



EMPLOYEE ENGAGEMENT AT MCC



February 2018

Strategic Plan Direction 4: Organizational Culture

*Monroe Community College will promote a **culture of excellence** through **a shared commitment to our values and mission**. MCC will invest in the College's employees to enhance their commitment and capacities to promote and support **the success of our students**. The College will succeed with **motivated and highly skilled** employees. Our values are consistent with sustaining an educational environment and workplace that is **diverse, inclusive, respectful, civil, equitable, and fair**.*

Why Engagement?

Reviewed the literature ...

- While **engaged** employees are **satisfied** with their jobs, satisfied employees are not necessarily engaged with theirs.
- Engagement drives **innovation, excellence, and success**; satisfaction drives low turnover.
- Employees' engagement indicates **commitment** to the organization, its mission, their role, and their coworkers.

Gallup Q12

- Gallup researchers spent decades writing and testing hundreds of questions, because their wording and order matter.
- Gallup's Q12 survey includes the questions that measure the most important elements of employee engagement. Employees respond using a 1 (strongly disagree) to 5 (strongly agree) scale.
- Gallup has studied survey results from more than 25 million employees around the world.
- Institutional improvement efforts should focus on these essential elements of engagement.

Gallup's Custom Item Bank

- Gallup offers institutions the opportunity to add additional custom items to the Q12 from its bank at no cost.
- These items are validated and tested to assure the same level of validity as the other Q12 items.
- MCC selected 6 custom items related to Direction 4 of the Strategic Plan and the Diversity, Inclusion, and Engagement Plan.

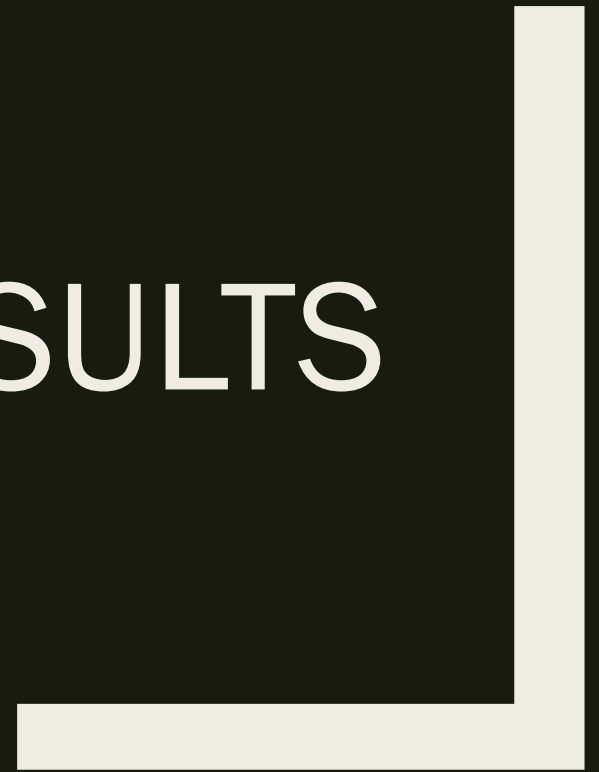
Q12 at MCC

- Survey was run from November 15 to December 12.
- All full-time employees and an Institutional Research-defined sample of part-time and adjunct employees.
- Individual item responses ranged from 497-471.

Q12 Response Rate

Group	Response Rate
Overall	44%
Adjunct	19%
Administrators (NTP)	65%
Civil Service	40%
Faculty	44%
Grant Admins	56%
Grant Support	16%
Hourly Part-time	25%
Officers	80%
Non-Contract Administrators	92%

Q12 ITEMS & RESULTS



Q0: How satisfied are you with your organization as a place to work.

MCC 2017 Baseline: 3.33

MCC 2021 Goal: 4.33

Q12 Grand Mean

MCC 2017 Baseline: 3.51

MCC 2021 Goal: 4.51

Q1: I know what is expected of me at work.

Clarity of expectations – perhaps the most basic of employee needs in the workplace – is critical to performance. “Knowing what’s expected” is more than a job description. It is a detailed understanding of how each employee’s activities relate to what everyone else is asked to do, and how those expectations change when circumstances change.

MCC 2017 Baseline: 4.05

MCC 2021 Goal: 5.00

Q2: I have the right materials and equipment I need to do my work right.

When supervisors ask employees to accomplish a goal but do not provide them with the necessary resources, credibility is lost. Great supervisors identify the needs of each person in relation to the outcomes they are attempting to achieve, and then position resources accordingly

MCC 2017 Baseline: 3.68

MCC 2021 Goal: 4.68

Q3: At work, I have the opportunity to do what I do best every day.

The most powerful benefit a supervisor can provide is to place his or her employees in positions that allow them to use the best of their natural selves – their talents – as well as their skills and knowledge in order to build and apply strengths.

MCC 2017 Baseline: 3.71

MCC 2021 Goal: 4.71

Q4: In the last seven days, I have received recognition or praise for doing good work.

The key to effective recognition is that it is honest and based on outcomes that are measurable. The answer to “How much recognition?” is once every seven days. Succeeding on this element is about creating a culture of appreciation. All employees should be involved in and responsible for this culture.

MCC 2017 Baseline: 2.80

MCC 2021 Goal: 4.30

Items in RED have scores below 3.00 and will receive special focus.

Q5: My supervisor, or someone at work, seems to care about me as a person.

A productive workplace is one in which people feel safe – safe enough to experiment, to challenge, to share information and to support each other, and in which team members are prepared to give their supervisor and the organization the “benefit of the doubt.” None of this can happen if team members do not feel cared about. Relationships are the glue that holds great workplaces together.

MCC 2017 Baseline: 3.89

MCC 2021 Goal: 4.89

Q6: There is someone at work who encourages my development.

In the case of this element, “development” does not mean “promotion.” Encouraging development starts with an understanding of an employee’s unique combination of skills, knowledge and talents, and it requires commitment – from both the supervisor and the employee.

MCC 2017 Baseline: 3.39

MCC 2021 Goal: 4.39

Q7: At work, my opinions seem to count.

Gallup's research has found that employee engagement strongly correlates with having one's "opinions count." Employees who give this item high scores feel they have access to channels of communication across different levels or divisions of the organization, and their supervisors work to maintain those channels.

MCC 2017 Baseline: 3.20

MCC 2021 Goal: 4.20

Q8: The mission or purpose of this organization makes me feel my job is important.

Employees want to believe in what their organization strives to accomplish. This element measures how well an individual identifies with his or her institution's mission. Excellence occurs when people are deeply attached to a sense of purpose in their lives.

MCC 2017 Baseline: 3.73

MCC 2021 Goal: 4.73

Q9: My associates are committed to doing quality work.

This element involves a keen awareness of work standards and of team members' performance. However, adherence to high standards cannot be forced; it must be developed. The best supervisors foster in their teams an environment of honest and complete communication, an understanding of each other's work and respect for each other's efforts and results.

MCC 2017 Baseline: 4.05

MCC 2021 Goal: 5.00

Q10: I have a best friend at work.

Gallup's research indicates that workplaces in which employees report having a "best friend" are safer and more efficient. People would rather build bridges than walls. This element deals with enhancing the quality of relationships between employees in the workplace.

MCC 2017 Baseline: 3.05

MCC 2021 Goal: 4.05

Q11: In the last six months, someone at work has talked to me about my progress.

Formal performance appraisals and progress discussions are related, but not synonymous. What is important to employees is that they understand how they are doing and where their work is leading. The supervisor and the employee need to work together to identify a task at which the employee truly excels, positioning the employee for success.

MCC 2017 Baseline: 2.94

MCC 2021 Goal: 3.94

Q12: This last year, I have had opportunities at work to learn and grow.

The need to learn and grow is a human one. The best managers know an organization's growth depends on employees' capacity to learn. The best teams are never quite satisfied with current ways of doing things. They always strive to find better, more efficient and more innovative ways to work.

MCC 2017 Baseline: 3.64

MCC 2021 Goal: 4.64

ENGAGEMENT METRICS



1: BASIC NEEDS:

I have the resources I need here.

MCC 2017 Baseline: 3.87

MCC 2021 Goal: 4.87

2: INDIVIDUAL CONTRIBUTION:

I matter and contribute here.

MCC 2017 Baseline: 3.45

MCC 2021 Goal: 4.45

3: TEAMWORK:

I belong here.

MCC 2017 Baseline: 3.51

MCC 2021 Goal: 4.51

4: GROWTH:

I can grow here.

MCC 2017 Baseline: 3.29

MCC 2021 Goal: 4.29

CUSTOM ITEMS & RESULTS



C1: My supervisor is an active supporter of the changes that affect our workgroup.

MCC 2017 Baseline: 3.76

MCC 2021 Goal: 4.76

C2: I am asked for my input regarding changes that affect my work.

MCC 2017 Baseline: 3.18

MCC 2021 Goal: 4.18

C3: At work, we are direct and honest in all our communications.

MCC 2017 Baseline: 2.95

MCC 2021 Goal: 4.45

C4: My supervisor creates an environment that is trusting and open.

MCC 2017 Baseline: 3.56

MCC 2021 Goal: 4.56

C5: My school treasures diverse opinions and ideas.

MCC 2017 Baseline: 2.91

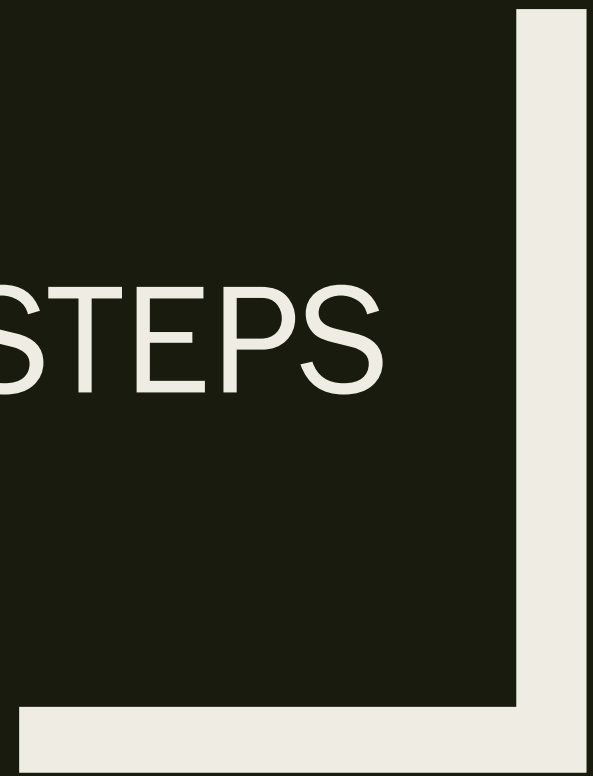
MCC 2021 Goal: 4.41

C6: I always trust my school to be fair to everyone.

MCC 2017 Baseline: 2.40

MCC 2021 Goal: 3.90

NEXT STEPS



Strategic Plan Direction 4: Organizational Culture

Gallup Q12 will inform D4 progress metrics:

- **Goal 1:** openness, trust, collaboration, accountability, and mutual respect; diverse backgrounds, ideas, perspectives
- **Goal 2:** recruitment, retention, climate
- **Goal 3:** recruiting, retaining, developing, recognizing, and empowering a diverse workforce

Gallup Q12 & MCC Custom Items Will ...

- Inform employee programming, outreach, initiatives, professional development—all designed to increase engagement and advance Direction Four.
- Run every fall semester in same window.
- Chart progress to year five goal.