Overview

Lakeland maintains its accreditation through the Higher Learning Commission's Academic Quality Improvement Program (AQIP). As an AQIP institution, we strive for continuous quality improvement (CQI), including the ongoing evaluation and measurement of our college systems. The Lakeland Employee Survey, developed in conjunction with the Ohio AQIP Coalition, will provide useful data to help identify institutional strengths and opportunities and to benchmark with other Ohio AQIP institutions. The survey provides evidence of results for these three categories in our Systems Portfolio: Valuing Employees (Category 3), Planning and Leading (Category 4), and Quality Overview (Category 6). The survey was administered at Lakeland on October 25, 2016 and closed on November 14, 2016. An initial email invitation was sent from the AQIP email account to all employees, using the "all users" address, including part-time faculty and part-time counselors. Two reminder emails were also sent to increase the response rate. Four-hundred and twenty-four employees (424) responded to the survey, which equates to a 45.8 percent response rate.

Key Findings

- The response options for survey questions 4, 5, 7, 8, 10, 11, 12, 13, 14, 15, 16 included a five-point scale with "1" being the lowest response option (strongly disagree, very dissatisfied, not at all aware) and "5" being the highest response option (strongly agree, very satisfied, very aware). The majority of responses were in the mid-3 to mid-4 rating range.
- Category 3 (Valuing Employees) includes questions 4-12. (Q4 = Interviewing, Q5 = Recruitment and Selection, Q7 = Interviewing, Q8 = Orientation and Training, Q10 = Search committees, Q11 = Evaluation and Recognition, Q12 = Development) The highest rating average for this category was 4.54 in Q4a, c. The lowest rating average was 2.98 in Q8b.
- Category 4 (Planning and Leading) includes questions 13 and 14 (Q13 = Mission, Vision and Planning, Q14 = Leadership and Integrity). The highest rating average for this category was 4.08 in Q13a. The lowest rating average was 3.25 in Q14c.
- Category 6 (Quality Overview) includes questions 15 and 16. (Q15 = Quality Improvement Initiatives, Q16 = Culture of Quality). The highest rating average for this category was 3.51 in Q16c. The lowest rating average was 2.75 in Q15a.

Detailed Results

Detailed results for the survey begin on page 2. Several questions include a "Comments/Suggestions" section that includes any trends (3 or more mentions) identified in respondent comments.

- Category 3: pages 3 – 8
- Category 4: pages 9 – 10
- Category 6: page 11

1. What is your employee classification?

Answer Options	Response Percent	Response Count	Response Rate
Administrative (19)	5.0%	21	110.5%
Supervisory-Professional (60)	8.7%	37	61.7%
Full-time Faculty (129)	19.6%	83	64.3%
Part-time/Adjunct Faculty (435)	33.0%	140	32.2%
Full-time Staff (160)	18.9%	80	50.0%
Part-time Staff (123)	14.9%	63	51.2%
answered question			424
skipped question			0

2. How long have you worked at the college (in any capacity)?

Answer Options	Response Percent	Response Count
0 - 3 years	20.3%	86
4 - 6 years	13.0%	55
7 - 9 years	11.6%	49
10 - 14 years	14.4%	61
15 - 19 years	15.8%	67
20+ years	25.0%	106
answered question		424
skipped question		0

3. During the past year (July 1, 2015 - June 30, 2016) did you interview as an internal or external candidate for the position you currently hold or another position within the college?

Answer Options	Response Percent	Response Count
Yes, internal	8.3%	35
Yes, external	9.2%	39
No	82.5%	348
answered question		422
skipped question		2

4. Please indicate your level of agreement with each of the following statements related to Interviewing.							
Answer Options	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Rating Average	Response Count
a. The required and preferred qualifications were reasonable and appropriate for the responsibilities and expectations of the position.	0	0	0	17	20	4.54	37
b. The various aspects of the interview process (e.g., application materials required, skills test, interview questions) were reasonable and appropriate for the position.	1	0	3	15	18	4.32	37
c. I had sufficient opportunity to meet with and ask questions of the hiring supervisor.	1	0	0	13	23	4.54	37
d. I had sufficient opportunity to meet with and ask questions of the Human Resources representative.	1	1	3	15	17	4.24	37
answered question							37
skipped question							387

Comments/Suggestions:
- Review the length of time for the hiring process. (3)

5. Please indicate your level of agreement with each of the following statements related to Recruitment and Selection.							
Answer Options	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Rating Average	Response Count
a. The manner in which the recruitment and selection process was conducted encouraged me to work for the institution.	2	1	6	13	15	4.03	37
b. I met with a Human Resources representative for my new employee orientation within a reasonable amount of time from my start date.	1	5	3	16	11	3.86	36
c. I received adequate information about the college's benefits, policies, and procedures relative to my employment status (e.g., time reporting, etc.).	1	2	2	17	15	4.16	37
answered question							37
skipped question							387

Comments/Suggestions:
- Provide an employee handbook to address new hire questions, explanation of benefits, etc. (3)

6. How did you learn of the vacancy for which you interviewed?		
Answer Options	Response Percent	Response Count
Newspaper classified advertising	5.4%	2
Online classified advertising	24.3%	9
The college's website	21.6%	8
Physical bulletin board	0.0%	0
Career or discipline specific journal or professional organization e-mail blast, job board, etc.	5.4%	2
College employee	32.4%	12
Other (please specify)	10.8%	4
	answered question	37
	skipped question	387

Other:

- Phone call after submitting resume and application three years earlier.
- Stopped in at HR
- Word of mouth
- Previous supervisor

7. Please indicate your level of agreement with each of the following statements related to Interviewing.							
Answer Options	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Rating Average	Response Count
a. The required and preferred qualifications were reasonable and appropriate for the responsibilities and expectations of the position.	1	0	1	19	13	4.26	34
b. The various aspects of the interview process (e.g., application materials required, skills test, interview questions) were reasonable and appropriate for the position.	1	4	1	16	12	4.00	34
c. I had sufficient opportunity to meet with and ask questions of the hiring supervisor.	1	2	2	16	13	4.12	34
d. I had sufficient opportunity to meet with and ask questions of the Human Resources representative.	2	1	5	15	11	3.94	34
					answered question		34
					skipped question		390

Q7. Comments/Suggestions:

No trends

8. Please indicate your level of agreement with each of the following statements related to Orientation and Training.

Answer Options	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Rating Average	Response Count
a. I received a thorough orientation to my responsibilities and the equipment I use on a regular basis from my supervisor and/or co-workers.	5	6	5	26	21	3.83	63
b. There are aspects of my orientation and training that I would change. (If you agree with this statement, please specify below.)	8	14	19	15	7	2.98	63
						answered question	63
						skipped question	361

Comments/Suggestions:

- Create a training or mentor program. (7)
- Provide a written handbook or similar instructions on college systems, etc. (6)

9. Did you serve on a hiring committee or were you a hiring manager for a new employee in the past fiscal year (between July 1, 2015 and June 30, 2016)?

Answer Options	Response Percent	Response Count
Yes	19.9%	81
No	80.1%	326
	answered question	407
	skipped question	17

10. Please indicate your level of agreement with each of the following statements related to Hiring. If you served as a hiring manager for multiple new hires or served on multiple search committees, please provide ratings based on your overall or average experience on staff search committees, faculty search committees, and/or administrative and supervisory/professional search committees.

Answer Options	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Rating Average	Response Count
a. The Human Resources department was creative and responsive with respect to identifying and researching sources for recruiting qualified applicants.	2	6	21	31	12	3.63	72
b. The Human Resources department provided adequate support and assistance in creating high quality recruitment materials and effective skills tests and interview questions.	2	9	11	33	16	3.73	71
c. The Human Resources department kept me informed of the status of the search.	1	9	13	28	20	3.80	71
d. The search process was conducted in a timely and efficient manner.	6	11	12	26	16	3.49	71
					answered question		72
					skipped question		352

Comments/Suggestions:

- Need more HR expertise and involvement with search committees. (6)
- Review time frames for hiring processes. (5)

11. Please indicate your level of satisfaction with each of the following areas related to Evaluation and Recognition.

Answer Options	Very dissatisfied	Dissatisfied	Neither satisfied or dissatisfied	Satisfied	Very satisfied	Rating Average	Response Count
a. Communications regarding the expectations for my position.	8	21	58	178	90	3.90	355
b. Regular informal feedback on my performance.	15	34	67	158	82	3.72	356
c. The college's instruments for providing feedback to employees in my classification.	20	59	112	114	48	3.31	353
d. Receiving a regular formal performance evaluation.	18	48	116	109	61	3.42	352
e. The formal performance evaluation allows for me to provide information about my accomplishments and challenges.	22	35	117	110	65	3.46	349
f. The college's system for recognizing and/or rewarding performance.	41	63	132	77	41	3.04	354
					answered question		**359**
					skipped question		**65**

Comments/Suggestions:

- Never received a performance management review or do not receive one on a regular basis. (37)
- Merit raises should be considered and/or tied to performance as an incentive. (20)
- Revise the performance management tools, including the student evaluation tool of faculty. (6)

12. Please indicate your level of satisfaction with each of the following statements related to Development.							
Answer Options	Very dissatisfied	Dissatisfied	Neither satisfied or dissatisfied	Satisfied	Very satisfied	Rating Average	Response Count
a. The support of my supervisor regarding my professional growth and development by suggesting, supporting and/or resourcing my attendance at professional development opportunities.	17	22	100	102	111	3.76	352
b. The amount of resources the college provides employees to become knowledgeable about topics of general interest and importance in higher education and the college specifically (e.g., FERPA, AQIP, the college's strategic plan, etc.)	11	30	107	127	78	3.65	353
						answered question	355
						skipped question	69

Comments/Suggestions:

- Prioritize funding for professional development. (4)
- Provide regular FERPA training. (3)

13. Please indicate your level of agreement with each of the following statements related to Mission, Vision and Planning.

Answer Options	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Don't know	Rating Average	Response Count
a. The college communicates its mission, vision and values in various publications, documents and in other prominent college sources (strategic plan, website, etc.)	1	16	51	147	112	18	4.08	345
b. My supervisor invites and is interested in my ideas and suggestions for increased efficiency and effectiveness, cost savings, etc.	14	24	72	102	122	12	3.88	346
						answered question		346
						skipped question		78

Comments/Suggestions:

    No trends

14. Please indicate your level of agreement with each of the following statements related to Leadership and Integrity.

Answer Options	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Don't know	Rating Average	Response Count
a. The college creates a sense of community through events, activities, and regular channels of communication.	8	32	47	152	107	1	3.92	347
b. I know how information about current college initiatives (AQIP action projects, etc.) is disseminated.	7	43	80	148	56	14	3.61	348
c. I know where college communications (meeting minutes, etc.) are stored and can be accessed for future reference.	15	91	66	101	51	25	3.25	349
d. I have opportunities to participate on college work groups, task forces, committees, etc.	13	31	72	136	92	5	3.76	349
e. The college's administrators encourage and exemplify open communication and collaboration between and among the various departments and divisions of the college.	24	54	93	104	54	18	3.33	347
f. The college provides leadership development opportunities through formal and informal means.	14	49	97	116	55	17	3.45	348
g. The college functions with integrity, consistently and equitably applying policies regardless of employee status.	20	32	80	121	79	15	3.62	347
h. The college provides training in ethical and legal behavior.	12	26	91	127	64	29	3.64	349
						answered question		350
						skipped question		74

Q14. Comments/Suggestions:
- Provide more communication about what is happening at the college. (4)
- Formalize leadership development opportunities. (3)

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15. Please indicate your level of awareness for each of the following statements related to Quality Improvement Initiatives.

Answer Options	Not at all aware	Not very aware	Somewhat aware	Aware	Very aware	Rating Average	Response Count
a. The college's process for selecting its quality improvement initiatives (AQIP action projects).	50	96	102	70	20	2.75	338
b. The college's process for deploying (organizing and implementing) its quality improvement initiatives (AQIP action projects).	50	88	103	72	24	2.80	337
c. The college's process for evaluating its quality improvement initiatives (AQIP action projects).	53	90	97	77	20	2.77	337
					answered question		**338**
					skipped question		**86**

Comments/Suggestions:
- The purpose and value of AQIP is not clear. (5)

16. Please indicate your level of agreement for each of the following statements related to Culture of Quality.

Answer Options	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Rating Average	Response Count
a. The college has effective organizational structures and systems to support its culture of quality.	8	35	124	142	30	3.45	339
b. The college has adequate resources to support its culture of quality.	9	35	127	137	31	3.43	339
c. The college's commitment to continuous quality improvement and the activities associated with continuous quality improvement are evident in our institutional culture and operations.	10	29	117	143	39	3.51	338
					answered question		**339**
					skipped question		**85**

Comments/Suggestions:
- Quality involves all employees of the campus community working together. (8)