From: Pima Community College, Office of the Chancellor  
Sent: Monday, March 24, 2014 2:37 PM  
To: #Pima-All  
Subject: Survey of employee satisfaction

Colleagues,

Improving and strengthening employee engagement is one of my top priorities, as is a commitment to transparency and data-informed and evidence-based decision making. Those goals formed the impetus for directing the College to survey employees about their satisfaction with PCC culture and policies, the work environment, and other topics.

As many of you know, the survey was conducted during November-December 2013 by an independent firm. It was sent to 3,970 employees, and I would like to thank the 982 who responded.

Today we are releasing an executive summary of findings from the survey. You can access the executive summary at the bottom of the Key College Documents page of our website. Copies of the complete comment section of the survey also will be made available for review in the Public Information Office at the District Office, and at our campuses and other facilities. Please contact your campus president or our Vice Chancellor for Facilities for details.

The survey confirms what many of you have suspected: The College has a lot of work to do to improve employee morale.

The survey is a valuable tool as we move forward, as it provides a baseline to measure the improvements we will make in PCC’s culture. We will build upon the survey in several ways. We will incorporate its findings into the strategic planning process, hold focus groups to discern factors underlying employee satisfaction, and conduct follow-up surveys in a year or two to gauge the College’s progress.

The College has taken several actions to improve the workplace since the survey was conducted, including revising Human Resources policy to ensure employee protection of rights, making it easier for employees to compete for positions identified as an Opportunity for Career Advancement, and establishing a new governance model to ensure all key internal stakeholders have a voice in decision-making.

Improving the culture of a large, dynamic entity such as PCC is supremely challenging. If you think of culture as the feel of an organization, or the vibe it gives off, you quickly realize that effecting real change requires far more than rewriting policies and procedures. That’s because culture is as much about tone as substance, and is built upon the countless interactions we have with each other each day. However, by joining together, listening, and treating each other with respect, I believe we can make PCC a great place to work as well as to learn.

Lee D. Lambert,  
Chancellor