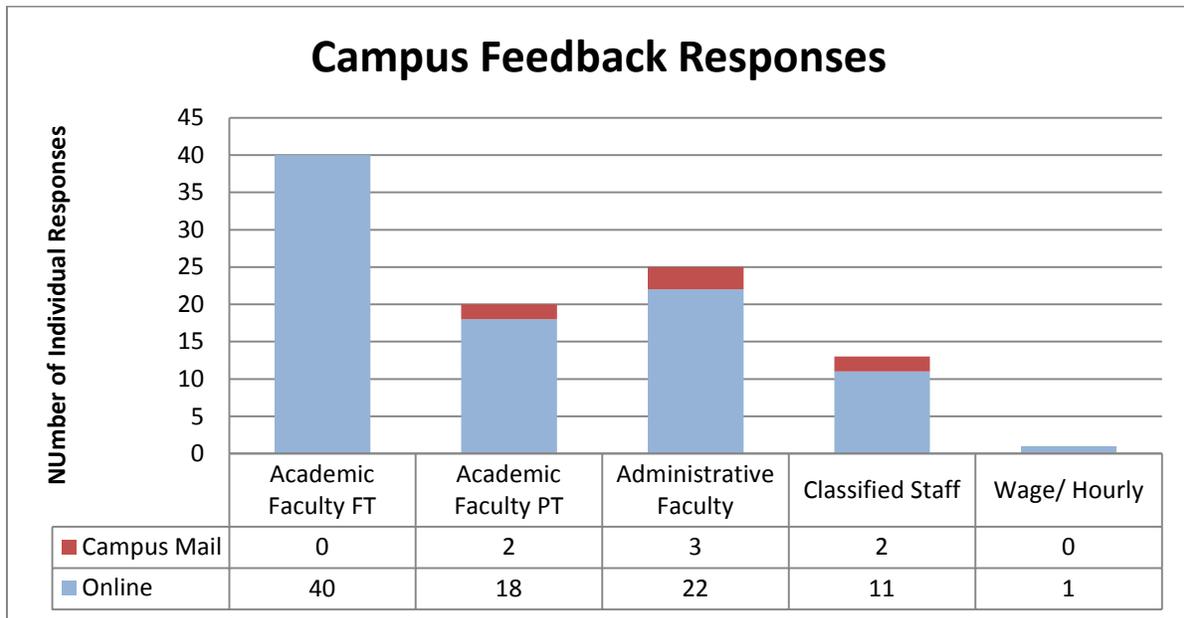


Campus Feedback

The Work Climate Committee shared the PACE findings in more than 10 presentations (Convocation presentation, Division meetings, and Employee group meetings including Faculty Senate, Academic Faculty Association and Classified Council) and also made them available on the Work Climate Committee Web page. Suggestions for improvement on the most reported areas were sought from the various employee groups including Full and Part-time Academic Faculty, Administrative Faculty, Classified Staff and Wage/Contract workers. Forms were created that attended to the top items of concern for CSN employees. Individuals could submit their anonymous suggestions via campus mail, e-mail or through an on-line submission over a two week period in the fall of 2013.

Campus Feedback Responses

Figure 20: Campus Feedback Responses



Through a process of content analysis, suggestions were sorted, grouped and coded by members of the Work Climate Committee. Suggestions were clustered and summarized by employee group type. The suggestions were then discussed and modified into recommendations organized into three categories:

Table 8: Recommendations for Improvements - Summary

Hiring & Training Processes	Hiring Process; Supervisor Training
Work Life	Internal Communication, Committee Service, Space Availability, Career Development, Recognition
Organizational Clarity	Institutional Organization

CSN Workplace Climate: Survey Results and Recommendations for Improvements

The WCC recommendations focus on the areas most in need of improvement, as reported in the PACE survey results, and from the feedback provided by campus constituents.

Survey Results: Areas for Improvement

The individual items with the lowest mean scores are listed below, in ascending order. These are the areas that are noted as needing improvement, with any scores below 3 meriting particular attention, as these lower scores indicate an organizational culture that is competitive (2-2.99) or coercive (1-1.99).

PACE Survey Results: Areas for Improvement (Lowest Scoring Items, Lowest to Highest) - CSN Overall

Item (Category)	Mean (SD)
I am able to appropriately influence the direction of this institution (Institutional Structure)	2.99 (1.25)
I have the opportunity for advancement within this institution (Institutional Structure)	3.04 (1.35)
This institution is appropriately organized (Institutional Structure)	3.13 (1.19)
A spirit of cooperation exists at this institution (Institutional Structure)	3.19 (1.24)
Decisions are made at the appropriate level at this institution (Institutional Structure)	3.20 (1.26)
Information is shared within this institution (Institutional Structure)	3.21 (1.29)
This institution has been successful in positively motivating my performance (Institutional Structure)	3.24 (1.30)
Open and ethical communication is practiced at this institution (Institutional Structure)	3.25 (1.28)
Institutional teams use problem-solving techniques (Institutional Structure)	3.27 (1.05)
My work is guided by clearly defined administrative processes (Institutional Structure)	3.40 (1.21)
I am satisfied with the representation I receive from the CSN Faculty Senate, Classified Council, or Administrative Faculty Assembly (CSN Custom)	3.49 (1.16)
A spirit of cooperation exists in my department (Teamwork)	3.51 (1.33)
I receive timely feedback for my work (Supervisory Relationships)	3.53 (1.23)
My supervisor helps me to improve my work (Supervisory Relationships)	3.53 (1.29)
My supervisor actively seeks my ideas (Supervisory Relationships)	3.54 (1.34)

Work Climate Committee Recommendations

Detailed suggestions for changes that can improve campus workplace culture and thus campus climate are presented below. As noted above, recommendations arise from committee’s review of the survey results and campus feedback. Additional suggestions and comments can be found in the appendix.

Recommendations for Improvements

Table 9: Recommendations for Improvements - Detail

Areas for Improvement	Suggested Changes
I. HIRING AND TRAINING PROCESSES	
Hiring Process	<ul style="list-style-type: none"> ○ Increase training on the hiring process (for all relevant personnel): <ul style="list-style-type: none"> ▪ Training on compliance issues (offered by Human Resources office) including training on constructing a useful, effective job posting. ▪ “Lessons learned/best practices” session offered by Human Resources & previous hiring committee chairs/members . ○ Consider a mechanism for supporting CSN candidates when appropriate. ○ Examine search committee appointment process. (<i>WCC suggests reflecting on how committee members are nominated and notified.</i>)
Supervisor Training	<ul style="list-style-type: none"> ○ Develop “supplemental training” (beyond “Mandatory” training as outlined by NSHE policy) specifically for supervisors to address management skills and persistent issues. ○ Potential issues to cover: Management, Communication, Problem-solving, Ethics, Mentoring, Evaluation, Budget, Disciplinary procedures, Reporting, Legal issues, Team building, Leadership, Student Code of Conduct, Onboarding new employees. ○ Consider an extended retreat/summit format for training new Deans and Department Chairs. ○ <i>WCC recommends some training be required for both new and current Deans and Department Chairs.</i>
II. WORK LIFE	
Internal Communication	<ul style="list-style-type: none"> ○ Share more details on decisions including: <ul style="list-style-type: none"> ▪ Decision(s) taken ▪ Rationale of/for decision ▪ Process of decision making ▪ People/positions involved in decision-making ○ Inclusion practices via increased communication: <ul style="list-style-type: none"> ▪ Require part-time workers to use CSN email addresses for institutional communication. ▪ Create an institutional e-mail list for all active part-time faculty <u>each semester</u> and link to “All” mailing list. ▪ Keep “All” list and web directory updated. ▪ Focus communication efforts towards part-time employees (contract and

	<p>wage workers, student workers, and part-time teaching faculty).</p> <ul style="list-style-type: none"> ○ Routinize and consolidate routine communications: <ul style="list-style-type: none"> ▪ Circulate weekly “Hotlinks” electronic sheet (brief document with hyperlinks and concise annotations of upcoming policy and deadline updates) to employees. ▪ Encourage use of consistent templates/formats and communication checklists in all divisions for routine communications to increase consistency and frequency of communication (e.g., welcoming a new employee, reporting a deadline or policy update, etc.).
Committee Service	<ul style="list-style-type: none"> ○ Broaden participation and awareness: <ul style="list-style-type: none"> ▪ Circulate an annual list of existing college and faculty committees/project teams. ▪ Send an annual “Topics/Committee Interest” Form to all employees to solicit interests in college service opportunities in order to develop a broader recruiting pool and encourage committee service. <i>(WCC suggests administering this from President’s Office.)</i>
Space Availability	<ul style="list-style-type: none"> ○ Establish a place/space for employees to use when on break where not presently available. <i>(WCC suggests all work zones on main campuses have such a space.)</i> ○ Establish a place/space for part-time faculty to use when not in class to meet with students where not presently available. <i>(WCC suggests a location on each campus to be open during and after regular hours.)</i>
Career Development	<ul style="list-style-type: none"> ○ Develop a mentoring program for all levels of employment at CSN (including mentor/mentee training and matching). ○ Develop succession planning (career development planning) capacity at CSN for all full-time and part-time employee groups: <ul style="list-style-type: none"> ▪ Encourage employees to construct a 5-year plan for employment goals/growth plan. ▪ Have supervisors follow-up with plan to assist employee’s with professional goals when relevant.
Recognition	<ul style="list-style-type: none"> ○ Yearbook/Annual (e-publication) highlighting successes and nominees/winners of awards. ○ Expand immediate recognition programs (e.g., “Diamond Elite” Service program piloted on Henderson campus).
III. ORGANIZATIONAL CLARITY	
Institutional Organization	<p>CSN Organizational Chart:</p> <ul style="list-style-type: none"> ○ Construct and update a complete (with filled and vacant positions) Organizational Chart every semester, and post on website. ○ Create a similar/parallel structure across all Administration Divisions. ○ Create a similar/parallel structure across all Academic Departments. <p>External Partners:</p> <ul style="list-style-type: none"> ○ Post an Office of Technology Service (OTS) organizational chart. ○ Post contact information and identification of appropriate CSN liaisons for key external units including Bookstore, OTS and Food Vendors.