

Hazard Community and Technical College
BUSINESS SERVICES EMPLOYEE SATISFACTION SURVEY
November 2008

Executive Summary

OVERVIEW

As part of the annual process, the Business Services unit engaged HCTC employees to respond to an Employee Satisfaction Survey regarding their satisfaction with the activities in the Business Services unit. The aggregate information provided by this survey has been analyzed herein and will be used as one measure to document how Business Affairs is performing, as well as develop strategies to improve services provided by the Business Affairs Unit.

SURVEY CONSTRUCTION

The Business Services Employee Satisfaction Survey asked respondents to address their satisfaction with the various Business Services sub-units, including the Business Office itself, Maintenance and Operations, Campus Safety and Security, Food Service, and Bookstores. The survey was constructed using Survey Tracker and included three demographic questions (primary campus location, classification category, length of employment), in addition to 3-4 statements for each subunit and an additional comments section for each, totaling 28 questions. The survey instrument was set to provide the frequency and percent of answers, as well as charting those responses on a bar scale.

SURVEY RESPONSES

The survey was conducted November 10 through November 14, 2008 (one week). Seventy-three (73) HCTC employees responded to the survey which equates to 28% of the total number of HCTC employees.

The largest category of employees to respond to the survey was the general Staff at 32.9%; the largest campus to respond was from the Hazard Campus at 63%; and the largest employment length group were those respondents who have been employed more than 10 years at 65.8%.

Specifically, six (6) administrators (8.2%), twenty-one (21) professional staff (28.8%), twenty-two (22) faculty (30.1%), and twenty-four (24) staff (32.9%) responded.

When identifying their primary campus location, forty-six (46) responded Hazard Campus (63.0%), eleven (11) responded Lees (15.1%), one (1) responded Knott County Branch/School of Craft (1.4%), two (2) responded Leslie County Center (2.7%), seven (7) responded Technical Campus (9.6%), and six (6) responded district-wide (8.2%) as their primary location.

When indicating their length of employment, three (3) responded less than two years (4.1%), seven (7) responded 2 to 5 years (9.6%), fifteen (15) responded 6 to 10 years (20.5%), and forty-eight (48) responded more than 10 years (65.8%).

FINDINGS

Findings for each subunit are summarized below.

Business Office

Almost ninety-two (92) percent of respondents indicated that they either strongly agreed (52.1%) or agreed (39.7%) that they had received timely assistance from the Business Office when they requested support. Conversely, 2.8% of respondents disagreed or strongly disagreed; 5.5% had no opinion or response.

Almost eight-one (81) percent of respondents indicated that they either strongly agreed (52.1%) or agreed (28.8%) that they experienced friendly and supportive personnel when they requested services. Conversely, 15.1% of respondents disagreed or strongly disagreed; 4.1% had no opinion or response.

A little over seventy-five (75%) of respondents indicated that they either strongly agreed (49.3%) or agreed (26.0%) that they found the Business Office to be proactive in providing information on policies and procedures. Conversely, 16.4% of respondents disagreed or strongly disagreed; 8.2% had no opinion or response.

Twenty-five (25) additional comments were provided: 52% were of a negative nature while 48% were of a positive nature. The main concern expressed by respondents was confusion about policies and procedures. Please see the attached Word document for the specific comments.

Maintenance and Operations (M&O)

Ninety-three (93) percent of respondents indicated that they either strongly agreed (49.3%) or agreed (43.8%) that they had received timely assistance from M&O when they requested support. Conversely, 2.8% of respondents disagreed or strongly disagreed; 4.1% had no opinion or response.

A little over eight-seven (87) percent of respondents indicated that they either strongly agreed (53.4%) or agreed (34.2%) that they experienced friendly and supportive personnel when they requested services. Conversely, 8.2% of respondents disagreed or strongly disagreed; 4.1% had no opinion or response.

A little over sixty (60) percent of respondents indicated that they either strongly agreed (27.4%) or agreed (32.9%) that they found M&O to be proactive in providing information on policies and procedures. Conversely, 17.8% of respondents disagreed or strongly disagreed; 21.9% had no opinion or response.

Twenty (20) additional comments were provided: 70% were of a positive nature while 30% were of a negative nature. The main concern expressed by respondents was that this unit needed to develop a routine spring/fall cleaning and maintenance schedule with allowances built in when requests outside the "norm" arise. Please see the attached Word document for the specific comments.

Campus Attractiveness, Safety, and Security

A little over ninety-three (93) percent of respondents indicated that they either strongly agreed (43.8%) or agreed (42.5%) that their campus was an attractive, well-maintained campus. Conversely, 8.2% of respondents disagreed or strongly disagreed; 5.5% had no opinion or response.

A little over eight-three (83) percent of respondents indicated that they either strongly agreed (41.4%) or agreed (42.5%) that their campus was a safe place. Conversely, 9.6% of respondents disagreed or strongly disagreed; 6.8% had no opinion or response.

Almost eighty (80) percent of respondents indicated that they either strongly agreed (32.9%) or agreed (46.6%) that their campus was a secure work environment. Conversely, 15% of respondents disagreed or strongly disagreed; 5.5% had no opinion or response.

Twelve (12) additional comments were provided: 92% were of a negative nature while 8% were of a positive nature. These respondents are heavily concerned about campus security. Please see the attached Word document for the specific comments.

Food Service

Seventy-four (74) percent of respondents indicated that they either strongly agreed (31.5%) or agreed (42.5%) that the food was attractive, well-prepared, and reasonably-priced. Conversely, 5.5% of respondents disagreed or strongly disagreed; 20.5% had no opinion or response.

A little over seventy-eight (78) percent of respondents indicated that they either strongly agreed (37%) or agreed (41.1%) that the personnel were friendly and helpful. Conversely, 2.7% of respondents disagreed or strongly disagreed; 19.2% had no opinion or response.

Almost eight (80) percent of respondents indicated that they either strongly agreed (38.4%) or agreed (41.1%) that the Food Service area was clean and orderly. Conversely, 1.4% of respondents disagreed or strongly disagreed; 19.2% had no opinion or response.

A little over seventy-eight (78) percent of respondents indicated that they either strongly agreed (35.6%) or agreed (42.5%) that the food was served in a sanitary and efficient manner. Conversely, 2.7% of respondents disagreed or strongly disagreed; 19.2% had no opinion or response.

Sixteen (16) additional comments were provided: 69% were of a negative nature while 31% were of a positive nature. Twenty-five (25) percent of the comments were directed at the lack of food service at Lees. Other comments involved the menu emails, inefficiency, undercooked food, and pricey menu items. Please see the attached Word document for the specific comments.

Bookstores

A little over eight-three (83) percent of respondents indicated that they either strongly agreed (41.1%) or agreed (42.5%) that they were able to find needed books/supplies. Conversely, 1.4% of respondents disagreed or strongly disagreed; 15% had no opinion or response.

Almost eight-five (85) percent of respondents indicated that they either strongly agreed (49.3%) or agreed (35.6%) that the personnel were friendly and helpful. Conversely, 2.7% of respondents disagreed or strongly disagreed; 12.3% had no opinion or response.

Almost ninety (90) percent of respondents indicated that they either strongly agreed (50.7%) or agreed (38.4%) that the Bookstore areas were clean and attractive. Conversely, there was no disagreement, but 10.9 % had no opinion or response.

Fifteen (15) additional comments were provided: 67% were of a positive nature while 33% were of a negative nature. The main concern was the high prices students have to pay. Please see the attached Word document for the specific comments.

ANALYSIS

Every Business Affairs unit was rated positively in regard to the direct questions. However, the additional comments provided a better insight to the “issues.” The analysis will be provided in the form of questions about the issues cited.

The main concern expressed by respondents about the Business Office in general was confusion about policies and procedures. Are the same operating procedures used across campuses? Is this unit employing effective communication practices? Do Business Office employees have a clear understanding of process flow?

The main concern expressed by respondents about Maintenance and Operations was that this unit needed to develop a routine spring/fall cleaning and maintenance schedule with allowances built in when requests outside the “norm” arise. Is there an actual schedule for routine spring/fall cleaning and maintenance? Is the time and resources of employees at each campus being managed effectively? Do supervisors need additional leadership training? Do employees understand the proper procedure for requesting assistance from this department?

Under the Campus attractiveness, safety, and security section of the survey, respondents are heavily concerned about campus security. Given the tragic events of the last decade concerning terrorists and out-of-control students, employees are easily worried. Has the crisis management plan been fully developed? Has every possible area of concern been included? Are employees and students aware of the plan? Have we had enough drills for every possible area of concern? Do employees and students really know what to do?

When responding about Food Service, twenty-five (25) percent of the comments were directed at the lack of food service at Lees, while other comments involved the menu emails, inefficiency, undercooked food, and pricey menu items. Since re-instating food service at Lees is perhaps not a viable option at this time, the analysis will focus on the other items. Has this subunit's direct supervisor been monitoring grill activities appropriately? Has a study been conducted about similar food service menu prices at other KCTCS schools? Have we really investigated as to whether we're getting the best price for the food product from vendors?

The main concern for the Bookstores was the high prices students have to pay for textbooks. Has every angle been considered in obtaining the best price for textbooks? Has any research been done as to why vendors have to charge so much for textbooks? Can Barnes and Noble provide any input as to how to lower textbook prices? Do faculty know all the resources to check to find a textbook that meets their needs, as well as keep the prices low for students? If a textbook is required, it is really being used in that it justifies the student's expense? Are we taking advantage of the students because the vast majority are receiving financial aid?

GENERAL RECOMMENDATIONS

1. It is recommended that this survey results data and recommendations be further discussed with Business Affairs employees and applicable other groups. All stakeholders need to feel that they have been included in the discussion. The results data needs structured reflection and dialogue to transform it into meaningful information.

2. Once the survey results data has been transformed into meaningful information through discussion at all levels, and recommendations have been considered, changes must be fully documented to show this unit's contribution to institutional improvement based on the findings from this survey.

RECOMMENDATIONS FOR EACH BUSINESS AFFAIRS SUBUNIT

Business Affairs Unit in General

To address the confusion about policies and procedures, it is recommended that each subunit work with the unit vice president to fully map their process flow, make adjustments to ensure standardization across campuses, communicate the changes to each subunit and college community in general, and examine how each process feeds back into the unit's overall operational plan.

Maintenance and Operations

The main concern expressed by respondents about Maintenance and Operations was that this unit needed to develop a routine spring/fall cleaning and maintenance schedule. It is recommended that this subunit revise or create a cleaning and maintenance schedule that is understood and communicated to the college community. This plan should be incorporating into the overall Business Affairs unit operational plan. This schedule should be monitored for its effectiveness and efficiency for one full year. The PPEs of this subunit's employees should reflect the employee's activities in this plan and their performance evaluated accordingly. With the adoption of this plan, employee time and resources should be managed more effectively.

It is further recommended that M&O campus supervisors receive additional leadership training regarding managing employees, processes and procedures, and effective communication practices.

Additionally, it is recommended that the process be reviewed regarding how employees should request assistance from this subunit. It should up updated as appropriate and an efficient method be devised for handling the requests. This should also be incorporated into the overall Business Affairs unit operational plan.

Campus Attractiveness, Safety, and Security

Under this section of the survey, respondents are heavily concerned about campus security. It is recommended that the timeline to complete HCTC's Crisis Management Plan be communicated to all employees. A special workshop for all employees, as well as students, should be scheduled to discuss this plan in detail and to practice what to do in each of the crisis situations. Subsequent semester or annual drills should be scheduled and carried out. This crisis management plan should be an integral part of the unit's operational plan; its effectiveness should be measured and improvements documented and implemented accordingly.

Food Service

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