Fall 2025 Palo Verde College Employee Climate Survey

Analysis

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Executive Summary

The Fall 2025 PVC Employee Climate Survey was conducted to assess employee perceptions across critical dimensions such as campus safety, student-centered practices, diversity and inclusion, leadership effectiveness, work environment, and compensation. With 82 respondents, the survey aimed to capture a comprehensive snapshot of organizational health and identify areas for improvement. The survey included multiple choice questions rated on a five-point Likert scale, covering both operational and cultural aspects. Key objectives were to evaluate employee engagement, sense of belonging, and confidence in leadership, while also measuring satisfaction with job responsibilities, recognition, and benefits. This initiative supports PVC's strategic goal of fostering a positive and inclusive workplace culture aligned with institutional values. The findings will inform targeted interventions to enhance communication, transparency, and employee well-being. By analyzing weighted averages and favorable/unfavorable response rates, leadership can prioritize actions that strengthen collaboration, improve safety communication, and reinforce diversity efforts. Ultimately, the survey serves as a diagnostic tool to guide evidence-based decision-making and continuous improvement in employee experience.

Strengths

The survey results highlight several organizational strengths that contribute to a positive employee experience. Work environment indicators scored highest, with employees reporting strong engagement (WA≈4.11), motivation (WA≈4.15), and fulfillment in job responsibilities (WA≈4.17). Notably, employees feel their work contributes meaningfully to PVC's success (WA≈4.35) and appreciate opportunities for significant contributions (WA≈4.33). Student-centered practices also received favorable ratings, with 73% agreeing that PVC offers services promoting academic success and 67% affirming efforts to close equity gaps. Leadership at the supervisor and departmental level emerged as another strength, with high scores for communication clarity (WA≈3.87) and psychological safety in interactions (WA≈4.10).

These findings suggest that PVC has successfully cultivated a culture of purpose and trust at the local leadership level, reinforcing employee confidence in their immediate work environment.

These strengths provide a solid foundation for addressing areas of improvement and sustaining high levels of engagement and performance across the institution.

- **Work experience is positive**: Employees find their jobs fulfilling (Weighted Average -- WA≈4.17) and feel motivated (WA≈4.15) and engaged (WA≈4.11). They strongly feel their work **contributes to PVC's success** (WA≈4.35) and that they have **opportunities to make meaningful contributions** (WA≈4.33).

- **Student-centered commitment is visible**: Staff affirm a variety of services promoting student success (73% favorable; WA≈3.99) and believe PVC is working to close equity gaps (67% favorable; WA≈3.94).

- **Safety culture at the supervisor/department level**: Employees are **comfortable communicating with supervisors** (WA≈4.10) and satisfied with **supervisor support** (WA≈3.90).

Watchouts

Despite strong performance in several areas, the survey uncovered notable gaps that require immediate attention. The most significant concern is interdepartmental communication, which scored the lowest among all items (WA≈2.85) with approximately 44% unfavorable responses. This indicates systemic barriers to collaboration and information flow across units. Administrative leadership also shows room for improvement, particularly in openness (WA≈3.15), approachability (WA≈3.34), and listening to staff concerns (WA≈3.30). These scores suggest a disconnect between institutional leadership and employee expectations for transparency and engagement. Additionally, work-life balance (WA≈3.51) and recognition for contributions (WA≈3.48) lag behind other work environment metrics, signaling potential risks to morale and retention. Safety communication is another weak point, with emergency procedure awareness rated at WA≈3.39. Finally, discrimination reporting clarity remains an issue, as only 56% of respondents know how to report incidents, and 22% expressed uncertainty or disagreement. Addressing these gaps is critical to maintaining trust, equity, and organizational cohesion.

- **Cross-department communication is the weakest point**: "Communication between departments is effective" is lowest (WA≈2.85) with ~44% unfavorable—this undermines collaboration and trust.

- **Administration transparency & approachability are mixed**: Openness/transparency (WA≈3.15), listening (WA≈3.30), and approachability (WA≈3.34) trail supervisor-level scores, signaling a gap between local and institutional leadership experiences.

- **Recognition and work/life balance need lift**: Adequate recognition (WA≈3.48) and healthy work/life balance (WA≈3.51) sit below other work-environment measures.

- **Safety information and discrimination reporting knowledge**: While many feel safe and comfortable reporting safety concerns (WA≈3.85–3.99), communication about safety procedures is weaker (WA≈3.39), and only **56%** say they know how to report discrimination (22% disagree).

Insights

Visual analysis of the survey data reinforces the narrative of strong engagement and localized leadership contrasted with systemic communication challenges.

Category averages show Work Environment leading at WA≈4.0+, followed by Student-Centered practices and Supervisor-level leadership.

In contrast, Administration-level leadership and Safety communication trail behind. Top-rated items include meaningful work contributions and supervisor support, while bottom-rated items cluster around interdepartmental communication and administrative transparency.

Discrimination-related responses reveal that while most employees have not witnessed incidents (71%), only 56% know reporting procedures, and 22% perceive racial tension as a workplace issue.

These visuals provide a clear roadmap for prioritizing interventions and tracking progress over time

Highlights of what's working well, where attention is needed, and concrete, prioritized actions. Visuals are included to make patterns easy to see. (n=82).

Key Strengths:

• Employees feel highly engaged and motivated (WA≈4.15–4.35).

• Strong sense of meaningful contribution and job fulfillment.

• Positive student-centered commitment and equity efforts.

• Supervisor-level leadership rated highly for support and communication.

Areas for Improvement:

• Interdepartmental communication is weakest (WA≈2.85).

• Administrative openness and transparency lag behind departmental leadership.

• Recognition and work/life balance need improvement.

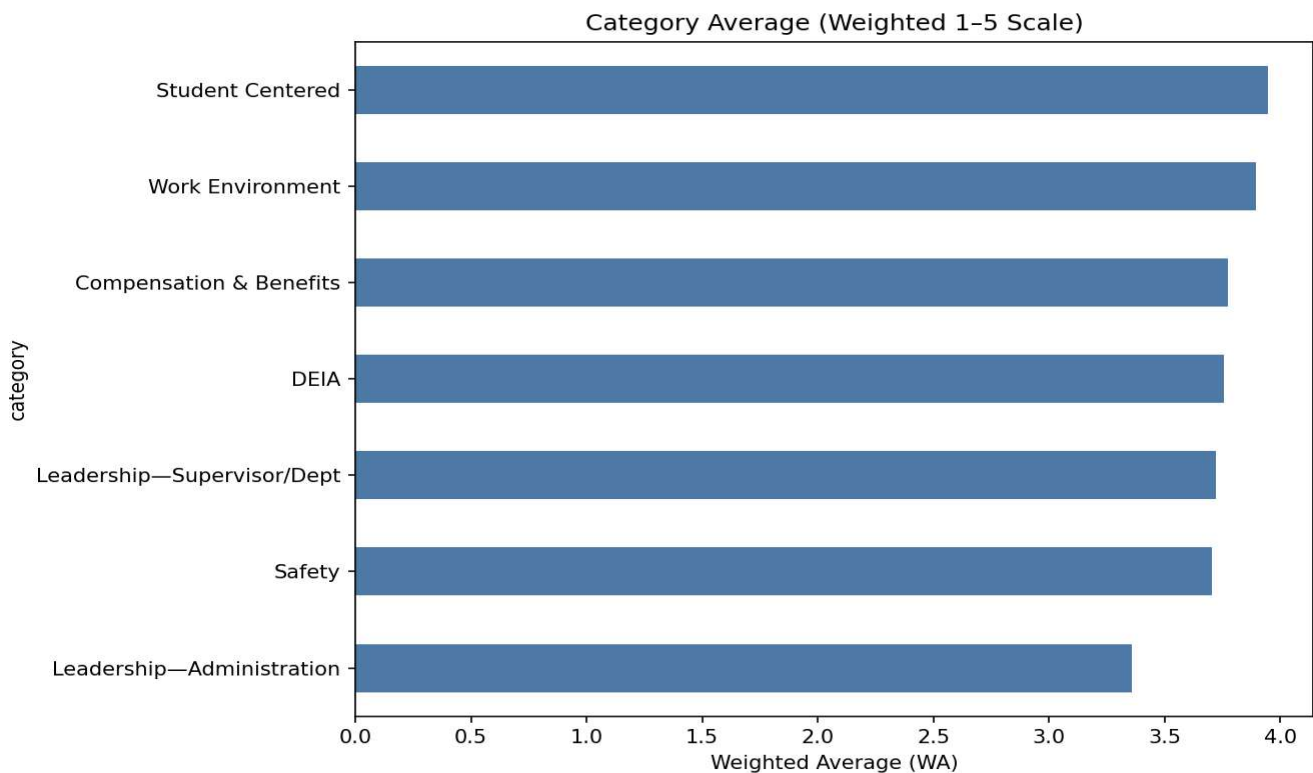• Safety information and discrimination reporting clarity require attention.

Prioritized Recommendations:

• 30 Days: Launch cross-department communication updates; refresh safety info; implement recognition toolkit.

• 60 Days: Improve administration transparency; promote work/life balance; clarify discrimination reporting.

• 90 Days: Institutionalize cross-functional reviews; communicate DEIA impact metrics. Success Metrics:

• Lift low-rated items by ≥0.25 WA points.

• Reduce unfavorable responses to ≤20–25%.

• Increase overall work climate satisfaction from WA≈3.49 to ≥3.75.
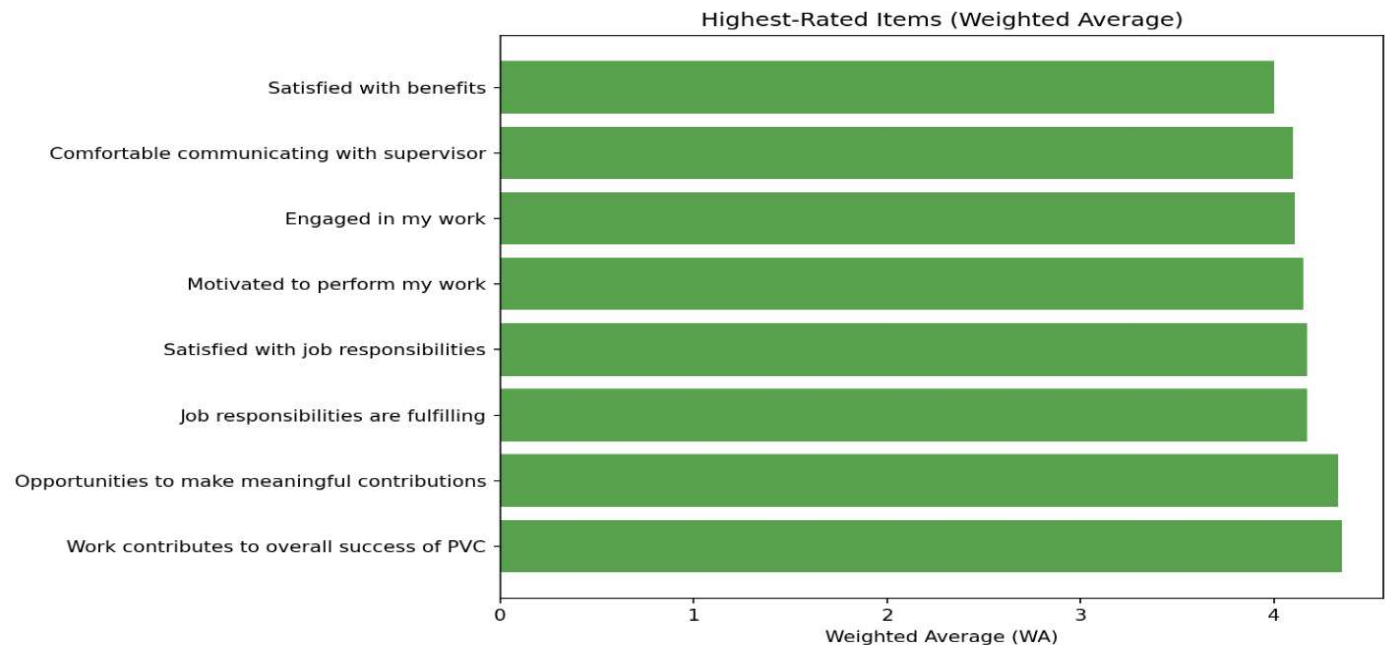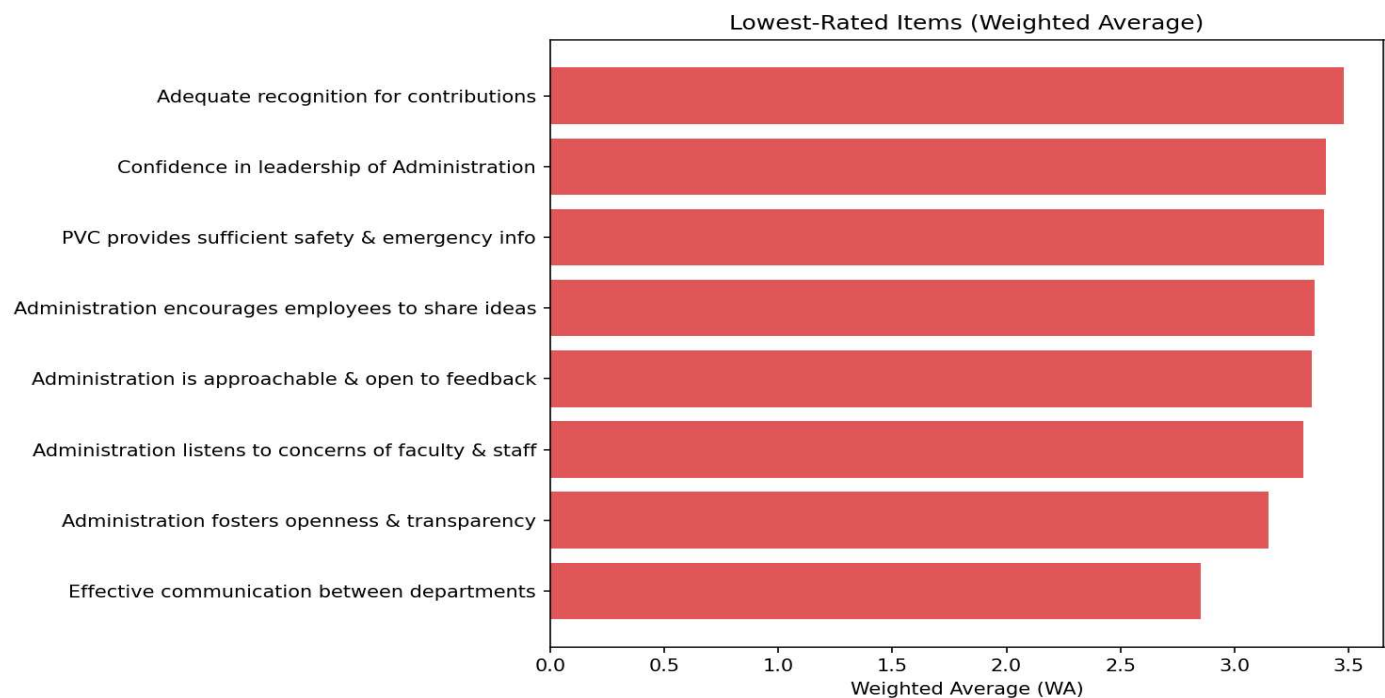
Visual overview

Category averages (1–5 scale)

Interpretation (high level): Work Environment and Student-Centered themes lead. Leadership at the supervisor/department level is solid, Leadership at the administration level lags. Safety is generally positive but with a communication gap (procedures/info).

Highest-rated items

Highest-Rated Items (Weighted Average)

- **Top items** underscore strong **meaningfulness and motivation** of work, and **psychological safety** with supervisors.

Lowest-rated items
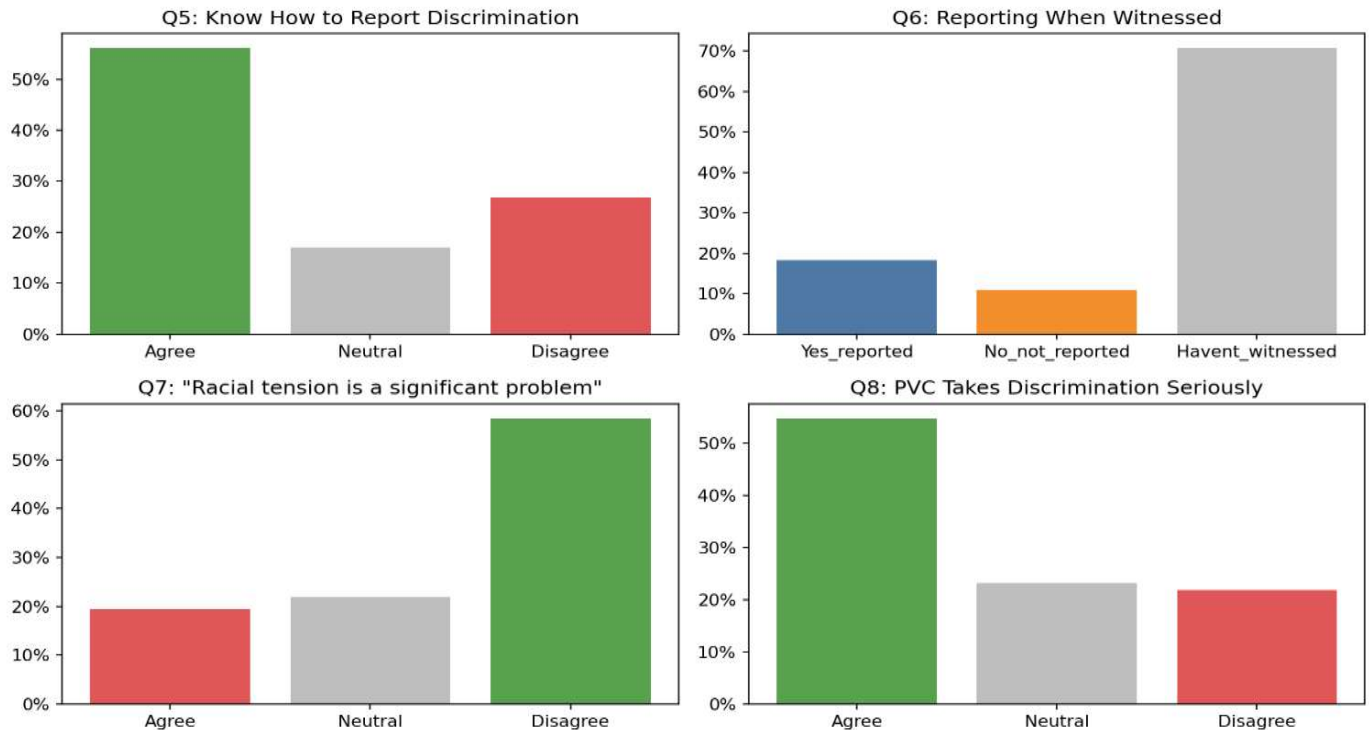

Lowest-Rated Items (Weighted Average)

- **Bottom items** cluster around **interdepartmental communication**, **administrative openness**, **recognition**, and **work/life balance**—clear priorities for action.

Discrimination & Reporting Snapshot

Discrimination & Reporting Snapshot (Percent of Responses)

- **Q5**: 56% agree they **know how to report** discrimination; 22% disagree; 17% neutral.

- **Q6**: 71% **haven't witnessed** discrimination; of all respondents, **18% reported** when witnessed vs **11% did not**.

- **Q7**: **20%** agree "racial tension is a significant problem," **59%** disagree, **22%** neutral.

- **Q8**: **55%** agree PVC **takes discrimination seriously**; **22%** disagree; **23%** neutral.
  All figures above from survey responses (n=82).

Deep-dive by theme

1) Campus Safety

- Favorable perceptions of **feeling safe** (67% favorable; WA≈3.85) and **comfort with reporting safety concerns** (70% favorable; WA≈3.99).

- **Gap**: Information about safety issues/emergency procedures shows the lowest safety score (WA≈3.39; ~21% unfavorable).
  Implication: Safety hardware and personal comfort look good; **communication and refresher training** need strengthening.

2) Student-Centered Practices

- Strong agreement that **PVC offers services that promote success** (73% favorable; WA≈3.99) and is **closing equity gaps** (67%; WA≈3.94).

- Commitment to ensuring access is also high (71%; WA≈3.91).
  Implication: Visibility of student support and equity work is strong—sustain and showcase outcomes.

3) Diversity, Equity, Inclusiveness and Awareness (DEIA)

- **Awareness and inclusion** are positive (e.g., awareness of services 74%; WA≈3.99; inclusive environment WA≈3.84).

- **Impact perception** is more muted (e.g., "initiatives made a noticeable difference" WA≈3.63 with 32% neutral).
  Implication: Continue initiatives but **make impact tangible**—measure and communicate outcomes (hiring diversity trends, retention gains, climate improvements).

4) Leadership

- **Supervisor/department**: High psychological safety (WA≈4.10), clear goals (WA≈3.87), collaboration (WA≈3.90), and support for initiatives (WA≈3.93).

- **Administration**: Mixed signals—**openness & transparency** (WA≈3.15), **approachability** (WA≈3.34), **listening** (WA≈3.30), **confidence in leadership** (WA≈3.40).

- **System-level pain point**: **Interdepartmental communication** (WA≈2.85; ~44% unfavorable).
  Implication: The local leadership experience is strong; the **enterprise leadership/communications model** needs a tune-up.

5) Work Environment

- **Meaningfulness & motivation** stand out (WAs 4.11–4.35), with employees feeling they **contribute to success** and can **make meaningful contributions**.

- **Pressure points**: Recognition (WA≈3.48), **work/life balance** (WA≈3.51), and **overall supportive environment** (WA≈3.51).
  Implication: Culture is engaging; increase **recognition** and **balance** to sustain performance and retention.

6) Compensation & Benefits

- **Benefits satisfaction** is solid (WA≈4.00) and **compensation** is moderately positive (WA≈3.84).

- **Overall work climate satisfaction** is middling (WA≈3.49), suggesting **culture/communication issues** temper otherwise positive work/benefit sentiment.

Recommendations (prioritized 30/60/90 days)

The recommended action plan is structured into 30-, 60-, and 90-day phases to ensure quick wins and sustainable improvements. In the first 30 days, PVC should focus on launching cross-department communication updates, refreshing safety information, and implementing a recognition toolkit for managers.

By 60 days, efforts should expand to improving administrative transparency through town halls and published action trackers, promoting work-life balance via meeting hygiene and flex-time pilots, and clarifying discrimination reporting pathways.

By 90 days, institutionalize cross-functional reviews and communicate measurable DEIA impact through dashboards and recruitment diversity trends. Success will be measured by lifting low-rated items by at least 0.25–0.40 points on the weighted average scale, reducing unfavorable responses to 20–25%, and increasing overall work climate satisfaction from WA≈3.49 to ≥3.75.

These metrics will be tracked through monthly pulse surveys and quarterly comprehensive reviews, ensuring accountability and continuous improvement

First 30 days (quick wins)

1. **Cross-department communication "fixes first"**

   - Launch a **monthly cross-functional update** (brief, visual; key decisions, upcoming changes, interdependencies).

   - Stand up a **department liaison network** to route questions and share context across teams.

   - Add a **standard decision memo template** and manager cascade checklist.
     Targets: Raise "interdepartmental communication" WA from 2.85 → ≥3.20 in one cycle.

2. **Safety information refresh**

   - Micro-learning modules (5–7 min), **emergency procedure at-a-glance** posters, and **campus safety Slack/Teams channel** for FAQs & updates.
     Targets: "Safety info & procedures" WA 3.39 → ≥3.70; unfavorable ≤15%.

3. **Recognition toolkit for managers**

   - Weekly "**shout-out**" script, **peer recognition** badges, and a simple quarterly **spot award**.
     Targets: "Adequate recognition" WA 3.48 → ≥3.70; favorable +8–10 pts.

Next 60 days (build consistency)

4. **Administration transparency plan**

   - Quarterly **town halls** with open Q&A; publish **action trackers** from prior Q&A; share **leadership goals/KPIs**.
   Targets: Administration openness WA 3.15 → ≥3.40; listening WA 3.30 → ≥3.50.

5. **Work/life balance nudge**

   - Meeting hygiene rules (no-meeting blocks), workload audits, and optional **flex time pilots**.
   Targets: Work/life balance WA 3.51 → ≥3.70.

6. **Discrimination reporting clarity**

   - One-page **reporting pathways** + short refresher; hotlines and digital forms clearly linked; manager training on response protocols.
   Targets: "Know how to report" agree from 56% → ≥70%; disagree ≤12%.

By 90 days (institutionalize)

7. **Interdepartmental Program Reviews**

   - **Quarterly cross-functional ops reviews** (shared metrics; dependencies; risks).

   - Evaluate liaison network and codify into operating model.
   Targets: Interdepartmental communication WA ≥3.40; unfavorable ≤30%.

8. **DEIA impact communication**

   - Publish **recruitment diversity trends**, showcase **initiative outcomes**, and add **impact dashboards**.
   Targets: "DEIA initiatives made noticeable difference" WA 3.63 → ≥3.80; neutrals ↓ by ≥8 pts.

How to track improvement (simple scorecard)

- **Core lagging items**: Interdepartmental communication; Admin openness/approachability; Recognition; Work/life balance; Safety information.

- **Goals**: Lift each by ≥0.25–0.40 WA points in 1–2 cycles; reduce "unfavorable" shares to ≤20–25%.

- **Cadence**: Monthly pulse (5–7 questions) + quarterly full climate check.

- **Success signals**: "Overall satisfied with work climate" rises from WA≈3.49 → ≥3.75.

Notes & data caveats

- The report displays **82 responses** for each item.

- Survey Data - [Fall 2025 Palo Verde College Employee Climate Survey | PDF]

Office of Institutional Strategy, Research, & Technology