



# Bermuda College Employee Survey Results

May 27, 2016

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## Survey Aim

The purpose of the survey was to obtain employee feedback on the workplace climate with the view to creating further action plans that continue to improve the Bermuda College as an organization.

## Survey Overview and Approach

The survey was requested by the Board of Governors and the tool that was suggested and used was SurveyMonkey. Survey questions were prepared and finalized between Ontru and the Board of Governors, based on a draft of over two hundred sample questions prepared by an internal working group within the Bermuda College.

In an effort to provide employees with an overview of the process and timeline, preliminary information sessions regarding the survey were held on March 30<sup>th</sup> between 1 and 3pm. Approximately 10 – 12 people attended.

The survey link was sent via email to 118 employees who were given ten days to complete the survey during the period March 31<sup>st</sup> – April 10<sup>th</sup>. There were 111 questions aligned with the values of the Bermuda College.

- Mission/Vision
- Commitment to Students and Quality Teaching
- Commitment to Employees
- Commitment to High Standards
- Respect, Recognition and Being Valued
- Stability, Security and Safety
- Responsibility and Accountability

In both the information sessions and the email communication inviting employees to respond, participants were assured that the highest standards of confidentiality would be maintained. It should also be noted that it was possible that the survey could be taken more than once using separate devices.

A total of one hundred and five (105) responses were received, which represents a response rate of 89%; 36% of which were faculty and 64% staff. Fifty-seven (57) people responded to the open ended questions and provided comments. To protect confidentiality, names of respondents were not required.

In alignment with previous survey methodology, responses above the percentage identified were considered significant and are reflected in Tab 3.

- High agreement scores (greater than 75%)
- High disagreement scores (greater than 25%)

Salient themes from the survey were determined from completion of the coding and collation of the free responses and are reflected in Tab 4.

Feedback, along with salient themes identified in the survey, will be utilized to direct focus group discussions from which action plans will be developed.

## Next Steps

The following is a summary of the next steps.

- Focus groups will be held to review and discuss the feedback, most likely in the Fall 2016
- Focus groups will focus on key areas of feedback and themes from the survey and identify quick wins and must haves
- Action plans will be developed from the focus groups
- A pulse survey will be conducted in the Spring Semester to ascertain progress in the areas identified for follow up

## Bermuda College Employee Opinion Survey

<b>Mission/Vision</b>	<b>Percentage Agree</b>	<b>Percentage Disagree</b>	<b>Undecided</b>
The Vision and Mission of BC is clear, understood and drive everything that we do.	48.48%	39.39%	12.12%
The Executive gives employees a clear picture of the direction in which BC is headed.	41.41%	46.46%	12.12%
BC is a catalyst of change and innovation at the forefront of education.	30.00%	57.00%	13.00%
BC is an excellent organization to work for.	52.58%	27.84%	19.59%
Diversity is valued at BC.	42.42%	39.39%	18.18%
I feel that BC is a successful educational institution.	61.62%	24.24%	14.14%
I know how my job impacts the mission of BC.	90.81%	7.14%	2.04%
I am encouraged to take the initiative.	57.57%	28.28%	14.14%
Innovation is expected of my Department/Division and we are encouraged to take the initiative.	61.61%	26.26%	12.12%
When we take the initiative, our suggestions are implemented.	42.42%	36.36%	21.21%
The Executive and College Administrators ensure their actions align with their words.	24.74%	51.55%	23.71%
The President establishes a healthy work environment based on the principles of empowerment, autonomy, and independency.	33.33%	44.44%	22.22%
Our Executive establishes and communicates a clear direction in academics for BC.	31.31%	44.44%	24.24%
Our Executive establishes and communicates clear direction in operations for BC.	34.34%	39.39%	26.26%
<b>Commitment to Students and Quality Teaching</b>			
I have the materials and equipment I need to meet student needs.	59.80%	31.96%	8.25%
I am aware of the issues facing our students.	88.66%	1.03%	10.31%
Current academic activities at the BC are student centered.	50.52%	27.83%	21.65%
Technology available is appropriate for BC's academic technology needs	48.45%	36.08%	15.46%
<b>Commitment to Employees</b>			
I am clear about my job expectations.	88.54%	8.33%	3.13%
Overall, my workload is reasonable.	66.67%	30.21%	3.13%
My manager sets annual performance goals for my job.	76.84%	14.74%	8.42%
I feel comfortable asking for feedback and support.	67.02%	20.21%	12.77%
I have participated in a Performance Appraisal Process.	90.63%	5.21%	4.17%
I can see the link between my work and BC's strategic plan's goals and objectives.	63.15%	24.21%	12.63%

I feel challenged and am given assignments that inspire, test, and stretch my abilities.	55.21%	31.25%	13.54%
In the last 12 months my Manager has discussed my progress with me and provides feedback.	72.63%	18.95%	8.42%
I get the support I need to perform at the highest level.	45.74%	41.49%	12.77%
Career paths exist for me at BC.	35.87%	40.22%	23.91%
In general, career moves are handled fairly at BC.	23.91%	33.69%	42.39%
Conditions in my work area allow me to be highly productive.	48.42%	35.79%	15.79%
I am given the training and development I need to do my job effectively.	52.69%	33.34%	13.98%
I participate in training and development opportunities that are available to me.	89.36%	5.32%	5.32%
My manager supports my professional development.	77.90%	8.42%	13.68%
The Executive supports opportunities for personal growth, development, and advancement.	40.00%	29.48%	30.53%
I am given opportunity to use and apply my skills at BC.	66.32%	22.11%	11.58%
I am encouraged to share my learning with my peers.	58.34%	27.08%	14.58%
I am made to feel that I am an important part of the BC community.	42.55%	35.11%	22.34%
I can get the information I need to do my job.	75.79%	17.90%	6.32%
I feel I have job security.	44.21%	40.00%	15.79%
I have the flexibility to arrange my work schedule to meet my personal/family responsibilities.	60.64%	27.66%	11.70%
I believe that the Executive considers my needs and preferences when making decisions that affect my work life.	26.89%	50.53%	22.58%
The Executive and College Administrators are careful to consider the work/life balance of the employees when making important decisions.	33.69%	38.94%	27.37%
In my Department/Division, decisions get made without unreasonable delay.	57.90%	22.10%	20.00%
Our Department staff meetings are filled with open and honest participation.	77.08%	16.67%	6.25%
Our all employee meetings are filled with open and honest participation.	35.42%	46.88%	17.71%
I am aware of why decisions are delayed.	33.34%	45.83%	20.83%
<b>Respect, Recognition and Being Valued</b>			
My efforts are recognized and acknowledged in tangible ways.	40.00%	42.10%	17.89%
I am recognized by my manager for my contribution.	74.74%	14.74%	10.53%
The formal reward and recognition systems are used to make faculty and staff feel valued.	42.55%	37.24%	20.21%
I am encouraged to solve as many of my own work-related problems as possible.	81.72%	8.60%	9.68%
I feel accepted and valued by my colleagues.	67.02%	17.03%	15.96%
Members of the Executive let people know when they've done a good job.	36.17%	38.29%	25.53%

Members of the Administrative Management Team let people know when they've done a good job.	39.36%	35.11%	25.53%
I am comfortable going to the Executive and Management Team if I'm having difficulty with some aspect of my job.	35.79%	44.21%	20.00%
My professional judgment is respected by my Manager; I have adequate freedom to exercise my judgment and expertise.	74.73%	13.68%	11.58%
The Executive and College Administrators interact with one another effectively.	24.47%	36.17%	39.36%
The Executive and College Administrators engage faculty and staff to an appropriate degree when making important decisions. i.e. sharing information, soliciting feedback and listening.	35.10%	51.06%	13.83%
I have a positive relationship with my Dean and/or Director.	73.41%	10.64%	15.96%
I have a positive relationship with my Executive Line Officer.	60.87%	13.04%	26.09%
I have a positive relationship with the President.	58.07%	23.66%	18.28%
When Executives speak with faculty and staff, it's a two-way dialogue.	39.79%	38.71%	21.51%
Executives seek input and consider it to shape decisions.	29.48%	35.79%	34.74%
When members of the Administrative Management team speak with faculty and staff, it's a two-way dialogue.	46.24%	24.73%	29.03%
The Administrative Management team seeks input and considers it to shape decisions.	40.00%	26.32%	33.68%
I am involved in decisions that affect my work.	58.51%	30.85%	10.64%
I am satisfied with the information I receive from the Executive and College Administration regarding what's going on at BC.	33.68%	38.95%	27.37%
In my Department/Division, we ask our other internal customers what they require from us.	51.61%	25.80%	22.58%
In my Department/Division, we participate in deciding how the work gets done.	74.74%	17.90%	7.37%
My co-workers and I work well together to accomplish BC's goals.	77.66%	11.70%	10.64%
My co-workers and our Manager work well together to accomplish BC's goals.	64.21%	18.95%	16.84%
My manager is effective in involving his/her employees in solving the problems we face as a unit.	63.16%	18.95%	17.89%
I have a positive relationship with my colleagues.	86.31%	2.11%	11.58%
<b>Commitment to High Standards</b>			
I believe in and take pride in my work and my workplace.	98.92%	0.00%	1.08%
I am committed to producing the highest quality work for our students.	97.85%	1.08%	1.08%
I feel encouraged to come up with new and better ways of doing things.	75.26%	19.36%	5.38%
I am able to give honest feedback to my Manager.	79.35%	10.87%	9.78%
I am open to constructive feedback from my Manager.	96.66%	1.11%	2.22%
I seek constructive feedback from my Manager.	85.87%	6.52%	7.61%
My Manager holds me accountable for the work that I do.	88.17%	4.31%	7.53%



My Manager role models effective leadership (i.e., behavior that is ethical, moral, consistent, positive, just).	64.83%	21.98%	13.19%
My Manager role models high standards for quality work.	64.90%	15.95%	19.15%
<b>Stability Security and Safety</b>			
The culture and emotional climate of the College is positive and supportive.	26.89%	64.51%	8.60%
I feel like I am a part of a team.	50.54%	32.26%	17.20%
The policies and procedures at the College are clear and helpful.	44.68%	37.24%	18.09%
Faculty/Staff feel able to influence the policies, procedures, and infrastructure around them.	25.81%	47.31%	26.88%
I feel safe and secure in the BC environment. If you disagreed, please explain.	48.91%	30.44%	20.65%
Support services are provided at a level that allows faculty to spend their time on the priorities and requirements of teaching and learning.	41.11%	27.78%	31.11%
In my Department, conflict is resolved honestly, effectively and quickly.	49.47%	25.81%	24.73%
<b>Responsibility and Accountability</b>			
I understand the role of the Board and the government decisions that affect BC.	47.31%	39.79%	12.90%
I feel in control of my work and capable of competently carrying out my daily tasks.	89.13%	5.44%	5.43%
The Executive are consistent in their use of data-driven, logical decision-making processes.	33.69%	39.14%	27.17%
BC's standards for business ethics are high.	38.71%	30.10%	31.18%
BC Management supports the College's values in its day-to-day actions.	41.93%	23.65%	34.41%
In my Department/Division, projects are managed well.	72.83%	18.48%	8.70%
The criteria and application of the same for job promotions is clear and fair equitable.	35.17%	28.58%	36.26%
My Manager delegates work fairly and effectively.	59.78%	17.39%	22.83%
My Manager involves me when making key decisions that impact my role.	73.91%	15.22%	10.87%
My Manager treats all employees fairly.	66.30%	21.74%	11.96%
<b>General or Open Ended Questions:</b>			
I am satisfied working at BC.	60.00%	24.45%	15.56%
I have a clear understanding of BC's pay policy.	77.78%	10.00%	12.22%
I am compensated fairly for the work I do.	64.05%	21.35%	14.61%
BCs pay structures are realistic and align with current economic realities.	52.23%	28.89%	18.89%
Pension and Healthcare benefits are appropriate for my needs and those of my family.	70.00%	15.55%	14.44%
I believe BC will use this survey's feedback to make improvements.	33.71%	33.70%	32.58%
I believe real changes can be made in my Department/Division as a result of this survey.	45.56%	20.00%	34.44%

### Tab 3: Core Values

#### Highest Agreement Scores - Questions with Highest Agreement Per Value (over 75%)

##### **Mission/Vision**

- I know how my job impacts the mission of BC. (90.81%)

##### **Commitment to Students and Quality Teaching**

- I am aware of the issues facing our students. (88.66%)

##### **Commitment to Employees**

- I have participated in a Performance Appraisal Process. (90.63%)
- I participate in training and development opportunities that are available to me. (89.36%)
- I am clear about my job expectations. (88.54%)
- My Manager supports my professional development. (77.90%)
- Our Department staff meetings are filled with open and honest participation. (77.08%)
- My manager sets annual performance goals for my job. (76.84%)
- I can get the information I need to do my job. (75.79%)

##### **Respect, Recognition and Being Valued**

- I have a positive relationship with my colleagues. (86.31%)
- I am encouraged to solve as many of my own work-related problems as possible. (81.72%)
- My co-workers and I work well together to accomplish BC's goals. (77.66%)

##### **Commitment to High Standards**

- I believe in and take pride in my work and my workplace. (98.92%)
- I am committed to producing the highest quality work for our students. (97.85%)
- I am open to constructive feedback from my Manager. (96.66%)
- My Manager holds me accountable for the work that I do. (88.17%)
- I seek constructive feedback from my Manager. (85.87%)
- I am able to give honest feedback to my Manager. (79.35%)
- I feel encouraged to come up with new and better ways of doing things. (75.26%)

##### **Commitment to Students and Quality Teaching**

- I am aware of the issues facing our students. (88.66%)

**Stability, Security and Safety**

- None

**Responsibility & Accountability**

- I feel in control of my work and capable of competently carrying out my daily tasks. (89.13%)

**General Questions**

- I have a clear understanding of BC's pay policy. (77.78 %)

## Highest Disagreement Scores Questions with Highest Disagreement Per Value (over 25%)

### **Mission/Vision**

- BC is a catalyst of change and innovation at the forefront of education. (57%)
- The Executive and college Administrators ensure their actions align with their words. (51.55%)
- The Executive gives employees a clear picture of the direction in which BC is headed. (46.46%)
- The President establishes a healthy work environment based on the principles of empowerment, autonomy and independency. (44.44%)
- Our Executive establishes and communicates a clear direction in academics for BC. (44.44%)
- The Vision and Mission of BC is clear, understood and drives everything that we do. (39.39%)
- Diversity is valued at BC. (39.39%)
- Our Executive establishes and communicates clear directions in operations for BC. (39.39%)
- When we take the initiative, our suggestions are implemented. (36.36%)
- I am encouraged to take the initiative. (28.28%)
- BC is an excellent organization to work for. (27.84%)
- Innovation is expected of my Department/Division and we are encouraged to take the initiative. (26.6%)

### **Commitment to Students and Quality Teaching**

- Technology available is appropriate for BC's academic technology needs. (36.08%)
- I have the materials and equipment I need to meet student needs. (31.96%)
- Current academic activities at BC are student centered. (27.83%)

### **Commitment to Employees**

- I believe that the Executive considers my needs and preferences when making decisions that affect my work life. (50.53%)
- Our all employee meetings are filled with open and honest participation. (46.88%)
- I am aware of why decisions are delayed. (45.83%)
- I get the support I need to perform at the highest level. (41.49%)
- Career paths exist for me at BC. (40.22%)
- I feel I have job security. (40%)
- The Executive and College Administrators are careful to consider the work/life balance of the employees when making important decisions. (38.94%)
- Conditions on my work area allow me to highly productive. (35.79%)

### **Commitment to Employees (cont.)**

- I am made to feel that I am an important part of the BC community. (35.11%)
- In general, career moves are handled fairly at BC. (33.69%)
- I am given the training and development I need to do my job effectively. (33.34%)
- I feel challenged and am given assignments that inspire, test, and stretch my abilities. (31.25%)
- Overall, my workload is reasonable. (30.21%)
- The Executive supports opportunities for personal growth, development, and advancement. (29.48%)
- I have the flexibility to arrange my work schedules to meet my personal/family responsibilities. (27.66%)
- I am encouraged to share my learning with my peers. (27.08%)

### **Respect, Recognition and Being Valued**

- The Executive and College Administrators engage faculty and staff to an appropriate degree when making important decisions. i.e., sharing information, soliciting feedback and listening. (51.06%)
- I am comfortable going to the Executive and Management Team if I'm having difficulty with some aspect of my job. (44.21%)
- My efforts are recognized and acknowledged in tangible ways. (42.10%)
- I am satisfied with the information I receive from the Executive and College Administration about what's going on at BC. (38.95%)
- When Executives speak with faculty and staff, it's a two-way dialogue. (38.71%)
- Members of the Executive let people know when they've done a good job. (38.29%)
- The formal reward and recognition systems are used to make faculty and staff valued. (37.24%)
- The Executive and College Administrators interact with one another effectively. (36.17%)
- Executives seek input and consider it to shape decisions. (35.79%)

### **Respect, Recognition and Being Valued (cont.)**

- Members of the Administrative Management Team let people know when they've done a good job. (35.11%)
- I am involved in the decisions that affect my work. (30.85%)
- The Administrative Management team seeks input and considers it to shape decisions. (26.32%)
- In my Department/Division, we ask our other internal customers what they require from us. (25.80%)

### **Commitment to High Standards**

- None

### **Stability, Security and Safety**

- The culture and emotional climate of the College is positive and supportive. (64.51%)
- Faculty/Staff feel able to influence the policies, procedures, and infrastructure around them. (47.31%)
- The policies and procedures at the College are clear and helpful. (37.24%)
- I feel like part of a team. (32.26%)
- I feel safe and secure in the BC environment. If you disagree, please explain. (30.44%)
- Support services are provided at a level that allows faculty to spend their time on the priorities and requirements of teaching and learning. (27.78%)
- In my Department, conflict is resolved honestly, effectively and quickly. (25.81%)

### **Responsibility & Accountability**

- I understand the role of the Board and the government decisions that affect BC. (39.79%)
- The Executive are consistent in their use of data-driven, logical decision-making processes. (39.14%)
- BC's standards for business ethics are high. (30.10%)
- The criteria and application of the same for job promotions is clear and fair equitable. (28.58%)

### **General Questions**

- I believe BC will use this survey's feedback to make improvements. (33.70%)
- BC's pay structures are realistic and align with current economic realities. (28.89%)

## Tab 4: Themes from Comment Questions

How could your work environment be enhanced?	Responses	% of 105	% of 52
Leadership – more strategic, less administrative	15	14.28%	28.85%
More collaboration, two-way communication & teambuilding	13	12.38%	25.00%
Facilities - suitability and cleanliness	12	11.42%	23.08%
Technology improvement & training on the same	6	5.71%	11.54%
Increase the quality of career development and planning	4	3.80%	7.69%
Improve the fairness of compensation and advancement opportunities	4	3.80%	7.69%
Reduce the level of negativity and promote positives	4	3.80%	7.69%
Greater reward and recognition	3	2.85%	5.77%
Headcount/resource load is inappropriate	3	2.85%	5.77%
Favouritism - management, promotion, advancement	2	1.90%	3.85%
Increase and improve the quality of marketing and promotion of BC	2	1.90%	3.85%
Improve process definition and effectiveness	2	1.90%	3.85%
Improve the quality of professional development - learning	2	1.90%	3.85%
Strategic plan/roadmap development and implementation	2	1.90%	3.85%
Offer flexible working arrangements	1	>1%	1.92%
Greater accountability and performance management	1	>1%	1.92%
Board effectiveness – experience in education and higher learning, composition, interaction	1	>1%	1.92%
Improve internal teaching processes	1	>1%	1.92%
What would make our organization more effective?	Responses	% of 105	% of 55
Review and revise organizational structure and roles	14	13.33%	25.45%
Leadership – Leaders holding their teams accountable	11	10.47%	20.00%
Increase and improve the quality of marketing and promotion of BC	9	8.57%	16.36%
Board effectiveness – experience in education and higher learning, composition, interaction	7	6.66%	12.73%
Leadership – Too much administrative focus, insufficient strategic focus	5	4.76%	9.09%
More collaboration, two-way communication & teambuilding	4	3.80%	7.27%
Technology improvement & training on the same	4	3.80%	7.27%
Leadership - greater visibility	3	2.85%	5.45%
More openness and employee engagement	3	2.85%	5.45%
Respecting differences	3	2.85%	5.45%
Eliminate favouritism - management, promotion, advancement	2	1.90%	3.64%
Greater and more meaningful reward and recognition	2	1.90%	3.64%
Improve fundraising and alumni relations	2	1.90%	3.64%
Leadership – Fear and intimidation	2	1.90%	3.64%
Process definition and effectiveness	2	1.90%	3.64%
Strategic plan/roadmap development and implementation	2	1.90%	3.64%
Innovation	1	>1%	1.82%
Leadership – Objective and more effective decision making	1	>1%	1.82%
Leadership – Currently good leadership	1	>1%	1.82%
More focus on students	1	>1%	1.82%
Performance standards and accountability for quality among teaching staff	1	>1%	1.82%
Professional development - cross training	1	>1%	1.82%
Professional development – more learning/qualifications	1	>1%	1.82%
Improve the frequency and quality of professional development - staff	1	>1%	1.82%
Solicit and integrate student opinions more often	1	>1%	1.82%
Strategic plan/roadmap development and implementation-more student and workforce focus	1	>1%	1.82%
Student life/culture	1	>1%	1.82%
Benefits	1	>1%	1.82%

## Tab 4: Themes from Comment Questions

The five most important issues affecting me at the College are:	Responses	% of 105	% of 57
Leadership	13	12.38%	22.80%
Course offerings - limitations and quality	8	7.61%	14.03%
Organizational structure effectiveness/review	6	5.71%	10.52%
More collaboration, two-way communication & teambuilding	5	4.76%	8.77%
Reward and recognition	5	4.76%	8.77%
Role clarity and performance expectations	5	4.76%	8.77%
Board effectiveness - composition/interaction	4	3.80%	7.01%
Increase and improve the quality of marketing and promotion of BC	4	3.80%	7.01%
Professional Development	4	3.80%	7.01%
Strategic plan/roadmap development and implementation	4	3.80%	7.01%
Technology improvement & training on the same	4	3.80%	7.01%
Transparency/honesty	4	3.80%	7.01%
Climate of fear	3	2.85%	5.26%
Leadership - Accountability	3	2.85%	5.26%
Leadership – Too much administrative focus, insufficient strategic focus	3	2.85%	5.26%
Low morale	3	2.85%	5.26%
Professional Development - inequities	3	2.85%	5.26%
Facilities - suitability and cleanliness	2	1.90%	3.50%
Implementation of projects and initiatives/issue resolution	2	1.90%	3.50%
Policies and procedures	2	1.90%	3.50%
Professional integrity	2	1.90%	3.50%
Respecting differences	2	1.90%	3.50%
Work/life balance	2	1.90%	3.50%
Address issues effectively	1	>1%	1.75%
Bullying and harassment	1	>1%	1.75%
Class size	1	>1%	1.75%
Compensation	1	>1%	1.75%
Excellent staff and professional standards	1	>1%	1.75%
Facilities	1	>1%	1.75%
Fairness and inequity	1	>1%	1.75%
Government cutbacks	1	>1%	1.75%
HR confidentiality and trust	1	>1%	1.75%
Lack of role clarity	1	>1%	1.75%
Leadership - Faculty disengagement	1	>1%	1.75%
Leadership - listening/engagement	1	>1%	1.75%
Leadership – inappropriate distribution of workload	1	>1%	1.75%
Policies and procedures – Retirement	1	>1%	1.75%
Processes and procedures	1	>1%	1.75%
Processes and procedures - finance/cheque issue	1	>1%	1.75%
Professional Development - unfairness	1	>1%	1.75%
Security	1	>1%	1.75%
Silos across departments	1	>1%	1.75%
Trust	1	>1%	1.75%
Unfairness in advancement	1	>1%	1.75%
Work distribution	1	>1%	1.75%
Benefits	1	>1%	1.75%