Black/African-American respondents agreed with this statement.

Figure 21: ECC’s Respect and Support towards Employees of Different Races/Ethnicities



* Not included in 2018 Campus Climate Survey

Some employees have experienced discrimination

Forty-four percent of all employees feel they have had a negative experience based upon race, age, gender identity, national origin, disability status and/or other. Forty-six percent of managers and faculty strongly agreed or somewhat agreed with this statement.

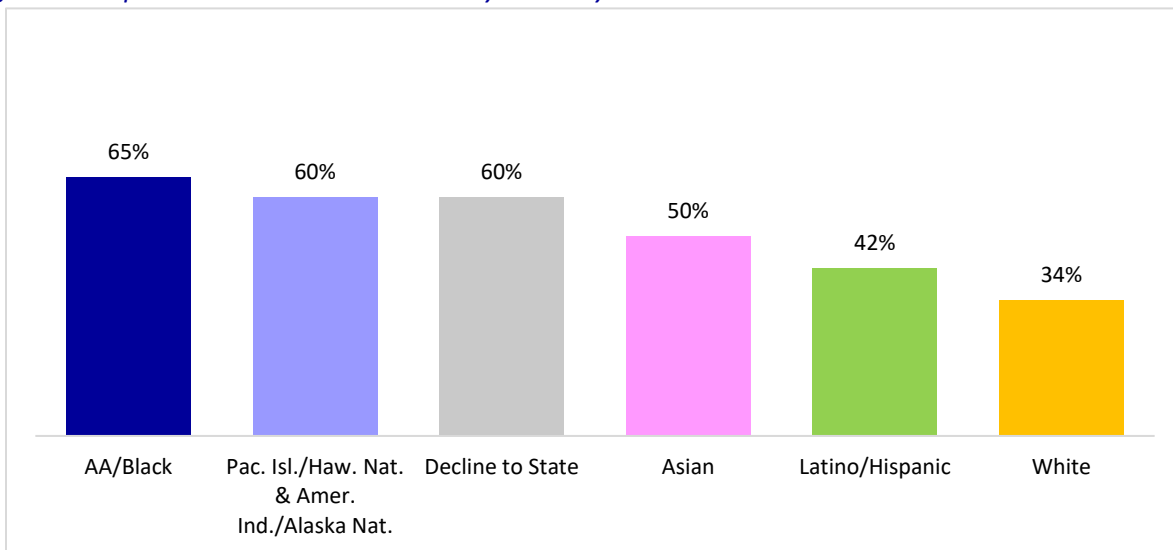
*Table 12: Experience with Discrimination by Employee Groups**

	<i>Faculty</i>	<i>Staff</i>	<i>Managers</i>
I have had negative experiences with ECC students or employees that I felt were based upon my race, age, gender identity, religion, national origin, age, disability status and/or other.	46%	41%	46%

*Not included in 2018 Campus Climate Survey

When looking at differences by ethnicity, 65% of Black/African-American employees, 60% of Pacific Islander/Hawaiian Native and American Indian/Alaska Native employees and 50% of Asian employees feel they have had a negative experience based upon race, age, gender identity, national origin, disability status and/or other.

Figure 22: Experience with Discrimination by Ethnicity



* Not included in 2018 Campus Climate Survey

Conclusions

What is ECC doing well and in what areas can the College improve?

- The majority of respondents continue to feel a strong sense of belonging to the college.
- Employees felt ECC has protected and supported them during the COVID-19 pandemic.
- Employees' satisfaction with College communication is lower compared to 2018.
- The majority of employees feel El Camino College is achieving its mission. However, respondents indicated a lower level of agreement compared to 2018 when asked if change and innovation takes place, and if ECC is effectively planning for the future.
- Employees feel they are prepared to address the needs of diverse students.
- Overall job satisfaction is high among employees although improvement is needed as it was lower compared to 2018.
- Most employees (64%) feel that they can talk to their direct supervisor about their concerns.
- Overall, employees are satisfied with professional development at ECC.
- Most respondents agreed (68%) that College leadership treats employees fairly and that they are genuinely concerned about employees' well-being. However, respondents' overall perception about College leadership decreased compared to 2018.
- Respondents indicated that ECC respects and supports its diverse employee population. However, a lower percentage of Black/African-American employees and Pacific Islander/Hawaiian Native and American Indian/Alaska Native employees are satisfied with the college efforts regarding equity, diversity, and inclusion.
- There are employees who have had a negative experience based upon race, age, gender identity, national origin, disability status and/or other.

How does the employee experience vary by different characteristics?

- When compared to faculty and staff, managers are more satisfied with timely dissemination of information, senior leadership addressing ECC challenges, and feeling they can talk to management about their concerns.
- Managers are more satisfied than faculty and staff regarding their jobs, feeling close to people, and being a part of ECC.
- Managers have higher levels of agreement than faculty and staff regarding college leadership treating employees fairly and genuinely being concerned about employees' well-being.
- Less Black/African-American employees agree that College leadership addresses the needs of employees of different races/ethnicities.
- More Black/African-American employees have had a negative experience based upon race, age, gender identity, national origin, disability status and/or other.

How has the campus climate changed since 2018, the last time this survey was administered?

- Similar levels of agreement were found in the 2018 survey regarding teamwork as part of the campus climate and that employee input translated into change.
- Similar levels of agreement regarding the college mission were also found in the 2018 survey.
- Less employees felt that ECC is disseminating information in a timely manner and communicating openly with employees at all levels.
- More employees felt prepared to address the needs of students with different sexual orientations and genders/gender identities.
- Job satisfaction decreased an average of 4%.
- Respondents' overall perception about managers decreased.
- Less employees indicated they can talk to management about their concerns and that college leadership leads by example.
- With the exception of Asian respondents, the level of satisfaction with their campus experience regarding diversity decreased for all ethnicity groups.

Suggested Recommendations

Informed by the 2021 Employee Campus Climate survey results, the following are suggested recommendations when implementing continuous improvement actions addressing the College employees' experience:

- Review timeliness and openness of College communication since employees' satisfaction was lower compared to 2018 (14% decrease).
- Examine how change, innovation, and future planning is being implemented: Employees continue to believe these take place but there was an average decrease of 14% in questions related to institutional vision compared to 2018.
- Identify specific conditions hindering job satisfaction: Although job satisfaction continues to be high, there was an average decrease of 14% from 2018 survey responses.
- Create meaningful dialogue with faculty and staff since perceptions about managers decreased around 9% compared to the 2018 Employee Campus Climate Survey.
- Create meaningful dialogue between senior leadership and managers, staff, and faculty since perceptions about College leadership decreased 11% in comparison to 2018 survey results.
- Strengthen work around employees' diversity, equity, and inclusion. In general terms, the level of satisfaction on campus experience regarding diversity decreased for all ethnicity groups in comparison to 2018, except for Asian respondents.
- Implement focused initiatives targeting Black/African-American and Pacific Islander/Hawaiian Native and American Indian/Alaska Native employees since they indicated lower percentages of satisfaction with the College efforts regarding equity, diversity, and inclusion.

- Expand employee training on equity, diversity, and inclusion. Forty-four percent of all employees feel they have had a negative experience based upon race, age, gender identity, national origin, disability status and/or other characteristic.

How Can the ECC Community Use the Employee Campus Climate Survey Results?

The ECC community can use the results of this survey as they strive for continuous improvement. From senior leadership to individual staff, members of the campus community can reflect on the results and recommendations of this survey in relation to the processes, practices, and policies under their purview. Where appropriate, administrators, faculty, and staff can implement strategies to address the concerns ECC employees have indicated. College areas, divisions, departments and programs may want to incorporate some of the suggested recommendations into their annual plan or their program review. Some recommendations can easily be implemented and do not need to wait for the next planning cycle. Once interventions have been completed, survey items can be used as metrics to determine how impactful the interventions were on employees' perceptions.