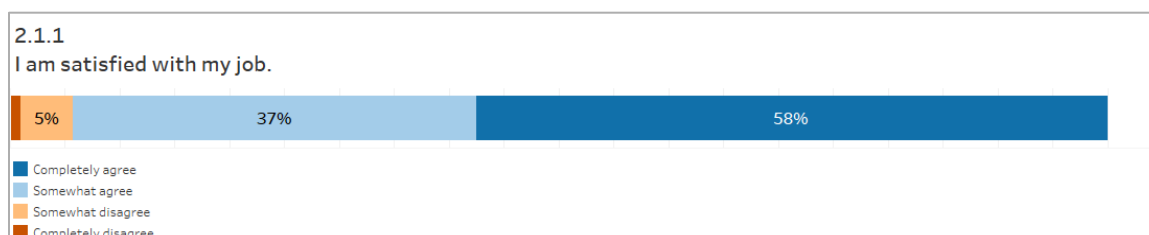


# Action Plan: Addressing Employee Climate Survey Results

## Background

The Fall 2024 Employee Climate Survey was developed and administered to fulfill Strategic Actions for the Diversity, Equity, and Inclusion and Organizational Health Strategic Priorities. This survey assessed workplace factors that employees identified as most important.

Ninety-five percent (95%) of employees who responded indicated they are satisfied with their job. This strong result indicates that while specific issues warrant attention, the college is performing well in many respects.

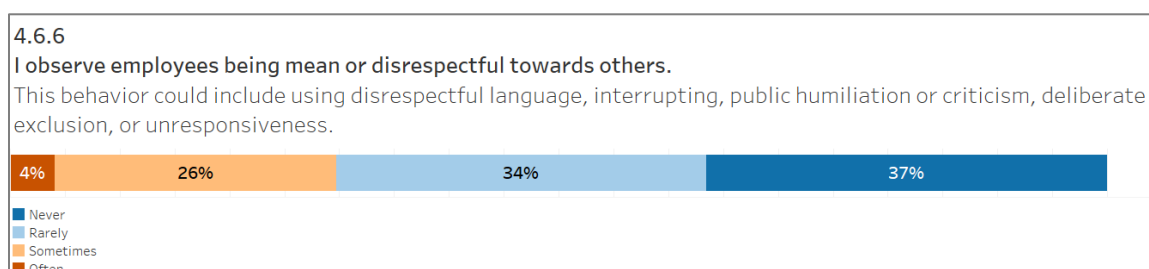


## Employee Concerns → College Action

Many areas in the college have identified survey findings they want to work on improving. The items highlighted below are those that have impacts on multiple divisions and have been selected for focused improvement.

### Concern about Mean and Disrespectful Behavior

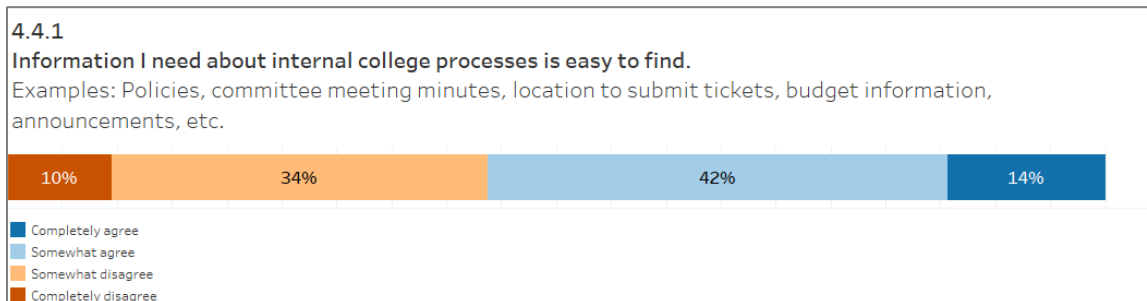
Thirty percent (30%) of employees indicated they *often* or *sometimes* observe employees being mean or disrespectful towards others.



**ACTION:** The People & Culture Council is developing a Respectful Workplace policy which will provide guidance and enforceable requirements for appropriate work behavior.

## Difficulty Finding Important Information

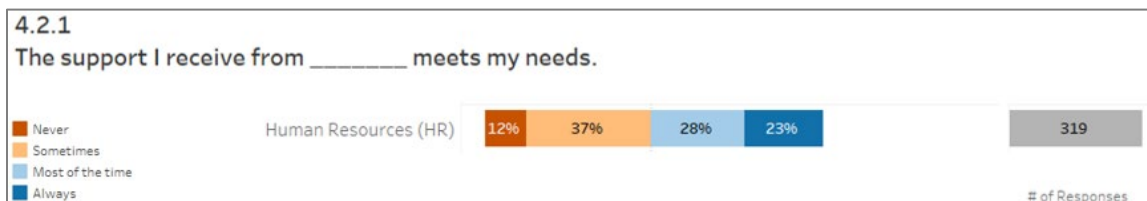
Forty-four percent (44%) of employees disagreed that information they need about internal college processes is easy to find.



**ACTION:** The Organizational Learning Committee, housed in the People & Culture Council, made a recommendation to the Oversight Committee to adopt SharePoint as the College’s internal, employee-facing knowledge management solution. This recommendation was approved and the Organizational Learning Committee will convene an implementation team in Winter Term 2026.

## Dissatisfaction with Support Provided by the Human Resources Division

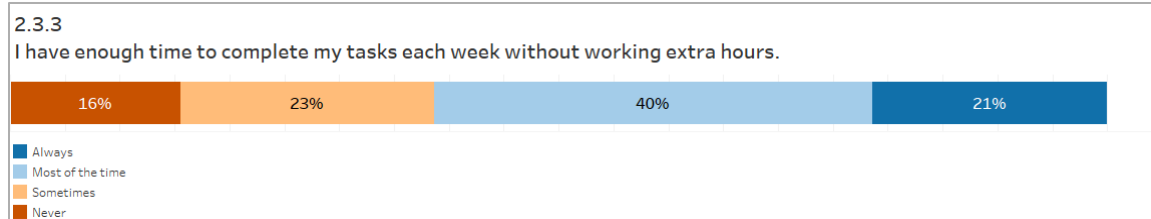
To a greater extent than other service areas, employees indicated more dissatisfaction with the support they received from the Human Resources Division. Written comments from employees highlighted concerns relating to service delays, inefficient ticketing system, lack of communication, lack of documentation and processes, limited staffing capacity, poor customer service, and limited availability.



**ACTION:** The Chief Human Resources Officer has supported the HR team in accomplishing several actions, including hiring a new HR Director, adding a limited-term HR Coordinator with a Unit Plan request for ongoing funding, documenting critical processes, redesigning the HR Service Desk, creating and distributing the “Hello HR” newsletter, and more.

## Heavy Workload

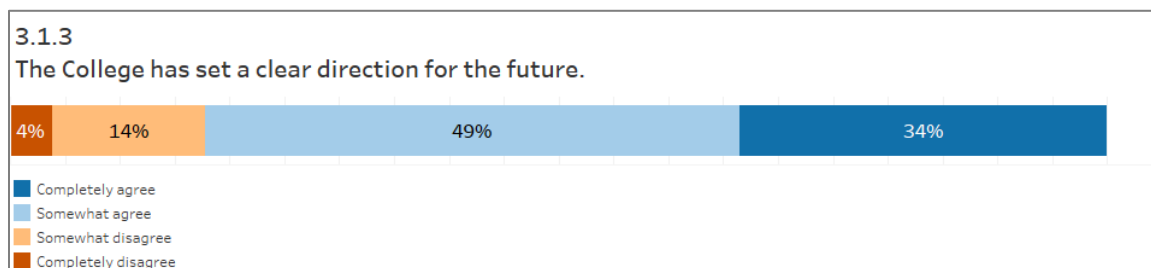
Administrators and Full-Time Faculty - especially Department Chairs - indicated higher workloads than other employee groups. These groups were also more likely to report working when they were out sick or on vacation.



**ACTION:** The Vice-President of Instruction and Student Services (InSS) is leading the InSS Redesign, Part II which will provide clarity around responsibilities between Department Chairs and Administrators. In addition, Administration and Executive leadership are actively refining institutional focus and priorities to reduce workload fatigue and create more sustainable work expectations for all employees.

## Unclear Strategic Direction

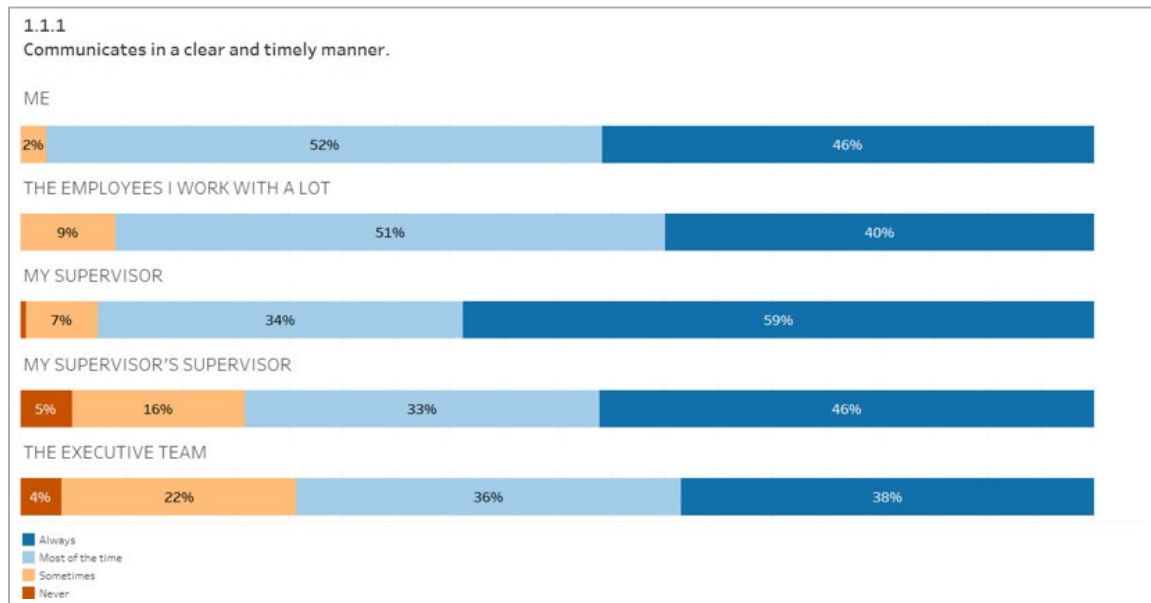
In general, employees in leadership positions were less likely to agree that the College has set a clear direction for the future.



**ACTION:** The President and Executive Team are leading efforts to begin the College's next strategic plan. Key to this work is collaborating with the Dean of Institutional Effectiveness and Planning to narrow focus of College priorities.

## Communication from Executive Team

The Executive Team received fewer ratings than other individuals or groups in the survey (e.g., my team, my supervisor, etc.), likely indicating employees know less about this group. While we expected a pattern of lower ratings for individuals and groups who were farther removed from the employee, that does not mean there is not important work to do.



**ACTION:** The Executive Team is prioritizing increased communications with the college community. Examples include all-staff meetings on critical topics, such as federal updates and budget updates, and the “Conversation with President Cook” open sessions.