# LaGuardia Community College's First Employee Engagement Survey
Results

The College Senate Committee of Staff and Alumni believes that in order to create a more inclusive environment at LaGuardia, it is essential that staff be part of the dialogue about the future direction of the College. To that end, we proposed conducting an Employee Engagement survey to provide staff with an opportunity to have their voices heard and to share their experiences.

Survey Participation

51% Response Rate
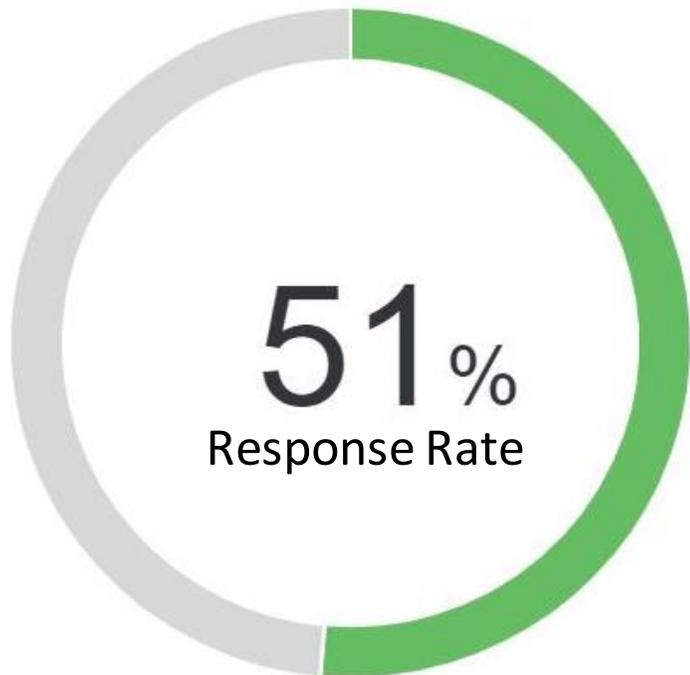
Respondents	630
Number of Employees Surveyed	1225
Administration Period	September 2020 thru November 2020
Administration Method	Online

The Survey Questions

Close Ended Questions

53 closed-ended questions, using a 5-point agreement scale, for example:

- I trust the senior leadership of the College.
- I am proud to work for this College.

Unfavorable — 1 2
Neutral — 3
Favorable — 4 5

#Favorable Responses ÷ #Total Responses = Percent Favorability

Open-Ended Questions

2 Open-ended questions

- Please feel free to share any comments you have regarding diversity.
- Please feel free to share any comments you have regarding resources.

Coding Items

8 demographic coding questions: gender, age, race/ethnicity, division, department, work status, contractual title, and years of service

Survey Response Rate

| FULL-TIME: | # Responses: 511 / **67% of Full-Timers** |
| PART-TIME: | # Responses: 119 / 26% of Part-Timers |

In comparison, the Full-time Faculty response rate for the 2018 CUNY COACHE Survey was 67% at LaGuardia, and 55% overall.

	Overall	Academic Affairs	Administration	Adult & Continuing Education	Information Technology	Institutional Advancement	President's Office	Student Affairs
# Respondents	630	150	155	109	38	26	6	146
Response Rate	51%	39%	65%	55%	67%	68%	75%	49%
M	**202**	**45**	**58**	**26**	**25**	**5**	**1**	**42**
F	**428**	**105**	**97**	**83**	**13**	**21**	**5**	**104**
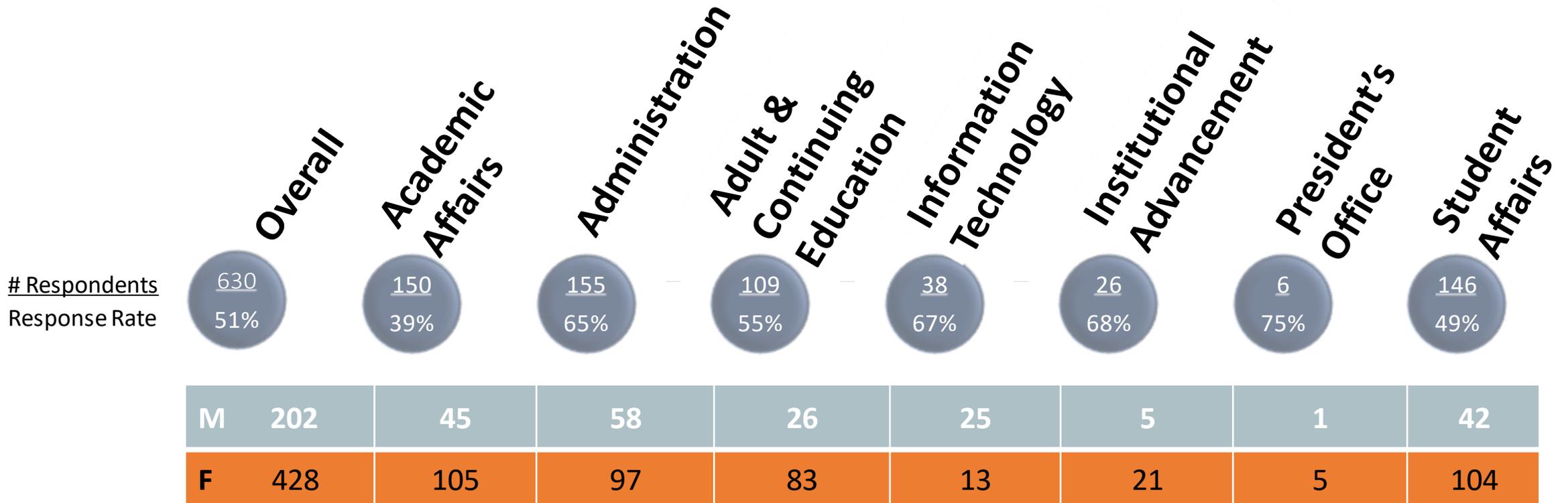
Dimensions Measured

20 Dimensions were used to measure engagement.

Engagement	**Involvement & Belonging**
Manager Effectiveness	**Performance Management**
Equipment Factors	**Quality**
Change Management	**Recognition**
Communication	**Safety**
Compensation & Benefits	**Survey Credibility**
Diversity	**Teamwork**
Ethics	**Trust**
Future Vision	**Work /Life Balance**
Growth & Development	**Value**

Major Dimension: Engagement / Commitment and Dedication

Engagement

68%
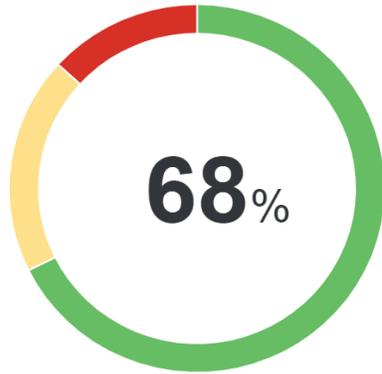
Overall
68%

Benchmark
73%

Engagement Index

The four-item engagement index measures the extent to which employees are motivated to work **harder** and **care more**. This is the most important factor to improving the performance of your team.

Engagement Index consists of results from the following survey questions:

Engagement	Responses	Mean	Distribution			Overall % Favorable	Benchmark % Favorable
I would gladly recommend this College as a place to work to people I know and respect.	627	3.80	70%	19%	11%	70%	76%
I rarely think about looking for a new job.	623	3.31	49%	24%	27%	49%	59%
I am proud to work for this college.	628	4.16	80%	16%		80%	81%
Overall, I am extremely satisfied with the College as a place to work.	629	3.85	73%	17%	10%	73%	74%

Major Dimension: Manager Effectiveness

Manager Effectiveness

67%
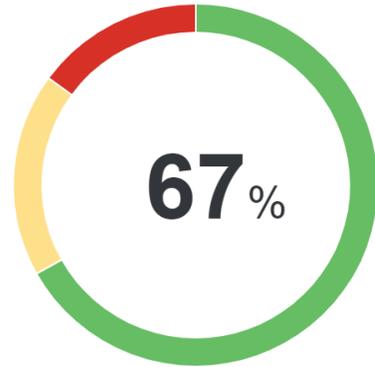
Overall
67%

Benchmark
74%

Manager Effectiveness Index
The manager effectiveness index provides important feedback on how supervisors/managers are perceived to manage both *people* and the *work*.

Manager Effectiveness Index consists of results from the following survey questions:

Manager Effectiveness	Responses	Mean	Distribution	Overall % Favorable	Benchmark % Favorable
My immediate supervisor/manager does a great job at managing work/assignments for the department.	626	3.63	69% 15% 15%	69%	80%
My immediate supervisor/manager does a great job at managing staff.	627	3.61	68% 17% 16%	68%	73%
My ideas and suggestions are considered by my supervisor.	623	3.83	76% 14% 10%	76%	67%
My manager holds employees accountable for poor performance.	602	3.51	55% 26% 18%	55%	77%

Major Dimension: Equipment Factors / Operational Resources

Equipment Factors

69%
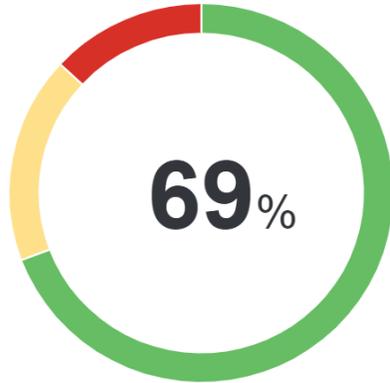
Overall
69%

Benchmark
N/A

Equipment Factors

Equip factors are different than the other two metrics. They reflect operational areas that ensure your team is equipped to do their work *right* and *well*.

Whereas engagement is about *"want to"*, equip factors are about being *"able to"*.

Engagement Index consists of results from the following survey questions:

Equipment Factors	Responses	Mean	Distribution			Overall % Favorable	Benchmark % Favorable
I have the training I need to do my job effectively.	626	3.98	79%	13%	8%	**79%**	77%
Departments collaborate effectively to help the organization be more successful.	622	3.44	54%	27%	18%	**54%**	62%
I have access to the resources I need to do my job effectively. (e.g., materials, equipment, technology, etc.)	628	3.75	71%	15%	14%	**71%**	77%
As a staff member, I am extremely satisfied with the support I receive. (i.e., IT, Public Safety, HR, Facilities, etc.)	630	3.84	74%	16%	10%	**74%**	N/A

Understanding Key Drivers

<u>What</u> are the Key Drivers of Engagement?

- These are the survey items that have the strongest relationship with the Employee Engagement Index.

- These items are NOT necessarily the lowest or highest scoring items – key driver items can be either high or low scoring.

- Employees who score high on these items also tend to score high on the Engagement Index. And, those who score low on these items tend to also score low on the Engagement Index.

How are the Key Drivers <u>Identified</u>?

- The Key Drivers are determined using the Pearson product-moment correlation analysis.

- In the Qualtrics System this is shown in a column called Importance.

- Importance is measured by the correlation coefficient - this statistic has a range between -1.0 and +1.0.

- The items are listed in order based on the correlation coefficients, with the highest correlation listed first.

Why are the Key Drivers <u>Important</u>?

- The Key Drivers are the items that have the greatest influence on engagement.

- These items should be the focus for action planning to improve engagement.

- Improvements on these items will provide the best opportunity to impact engagement.

Key Drivers of Engagement

Legend: ■ Favorable ■ Neutral ■ Unfavorable

Survey Item	Favorable	Neutral	Unfavorable
My job makes good use of my talents/skills and abilities.	74%	12%	14%
I trust the senior leadership of the College.	58%	26%	16%
Supervisors/managers in this College are active role models for our core values.	62%	22%	16%
The College recognizes productive people	49%	24%	27%
I feel supported during organizational change at this College.	50%	33%	17%
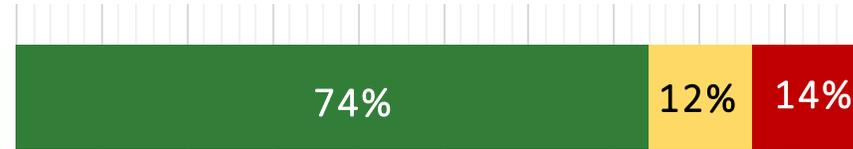
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Impact Correlation

.69

.68

.66

.65

.65

Impact Correlation analysis determines how related and important a survey item is to the level of Employee Engagement. The correlation index measures from .43 to .69 from least to most. The larger the number in blue, the stronger the relationship to employee engagement.

More Favorable Items: Scored *Above* the Benchmark

Dimension	Question	Responses	Mean	Unfavorable	Neutral	Favorable	Benchmark	Impact		FT Favorable (# Respondents)	PT Favorable (# Respondents)
Value	I believe in the values of this College.	627	4.29	3%	9%	88%	87%	0.483		88% (508)	90% (119)
Future Vision	I can see a clear link between my work and the College's vision.	622	4.04	7%	13%	80%	73%	0.463		80% (505)	79% (117)
Equip Factors	I have the training I need to do my job effectively.	625	3.98	8%	13%	79%	77%	0.518		78% (506)	80% (119)
Future Vision	I believe the College has an outstanding future.	627	4.04	5%	17%	78%	70%	0.549		77% (509)	81% 118
Compensation & Benefits	I am satisfied with the benefits I receive at the College.	619	3.85	8%	18%	74%	67%	0.498		78% (507)	56% (112)
Manager Effectiveness	My ideas and suggestions are considered by my supervisor.	622	3.94	10%	14%	76%	67%	0.568		76% (507)	77% (115)
Performance Management	My job performance has been evaluated fairly.	617	3.87	11%	15%	74%	71%	0.541		74% (505)	73% (112)

Favorable Items: Scored Near the Benchmark

Dimension	Question	Responses	Mean	Unfavorable	Neutral	Favorable	Benchmark	Impact		FT Favorable (# Respondents)	PT Favorable (# Respondents)
Teamwork	The people I work with cooperate to get the job done.	629	4.14	6%	12%	82%	83%	0.506		82% (509)	82% (119)
Safety	The College is committed to the health and wellness conditions of the employees on campus (e.g., COVID-19)	617	4.06	6%	15%	80%	N/A	0.453		81% (503)	74% (113)
Involvement & Belonging	My immediate supervisor/manager demonstrates they care about my well-being.	628	4.07	10%	12%	78%	79%	0.562		78% (508)	77% (119)
Work Life Balance	My immediate supervisor/manager supports my efforts to balance my work and personal life.	625	3.97	9%	16%	76%	78%	0.540		75% (505)	78% (119)
Growth & Development	My supervisor/manager provides me with timely and helpful feedback.	629	3.9	11%	15%	73%	75%	0.570		73% (509)	76% (119)
Growth & Development	This College provides me with opportunities for learning and development.	626	3.72	14%	17%	70%	72%	0.522		69% (508)	74% (117)

Unfavorable Items: Needs Improvement

Impact range H .69 <0.57> L .43

The higher the impact score the stronger the correlation to employee engagement

Dimension	Question	Responses	Mean	Unfavorable	Neutral	Favorable	Benchmark	Impact		FT Favorable (# Respondents)	PT Favorable (# Respondents)
Trust	I trust the senior leadership of the College.	626	3.55	16%	26%	58%	68%	0.654		57% (507)	64% (118)
Future Vision	The senior leadership of the College has communicated a vision of the future that motivates me.	620	3.57	16%	25%	58%	64%	0.647		57% (501)	61% (118)
Change Management	I feel supported during organizational change at this College.	612	3.39	17%	33%	50%	57%	0.689		48% (496)	56% (115)
Equip Factors	Departments collaborate effectively to help the organization be more successful.	622	3.44	18%	27%	54%	62%	0.537		53% (504)	57% (117)
Manager Effectiveness	My manager holds employees accountable for poor performance.	601	3.49	18%	26%	55%	77%	0.470		54% (492)	59% (108)
Diversity	The College is committed to providing equal opportunity for all employees.	626	3.54	18%	23%	59%	72%	0.624		57% (507)	66% (117)
Teamwork	There is good teamwork and cooperation between departments and/or divisions at this college.	625	3.34	23%	25%	52%	62%	0.535		52% (507)	52% (117)
Recognition	I regularly receive appropriate recognition when I do a good job.	618	3.37	24%	23%	53%	62%	0.634		51% (501)	61% (116)
Involvement & Belonging	I believe that the College leadership values staff input in their decision-making process.	628	3.25	25%	28%	47%	N/A	0.632		45% (509)	54% (118)

Unfavorable Items: Needs Improvement

Dimension	Question	Responses	Mean	Unfavorable	Neutral	Favorable	Benchmark	Impact	FT Favorable (# Respondents)	PT Favorable (# Respondents)
Value	The College leadership is held accountable for behavior inconsistent with the College's core values.	615	3.21	25%	31%	44%	54%	0.610	41% (496)	55% (118)
Ethics	I can report unethical practices without fear of reprisal.	618	3.29	25%	25%	50%	73%	0.541	48% (499)	59% (118)
Change Management	Senior leadership does a good job of communicating the reasons behind important changes that are made.	626	3.24	26%	27%	47%	62%	0.614	46% (506)	51% (119)
Recognition	The College recognizes productive people	624	3.25	27%	25%	49%	62%	0.683	46% (506)	58% (117)
Communication	There is open and honest two-way communication at this College.	628	3.18	28%	28%	45%	61%	0.646	44% (508)	47% (119)
Growth & Development	I have opportunities for advancement in this College.	621	3.18	31%	24%	46%	63%	0.630	45% (507)	47% (113)
Compensation & Benefits	I am paid fairly for the work I do.	625	3.1	31%	24%	45%	56%	0.492	47% (506)	39% (118)
Compensation & Benefits	The compensation plans of the College reward outstanding job performance.	593	2.96	33%	35%	32%	54%	0.586	32% (484)	31% (108)
Value	Staff are valued and compensated equally throughout the College.	628	2.74	45%	25%	29%	N/A	0.586	28% (509)	35% (118)

Comparing Divisions

		Academic Affairs	Administration	Adult & Con't Education	Information Technology	Institutional Advancement	President's Office	Student Affairs
Responses	**630**	**150**	**155**	**109**	**38**	**26**	**6**	**146**
Engagement	68%	73%	81%	61%	76%	53%	88%	54%
Manager Effectiveness	67%	73%	72%	68%	67%	60%	95%	57%
Equip Factors	69%	74%	81%	58%	78%	51%	96%	60%
Change Management	48%	54%	61%	41%	53%	29%	75%	36%
Communication	63%	66%	73%	58%	68%	58%	79%	51%
Compensation & Benefits	51%	48%	59%	48%	52%	54%	67%	46%
Diversity	60%	59%	74%	50%	71%	50%	100%	52%
Ethics	50%	54%	62%	46%	45%	50%	100%	35%
Future Vision	72%	73%	80%	64%	79%	76%	72%	65%
Growth & Development	66%	71%	76%	61%	70%	59%	83%	52%
Involvement & Belonging	65%	69%	73%	66%	68%	61%	92%	52%
Performance Management	71%	75%	77%	69%	74%	64%	94%	62%
Quality	74%	77%	83%	67%	79%	58%	100%	65%
Recognition	51%	60%	60%	47%	51%	42%	75%	35%
Safety	74%	77%	87%	67%	91%	75%	92%	56%
Survey Credibility	54%	59%	66%	48%	61%	42%	50%	44%
Team Work	67%	72%	78%	57%	74%	38%	92%	59%
Trust	67%	74%	77%	58%	70%	60%	72%	53%
Work Life Balance	69%	74%	79%	69%	73%	63%	92%	53%
Value	56%	59%	66%	52%	61%	44%	71%	45%

More Favorable

Less Favorable

Respondents by Race/Ethnic Groups
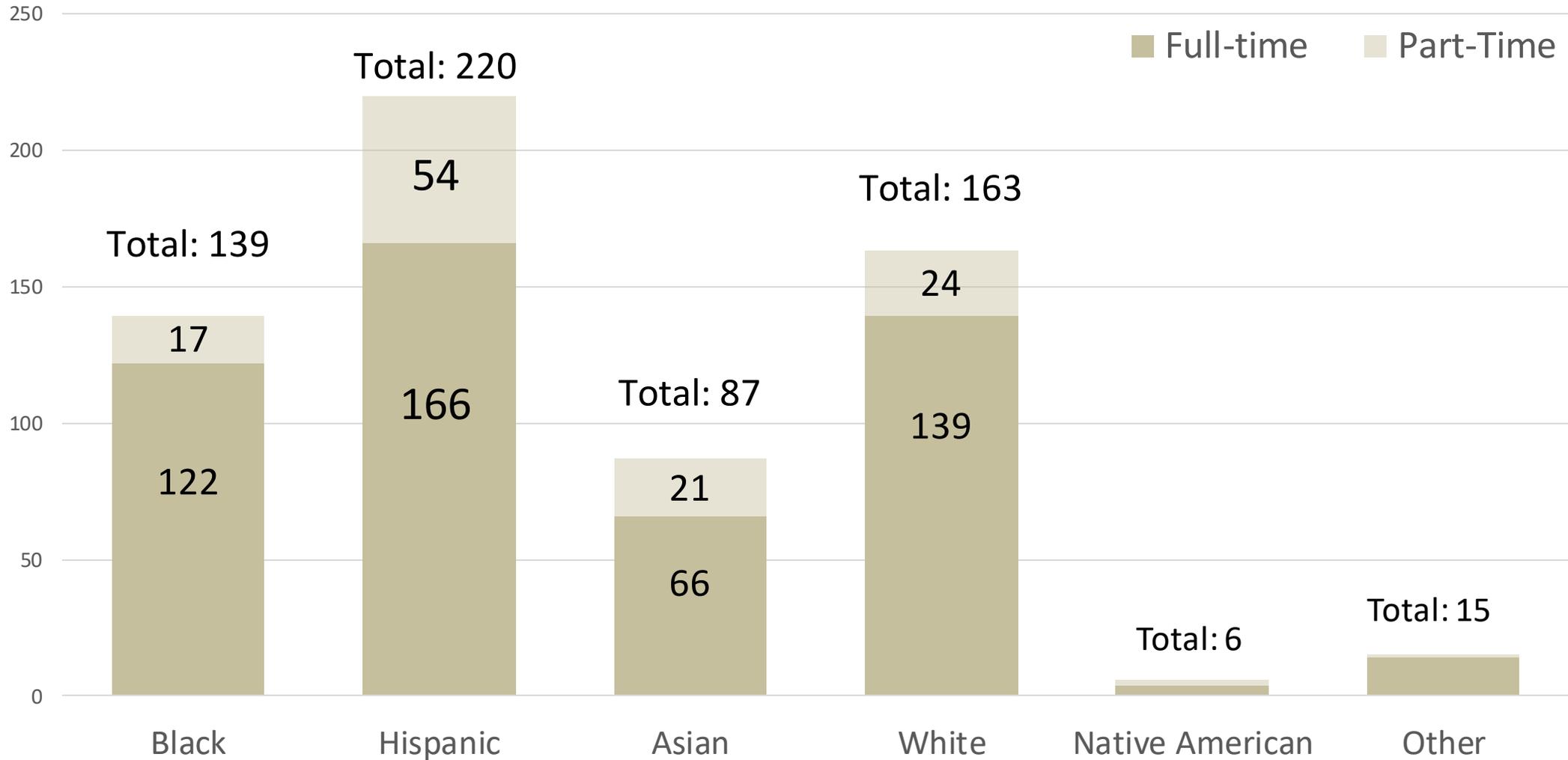
Race/Ethnic Groups by Dimensions

	Total	Asian	Black	Hispanic	White
Responses	**630**	**87**	**139**	**219**	**163**
Engagement	68%	71%	65%	71%	64%
Manager Effectiveness	67%	69%	63%	69%	66%
Equip Factors	69%	76%	70%	72%	61%
Change Management	48%	56%	43%	54%	42%
Communication	63%	67%	56%	67%	58%
Compensation & Benefits	51%	58%	46%	53%	50%
Diversity	60%	64%	49%	65%	57%
Ethics	50%	48%	43%	57%	46%
Future Vision	72%	78%	60%	79%	69%
Growth & Development	66%	68%	59%	69%	64%
Involvement & Belonging	65%	67%	60%	68%	64%
Performance Management	71%	74%	66%	75%	67%
Quality	74%	84%	78%	74%	66%
Recognition	51%	52%	46%	54%	49%
Safety	74%	77%	73%	79%	66%
Survey Credibility	54%	66%	46%	63%	45%
Team Work	67%	72%	67%	71%	59%
Trust	67%	75%	55%	72%	64%
Work Life Balance	69%	76%	65%	71%	67%
Value	56%	63%	48%	60%	53%

Responses of Race/Ethnic Groups to Engagement Index

	TOTAL	ASIAN	BLACK	HISPA	WHITE
Overall	**68%**	71%	65%	71%	64%
I would gladly recommend this College as a place to work to people I know and respect.	**70%**	74%	63%	74%	66%
I rarely think about looking for a new job.	**49%**	52%	46%	50%	48%
I am proud to work for this college.	**80%**	83%	79%	81%	77%
Overall, I am extremely satisfied with the College as a place to work.	**73%**	75%	71%	77%	66%

Comments by Topic

SECURITY

Topic	Count
Training	1
No comment	1
Mission	1
Leadership	1
Crisis response	1
Growth, Learning & Development	1
Communication	1
Work/Life Balance	2
Change Management	2
Trust	2
Customer Focus	2
Management/Supervisor	3
Future Vision	3
Diversity & Inclusion	3
Involvement & Belonging	4
Unknown	12
People	12
Systems & Resources	17
Safety/Physical Work Environment	18

DIVERSITY

Topic	Count
Safety/Physical Work Environment	1
Management/Supervisor	1
Engagement	1
Communication	1
Systems & Resources	2
Future Vision	2
Autonomy	2
Diversity & Inclusion	2
Performance Management	3
No comment	3
Customer Focus	3
Compensation & Benefits	3
Leadership	4
Unknown	7
Training	7
Growth, Learning & Development	9
People	12
Involvement & Belonging	25

Action Plans – Recommendations Aligned with College Priorities

| Areas of Improvement | Understand Context | Build Action Plan | Implement Plan |

Analyze Survey Results *(% =Favorable)*		**Develop Strategies for Improvement**	**Use Qualtrics Action Planning tool**
Focus on Middle States *Standard II: Ethics and Integrity* ■ Value: The College leadership is held accountable for behavior inconsistent with the College's core values (44%). ■ Trust: The College shows a commitment to ethical business decisions and conduct. (68%) ■ Ethics: I can report unethical practices without fear of reprisal (50%). ■ Communication: There is open and honest two-way communication at this College (45%). *Standard VII: Governance, Leadership, and Administration* ■ Involvement & Belonging: I believe that the College leadership values staff input in their decision-making process (47%). ■ Change Management: Senior leadership does a good job of communicating the reasons behind important changes that are made (47%). ■ Change Management: I feel supported during organizational change at this College (50%).	**Focused on the Strategic Plan** *Goal 2: Strengthen Learning for Students and for Faculty, Staff and the College* ■ Growth & Development: I have opportunities for advancement in this College (46%) ■ Recognition: The College recognizes productive people (49%) ■ Compensation & Benefits: The compensation plans of the College reward outstanding job performance (32%) *Goal 4: Build Inclusive Community to Achieve the College Mission* ■ Diversity: The College is committed to providing equal opportunity for all employees (59%) ■ Value: Staff are valued and compensated equally throughout the College. (29%)	■ Evaluate mission and existing Strategic Plan to strengthen staff inclusion and development. ■ Evaluate compensation plans. ■ Develop strategies to ensure staff participation in all collegewide initiatives. ■ Collaborate with existing on-campus groups and committees to develop recommendations and provide input on action plans. ■ Hold a series of information sessions and discussion groups for staff to improve engagement. ■ Create a college-wide task force which includes HR (RF & LaGuardia), and Institutional Research, that is charged with monitoring, achieving, and reporting improvements.	■ Create Action Plans utilizing Qualtrics' suggested Action Plans customized by LaGuardia to achieve improvements. **Track Progress** ■ Follow timeline set by Qualtrics' software and measure progress.