2015 ORGANIZATIONAL WELLNESS INSTRUMENT (OWI)

SLCC February 2016
2015 OWI Organizational Structure

- 123 groups (121 groups in 2013)
- Groups were asked to respond based on their immediate work group
- 10 Critical Success Factors

<table>
<thead>
<tr>
<th>Trust</th>
<th>Energy</th>
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</thead>
<tbody>
<tr>
<td>Learning</td>
<td>Change</td>
</tr>
<tr>
<td>Gratitude</td>
<td>Interaction</td>
</tr>
<tr>
<td>Language</td>
<td>Creativity</td>
</tr>
<tr>
<td>Ownership</td>
<td>Communication</td>
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</tbody>
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- 1127 Completers – 85% Response Rate
- Survey results to sent to SLCC leaders, February 15th
Trust

Above the Line:
- Employees can be open about what they think/feel
- No fear of consequences when they differ
- Genuine support is experienced
- The college’s sincerity is not questioned

Below the Line:
- Employees are afraid to express their opinions
- Employees doubt the sincerity of management
- They keep their ideas and opinions to themselves

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<thead>
<tr>
<th></th>
<th>2011</th>
<th>2013</th>
<th>2015</th>
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<tbody>
<tr>
<td></td>
<td>1.44</td>
<td>1.99</td>
<td>1.92</td>
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Learning

- Above the Line:
  - Employees experience ongoing personal growth
  - They feel they can initiate their own training
  - Differences in learning styles are respected

- Below the Line:
  - Inadequate on-going personal growth
  - Training and development is haphazard and sporadic
  - Training is not available to everyone in the college
Gratification

- Above the Line:
  - The place of work is a fun place
  - Employees are relaxed
  - Humor is an integral part of the culture

- Below the Line:
  - Fun/laughter is not acceptable
  - Work is a serious matter
  - Socializing is not encouraged

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<tr>
<td></td>
<td>4.13</td>
<td>4.36</td>
<td>4.16</td>
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Language

- **Above the Line:**
  - Positive language is the norm
  - The language is that of encouragement and support
  - Negative language is emphatically discouraged

- **Below the Line:**
  - Negative language is the norm
  - The language is that of doom and gloom
  - Positive language is not encouraged nor supported
Ownership

- **Above the Line:**
  - Every employee feels it is his/her college
  - Employees form an integral part of developing goals and strategy
  - Each employee assumes responsibility for own job performance

- **Below the Line:**
  - The dominant mentality is one of US and THEM
  - Employees feel they have little or no say in the management of the college
  - This is just A college and not MY college

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<tbody>
<tr>
<td>Score</td>
<td>1.35</td>
<td>1.81</td>
<td>1.75</td>
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Energy

- **Above the Line:**
  - The atmosphere is dynamic and energetic
  - Employees are passionate about their jobs
  - They are intrinsically motivated to work and deliver results

- **Below the Line:**
  - Employees are lethargic
  - They have little interest in the future
  - There is apathy and a lack of involvement

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<tr>
<td>Score</td>
<td>4.85</td>
<td>5.07</td>
<td>4.85</td>
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## Change

### Above the Line:
- Change is seen as an opportunity and not a threat
- Changes are not viewed with suspicion, but as the norm for sustained progress
- Employees are prepared to adapt their thinking so as to accommodate new ideas

### Below the Line:
- Change is resisted
- Employees feel there is no need for change (This is the way we have always done it)
- Employees feel threatened by change & are defensive

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<tr>
<td>Change</td>
<td>3.18</td>
<td>3.49</td>
<td>3.53</td>
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</table>
Interaction

- **Above the Line:**
  - Employees show genuine interest in one another
  - Ideas and initiatives are supported and encouraged
  - They do not fear one another or management

- **Below the Line:**
  - To criticize and condemn others has become the norm
  - Very little support and understanding among staff
  - Fault-finding, animosity and destructive criticism are the order of the day

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<th>Year</th>
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<th>2013</th>
<th>2015</th>
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<tbody>
<tr>
<td>Score</td>
<td>3.18</td>
<td>3.52</td>
<td>3.45</td>
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</table>
Creativity

**Above the Line:**
- Challenging outdated rules and regulations is encouraged
- To ask, investigate and inquire are integral components of the college culture
- There is receptiveness to new ideas and to discovering new ways of doing things

**Below the Line:**
- Questioning outdated rules is not permitted
- New ideas are discouraged
- Employees are not allowed to make mistakes

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<tr>
<td>Score</td>
<td>3.40</td>
<td>3.64</td>
<td>3.53</td>
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</table>
Communication

- **Above the Line:**
  - Communication is open and stimulating among all
  - No obstacles to vertical and horizontal communication
  - Employees listen to one another and are sensitive to situations

- **Below the Line:**
  - Employees do not listen to one another
  - Communication is characterized by anger, animosity and disapproval
  - Negative communication has become the norm

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<tr>
<td>Score</td>
<td>2.89</td>
<td>3.27</td>
<td>3.31</td>
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2011 2013 2015

2.89 3.27 3.31
One College Results


- Trust
- Learning
- Gratification
- Language
- Ownership
- Energy
- Change
- Interaction
- Creativity
- Communication

2011 2013 2015
Some Differences in Comments for 2015

- Vocal about the OWI instrument
- More specific about leadership
- Few comments about PM
- Based on comments Faculty appear to have more concerns than staff
- There is a new trend
  - 70-75% of people in work groups are positive; seeing a distinct line between people who are onboard with the goals and mission of the College and those who are not
Positive Comments

- We have a very positive work environment; enjoy coming to work each day
- I cherish my job; love my co-workers
- This is a great place to work; leadership makes me feel valued
- I am very optimistic about my future at the college
- I am a new employee; I am San Jac!
- I often rave about how blessed I am to work here
- Best job I ever had
- I really enjoy being at work every day
- It’s incredible; I’m proud to work for this college
- San Jac values and vision for the future is going in the right direction
- I still look forward to coming to work every day
- I love my job; worked in the private sector and I appreciate what I have here
## Comments Summary

The inventory has 50 pages of comments – more comments than in any other year. There were 34 pages of comments in 2013.

<table>
<thead>
<tr>
<th>2013 Themes</th>
<th>2015 Themes</th>
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<tbody>
<tr>
<td>Morale</td>
<td>Primarily in Teams Experiencing Re-Organizations</td>
</tr>
<tr>
<td>Leadership</td>
<td>Leadership</td>
</tr>
<tr>
<td>Workload</td>
<td></td>
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<tr>
<td>Difference between Technical &amp; Academic</td>
<td></td>
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<tr>
<td>Change Overload</td>
<td>Change Process</td>
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<tr>
<td>Culture/One College</td>
<td>OWI Process</td>
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</table>
Summary of Leadership Comments - Improvement Recommendations

Comments regarding leadership typically refer to Deans & higher

**The Top 10:**

- Want to survey senior leadership
- Communication is lacking; especially around change
- Textbooks
- Use corporate model, not academic model; this is not a business
- Taking away academic freedom, shared governance, and autonomy
- Decisions/Change driven from the top down by those with little classroom experience
- Inconsistent leadership
- Too much favoritism
- Micro-management
- No faculty voice; don’t consult us; faculty opinion doesn’t count
Summary of Leadership Comments
- Positive

- Have hearts and minds in the right place
- Appreciate the support of administration and Board

“I love working at San Jac. I enjoy my students tremendously and I like working with my colleagues, Department Chair, Dean, and Provost as well. I am not distrusting of the administration, but I do believe that it is a common misconception amongst faculty that the administration should not be trusted. However, I think everyone in administration and the overwhelming majority of the faculty undertakes to act, at all times, in the best interests of our students and the college. I have had very few, if any, negative experiences with other faculty, administrators, or staff. In fact, I like working with my colleagues throughout this institution at every level. Overall, I love coming to work everyday. It is rewarding, fun, and challenging.”
Summary of Change Process Comments

- PT faculty are open to change
- Change is exciting; results in growth for employees
- People fail to see the global view for the changes
- Leave things alone that are still working; management won’t listen
- Need to make incremental changes for staff and faculty who are still holding on to old ways and are change resistant
- No real justification for changes is provided
- Too many changes with no conversation about them; not enough communication
- Change for the sake of change is not productive
- Change results in excessive churn at lowest levels
Summary of OWI Process Comments

- This is great! Thank you.

- This is horrible and a waste of time.

- Change the questions; change the responses; change the background color; fix the misspellings.
Next Steps - Communication

- SLCC meeting to discuss College-wide results (February 2016)

- All groups will get feedback with SLCC leadership

- SLCC Leaders will meet with their respective groups to:
  - Review group results
  - Gather feedback and clarify strengths and development opportunities
  - Create plans for addressing developmental areas
Next Steps

- Not recommending Focus Groups
- This year leadership needs to focus on operating differently
  - Reach out to the 25% - 30% of employees who are not aligned with the College, its goals, and its mission going forward to identify their concerns
  - Improve leadership perception
  - Provide direct interventions to teams (identified by SLCC Leaders through OWI feedback meetings)
  - Help employees handle changes more efficiently and with less stress
Possible Recommendations

- Provide personalized interventions for
  - Teams who request assistance or are identified by their leaders as benefitting from assistance
  - Individuals who are experiencing difficulties navigating the changing higher education environment

- Improve Leadership Perception
  - Implement Upward Feedback for Leaders
  - Increase visibility among senior leaders on campus & provides faculty focus

- Utilize change management best practices for re-orgs and process changes
  - Contact OTD for CM tools, resources and support
Thank you for your participation.