

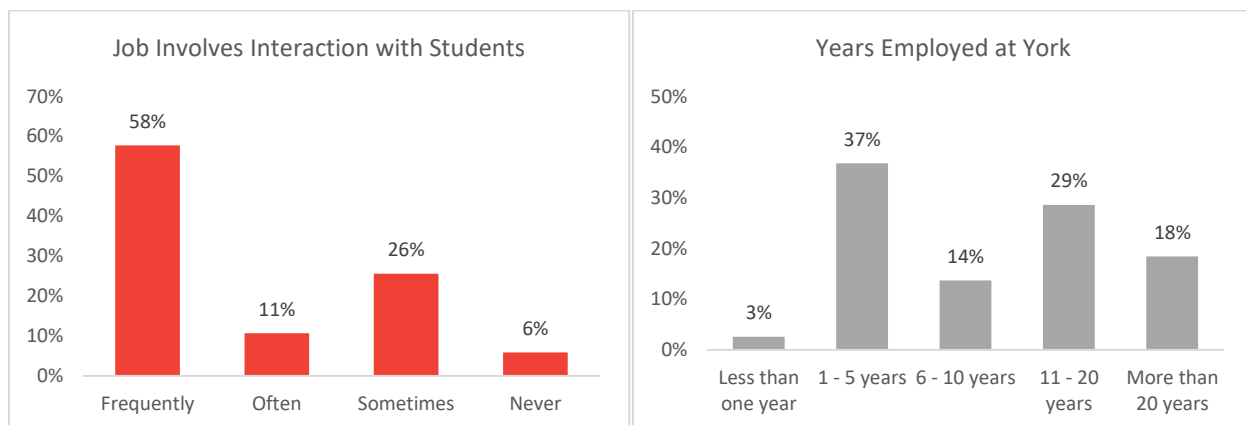
Results of the Employee Engagement Survey

The Employee Engagement survey, created by the Office of Human Resources in conjunction with the Office of Institutional Effectiveness and Strategic Planning (OIESP), was administered to York College’s non-faculty employees in fall 2019. This survey sought feedback on multiple aspects of employees’ jobs, including opinions on their department, the York community, school leadership, resources and support, and facilities and technology, as well as job-related expectations and career development. Similar to the Collaborative on Academic Careers in Higher Education (COACHE) survey that is administered to full-time faculty¹, the purpose of this survey is to inform leaders about the concerns and experiences of non-faculty employees (referred to herein as employees) and to provide data that will encourage decisions and actions that lead to improvements. The results of this survey should inform the York College strategic planning process currently in progress. In addition, items from this survey will be included as key performance indicators that will monitor the College’s progress in the goals and objectives identified in its new strategic plan, *One York*.

Surveys were emailed via *Qualtrics*; the SEEK Office opened its computer labs to employees who do not have access to a computer in their daily job activities so they were able to participate. Of the 418 full-time employees, 236 participated in the survey (57% response rate).

Background

Fifty-six percent of respondents indicate that they have supervisory responsibilities in their current position. The majority of respondents noted their job involves interaction with students. The largest proportion of respondents have worked at York between one to five years (37%); 47 percent have worked here for 11 years or more.



¹ Results from the spring 2019 administration of that survey are available on the College’s [intranet](#).

Expectations

York employees were asked to rate the extent to which they agreed (agree or strongly agree), disagreed (disagree or strongly disagree), or were neutral on job-related expectations. Overall, the majority of respondents rated these items favorably.²

- A majority of York employees state that they are satisfied with their job, with 62 percent of respondents agreeing to some degree (i.e., agreed or strongly agreed). Sixteen percent of respondents indicate that they are dissatisfied with their job to some degree (i.e., disagreed or strongly disagreed). Twenty-two percent of respondents are neutral about their jobs.
- The overwhelming majority of respondents (89%) agree to some extent that they know what is expected of them, with 90% of respondents saying that they know what they need to do to succeed in their role.
- When asked about the specifics of their work experience, 65 percent of respondents indicate that they feel respected by their coworkers. Slightly fewer respondents note that they had input into decisions that affect their jobs, with 59 percent agreeing to some degree, and 60 percent feel their workload is manageable.
- When asked about their plans, 69 percent of respondents indicate that they would like to be working at York one year from now. Fewer respondents want to be working at York five years from now, with 52 percent indicating such; that proportion increases to 57 percent when those who plan to retire are excluded. Twenty percent plan to retire in the next five years and an additional 21 percent were neutral on the subject.

Expectations	Strongly agree/ Agree	Neutral	Strongly disagree/ Disagree
I am satisfied with my job	62%	22%	16%
I know what is expected of me	89%	8%	4%
I know what I need to do to be successful in my role	90%	5%	5%
I feel respected by people with whom I work	65%	15%	20%
I have input into the decisions that affect my job	59%	22%	19%
I believe my workload is manageable	60%	18%	22%
I would like to be working here one year from now	69%	16%	16%
I would like to be working here five years from now	52%	22%	26%
I would like to be working here five years from now (excluding those who plan to retire in the next five years)	57%	15%	29%
I plan to retire in the next five years	20%	21%	60%

Career Development

Employees were asked to indicate their level of agreement with statements pertaining to career development at York. Out of the ten items included in this section, the majority of respondents did not rate five items favorably.

- Eight out of ten respondents indicate that they understand how their role relates to York's success.
- The majority of respondents (76%) indicate that their performance is evaluated on a yearly basis. The same percentage noted that they know the methods and criteria used to evaluate their job performance. Fewer respondents indicate that they understand how pay raises are determined, with only 47 percent of respondents agreeing.

² Excludes "I plan to retire in the next five years"

- Sixty-one percent indicate that their supervisor supports them in learning new skills but fewer respondents (49%) report that they have opportunities for professional development at York.
- A majority of respondents (52%) indicate that there are no opportunities for advancement in their department, while, 18 percent note that there were opportunities. Similarly, 42 percent of respondents note that there are no opportunities for leadership at York.

Career Development	Strongly agree/ Agree	Neutral	Strongly disagree/ Disagree
My job performance is evaluated on a yearly basis	76%	11%	13%
I know the methods/criteria used to evaluate my job performance	76%	13%	11%
I understand how pay raises are determined	47%	20%	33%
I have opportunities for professional development at my college	49%	22%	29%
I have taken advantage of training and/or professional development opportunities within the past two years	59%	20%	21%
My supervisor supports me in learning new skills	61%	21%	18%
There are opportunities for advancement in my department/unit	18%	30%	52%
I have opportunities for leadership at my college	30%	28%	42%
I understand how my role relates to York's success	82%	11%	7%
I have access to resources at my college to support my work	46%	29%	26%

Department

Respondents were asked to indicate their level of agreement with various statements pertaining to their department.

Overall, results are satisfactory with the exception of items pertaining to morale and resources.

- The majority of respondents agree that their department has a mission statement and a set of goals, with 75 percent and 80 percent agreeing to some degree, respectively. Interestingly, all but one unit developed a mission statement and goals as part of the College's assessment initiative from last year so these results should be higher. This suggests an opportunity for improved communication within the department about departmental mission, goals, and assessment activities.
- Almost three-quarters of respondents believe that their supervisors treat them with respect. Fewer respondents believe that their department is a pleasant place to work, but with 60 percent agreeing, it is still the majority. Sixty-four percent of respondents believe that their colleagues are committed to promoting diversity and inclusion in the workplace.
- Almost half indicate that they have a voice in their department's decision-making process. Fewer respondents agree that they have a voice when it comes to allocating resources, with only 18 percent agreeing to some degree. By contrast, 50 percent *disagreed* with that statement to some degree.
- Forty-four percent believe that work is evenly distributed in their department; however, 31 percent of respondents disagree to some extent, while 25 percent remain neutral.
- A majority of respondents believe that their department is understaffed, with 57 percent of respondents saying that the staffing was insufficient. A plurality of respondents claim that morale is low in their departments, with 47 percent of respondents saying so.

My Department	Strongly agree/ Agree	Neutral	Strongly disagree/ Disagree
My department has a mission statement	75%	14%	11%
My department has goals	80%	10%	10%
My department is collegial	69%	16%	15%
I have a voice in the decision making that affects the direction of my department	49%	21%	30%
I have a voice in how resources are allocated	28%	22%	50%
My supervisor treats me with respect	74%	7%	19%
The atmosphere in my department/unit makes it a pleasant place to work	60%	16%	24%
My department colleagues are committed to supporting and promoting diversity and inclusion in the department	64%	18%	18%
In my department, we routinely talk about the quality of our work	65%	16%	19%
In my department/unit, we discuss how best to meet the needs of those we serve	71%	14%	15%
My department values my work	68%	13%	19%
Work is distributed fairly in my immediate department/unit	44%	25%	31%
The number of people in my office is sufficient to meet the needs of the department	23%	19%	57%
Morale is generally high among the employees that I know	30%	23%	47%

York College Community

Respondents were asked to indicate their level of agreement with various statements pertaining to the York College community. Of the six items in this section, the majority of respondents rated only two items favorably: pride and recommending potential students.

- A majority of respondents say that they are proud to be an employee of York College, with 68 percent agreeing with that statement to some degree. However, a plurality of respondents say that York does not have a positive reputation, with 41 percent of respondents saying so (as opposed to 32 percent saying that it has a positive reputation and 27 percent remaining neutral).
- Forty-three percent of respondents would recommend York College to a potential employee, with 30 percent disagreeing and 28 percent neutral. A higher proportion of respondents would recommend York College to a potential student, with 52 percent agreeing.
- Respondents were split on the subject of community at York. Thirty-eight percent claim to feel a sense of community among York employees, while 35 percent of respondents disagree (27% remain neutral). Forty-two percent of respondents claim to attend activities at York outside of work, with 38 percent of respondents saying they do not do so (19% remain neutral).

York College Community	Strongly agree/ Agree	Neutral	Strongly disagree/ Disagree
I am proud to be an employee of York College	68%	20%	12%
I feel York has a positive reputation	32%	27%	41%
I would recommend York to a potential employee	43%	28%	30%
I would recommend York to a potential student	52%	31%	18%
I feel a sense of community among York employees	38%	27%	35%
I attend activities at York that are outside of my work activities	42%	19%	38%

Leadership

Respondents were asked to indicate their level of agreement with various statements pertaining to York's leadership.³ Overall, the results were satisfactory for all but three items, all of which pertain to communication (i.e., pertaining to key issues, a motivating vision, and supporting and promoting diversity).

- Forty-three percent of respondents claim that York's leadership keeps employees informed about key issues, with 32 percent disagreeing (24% remain neutral). Respondents were split on whether York's leadership communicates a vision that motivates them, with an equal proportion – 34 percent - agreeing and disagreeing (32% remain neutral).
- The majority of respondents use the York website to find information on a regular basis, with three-quarters of respondents claiming to do so.
- Forty-four percent of respondents believe that York leadership visibly advocates for diversity on campus; 25 percent disagree and 31 percent remain neutral.

Leadership	Strongly agree/ Agree	Neutral	Strongly disagree/ Disagree
York's leadership keeps employees informed about key issues	43%	24%	32%
York's leadership has communicated a vision that motivates me	34%	32%	34%
I understand York's mission	60%	24%	16%
I have read York's mission statement within the past year	64%	15%	21%
I believe my work at York contributes to the overall mission of the College	77%	15%	8%
I visit the York website on a regular basis to find information	75%	16%	9%
I know how to find information about events happening at the College	79%	13%	8%
There is visible leadership at my institution for the support and promotion of diversity on campus	44%	31%	25%

Resources and Support

The survey asked respondents to indicate their level of satisfaction with various aspects of employment at York (e.g., salary, benefits, tuition remission, and departmental leadership). The majority of respondents rated most items favorably; salary, sense of campus community, tuition remission, and valued work and recognition were the exceptions.

- Respondents are most satisfied with their health benefits (84%), professional relationships with other staff (75%), job security (72%), annual and sick leaves (66%), and autonomy and independence (61%).
- Respondents are least satisfied with their salaries (43% dissatisfied), valued work and recognition (32% dissatisfied), departmental leadership (28% dissatisfied), and sense of campus community (26% dissatisfied).

Resources and Support	Very satisfied/ Satisfied	Neutral	Very dissatisfied/ Dissatisfied
Health benefits	84%	11%	4%
Tuition remission	41%	53%	6%
Salary	35%	23%	43%

³ Leadership changes were taking place during the semester in which this survey was administered.

Resources and Support	Very satisfied/ Satisfied	Neutral	Very dissatisfied/ Dissatisfied
Amount of annual and sick leaves	66%	19%	15%
Departmental leadership	51%	20%	28%
Autonomy and independence	61%	22%	18%
Valued work and recognition	49%	19%	32%
Job security	72%	18%	10%
Professional relationships with other staff	75%	13%	11%
Social relationships with other staff	59%	32%	9%
Sense of campus community	40%	34%	26%
Sense of safety on campus	53%	26%	21%

Facilities and Technology

Respondents were asked to rate York's facilities and technology ("excellent", "good", "fair", or "poor"). In general, this section provides the greatest opportunity for improvement.

- Respondents are most satisfied by off-campus access to their campus email, with 81% of respondents rating it "excellent" or "good". After-hours access to their office also rated highly, with 80% rating it "excellent" or "good".
- Respondents rate their office space and technology less favorably, with only a slim majority of respondents rating them "excellent" or "good". Opinions on office space were particularly split (31% good; 29% fair; and 28% poor). Respondents were more positive towards tech support, with a comfortable majority (67%) of respondents rating tech support "excellent" or "good".
- The College's facilities received the lowest ratings. Half of the respondents rate the overall college campus "poor", with common areas/welcome spaces (44% "poor"), elevators and escalators⁴ (57% "poor") and bathrooms (68% "poor") yielding the lowest ratings.

Facilities and Technology	Excellent	Good	Fair	Poor
Office space	12%	31%	29%	28%
Office computers	13%	41%	31%	15%
Computer software	13%	42%	33%	11%
Tech support for computer-related issues	21%	46%	22%	11%
Access to your office after hours and on weekends	30%	50%	14%	6%
Off-campus access to your campus email	28%	53%	15%	4%
Off-campus access to your computer	23%	37%	30%	11%
Physical plant: overall college campus	4%	14%	32%	50%
Physical plant: elevators and escalators	1%	10%	32%	57%
Physical plant: bathrooms	2%	11%	19%	68%
Physical plant: common areas/welcome spaces	2%	16%	39%	44%

Conclusion

The vast majority of respondents know what is expected of them, know what they need to do to be successful in their job, and understand how their role relates to York's success. The majority indicate their supervisor supports them learning new skills and a similar proportion note that they have taken advantage of training/professional development opportunities in the past two years. While the majority are evaluated on a yearly basis and know the parameters for those

⁴ Elevators and escalators were in various stages of repair during the semester in which this survey was administered.

evaluations, less than half know how raises are determined. Respondents believe their supervisor treats them with respect, the departmental atmosphere makes it a pleasant place to work, departmental colleagues are committed to supporting and promoting diversity and inclusion, and they routinely discuss the quality of work and how best to meet the needs of those they serve. Respondents were much less likely to indicate that work in their department is distributed fairly, and they report low morale and an insufficient number of staff in their department. While almost seven out of ten employees are proud to be an employee of York, only four out of ten would recommend York to a potential employee; the perception that the College has a negative reputation and the reportedly low sense of community among York employees are likely factors. Health benefits, professional relationships with other staff, job security, and autonomy and independence received the highest ratings, while salary, sense of campus community, tuition remission, and valued work and recognition yielded the lowest ratings. In terms of facilities and technology, the highest ratings pertained to access to offices and email after hours and on weekends.

Possible Next Steps and Future Assessment Initiatives

- Consider strengthening communication and transparency around salary increases.
- Review existing professional development opportunities to provide support and direction for employees. Doing so should contribute to improved performance and institutional success.
- Consider implementing succession planning and or professional development workshops surrounding the acquisition of skills and competencies to keep employees motivated and engaged.
- Encourage unit directors to strengthen internal departmental communications regarding mission, goals, and assessment activities.
- Due to limited institutional resources, insufficient staffing is an issue College-wide. Consider strengthening communication and transparency around the allocation of resources for personnel.
- Identify strategies to improve campus facilities with a focus on welcome areas, bathrooms, and elevators and escalators.
- Administer this survey again in fall 2023 as part of the College's ongoing assessment schedule, monitoring progress over time.