



2020 Employee
CLIMATE SURVEY

SBCCD.EDU/RESEARCH

SAN BERNARDINO COMMUNITY COLLEGE DISTRICT

August 5, 2020

Dear Colleagues,

Earlier this year, we invited you to provide your anonymous and candid feedback on how the San Bernardino Community College District is doing in supporting your day-to-day work. Whether it is human resources, technology, business and fiscal services, campus safety, facilities, or economic development and corporate training, your input helps us reinforce what is working and address what is not.

This report reflects the survey results and voices of 232 personnel —around 16 percent of our workforce districtwide. Despite the disruptions that the global pandemic has had in our college district, employees generally say that our work culture is better today than a year ago (see page 4).

The survey results also underscore that open communication and teamwork are vital to delivering our educational mission. That is why this upcoming academic year, we will:

- Partner with Franklin Covey to provide personnel with "Speed of Trust" training to enhance our leadership and trust-building skills
- Enhance communication and accountability tools among collegial consultation committees and constituent groups
- Work with managers to expand customer service training and professional development opportunities to all district personnel

As we continue to listen and take stock of how we can improve, we've held districtwide forums that have reaffirmed the importance of equity. To that end, in the year ahead, we will:

- Reinforce our Equal Employment Opportunity Plan
- Partner with the USC Race and Equity Center and the California Community College Equity Leadership Alliance
- Put into practice the board-approved resolution reaffirming our commitment to racial equity and justice

Positive change across our colleges and district is possible when we work together. This employee climate survey is a vital building block in the community we are working to build.

Sincerely,



Jose F. Torres
Interim Chancellor



Dr. Kevin Horan
President, CHC,



Diana Z. Rodriguez
President, SBVC



Kristina Hannon
Vice Chancellor HR & Police Services



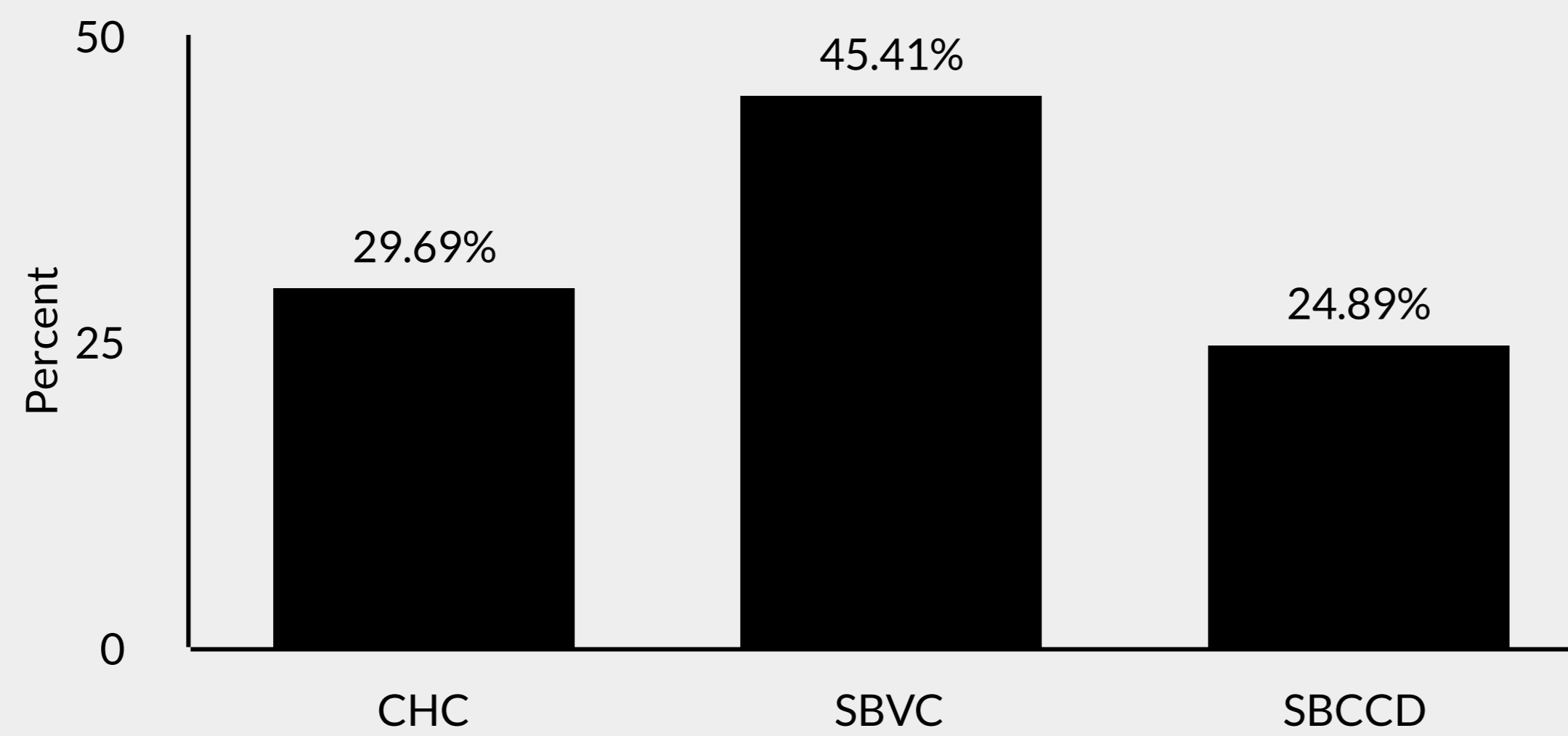
Angel Rodriguez
Sr. Dir. of Mktg., Public Affairs & Government Relations

SURVEY STATISTICS DASHBOARD

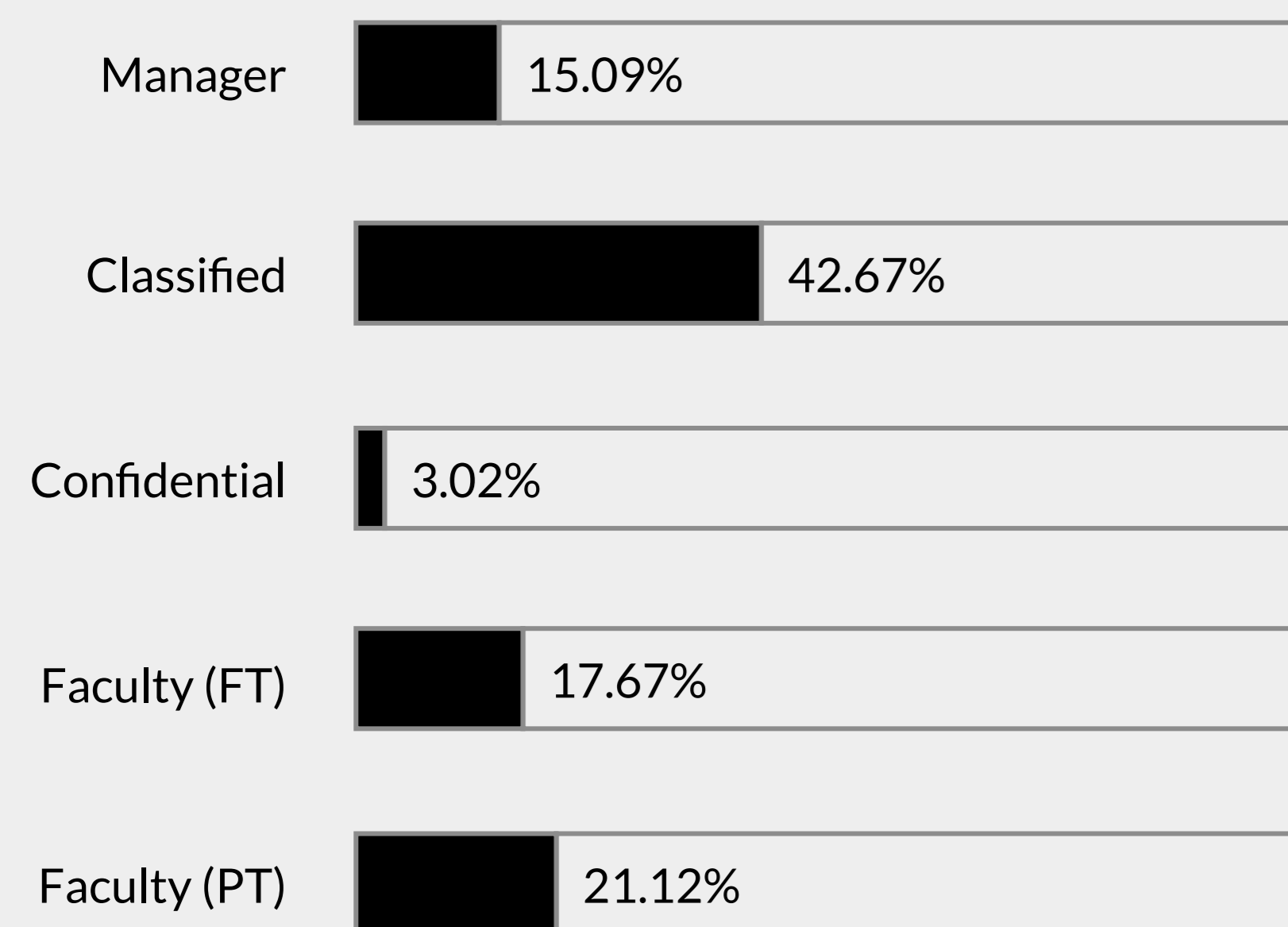
232

The number of employees that completed the survey (16% - of 1458)

Employee Response Rate by Location



Employee Response Rate by Category



Departments Evaluated

1. Business Services
2. EDCT
3. Fiscal Services
4. Human Resources
5. KVCR
6. Facilities, Planning, & Construct.
7. Police
8. Technology





EMPLOYEES SEE WORKPLACE IMPROVEMENTS HAPPENING SINCE 2019

The data in the table below shows the change (count and percent) in the number of times that a theme was mentioned in an employees response in the 2019 climate survey versus the 2020 climate survey.

Summary: According to employee comments, SBCCD has improved in every category of evaluation since 2019. The greatest improvement has been in the areas of Business and Fiscal Services and customer service (the areas/services employees felt needed the most improvement in 2019).

Note: We only display the top 5 themes.

THEME	Number of Themed Responses in 2019	Number of Themed Responses in 2020
Improve communication with campuses	38	30 (21% improvement)
Need improvement In paying bills on time	39	11 (72% improvement)
Greater variety of voices on committees	15	14 (7% improvement)
Customer service needs improvement	13	3 (77% improvement)
Improve transparency in decision-making	18	14 (22% improvement)



EMPLOYEE VOICES

WORKPLACE STRENGTHS

- "I find that all the personnel are very eager to help and invariably courteous and capable."
- "Facilities (district & campus) is understaffed but they try hard to resolve issues quickly."
- "Customer service has begun to improve."
- "Overall, the managers and staff are good at their jobs."

WORKPLACE OPPORTUNITIES

- "We can increase safety by having the police resume unlocking doors after hours."
- More professional development for classified staff to increase confidence in committee participation.
- Employees desire better integration of KVCR and EDCT into the campuses.
- "Everyone is doing their best to make the district what it is today."

LOOKING AHEAD TO THE FUTURE

- Employees feel that the district has improved in Business and Fiscal Services, Accounts Payable, and HR.
- Employees value (1) open lines of communication with executive leadership and (2) knowing Board priorities.
- Leverage our newly acquired online capabilities.
- Employees are optimistic about the direction of the district.

FOUR AREAS OF OPPORTUNITY:

The qualitative themes were developed by counting the number of times that a word, or its synonym, were mentioned in the open-ended responses. We also analyzed the themes for valence, being careful to separate positive and negative contexts in which a given words was used.

We identified 10 themes that have appeared in both the 2019 and the 2020 climate survey. However, some of the themes overlap so we combined them into 4 categories of responses.

While we focus on areas for improvement, page 6 highlights areas where employees gave high marks to District Support Operations (DSO).

Improve Transparency & Communication

Definition: Comments related to the visibility & responsiveness of DSO staff & the relationship quality between DSO and campus constituents.

Key Words: Communication, Transparency

Example: "There was an incident at SBVC relating to bathroom accessibility. I don't know how that was resolved because there was no districtwide communication made at that time or afterward."

Improve Business Policies and Procedures

Definition: Comments related to the clarity of business and fiscal polices and procedures.

Key Words: Policies, Procedures, Bills, invoice, pay

Example: "Procurement policies and procedures seem to change a lot. The problem I find is the customer service. If something doesn't follow a new rule the responses are usually unfriendly."

Improve Customer Service

Definition: Comments related to interactions with District Support Operations staff.

Key Words: Customer Service, Communication

Example: "Although they have improved, accounts payable needs customer service training. It seems like they don't care."

Transparency and Committee Representation

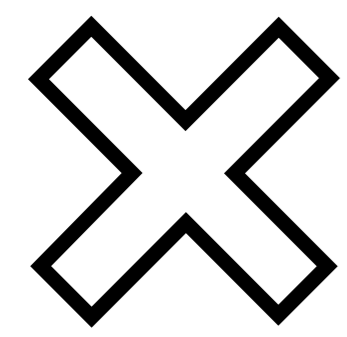
Definition: Comments related to experiences working on committees or the availability of information.

Key Words: Transparency, Committee, Information

Example: "The fact that students or staff are often not present even though they are on the committee is a sign that collegial consultation is not working well."

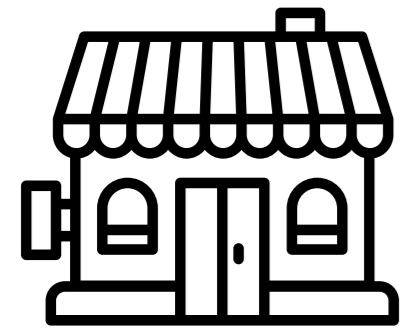


KEY TAKEAWAYS



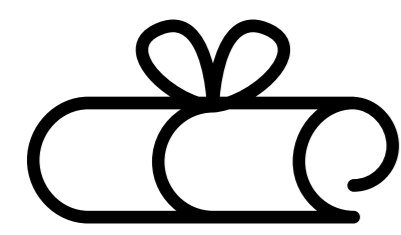
1

Diversity is good but there is room for improvement



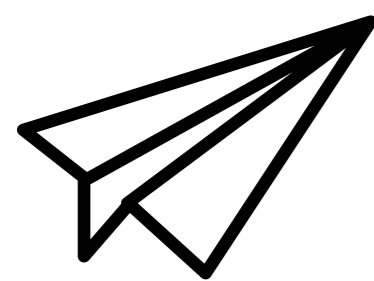
2

Consider developing handbooks of policies and procedures



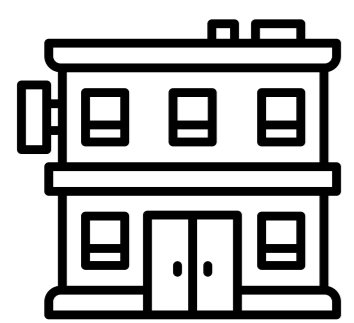
3

Consider how students may participate in the collegial process



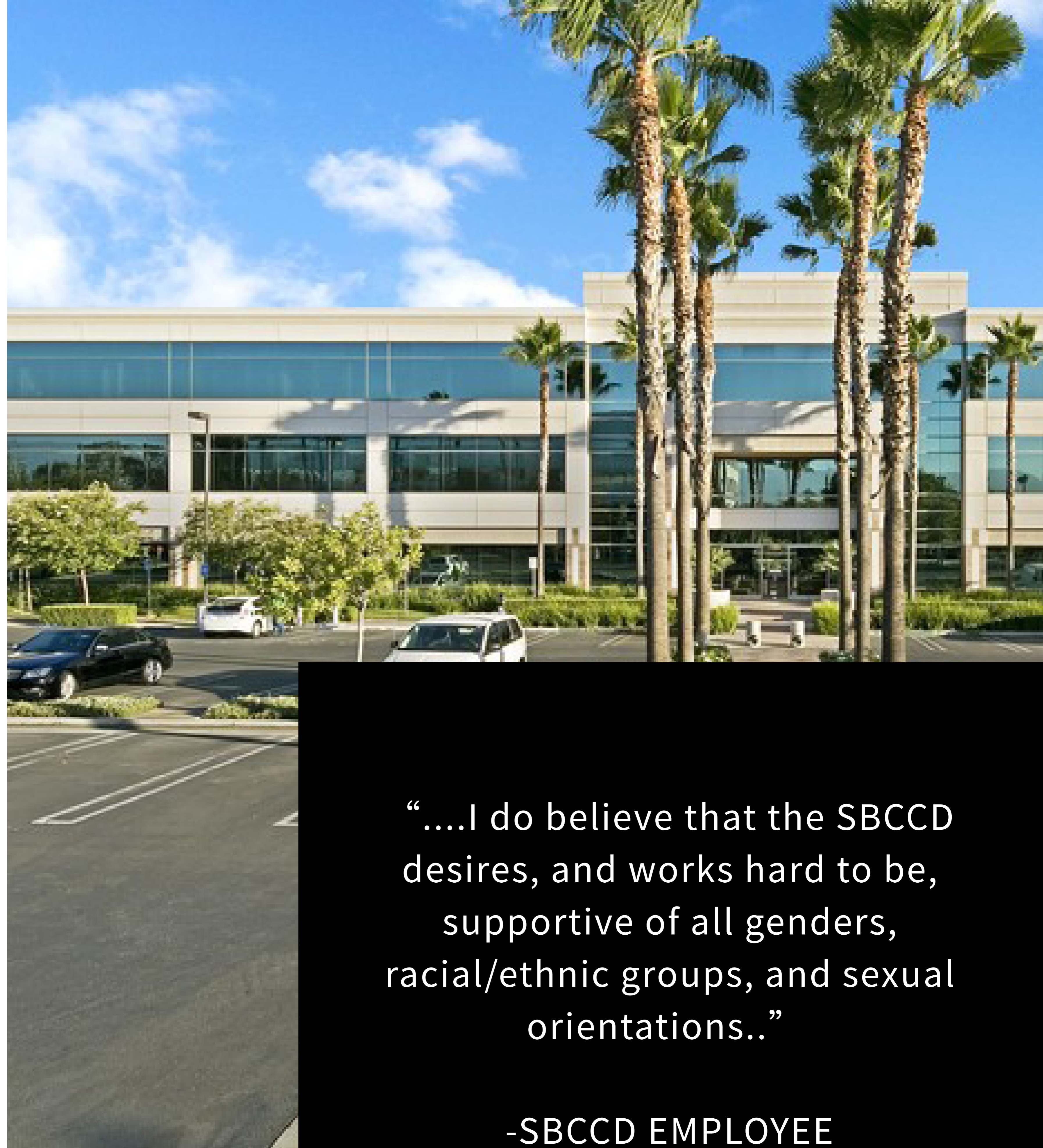
4

Consider how to make EDCT and KVCR more visible



5

Consider how to improve the reimbursement processes



“...I do believe that the SBCCD desires, and works hard to be, supportive of all genders, racial/ethnic groups, and sexual orientations..”

-SBCCD EMPLOYEE