

## Summary of Key Findings

### Response Rate:

A total of 291 of 883 employees responded to the survey for a response rate of 33.0%, which is actually a very good response rate. There is a lot of information in this report, so the Office of Institutional Research created a Satisfaction Rate calculation to highlight the differences between the (Positive + Negative responses)/ Positive responses. This allows for a single point comparison by Roles (e.g., Administrator, FT Faculty, ...).

### The Positive Outcomes:

Overall, a large majority of Hartnell employees are engaged or satisfied with their employment at Hartnell with overall Satisfaction Rate of 73.5% (58% Engaged + 21% Disengaged)/56% Engaged. Hartnell employees responded very positively in three key areas:

#### Work Engagement

- I am often so involved in my work that the day goes by very quickly. (91%)
- I am determined to give my best effort at work each day (96%).
- When at work, I am completely focused on my job duties (94%).

#### Relationship Management

- My coworkers and I have a good working relationship (92%).

#### Work Environment

- My organization's work positively impacts people's lives (96%).
- My organization's fiscal well-being is stable (91%).
- I understand how my work impacts the organization's business goals (94%).

### Areas Needing Improvement:

Respondents have also highlighted key issues/areas that would improve employee engagement for Career Development, Relationship Management & Work Engagement:

- Career development appears to be an area of improvement given that 48% of our employees were “satisfied with the job-related training Hartnell offers” and only 49% were “pleased with the career advancement opportunities” available to them.
- Relationship Management - Hartnell employees feel that the “Communication between senior leaders and subordinate employees could be better, given a satisfaction rate of 46.6%.
- Relationship Management - There is also an apparent lack of trust between senior management and subordinate employees given a satisfaction rate of 41.7%.
- Work Engagement - Hartnell employees are less likely to accept change with the engagement rate of 49.5%.

**Areas Needing Improvement (by Role/Job\_Type):**

An examination of responses by role, highlights several more areas of improvement including Relationship Management, Career Development and Compensation. It's not all that surprising that employees were not satisfied with their compensation based on an average satisfaction rate of 47.8% however:

- **Staff members** were the least satisfied with their career development, overall compensation, and relationship management.
  - Senior management and employees trust each other (37.1%).
  - Employees in my organization willingly accept change (37.7%).
  - I am satisfied with my opportunities for professional growth (44.2%).
  - I am pleased with the career advancement opportunities available to me (34.8%).
  - My organization is dedicated to my professional development (37.9%).
  - I am satisfied with the job-related training my organization offers (38.5%).
- **Full-time faculty** were least satisfied with:
  - Senior management and employees trust (29.4%)
  - Communication with senior management (37.1%)
- **Part-time faculty** are least satisfied with their compensation and benefits.
  - I am satisfied with my total benefits package (17.9%).
  - I am satisfied with the healthcare-related benefits offered by my organization (14.8%).
  - I am satisfied with the amount of paid leave offered by my organization (22.7%).
  - I am pleased with the career advancement opportunities available to me (39.0%).