To: Montgomery College Colleagues

From: Dr. DeRionne P. Pollard
President

Subject: Our Ethics Survey

Date: May 8, 2018

As I mentioned in my State of the College address last month, ethical behavior is fundamental to a healthy climate and culture at the College. A thriving work environment depends on civility, honesty, and integrity. To promote these values, the Board of Trustees approved a Code of Ethics almost a year ago, encouraging College employees to conduct their work with integrity, accountability, and stewardship. The ethics survey conducted earlier this spring was intended to assess employees' sense of how well the institution is living up to these values. It was also meant to create a baseline for understanding our strengths and our opportunities for growth. Nine hundred and seventy-one employees responded to the survey, a thirty-two percent response rate.

Several results stood out to me, some encouraging and others concerning. I was buoyed by the feedback from employees who expressed positive sentiments about working at Montgomery College and who believe their peers and supervisors behave ethically. There were also employees who reported colleagues acting with insufficient civility or integrity. I have been listening carefully to both perspectives and strategizing about how to make improvements.

It is good news is that 89 percent of respondents reported being aware of the ethical code of conduct. The code articulates the values of civility, fairness, and integrity, which form the basis of a respectful, productive work environment. This is a very good starting point and I am encouraged that this recent resource has gained traction so successfully.

While nurturing a climate of civility is the best path to sustaining an ethical culture, when ethical violations occur, the strongest organizations have clear pathways for addressing issues. One of those pathways at Montgomery College is an ethics reporting phone line. Our survey found that 66 percent of respondents are aware of the reporting line and its number. That's not bad after less than a year in operation, but to improve this, the College will increase its efforts to publicize the number widely. In order to clarify the multiple resources for discussing and reporting concerns—of any nature—the College has compiled a one-page guide, which is attached to help employees in the process of addressing and reporting concerns.

Research shows that employees who trust their institution's processes are more likely to report concerns if they arise. Some level of anxiety about confidentiality appears to exist at the College with 21 percent of respondents saying that they do not trust that the ethics reporting line is truly anonymous or confidential. Since this line is such a critical tool for reporting, it is vital that this misperception be corrected. The line is staffed by an independent contracting firm, and does not collect names or any personal information about callers (unless a caller chooses to share it). There is a "firewall" between people reporting concerns and professionals who navigate such cases. I can assure you that the mechanisms of the College's reporting line are in keeping with best practices in professional standards used by thousands of businesses to protect their workers. Ethics reporting is not specific to Montgomery College, but is conducted widely within successful organizations. In addition, the College has a vested interest in hosting such a confidential line. The reporting process not only serves employees, but helps the College to be accountable for the safety and wellbeing of employees in its work spaces. Like any organization, the College is better positioned to do this when employees are assured that their reports of concerns are confidential.

Another concern that emerged from the survey was related to a fear of retaliation for reporting concerns: 37 percent of respondents reported that they did not feel comfortable communicating ethical concerns without fear of retaliation. As I have emphasized previously, an MC employee who retaliates against a colleague or supervisee for contacting the line (or reporting in person) has committed a serious violation. MC's code of ethics expressly prohibits such actions and disciplinary steps will follow.

As mentioned previously, I have asked several experts at the College to analyze the results of our three FY18 employee surveys as well as the ombuds annual report, to identify areas of overlap or insight and to make recommendations. Examining these four tools simultaneously should provide us with new depth in addressing any issues that may be hindering the College from reaching its full potential. I will convey these results before the end of the semester.

In the meantime, I want to thank all of you who participated in the ethics survey. While we identified some issues that need improvement, a large percentage of MC employees who participated in the survey had positive perceptions of the ethical climate at the College as well as their colleagues' integrity. I continue to be inspired by those voices.

All organizations must address their weaknesses and this survey has given us some detailed information upon which to focus our efforts. Fear and distrust diminish any healthy, collegial workplace. At MC they can detract from our important mission of serving students and the community. I am committed to nurturing a culture of civility and respect at MC. Building relationships of trust and establishing fair, transparent processes strengthens all of us.

MC MONTGOMERY COLLEGE

ROADMAP FOR EMPLOYEES TO ADDRESS ISSUES

Do you have a concern you feel needs to be addressed? This document provides a roadmap regarding where you can go for assistance and resolution.

Contact your supervisor or manager with your concern. Supervisors and managers are your first line of communication.

Ombuds—*Guidance at any time.*

- Confidential, neutral, independent, and informal resource with whom you can discuss any and all workplace issues
- Offers discussion and coaching on workplace issue resolution, strategies, and options
- Refers employees to other MC resources

Ombuds@montgomerycollege.edu

EthicsPoint Reporting Line

- Submit concerns anonymously and confidentially
- Managed by the Office of Compliance, Risk, and Ethics

**montgomerycollege.ethicspoint.com
844-572-2198**

Intellectual Property Concerns

- Contact the Dean of the relevant academic department

Additional Resources

- Governance Councils
- Labor Unions—AAUP, SEIU, or AFSCME

Student Concerns

Visit the Student Complaint Resolution webpage for policies and procedures about reporting your concerns.

If contacting your supervisor/manager is not possible or appropriate, or you wish to obtain further assistance, then contact the appropriate area listed below. Your options for consultation and resolution may vary based upon your concern.

Human Resources: Employee and Labor Relations
EmployeeRelations@montgomerycollege.edu

- Alcohol or Drug Abuse • Benefit Abuse • Bias Incidents
- Disability Discrimination • Discrimination or Harassment • Employee Behavior
- Employee Time Reporting or Time Abuse • Incivility • Nepotism or Favoritism
- Sexual Harassment • Workplace Violence or Bullying

Compliance, Risk, and Ethics
Ethics@montgomerycollege.edu

- Conflict of Interest • Disability Access Issues • Ethical Misconduct
- Grants Research Fraud or Misconduct • Improper Giving or Receiving Gifts
- Maryland State Ethics Filing and Reporting Questions • Protection of Minors
- Regulatory Compliance • Violations of College Policies not otherwise identified

Internal Audit
InternalAudit@montgomerycollege.edu

- Accounting and Auditing Matters
- Falsification of Contracts, Reports or Records
- Fraud • Theft/Embezzlement
- Waste, Abuse, and Misuse of Institution Resources

IT Privacy & Cybersecurity Compliance
ITSecurity@montgomerycollege.edu

- Data Privacy • Inappropriate Use of Technology
- Account Compromise/Credential Theft

Environmental Safety
EnvironmentalSafety@montgomerycollege.edu

- Occupational Safety Concerns • Environmental Related Issues

Libraries
libguides.montgomerycollege.edu/copyright

- Copyright Questions and Concerns

Office of Public Safety and Emergency Management
Germantown Campus: 240-567-7777
Rockville Campus: 240-567-5111
Takoma Park/Silver Spring Campus: 240-567-1600
Central Services: 240-567-9140

- **Physical Safety and Protection • First Aid • Emergency Assistance**
- **24-hour Escort Service (upon request) • Lost and Found**

Please contact the Office of Compliance, Risk, and Ethics if your concern is about one of these offices or a lack of response to a concern.

Please contact the Chief of Staff/Chief Strategy Officer in the Office of the President if the focus of your concern is about the Office of Compliance, Risk, and Ethics.

April 2018

MONTGOMERY COLLEGE

Quantisoft
Employee, Customer, IT & Risk
Surveys

Ethics Survey

Executive Summary Report

Survey Conducted February-March, 2018

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About Quantisoft

Quantisoft is a full service survey company conducting employee and customer surveys for businesses and other types of organizations ranging in size from under 100 employees to Fortune 500 companies across many industries. Quantisoft was founded in 1999.

Quantisoft's Survey Services

Our most popular surveys are:

- Employee satisfaction/engagement Surveys
- Customer Satisfaction Surveys
- IT Customer Satisfaction Surveys
- Business Risk Assessment Surveys

We also conduct 360 Leadership Feedback Surveys, Sales Force Feedback Surveys, Employee Benefits Opinion Surveys, Employee Turnover/Retention Surveys and a wide range of other types of surveys.

Providing Information and Insight for Increasing Business Performance

All of Quantisoft's surveys are focused on gathering information, perceptions and insight for understanding employee and customer perspectives. Survey findings are the basis for identifying appropriate actions to increase business performance including increasing employee satisfaction and engagement, increasing customer satisfaction and retention, mitigating and managing risks more effectively and achieving breakthrough increases in competitiveness and profit.

Value Added Solutions

We listen to you and customize your survey to gather the information, perceptions and insight you need to achieve your objectives. We know what questions to ask, how to ask them and how to optimize survey response rates.

Our reports are comprehensive and easy to read and understand. They make it easy to identify strengths, weaknesses, problems and opportunities across the organization and by employee/customer demographics. Executive summary reports provide independent objective analysis, insightful summaries of the survey's key findings and recommended actions that get results.

Survey Objectives

The survey objectives include:

- Providing Montgomery College with organization-wide information and insight about its ethics and compliance risk culture, and employee awareness of and compliance with policies and processes that support the ethics and compliance risk culture.

- Providing actionable information for use in making decisions and identifying and prioritizing initiatives for strengthening Montgomery College's ethics and compliance risk culture.

- Establishing baseline information enabling MC to track progress and monitor trends in ethics & compliance risk culture in future surveys.

- Sending an important message to employees that their feedback is valued and that performance is a top priority.

Survey Process

- The survey was conducted from February 26th – March 10th.

- The survey was conducted as an online survey. The vast majority of employees received survey announcements by e-mail. Employees who do not use a computer at work received a paper announcement that includes the online survey link address. Designated computers were made available for these employees in their department offices.

- All survey responses are anonymous.

- 971 employees completed the survey. 947 employees completed the English survey and 24 completed the Spanish survey. This is a 32.37% overall response rate which is considerably lower than we typically experience in employee surveys. We typically see response rates of 60% or higher.

  The initial survey announcement and follow-up announcements were distributed to approximately 3,000 employees including full-time and part-time faculty, staff and WDCE.

- The survey **rating scale** is:

5 Agree   4 Somewhat agree   3 Neutral   2 Somewhat disagree   1 Disagree   Not sure (no rating number)

- A comprehensive set of reports was delivered to Montgomery College, including summary tables, graphs and comments. Quantisoft then analyzed the survey data and comments in detail and prepared this Executive Summary Report.

Key Messages for Montgomery College's Leadership

Key findings

The overall results of the ethics survey are mixed. While there are areas of relative strength, numerous issues received low ratings and large numbers of comments identifying problems and opportunities for improvement. This report includes a comprehensive summary of the survey's findings as well as recommendations for strengthening MC's approach and effectiveness in executing on its ethics and compliance program and related initiatives.

To varying degrees significant opportunities for improvement were identified in all of the issues assessed in the ethics survey. Rather than focusing on the results and opportunities for improvement identified in the ethics survey in isolation, the results and opportunities for improvement should be looked at together with the results and opportunities identified in the equity & inclusion and employee engagement surveys.

Implications for the Senior Leadership Team

When leaders conduct employee surveys they send a message that they are interested in learning how employees feel about important issues. They also raise expectations that leaders will listen to employees' feedback and take action to make needed changes. If employees don't see and experience meaningful timely changes as a result of this survey, they will likely conclude that MC's leaders aren't serious about ethics and/or that they aren't able to make needed changes. That will further increase cynicism about the leadership team and about MC's handling of ethics and compliance issues.

The challenge for the senior leadership team is to build on MC's strengths while eliminating its weaknesses. The senior leadership team's visible and active support is essential for making the changes necessary for achieving MC's intended ethics outcomes. This includes creating a sense of urgency for making significant lasting changes, leading by example, providing needed resources, communicating continually, creating an implementation plan and supporting its execution.

Quantitative Impact of Survey Ratings

In the ethics survey any rating answer other than "Agree" identifies employees experiencing unethical behavior, incidents and conditions to varying degrees. The chart on the next page presents the percentage of employees that selected a rating other than "Agree" for each survey question. Assuming the ethics survey results are representative of MC's entire population of 3,000 employees, the following chart also includes the total number of employees that are experiencing or have experienced unethical behavior, incidents and conditions.

The ethics survey found that in one way or another large numbers of MC employees are experiencing or have experienced unethical behavior, incidents and conditions at work. The numbers in the chart make it clear that there is an urgent need for the senior leadership team to address the issues identified in the ethics survey as well as in the equity & inclusion and employee engagement surveys.

Numbers of Employees Experiencing Unethical Behavior, Incidents and Conditions		
	Total % not "Agree" in the ethics survey	**Total number of employees not "Agree" college-wide**
Am Expected to Comply with All Policies, Laws, Regulations	6	188
Have Not Experienced Sexual Harassment as MC Employee	18	548
Am Aware of/Understand College's Employee Ethics Code	33	996
Person I Report to Has Positive Attitude Toward College	33	1,005
People I Work with Cooperate to Get Job Done	40	1,211
Male Employees Treated Fairly/Have Same Career Opportunities as Other People	35	1,051
Have Sufficient Authority to Fulfill Responsibilities in My Department	39	1,156

Employees Don't Feel Pressured to Engage in Unethical Practices to Achieve Goals	38	1,128
Attitude Towards College Is Positive	42	1,264
Female Employees Treated Fairly/Have Same Career Opportunities as Other People	37	1,122
Information Systems Confidential – College, Employee, Student Information Access Adequately Controlled	44	1,308
Managers in Department Adhere to College's Policies	40	1,211
College's IP Adequately Controlled/Protected from Theft	50	1,488
Find College's Policies Useful/Current in Guiding My Actions	51	1,535
Individuals in Department Adhere to College's Policies	46	1,390
Employees with Diverse Ethnicity Treated Fairly, Have Same Career Opportunities as Other People	40	1,196
Clearly Know Who Is Accountable for Each Step in Important Business Processes in Department	50	1,493
Department Leaders Set Positive Example for Ethical Conduct	43	1,281
Know Whom to Communicate Issues If Become Aware of Unethical Behavior or Non-Compliant Situation	51	1,537
Department Leaders Receptive to All Communications About Risk Including Bad News	48	1,442
Older Employees Treated Fairly, Have Same Career Opportunities as Other People	46	1,388
Individuals in Department Held Accountable for Their Actions	57	1,704
Trust College Ethics Reporting Line Is Truly Confidential/Anonymous	60	1,814
Comfortable Communicating Issues If Become Aware of Unethical Behavior/Non-Compliant Situation	57	1,695
Senior Leadership Sets Positive Example for Ethical Conduct	62	1,871
Disciplinary Action Taken Against Individuals Who Engage in Wrongdoing	67	2,017

Am Aware of College Ethics Reporting Line/Where Can Find Toll-Free Number	59	1,781
Feel Comfortable Wrongdoing Reported to College Is Objectively Investigated	72	2,159
If Become Aware of Wrongdoing Feel Comfortable Communicating Concerns Without Fear of Retaliation	69	2,057
If Determined that Wrongdoing Has Occurred College Takes Appropriate Remedial Action	74	2,216

Good news - some employees are really positive about working at Montgomery College

A small number of employees provided very positive comments. Comments reflect personal experiences and feelings. Six things have a strong influence on how employees feel about ethical behavior and their actual experiences, both positive and negative:

1. Actions and behavior of their direct manager, the person they report to
2. Actions and behavior of their fellow employees, the people they work with and rely on
3. Actions and behavior of the various managers in their department's chain of command
4. Actions and behavior of the senior leadership team
5. The organization's culture and subcultures
6. The organization's policies, processes and practices

Recommendations (Ethics Survey Action Plan)

Reviewing and Communicating the Survey Results and Creating an Action Plan

1. **Survey Comments** – Employees offered many comments and suggestions in the hope they would be heard and that action will be taken to address the problems and opportunities they identified for strengthening MC's ethics & compliance risk culture, communications, policies and processes. MC's leadership team should review the results to get a clear idea of how employees feel about key issues that drive MC's ethics & compliance environment, as well as employee satisfaction, engagement, performance and turnover, and MC's risk profile, performance and reputation.

2. **Communicating Survey Results with Senior Leadership and Creating an Action Plan** -

   - MC's senior leaders should conduct meetings among themselves and then with managers across the College to present, discuss and address the findings of this survey.

   - This should be followed up with creation of a cross-functional **Survey Team** to review the survey findings in detail and then create and implement an action plan to address the opportunities identified by the survey. The action plan should include the actions included in this report's recommendations presented below as well as the survey ratings and many suggestions made by employees in this survey.

   - The action plan should identify issues that are best handled on an organization-wide basis and these issues should be addressed by MC's senior leadership team, the Chief Compliance, Risk and Ethics Officer, Human Resources and other functional departments as needed.

   - The action plan should also include the issues that should be handled at the campus and department levels with these issues assigned to the appropriate campus and department managers.

3. **Communicating Survey Results with Employees** - Hold town hall meetings to share select portions of the survey findings with all employees. This will enhance Senior Leadership's credibility with employees regarding ethics and compliance. It will also send a message that MC's senior leadership team is willing to listen to employees and take action where it makes sense to do so.

4. **Getting Everyone Involved** – The Chief Compliance, Risk and Ethics Officer and the Chief Human Resources Manager should jointly meet with all department managers to discuss how their departments can address the issues identified in this survey that can be dealt with by them. Department managers should then create action plans to address the opportunities and conduct ongoing meetings to make things happen, with needed support from the Chief Compliance, Risk and Ethics Officer, HR and other appropriate functional departments.

5. **Measuring and Communicating Ongoing Progress** - As significant changes are made employees will notice the changes and their satisfaction, engagement and performance levels will likely increase. It would be useful for the Chief Compliance, Risk and Ethics Officer to assess ongoing progress and periodically communicate progress on changes made as a result of the survey.

Survey Ratings Analysis

Overall Summary Ratings and Demographics Findings for all "Agreement Scale" Questions

- The following code is used to assess the overall ratings for all rating scale questions:

Overall Rating	Interpretation
4.20 and higher	**High rating - some opportunity for improvement**
3.80 - 4.19	**Moderate rating - moderate opportunity for improvement**
3.79 and lower	**Low rating - significant opportunity for improvement**

- The **Overall** rating for all questions is 3.96.

Survey Question Averages - Questions Presented in Descending Rating Order

- Like most organizations, Montgomery College has areas of strength as well as areas of weakness in ethics and compliance planning, communications and execution. Following is a list of the survey questions in descending rating order for all survey responses. The list also includes the distribution of ratings for each question (e.g. % Agree, % Somewhat agree, etc.). This list will enable MC's leadership team to prioritize and focus attention on the issues and opportunities that will strengthen college-wide ethics & compliance culture, behavior, policies and processes.

- There is a significant level of variation in ratings by survey question. The greatest payback will come from focusing on the specific issues/opportunities receiving the lowest ratings.

Rating Distribution in Descending Rating Order

Question	Rating	Agree	Somewhat agree	Neutral	Somewhat disagree	Disagree
All Questions	3.96	53.05	18.96	10.25	6.89	10.85
Am Expected to Comply with All Policies/Laws/Regulations	4.91	93.74	4.38	1.15	0.52	0.21
Have Not Experienced Sexual Harassment as Employee of College	4.51	81.73	4.80	3.44	3.03	6.99
Am Aware of/Understand College's Employee Ethics Code	4.48	66.81	22.48	5.94	1.38	3.39
Person I Report to Has Positive Attitude Toward College	4.37	66.52	17.98	7.00	3.34	5.17
People I Work with Cooperate to Get Job Done	4.30	59.65	24.71	5.84	5.63	4.17
Male Employees Treated Fairly/Have Same Career Opportunities as Other People	4.29	64.99	13.54	12.14	4.32	5.02
Have Sufficient Authority to Fulfill Responsibilities in My Department	4.23	61.46	19.00	7.11	5.63	6.79
Employees Don't Feel Pressured to Engage in Unethical Practices to Achieve Goals	4.21	62.40	14.77	10.69	5.18	6.95
Attitude Towards College Is Positive	4.20	57.88	21.74	8.30	6.62	5.46
Female Employees Treated Fairly/Have Same Career Opportunities as Other People	4.20	62.60	15.42	8.40	6.21	7.36
Information Systems/Confidential College/Employee/Student Information Access Adequately Controlled	4.18	56.39	21.80	10.72	5.97	5.12
Managers in Department Adhere to College's	4.15	59.65	17.99	8.07	5.78	8.51

Policies						
College's IP Adequately Controlled/Protected from Theft	4.13	50.39	22.34	20.65	3.08	3.54
Find College's Policies Useful/Current in Guiding My Actions	4.12	48.82	28.11	13.84	4.94	4.29
Individuals in Department Adhere to College's Policies	4.10	53.67	22.89	9.89	6.44	7.11
Employees with Diverse Ethnicity Treated Fairly/Have Same Career Opportunities as Other People	4.08	60.14	14.66	7.79	7.67	9.74
Clearly Know Who Is Accountable for Each Step in Important Business Processes in Department	4.03	50.21	27.30	5.35	9.10	8.03
Department Leaders Set Positive Example for Ethical Conduct	4.02	57.31	17.88	6.52	6.20	12.09
Know Whom to Communicate Issues If Become Aware of Unethical Behavior/Non-Compliant Situation	3.93	48.75	25.35	7.04	8.02	10.83
Department Leaders Receptive to All Communications About Risk Including Bad News	3.90	51.95	19.74	8.03	6.51	13.77
Older Employees Treated Fairly/Have Same Career Opportunities as Other People	3.89	53.73	14.82	11.08	7.35	13.01
Individuals in Department Held Accountable for Their Actions	3.67	43.21	21.10	10.66	9.99	15.04
Trust College Ethics Reporting Line Is Truly Confidential/Anonymous	3.65	39.52	19.20	20.83	7.28	13.17
Comfortable Communicating Issues If Become Aware of Unethical Behavior/Non-Compliant	3.59	43.48	19.76	7.48	11.00	18.27

Situation						
Senior Leadership Sets Positive Example for Ethical Conduct	3.44	37.65	19.21	12.18	11.09	19.87
Disciplinary Action Taken Against Individuals Who Engage in Wrongdoing	3.39	32.76	19.71	18.77	11.58	17.18
Am Aware of College Ethics Reporting Line/Where Can Find Toll-Free Number	3.35	40.62	14.84	10.59	7.25	26.70
Feel Comfortable Wrongdoing Reported to College Is Objectively Investigated	3.23	28.03	21.48	17.23	11.65	21.60
If Become Aware of Wrongdoing Feel Comfortable Communicating Concerns Without Fear of Retaliation	3.22	31.44	20.51	11.04	12.37	24.64
If Determined that Wrongdoing Has Occurred College Takes Appropriate Remedial Action	3.19	26.14	21.18	19.61	11.63	21.44

Section Averages - Survey Sections Presented in Descending Rating Order

- The following table presents the overall rating for each of the survey's 4 sections.

- There is significant variation in ratings by survey section. Even the highest rated survey sections received relatively low ratings for some of the questions included in the section. The greatest ethics and compliance improvements will come from focusing on the issues/opportunities identified in the survey sections receiving the lowest ratings.

Section Averages in Rating Descending Order	
Section	**Average**
Commitment to Montgomery College and Competence	**4.23**
Processes, Systems and Controls	**4.16**
Authority and Accountability for Ethical Behavior	**3.97**
Integrity and Ethical Values	**3.77**

Ratings by Demographics

- Employees were asked to identify their location/campus, division, gender, race, supervisory status and length of service with Montgomery College. In order to make employees comfortable that their survey answers will be anonymous, answering these questions was optional and numerous employees chose not to answer one or more of the demographic questions.

Ratings by Location/Campus

- There is significant variation in overall ratings by location/campus, ranging from a high of 4.59 for the East County Regional Services Center with only one response and Takoma Park/Silver Spring with 4.19 to a low of 3.76 for Gaithersburg Business Training Center. The 206 employees that did not provide their location/campus had a lower overall rating of 3.65.

Results Broken Down by Location/Campus		
Location/Campus	**Count**	**Overall**
East County Regional Services Center	1	4.59
Takoma Park/Silver Spring	173	4.19
Wheaton	17	4.06
Germantown	113	4.05
Rockville	307	4.01
Central Services	145	3.95
Gaithersburg Business Training Center	9	3.76
Unanswered	206	3.65

Ratings by Division

- There is significant variation in overall ratings by division, ranging from a high of 4.32 for Advancement and Community Engagement to a low of 3.92 for Administrative and Fiscal Services. The 318 employees that did not provide their division had a lower overall rating of 3.80.

Results Broken Down by Division		
Division	**Count**	**Overall**
Advancement and Community Engagement	47	4.32
Academic Affairs	344	4.08
Office of the President	20	4.07
Student Affairs	91	3.96
Administrative and Fiscal Services	151	3.92
Unanswered	318	3.80

Ratings by Gender

- There is moderate variation in overall ratings by gender. The overall rating for males is 4.16 and for females it is 4.03. The 22 employees who identified as "other" for their gender have a much lower rating of 3.47. The 208 employees that did not answer this question have a low overall rating of 3.59.

Results Broken Down by Gender		
Gender	**Count**	**Overall**
Male	265	4.16
Female	476	4.03
Unanswered	208	3.59
Other	22	3.47

Ratings by Race

- There is significant variation in overall ratings by race, ranging from a high of 4.28 for Hispanic to a low of 3.65 for Multi-racial. The 252 employees that did not answer this question have a low overall rating of 3.60.

Results Broken Down by Race		
Race	**Count**	**Overall**
Hispanic	72	
Asian/Pacific Islander	65	
Caucasian	385	
African American	138	
Native American	6	
Multi-racial	53	
Unanswered	252	

Ratings by Supervisory Status

- There is significant variation in overall ratings by supervisory status, with 4.26 for supervisor and 3.98 for non-supervisor. The 216 employees that did not answer this question have a low overall rating of 3.67.

Results Broken Down by Supervisory Status		
Supervisory Status	**Count**	**Overall**
Supervisor	169	4.26
Non-Supervisor	586	3.98
Unanswered	216	3.67

Ratings by Length of Service

- There is significant variation in overall ratings by length of service, ranging from a high of 4.44 for "less than 1 year" to a low of 3.82 for "more than 20 years". The 166 employees that did not answer this question have a low overall rating of 3.71.

- The longer employees' length of service is, the lower the rating.

Results Broken Down by Length of Service		
Length of Service	**Count**	**Overall**
Less than 1 year	29	4.44
1 to 5 years	183	4.20
5 to 10 years	172	4.09
10 to 15 years	168	3.94
15 to 20 years	124	3.87
More than 20 years	129	3.82
Unanswered	166	3.71

Survey Section Ratings by Demographics

The charts on this and the following three pages present the overall survey section average ratings by location/campus, division and the other demographics.

Survey Section Averages By Location/Campus					
Location/Campus	**Section**				
	Overall	**Section 1** Integrity and Ethical Values	**Section 2** Authority and Accountability for Ethical Behavior	**Section 3** Commitment to Montgomery College and Competence	**Section 4** Processes, Systems and Controls
All Locations/Campuses	3.96	3.77	3.97	4.23	4.16
Central Services	3.95	3.82	3.88	4.18	4.17
East County Regional Services Center	4.59	4.38	4.86	4.86	4.00
Gaithersburg Business Training Center	3.76	3.68	3.48	4.27	3.15
Germantown	4.05	3.86	4.09	4.30	4.23
Rockville	4.01	3.83	4.01	4.26	4.20
Takoma Park/Silver Spring	4.19	4.02	4.15	4.46	4.35
Wheaton	4.06	3.98	3.89	4.29	4.22
Unanswered	3.65	3.36	3.75	3.97	3.89

Survey Section Averages By Division

Division		Section			
			Section 1	Section 2	Section 3	Section 4
	Overall	Integrity and Ethical Values	Authority and Accountability for Ethical Behavior	Commitment to Montgomery College and Competence	Processes, Systems and Controls
All Divisions	3.96	3.77	3.97	4.23	4.16
Academic Affairs	4.08	3.89	4.11	4.32	4.24
Administrative and Fiscal Services	3.92	3.79	3.78	4.18	4.16
Advancement and Community Engagement	4.32	4.12	4.36	4.56	4.56
Office of the President	4.07	4.02	4.14	4.10	4.07
Student Affairs	3.96	3.79	3.95	4.26	3.95
Unanswered	3.80	3.56	3.83	4.10	4.06

Survey Section Averages By Gender

Gender	Overall	Section 1 Integrity and Ethical Values	Section 2 Authority and Accountability for Ethical Behavior	Section 3 Commitment to Montgomery College and Competence	Section 4 Processes, Systems and Controls
All Genders	3.96	3.77	3.97	4.23	4.16
Female	4.03	3.85	4.01	4.29	4.21
Male	4.16	3.99	4.17	4.41	4.30
Other	3.47	3.35	3.42	3.64	3.74
Unanswered	3.59	3.33	3.63	3.91	3.86

Survey Section Averages By Race					
		Section			
Race	Overall	Section 1	Section 2	Section 3	Section 4
		Integrity and Ethical Values	Authority and Accountability for Ethical Behavior	Commitment to Montgomery College and Competence	Processes, Systems and Controls
All Races	3.96	3.77	3.97	4.23	4.16
African American	4.05	3.91	4.06	4.23	4.28
Asian/Pacific Islander	4.18	4.13	4.09	4.32	4.32
Caucasian	4.11	3.91	4.12	4.41	4.25
Hispanic	4.28	4.16	4.19	4.56	4.17
Native American	3.76	3.69	3.79	3.68	4.42
Multi-racial	3.65	3.36	3.77	3.90	4.09
Unanswered	3.60	3.35	3.62	3.91	3.89

Survey Section Averages By Supervisory Status

Supervisory Status	Overall	Section 1	Section 2	Section 3	Section 4
		Integrity and Ethical Values	Authority and Accountability for Ethical Behavior	Commitment to Montgomery College and Competence	Processes, Systems and Controls
All Supervisory Statuses	3.96	3.77	3.97	4.23	4.16
Supervisor	4.26	4.13	4.28	4.41	4.39
Non-Supervisor	3.98	3.80	3.97	4.26	4.16
Unanswered	3.67	3.41	3.71	4.00	3.92

Survey Section Averages By Length of Service

Length of Service		Section			
		Section 1	Section 2	Section 3	Section 4
	Overall	Integrity and Ethical Values	Authority and Accountability for Ethical Behavior	Commitment to Montgomery College and Competence	Processes, Systems and Controls
All Length of Services	3.96	3.77	3.97	4.23	4.16
Less than 1 year	4.44	4.33	4.39	4.60	4.69
1 to 5 years	4.20	4.06	4.12	4.47	4.35
5 to 10 years	4.09	3.90	4.08	4.34	4.28
10 to 15 years	3.94	3.73	4.00	4.19	4.14
15 to 20 years	3.87	3.70	3.83	4.15	4.02
More than 20 years	3.82	3.65	3.81	4.05	3.99
Unanswered	3.71	3.41	3.81	4.03	3.97