

C² Pipeline 2020 Priorities: Site Coordinator Satisfaction Survey Findings



January 2021

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Overview

- As C² was gathering feedback from its various stakeholders to inform its improvement process, C² Administration decided to investigate staff satisfaction among Site Coordinators (SCs).
- The Evaluation Team from the Center for Urban Studies developed a survey instrument based on the Facet Satisfaction Scale*.
- Site Coordinators were asked questions in three main areas:
 - The work itself (9 items);
 - Their coworkers (9 items); and
 - Supervision (7 items).

* Bowling, N.A., Wagner, S.H. & Beehr, T.A. The *Facet Satisfaction Scale*: an Effective Affective Measure of Job Satisfaction Facets. *J Bus Psychol* **33**, 383–403 (2018). <https://doi.org/10.1007/s10869-017-9499-4>

Highlights

- 19 of the 24 Site Coordinators participated in the survey.
- Around three-quarters expressed high levels of satisfaction on many items:
 - 79% agreed or strongly agreed that **Overall, I am very pleased to work with the other Site Coordinators.**
 - 74% agreed or strongly agreed that **All in all, I am very satisfied with my coworkers.**
 - 74% agreed or strongly agreed that **I am satisfied with the working relationships I have with the school staff at my site.**
 - 74% agreed or strongly agreed that **Overall, I am very pleased with the way the C² Administration supervises me.**

Highlights (cont.)

- Their responses suggested some areas for improvement:
 - 53% agreed or strongly agreed that **I would be happier if the C² Administration listened more to staff concerns and took them in account.**
 - 32% agreed or strongly agreed that **I would be happier if I had better working relationships I have with the school staff at my site.**
 - (74% agreed or strongly agreed that **I am satisfied with the working relationships I have with the school staff at my site**).
 - 26% disagreed or strongly disagreed that **I am satisfied with how the C² Administration listens to staff concerns and takes them in account.**

Highlights *(cont.)*

- Most indicated that they felt at least “somewhat comfortable” with a follow-up conversation.
 - 84% (16 of 19 SCs) reported being comfortable with **openly discussing your thoughts and opinions with other Site Coordinators and C2 Administration.**

Results Overview: Scales

	The Work Itself	Coworkers	Supervision
Average Score	5.02	5.59	5.24
Standard Deviation	0.81	1.03	1.33
Minimum	3.67	3.22	2.00
Maximum	6.67	7.00	7.00

- Each score is an average of the items in that subscale.
- Each item ranges from 1 to 7.
 - Originally the items were a Likert scale from 1 (Strongly Disagree) to 7 (Strongly Agree).
 - Several items were recoded prior to scoring so that 7 is the most positive answer.

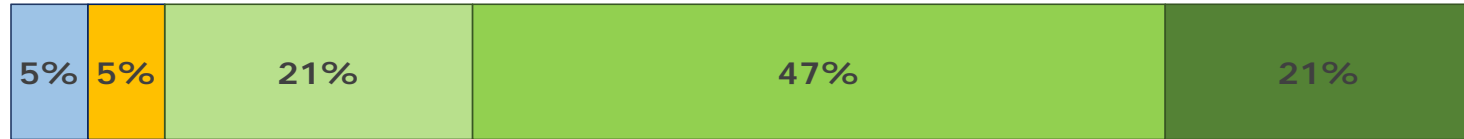
The Work Itself

The Work Itself

	Scale 1 to 7	N	Mean	Standard Deviation
	Work Score	19	5.02	0.8
1.	Overall, I am very pleased with the types of activities that I do on my job.	19	5.68	1.2
2.	I would be more content with my job if I were doing tasks that are different from the ones I do now. <i>(recoded)</i>	19	4.32	1.4
3.	I am more satisfied with the types of work I currently do than with almost any other work I have ever done.	19	5.05	1.8
4.	All in all, I am very satisfied with the things I do at work.	19	5.42	1.5
5.	All in all, I would rather have some other kind of duties in my work. <i>(recoded)</i>	19	4.79	1.4
6.	I get clear direction in what I need to do to be successful in my work.	18	5.22	1.5
7.	I need more direction in what I need to be successful in my work. <i>(recoded)</i>	19	4.63	1.7
8.	I have the flexibility I need in making decisions at my site.	19	5.63	1.5
9.	I need more flexibility in making decisions at my site. <i>(recoded)</i>	19	4.42	1.8

The Work I Itself

1. Overall, I am very pleased with the types of activities that I do on my job.



2. I would be more content with my job if I were doing tasks that are different from the ones I do now.



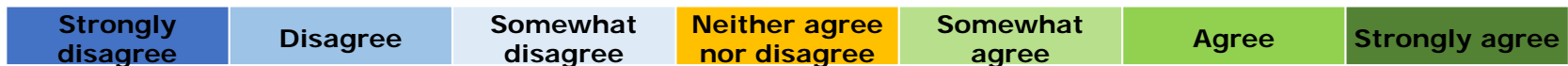
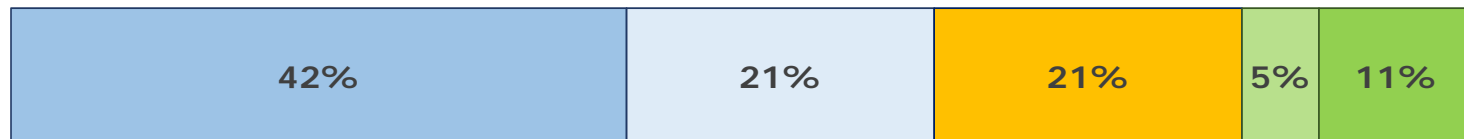
3. I am more satisfied with the types of work I currently do than with almost any other work I have ever done.



4. All in all, I am very satisfied with the things I do at work.

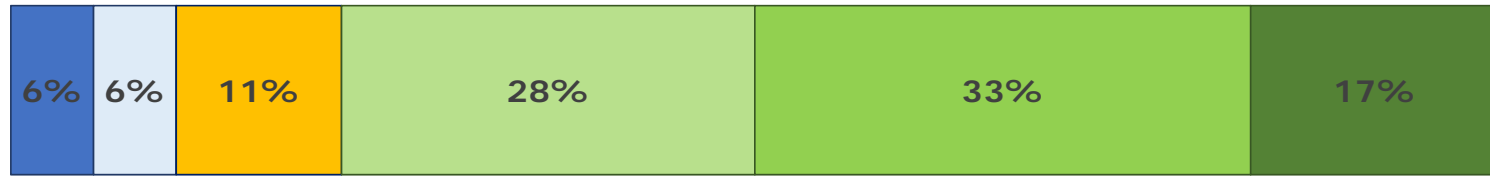


5. All in all, I would rather have some other kind of duties in my work.

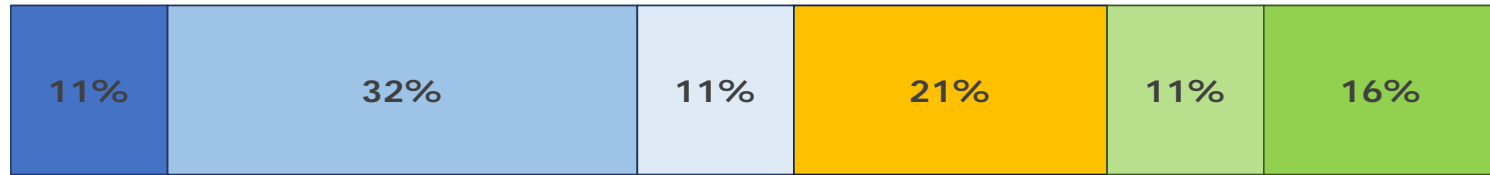


The Work Itself

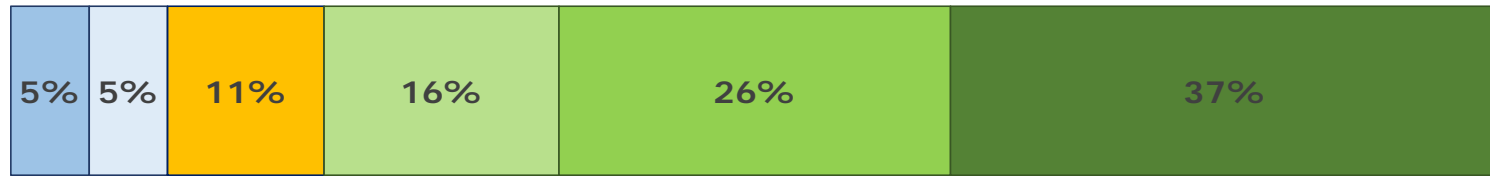
6. I get clear direction in what I need to do to be successful in my work.



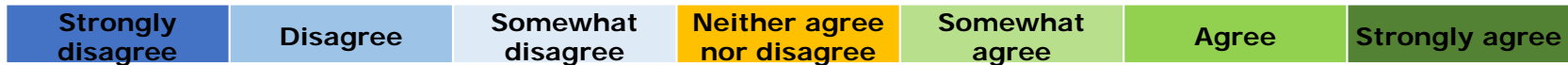
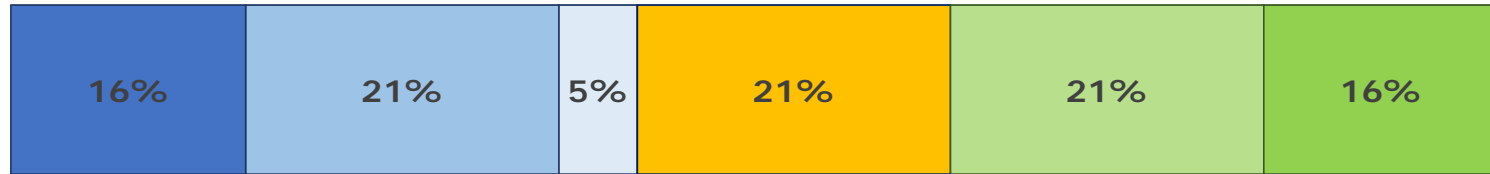
7. I need more direction in what I need to be successful in my work.



8. I have the flexibility I need in making decisions at my site.



9. I need more flexibility in making decisions at my site.



Comments on the Work Itself

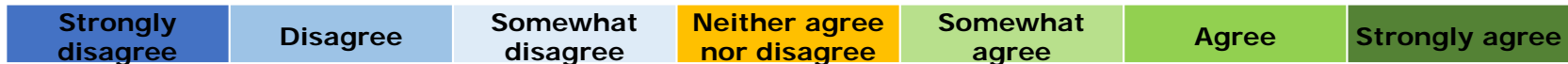
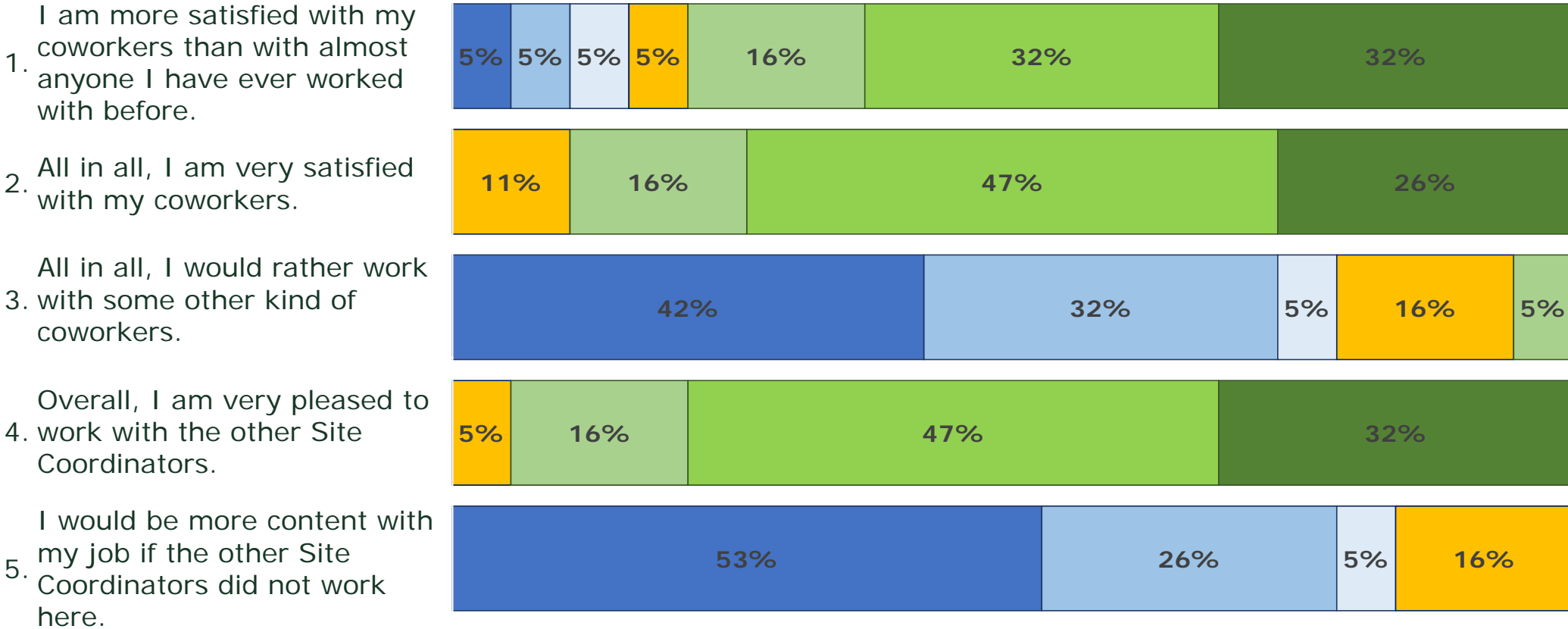
- Some shared positives about their jobs:
 - Two wrote about their passion for their jobs:
 - One reported loving being able to change students' lives.
 - Another stated they were proud to give their all to the program.
- Two raised issues related to (in)flexibility:
 - One wanted more flexibility to use the budget to fulfill site-specific needs.
 - Another noted that scheduling using the career pathways sometimes made it more difficult to have a daily schedule with enrichment classes that interested students.
- There were some other reported areas of difficulty:
 - One SC alluded to having to complete others' tasks when there was no consistent staffing for that role.
 - A different staffer related a need for additional trainings on zSpace and newly introduced enrichments.

Coworkers

Coworkers

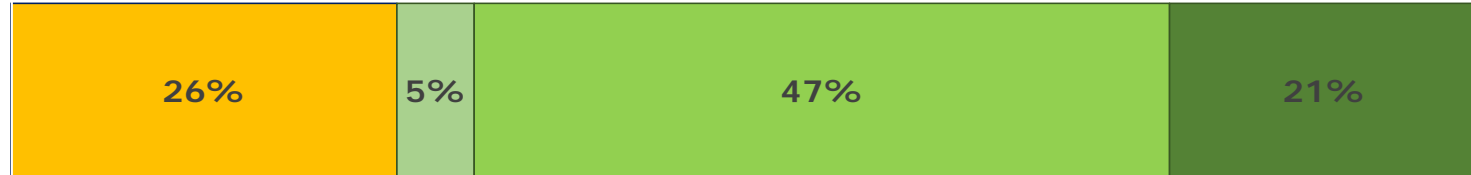
	Scale 1 to 7	N	Mean	Standard Deviation
	Coworker Score	19	5.59	1.0
1.	I am more satisfied with my coworkers than with almost anyone I have ever worked with before.	19	5.42	1.8
2.	All in all, I am very satisfied with my coworkers.	19	5.89	0.9
3.	All in all, I would rather work with some other kind of coworkers. <i>(recoded)</i>	19	5.89	1.3
4.	Overall, I am very pleased to work with the other Site Coordinators.	19	6.05	0.8
5.	I would be more content with my job if the other Site Coordinators did not work here. <i>(recoded)</i>	19	6.16	1.1
6.	All in all, I am very satisfied with the instructional staff in the program.	19	5.63	1.1
7.	All in all, I would rather work with some other instructional staff in the program. <i>(recoded)</i>	19	5.58	1.3
8.	I am satisfied with the working relationships I have with the school staff at my site.	19	5.47	2.0
9.	I would be happier if I had better working relationships [than] I have with the school staff at my site. <i>(recoded)</i>	19	4.21	2.4

Coworkers

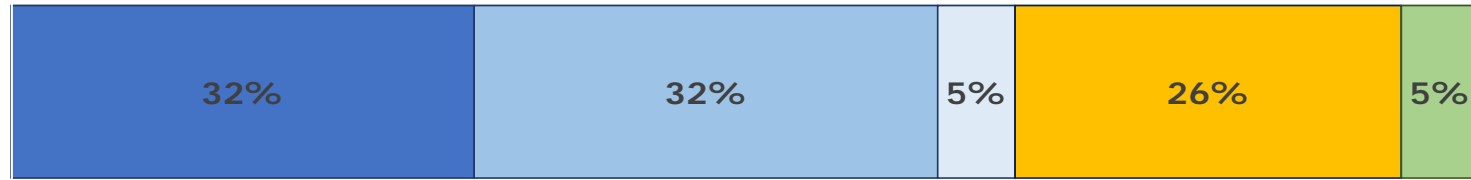


Coworkers

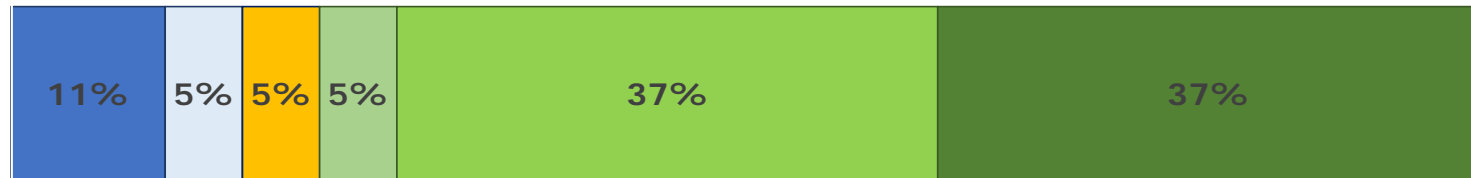
6. All in all, I am very satisfied with the instructional staff in the program.



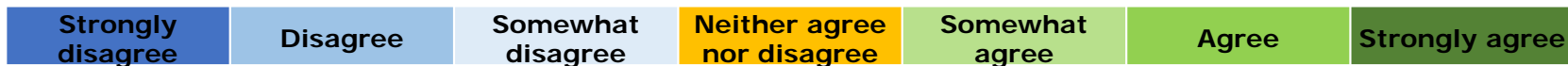
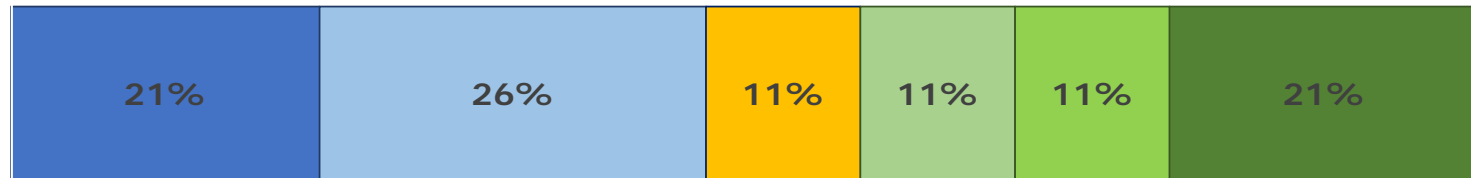
7. All in all, I would rather work with some other instructional staff in the program.



8. I am satisfied with the working relationships I have with the school staff at my site.



9. I would be happier if I had better working relationships I have with the school staff at my site.



Comments on Coworkers

- One person was enthusiastic in their praise of their coworkers, noting pride in working with such a “dedicated” and “diverse” group.
- Another SC suggested that some SCs went above and beyond, while some cared less so others had to “pick up the slack.”
- One person reported a need for team building among staff.
- Someone indicated no issues with C² staff, but reported a lack of cooperation with their site’s administration staff.

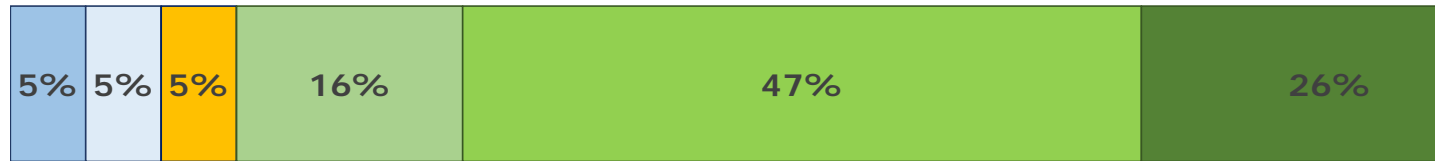
Supervision

Supervision

	Scale 1 to 7	N	Mean	Standard Deviation
	Supervision Score	19	5.24	1.3
1.	Overall, I am very pleased with the way the C2 Administration supervises me.	19	5.84	1.1
2.	I would be more content with my job if the staff of the C2 Administration did not work here. <i>(recoded)</i>	19	6.26	0.9
3.	I am more satisfied with the C2 Administration than with almost anyone I have ever worked for.	19	5.21	1.7
4.	All in all, I am very satisfied with C2 Administration for management.	19	5.63	1.5
5.	All in all, I would rather work for some other management. <i>(recoded)</i>	19	5.68	1.6
6.	I am satisfied with how the C2 Administration listens to staff concerns and takes them in account.	19	4.74	2.1
7.	I would be happier if the C2 Administration listened more to staff concerns and took them in account. <i>(recoded)</i>	19	3.32	2.3

Supervision

1. Overall, I am very pleased with the way the C2 Administration supervises me.



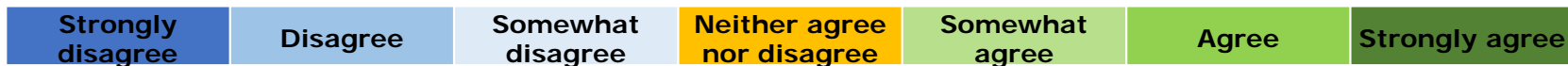
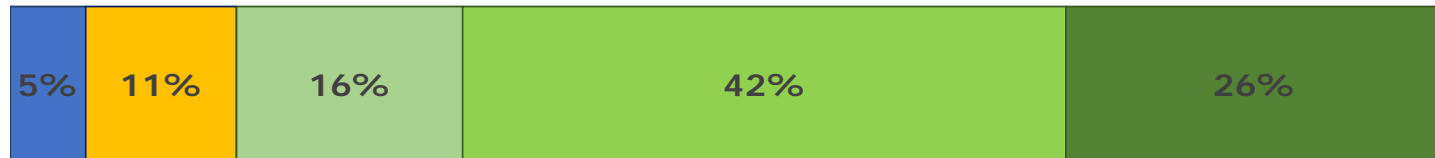
2. I would be more content with my job if the staff of the C2 Administration did not work here.



3. I am more satisfied with the C2 Administration than with almost anyone I have ever worked for.

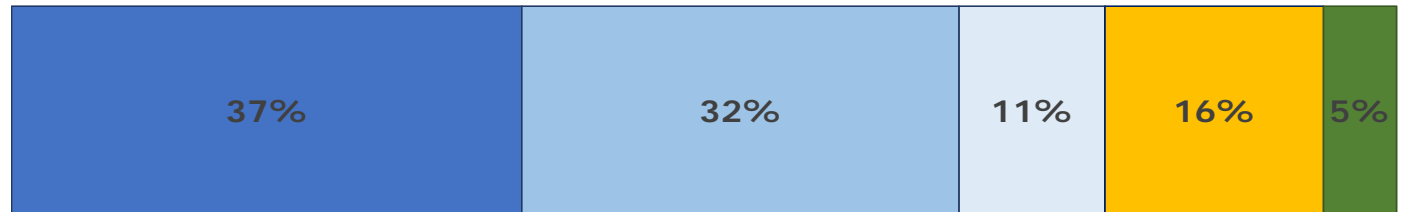


4. All in all, I am very satisfied with C2 Administration for management.

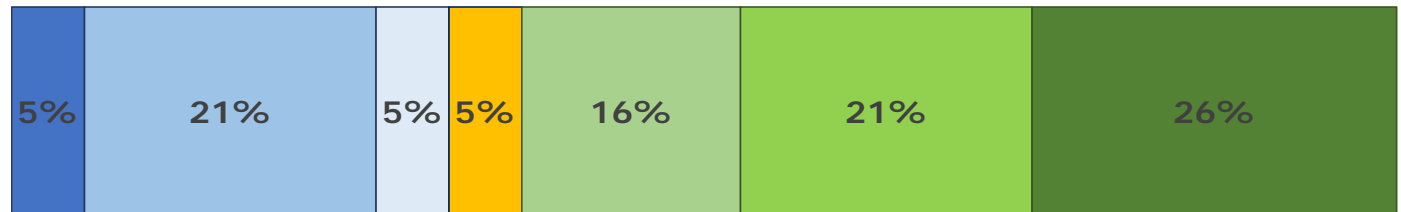


Supervision

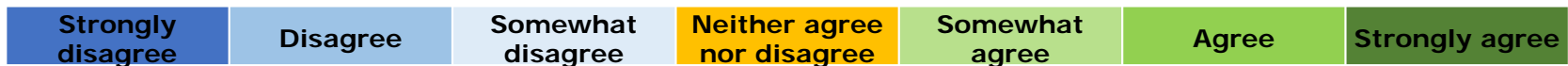
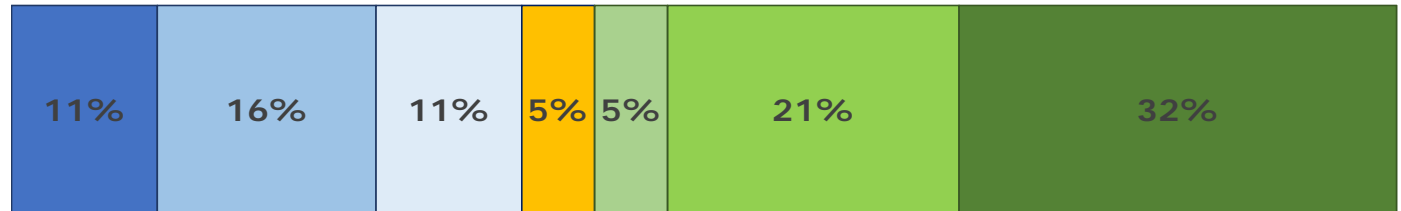
5. All in all, I would rather work for some other management.



6. I am satisfied with how the C2 Administration listens to staff concerns and takes them in account.



7. I would be happier if the C2 Administration listened more to staff concerns and took them in account.



Comments on Supervision

- Two comments offered praise:
 - One noted that Don and Tansi were “hands on” and “approachable.”
 - Another noted their direct supervisor was “incredible.”
- There were areas suggested for improvement:
 - Two indicated a desire for meetings with a set agenda, planned in advance.
 - Three requested Admin to seek out, acknowledge, and address staff concerns.
 - One noted that frequent changes in directives can overwhelm staff.
 - Another wrote that the 2019/2020 shifting of sites had damaged morale.
 - There was a note that some Admin staff needed guidance to fulfill their responsibilities.
 - One comment noted some instances of micromanaging.

Follow Up and Additional Comments

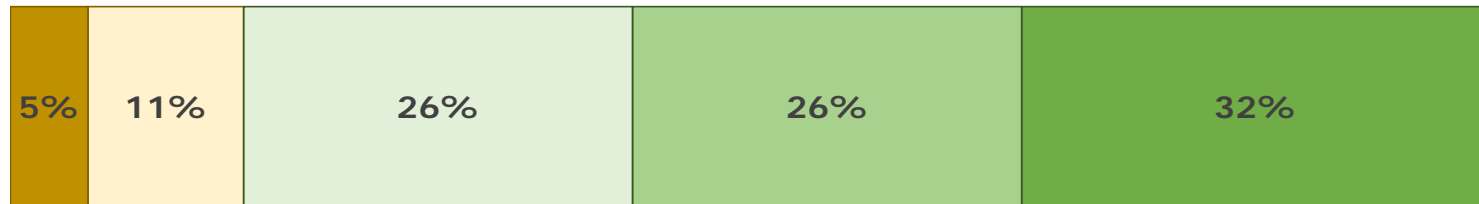
Additional Comments

- Only four respondents provided input when asked for additional comments at the end of the survey.
 - Three of these left feedback mentioning that the C2 program, and its staff, serve youth;
 - One specifically mentioned metro-Detroit youth; another, those in need.
 - Another took the opportunity to share about the new challenges that have come with the pandemic, including working remotely, balancing home/work, and developing new skills. They noted that they felt Admin had been supportive and created a work environment that allowed collective problem solving.
 - One respondent described a hope that Admin would be open-minded to the feedback, noting that SCs value their jobs and bring talents and skills that can be used to improve the program.

Follow Up

How comfortable do you feel about...

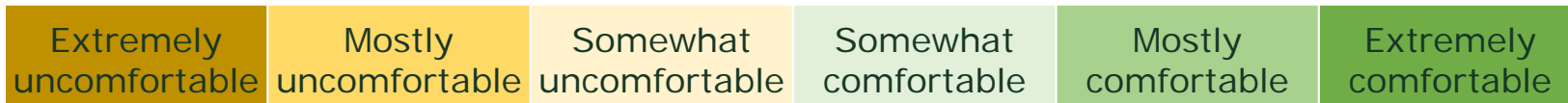
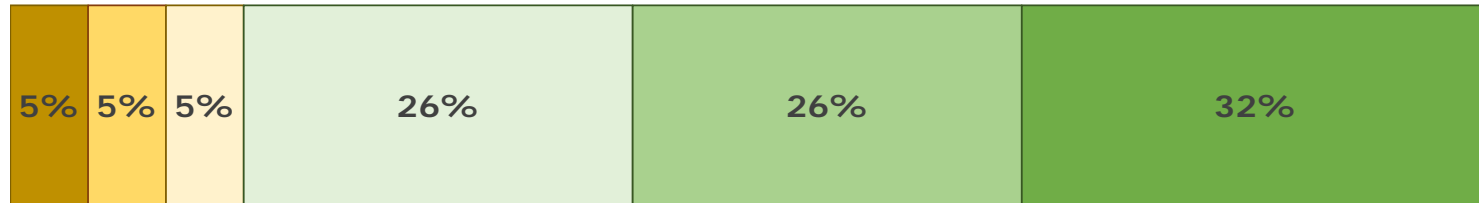
Discussing your thoughts and opinions with members of the Evaluation Team?



Openly discussing your thoughts and opinions with members of the Evaluation Team, in front of other Site Coordinators?



Openly discussing your thoughts and opinions with other Site Coordinators and C2 Administration?





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