



ALAMO COLLEGES DISTRICT  
Northeast Lakeview College



# Prevent Burnout: Making Shift Happen

What is the shift?

To Mutual Trust and Respect



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Malcolm Baldrige  
National Quality Award  
2018 Award Recipient



# Employee Voice Matters

## “The Why”

NC STATE  
UNIVERSITY

**PACE CAMPUS CLIMATE SURVEY**  
An initiative of the Belk Center at NC State

*Personal Assessment of the College Environment*

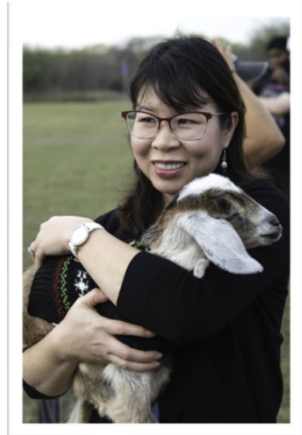
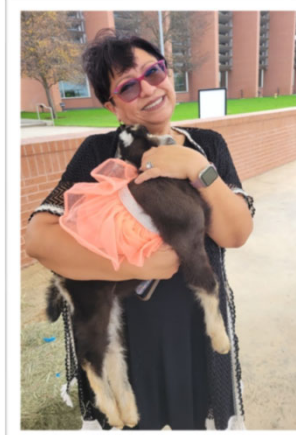


*Great Places To Work (GPTW)*

*Purpose Statement:* To engage each other and amplify our voices, to foster a collaborative and inclusive environment at NLC that promotes well-being, growth, and active participation in shaping the success of Northeast Lakeview College.



*Blue Cross Blue Shield Healthy Worksite Assessment*



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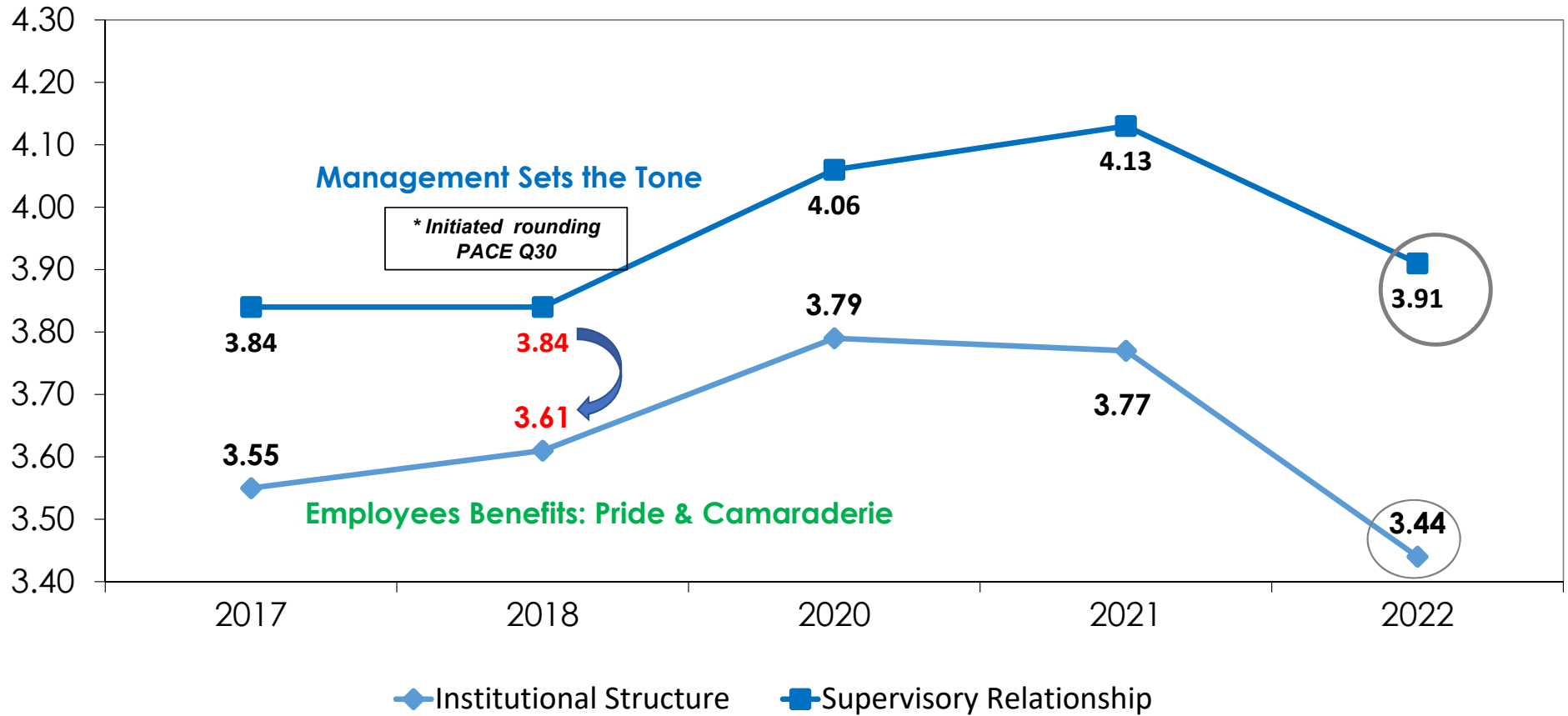
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# Intentional Rounding Correlation PACE Supervisory Relations & Institutional Structure



Bottom 10 Mean Scores – 46 Total Questions	2022	2021	2020	2018	2017
Q15.) I am able to appropriately influence the direction of this institution ( <i>Inst. Structure</i> )	3.00 (1)	3.30 (1)	3.54 (2)	3.26 (2)	3.11 (1)
Q4.) Decisions are made at the appropriate level at this institution ( <i>Inst. Structure</i> )	3.09 (2)	3.53 (3)	3.61 (4)	3.34 (3)	3.27 (3)
Q44.) Administrative processes are clearly defined ( <i>Inst. Structure</i> )	3.09 (3)	3.55 (4)	3.38 (1)	3.52 (7)	3.52 (8)
Q32.) This institution is appropriately organized ( <i>Inst. Structure</i> )	3.22 (4)	3.75 (8)	3.70 (6)	3.43 (4)	3.42 (4)
Q38.) I have the opportunity for advancement within this institution ( <i>Inst. Structure</i> )	3.23 (5)	3.47 (2)	3.61 (3)	3.06 (1)	3.22 (2)
Q10.) Information is shared within the institution ( <i>Inst. Structure</i> )	3.26 (6)	3.67 (6)	3.69 (5)	- -	- -
Q16.) Open and ethical communication is practiced at this institution ( <i>Inst. Structure</i> )	3.29 (7)	3.67 (5)	3.80 (10)	3.52 (8)	3.42 (6)
Q22.) This institution has been successful in positively motivating my performance ( <i>Inst. Structure</i> )	3.30 (8)	3.78 (9)	3.73 (7)	3.45 (5)	3.43 (7)
Q45.) I have the opportunity to express my ideas to my supervisor/chair in appropriate forums ( <i>Supv. Relationships</i> )	3.48 (9)	- -	- -	- -	- -
Q25.) A spirit of cooperation exists at this institution ( <i>Inst. Structure</i> )	3.48	3.89	-	3.47	3.42

# GPTW/PACE Survey Alignment by Key Focus Areas



## Credibility

The Credibility dimension measures the extent to which employees see management as credible.



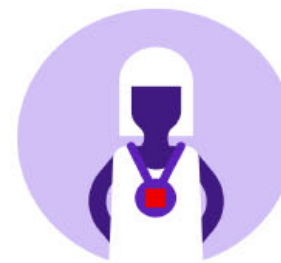
## Respect

Respect dimension measures the extent to which employees feel respected by management.



## Fairness

The Fairness dimension measures the extent to which employees feel that management's practices are fair.



## Pride

The Pride dimension measures employees' sense of pride in their work by assessing the positive way they regard their jobs, team or work group, and the Alamo Colleges District.



## Camaraderie

Camaraderie measures employees' sense of enjoyment in the workplace by assessing the level of intimacy they experience.



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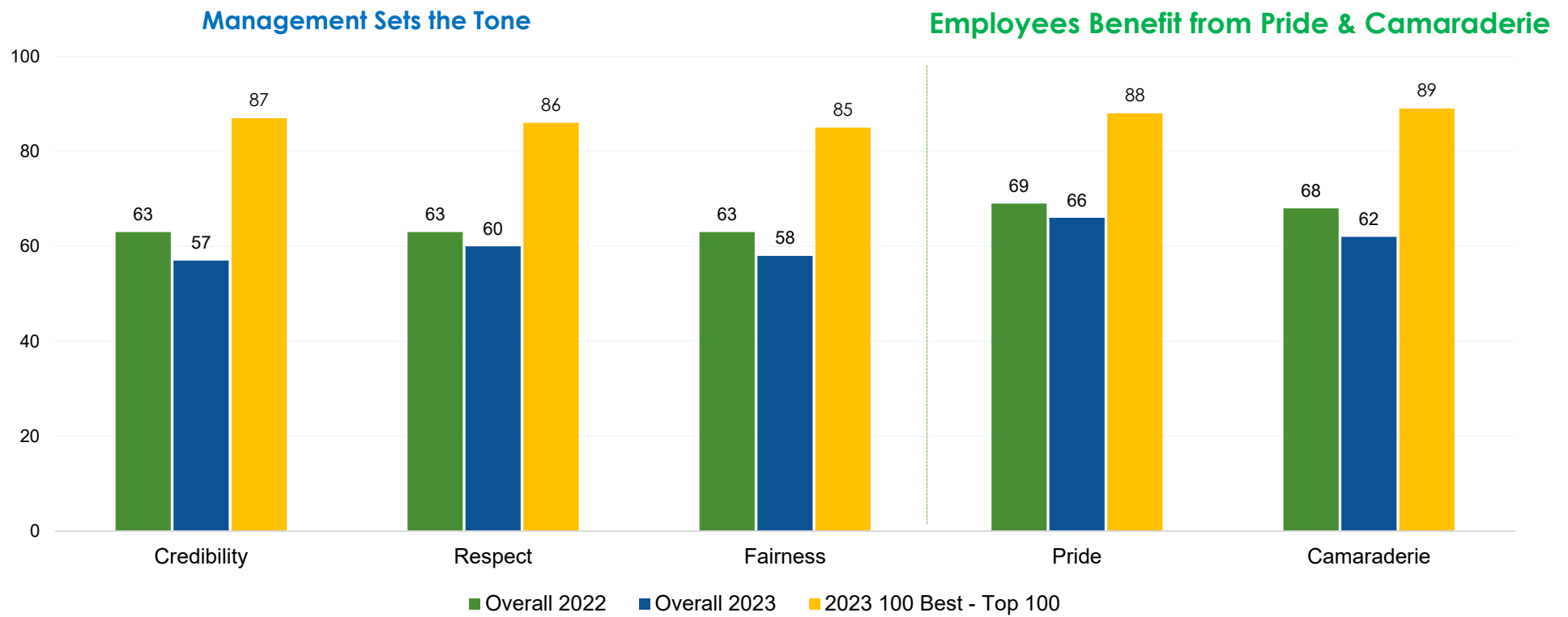


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# 2022 vs 2023 GPTW Results

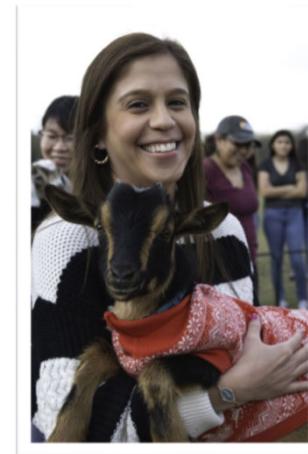
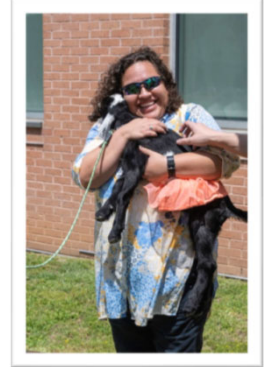
## NLC Scores By Focus Area



## Current Approaches for Fostering Employee Engagement for an Elevated Workplace Experience:

### Employee Experience Team Big 3:

1. Employee Onboarding/Orientation
2. Recognition: Random Acts of Affirmation
3. Employee Engagement Activities
  1. First Friday small group discussions
  2. Common Interest Groups



## Current Approaches for Fostering Employee Engagement for an Elevated Workplace Experience:

### Caring Campus:

1. Staff developed strategies/behaviors to enhance the culture of care for our students.
2. Faculty developed strategies/behaviors focused on the first 2 weeks of class to enhance the culture of care for our students.

### Compassionate USA (Videos):

1. Be Self-Aware
2. Be Good to Yourself
3. Be Grateful
4. Be Compassionate
5. Be the Change
6. Be Connected





## Consistency with PACE/GPTW Observations (Town Hall Takeaways)

How can we as leaders reinforce and promote a culture of care in the following areas?

- Explanation of the why in decision-making
- Transparent Communications
- Reciprocal Feedback
- Active listening
- Team Building
- Leadership Engagement



Together we can cultivate a workplace culture that prioritizes engagement, well-being, and continuous improvement, ultimately leading to a more enriching and fulfilling workplace experience.



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# Appendix



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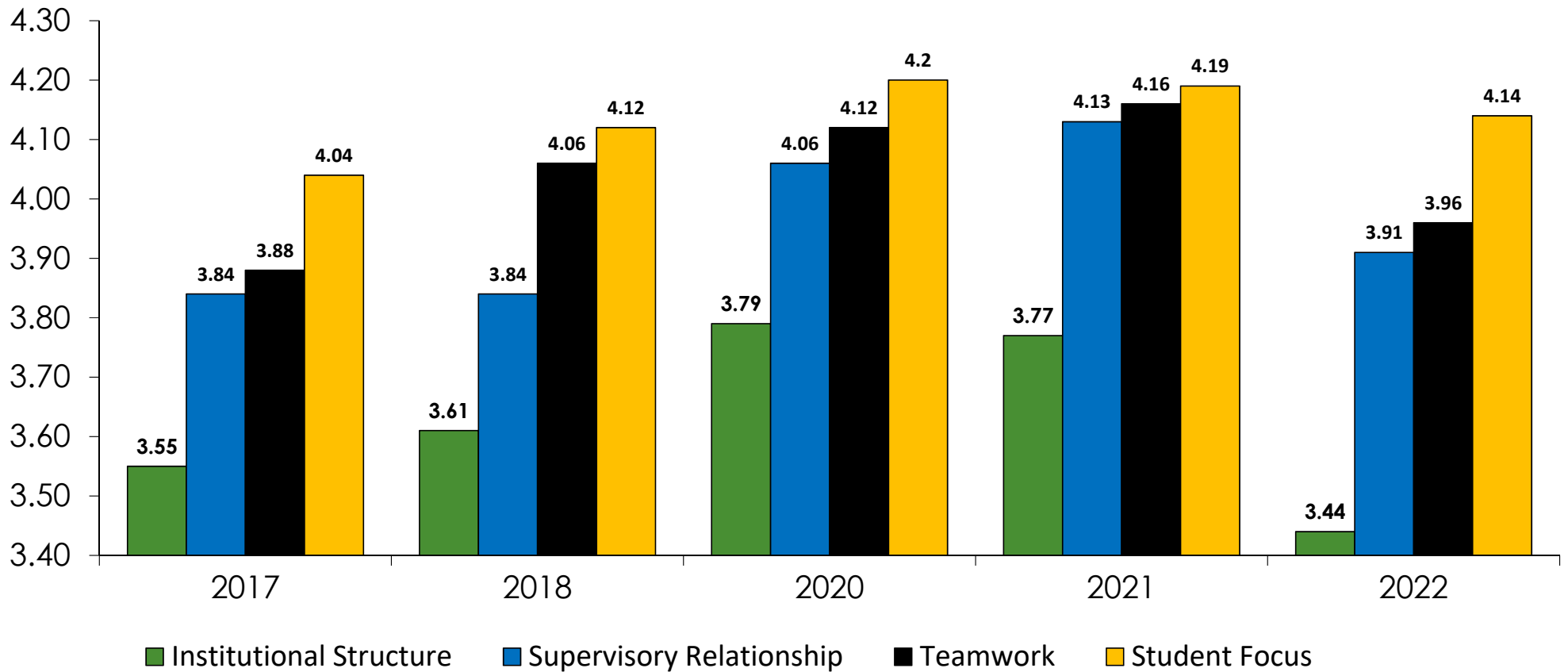
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# PACE Four Climate Factors



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# Moving the Needle

## PACE Change Readiness Question 3

### 2021 Responses

3 My immediate supervisor consistently demonstrates support for change	Strongly disagree	1	1%	} 23%
	Disagree	2	2%	
	Neither	25	20%	
	Agree	47	38%	
	Strongly agree	48	39%	
<b>Total</b>		<b>123</b>	<b>100%</b>	

### 2022 Responses

3 My immediate supervisor/chair consistently demonstrates support for change	Strongly Disagree	10	7%	} 34%
	Disagree	11	7%	
	Neither	25	16%	
	Agree	63	41%	
	Strongly Agree	43	28%	
<b>Total</b>		<b>152</b>	<b>100%</b>	

## PACE Question 45 Supervisor Relationship

### 2021 Responses

45 I have the opportunity to express my ideas in appropriate forums	Very dissatisfied	4	3%	} 28%
	Dissatisfied	7	5%	
	Neither	26	20%	
	Satisfied	52	40%	
	Very satisfied	41	32%	
<b>Total</b>		<b>130</b>	<b>100%</b>	

### 2022 Responses

45 I have the opportunity to express my ideas to my supervisor/chair in appropriate forums	Strongly Disagree	11	7%	} 42%
	Disagree	27	18%	
	Neither	28	18%	
	Agree	54	35%	
	Strongly Agree	34	22%	
<b>Total</b>		<b>154</b>	<b>100%</b>	

Note: \*Survey language changed



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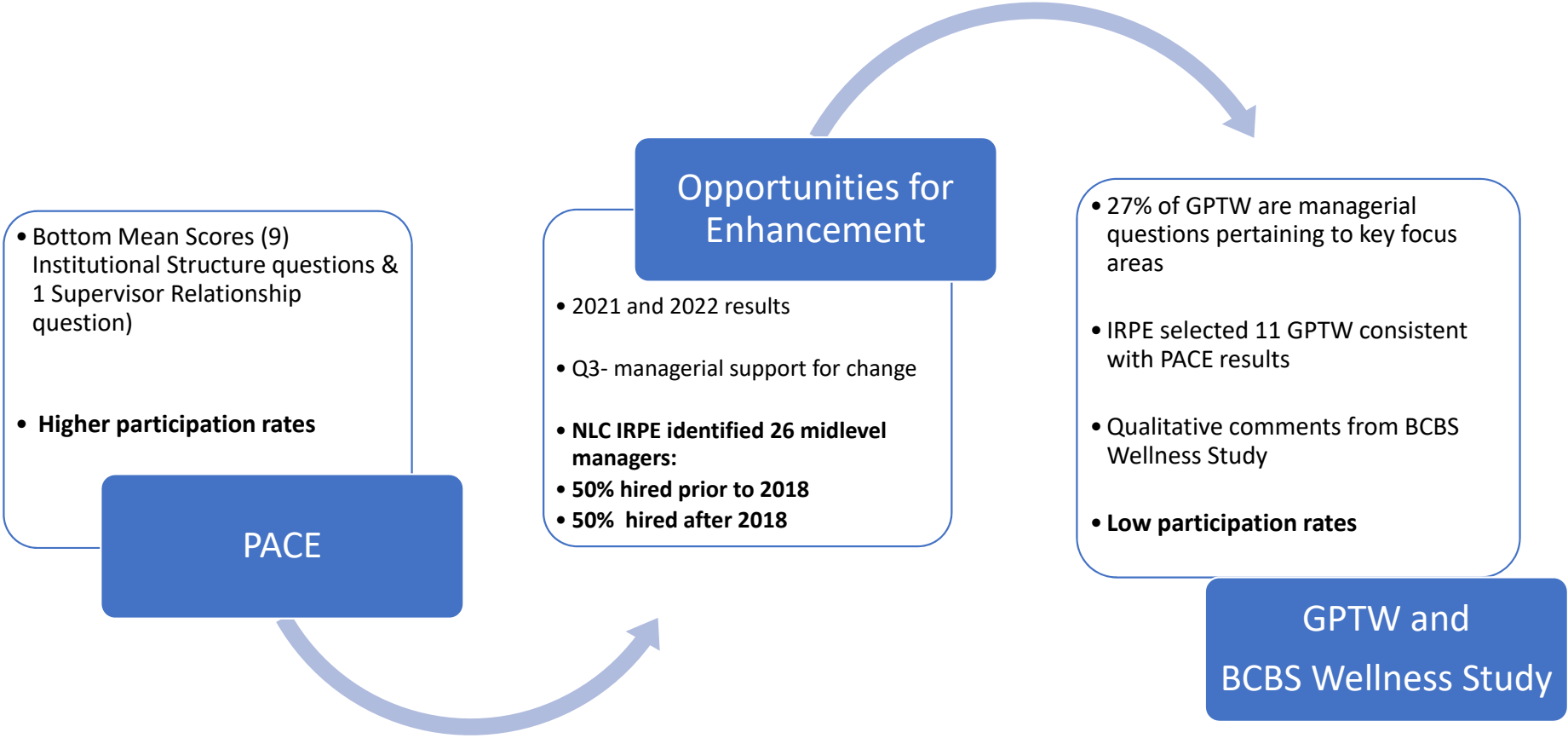
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# Crosswalk Methodology for Employee Survey Alignment



## Continued Employee Engagement & Overall Well-Being

Celebrate!



Your Voice Matters

Opportunities for Continued Enhancement (PACE Top Mean Scores)	2020	2021	2022	Average	GPTW Continued Enhancement (Pride, Teamwork, Caring, & Community)	2022	2023	Average	Making Continued Strides for Overall Well-Being (BCBS)
1. I feel my job is relevant to this institution mission, <i>Q8 - SF</i>	4.45	4.42	4.44	4.44	1. The work I do helps the university achieve institutional mission.	89%	Omitted		*My boss sends follow up emails about wellness and encourages me to take time to do those things.
2. My supervisor/chair express confidence in my work, <i>Q2 -SR</i>	4.31	4.42	4.27	4.33	2. People here are given a lot of responsibility	86%	86%	86%	* It's awesome to participate in the mental health awareness month activates and that I can during work.
3. Student diversity is important at this institution, <i>Q18 -SF</i>	4.19	4.31	4.26	4.25	3. People are treated fairly regardless of age	87%	70%	79%	*Celebrate the successes of wellness initiative.
4. Student receive an excellent education at this institution, <i>Q31-SF</i>	4.36	4.29	4.20	4.28	4. When I look at what we have accomplished I feel a sense of pride.	84%	76%	80%	*Encourage supervisor/employees with team building, improving employee collaboration or other similar interpersonal skills.
5. My supervisor/chair is open to ideas, opinions, and beliefs of everyone, <i>Q9-SR</i>	4.26	4.35	4.19	4.27	5. People are treated fairly regardless of race, gender, or sexual orientation	82%	79%	81%	* They do a good job letting us know what's available. Communication is not the issue.
6. This institution prepares students for further learning, <i>Q37- SF</i>	4.30	4.34	4.19	4.28	6. I feel good about the ways we contribute to the community	82%	78%	80%	*Include employee well-being objectives to annual employee performance plans.
7. Non-teaching professional personnel meets the needs of students, <i>Q23-SF</i>	4.17	4.19	4.15	4.17	7. I know how my work contributes to NLC's success.	86%	73%	80%	
8. Student needs are central to what we do, <i>Q7-SF</i>	4.17	4.25	4.12	4.18	8. If my co-workers succeed I succeed	86%	Omitted		* We have a state of the art facility.
*9. Student seem satisfied with their educational experience at the institution, <i>Q42 -SF</i>	4.18	4.12	4.11	4.14	9. Our facilities contribute to a good working environment	84%	77%	81%	
10. Faculty meet the needs of students, <i>Q17 -SF</i>	4.19	4.25	4.07	4.17	10. I know how to get things done	86%	Omitted		
					11. This is a physically safe place to work	82%	84%	83%	



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## Opportunities for Employee Engagement & Well-Being

Your Voice Matters



February 2024

Participate

Participate

Participate

Opportunities for Enhancement (PACE Bottom Mean Scores)	2020	2021	2022	Average	GPTW Opportunities for Enhancement (Pride, Teamwork, Caring, & Community)	2022	2023	Average	Making Strides for Overall Well-Being (BCBS)
1. I am able to appropriately influence the direction of this institution <i>Q15-IS</i>	3.54	3.30	3.00	3.28	1. Management involves people in decisions that affect their jobs or work environment	46%	41%	44%	*People look for examples and if everyone is over extended then it doesn't matter how good your wellness campaign is
2. Decisions are made at the appropriate level at this institution <i>Q4-IS</i>	3.61	3.53	3.09	3.41	2. Management does a good job of assigning and coordinating people	60%	54%	57%	*I don't feel there is much balance here anymore. The expectation is that we put it all out and give everything. It's all about the numbers, personal life does not matter.
3. Administrative processes are clearly defined <i>Q44-IS</i>	3.38	3.55	3.09	3.34	3. Management keeps me informed about important issues and changes	61%	53%	57%	*My team does feel supported from a well being perspective. I don't serve as good role model either.
4. This institution is appropriately organized <i>Q32-IS</i>	3.70	3.75	3.22	3.56	4. Management genuinely seeks and responds to suggestions and ideas	55%	51%	53%	*I have a lot roles open. They are looking for a place that values and appreciates them. Many don't want to leave, but they do, even with a pay cut, where the appreciation and balance is so much better
5. I have the opportunity for advancement within this institution <i>Q38-IS</i>	3.61	3.47	3.23	3.44	5. Management shows appreciation for good work and extra effort	63%	54%	59%	*I want to do a great job but when I have four meeting at the same time, the culture is set up to fail.
6. Information is shared within this institution <i>Q10-IS</i>	3.69	3.67	3.26	3.54	6. Management trust people to do a good job without watching over their shoulders	66%	56%	61%	*There has been a lot comments "how can the expect this ?" Can't they see what's going on here?" My team is so burned out.
7. Open and ethical communication is practiced at this institution <i>Q16-IS</i>	3.80	3.67	3.26	3.58	7. Management is approachable, easy to talk with	60%	51%	56%	*Faculty hears "prove your worth". They feel they are giving their first born and now you're asking to prove my value.
8. This institution has been successful in positively motivating my performance <i>Q22-IS</i>	3.73	3.78	3.30	3.60	8. Management has a clear view of where the organization is going and how to get there	55%	44%	50%	*My leader tells me on a regular that he was here until 12:30. If my career goals are to move up, that's intimidating. I don't want that kind of imbalance.
*9. I have the opportunity to express my ideas to my supervisor/chair in appropriate forum <i>Q45-SR</i>		3.91	3.48	3.70	9. Management shows a sincere interest in me as a person, not just an employee	57%	49%	53%	*I think everyone knows about the resources and it would be great, but we have no time.
10. A spirit of communication exist at this institution <i>Q25-IS</i>		3.89	3.48	3.69	10. Management recognizes honest mistakes as a part of doing business	61%	55%	58%	
					11. Management is honest and ethical in its business practices	70%	64%	67%	



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Thank you.



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