



IMPACT Project: Evaluations and Microaggressions

El Camino College IMPACT Fall 2022
Charissa Penn, Erika Yates, Gema Perez,
Laurie Pelayo, Michele Whiting,
Library and Learning Resources

The "Why"

- The IMPACT program has raised awareness of how racism and inequities are prevalent in the worksite at El Camino, especially between managers and staff in general.
- There is a discrepancy between how Managers and Staff are evaluated.
- This looks incongruous with the **Employee Engagement Survey** which tells us:

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.



and the "Why Now"

On the heels of the Survey, a few topics stood out prominently:

- Overall, moral and engagement is low, largely because of low confidence in leadership.
 - The evaluations – two groups are not evaluated in the same manner.
 - Microaggressions – “45% of African-Americans/Blacks...agreed with this statement”

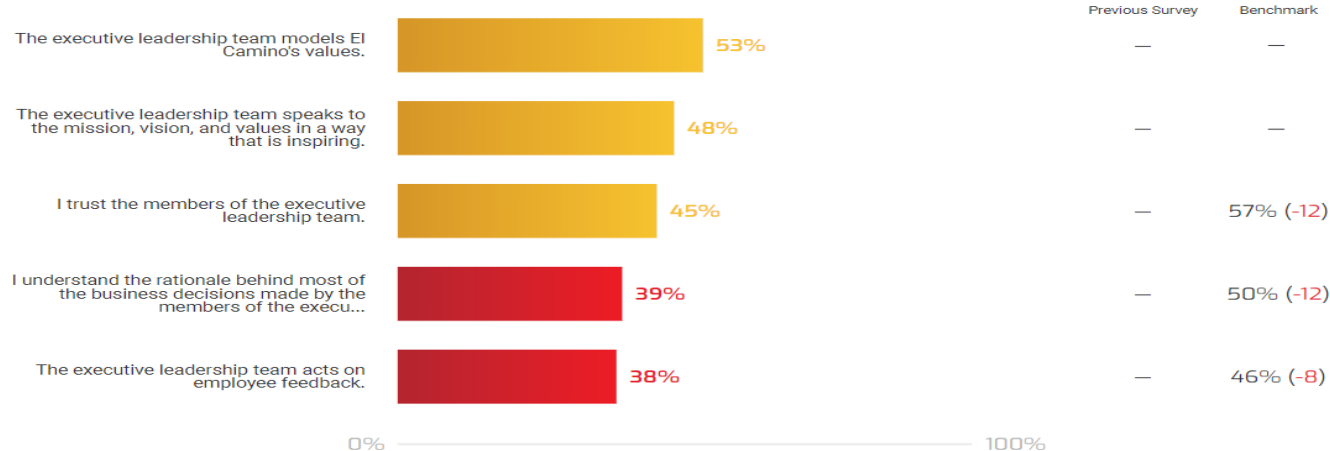
DRIVER: Executive Leadership

OVERALL DRIVER AVERAGE SCORE: 44%
OVERALL BENCHMARK AVERAGE SCORE: -

El Camino College
Open Date: Feb 10, 2022
Close Date: Mar 11, 2022

of employees: 1377
of responses: 791
Response Rate: 57%

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Anonymous Feedback Survey

IMPACT - Employee Feedback Survey

In 2021, El Camino conducted an Employee Engagement Survey and the results were shared with all of us. Some of the findings between certain groups of people seemed incongruent. The aim of this survey is to better understand the employee experience at ECC and if/how microaggressions may play a role.

Microaggressions: brief, subtle, negative and invalidating messages, whether intentional or unintentional, that are directed on a regular basis to people in minoritized groups based on race/ethnicity, sexual orientation, gender, gender identity, documentation/citizenship status, ability, religion, etc.

Microaggressions are a form of discrimination, and their impact is real.

Types of Microaggressions:

- Microinsults - Convey insensitivity, are rude, or demean an individual's identity or heritage.
- Microinvalidations - Exclude, negate, or nullify an individuals' thoughts or feelings.
- Microassaults - Discriminate in an overt form. Actors deliberately behave in discriminatory ways, but they contend their intention is not to offend others and think their actions are not noticed or harmful. (Sue, Capodilupo, & Holder, 2008).

Our group created a survey which, after evaluation, had similar statements as those provided in the leadership statements. Our survey also explained what Microaggressions were, and this is what we discovered:



Chart

■ Strongly Agree (Yes) ■ Agree ■ N/A Neutral ■ Disagree ■ Strongly Disagree (No)

Work duties are fairly distributed in my area.



My workload is reasonable and fair.



The work/duty direction given by my supervisor/manager is always clear and direct.



The work performance feedback my supervisor/manager gives me is honest and useful.



The feedback given by my supervisor/manager is always clear and work related.



I am clear about the process to give critical feedback to my supervisor/manager.



I am clear about the performance review for management at El Camino College.



I can approach my supervisor/manager when I feel work duties are unbalanced.



I am encouraged to make suggestions on how to improve my area by my supervisor/manager.



When I disagree with work direction given to me by my supervisor/manager, I am encouraged to discuss...



My manager acts on or discusses any work-related feedback for my area with me.



Survey anonymous feedback comments

"My supervisor is borderline on a lot of these questions she hasn't quite crossed the line but she gets really really [sic] close. I think she knows how far she can push it with me without getting herself in trouble."

"I feel like there should be more clear communication on work duties given by my upper management and should be written down so there won't be any misunderstandings. "

"While I have not experienced microinsults, aggressions, or invalidations, I have heard many coworkers express their frustrations with feeling insulted in front of others, feeling as though my manager has weaponized comments relayed in confidence, or their past stresses against them. "

What about those not covered by a contract?

1. Unnecessary comments are disguised as an insult.
2. Passive aggressive comments became persistent when I addressed an issue about the work environment at the LRC, how there needs to be more clear communication on duties towards all the staff, and addressing unhealthy drama between specific employees and how it was negatively affecting employees and student workers.
3. Constant comments of how I need to hurry up and leave El Camino to work somewhere else, knowing full well I am still in the process of completing my education. This created severe financial anxiety for me as a student while I was in the middle of school.
4. Micromanaging, constantly checking and asking for every detail of and what I have accomplished.
5. Publicly humiliating me in front of other people when she could have addressed private matters privately to me.
6. Accusing me of writing a students paper and helping a student cheat when I never helped the student on the first place because I was not schedule to work when the situation happened.

The Solution

Solutions:

- Provide anonymous feedback to be given to the president's office in order to hold the managers accountable, since there doesn't seem to be accountability at present.
- Have public published posted schedules of when all administrators are to be evaluated.
- All direct reports must be included in the evaluation process, whether it is a 360 review or other mechanism.
- The feedback surveys must include items which will address, or allow for staff to address, any inequities.

Benefits

Boost overall morale

Improve productivity

Create a more cohesive work environment.

Give the staff a voice in how the department is run.

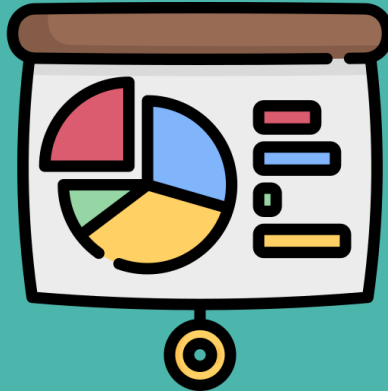
Conclusion

Many people were not willing to take the survey because:

- Fear of retaliation
- No confidence in anonymity – prior efforts resulted in back tracing to person giving feedback
- In a larger sense:
 - No confidence in that feedback will be used for permanent change
 - Instances where there have been focus group such as townhalls and nothing comes of it
 - Townhalls within an area where it felt like they were just being placated

Through this work, we have found much that needs to be changed. It is our hope that this presentation has given some insight and solutions to help move El Camino College forward to a more inclusive and cohesive working community.

SLIDE TEMPLATES



IMPACT Project Slide Guide



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 - a. Find an example of how to layout a strong IMPACT presentation.
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 - a. Get a head start on your slideshow presentation and use a slide template.

THE FRAMEWORK



1. Problem

- Stats
- Stories
- Quotes

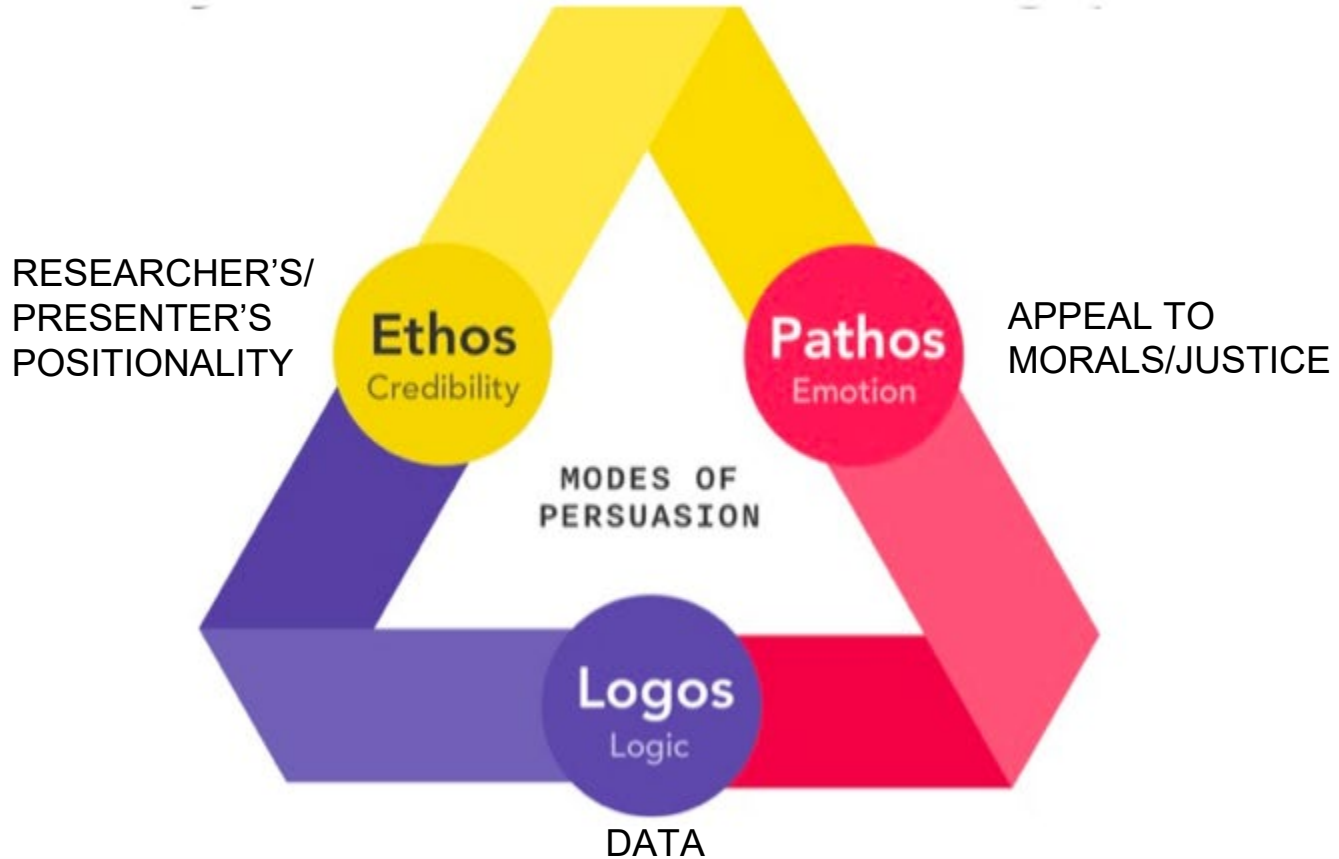
2. Solution

- Stats
- Stories
- Quotes

3. Benefits

- Stats
- Stories
- Quotes

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