



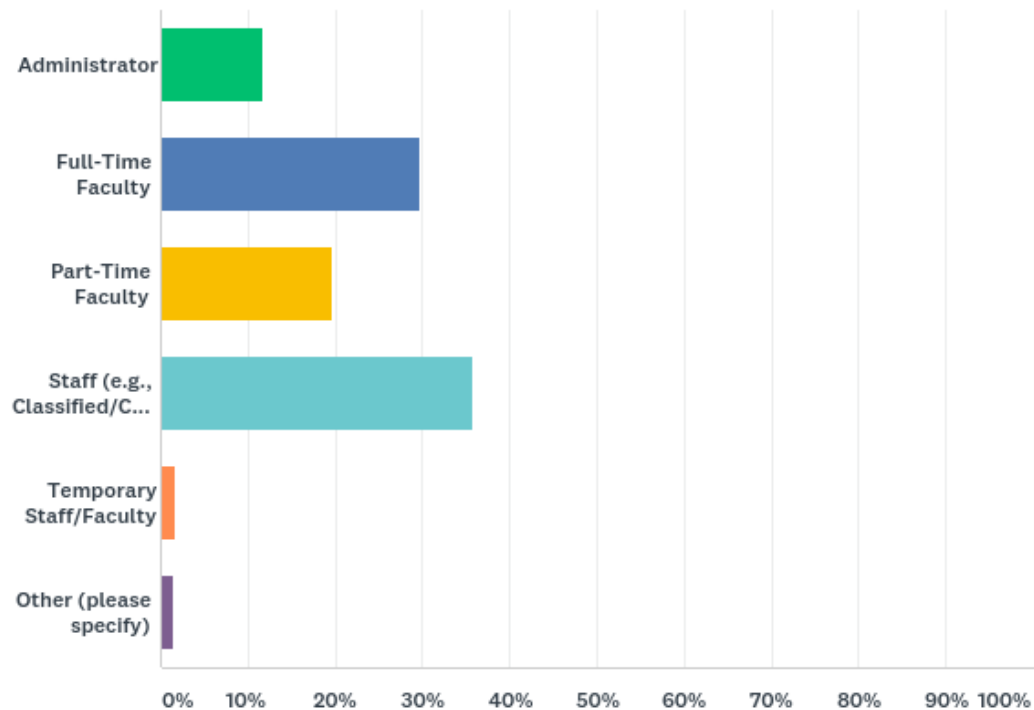
Hartnell College

October 2019
Employee Engagement Survey Results

JILL CHRISTENSEN
international

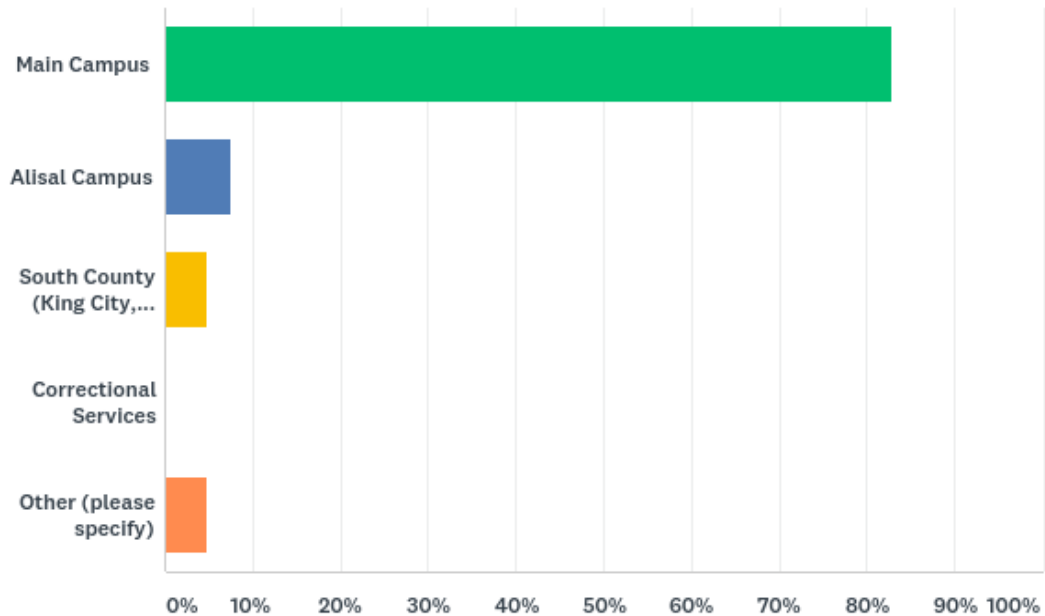
Demographic Data

Q1 What is your job role?



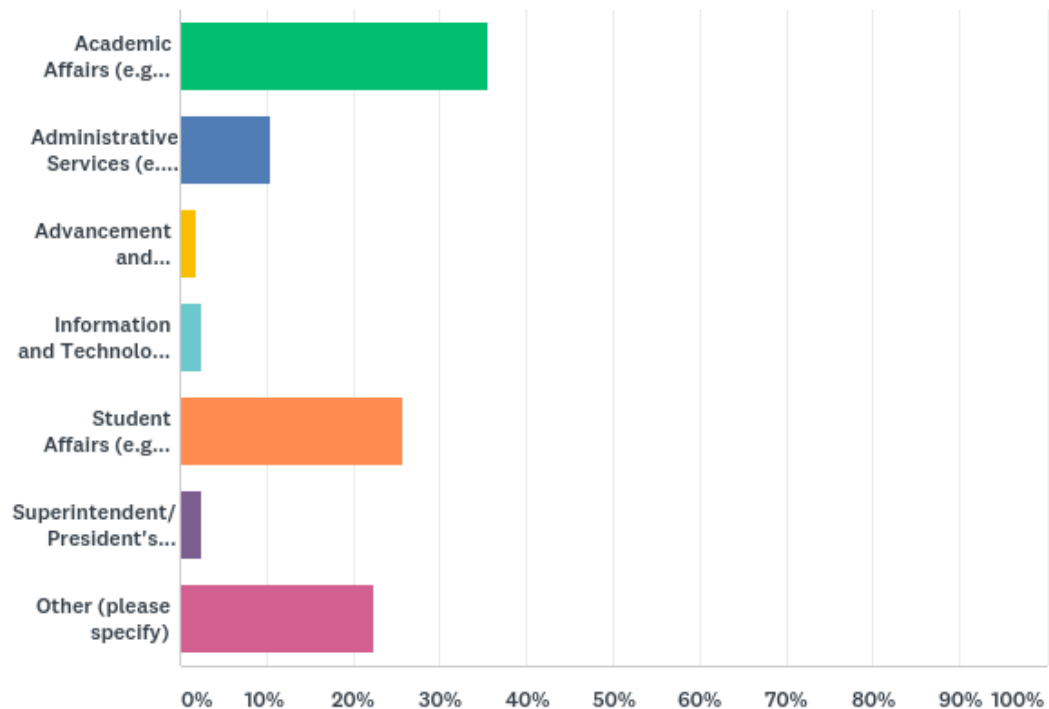
Demographic Data

Q2 Where do you work (select the best option)?



Demographic Data

Q3 What department do you work in?



Overall Survey Scores

	Engaged	Neutral	Disengaged
October 2019 Employee Engagement Score	58%	22%	20%
Education Industry Benchmark	69%	18%	13%
Hartnell Response Rate (292 responses)	30%		

Survey Scores by Role

Administrator		
Engaged	Neutral	Disengaged
74%	15%	11%
FT Faculty		
Engaged	Neutral	Disengaged
58%	20%	22%
Staff		
Engaged	Neutral	Disengaged
54%	23%	23%
PT Faculty		
Engaged	Neutral	Disengaged
53%	26%	21%

Highest Scoring Questions

	Hartnell	Education	
WORK ENGAGEMENT	Positive	Positive	Diff
I am inspired to meet my goals at work.	73%	75%	-2%
I feel completely involved in my work.	87%	83%	4%
I am often so involved in my work that the day goes by very quickly.	81%	81%	0
I am determined to give my best effort at work each day.	91%	93%	-2%
When at work, I am completely focused on my job duties.	86%	87%	-1%
RELATIONSHIP MANAGEMENT	Positive	Positive	Diff
My supervisor and I have a good working relationship.	74%	80%	-6%
My coworkers and I have a good working relationship.	82%	87%	-5%
WORK ENVIRONMENT	Positive	Positive	Diff
My organization's work positively impacts people's lives.	88%	91%	-3%
My organization operates in a socially responsible manner.	72%	84%	-12%
I understand how my work impacts the organization's business goals.	82%	86%	-4%

Lowest Scoring Questions

	Hartnell	Education	
CAREER DEVELOPMENT	Positive	Positive	Diff
I am pleased with the career advancement opportunities available to me.	35%	46%	-11%
My organization is dedicated to my professional development.	36%	59%	-23%
I am satisfied with the job-related training my organization offers.	35%	60%	-25%
I am satisfied with the investment my organization makes in training and education.	38%	57%	-19%
WORK ENGAGEMENT	Positive	Positive	Diff
In my organization, employees adapt quickly to difficult situations.	41%	71%	-30%
Employees in my organization willingly accept change.	35%	56%	-21%
COMPENSATION	Positive	Positive	Diff
I am satisfied with my overall compensation.	37%	38%	-1%
I am compensated fairly relative to my local market.	34%	33%	1%
RELATIONSHIP MANAGEMENT	Positive	Positive	Diff
Communication between senior leaders and employees is good in my organization.	37%	52%	-15%
Senior management and employees trust each other.	29%	58%	-29%

Key Findings

- Overall score of 58% is 7 points off Best-in-Class (65%) and 11 points off the Education Industry.
- 30% response rate is 50 points off Best-in-Class (80%), but a 25% response rate means that it's a valid survey.
- 22% of respondents are neutral or 'on-the-fence.' These are the employees we have the best opportunity to move into the Engaged category in 2020.
- A potential area of opportunity is to actively 'address' Disengaged employees and work with them to improve, as one in every five people is in this category. It's much easier to move an employee from Neutral to Engaged than Disengaged to Engaged.

2020 Areas of Opportunity

- **Career Development**
 - Increase advancement and training opportunities
- **Work Engagement**
 - Increase employee resiliency and the 'sense of urgency'
- **Compensation**
 - Communicate effectively about compensation
- **Relationship Management**
 - Increase/improve communications between senior leaders and employees

Next Steps

- Jill partners with Hartnell to create a detailed plan to improve the Areas of Opportunity.
- Activities will be aligned with institutional goals and strategic priorities (Plan for Engagement).
- Set a 2020 Employee Engagement Goal. Jill recommends 63-65%.
- The conversation will continue, as culture change is a journey and something we need to keep alive/nurture.
- The next Employee Engagement Survey will be conducted in October 2020 to gauge progress.