

Personnel Perceptions of LMC Management: AY 1995-1996

Background

In order to understand the extent to which LMC personnel perceived the management team to meet its proposed objectives for AY 1995-96, a survey was constructed and administered to all college personnel with mail boxes at the end of Spring 1996 semester (Appendix). Personnel were asked to rate from 1 (“VERY MUCH”) to 4 (“NOT AT ALL”) the extent to which management met the following objectives:

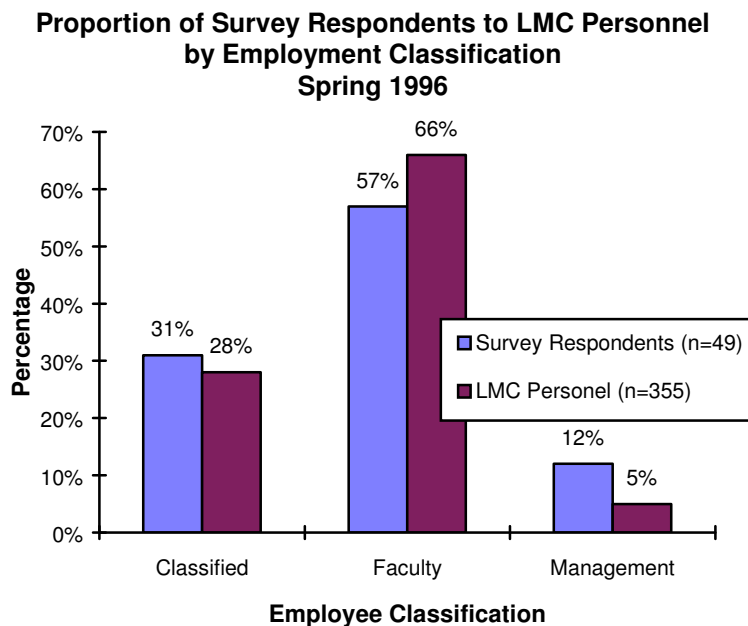
- Kept you informed
- Made used of governance model
- Was available
- Was visible
- Support your efforts
- Praised your efforts
- Was an advocate to the college at the district
- Was an advocate to the college in the community
- Was accountable for its actions
- Admitted when the team made mistakes
- Was honest
- Was fair
- Made good used of your time

Personnel were also given the opportunity to provide written comments in:

- a. Any area they rated low (SLIGHTLY or NOT AT ALL)
- b. Identifying team strengths

Of the 355 college personnel with mail boxes, 49 (14%) completed and returned the survey. Although this sample size is relatively small, it reflects somewhat the college’s personnel classification (Figure 1). The sample had a slight underrepresentation of faculty and an overrepresentation of management.

Figure 1



Data Analysis: All data were analyzed through the statistical package for the social sciences (SPSS). The results are divided in two parts. In the first part, the results are presented for all respondents and are organized in three levels of positiveness: High Positive, Moderate Positive, and Moderate-Low positive. They are defined as follow:

High Positive: 80% or more gave responses of “SOMEWHAT” to “VERY MUCH”. Small percentages for “SLIGHTLY” or “NOT AT ALL” are shown.

Moderate positive: 53% to 64% of the respondents indicated “SOMEWHAT” to VERY MUCH”; 29% to 39% indicated “SLIGHTLY” or “NOT AT ALL”

Moderate-Low Positive: Respondents are somewhat split: 47% to 56% indicated “SOMEWHAT” to “VERY MUCH”; 40% to 47% indicated “SLIGHTLY” to “NOT AT ALL”

Content analysis is also presented on the written comments from personnel.

In Part II, an attempt is made to show the results by constituency group. However, caution should be taken in generalizing the results for each constituency group since the sample sizes become smaller causing the loss of statistical power. Yet, these results may be a directional indication of how each constituency group feels.

Summary of Results

Management team received high positive ratings in:

- Keeping personnel informed
- Being available, and
- Being visible

Areas needed improvement (moderate-low ratings):

- Making good use of personnel time
- Support and appraisal of personnel's efforts

WRITTEN comments in Areas with Low Ratings suggest:

- Improvement of clearer communication
- Improvement of relations across constituency groups
- Examining our accountability efforts
- Greater involvement with community

WRITTEN comments on Management Strengths include:

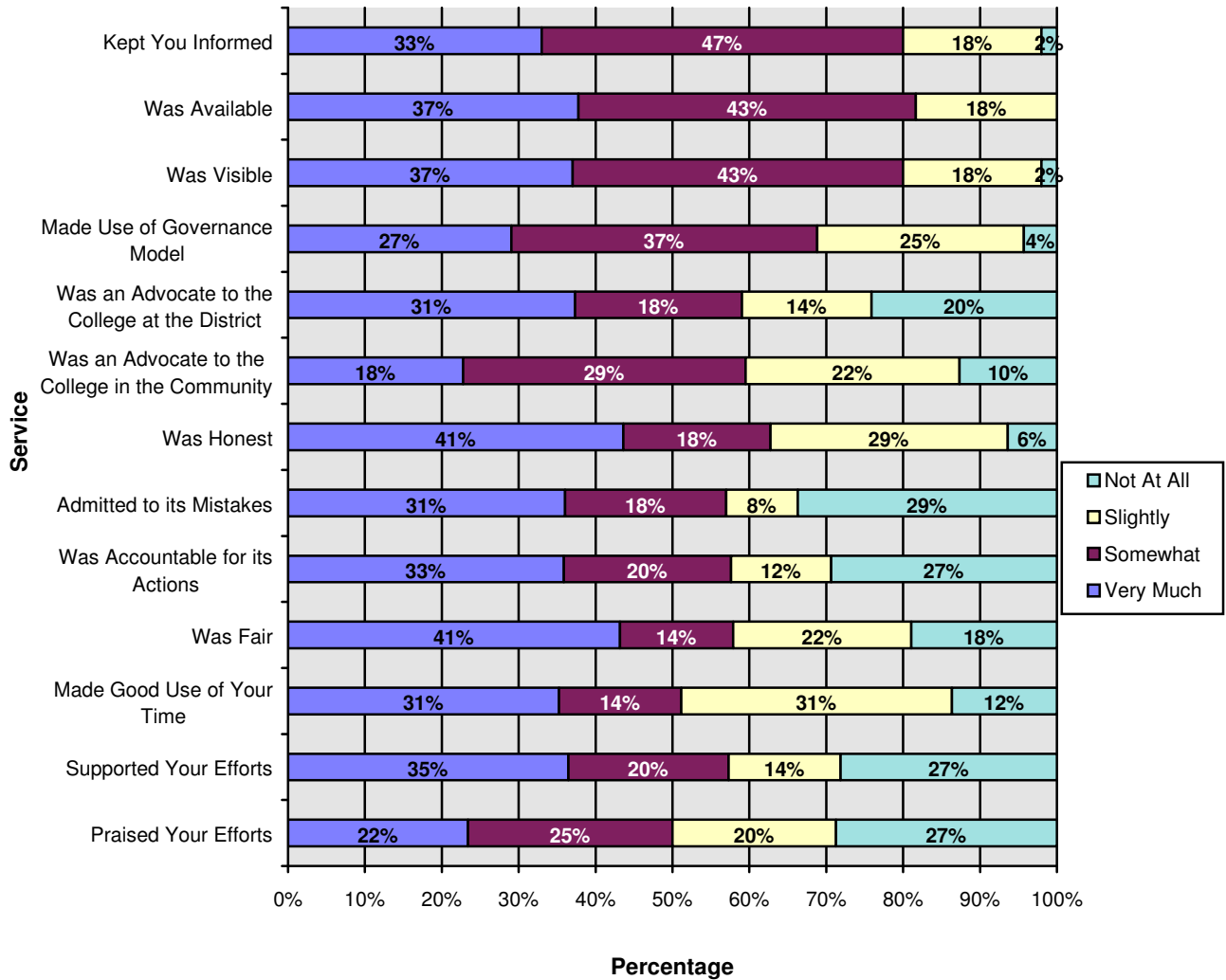
- Some managers are professional and supportive.
- Managers are accessible
- Meetings are timely

Part I

Overall Results

Figure 2

Extent to which LMC's Management Team Met Its Objectives for 1995-96 (n=49)



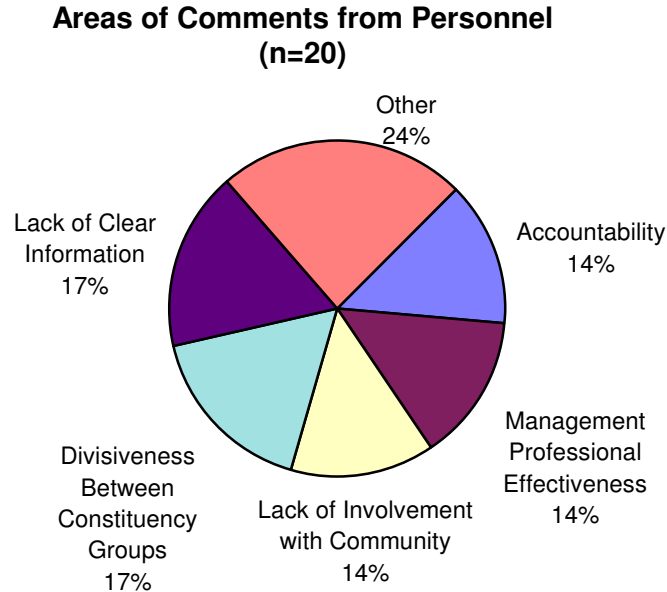
DEGREE OF POSITIVENESS IN AREAS OF MANAGEMENT OBJECTIVES FOR 1995-96

High Positive	Moderate Positive	Moderate-Low Positive
Kept You Informed	Made Use of Governance Model	Made Good Use of Your Time
Was Available	Was an Advocate to the College at the District	Supported Your Efforts
Was Visible	Was an Advocate to the College at the Community	Praised Your Efforts
	Was Honest	
	Admitted to its Mistakes	
	Was Accountable for its Actions	
	Was Fair	

Written Comments on Areas Respondents indicated “SLIGHTLY” or “NOT AT ALL”

Of the 49 respondents, 20 (41%) gave additional written comments regarding the items they rated “SLIGHTLY” or “NOT AT ALL”. Figure 3 indicates the areas that most comments fall into, as revealed by content analysis.

Figure 3



Comments that best describe each category are as follow:

Lack of Clear Information:

“False information given about support for PACE, moneys available for “C” hourly,how and why the Transfer Center and NOT Only Women’s Center were relocated...”

Divisiveness Between Consitituecy Groups:

“Negative attitudes on part of some managers.... toward faculty”.

Lack of Involvement with Community:

“we need more emphasis in interacting with businesses...and with the high schools”

Management Professional Effectiveness:

“Managers don’t seem to be able to translate input or ideas into effective change for the institution or organization”

Accountability:

“Responsibilities seem to be shuffled at will; instead of resolving problems, shift the problem to another manager”

Other:

“Still too many meetings”

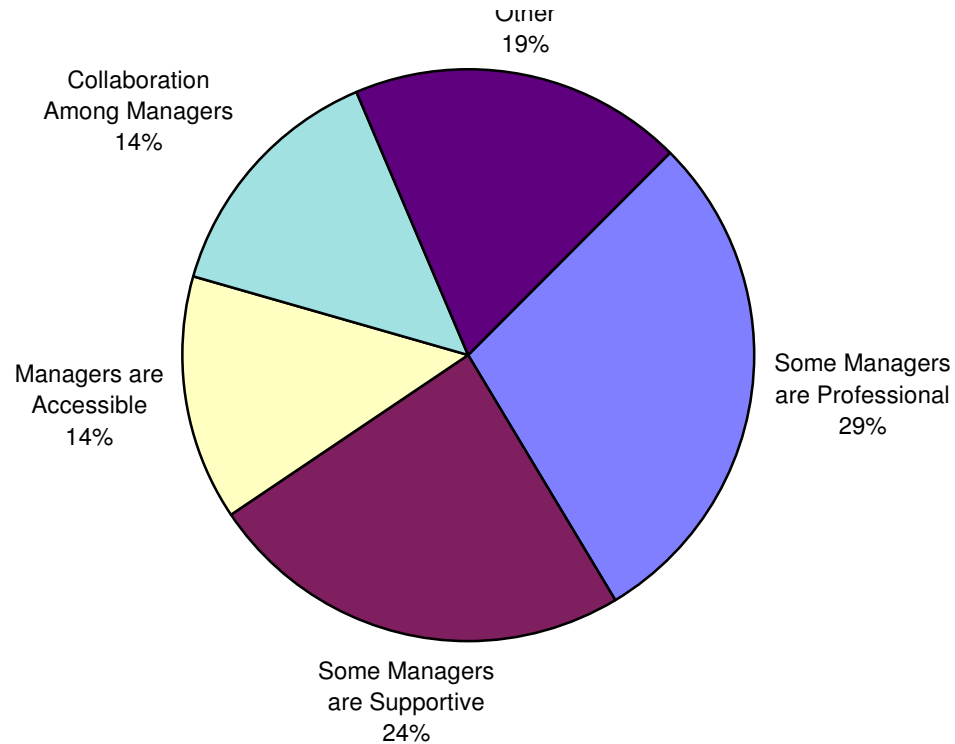
“Grant Writing is desperately needed”

“...I was encouraged to try for an advancement by my supervisor which I pursued and when it came down to the wire, no back up support was given....”

Written Comments on Team Strengths

Of the 49 respondents, 22 (45%) gave written comments about the Team Strengths. Team strengths can be categorized as follow:

Figure 4
Management Team Strengths
(n=22)



Comments that best describe each category are as follow:

Collaboration Among Managers:

"A new 'team' attitude"

Some Managers are Professional:

"Some managers try to learn the process, laws and keep up with changes"

Some Managers are Supportive:

"...give me autonomy, inspire respect and loyalty"

Managers are Accessible:

"...promptly returns voice mail messages"

Timely meetings:

"...punctual, efficient and resourceful"

Other

"...Kudos; acknowledgment of our efforts -- however small they are..."

Part II

Responses by Constituency Groups

Again, because sample sizes are significantly reduced when controlling by constituency group, results in this section should not be generalized. Rather, they are directional indicators as to how each constituency group may feel.

Figure 5

Management Team Kept Me Informed (n=49)

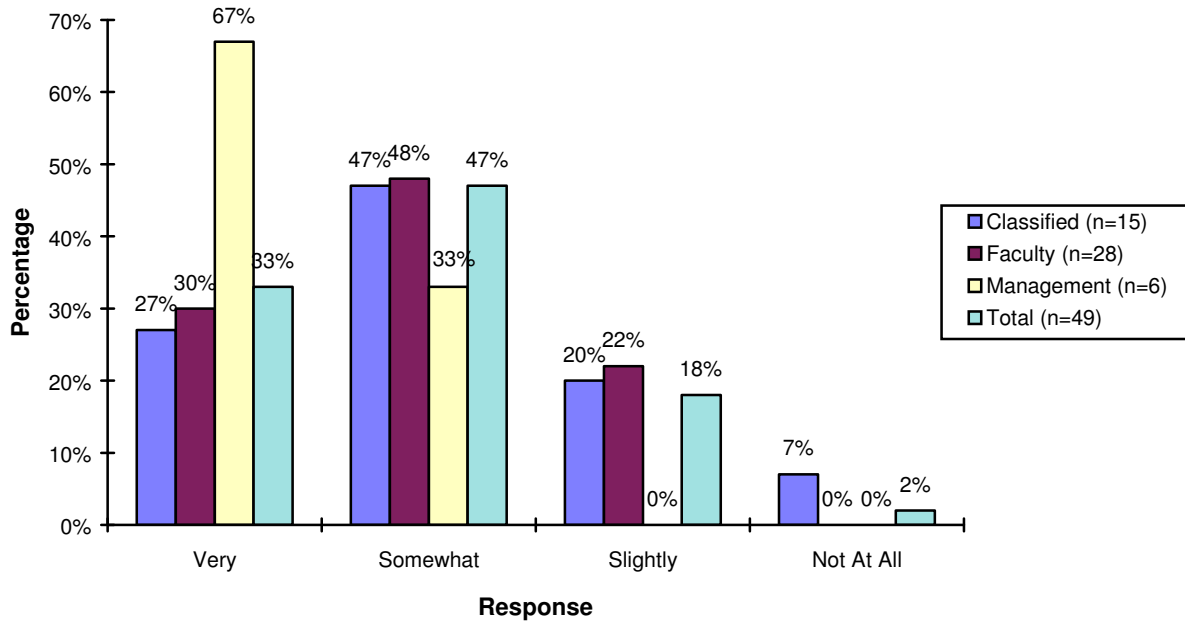


Figure 6

Management Team Made Use of Governance Model (n=49)

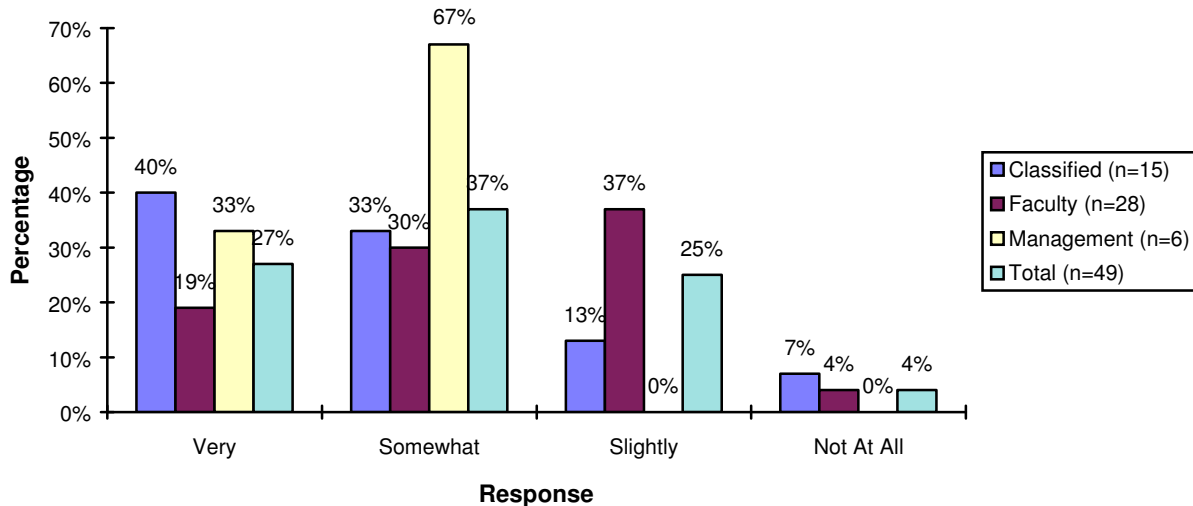


Figure 7

Management Team Was Available
(n=49)

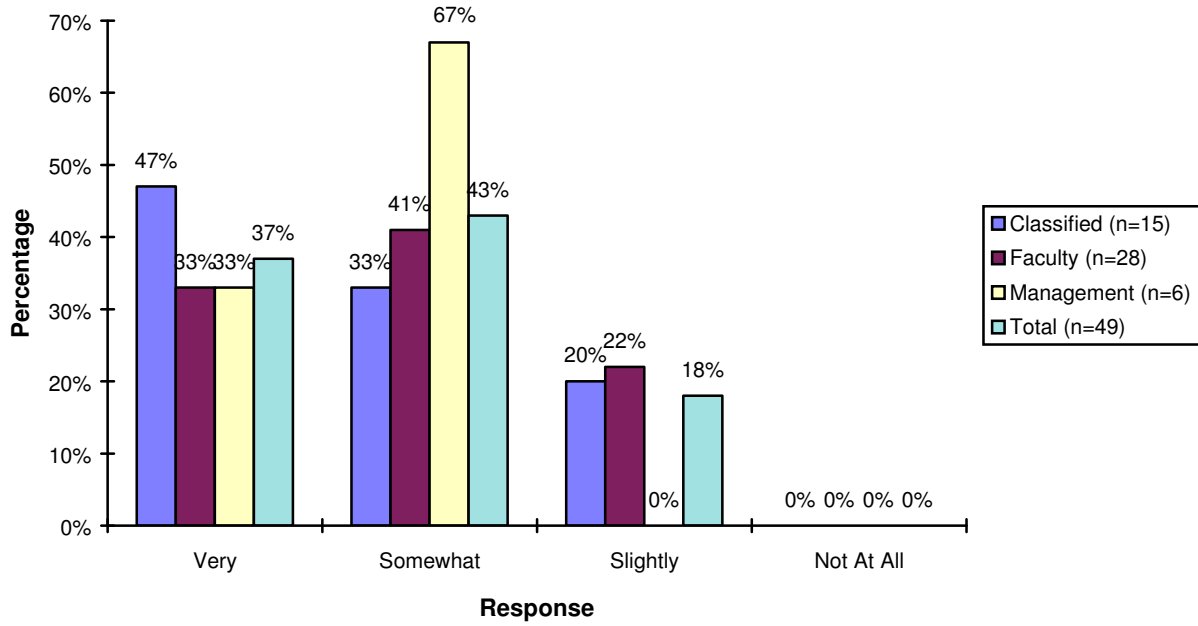


Figure 8

Management Team Was Visible
(n=49)

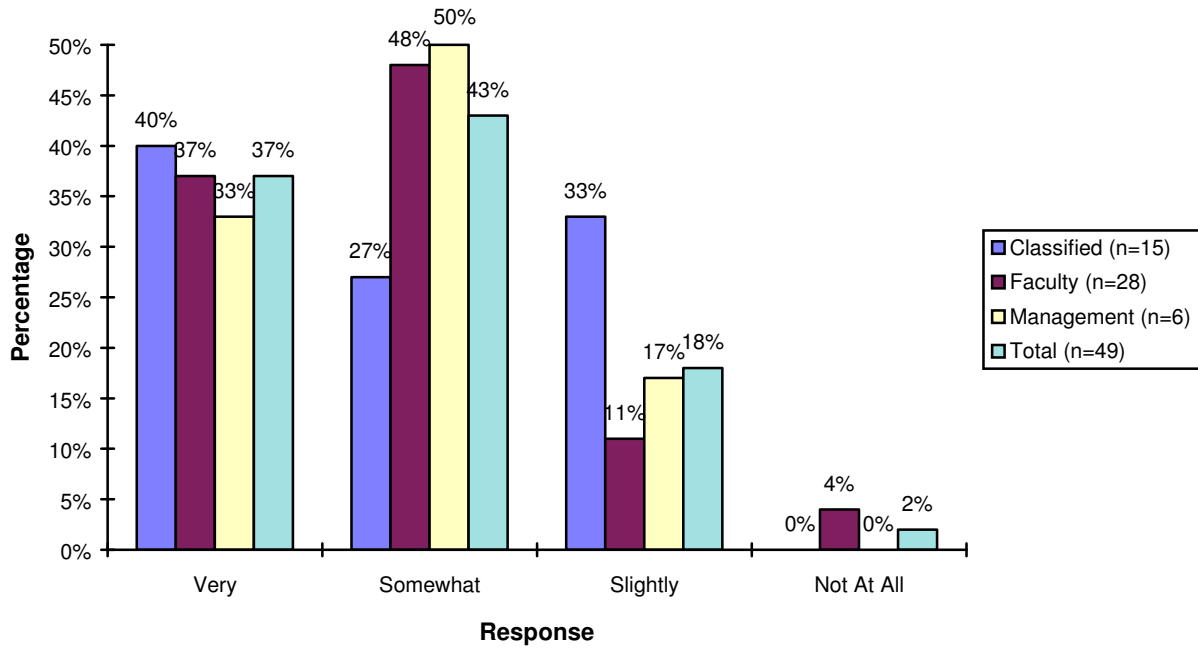


Figure 9

Management Team Supported My Efforts
(n=49)

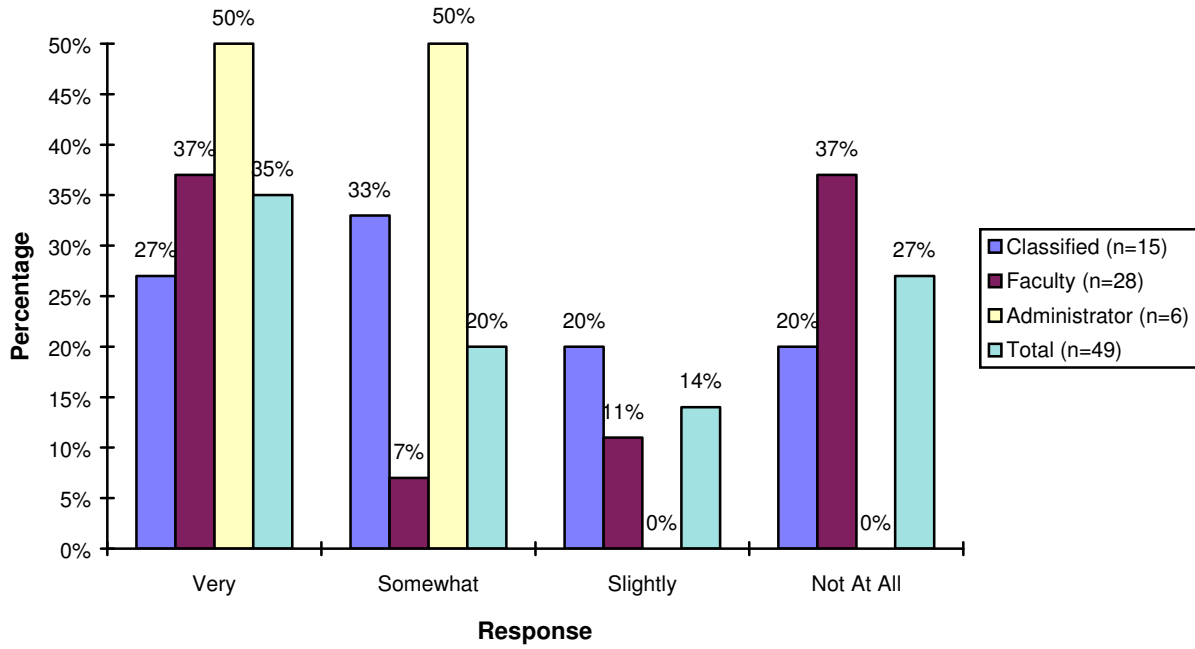


Figure 10

Management Team Praised My Efforts
(n=49)

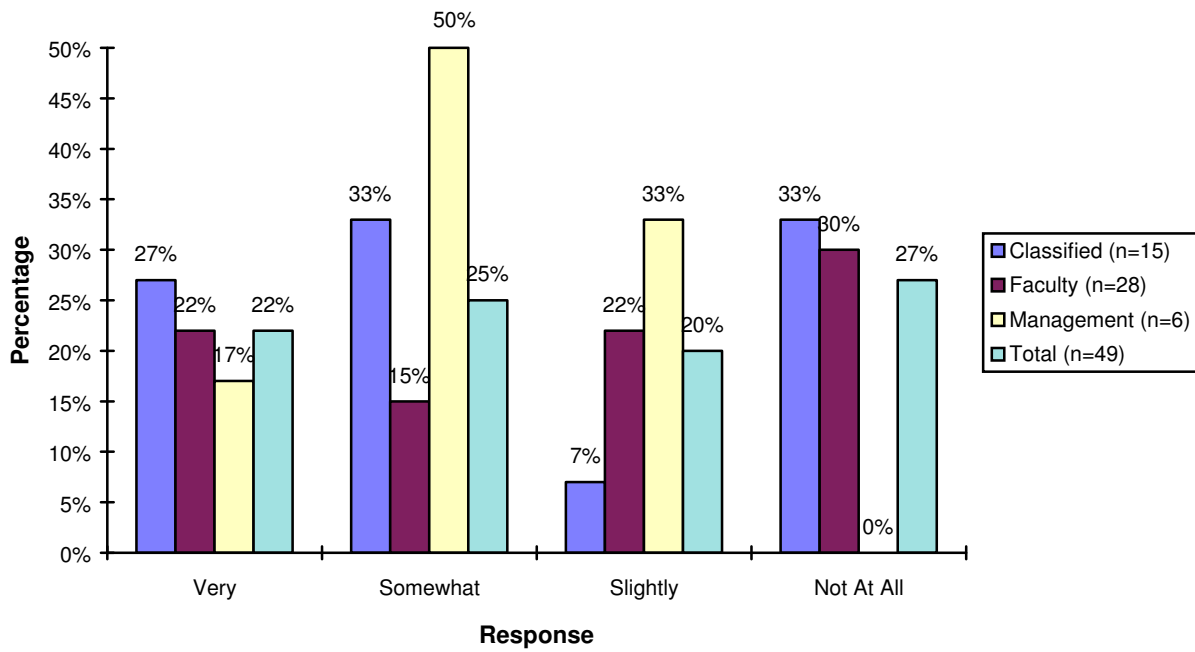


Figure 11

Management Team Advocated to College at District
(n=49)

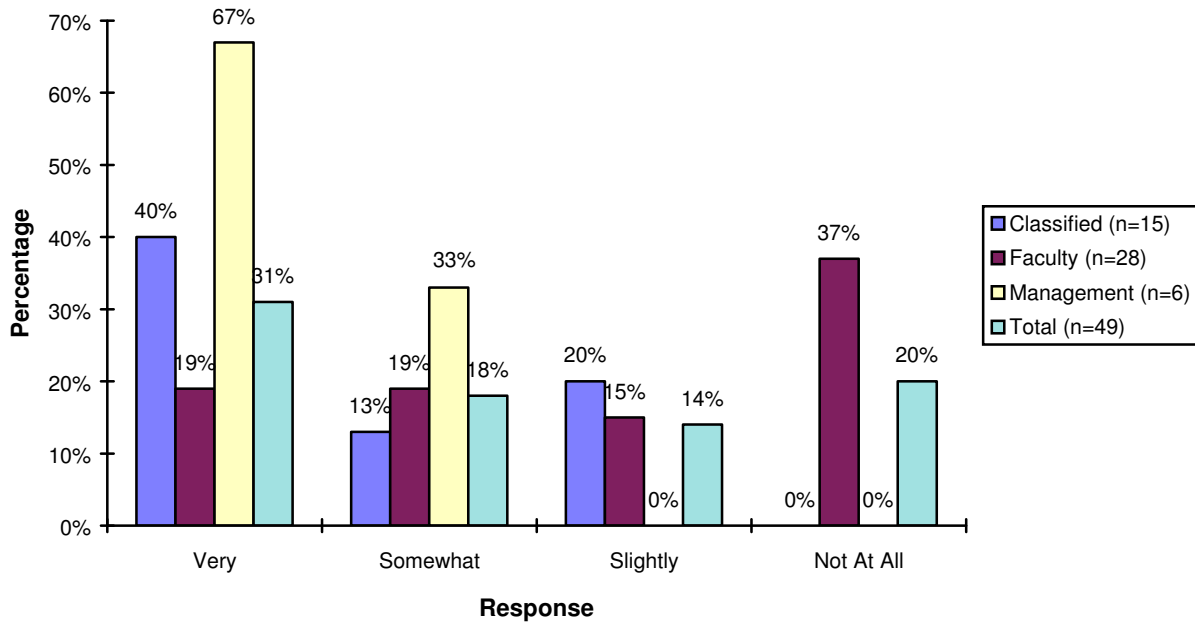


Figure 12

Management Team Advocated to LMC in Community
(n=49)

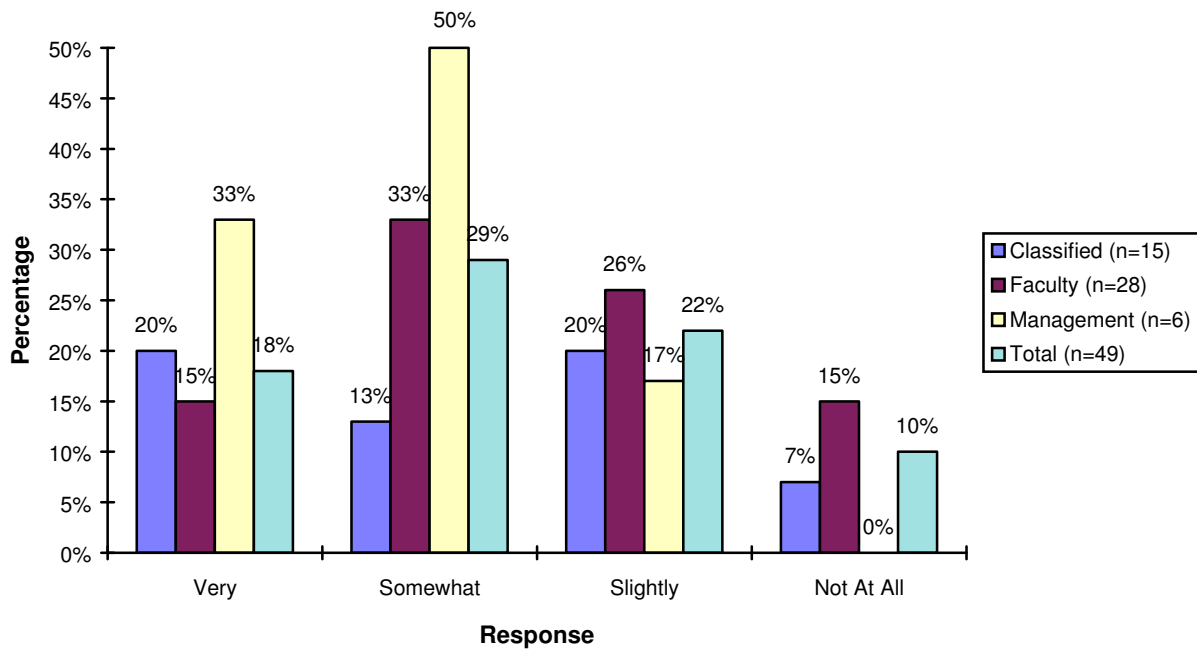


Figure 13

Management Team is Accountable for Its Actions
(n=49)

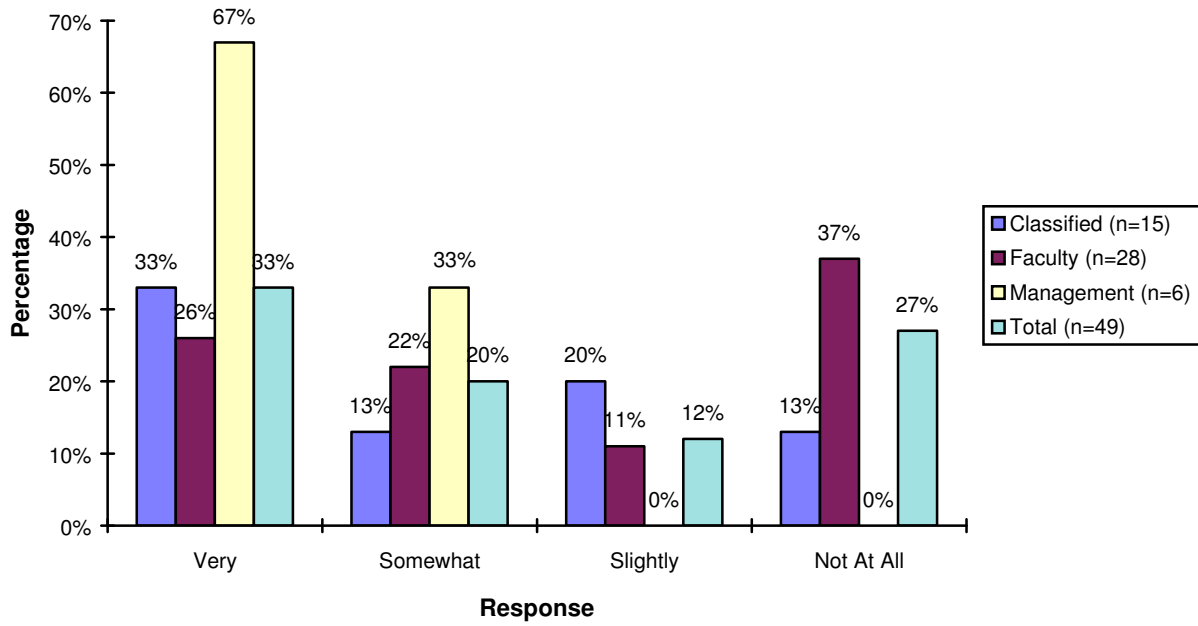


Figure 14

Management Team Admitted to Its Mistakes
(n=49)

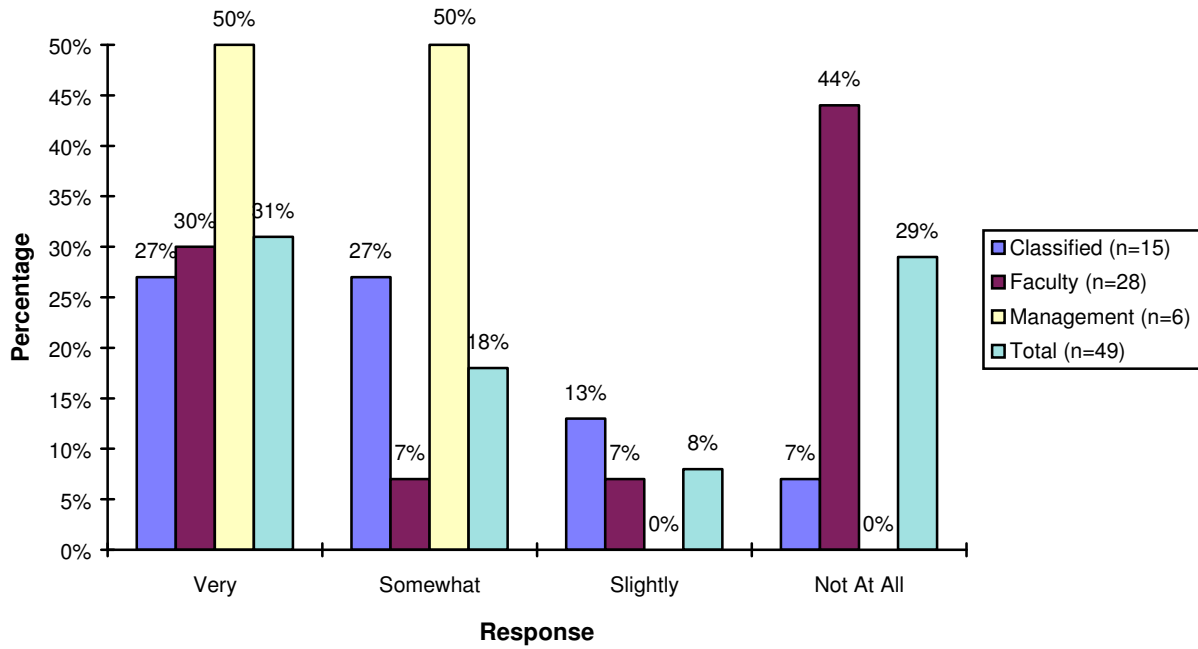


Figure 15

Management Team Was Honest
(n=49)

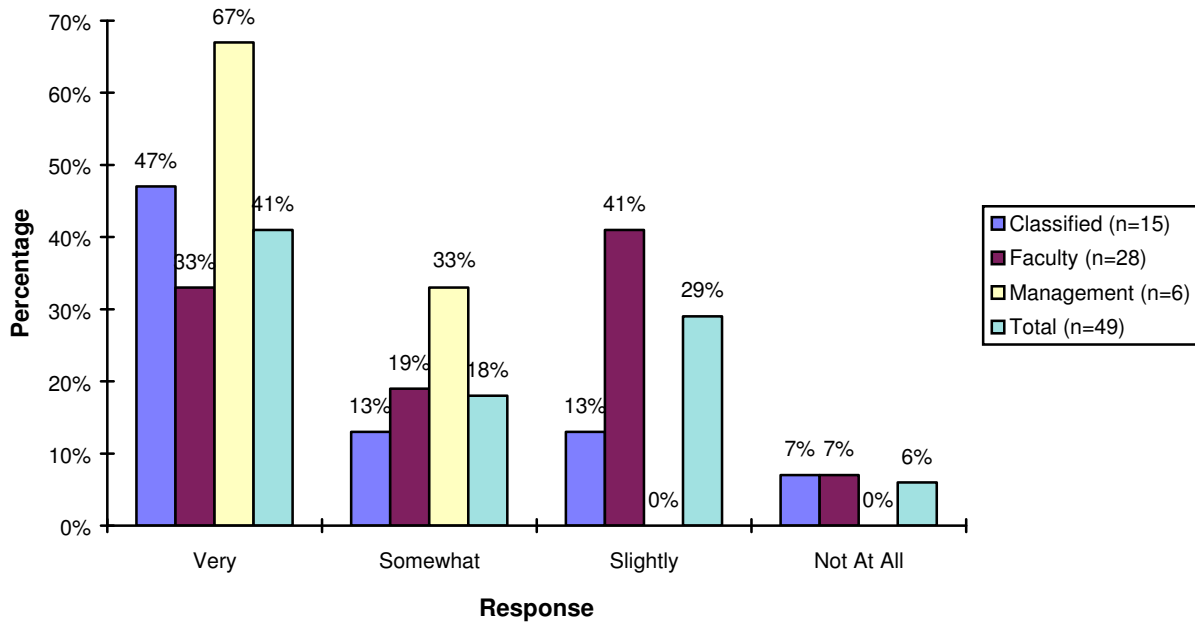


Figure 16

Management Team Was Fair
(n=49)

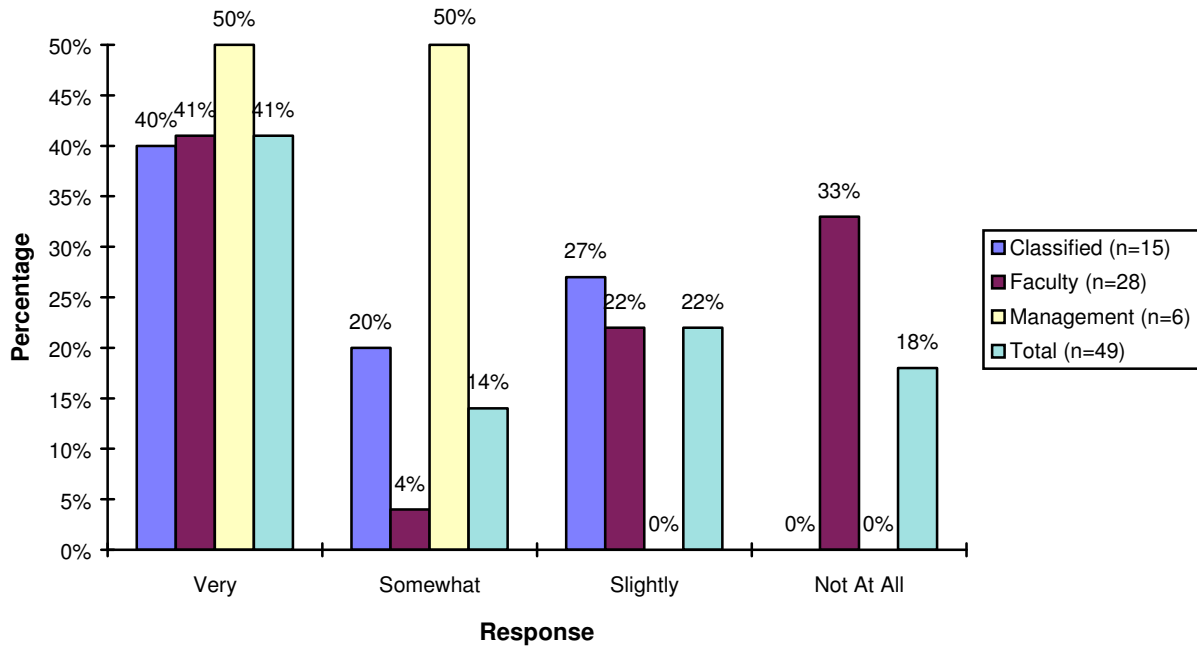


Figure 17

Management Team Made Good Use Of My Time
(n=49)

