1. What areas of opportunity were identified in your division as a result of the Staff Survey? (Please note similarities or themes across the divisions.)

A. Communication and trust
   - Communication (8) – while interpreted differently (external, internal departmental, or smaller) clearly it is an area of opportunity.
   - Trust (3) - disconnect between leadership + rest of division leads to trust issues
   - Regarding facilities, better communications through divisional supervisor meetings.
   - Senior staff credibility + communication
   - Communications as a result of several changes in structure
   - Communication about things being discussed at upper levels of college
   - All wonder about breakdown by demographic
     - (years of service, salaried/hourly, race, gender, etc.)
   - Are any of our opportunities something that goes beyond the division level?
     - How do we address things college wide?
   - Departments mirror the college
   - Not all staff attend the division meeting

B. Compensation
   - Salaries/Compensation (4)
   - Significant difference between salaried + hourly staff

C. Professional development
   - Professional development + growth
   - Professional development/career advancement (3)
   - Advancement + job progression (2) (nothing happened with JCCP/Promotion Scheme, same title, more knowledge/responsibility)
   - Professional development opportunities
   - Questions about how to move progressively within your title + clarity around promotion potential.

D. Workload
   - “Creep” of work into off hours. Need ways to alleviate stress of feeling constantly expected to work/think about work.
Staff Survey – Supervisory Forum Table Discussions / March 2018

- Workload
- Being overworked (2)
- Morale in terms of being/feeling valued
- Perception question-how can we translate perception to actionable change?

E. Faculty / Division/ Staff divide
- Disconnectedness
- Staff/faculty divide (3)
- Staff more satisfied with their working groups in department as opposed to the whole division

F. Create a respectful environment first
- Gender equity + Fairness
- Faculty respect
- Inclusion (2)
- Respect (3)
- Planning, +respect, + personnel

G. Topics similar between divisions and college results
- Casual employees
- Not enough staff
- How to improve onboarding
- Our different departments/divisions were at different levels in processing the departmental and divisional results
- The meetings for some staff groups have not happened yet
- All members of the group report that the divisional results were similar to College as a whole
- Whatever the College has identified as a challenge, this is also what the divisional results have been

H. Quarterly employee feedback surveys
2. What are some ideas on how to have conversations with the staff in order to identify ways to address these opportunities?

A. Meetings/Discussions/Groups
   - Small group discussions
   - Split into smaller groups for communication + discussion
   - Cross-level team meetings
   - Strategic planning with a consultant
   - Enhanced/different staff meetings
   - Open office hours @ sr. mgr. level
   - More + layers of staff meeting’s
   - Late summer retreat
   - Collaboration + program department head
   - Make time + space for more communication (beyond standing meetings)
   - Sr. staff meeting, VP reports meeting themes to division
   - A focus group that dives more deeply into the responses so data is not interpreted in a vacuum
   - On-boarding—trigger new duties
   - Regular division meetings + departmental meetings
   - Working groups on areas of opportunities + mix groups, report out at retreat
   - A preliminary workshop process has been discussed. Some of the goals of this workshop is to build upon communication and how to build on our strengths
   - Identify areas for action – department /external colleagues’/ campus leadership

B. Employee Morale
   - Build trust
   - Political correctness leads to fear
   - Being comfortable receiving challenging information/constructive feedback
   - Be comfortable talking about failure without fear or blame/retribution
   - Sharing across divisions, struggles we’re having, do staff feel safe?
   - Start by addressing how to have these tough conversations first
   - Focusing on the positives
   - Group has on-going concerns regarding staff/faculty relationships
   - Some perceive there to be a caste system at the College
   - Staff do not feel faculty value their work
   - We need to give ourselves time to grow in order to make a cultural change
   - We need to build trust, not just as helpers but in collaboration in meeting the mission of the College
   - How do we break the historical make-up and create real change?
   - There is a lot of misinformation as to what we do as staff
   - The caste system resonates with us; we need to figure out a concrete way to approach this (caste system)
Some departments have more issues with this (cast system) than others
How do we create those spaces where the cultural work can happen?

C. Communication
Be clear about the process + expectations
Feedback surveys at the staff level or supervisor/staff meetings.
Sharing of leadership meeting agenda + outcomes – senior staff, division
Staff is waiting to hear from upper management what their intention of plans are after years of non-movement, staff is frustrated with lack of change.
Hear from other divisions
Have listening time to hear concerns or submit in writing
Make managers more available to employees
Know/report out themes of faculty meetings (by VP, or Catherine)
Institutional highlights get shared
  • Strategic plan
  • Prioritize on capital campaign
  • Building projects, etc.
Inter-departmental communication, link among departments that have common purpose/goals or collaborative needs (ex: SA + Athletics)
Need to ask hard questions about what kind of development opportunities are available
One department is seeking guidance on how to prepare for challenging conversations
As a group we agreed communication across the board needs to improve
  • JCCR/P feels incomplete – market rates + titles still seem inconsistently applied, particularly for long-term employees. More dialogue is needed.
3. What will be the desired outcomes from those conversations? (Time frame, structure of the meeting, ideas to encourage employee participation and engagement, focus on having a dialogue, etc.)

A. Effective Communication
   o Better flow of info (2)
     ▪ Will help us do our jobs
     ▪ Will help us feel more a part of the community
   o More collaboration
   o Quarterly meetings divisionally and staff meetings monthly
   o Need better on-boarding for everyone-more connections across campus

B. Meaningful Feedback
   o More feedback
   o Suggestions on how to implement
   o Feedback presented to divisional managers

C. Improved Employee Morale/Work Environment
   o Opportunities to better know staff and what they do, concerns
   o Improved morale
   o Changes in how we function as a division
   o Improved efficiencies
   o Busy with individual jobs, hard to participate in campus – wide issues
   o Increase sense of community + belonging
   o Staff feelings heard + understand steps to be undertaken
   o More opportunities for serendipitous encounters w/faculty, why are faculty supervisors not at this meeting?
   o Figure out why some departments have such a retention issue
   o Culture shift takes time, but a culture of communication is the desired outcome
   o People feeling like their voices are heard and trust that they are contributing to actual solutions (not just talking to a wall!)
4. What support and/or resources might you want from Human Resources to assist you with these meetings?

A. Collecting Feedback/ Receiving Support from Managers
   - Structured survey forms so questions are uniform
   - Increase in ways supervisors can be supportive, included
   - More regular check-ins on how + whether change is happening (quarterly)
   - Help in finding ways to engage hourly staff
   - Our division needs more from our VP, the President + Catherine
   - Innovation to a good time, should save us time

B. Employee Performance Management
   - Performance evaluation – emphasize the “how you do your work” more + reward those who act well-communicate, involve, teamwork, etc. will really signal that this matters.
   - Performance evaluation process
   - Balance innovation + maintenance
   - But innovation + doing more is what gets rewarded
   - Performance evaluation process – timing is awful, individual changes by dept.

C. Trainings/Programs
   - Training for difficult conversations (scaffolding approach/multiple sessions)
     - Comprehensive communication approach on how to say no, and how to accept no
   - Mentorship program
   - Succession planning for retirement as positions become available
   - Leadership training for supervisors
   - Help with team building
1. Communication and trust
   – some solutions can impact multiple topics in the survey data
   – sharing information, improving communication are key ingredients in building trust

2. Attendance and participation
   – only managers came to Kevin’s recent talk
   – how can we get more staff to attend these events
   – if supervisors or department heads encourage participation, enrollment typically increases at trainings and events; invite staff to attend, and ask them to report back what they learned
   – have staff encourage other staff to attend

3. Faculty / Staff divide
   – create more opportunities for serendipitous encounters between staff and faculty
   – consider scheduling a “forum” for faculty and staff supervisors

4. Professional development
   – create clearer paths and opportunities for advancement on campus
   – help staff identify steps they can take to move from position to position

5. Communication – internal and external
   – how is effective communication done
   – what level are we talking about when we think about communicating
     • department
     • division
     • college
   – make the process and the unit receiving the communication clearer

6. Topics similar between divisions and college results
   – Dean of Faculty recently shared staff concerns at faculty meeting
   – want more opportunities for this type of information sharing
7. **Staff feeling heard**
   - staff want to know action will be taken
   - not sure what to do next: how to create trust and have an effective progression
   - supervisors want to be accountable to staff
   - have a conversation and use the existing structure (different committees and groups who are thinking about these issues across the campus)

8. **Create a respectful environment first**
   - our division plans to have a conversation about creating a respectful process before we talk about the survey data
   - identify how people want to engage and listen to each other before discussing specific data

9. **Quarterly employee feedback surveys**
   - create structured questions to allow staff to continue to offer feedback and ideas
   - invite ongoing comments on how things are going, what changes might be happening
   - HR could provide a framework or suggest the survey structure