



2019 Staff Survey Results

November 19, 2019

Dear Colleagues,

Thank you for responding to the Staff Survey that was conducted in Spring 2019. We had a high response rate of 66.7%. Below you will find most of the results. The only items we removed were the write-in comments to protect individuals' privacy. Even though they are anonymous, sometimes a person can be identified based on their response.

This was the first time Hostos staff were surveyed. Thus, there is no baseline for comparison. With your high response rate, we can establish a baseline and will conduct another survey in Spring 2021, with plans to continue surveying staff every two years.

Highlights of Survey Results:

College/Division Culture: Staff gave high marks to Hostos' culture at the college and divisional levels. There is a widespread sense that the college promotes "an atmosphere of respect." Nearly 90% of those surveyed agreed that Hostos "is committed to serving students." In line with this, 78% agree that college "priorities are communicated clearly," and more than 85% are familiar with the college's institutional goals and mission statement.

Job Satisfaction: Overall, staff are highly satisfied with their jobs. 93% of respondents agree their work is "interesting", and 78% feel "encouraged to be creative and innovative." More than 85% would choose to work here again. The vast majority of respondents agree both their division and the college are good places to work, and that their interactions with the administration are positive.

Recognition and Appreciation: 84% of staff agree they are a "valued member of the community" and an even higher rate report being recognized and valued by their colleagues for their efforts. This is supported by the high rate of staff reporting high rates of **Satisfaction With Interactions**. Across the board, from Information Technology to Public Safety and the Budget Office, staff are satisfied with their interactions with offices across the college.

Opportunities for Improvement:

The worst results of the survey included questions related to decision making and priority setting. There is an opportunity to clarify what is possible, what processes need to be better communicated, and how to engage more staff through college-wide events that contribute to decision making and priority setting.

College Administration: 46% of staff agree they "have the opportunity to participate in college decision making."

Mission/Planning/Budgeting: The vast majority of staff are familiar with Hostos' institutional goals and the Mission. Less than a quarter agree they have the "opportunity to participate in the budgeting process," and 42% understand the college budget process.

Leadership and Governance: Fewer than half of staff agree they have an opportunity to weigh in on division decision making and priority setting. ~60% agree that division policies and priorities are clearly communicated.

Promotion and Advancement: While staff feel valued and appreciated at Hostos (see **Recognition/Appreciation**), fewer staff agree the college or their divisions are "cultivating new leaders" or providing "advancement opportunities." 65% agree the college provides "sufficient professional development opportunities," and 70% are satisfied with the annual evaluation process. While these are not poor results, they point to opportunities to explore how the college can build on what is in place.

Next Steps:

The purpose of the Staff Survey is to get feedback, and to inform action. In addition to posting the survey results online, two focus groups will be formed to address concerns regarding:

- 1. College Administration/Mission/Planning/Budgeting and Leadership/Governance**
- 2. Promotion/Advancement**

The focus groups, consisting of 8-10 representatives from across the college, will meet in Winter 2020 to review the survey results, discuss their implications, and come up with actionable recommendations. Focus group members will present their recommendations to Cabinet as well as to the Senior Leadership Council in Spring 2020. The focus groups' recommendations and plans to act on specific recommendations will be shared with the college community.

Reading the survey results:

The first two pages provide a demographic analysis of staff who responded to the survey.

Survey results are grouped according to topic (i.e. **College/Division Culture**, or **Job Satisfaction**), in the same order as they appeared in the survey.

Which of the following best describes your position at Hostos?












Response	Respondents		College	
	N	%	N	%
Other (please specify) - see table below	43	15.7	N/A	N/A
Executive Compensation Plan (ECP)	11	4.0	17	64.7
HEO Series	124	45.3	195	63.6
Service (Accountant Series, Computer Series, Mail Messengers, Reprographics, Staff Nurse, etc.)	14	5.1	39	35.9
Administrative Support Staff	46	16.8	56	82.1
Public Safety	2	0.7	35	5.7
Grant Funded	11	4.0	N/A	N/A
Buildings and Grounds	22	8.0	69	31.9
Missing	1	0.4	N/A	N/A
Total	274	100.0	411	66.7

How long have you worked at Hostos?

Response	N	%
Less than 1 year	28	10.2
1 - 3 years	64	23.4
4 - 9 years	74	27.0
10 - 15 years	57	20.8
16 years or more	50	18.2
Missing	1	0.4
Total	274	100.0

Where do you work primarily?

Response	N	%
A Building	40	14.6
B Building	42	15.3
C Building	26	9.5
Savoy (D) Building	30	10.9
G Building	9	3.3
The Prow	10	3.6
HPOG Trailer	8	2.9
CLIP Building	14	5.1
Missing	95	34.7
Total	274	100.0

Section Name		Indicator%
College/Division Culture Total		79.26
College Administration Total		69.20
Mission/Planning/Budgeting Total		58.32
Leadership/Governance Total		52.86
Job Satisfaction Total		78.66
Work/Life Balance Total		73.84
Recognition/Appreciation Total		77.53
Promotion/Advancement Total		70.38
Facilities/Technological Resources Total		74.75
Satisfaction with Interactions Total		85.47
Grand Total		72.97

SectionName	SectionNumber	SectionQ	Question	IndicatorN	Missing	N/A	Total	TotalValid	Indicator%
College/Division Culture	3	5	The administration promotes transparency	151	38	0	274	236	86.17
College/Division Culture	3	7	My division leadership promotes transparency	167	38	0	274	236	86.17
College/Division Culture	3	2	The College is committed to its staff	177	38	0	274	236	86.17
College/Division Culture	3	6	My division leadership promotes an atmosphere of respect	186	37	0	274	237	86.50
College/Division Culture	3	4	The administration promotes an atmosphere of respect	190	38	0	274	236	86.17
College/Division Culture	3	9	Staff in my division promote transparency	193	39	0	274	235	85.77
College/Division Culture	3	8	Staff in my division promote an atmosphere of respect	199	38	0	274	236	86.17
College/Division Culture	3	1	There is a collegial environment at Hostos	208	39	0	274	235	85.77
College/Division Culture	3	3	The College is committed to serving students	211	39	0	274	235	85.77
College Administration	4	9	I have the opportunity to participate in college decision making	96	67	0	274	207	75.55
College Administration	4	11	I have the opportunity to participate in college priority setting	114	67	0	274	207	75.55
College Administration	4	2	The College has an adequate number of staff to serve students	134	67	0	274	207	75.55
College Administration	4	8	College decisions are communicated clearly	135	67	0	274	207	75.55
College Administration	4	7	I have the opportunity to express opinions about College policies	135	68	0	274	206	75.18
College Administration	4	6	College policies are communicated clearly	136	67	0	274	207	75.55
College Administration	4	5	The administration consistently applies policies	152	67	0	274	207	75.55
College Administration	4	10	College priorities are communicated clearly	162	67	0	274	207	75.55
College Administration	4	3	The administration provides effective leadership over the College	163	67	0	274	207	75.55
College Administration	4	4	The administration demonstrates fiscal and budgetary leadership	170	67	0	274	207	75.55
College Administration	4	1	The administrative structure is appropriate for the College	178	67	0	274	207	75.55
Mission/Planning/Budgeting	5	7	I have the opportunity to participate in the budget process	49	75	0	274	199	72.63
Mission/Planning/Budgeting	5	6	I understand the College budget process	84	75	0	274	199	72.63
Mission/Planning/Budgeting	5	3	I had the opportunity to help shape the mission and goals	101	75	0	274	199	72.63
Mission/Planning/Budgeting	5	5	I have the opportunity to participate in College planning	102	75	0	274	199	72.63
Mission/Planning/Budgeting	5	4	I understand the College planning process	128	76	0	274	198	72.26
Mission/Planning/Budgeting	5	2	I am familiar with the College's institutional goals	172	74	0	274	200	73.00
Mission/Planning/Budgeting	5	1	I am familiar with the College mission statement	177	74	0	274	200	73.00
Leadership/Governance	6	2	I have the opportunity to participate in division decision making	80	82	0	274	192	70.07
Leadership/Governance	6	4	I have the opportunity to participate in division priority setting	81	82	0	274	192	70.07
Leadership/Governance	6	6	I have the opportunity to express opinions about divisional policies	94	82	0	274	192	70.07
Leadership/Governance	6	8	The College Council represents my interests	98	82	0	274	192	70.07
Leadership/Governance	6	5	Division policies are communicated clearly	112	82	0	274	192	70.07
Leadership/Governance	6	3	Division priorities are communicated clearly	113	82	0	274	192	70.07
Leadership/Governance	6	1	Division decisions are communicated clearly	114	82	0	274	192	70.07
Leadership/Governance	6	7	There is consistency between College and divisional priorities	120	82	0	274	192	70.07
Job Satisfaction	7	16	I am satisfied with my salary	88	83	0	274	191	69.71
Job Satisfaction	7	7	Divisional leadership works to make my job more enjoyable	121	83	0	274	191	69.71
Job Satisfaction	7	9	I am involved in decisions that impact my work	127	84	0	274	190	69.34
Job Satisfaction	7	14	I have opportunities for collaboration with colleagues in other divisions	134	83	0	274	191	69.71
Job Satisfaction	7	17	I am satisfied with my healthcare benefits	145	83	0	274	191	69.71
Job Satisfaction	7	5	I am encouraged to be creative and innovative	149	82	0	274	192	70.07
Job Satisfaction	7	8	I understand what is expected of me by my divisional leadership	149	83	0	274	191	69.71
Job Satisfaction	7	15	I am satisfied with my job security	149	83	0	274	191	69.71
Job Satisfaction	7	18	I am satisfied with my retirement benefits	153	83	0	274	191	69.71
Job Satisfaction	7	6	I have access to the training I need	154	82	0	274	192	70.07
Job Satisfaction	7	11	My interactions with divisional leadership are positive	154	82	0	274	192	70.07
Job Satisfaction	7	2	My division is a good place to work	157	82	0	274	192	70.07
Job Satisfaction	7	3	My work is personally rewarding	158	82	0	274	192	70.07
Job Satisfaction	7	19	If I could do it again, I would choose to work at Hostos	164	82	0	274	192	70.07
Job Satisfaction	7	13	I have opportunities for collaboration with colleagues in my division	164	84	0	274	190	69.34
Job Satisfaction	7	10	My interactions with College administration are positive	169	82	0	274	192	70.07
Job Satisfaction	7	1	Hostos is a good place to work	172	81	0	274	193	70.44
Job Satisfaction	7	12	My interactions with colleagues are positive	176	82	0	274	192	70.07
Job Satisfaction	7	4	My work is interesting	178	83	0	274	191	69.71

SectionName	SectionNumber	SectionQ	Question	IndicatorN	Missing	N/A	Total	TotalValid	Indicator%
Work/Life Balance	8	10	My division encourages me to take advantage of health/well-being improvement opportunities	119	90	0	274	184	64.67
Work/Life Balance	8	5	The College provides resources that help maintain work/life balance	121	91	0	274	183	66.12
Work/Life Balance	8	2	Hostos assists me in maintaining and appropriate work/life balance	123	90	0	274	184	66.85
Work/Life Balance	8	3	My division assists me in maintaining an appropriate work/life balance	125	91	0	274	183	68.31
Work/Life Balance	8	4	The College maintains policies that help maintain work/life balance	128	90	0	274	184	69.57
Work/Life Balance	8	11	My division supports my personal growth/development	132	90	0	274	184	71.74
Work/Life Balance	8	9	The College provides me with opportunities to improve my health and well-being	138	90	0	274	184	75.00
Work/Life Balance	8	1	I am able to effectively maintain an appropriate work/life balance	149	89	0	274	185	80.54
Work/Life Balance	8	6	The College is supportive of employees with families	149	90	0	274	184	80.98
Work/Life Balance	8	7	My division is supportive of employees with families	151	91	0	274	183	82.51
Work/Life Balance	8	8	I am satisfied with how the college responds during a personal emergency	158	90	0	274	184	85.87
Recognition/Appreciation	9	1	I am recognized by the administration for my efforts	120	92	0	274	182	65.93
Recognition/Appreciation	9	4	I am valued by the administration for my efforts	123	92	0	274	182	67.58
Recognition/Appreciation	9	2	I am recognized by my division leadership for my efforts	134	91	0	274	183	73.22
Recognition/Appreciation	9	5	I am valued by my division leadership for my efforts	137	91	0	274	183	74.86
Recognition/Appreciation	9	8	My division is valued by College administration	144	92	0	274	182	79.12
Recognition/Appreciation	9	7	I am a valued member of the College community	153	92	0	274	182	84.07
Recognition/Appreciation	9	3	I am recognized by my colleagues for my efforts	158	91	0	274	183	86.34
Recognition/Appreciation	9	6	I am valued by my colleagues for my efforts	163	91	0	274	183	89.07
Promotion/Advancement	10	7	The College is committed to cultivating new leaders	105	92	0	274	182	57.69
Promotion/Advancement	10	1	I have been provided with advancement opportunities	109	92	0	274	182	59.89
Promotion/Advancement	10	8	My division is committed to cultivating new leaders	116	92	0	274	182	63.74
Promotion/Advancement	10	3	The College provides sufficient professional development opportunities	119	92	0	274	182	65.38
Promotion/Advancement	10	10	I am satisfied with the annual evaluation process	127	92	0	274	182	69.78
Promotion/Advancement	10	5	My division provides sufficient professional development opportunities	131	92	0	274	182	71.98
Promotion/Advancement	10	9	My division supports my professional growth/development	134	92	0	274	182	73.63
Promotion/Advancement	10	4	The College supports professional development for staff	136	92	0	274	182	74.73
Promotion/Advancement	10	11	My work is fairly evaluated by my division head	140	92	0	274	182	76.92
Promotion/Advancement	10	2	I am aware of professional development opportunities	145	92	0	274	182	79.67
Promotion/Advancement	10	6	My division supports professional development for staff	147	92	0	274	182	80.77
Facilities/Technological Resources	11	6	Building Temperature	91	92	0	274	182	50.00
Facilities/Technological Resources	11	12	On-Campus WiFi	112	92	9	274	173	64.74
Facilities/Technological Resources	11	4	Bathrooms	123	92	0	274	182	67.58
Facilities/Technological Resources	11	10	Off campus access to files	106	93	33	274	148	71.62
Facilities/Technological Resources	11	3	Faculty and Staff Dining Room	114	92	25	274	157	72.61
Facilities/Technological Resources	11	11	Hostos Website	131	92	4	274	178	73.60
Facilities/Technological Resources	11	2	Workspace	139	92	2	274	180	77.22
Facilities/Technological Resources	11	1	Physical Facilities (Appearance)	134	91	10	274	173	77.46
Facilities/Technological Resources	11	7	Personal Desktops	146	92	3	274	179	81.56
Facilities/Technological Resources	11	5	Building Cleanliness	155	91	0	274	183	84.70
Facilities/Technological Resources	11	8	Hostos Phone system	155	92	2	274	180	86.11
Facilities/Technological Resources	11	9	Off campus access to e-mail	157	92	6	274	176	89.20
Satisfaction with Interactions	12	1	Human Resources	124	93	8	274	173	71.68
Satisfaction with Interactions	12	8	Institutional Advancement	90	96	68	274	110	81.82
Satisfaction with Interactions	12	4	Student Development and Enrollment Management	116	96	40	274	138	84.06
Satisfaction with Interactions	12	7	Information Technology	145	96	6	274	172	84.30
Satisfaction with Interactions	12	5	OIRSA	87	97	76	274	101	86.14
Satisfaction with Interactions	12	3	Academic Affairs	116	96	44	274	134	86.57
Satisfaction with Interactions	12	11	Buildings & Grounds	139	94	20	274	160	86.88
Satisfaction with Interactions	12	6	Grants Administration	78	107	79	274	88	88.64
Satisfaction with Interactions	12	6.1	CEWD	8	264	1	274	9	88.89
Satisfaction with Interactions	12	2	Budget Office	97	95	70	274	109	88.99
Satisfaction with Interactions	12	9	Public Safety	160	96	4	274	174	91.95
Satisfaction with Interactions	12	10	President's Office	128	96	39	274	139	92.09