



Kern Community College District  
KCCD 2025 Triennial Climate Survey

March 2026

Prepared for  
KCCD Chancellor, Dr. S. Bloomberg  
&  
Chancellor's Cabinet

By the  
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## Executive Summary: Cabinet Briefing – Districtwide Climate

The 2025 Triennial Climate Survey provides insight into how employees across Kern Community College District experience leadership, communication, governance processes, workplace culture, and institutional support systems. Districtwide results indicate that employees remain highly committed to the district’s mission and intend to continue working at KCCD; however, confidence in several districtwide systems—including communication, decision-making transparency, trust across organizational levels, and professional growth opportunities—has declined since the previous survey cycle.

The survey results suggest that the district’s primary climate challenge is not employee disengagement but increasing misalignment between employee commitment and confidence in institutional systems and processes.

The following key findings summarize the most significant districtwide patterns observed in the 2025 survey.

### *Employee commitment and retention remain strong*

Across employee groups, commitment to the district and its mission remains a clear institutional strength.

- 93.3% of respondents expect to continue working for KCCD.
- 91.9% expect to remain at their current work location.
- 83.1% report they would choose to work at KCCD again.

While these measures remain high, the “would choose again” indicator shows a modest decline since prior survey cycles.

- Relevant sections: Engagement, Outlook, and Retention

### *Confidence in district-level communication and decision-making has declined*

Measures related to districtwide communication, transparency, and decision-making effectiveness show some of the lowest levels of agreement in the survey.

- Only 38.1% of employees agree that relevant information is effectively communicated districtwide.
- 30.0% report understanding the district-level decision-making process.
- Only 16.1% believe the decision-making process is effective.
- Fewer than one-third of employees report that information flows effectively upward or downward across the district.

These results indicate challenges in how districtwide decisions are communicated and understood.

- Relevant sections: District-Level Climate & Trust; Decision-Making, Governance, and Communication

### *Trust across organizational levels has weakened*

Trust measures declined across multiple relationships within the district.

- Trust between colleges and the District Office declined to 22.6%.
- Trust among the three colleges declined to 19.4%.
- Trust between employee groups, including faculty, classified staff, and management, also declined across the six-year trend.

At the same time, department-level belonging remains comparatively strong, suggesting that trust challenges are more structural than interpersonal.

- Relevant sections: Workplace Relationships, Trust, and Belonging; Employee Group Divergence Analysis

### *Morale and perceptions of feeling valued have declined*

Employees report lower levels of morale and recognition compared with previous survey cycles.

- Agreement that employees feel valued declined from 62.0% (2019) to 49.9% (2025).
- Perceptions that morale is high at one’s work location declined to 33.5%.
- Work–life balance and access to job-related information also declined.

These patterns suggest increasing strain across multiple areas of employee experience.

- Relevant sections: Ethical Standards, Morale, Value, and Support

### *Workload and capacity pressures are increasing*

Employees report growing concerns about workload and the work environment.

- Only 47.4% of employees report that their workload is appropriate.
- Perceptions that the work environment supports productivity declined from 67.6% to 53.5% since 2019.

Workload strains appear particularly pronounced among management and supervisory roles.

- Relevant sections: Workload, Productivity, and Physical Environment; Employee Group Divergence Analysis

### *Confidence in equity-related systems and reporting processes has declined*

Measures related to institutional equity practices, reporting confidence, and diversity-related policies declined across several indicators.

- Agreement that the district demonstrates appropriate understanding and concern for equity declined from 72.4% (2019) to 56.5% (2025).
- Confidence in hiring practices that increase diversity declined to 40.3%.
- Comfort bringing complaints declined to 41.7%.

While most employees report no direct experience with discrimination or harassment, a substantial number report witnessing or assisting others with related concerns.

- Relevant sections: Equity, Inclusion, and Policy Support; Discrimination and Institutional Response

### *Employee feedback indicates strong engagement, but concerns about district systems*

Participation in open-ended responses increased significantly, with 64.5% of respondents providing written comments.

Themes most frequently raised by employees include:

- communication transparency,
- follow-through and accountability,
- leadership effectiveness,
- workload and capacity pressures, and
- recognition and morale.

At the same time, many comments express a strong commitment to students, colleagues, and the district’s mission.

- Relevant sections: Open-Ended Survey Comment Highlights

### *Overall Interpretation for Cabinet*

Taken together, the 2025 Climate Survey results indicate that Kern Community College District employees remain highly committed to their work and to the institution’s mission. However, employee confidence in several districtwide systems, particularly those related to communication, decision-making transparency, trust, and professional development, has declined over time.

These patterns suggest that improving institutional climate may depend less on increasing employee engagement and more on strengthening alignment between district systems and the employee

experience, particularly in communication clarity, consultation processes, leadership support, and workload capacity.

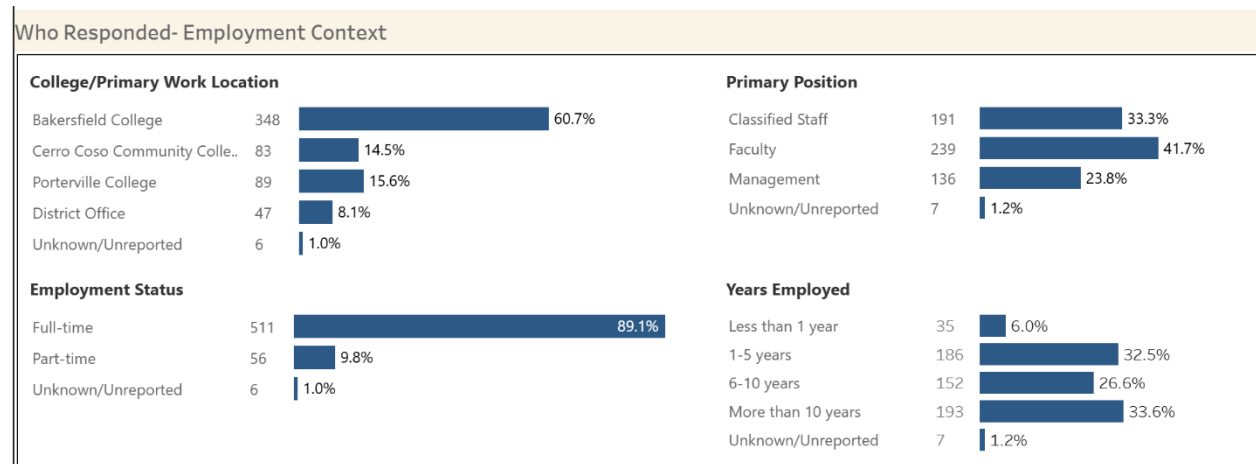
## Survey Overview and Methodology

The 2025 Climate Survey was administered districtwide in October 2025. Prior to administration, survey items were reviewed, revised, and jointly approved by District and College Institutional Research/Institutional Effectiveness leaders. This process included targeted revisions to:

- Eliminate double-barreled questions,
- Reduce ambiguity, and
- Minimize potential confirmation bias.

Despite revisions to improve clarity and reduce bias, the core survey constructs were intentionally preserved to enable reliable comparison with prior survey administrations in 2019 and 2022.

A total of 573 unique employees responded to the 1,984 invitations, yielding an overall response rate of 28.9%. While response rates varied by location and employee group, participation was sufficient to support reliable districtwide trend analysis and meaningful location-level comparisons.



Results are primarily presented as percent agreement, with trend comparisons to prior survey administrations (2019 and 2022). Open-ended responses were analyzed using AI-assisted qualitative coding, allowing themes and sentiment to be examined alongside quantitative results.

## Districtwide Climate, Culture, and Systems

### District Level Climate & Trust

This subsection examines employee perceptions of district-level culture, trust, communication, ethical standards, and professional growth opportunities.

*Districtwide Trends (2019–2025)*

Districtwide results show consistent and concerning declines across nearly all measures related to district-level climate and communication.

- Agreement that KCCD is *open to different ideas, opinions, and beliefs* declined to 53.1% in 2025 from the highest point of 59.8% in 2019.

<table border="1"> <thead> <tr> <th colspan="4">Open to Different Ideas, Opinions, and Beliefs</th> </tr> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>59.8%</td> <td>54.1%</td> <td>53.1%</td> <td></td> </tr> </tbody> </table>	Open to Different Ideas, Opinions, and Beliefs				2019	2022	2025	6Yr Trend	59.8%	54.1%	53.1%		<table border="1"> <thead> <tr> <th colspan="4">Trust (Colleges→District Office)</th> </tr> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>34.8%</td> <td>37.7%</td> <td>22.6%</td> <td></td> </tr> </tbody> </table>	Trust (Colleges→District Office)				2019	2022	2025	6Yr Trend	34.8%	37.7%	22.6%	
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- Trust indicators reached their lowest levels across the six-year trend:

- Trust between the colleges and the District Office declined to 22.6%.
- Trust *among the three colleges* declined to 19.4%.

- Only 38.1% of employees agreed that relevant information is effectively communicated at the district level.
- Understanding of the district-level decision-making process declined to 30.0%, and only 16.1% agreed that the process is effective.
- Agreement that KCCD promotes high ethical standards declined sharply to 38.8%.
- Fewer than half of employees (49.1%) agreed that KCCD provides opportunities to learn and grow in their career.
- In 2025, perceptions of information flow were limited in both directions:
  - 26.4% reported effective information flow from the District Office to colleges.
  - 25.6% reported effective information flow from colleges to the District Office.

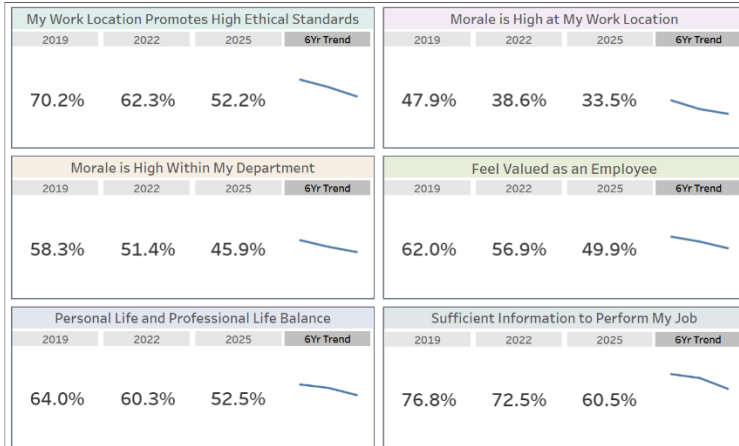
*Interpretive framing:*

These districtwide results indicate a system-level breakdown in trust, communication, and shared understanding, rather than isolated local issues.

## Ethical Standards, Morale, Value, and Support

Districtwide results indicate a consistent downward trend across multiple indicators related to morale, feeling valued, and workplace support over the past six years.

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- Agreement that “my work location promotes high ethical standards” declined from 70.2% (2019) to 52.2% (2025).

- Perceptions that morale is high at one’s work location dropped from 47.9% to 33.5%, while morale within departments declined from 58.3% to 45.9%.

- The percentage of employees who feel valued as an employee

decreased from 62.0% (2019) to 49.9% (2025).

- Perceived work–life balance fell from 64.0% to 52.5%, and agreement that employees have sufficient information to perform their job declined sharply from 76.8% to 60.5%.

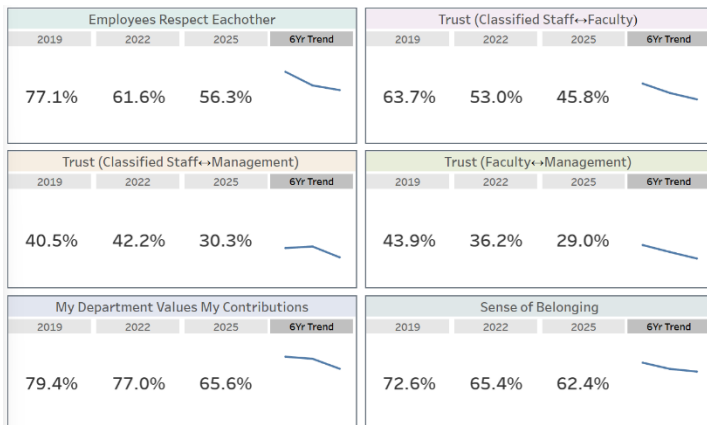
*Interpretation:*

Declines in morale and perceived value are particularly significant because these measures often influence discretionary effort, cross-unit collaboration, and willingness to engage in institutional initiatives. These results suggest that, at the district level, employees are experiencing increasing strain and diminishing affirmation of their contributions.

This trend presents a strategic risk to Employee Culture initiatives (4.1–4.7), particularly those focused on wellness, mentoring, and leadership development, as sustained morale challenges may undermine participation and long-term initiative success.

## Workplace Relationships, Trust, and Belonging

Measures of respect, trust, and belonging also declined districtwide between 2019 and 2025, with trust between employee groups emerging as a critical concern.



- Agreement that employees respect each other declined from 77.1% to 56.3%.

- Trust between:

- Classified staff and faculty declined from 63.7% to 45.8%.

- Classified staff and management dropped from 40.5% to 30.3%.

- Faculty and management declined from 43.9% to 29.0%.

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- While a majority of employees still report that their department values their contributions (65.6% in 2025), this represents a notable decline from 79.4% in 2019.
- Sense of belonging decreased from 72.6% to 62.4%.

*Interpretation:*

The divergence between stronger department-level belonging and weaker cross-group trust suggests that challenges are structural rather than interpersonal. Employees generally report positive relationships within local teams, while confidence declines when interactions involve cross-role coordination or districtwide systems.

This finding aligns with the Strategic Plan’s identification of initiative fatigue, role clarity, and governance complexity as barriers to implementation and underscores the importance of districtwide leadership development, mentoring, and transparent communication structures.

## Decision-Making, Governance, and Communication

Districtwide perceptions of decision-making effectiveness and communication show some of the lowest levels of agreement across the survey, with consistent declines since 2019.

- Satisfaction with opportunities to participate in key institutional decisions declined from 46.4% to 37.4%.
- Only 26.7% of employees in 2025 agreed that employees are sufficiently involved in decision-making.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions				
2019	2022	2025	6Yr Trend	
46.4%	42.7%	37.4%		
Employees are Sufficiently Involved in Decision-Making				
2019	2022	2025	6Yr Trend	
30.2%	29.0%	26.7%		
I Feel Consulted and Listened to Regarding Decisions				
2019	2022	2025	6Yr Trend	
51.0%	45.7%	31.9%		
Representatives on Governance Committees Keep Me Informed				
2019	2022	2025	6Yr Trend	
60.7%	59.3%	51.4%		
Representatives on Governance Committees Ask for My Input				
2019	2022	2025	6Yr Trend	
47.8%	51.9%	43.1%		
Management/Administration Considers Faculty and Staff Concerns				
2019	2022	2025	6Yr Trend	
40.0%	39.5%	33.0%		
Relevant Information is Effectively Communicated				
2019	2022	2025	6Yr Trend	
50.0%	43.6%	35.0%		
I Understand the Decision Making Process at My Work Location				
2019	2022	2025	6Yr Trend	
58.8%	55.4%	42.3%		
The Decision Making Process is Effective				
2019	2022	2025	6Yr Trend	
45.1%	42.9%	31.3%		
Information Flows Well Upward				
2019	2022	2025	6Yr Trend	
34.7%	32.8%	28.3%		
Information Flows Well Downward				
2019	2022	2025	6Yr Trend	
35.4%	32.2%	26.1%		

- Feeling consulted and listened to experienced one of the steepest declines, from 51.0% (2019) to 31.9% (2025).
- Agreement that:
  - Governance representatives keep employees informed declined to 51.4%.
  - Relevant information is effectively communicated fell to 35.0%.
  - Employees understand the decision-making process declined from 58.8% to 42.3%.

- Fewer than one-third of employees agreed that:
  - The decision-making process is effective (31.3%),
  - Information flows well upward (28.3%),
  - Information flows well downward (26.1%).

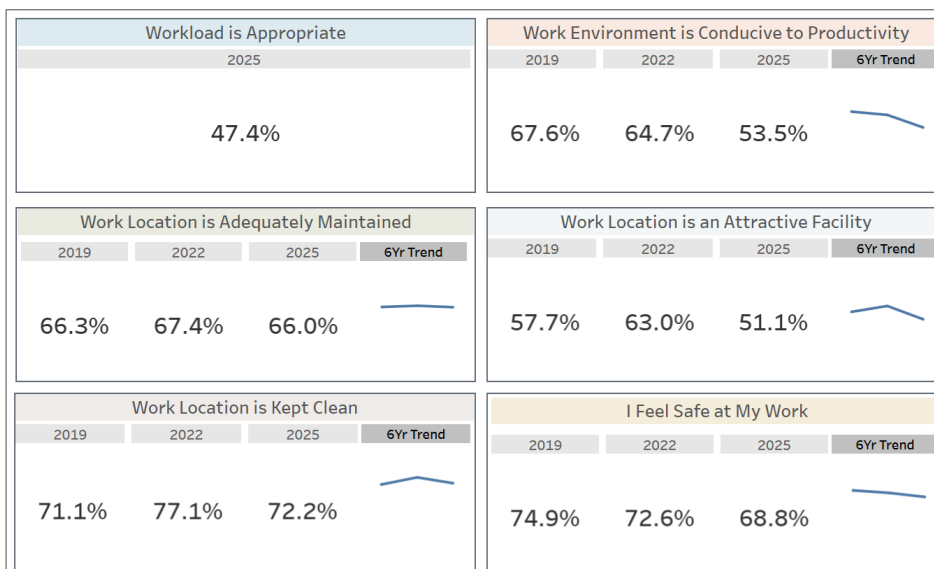
*Interpretation:*

When employees do not clearly understand how decisions are made or how their input influences outcomes, institutional decision-making processes may be perceived as opaque, even when formal governance structures exist. Without improvements in how decisions are communicated and how employee input is incorporated, the implementation of future-oriented initiatives, particularly those involving AI, process redesign, and cross-college coordination, may face resistance or erode trust.

## Workload, Productivity, and Physical Environment

Results related to workload and physical conditions present a mixed but informative picture.

- Fewer than half of employees (47.4%) agreed that their workload is appropriate in 2025.
- Agreement that the work environment is conducive to productivity declined from 67.6% (2019) to 53.5% (2025).
- Facility maintenance remained relatively stable (66.0% in 2025), while:
  - Perceptions of facility attractiveness declined to 51.1%,
  - Cleanliness remained comparatively high (72.2%),
  - Feeling safe at work declined modestly to 68.8%.



*Interpretation:*

While basic facilities remain stable districtwide, declining perceptions of productivity and workload appropriateness highlight risks to employee well-being and operational sustainability. These results directly inform Employee Physical Environment initiatives (6.1–6.7) and reinforce the importance of using employee survey data—as explicitly called for in the Strategic Plan—to prioritize facility improvements and workspace design that support focus, collaboration, and stress reduction.

## Resources, Training, and Institutional Support

This subsection examines employee perceptions of institutional capacity and support, including access to resources, technology, training, and professional growth opportunities.

*Districtwide Results and Trends (2019–2025)*

- Agreement that employees are *provided with the resources and support needed to perform their job* declined slightly from 65.6% (2019) to 62.2% (2025).
- Perceptions that the district provides *adequate technology* remained comparatively strong and stable at 71.4% in 2025.
- Agreement that employees are *provided with adequate training* declined more noticeably, from 60.1% (2019) to 51.5% (2025).
- Perceptions of *encouragement and support for professional growth and development* declined to 56.8%, down from 62.4% in 2019.

Provided the Resources and Support Needed			
2019	2022	2025	6Yr Trend
65.6%	64.7%	62.2%	

Provided Adequate Technology			
2019	2022	2025	6Yr Trend
74.5%	71.7%	71.4%	

Provided Adequate Training			
2019	2022	2025	6Yr Trend
60.1%	60.8%	51.5%	

Provided Encouragement and Support for Professional Growth and Development			
2019	2022	2025	6Yr Trend
62.4%	61.1%	56.8%	

*Interpretation:*

These results suggest that while foundational tools and resources are largely in place, employees are increasingly less confident that the institution is providing sufficient training and professional growth opportunities to support changing job demands. The sharper decline in training-related

measures relative to technology access suggests that capacity challenges may be less about infrastructure and more about skill development, onboarding, and ongoing learning.

This pattern is consistent with broader findings in the survey on workload, morale, and trust and may reflect the cumulative effects of organizational change, expanded responsibilities, and evolving expectations across employee groups.

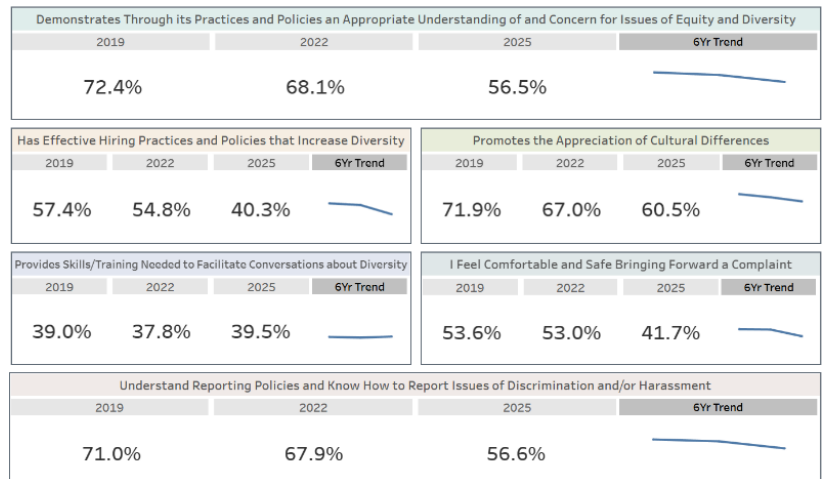
## Equity, Inclusion, and Policy Support (District-Level)

This subsection examines employee perceptions of districtwide equity- and diversity-related policies, practices, training, and reporting structures. These items reflect institutional commitments and systems intended to promote fairness, inclusion, and psychological safety across the Kern Community College District.

### Districtwide Results and Trends (2019–2025)

Districtwide results show a consistent downward trend across most measures related to equity, diversity, and policy support, with particularly notable declines in perceptions of hiring practices, reporting confidence, and institutional responsiveness.

- Agreement that KCCD *demonstrates an appropriate understanding of and concern for issues of equity and diversity through its practices and policies* declined from 72.4% (2019) to 56.5% (2025).



- Perceptions that KCCD *has effective hiring practices and policies that increase diversity* declined to 40.3%, representing one of the steepest declines across this question group.
- Agreement that the district *promotes the appreciation of cultural differences* declined to 60.5% in 2025.
- Perceptions that employees are *provided with the skills or training needed to facilitate conversations about diversity* remained consistently low, at 39.5% in 2025, showing little improvement over time.
- Agreement with the statement *“I feel comfortable and safe bringing forward a complaint”* declined to 41.7%.
- Understanding of *reporting policies and how to report issues of discrimination and/or harassment* declined from 71.0% (2019) to 56.6% (2025).

*Interpretation:*

Taken together, these findings suggest a growing gap between stated institutional values and employee confidence in systems that operationalize equity and inclusion. While a majority of employees continue to agree that the district promotes cultural appreciation, fewer report confidence in hiring practices, training, and reporting mechanisms.

## Discrimination, Harassment, and Institutional Response

This subsection examines employee-reported experiences related to discrimination and harassment, including direct experiences, observations, and support provided to others. Results are presented at the district-wide level to inform understanding of institutional climate, reporting dynamics, and confidence in response systems.

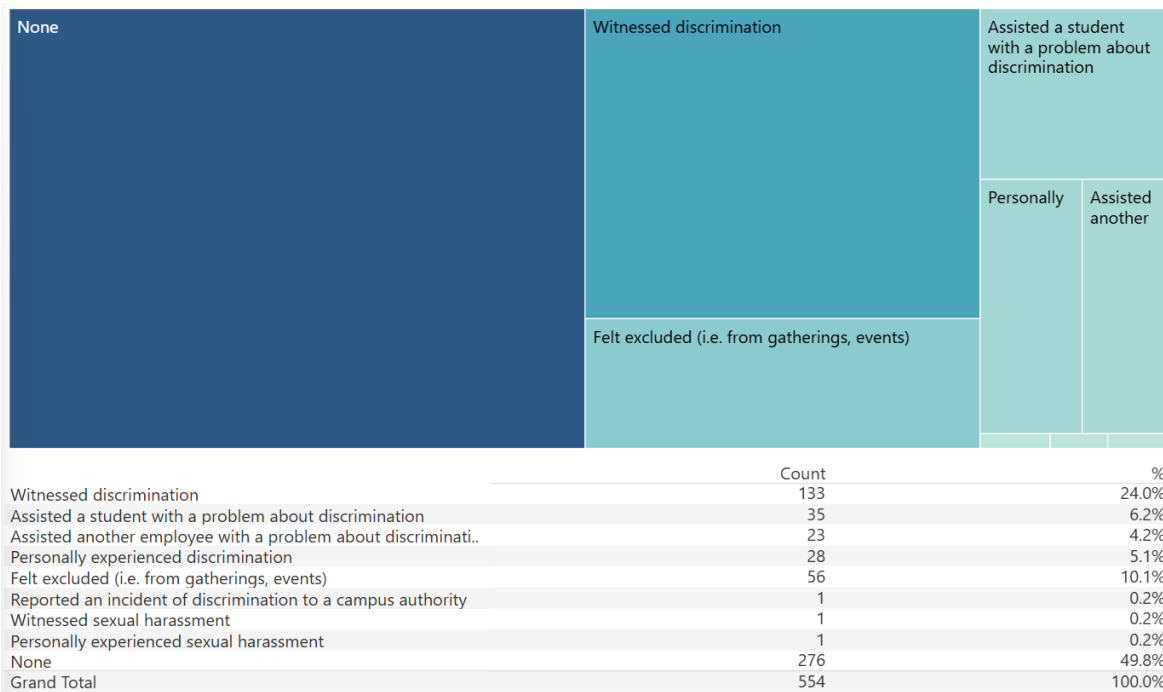
### *Overview of Reported Experiences*

Across the district, employees reported a range of experiences related to discrimination and harassment, with the majority indicating no direct experience, though a notable proportion reporting indirect exposure through witnessing or supporting others.

- 49.8% of respondents indicated they had not experienced or observed discrimination or harassment.
- 24% reported having witnessed discrimination.
- 10.1% reported feeling excluded (e.g., from gatherings or events).
- 5.1% reported personally experiencing discrimination.
- 4.2% reported assisting another employee with a discrimination-related concern.
- 6.2% reported assisting a student with a discrimination-related concern.

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- 0.2% reported witnessing sexual harassment, and 0.2% reported personally experiencing sexual harassment.



- A very small proportion (0.2%) reported formally reporting an incident of discrimination to a campus authority.

*Interpretation:*

These results suggest that while direct experiences of discrimination and harassment are reported by a relatively small proportion of respondents, a substantially larger share of employees have indirect exposure through witnessing incidents or supporting others. This pattern indicates that issues related to discrimination and exclusion are visible in the work environment, even when they are not personally experienced.

These patterns suggest that employees may experience uncertainty or hesitation regarding reporting pathways, highlighting an opportunity to strengthen clarity, communication, and confidence in institutional response systems.

*Institutional Response and System-Level Implications*

When considered in conjunction with results from Section 1.4 (Equity, Diversity, Inclusion, and Policy Support), these findings point to the importance of strengthening not only policies, but also:

- Clarity and visibility of reporting mechanisms,
- Psychological safety and trust in institutional response, and
- Training and support for employees who witness or assist others with discrimination-related concerns.

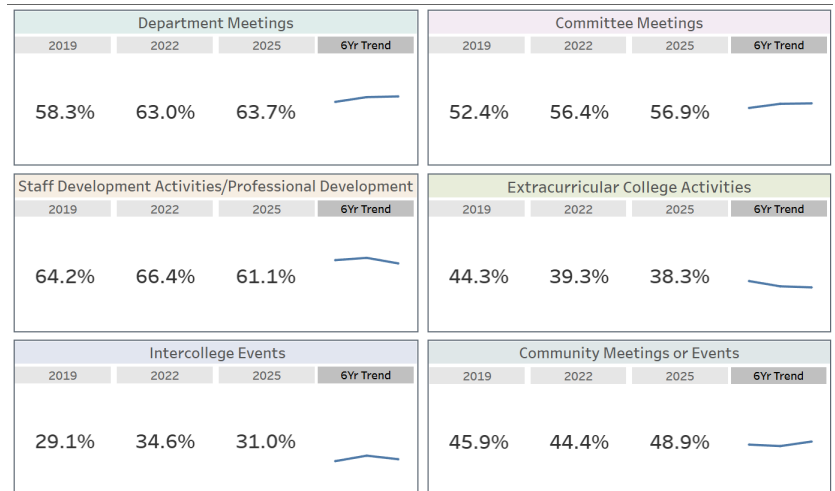
The presence of a substantial group of employees who provide informal support to colleagues and students underscores the need for clear guidance, shared responsibility, and accessible institutional pathways to ensure that concerns are addressed appropriately and consistently. The data suggests an opportunity for the district to reinforce trust in reporting systems, expand skill-based training, and strengthen communication about institutional response, aligning practice more closely with stated commitments to equity, safety, and inclusion.

## Engagement, Reflection, and Outlook

This subsection examines employee engagement in district and college activities, intent to remain, retrospective satisfaction, and overall outlook. Together, these measures provide important context for understanding how employees are navigating current conditions and how they perceive their future within the Kern Community College District.

### Engagement in Institutional Activities

- Districtwide engagement levels show relative stability in formal, role-related activities, alongside lower and declining participation in broader or discretionary engagement opportunities.
- Participation in department meetings increased modestly over time, reaching 63.7% in 2025.
- Participation in committee meetings remained steady at 56.9%.
- Engagement in staff development or professional development activities declined slightly to 61.1%.
- Participation in extracurricular college activities declined to 38.3%.
- Participation in intercollege events remained comparatively low at 31.0%.
- Participation in community meetings or events increased modestly to 48.9%.



### Interpretation:

These results suggest that employees continue to engage consistently in core governance and operational activities, while participation in optional or cross-college engagement opportunities is more limited. This pattern may reflect workload pressures, competing priorities, or fatigue, rather than disengagement from institutional missions.

### Outlook, Retention, and Reflection

- Despite challenges identified elsewhere in the survey, districtwide results indicate strong levels of commitment and intent to remain.

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- 89.6% of respondents in 2025 reported expecting to continue working in their current position.

Expect to Continue Working in Current Position			
2025			
89.6%			

Expect to Continue Working at Current Work Location			
2025			
91.9%			

Expect to Continue Working for District			
2019	2022	2025	6Yr Trend
93.7%	94.0%	93.3%	

Would Choose to Work Here Again			
2019	2022	2025	6Yr Trend
86.0%	85.3%	83.1%	

- 91.9% reported expecting to continue working at their current work location.
- 93.3% reported expecting to continue working for the district, consistent with prior survey cycles.
- A strong majority (83.1%) reported that they would choose to work at KCCD again, though this represents a modest decline since 2019.

*Interpretation*

The combination of high intent to stay and declining perceptions of trust, communication, and institutional support suggests that employees remain committed to KCCD’s mission, colleagues, and communities, even as confidence in systems and processes has weakened.

Sustaining this level of retention and goodwill will likely depend on addressing the structural and cultural concerns identified in earlier sections of this report. These findings reinforce the importance of aligning districtwide systems, communication practices, and support structures with the values and commitment employees continue to bring to their roles.

**Open-Ended Survey Comment Highlights**

This subsection summarizes key themes from open-ended survey responses provided by employees across the district. These comments provide insight into how employees interpret and experience districtwide systems, culture, and communication.

*Response Rate and Methodological Context*

Employee participation in open-ended questions increased substantially over time, with 64.5% of respondents in 2025 providing at least one written comment, compared to 31.7% in 2019 and 39.4% in 2022. This increase suggests a growing desire among employees to share detailed feedback about their experiences.

Open-ended responses (n = 2,136 coded excerpts) were thematically analyzed using AI-assisted qualitative analysis tools. Individual responses could be associated with multiple themes, reflecting the complexity of employee perspectives.

**Overall Sentiment**

Analysis of comment sentiment indicates that responses were predominantly positive or negative, with relatively few reflecting mixed feelings or neutral sentiment. The high proportion of written

comments also indicates that employees are highly invested in the institution and view the survey as a meaningful opportunity to communicate concerns and suggestions.

- 55.4% of coded excerpts reflected negative sentiment, often expressing frustration or concern related to workload, leadership, communication, and institutional processes.
- 41.1% reflected positive sentiment, frequently highlighting commitment to students, appreciation for colleagues, or pride in the district’s mission.
- 2.9% reflected mixed feelings, combining positive commitment or appreciation with expressed concerns or frustrations
- 0.6% were categorized as neutral.

*Interpretive note:*

The distribution of sentiment reflects a polarized pattern in employee commentary. While a substantial share of responses conveyed concern or dissatisfaction, a similarly large proportion expressed positive attachment and dedication to the institution, students, and colleagues.

**Dominant Theme Groups**

When themes were ranked at a more granular level, several recurring patterns emerged:

- Concerns about ineffective management, low morale, and low trust were among the most frequently coded themes.
- Frustration with follow-through, change fatigue, accountability, and consistency in implementation of initiatives.
- Poor communication, lack of transparency, and decision-making concerns
- Concerns related to human resources practices, pay equity and favoritism,
- Feelings of being undervalued or insufficiently recognized appeared across multiple theme groups.

At the same time, comments also reflected appreciation for colleagues, commitment to students, and engagement with the mission, reinforcing the mixed-sentiment pattern observed overall.

A word cloud generated from 2025 responses further highlights the prominence of terms related to change, communication, leadership, trust, morale, and workload, reinforcing the thematic analysis.



## Districtwide Patterns by Classified Staff, Faculty, and Management

While aggregate districtwide trends provide important context, examining results by employee group reveals meaningful divergence in how district systems are experienced. These differences are not incidental — they point to structural alignment challenges that warrant Cabinet-level attention.

Across domains, three consistent patterns emerge:

1. Classified staff report the steepest declines in trust and consultation.
2. Faculty report stronger governance visibility but lower confidence in effectiveness.
3. Management report higher understanding of systems but declining confidence in outcomes and increasing workload strain.

These divergences suggest misalignment across vertical and horizontal layers of the organization.

### Trust & District-Level Alignment

#### Classified Staff

- Lowest levels of trust between colleges and District Office.
- Lowest confidence in decision-making effectiveness.
- Sharp declines in perceptions of ethical standards.
- Low agreement that information flows effectively in either direction.

<table border="1"> <thead> <tr> <th colspan="4">Open to Different Ideas, Opinions, and Beliefs</th> </tr> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>53.9%</td> <td>58.8%</td> <td>47.6%</td> <td></td> </tr> </tbody> </table>	Open to Different Ideas, Opinions, and Beliefs				2019	2022	2025	6Yr Trend	53.9%	58.8%	47.6%		<table border="1"> <thead> <tr> <th colspan="4">Trust (Colleges↔District Office)</th> </tr> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>31.8%</td> <td>38.8%</td> <td>17.1%</td> <td></td> </tr> </tbody> </table>	Trust (Colleges↔District Office)				2019	2022	2025	6Yr Trend	31.8%	38.8%	17.1%	
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*Faculty*

- Moderate trust levels, stronger than classified but trending downward.
- Stronger perception that governance representatives keep them informed.
- Continued low belief that decision-making is effective.
- Relational trust strongest within peer groups, weaker with management.

Open to Different Ideas, Opinions, and Beliefs				Trust (Colleges↔District Office)			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
61.3%	49.3%	50.6%		37.1%	35.5%	22.8%	
Trust (3 Colleges)				Relevant Information Effectively Communicated			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
29.0%	29.3%	19.0%		45.1%	36.9%	42.5%	
Understand Decision Making Process				Decision Making Process is Effective			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
37.7%	37.1%	28.8%		27.9%	27.0%	16.5%	
KCCD Promotes High Ethical Standards				Opportunities to Learn and Grow in Career			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
66.5%	55.2%	40.7%		63.9%	62.6%	54.5%	
Information Flows Well (2025)							
District Office→Colleges				Colleges→District Office			
31.3%				28.5%			

*Management*

- Highest levels of understanding of decision-making processes.
- Confidence in effectiveness declined sharply since 2022.
- Ethical standards perception declined significantly.
- Moderate trust across groups, but lower than prior cycles.

Open to Different Ideas, Opinions, and Beliefs				Trust (Colleges↔District Office)			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
68.6%	61.7%	65.4%		34.3%	43.3%	29.7%	
Trust (3 Colleges)				Relevant Information Effectively Communicated			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
30.8%	40.5%	28.2%		50.0%	42.6%	40.6%	
Understand Decision Making Process				Decision Making Process is Effective			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
59.7%	52.5%	34.7%		43.1%	42.8%	17.5%	
KCCD Promotes High Ethical Standards				Opportunities to Learn and Grow in Career			
2019	2022	2025	6Yr Trend	2019	2022	2025	6Yr Trend
75.8%	71.2%	42.8%		60.8%	67.1%	57.2%	
Information Flows Well (2025)							
District Office→Colleges				Colleges→District Office			
23.2%				27.5%			

**Structural Interpretation**

The most important divergence here is the **understanding vs effectiveness gap**:

- Management understands the system.
- Faculty understand the system moderately.
- Classified staff understand it least.
- All three groups question its effectiveness.

This pattern suggests a process–outcome credibility gap: employees may understand the system but remain unconvinced that it produces effective or responsive outcomes.

## Governance Participation & Consultation

### Classified Staff

- Lowest satisfaction with participation opportunities.
- Steepest decline in feeling consulted and listened to.
- Low belief that administration considers concerns.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions				
2019	2022	2025	6Yr Trend	
31.6%	37.3%	24.4%		
Employees are Sufficiently Involved in Decision-Making				
2019	2022	2025	6Yr Trend	
20.4%	25.1%	20.1%		
I Feel Consulted and Listened to Regarding Decisions				
2019	2022	2025	6Yr Trend	
47.4%	49.3%	23.2%		
Representatives on Governance Committees Keep Me Informed				
2019	2022	2025	6Yr Trend	
48.7%	46.8%	37.8%		
Representatives on Governance Committees Ask for My Input				
2019	2022	2025	6Yr Trend	
34.8%	38.2%	31.9%		
Management/Administration Considers Faculty and Staff Concerns				
2019	2022	2025	6Yr Trend	
27.8%	37.8%	24.1%		
Relevant Information is Effectively Communicated				
2019	2022	2025	6Yr Trend	
42.5%	44.0%	32.2%		
I Understand the Decision Making Process at My Work Location				
2019	2022	2025	6Yr Trend	
54.9%	62.4%	37.9%		
The Decision Making Process is Effective				
2019	2022	2025	6Yr Trend	
43.0%	49.6%	26.5%		
Information Flows Well Upward				
2019	2022	2025	6Yr Trend	
28.9%	33.6%	25.7%		
Information Flows Well Downward				
2019	2022	2025	6Yr Trend	
27.0%	27.0%	21.3%		

### Faculty

- Strong governance representative visibility.
- Lower perception that consultation translates into influence.
- Stable but declining confidence in administrative responsiveness.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions				
2019	2022	2025	6Yr Trend	
51.4%	39.4%	43.9%		
Employees are Sufficiently Involved in Decision-Making				
2019	2022	2025	6Yr Trend	
31.3%	28.6%	30.3%		
I Feel Consulted and Listened to Regarding Decisions				
2019	2022	2025	6Yr Trend	
51.2%	40.6%	31.2%		
Representatives on Governance Committees Keep Me Informed				
2019	2022	2025	6Yr Trend	
71.0%	68.7%	67.0%		
Representatives on Governance Committees Ask for My Input				
2019	2022	2025	6Yr Trend	
56.9%	61.7%	58.5%		
Management/Administration Considers Faculty and Staff Concerns				
2019	2022	2025	6Yr Trend	
39.4%	30.5%	29.0%		
Relevant Information is Effectively Communicated				
2019	2022	2025	6Yr Trend	
53.2%	42.0%	36.4%		
I Understand the Decision Making Process at My Work Location				
2019	2022	2025	6Yr Trend	
56.0%	47.5%	41.0%		
The Decision Making Process is Effective				
2019	2022	2025	6Yr Trend	
41.9%	36.0%	30.3%		
Information Flows Well Upward				
2019	2022	2025	6Yr Trend	
35.4%	30.2%	26.5%		
Information Flows Well Downward				
2019	2022	2025	6Yr Trend	
40.3%	32.2%	28.4%		

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*Management*

- Higher consultation levels than other groups.
- Declining belief that employees are sufficiently involved.
- Noticeable erosion in communication effectiveness ratings.

I am Satisfied with Opportunities to Participate in Key Institutional Decisions				
2019	2022	2025	6Yr Trend	
64.1%	60.2%	44.7%		
Employees are Sufficiently Involved in Decision-Making				
2019	2022	2025	6Yr Trend	
49.7%	36.2%	29.8%		
I Feel Consulted and Listened to Regarding Decisions				
2019	2022	2025	6Yr Trend	
58.6%	55.4%	45.6%		
Representatives on Governance Committees Keep Me Informed				
2019	2022	2025	6Yr Trend	
54.6%	50.0%	44.9%		
Representatives on Governance Committees Ask for My Input				
2019	2022	2025	6Yr Trend	
48.2%	42.9%	33.5%		
Management/Administration Considers Faculty and Staff Concerns				
2019	2022	2025	6Yr Trend	
69.8%	69.9%	53.0%		
Relevant Information is Effectively Communicated				
2019	2022	2025	6Yr Trend	
57.0%	48.0%	37.5%		
I Understand the Decision Making Process at My Work Location				
2019	2022	2025	6Yr Trend	
77.0%	68.7%	51.2%		
The Decision Making Process is Effective				
2019	2022	2025	6Yr Trend	
60.6%	54.1%	40.8%		
Information Flows Well Upward				
2019	2022	2025	6Yr Trend	
45.9%	40.0%	35.8%		
Information Flows Well Downward				
2019	2022	2025	6Yr Trend	
38.6%	40.7%	29.5%		

**Structural Interpretation**

Governance visibility does not equal perceived influence.

- Faculty feels informed.
- Classified staff feel peripheral.
- Management feels engaged but less effective.

This suggests:

- Participatory pathways may be uneven.
- Feedback loops may not be visibly closed.
- Decision rationale may not be consistently communicated.

**Morale, Value & Recognition**

*Classified Staff*

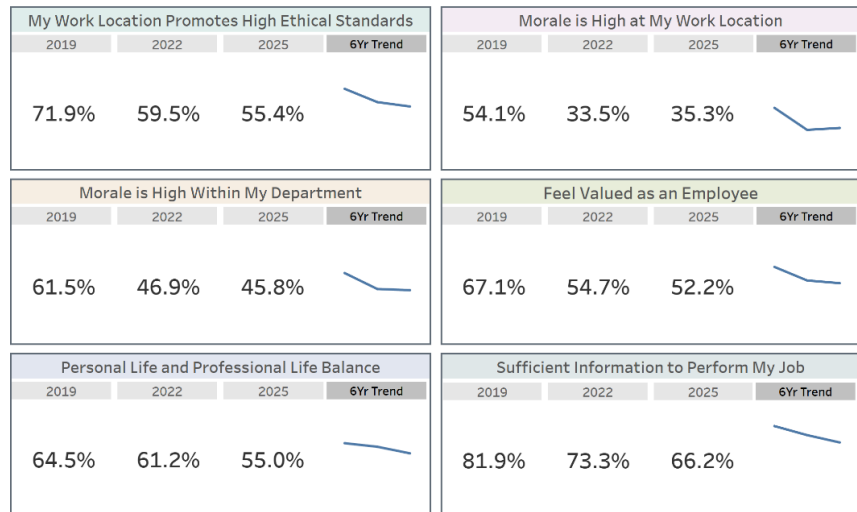
- Largest declines in feeling valued.
- Morale at both location and department levels dropped sharply.
- Lower job information clarity compared to other groups.

<p><b>My Work Location Promotes High Ethical Standards</b></p> <table border="1"> <thead> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>65.1%</td> <td>63.0%</td> <td>48.5%</td> <td></td> </tr> </tbody> </table>	2019	2022	2025	6Yr Trend	65.1%	63.0%	48.5%		<p><b>Morale is High at My Work Location</b></p> <table border="1"> <thead> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>38.7%</td> <td>45.0%</td> <td>29.4%</td> <td></td> </tr> </tbody> </table>	2019	2022	2025	6Yr Trend	38.7%	45.0%	29.4%	
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2019	2022	2025	6Yr Trend														
38.7%	45.0%	29.4%															
<p><b>Morale is High Within My Department</b></p> <table border="1"> <thead> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>48.6%</td> <td>53.5%</td> <td>38.5%</td> <td></td> </tr> </tbody> </table>	2019	2022	2025	6Yr Trend	48.6%	53.5%	38.5%		<p><b>Feel Valued as an Employee</b></p> <table border="1"> <thead> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>51.1%</td> <td>55.1%</td> <td>44.0%</td> <td></td> </tr> </tbody> </table>	2019	2022	2025	6Yr Trend	51.1%	55.1%	44.0%	
2019	2022	2025	6Yr Trend														
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<p><b>Personal Life and Professional Life Balance</b></p> <table border="1"> <thead> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>68.1%</td> <td>67.6%</td> <td>52.9%</td> <td></td> </tr> </tbody> </table>	2019	2022	2025	6Yr Trend	68.1%	67.6%	52.9%		<p><b>Sufficient Information to Perform My Job</b></p> <table border="1"> <thead> <tr> <th>2019</th> <th>2022</th> <th>2025</th> <th>6Yr Trend</th> </tr> </thead> <tbody> <tr> <td>70.7%</td> <td>69.6%</td> <td>55.1%</td> <td></td> </tr> </tbody> </table>	2019	2022	2025	6Yr Trend	70.7%	69.6%	55.1%	
2019	2022	2025	6Yr Trend														
68.1%	67.6%	52.9%															
2019	2022	2025	6Yr Trend														
70.7%	69.6%	55.1%															

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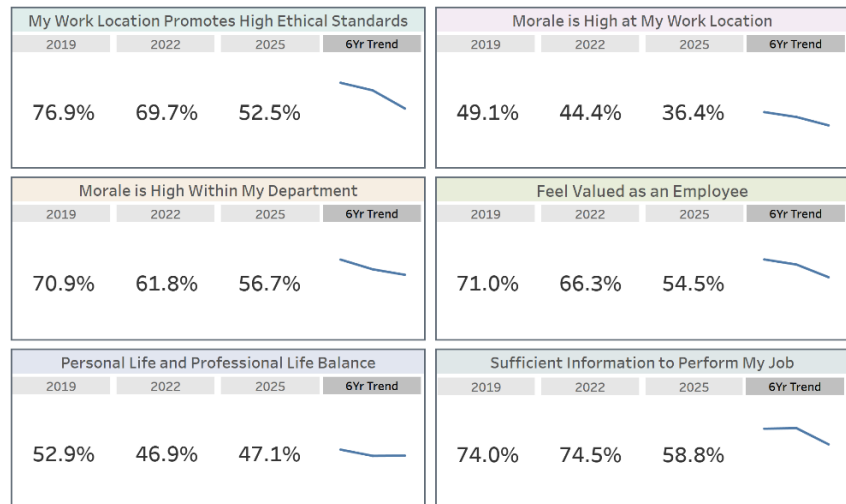
*Faculty*

- Department-level morale remains stronger than institution-level morale.
- Feeling valued declined but remains above classified levels.
- Work-life balance is moderate but trending downward.



*Management*

- Department-level morale remains comparatively strong.
- Feeling valued remains high relative to other groups.
- Work-life balance is lowest among groups.



**Structural Interpretation**

Departments are buffering strain.

Across all groups:

- Department-level morale > Institution-level morale.

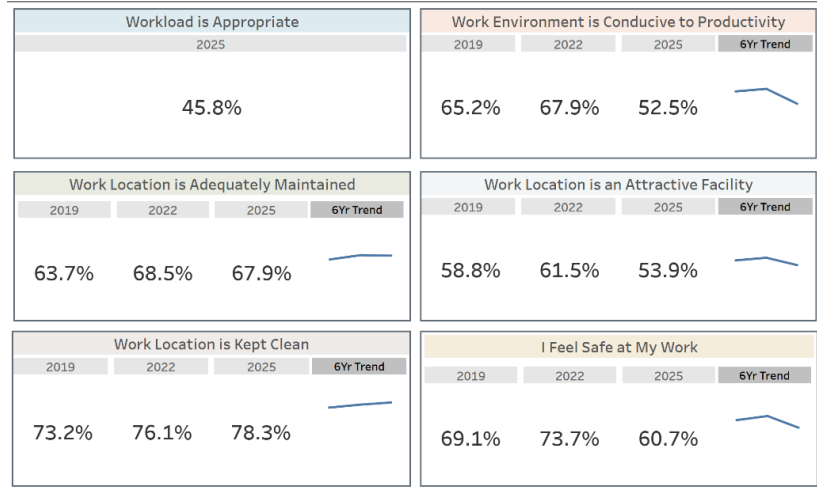
This suggests relational cohesion locally but system-level misalignment districtwide.

The divergence between management and classified morale signals potential gaps in perception regarding recognition and support.

## Workload & Capacity Strain

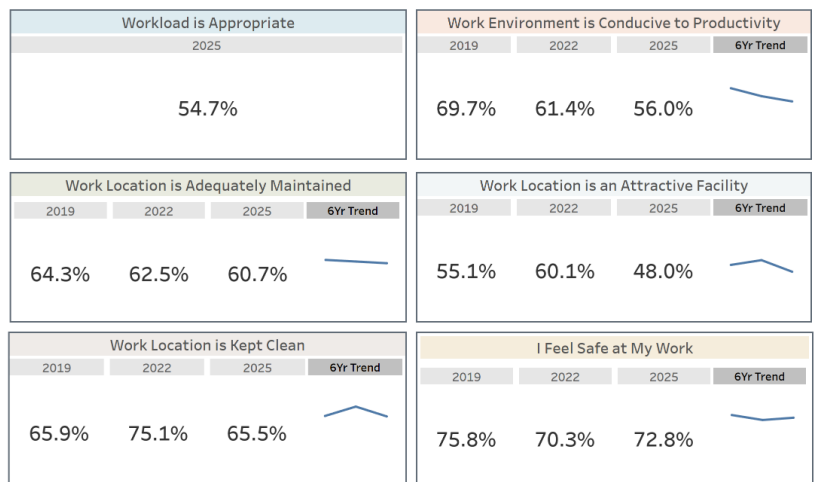
### Classified Staff

- Less than half report workload as appropriate.
- Productivity environment ratings declined.
- Safety perceptions softened in several locations.



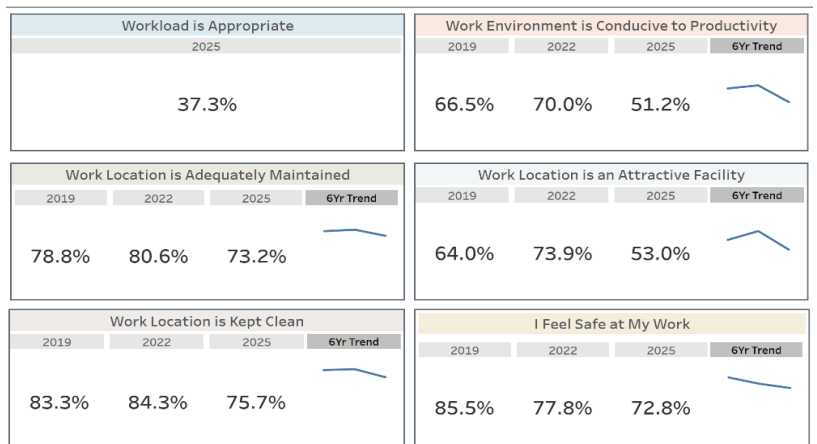
### Faculty

- Moderate workload alignment.
- Productivity and facility attractiveness are trending downward.
- Safety remains relatively strong.



### Management

- Lowest workload appropriateness across all groups.
- Significant productivity environment decline.



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- High capacity strain signals.

**Structural Interpretation**

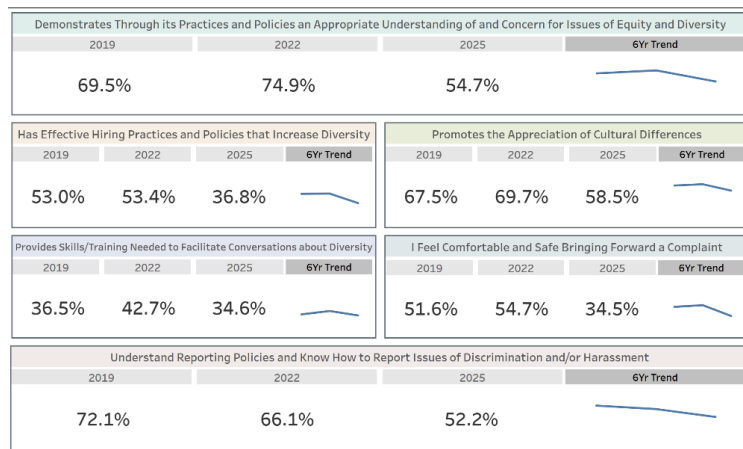
- Workload strain is not evenly distributed.
- Management reports the most acute capacity pressure.
- Classified staff reports high strain.
- Faculty report moderate strain.

This suggests initiative layering and coordination demands are disproportionately impacting supervisory and administrative roles, which affects decision velocity and communication clarity.

**Equity & Reporting Confidence**

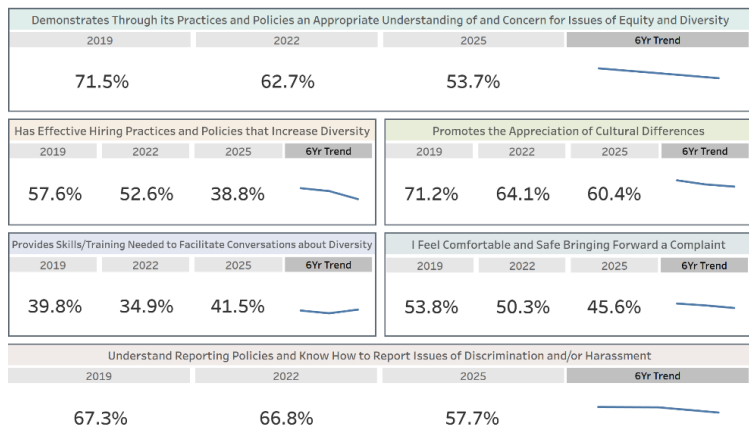
*Classified Staff*

- Lowest comfort bringing forward complaints.
- Declining understanding of reporting policies.
- Significant drop in confidence in hiring practices.



*Faculty*

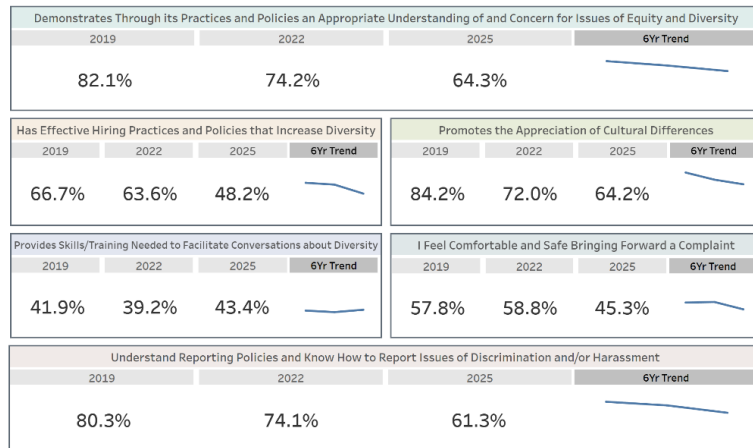
- Moderate reporting comfort.
- Declining institutional equity confidence.
- Slight improvement in training, but still below the majority.



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*Management*

- Highest understanding of reporting processes.
- Reporting comfort declining.
- Hiring practice confidence below 50%.



**Structural Interpretation**

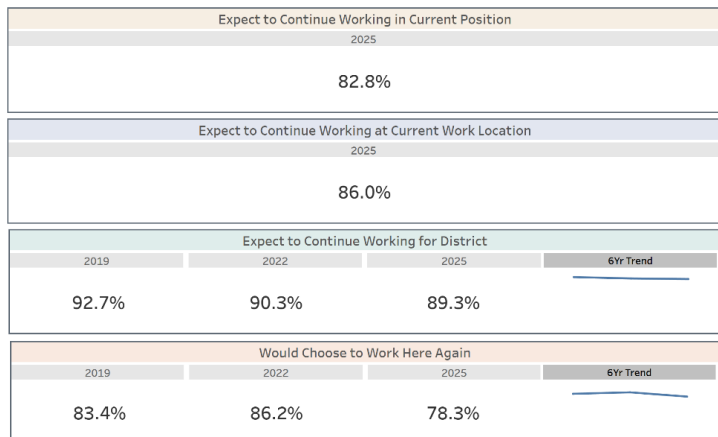
- Policy awareness exists at leadership levels.
- Psychological safety perception is weaker at staff levels.

The divergence between policy clarity (management) and reporting comfort (classified) suggests a visibility and trust gap in system execution.

**Engagement & Retention**

*Classified Staff*

- Strong intent to remain.
- Decline in “would choose again.”
- Engagement concentrated in required activities.



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*Faculty*

- Extremely strong retention intent.
- Strong governance engagement.
- Stable “would choose again.”

Expect to Continue Working in Current Position			
2025			
97.0%			

Expect to Continue Working at Current Work Location			
2025			
97.4%			

Expect to Continue Working for District			
2019	2022	2025	6Yr Trend
95.7%	96.1%	96.5%	↑

Would Choose to Work Here Again			
2019	2022	2025	6Yr Trend
87.9%	85.0%	86.6%	↑

*Management*

- Strong retention.
- Declining discretionary engagement.
- Reduced participation in cross-college activities.

Expect to Continue Working in Current Position			
2025			
86.4%			

Expect to Continue Working at Current Work Location			
2025			
90.6%			

Expect to Continue Working for District			
2019	2022	2025	6Yr Trend
89.6%	93.2%	93.1%	↑

Would Choose to Work Here Again			
2019	2022	2025	6Yr Trend
85.7%	85.2%	83.4%	↓

**Structural Interpretation**

Retention remains high across all groups.

However:

- Discretionary engagement is declining.
- Participation outside core duties is softening.

This indicates prioritization under capacity pressure — not disengagement, but constraint.

**Cross-Group Synthesis: Where Divergence Is Most Significant**

The 2025 Climate Survey does not indicate employee disengagement or severe risk. Employees continue to demonstrate strong commitment to mission, students, and retention.

However, the data reveals increasing misalignment between:

- Decision-making authority
- Communication flow

- Role expectations
- Capacity and workload
- Institutional values and lived experience

This misalignment appears structural rather than localized. The survey results indicate that employees across roles continue to invest significant effort in supporting students and institutional operations. However, when communication pathways, consultation structures, and role expectations are not consistently aligned, the system can feel fragmented even when individuals remain committed. Addressing these structural alignment issues may therefore have a disproportionate impact on overall institutional climate.

## Employee Group Divergence Summary

	Classified Staff	Faculty	Management
Trust & Consultation	<ul style="list-style-type: none"> <li>• Lowest Trust</li> <li>• Least Consulted</li> </ul>	<ul style="list-style-type: none"> <li>• Informed, Less Influential</li> </ul>	<ul style="list-style-type: none"> <li>• Engaged,</li> <li>• Declining Confidence</li> </ul>
Morale & Recognition	<ul style="list-style-type: none"> <li>• Lowest Morale</li> <li>• Least Valued</li> </ul>	<ul style="list-style-type: none"> <li>• Moderate Morale</li> <li>• Moderate Value</li> </ul>	<ul style="list-style-type: none"> <li>• Higher Morale</li> <li>• More Valued</li> </ul>
Workload & Capacity	<ul style="list-style-type: none"> <li>• High Strain</li> <li>• Productivity Drop</li> </ul>	<ul style="list-style-type: none"> <li>• Moderate Strain</li> <li>• Faculty Decline</li> </ul>	<ul style="list-style-type: none"> <li>• Highest Strain</li> <li>• Capacity Pressure</li> </ul>
Equity & Reporting	<ul style="list-style-type: none"> <li>• Low Reporting Comfort</li> <li>• Policy Uncertainty</li> </ul>	<ul style="list-style-type: none"> <li>• Moderate Comfort</li> <li>• Equity Concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Policy Aware</li> <li>• Declining Trust</li> </ul>

The most meaningful divergence appears in four areas:

### *Consultation & Voice*

1. Classified staff report the lowest influence.
2. Faculty report informed but not influential.
3. The management report shows participatory but declining confidence.

### **What the Data Show**

- Employees report low satisfaction with participation in institutional decisions.
- Agreement that employees are sufficiently involved remains low across groups.
- Understanding the decision-making process exceeds belief that the process is effective.

- Classified staff report the lowest levels of consultation and trust.

### **What This Suggests**

There is a disconnect between:

- Governance structure (formal process exists)
- Employee perception (input does not meaningfully shape outcomes)

The system may be operating procedurally correctly while failing perceptually.

### **Strategic Implication**

When consultation does not feel consequential, trust declines — even when structures exist.

### *Workload Capacity*

1. Management strain highest.
2. Classified moderate-high strain.
3. Faculty moderate strain.

### **What the Data Show**

- Management reports the highest workload strain.
- Declines in morale and feeling valued are notable among managers.
- Managers report reduced confidence in district-level effectiveness.
- They are expected to implement change while reporting reduced structural clarity.

### **What This Suggests**

- Managers are carrying:
  - Upward accountability
  - Downward expectations
  - Lateral coordination pressures

Without corresponding increases in support or clarity.

### **Strategic Implication**

When authority and resources are misaligned, implementation strain increases and system coherence weakens.

### *Reporting & Psychological Safety*

1. Policy clarity higher among management.
2. Reporting comfort lowest among classified.
3. Trust Across Roles
  - Peer trust stronger than vertical trust.
  - Trust involving management consistently lower.

### **What the Data Show**

- Majority agree district promotes cultural appreciation.
- Lower agreement regarding hiring practices and reporting comfort.
- Declines in understanding reporting procedures.

### **What This Suggests**

Employees may affirm institutional values while questioning:

- Consistency
- Transparency
- Psychological safety

### **Strategic Implication**

Value statements alone do not sustain confidence; operational clarity does.

## **Cabinet-Level Implications**

The Climate Survey results suggest that the district’s central opportunity is to strengthen alignment between institutional systems and the employee experience. Clarifying decision-making pathways, reinforcing consultation processes, improving communication transparency, and supporting supervisory capacity may significantly improve employee confidence in districtwide systems. Because employee commitment and retention remain strong, strategic attention to these structural areas could yield meaningful improvements in the institutional climate over the next survey cycle.

Employee group divergence signals structural alignment gaps:

- Vertical alignment (leadership ↔ staff)
- Horizontal alignment (college ↔ district)
- Process clarity vs outcome confidence
- Policy presence vs lived safety

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Across sections, a consistent pattern emerges:

<b>Strong</b>	<b>Strained</b>
Retention	Trust
Local teams	Cross-system coordination
Mission commitment	Decision transparency
Role engagement	Perceived influence

These divergences do not suggest fragmentation. They suggest an uneven experience of district systems.

Addressing them requires:

- Clarified consultation architecture
- Visible feedback loops
- Supervisor capacity investment
- Workload calibration
- Equity system transparency