

From: [DeRionne Pollard, Montgomery College President](#)
Subject: My Reflections on the Employee Engagement Survey
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Dear Colleagues,

I am grateful for the time and energy many of you took to respond to the employee engagement survey during the fall semester. A formal memo will be sent soon after the regular process of reviewing the survey results is completed by the Employee Engagement Advisory Group (EEAG).

In the meantime, I wanted to share some reflections on the results, and things I have learned from reading the results.

I learned that MC employees believe deeply in the mission and the College. They work hard in support of our students and employees. However, some feel as though the organization does not value their contributions, voice, and experience. Among other lessons from this survey, I learned the following.

1. Some employees are disappointed in the actions of some managers and the senior leadership team. Some employees feel that more effort must be exerted to enhance teamwork and innovation; moreover, reward and recognition of employee contributions does not happen enough. Similar to the equity and inclusion survey, which was also administered last fall, some faculty members shared that the protracted contract negotiations undermine their belief that the College values its employees.
2. Some components of the College's culture are profoundly lacking trust, so much so that some employees seem to have reported their employee group and areas incorrectly on the survey itself so as to not reveal their identities. I know this because the numbers reflected in the self-reported demographics do not match the employee counts we have at MC. Such discrepancies are troubling to me if they are indicative of distrust at the College.
3. Despite significant efforts, important messages in our organization are not always communicated successfully. While a substantial amount of information is shared, these efforts do not always result in consistent, successful communications collegewide.
4. Many employees feel that the College and their work reflects high quality customer service. However, some employees shared perceptions of favoritism, which they felt stymied their opportunities for development and advancement within the organization, despite self-reports of high quality work performance.
5. Some employees value the emphasis the organization has placed on workplace and job safety.
6. While management and senior leadership received significant feedback for opportunities for improvement, most employees indicated a strong and effective relationship with their direct manager and feel engaged by the organization.

I want the College to know that the entire senior leadership team and I take the feedback provided in this survey seriously and are already planning to address any cultural or policy changes that may be needed. Among other steps, I expect to receive actionable recommendations from the EEAG within days. In April, the contractor hired to administer the survey will deliver a thorough briefing to my Senior Administrative Leadership Team (SALT).

SALT members are already leading discussions in their respective divisions about the results and a team of specialists is cross-walking the results of three of the College's surveys—employee engagement, equity and inclusion, and ethics—as well as the ombud's report.

I am grateful for the energy and thoughtfulness that so many of you contributed in responding to the survey, and I appreciate the work of the EEAG in analyzing these results. I look forward to the next steps in addressing areas in which improvement can clearly strengthen the positive impact of the College.

Be well,
DeRionne

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