Community Christian College Annual Survey Assessment

2022 Staff Satisfaction Survey Analysis and Assessment Report

November 11, 2022

Yuka S. Delkamp, Business Process Consultant

Yuka32@msn.com

615.668.8801

TABLE OF CONTENTS

CCC 2022 STAFF SATISFACTION SURVEY DATA ANAYSIS AND ASSESSMENT

BACKGROUND

Business Need

As part of the Continuous Performance Improvement Program of the Community Christian College (CCC), and in response to the recommendations made by TRACS (Transnational Association of Christian Colleges and Schools), comparative and quantified analyses of the various surveys, which includes but not limited to CCC's Board of Trustees, Staff members, Graduated and current Students are needed for CCC's assessment. This report contains the overview as well as quantitative and qualitative analyses of the surveys conducted in 2022 for the CCC's Staff Satisfaction.

Objective

This report provides overall and specific area analyses as assessments for satisfying the following objectives.

1) Provide CCC with the current data analysis and assessment that may be utilized and be helpful its Continuous Performance Improvement program to move forward to the next stage of implementing corrective/improvement actions.
2) Provide CCC with the Staff satisfaction survey documents to assist in submitting to TRACS per its request.

Scope

Quantitative data analyses using the raw data of the CCC's Staff satisfaction survey via the SurveyMonkey program. The analyses will only be based on the raw data provided by CCC, and cover the following areas as its scope:

- Quantitative analysis for the survey conducted in 2022
- Qualitative analysis for the survey conducted in 2022
- Summary
- Recommendations

The following are NOT part of the scope for this report. Should those be included in the scope, further discussion for making an alignment with CCC will be required:

- Risk analysis or mitigation plan
- Corrective/improvement action implementation or execution plans
- Control or maintenance plan
- Project management elements or components

Data Source Used

[Welcome to SurveyMonkey!](#)

ANALYSIS SUMMARY

Overview

1. Participation

Twenty-six Staff members total participated in the Staff Satisfaction survey in June 2022. The participation rate is yet to be clarified since the total number of invitees to the survey is unknown.
The 26 Staff members have responded to 14 out of 15 questions; the question #10 "Does the College provide you the tools and technologies you need to do your job well?" was skipped by one participant. There is no other data from the previous year available for benchmarking at this point.

2. Survey title and question makeups

a) Staff survey is the only survey that has a title of "Satisfaction" whereas other surveys are titled "Assessment".
b) There are 15 questions total included in this survey with 8 different subject matters. Below is a list of such groups and number of questions given in this survey.

- **General satisfaction - 4 questions:**
    - *How satisfied are you with the CCC culture?*
    - *How happy are you at work?*
    - *Do you feel valued for your contributions?*
    - *Do you find your work meaningful?*

- **Relationship - 4 questions**
    - *Do you feel management is vested in the success of the team?*
    - *How connected do you feel with your co-workers?*
    - *Does your supervisor communicate important information that affects your work in a timely and efficient manner?*
    - *How much does your supervisor value your feedback?*

- **Responsibility - 3 questions**
    - *Do you feel like your position utilizes your skills and abilities as much as it could?*
    - *Do you feel your job responsibilities are clearly defined?*
    - *Do you think that your workload is appropriate for your position and responsibilities?*

- **Career advancement - 1 question**
    - *Does the College offer adequate opportunities for promotions or career development?*

- **Diversity- 1 question**
    - *Do you value diversity (recognize and respect the value of differences in ethnicity, gender, age, etc.)?*

- **Equipment- 1 question**
    - *Does the College provide you the tools and technologies you need to do your job well?*

- **Openness- 1 question**
    - *How open is the College to change and new ideas?*

Overview (Cont.)

3. Data collection

Automated data collections through Survey Monkey with visual depictions. Typical duration of each module of survey is also available for participants.

Quantitative

Total average score and the distribution for each question are as shown below.

a) Count

#	Question/Description	1 - NOT AT ALL	2- SLIGHTLY NEGATIVE	3-NEUTRAL	4 - MODERATELY POSITIVE	5 - VERY POSITIVE	Respondents Total	Total Score Average
Q1	How satisfied are you with the CCC culture?	1	0	6	4	15	26	4.2
Q2	How connected do you feel with your co-workers?	0	0	1	11	14	26	4.5
Q3	How open is the College to change and new ideas?	1	2	3	8	12	26	4.1
Q4	How much does your supervisor value your feedback?	0	0	1	5	20	26	4.7
Q5	Does your supervisor communicate important information that affects your work in a timely and efficient	0	0	2	3	21	26	4.7
Q6	Do you feel management is vested in the success of the team?	0	1	6	1	18	26	4.4
Q7	Do you think that your workload is appropriate for your position and responsibilities?	0	0	4	4	18	26	4.5
Q8	Do you find your work meaningful?	0	0	2	3	21	26	4.7
Q9	Does the College offer adequate opportunities for promotions or career development	1	1	5	6	13	26	4.1
Q10	Does the College provide you the tools and technologies you need to do your job well?	1	2	3	7	12	25	4.1
Q11	Do you feel your job responsibilities are clearly defined?	0	0	1	8	17	26	4.6
Q12	Do you value diversity (recognize and respect the value of differences in ethnicity, gender, age, etc.)?	0	0	1	4	21	26	4.8
Q13	Do you feel like your position utilizes your skills and abilities as much as it could?	0	1	2	5	18	26	4.5
Q14	Do you feel valued for your contributions?	0	1	2	5	18	26	4.5
Q15	How happy are you at work?	0	1	3	6	16	26	4.4
		4	9	42	80	254	389	4.2

b) Percentage

#	Question/Description	1 - NOT AT ALL	2- SLIGHTLY NEGATIVE	3-NEUTRAL	4 - MODERATELY POSITIVE	5 - VERY POSITIVE
Q1	How satisfied are you with the CCC culture?	3.8%	0.0%	23.1%	15.4%	57.7%
Q2	How connected do you feel with your co-workers?	0.0%	0.0%	3.8%	42.3%	53.8%
Q3	How open is the College to change and new ideas?	3.8%	7.7%	11.5%	30.8%	46.2%
Q4	How much does your supervisor value your feedback?	0.0%	0.0%	3.8%	19.2%	76.9%
Q5	manner?	0.0%	0.0%	7.7%	11.5%	80.8%
Q6	Do you feel management is vested in the success of the team?	0.0%	3.8%	23.1%	3.8%	69.2%
Q7	Do you think that your workload is appropriate for your position and responsibilities?	0.0%	0.0%	15.4%	15.4%	69.2%
Q8	Do you find your work meaningful?	0.0%	0.0%	7.7%	11.5%	80.8%
Q9	Does the College offer adequate opportunities for promotions or career development	3.8%	3.8%	19.2%	23.1%	50.0%
Q10	Does the College provide you the tools and technologies you need to do your job well?	4.0%	8.0%	12.0%	28.0%	48.0%
Q11	Do you feel your job responsibilities are clearly defined?	0.0%	0.0%	3.8%	30.8%	65.4%
Q12	Do you value diversity (recognize and respect the value of differences in ethnicity, gender, age, etc.)?	0.0%	0.0%	3.8%	15.4%	80.8%
Q13	Do you feel like your position utilizes your skills and abilities as much as it could?	0.0%	3.8%	7.7%	19.2%	69.2%
Q14	Do you feel valued for your contributions?	0.0%	3.8%	7.7%	19.2%	69.2%
Q15	How happy are you at work?	0.0%	3.8%	11.5%	23.1%	61.5%
		1.0%	2.3%	10.8%	20.6%	65.3%

- The total average across the questions is 4.5.

Quantitative (Cont.)

CCC 2022 STAFF SATISFACTION SURVEY DATA ANAYSIS AND ASSESSMENT

Overall

- The overall data indicates that vast majority (85.9%) of Staff evaluated MODERATELY POSITIVE (20.6%) and VERY POSITIVE (65.3%) as opposed to NOT AT ALL (1.0%), SLIGHTLY NEGATIVE (2.3%) and NEUTRAL (10.8%).
- Overall CCC Staff members are very positively satisfied with the performance of CCC, especially in the areas of their supervisors communicate important information that affects

  their work in a timely and efficient manner, and their feedback is valued.
- Staff members feel slightly negative about the tools and technologies that they need to do their jobs well, or CCC's openness on to change and new ideas.
- A few Staff members feel that they are neutral about that CCC management is vested in the success of the team, adequate opportunities for promotions or career development and

  tools and technologies they need to do their job well. These two are the only questions that

  both points in NOT AT ALL (1 point) and SLIGHTLY NEGATIVE (2 points)
- The highest score is 4.8 of "Do you value diversity (recognize and respect the value of differences in ethnicity, gender, age, etc.)?" (Q12)
- The following are the top highest scored questions. No significant subject matter that suggests triggering the high scores.

  - *How much does your supervisor value your feedback? (Q4) - 4.7*
  - *Does your supervisor communicate important information that affects your work in a timely and efficient manner? (Q5) - 4.7*
  - *Do you find your work meaningful? (Q8) - 4.7*

  - *Do you feel your job responsibilities are clearly defined? (Q11) - 4.6*
  - *Does the College offer adequate opportunities for promotions or career development (Q9) - 4.1*
  - *Does the College provide you the tools and technologies you need to do your job well? (Q10) - 4.1*
  - *How satisfied are you with the CCC culture? (Q1) - 4.2*

Positives
The following are the significant contributors of high scores.

- **VERY POSITIVE (5 points)**

  - *Does your supervisor communicate important information that affects your work in a timely and efficient manner? (80.8%)*
  - *Do you value diversity (recognize and respect the value of differences in ethnicity, gender, age, etc.)? (80.8%)*
  - *How much does your supervisor value your feedback? (76.9%)*

- **POSITIVE (4 points)**
  - *How connected do you feel with your co-workers? (42.3%)*
  - *Do you feel your job responsibilities are clearly defined? (30.8%)*

CCC 2022 STAFF SATISFACTION SURVEY DATA ANAYSIS AND ASSESSMENT

Quantitative (Cont.)

Negatives
The following are the significant contributors of low scores.

- **NOT AT ALL (1 point)**
    - *Does the College provide you the tools and technologies you need to do your job well? (4.0%)*
    - *How satisfied are you with the CCC culture? (3.8%)*
    - *How open is the College to change and new ideas? (3.8%)*

- **SLIGHTLY NEGATIVE (2 points)**
    - *Does the College provide you the tools and technologies you need to do your job well? (8.0%)*
    - *How open is the College to change and new ideas? (7.7%)*

Neutrals
The following are the significant contributors of scores in neutral.
- *How satisfied are you with the CCC culture? (23.1%)*
- *Do you feel management is vested in the success of the team? (23.1%)*
- *Does the College offer adequate opportunities for promotions or career development? (19.2%)*

Qualitative

Relevancy to CCC's Strategic Plan/Integrated Assessment Plan

a) **Definition and logic for reasoning the subject matters included in the survey questions is unclear.**
b) **Correlation between the questions asked and expected outcomes stated in the CCC's 2018-2022 Integrated Assessment Plan and Strategic Plan is unclear.**
   - Relevancy of the questions tied to the stated responsibilities while the survey is titled "Satisfaction Survey" rather the assessment.
   - How the answers to the asked questions are tied to CCC's Continuous Performance Improvement program.

   The CCC's Integrated Assessment Plan states the following are part of its plan and expected outcomes.

   - *Administration: Serve to enable success by hiring qualified personnel using diverse committees trained in equity, diversity, and inclusion, promoting appropriate job training and continuing education, and ensuring the accomplishment of the objective.*

- **Admissions:** *Admit students who are seeking an opportunity to increase their grade point averages in an effort to attend a four-year college and graduate.*

Qualitative (Cont.)

- **Student Services:** *Demonstrate equity, diversity, and inclusion in the administration of the student government and while engaging in providing students with extra-curricular activities.*
- **Education:** *Provide students with a Christian Worldview throughout the curricula, provide Chapel opportunities to all students, local and remote, develop with the students:*
  - *Appropriate associate degree level reasoning skills allowing for success at a four-year college.*
  - *Appropriate associate degree level writing skills allowing for success at a four-year college.*
  - *Appropriate associate degree level research skills allowing for success at a four-year college.*
- **Faculty:** *Develop course materials that adequately reflects the objectives of the institution, to continue to develop a personal level of skill within their field of study, and to be well-versed in equity, diversity, and inclusion.*
- **Library:** *Assess the needs of the educational program and its emphasis electives and provide access to the appropriate level of research materials to graduate with an associate degree.*
- **Facilities :** *Assess the needs and provide the appropriate facilities to support the educational and athletics requirements of the students*
- **Fundraising:** *Seek to provide the financial resources necessary to support the educational and athletic program objectives.*

Characteristics of Questions

Questions given show the following variables characteristics:

a) **Direct -** Straight to the point, easy to understand and respond such as below example:
  - *How much does your supervisor value your feedback? (Q4)*

b) **Loaded -** information that requires responders to encounter multiple decision-making points such as below example:
  - *Does your supervisor communicate important information that affects your work in a timely and efficient manner? (Q5)*

c) **Double-barreled** - require respondents to elect answer that satisfies both or all criteria included in one form of question such as below example:
  - *Does the College offer adequate opportunities for promotions or career development (Q9)*

CCC 2022 STAFF SATISFACTION SURVEY DATA ANAYSIS AND ASSESSMENT

d) Undefined, biased - assumed questions such as below example:
  - *Do you feel management is vested in the success of the team?*

Qualitative (Cont.)

e) Sensitive (and emotional) questions such as below example:
  - *Do you value diversity (recognize and respect the value of differences in ethnicity, gender, age, etc.)? (Q12)*

f) Questions identical in nature such as below examples:
  - *How happy are you at work?*
  - *Do you find your work meaningful?*

SWOT Benchmarking Analysis against 2021

The 2021 SWOT analysis shows the following results:

- In 2021, there were 63 total SWOT components (Strengths, Weaknesses, Opportunities and Threats) identified across 13 different subject matter groups.
- In 2022, the entire 15 questions were corresponding to assess the following subject matters, which has been assessed as Strengths.
  - Staff/Resource - 12 questions (80.0%)
  - Program - 1 question (6.7%)
  - Diversity - 1 question (6.7%)
  - Online Course - 1 question (6.7%)

- In 2022, no questions related to the following subject matters were included in the Staff Satisfaction Survey although those were identified and assessed as part of the SWOT analysis in 2021.
  - External Exposure
  - Regulatory Compliance
  - Student
  - Christian Value
  - Facility
  - Financial Aid
  - Library
  - Technology
  - Other

Qualitative (Cont.)

- **See below chart for benchmarking breakdown 2021 - 2022 per subject matter group.**

Subject Matter Group	Strength		Weakness		Opportunity		Threat		Grand Total	
	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022
Program	3	1	2		8		1		14	1
Staff/Resource	4	12	3				1		8	12
External Exposure	2		1		2		3		8	0
Regulatory Compliance							5		5	0
Student	2		2				1		5	0
Christian Value	3						1		4	0
Diversity	4	1							4	1
Online Course	3	1			1				4	1
Facility	1		2						3	0
Financial Aid	1				1				2	0
Library	1		1						2	0
Other	1				1				2	0
Technology			1				1		2	0
Total	**25**	**15**	**12**	**0**	**13**	**0**	**13**	**0**	**63**	**15**

- **The results show all 15 questions that were asked in the areas of Staff/Resource, Program, Diversity, and Online Course in the Staff Satisfaction Survey in 2022 are assessed as strengths.**
- **Note: Metrics used for 2022 SWOT is as follows:**
  - Strength: 80-100 percentile, Opportunities: 60-79 percentiles
  - Weaknesses: 40-59 percentiles
  - Threats: equal or less than 39 percentiles
- **In 2022 Staff Satisfaction Survey, the following patterns in questions and responses were identified:**

  Pattern 1 - Benchmarked : SWOT analysis component was assessed in 2021, and there is a corresponding question for benchmarking. See below for the benchmarked scores.

2021 SWOT Component	2021 Description	Group Category	Corresponding Question in 2022? (Y/N)	2022 Assessment	2022 Corresponding Question	2022 Score	Percentile
Strength	Professor diversity and high Ph.D. ratios	Diversity	Y	Strength	Do you value diversity (recognize and respect the value of differences in ethnicity, gender, age, etc.)?	4.8	96.0%
Strength	Leadership (Board, President, Vice Presidents, and other administrators)	Staff/Resource	Y	Strength	How much does your supervisor value your feedback?	4.7	94.0%
Strength	Faculty (dedication, experience, Godliness, and relationship with students)	Staff/Resource	Y	Strength	Does your supervisor communicate important information that affects your work in a timely and efficient manner?	4.7	94.0%
Strength	Knowledgeable full-time financial aid director and trained staff	Staff/Resource	Y	Strength	Do you find your work meaningful?	4.7	94.0%
Strength	Good combination of experienced senior staff (outside and long-term employees)	Staff/Resource	Y	Strength	Do you feel your job responsibilities are clearly defined?	4.7	94.0%
Strength	Flexible online courses	Online Course	Y	Strength	Does the College provide you the tools and technologies you need to do your job well?	4.1	82.0%
Strength	High standards (Biblical and Academic)	Program	Y	Strength	How open is the College to change and new ideas?	4.1	82.0%

Pattern 2 - Cannot be benchmarked: SWOT components assessed in 2021 with no corresponding questions included in 2022 Staff Satisfaction Survey for benchmarking. See below

CCC 2022 STAFF SATISFACTION SURVEY DATA ANAYSIS AND ASSESSMENT

breakdown for this pattern.

2021 SWOT Analysis Assessment			2022 SWOT Analysis Assessment				
2021 SWOT Component	2021 Description	Group Category	Corresponding Question in 2022? (Y/N)	2022 Assessment	2022 Corresponding Question	2022 Score	Percentile
Weakness	Recruiters are doing more "registrar" work than recruiting	Staff/Resource	N	NA	NA	-	-
Weakness	New and inexperience staff members	Staff/Resource	N	NA	NA	-	-
Weakness	Need for a receptionist	Staff/Resource	N	NA	NA	-	-
Threat	Employee indiscretion	Staff/Resource	N	NA	NA	-	-
Strength	Staff diversity	Diversity	N	NA	NA	-	-
Strength	Diversified Board of Trustees	Diversity	N	NA	NA	-	-
Strength	Bi-lingual support	Diversity	N	NA	NA	-	-
Strength	A Christian worldview	Christian Value	N	NA	NA	-	-
Strength	Christian environment	Christian Value	N	NA	NA	-	-
Strength	Reacquired relationship with the local Churches	Christian Value	N	NA	NA	-	-
Threat	Growing anti-Christian cultural sentiment	Christian Value	N	NA	NA		
Strength	All college operations are managed remotely and online allowing total operation flexibility	Online Course	N	NA	NA	-	-
Strength	Access to ProQuest, LIRN, and Scopus research materials online	Online Course	N	NA	NA	-	-
Opportunity	Distance learning (online courses)	Online Course	N	NA	NA		
Strength	Due to come off Level 1 Heightened Cash Monitoring (HCM) this year	Program	N	NA	NA	-	-
Strength	Positive statements that our alumni say about us:	Program	N	NA	NA	-	-
Weakness	Difficulty in tracking updates on applications being processed	Program	N	NA	NA		
Weakness	Management of the increase in applications	Program	N	NA	NA		
Opportunity	Better looking website	Program	N	NA	NA		
Opportunity	Attending HS College Nights	Program	N	NA	NA		
Opportunity	Visit students at the cluster locations	Program	N	NA	NA		
Opportunity	Create a marching band	Program	N	NA	NA		
Opportunity	Company retreats	Program	N	NA	NA		
Opportunity	DOE opening more ways to access government support	Program	N	NA	NA		
Opportunity	To add additional degree programs	Program	N	NA	NA		
Opportunity	To broaden educational opportunities (night classes, modular classes	Program	N	NA	NA		
Threat	College enrollments in liberal arts colleges are dropping steadily	Program	N	NA	NA		
Strength	Many applications and leads from potential students	Student	N	NA	NA	-	-
Strength	Good response from recruiting outreaches	Student	N	NA	NA	-	-
Weakness	Student communication issues with the FA Dept	Student	N	NA	NA		
Weakness	Need an exit strategy for the graduating and transferring students	Student	N	NA	NA		
Threat	Student illness or injury	Student	N	NA	NA		
Strength	Great campus in Redlands	Facility	N	NA	NA	-	-
Weakness	No physical campus	Facility	N	NA	NA		
Weakness	Thin walls in the office area	Facility	N	NA	NA		
Strength	Only NJCAA, Division I Membership in California	External Exposure	N	NA	NA	-	-
Strength	Good relationship with DOE in San Francisco	External Exposure	N	NA	NA	-	-
Weakness	Advertising (not as aggressive as needed)	External Exposure	N	NA	NA		
Opportunity	Paid-for Advertising	External Exposure	N	NA	NA		
Opportunity	To increase advertising and public relations	External Exposure	N	NA	NA		
Threat	Hostile media including social media	External Exposure	N	NA	NA		
Threat	Competitive advertising from online schools	External Exposure	N	NA	NA		
Threat	Competing colleges bad-mouthing coaches and college	External Exposure	N	NA	NA		
Strength	Librarian training students in HUM 101	Library	N	NA	NA	-	-
Weakness	Students opting to use online research library over physical library	Library	N	NA	NA	-	-
Strength	Financial aid opportunities	Financial Aid	N	NA	NA	-	-
Opportunity	To add additional financial support (giving and grants)	Financial Aid	N	NA	NA		
Strength	Safe environment in dangerous and COVID-19 pandemic times	Other	N	NA	NA	-	-
Opportunity	Inflation and rising labor costs	Other	N	NA	NA		
Weakness	More hi-tech	Technology	N	NA	NA	-	-
Threat	Governing bodies not keeping up with new technology	Technology	N	NA	NA	-	-
Threat	COVID-19 pandemic regulations	Regulatory Compliance	N	NA	NA	-	-
Threat	Governmental obsession with regulations	Regulatory Compliance	N	NA	NA	-	-
Threat	Anti-Christian government rules and regulations	Regulatory Compliance	N	NA	NA	-	-
Threat	Continually changing regulations from many governing bodies	Regulatory Compliance	N	NA	NA	-	-
Threat	Terrorist acts	Regulatory Compliance	N	NA	NA	-	-

Pattern 3 - New items that were not part of the 2021 SWOT Analysis: Questions given in 2022 with no relations to SWOT components assessed in 2021. See below breakdown for this pattern.

CCC 2022 STAFF SATISFACTION SURVEY DATA ANAYSIS AND ASSESSMENT

2021 SWOT Analysis Assessment			2022 SWOT Analysis Assessment				
2021 SWOT Component	2021 Description	Group Category	Corresponding Question in 2022? (Y/N)	2022 Assessment	2022 Corresponding Question	2022 Score	Percentile
NA	NA	Staff/Resource	Y	Strength	Do you think that your workload is appropriate for your position and responsibilities?	4.5	90.0%
NA	NA	Staff/Resource	Y	Strength	Do you feel like your position utilizes your skills and abilities as much as it could?	4.5	90.0%
NA	NA	Staff/Resource	Y	Strength	Do you feel valued for your contributions?	4.5	90.0%
NA	NA	Staff/Resource	Y	Strength	How connected do you feel with your co-workers?	4.5	90.0%
NA	NA	Staff/Resource	Y	Strength	How happy are you at work?	4.4	88.0%
NA	NA	Staff/Resource	Y	Strength	Do you feel management is vested in the success of the team?	4.4	88.0%
NA	NA	Staff/Resource	Y	Strength	How satisfied are you with the CCC culture?	4.2	84.0%
NA	NA	Staff/Resource	Y	Strength	Does the College offer adequate opportunities for promotions or career development?	4.1	82.0%

Risks/High

- The Staff Satisfaction survey conducted seemed to have been to assess their level of satisfaction rather than the assessment based on the objectives stated in the CCC's Strategy Plan and Integrated Assessment Plan.
- This misalignment may affect decision making process among CCC's Board of Trustees and other management entities of CCC.
- Lack of controlled process of survey : ownership, data management, survey design, etc. may skew the accuracy of surveys.

RECOMMENDATIONS

Based on the data analysis, the following recommendations have been created.

Overview

1. **Strategic Approach**

   In order to achieve the CCC's Continuous Performance Improvement Strategy and Plan, purpose of all surveys should be clearly defined. This satisfaction survey can be beneficial and used for measuring general sense and level of satisfaction among its employees. The survey however, may need to be revised to better suit the metrics already designed CCC's strategic plans, and benchmarked its progress against such plan buy following below strategies.

Overview (Cont.)

a) **Design survey questions by building key criteria that can be benchmarked progress against the previous SWOT analysis components (Strengths, Weaknesses, Opportunities and Threats) :**

Examples:
  o Include a question such as "Do you feel you have received adequate COVID-19 information from CCC to do your job"? to benchmark COVID-19 regulations that was analyzed as a Threat in 2021.
  o Include a question such as "Do you think students are actively using online research library"? to benchmark the same subject matter that was analyzed as a Weakness in 2021.
  o Include a question such as "Do you feel CCC has offered adequate distance online courses for students"? to benchmark the same subject matter that was analyzed as a Opportunity in 2021.

b) **Include subject matters that were revealed in the previous SWOT Analysis to benchmark the year-over-year progress:**

Examples:
  o *Program*
  o *Staff/Resource*
  o *External Exposure*
  o *Regulatory Compliance*
  o *Student*
  o *Christian Value*
  o *Diversity*
  o *Online Course*
  o *Facility*
  o *Financial Aid*
  o *Library*
  o *Technology*
  o *Other*

- Design survey questions that are aligned with the CCC's Strategy Plan and Integrated Assessment Plan, especially the Staff's responsibility. Build questions that the elements are included and that can be measurable against the Plans.
- During the preparation, it is highly recommended to verify and validate the following critical areas for benchmarking documentation and archive purposes prior to the execution of all surveys.
- Proofread the final product (assessment questions) to avoid duplicated questions, grammatical errors and ambiguous/unclear expressions.

Overview (Cont.)

- Maintain consistency in the form of questions (i.e. After vs. Upon vs. At the time of completion)
- Develop a robust marketing strategy and execution plan to promote more participation.
- Create an official instruction manual/procedure to maintain consistent and accurate process of preparing, conducting and completing surveys. Be sure to include process for updating, expunging and sharing the documents.

2. **Assessment Question Format and Structure**
   a) **Carefully design questions with clear definition and in a direct and concise manner for participants. Avoid the following structures of questions.**
      - Leading questions
      - Biased questions
      - Double-barreled questions
      - Loaded questions

   Below are some examples of recommended form of questions:

      - Instead of "How open is the College to change and new ideas?" (Q3), use a form such as "How open is the College to change for new ideas?"
      - Instead of "Does your supervisor communicate important information that affects your work in a timely and efficient manner?" (Q5), use a form such as "Does your supervisor communicate important
      - information that you need for your work?" or "Does your supervisor communicate important information efficiently?"

3. **Reinforce Strength: From Good To Great**

   a) **Staff are satisfied with CCC's overall performance. The following exercise can be helpful to practice for further improvement as part of Continuous Performance Improvement for below areas where Staff recognized most positive.**

   Recommended exercise:

      - Review what CCC 's product, process and/or personnel is currently in place with the following areas, and discover any common practice or phenomena
      - Identify and document best practices.
      - Replicate the best practices, test in the following areas in a small and gradual scale. Document lessons learned.
      - If successful, expand the same practice to the following areas
      - If validated successfully, standardize (procedurize) the process, and develop a model.

Overview (Cont.)

CCC 2022 STAFF SATISFACTION SURVEY DATA ANAYSIS AND ASSESSMENT

Areas this approach should be applied:

- *Q4 - How much does your supervisor value your feedback? - Relationship*
- *Q5- Does your supervisor communicate important information that affects your work in a timely and efficient manner? - Relationship*
- *Q8- Do you find your work meaningful? - General satisfaction*
- *Q12- Do you value diversity (recognize and respect the value of differences in ethnicity, gender, age, etc.)? - Diversity*

4. **Transform to Strength: Areas of Opportunity**

   a) **The following exercise can be helpful to practice for jump start to make improvement as part of Continuous Performance Improvement for below areas where Staff recognized below average.**

   Recommended exercise:

   - Review what CCC 's product, process and/or personnel is currently in place with the areas that Staff found least satisfied and discover any common practice or phenomena
   - Identify actual cases that could be case study examples, and analyze further what the gap is. CCC may want to consider hosting a focus group with diverse audience for collecting their voices and opinions in detail.
   - Develop strategic action items for improvement in those areas.
   - Make sure to cover the specific areas of focus, and follow the scope stated in CCC Strategic Plan and Integrated Assessment Plan in building the strategic actions for improvement.
   - Replicate the best practices, test in s small scale and area. Document lessons learned.
   - Test the replicated model in other areas in small scale to validate if or how it works.
   - If validated successfully, apply the same practice to other areas, and validate the effectiveness.

   Areas this approach should be applied:

   - *Q9- Does the College offer adequate opportunities for promotions or career development - Career Advancement*
   - *Q10 - Does the College provide you the tools and technologies you need to do your job well? – Equipment*
   - *Q1 - How satisfied are you with the CCC culture? - General satisfaction*

   Also include the following areas that the Staff scored NEUTRAL the most.
   - *Q6 -Do you feel management is vested in the success of the team? - Relationship*

Overview (Cont.)

5. Summary and Conclusion

Overall CCC Staff are positively satisfied with the performance. The format of the survey suggests no or very limited relevancy with the scope of CCC's Continuous Performance Improvement approach stated in their Strategic Plan or Integrated Assessment Plan.

In order to make a consistent alignment with the scope of the CCC's Strategy Plan, mitigate existing and possible risks, and enhance the effectiveness of utilizing survey for Continuous Performance Improvement, the following actions are recommended to be taken.

High priority: High dependency/Need immediate attention

- Design survey questions by building key criteria that can be benchmarked progress against the previous SWOT analysis components
- Include subject matters that were revealed in the previous SWOT Analysis to benchmark the progress
- Design survey questions that are aligned with the CCC's Strategy Plan and Integrated Assessment Plan
- Develop solid survey process from prep to completion.

Medium priority: High dependency/Need attention AFTER the High priority items are completed.

- Enhance strengths
- Strategize CPI actions to improve areas of opportunity